

MIDLANDS STATE UNIVERSITY.



FACULTY OF COMMERCE

DEPARTMENT OF TOURISM AND HOSPITALITY MANAGEMENT

STAKEHOLDERS' PERCEPTIONS ON THE EXPANSION OF

ROBERT GABRIEL MUGABE INTERNATIONAL AIRPORT

BY

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DEDICATIONS

To my most loving parents and brothers for their care, love and support.

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Abstract

This study analyzed stakeholders' perceptions of the expansion of Robert Mugabe International Airport. Airport expansion is recommended by aviation protocols IATA and ICAO and it is highly practised in the first world countries who have funding to grow their economies. The study was chosen because there are literature gaps on expansion of airports in Zimbabwe. First world countries airport expansion projects have been very successful and they have benefited their countries economically, socially and environmentally because of measures put in place to protect the environment. The main aim of the study was to examine stakeholders' perceptions of the expansion of RGM International Airport to the perceived benefits as a result of the expansion. The targeted population was officials from Civil Aviation Authority of Zimbabwe, Zimbabwe Tourism Authority, Hotel and Lodges, and National handling services. They played a pivotal role in providing with relevant information for the study. The study adopted a qualitative approach in gathering both primary and secondary data. Primary data was inform of telephone interviews and questionnaires were used in this research as well as secondary data which comprise of reports, newspapers and internet. The study established that the expansion of Robert Mugabe International Airport had both negative and positive impacts to stakeholders' in the tourism and hospitality sector. The Harare community also benefited from the expansion of the airport through employment creation and development of infrastructure. The study identified business strategies implemented by stakeholders' as a result of the expansion of RGM International Airport as well as challenges brought by the expansion. The study also recommends that hotels and lodges must develop their infrastructure so as to carter for increasing in volume of tourist. The study also recommends further studies on the challenges faced by tourism stakeholders' as a result of the expansion of airports in Zimbabwe. A study similar to this research can also be done to incorporate all stakeholders' in Zimbabwe.

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CHAPTER ONE

INTRODUCTION

1.1 Introduction

This chapter gives the background to the study, identify the problem, spells out the objectives of the study and research questions. The chapter also states the basis of the study and explaining the methodology of the study. It also states the limitations, delimitations of the study and defines the key terms in the study.

1.2 Background of the study.

According to the Civil Aviation report(1950), the city's original aerodrome, Belvedere Airport, had proved to be inadequate and had to be abandoned for the following reasons, the runway was some 45° out of position, given that approaching aircraft had to enter through a gap in Warren Hills; because of the skewed align, aircraft were forced to take-off over the city centre, which posed a real danger of accidents; the growing number of high-rise buildings in the city, particularly Milton Building, posed a risk to aircraft. Belvedere Airport had been built to accommodate the RAF Elementary Flying Training School, so the layout and design of the building were not particularly suitable for commercial aviation.

A site therefore had to be found for the construction of an airport that would be safer and more suitable for commercial activities. Originally, it was anticipated that the airport would be completed by 1954. It was, however, not completed until two years later, because the government ran out of funds in October 1952 and had to suspend the project temporarily. The new Salisbury Airport was finally commissioned on 1 July 1956 by the Government of Rhodesia and Nyasaland.

The construction of the airport was a great turnaround for the country in a lot of ways, it facilitated accessibility from other countries so it boosted and fast tracked international trade and the tourism industry to a greater extent. As time went by, the international tourism base started booming and there was need for the renovation and the expansion of the Salisbury Airport which then later changed to Harare International Airport after the independence. Although the travelling industry was affected by the liberation war, it quickly bounced back post-independence. The rapid growth of air traffic in Zimbabwe after independence has led to a rapid development of airports and airstrips. Today, Zimbabwe boasts of three international airports, namely Robert Gabriel Mugabe, Joshua Mqabuko Nkomo and Victoria Falls. This continues to be the rise of commercial aviation in Zimbabwe because flights were flying to as far as China and Europe. There are many factors (demands) that lead to the expansion and the face-lifting of an airport and there are so many impacts yielded by such huge projects.

This study seeks to analyze the stakeholders' perceptions on the impacts of the expansion of RGM International Airport. Aviation capacity is needed urgently if the industry is to cater to increased demand. But, as Graham Newton reports, intelligent airport expansion faces several challenges. Demand for air travel is increasing. IATA expects more than seven billion passengers in 2035, an average growth rate of 4.1% per annum and more than double 2014's 3.5 billion passengers. With that growth comes the promise of aviation having an even greater economic impact. "It is an exciting prospect to think that in the next 20 years more than twice as many passengers as today will have the chance to fly," says Tony Tyler, IATA's Director General and CEO.

Air connectivity on this scale will help transform economic opportunities for millions of people. At present, aviation helps sustain 58 million jobs and \$2.4 trillion in economic activity. By 2035, we can expect aviation to be supporting 105 million jobs and \$6 trillion in gross domestic product (GDP). Airport expansion has an effect on promoting growth in tourism, financial services, wholesale, and retail as suggested by Awiti and Okoth (2013). It is well known that airports are a catalyst for growth in tourism sector and play a key role to a nation and international trade relations and also advance sustainable growth, therefore opportunities to distance communities away from

poverty as propounded by Copper (2012). Airport expansion has an effect on promoting growth in tourism, financial services, wholesale, and retail as suggested by Awiti and Okoth (2013).

Awiti and Okoth (2013) stated that the economic importance of airports includes major generators of economic activity and executes a motivation for a wide range of economic activities. In a study by Awiti *et al* (2013), they argued that airports act as strategic drivers by attracting new investments from oversea companies, expanding, retaining and securing of existing business in the face of competition. Airports promote the export success of business located in the area, enhance the competitiveness of the economy through an efficient delivery of passenger and freight services.

Smitet *al* (2013) added that airports attract high technology business that have a high demand from travel and the shipment of goods and they act as centers of employment. The Birmingham International Airport expansion as studied by Youell (2011) has largely contributed to the cementing of aviation and tourism business in London. The airport's intention was to serve the region's demands, bringing economic benefits through inward investment, ease of access and creating jobs Youell (2011).

However, Griggs and Howarth (2013) contends that in 2010, the Conservative-Liberal Democrat Coalition placed a suspension on airport expansion in the south-east of England and it faced a sustained political campaign from supporter of the aviation industry and expansion therefore leading to the appointment of the Davie commission on airport capacity in September 2012. McDonough (2018) states that empirical qualitative evidence of London Heathrow Airport, Gatwick Airport and the local places which had controversy regarding airport expansion and noise pollution emanating from the various, airport development and changing flights paths to and from London's urban boundary. Hayden (2014) argued that in some cases before a state agency allows an airport to move forward with an expansion project, the airport authority must agree to implement certain environmental mitigation projects as community concern regarding environmental impacts can cause projects to delay.

A stakeholder is defined by a study London school of business (2013) as any person, organization, social group or society at large that has a stake in the business or that can affect or be affected. This stake can be internal or external to the business. The primary stakeholders include its

investors, employees, customers and suppliers. However, the modern theory goes beyond this original notion to include additional stakeholders such as the community, government or trade associations.

Several lawsuits are filed in opposition to almost every expansion of a major airport (Cohen and Coughlin, 2011). In addition, opponents usually challenge the right of airport officials to override local zoning rules or increase noise or air pollution. Almost without exception, the legal challenges are unsuccessful. Although airport expansion projects are associated with negative externalities for instance, noise pollution, ecosystem disturbance as studied by Jud (2006) and Espey and Lopez (2010) they are very instrumental to the economy of the country.

1.3 Statement of the problem

The purpose of the study is to examine the stakeholder's perceptions of the expansion of RGM International Airport. The industry needs to know what stakeholders think, know and feel about the expansion of the RGM International Airport. Airport expansion has occurred in Zimbabwe and other countries and impacts are not clearly known. Furthermore, previous researchers have focused on airport expansion in developed countries and just a few in developing countries have been done. The research seeks to unearth stakeholders' perceptions on the expansion of RGM Airport thereby covering the research gap in developing countries. The continuing expansion of Airports pushed the researcher to undertake the study.

1.4 Research Objectives

The main objective of this study is to analyze the stakeholders' perceptions on the impacts of the expansion of RGM International Airport

Specific objectives of the study are:

1. To determine stakeholder's perceptions of the impacts of the expansion of RGM International Airport.
2. To determine business strategies implemented by stakeholders as a result of the expansion of RGM International Airport.

3. To assess the challenges faced by stakeholders as a result of the expansion of RGM International Airport.
4. To suggest possible measures to reduce the impacts brought by the expansion of Robert Gabriel Mugabe international Airport.

1.5 Research questions

The study was guided by the following questions:

1. What are the stakeholders' perceptions on the expansion of RGM International Airport?
2. What are the business strategies implemented by stakeholders as a result of the expansion of the RGM International Airport?
3. What are the challenges faced by stakeholders as a result of the expansion of RGM International Airport?
4. What are the possible measures to reduce the impacts brought by airport expansion?

1.6 Significance of the study

The study provides stakeholders perceptions of the expansion of RGM International Airport. This study will help to inform the government on the challenges that were caused by the expansion of RGM International Airport so that the responsible authorities develop effective policies to curb the challenges. The expansion of airports contributes to public finance, economic development and infrastructure development of the surrounding communities hence, this study sought to bring out the significance of the expansion RGM International Airport. The study might also help the Civil Aviation Authority of Zimbabwe (CAAZ) revive to a good functional transportation and guarantee its effectiveness and smooth service delivery. The findings of the study should create opportunities for further research gaps identified and add to the existing academic literature that can be adopted to limit challenges of airport expansion. Findings of the study might significantly add to the existing academic literature that can be adopted to limit challenges of airport expansion project.

The undertaken research is of paramount importance to various stakeholders that include, the Government, CAAZ, Ministry of transport and infrastructure development, ZTA, hospitality operators, Airliner representatives and just to mention but a few. The researcher realized there is little research that has been done especially in Zimbabwe about stakeholder's perceptions of the

expansion of airports. In addition, there is no research that has unveiled recommendations to policy makers on stakeholders' perceptions therefore the research helps to fill the gap and add to the available literature for future studies.

1.7 Delimitations of the study

The study was carried out in Harare where the RGM International airport is situated. The study focused on the stakeholders' perceptions on the expansion of the RGM International Airport, therefore, the findings can also be generalized to other airports. The study covered the period from which the International airport was commissioned to present day. This study was purposively chosen because of the limited literature on the impacts of the expansion of the RGM International Airport.

1.8 Limitations

Due to the Covid-19 pandemic, the researcher's movement to conduct fieldwork was restricted hence, the use of telephone interviews. Difficulties were faced in scheduling face to face appointments with different managers hence the researcher was prompted to make use of zoom meetings. Due to lack of time, the researcher could not manage to cover all the stakeholders. Some stakeholders were not willing to disclose other information which they thought could be sensitive. Some of the respondents were not available when the researcher was conducting interviews leaving him with no option than to interview only those who were available. The researcher also made use of secondary information to come up with relevant information for the study.

1.9 Summary

Airport expansion is not a new occurrence in the realm of aviation industry. It has transpired worldwide, continentally, county-wide and both developed and developing countries have felt its impacts to the tourism industry. The chapter revealed the gap in the background of the study identified by authors like Awiti and Akoth (2013), Smit *et al* (2013), Hayden, (2013) and Griggs and Howarth, (2014) that stimulated the research which most countries including Zimbabwe, are nowadays understanding the returns of development of aviation industry. The main objectives of

the study were to determine the perceived impacts of the expansion of the RGM International airport by several stakeholders. The methodology also clarified how the data was collected and in this case the researcher chose to use both primary and secondary sources of data collection. The delimitations and limitations of the study were also addressed to show some of the difficulties that were met and how they were attended. The following chapter will focus on the literature review.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

The chapter reviews the related literature to the study. Fraenkel and Wallen (2005) defined literature review as “a process of reviewing whatever other researchers have published that seems relevant to the research topic”. The chapter seeks to establish a solid understanding on the background of airport expansion, its significance to the various economies, whilst focusing more on stakeholder’s perceptions. This chapter aims to compare the study objective with studies by other researchers on the same topic. Whilst putting central focus on stakeholder’s perceptions, the researcher in this chapter discusses the overview of airport expansion at a global scale, causes of airport expansion and the benefits associated with airport expansion will also be discussed. Further the researcher lays out the challenges faced by stakeholders through the airport expansion projects and looking into their perceptions. The researcher will also dwell on the implications of literature review to the study bringing the chapter to conclusion by a summary.

2.2 An overview of airport expansion at global scale

Airport expansion is basically the enlargement of existing airport infrastructure to equal global IATA standards by growing the airport runway, terminals, and the control tower to improve the security standards for the safety of the airport and travelling passengers (Appold and Kasadar, 2012). Economic growth and globalization have seen demand for airport expansions grow rapidly

in the last twenty years (Hooper, 2012). Airport expansion is generally the development of existing airport infrastructure to match global IATA standards by expanding the airport runway, terminals, and the control tower to improve the safety of the airport and travelling passengers. IATA expects more than seven billion passengers in 2035, an average growth rate of 4.1% per annum and more than double of 2014's 3.5 billion passengers. With that growth comes promise of aviation having a greater economic impact. Airport investments promotes retailing activity and projects with a sound financial performance. Congestion has been and continues to be a problem at many airports throughout the world Jeffrey *et al* (2011). For an airport operating at maximum capacity in most parts of the day, it will take long time to recover from delays or other disturbances as stated by Boosten et al, (2017). They went on to say that in the first five months of 2001 in USA, over twenty-five percent of the flights arriving at the nation's eleven busiest airports were more than fifteen minutes late. Despite a decline in travellers and flights in 2001, which was associated with the recession that began with the September eleven terrorist attacks, congestion remained a problem of major concern.

Crowley (2010) is of the opinion that airport expansion has occurred and is occurring in many major cities and countries world-wide. Sine airports are of significant economic importance to regional businesses, the idea is to cater for the increasing demand of air transport services by passenger for tourism and other diversified businesses. Connel and Stephen (2009) postulate that the continued growth in the tourist demand for travel has seen a largely upward trend in the expansion of airports, for domestic and international travel.

Schmmit and Gollnick (2016) specified that the development of airports followed the need that some operators wanted to offer transport services between two points and therefore needed necessary infrastructure. Paved areas were first created at those positions, where the passengers were embarking and disembarking and later on paved runways were installed to allow landings and take-offs in nearly all weather conditions and during day and night (Schmmit and Gollnick 2016). However, with time the infrastructure became insufficient to accommodate the overwhelming demand of airport services by travelling passengers and therefore this brought airport expansion as the best alternative way of handling this dilemma.

The title oldest airport is disputed but College Airport in Maryland in the United States which was established in 1909 by Wilbur Wright is generally agreed by Schmitt and Gollnick (2016) as the oldest continually operating airfield. The year 1900 saw many airfields being established and these were the first airports to operate including Bremen Airport which opened in 1913, Amsterdam airport opened on September 16, 1916, Sydney airport in Australia which started operations in January 1920 to claim to be one of the world's oldest continually operating commercial airports. Schmitt and Gollnick (2016) stated that the first airport to operate scheduled international commercial services was Hounslow Heath Aerodrome in August 1919 but was closed and supplanted by Croydon Airport (UK).

Following World War II, Nuefville and Odoni (2013) suggested that airport design became sophisticated; runways were arranged in groups around the terminal and taxi ways to connect the runway and the terminal area. This arrangement permitted the expansion of facilities all around the airport. Cooper (2012) indicated that airport construction boomed during the 1960's with the introduction of the jet engine. Runways were extended to 3000 m a common length many airports had by that time. The year 1960 is regarded as a watershed by Cooper (2012), suggesting that major developments on airports kick started, the fields were constructed on reinforced concrete with no disruptions along the length. In a study conducted by Schmitt and Gollnick (2016) the year 1960 saw the introduction of the jet bridge systems to modern airport terminals, an innovation which eliminated outdoor passenger boarding.

According to Lieshout (2012) Hamburg airport is the world's second oldest commercial airport established in 1911, Germany. Schmitt and Gollnick (2016) supported that Hamburg airport was the first permanent airport for commercial purposes and the airport was largely expanded under a major renovation programme in 2001 and 2009. The expansion project costed 35 million euro's and which added two new terminals, wide access roads, new metro rail connection and parking space transforming it to one of the most modernised airports in Europe. The major reason for the expansion of the airport was to increase airport capacity and connectivity to cater for the increasing demand of airport services by travelling passengers and airport users. Airport capacity

refers to the ability of an airport to handle a given volume or magnitude of traffic demand within a specific period, often expressed as a maximum number of aircrafts that an airport is able to process per unit of time (Senguttuvan, 2006). Stakeholders of Hamburg airport expressed interest in the project as the airport now witness 13 million passengers per annum and 115 domestic and international airlines carrying to over 60 destinations. In addition, the expanded runways and parking facilities at the airport are able to handle last aircraft Airbus A380 and the airport is now home for 250 businesses employing about 15 000 personnel.

Frankfurt Airport was also expanded in 2005. For a number of years, Frankfurt airport was operating at full capacity during peak times so there was high probability of operation distortion due to congestion. With all this in minds, in 1997 former Chairman of the Executive board of Deutsche Lufthansa AG, Jurgen Weber called for capacity at Frankfurt Airport to be expanded. The expansion included the construction of a new landing runway and a third passenger terminal (Terminal 3), doubling the retail space at terminals 1 and 2 and providing high speed rail services. The new Airport was opened in January 2007.

Amsterdam Airport in Netherlands was established as a military airbase in 1916 (Sánchez, 2007). The airport handled its first civilian aircraft in 1920 and was heavily damaged during World War II. It was moderately repaired in 1945 and underwent a major terminal expansion in 1975. A series of further expansions were completed in 1990s and 2000s making the Amsterdam Airport one of the top five European airports. The airport currently serves as the main international airport for the Netherland's airline career (KLM) and is the fourth busiest airport in Europe by passenger movements. The airport now handles over 50 million passengers annually and offers flights to more than 300 destinations which is a major result for airport expansion.

Airport expansion became a common practise by airport authorities in different countries worldwide, the expansion process was highly adopted as the most effective way to address the rising demand of airport services to reduce congestion. Many airports around the world in all the five tourism global regions named by UNWTO, implemented successful airport expansion projects.

According to Sahrir *et al* (2010) as demand for air transportation continues to grow, it will become increasingly difficult to accommodate the resulting traffic levels without significantly expanding airport infrastructure. Sahrir *et al* (2010) stated that cited a Malaysian case study of the airport expansion and the stakeholders' perceptions towards the project. The expansion project costs RM 2 billion on its terminals. The new terminals were able to accommodate 30 million low cost passengers with provision to expand to 45 million passengers per year. The expansion of Kuala Lumpur International Airport was due to the demand of the region which in turn brought high volumes of traffic and increasing the expenditures of airport stakeholders.

Having established itself as one of Asia's leading airports since opening in the summer of 1998, the multi-award-winning KLIA has enjoyed rapid passenger growth. KLIA can be said amongst the best performing airports in the region in 2009-2010. In fact, in the first nine months of 2010, the airport handled 24.8 million passengers, a 17% year-on-year increase with the low-cost sector enjoying growth of 18.5%. In order to cater continuously increasing demand, the temporary Low-Cost Carrier Terminal (LCCT) was constructed in 2006, but as it approaches its capacity of 15 million annual passengers, 2012 saw the introduction of the brand new, permanent facility.

Aviation sector serve the role of providing access to high yield markets. Attractive airports ensure low cost of air carrier operations at the airport. This includes both minimizing direct fees charged to air carriers through the maximization of non-aeronautical revenues (Dallas Dawson, Tampa International Airport 2009) and minimizing costs incurred by air carriers through delay on the ground (Upham, 2003). An airport may serve as a hub for a carrier, with an airline having a large portion of flights operating to and from the airport, and as a non-hub airport with a lower portion of flights for a certain airline (Belobaba *et al.* 2009). Hence, the fact that airports should act as an efficient hub that contributes to airlines on time performance (Pat Oldfield, United Airlines 2009).

In addition, it is the mandate of airports to ensure safety of operations on the airport surface so as to attract a large volume of airlines (Sarkis, 2000). A study by Boosten *et al* (2017), stated that Amsterdam Schiphol airport was a large airport with 5 run ways and one terminal that splits in three and its performance was positive when matched to other airports. However, Schiphol airport declared a high operative capacity, the traffic growth made it extremely difficult to keep its performance in practice due to constraining factors that limited the airport capacity development

Boosten *et al* (2017). At Schiphol there have been capacity limitations due to the amount of generated noise by the aircraft since the 1960s and from 1967 Schiphol can be perceived as noise-constrained, but the degree to which noise restrictions constrained the airport changed over time Boosten *et al* (2017). The constraints forced the definition of a noise contour around the airport, restraining the amount of particularly loud aircraft. The maximum noise perceived by the houses and by 2050 sensors within the contour also affects the preferred runway usage Boosten *et al* (2017).

According to Boosten *et al* (2017), the runway known as Polderbaan was built in response to public complaints in addition to the imposed annual limit of ATMs in the airport. Additionally, the noise limits also had an influence on the establishment of an informal airport system with other Dutch airports to guarantee the continuous growth of traffic in case Schiphol Airport encounters the maximum number of ATM Boosten *et al* (2017). The agreement among the stakeholders includes that the 50% of potential capacity gains due to the use of new (quieter) technology within the current noise limits will not be used and returned to the communities thus reducing the noise while at the same time allowing the increase of more ATMs per year Boosten *et al* (2017).

The relationship between Dutch governments, airline and airport was a unique and important key for the successful development of the hub and airport capacity in the region. Boosten *et al* (2017). Once Schiphol Airport reaches its annual capacity limits, new ways for interaction with surrounding communities and tools to balance the impact of airport growth in the region should be developed. In other words, solutions for further expansion could be found outside the airport perimeters Boosten *et al* (2017).

Majority of airports in Africa are undergoing expansion in a bid to cater for rapidly growing passenger and cargo traffic volumes. Booming tourism and renewed interest in investing in Africa by foreign companies has left many countries struggling to boost the capacity of their airports. For instance, between 2011 and 2012 business activities at African airports rose from 45% to 80%. This trajectory has largely been attributed to the growth of the continents GDP of 6.1%. According to Nick Fadugba, the chief executive of African Aviation Services Limited, the African airports should restructure to facilitate commerce and tourism within and out of the continent.

In Tanzania, Kilimanjaro international Airport was expanded at a cost of US\$40 million, which will see the airport handle more passengers and airlines. The airport upgrading project involved construction of new terminal buildings, runways, aprons and taxi ways. New airfield ground lighting and flood lights were installed along the apron. The project was completed early in 2018.

Victoria Falls International Airport was also expanded in 2015. The expansion was done so as to cater for the rapid growing of tourists who visit the Mosia tunya Falls. According to Ronnie Masawi the airport manager, the airport is now capable of handling 1.2 million international travellers and 500 000 domestic passengers. The developments include the construction of a new international terminal building, the rehabilitation of the existing one into a domestic terminal. A new 4km runway capable of landing the biggest passenger planes including the A380, was also built while the old runway was set to become a taxiway. The new airport was officially opened in November 2016.

2.3 Challenges brought to stakeholders through Airport Expansion

According to Cohen and Coughlin (2011), airport expansion brings various meetings to stakeholders and these airport expansion projects have impacts far beyond those identified in economic impact studies. Social and environmental impacts that generate much displeasure and contentiousness are the norm. Several lawsuits are filed in opposition to almost every expansion of a major airport. In addition, opponents usually challenge the right of airport officials to override increase noise or air pollution. Almost without exception, the legal challenges are ineffective because governments of many countries approve these through the Ministry of Transport, Ministry of Finance and the Environmental Management Agency.

a) Reduction in property value

Jud *et al* (2006) in their research stated that high level noise reduces property values. Many stakeholders begin to desert areas where there are high noise levels. Noise becomes a negative externality to all the nearby stakeholders. The expansion of an airport likely leads to additional noise in the area surrounding an airport. Some of the affected area is likely to be acquired by the

airport as part of the expansion. To the extent that remaining residential areas must endure increased noise. Espey and Lopez (2010) assumed that, one can argue that these residents and homeowners should be compensated. Not surprisingly, there is often opposition from local community groups when an airport in an urban area plans to expand. Healy (2002) notes one example of this resistance in the Boston area, which has led to the stipulation that the new runway be used only on days when northwest winds blow at 11.5 miles per hour or more.

In Greensboro, housing prices were affected by airport noise. Because noise becomes capitalized into property values. The results indicate that property values in a 2.5 mile band from Greensboro High at Winston Salem Metropolitan airport declined approximately by 92% post announcement of expansion plan. Further in the next 1.5 mile band, house prices declined approximately 5.7% in the post announcement period.

b) Noise Pollution

Noise is an environmental effect, a negative externality to the airport surroundings. Environmental effects include environmental impacts on noise, greenhouse gases and local air quality. Although these environmental effects are indirect, they should be included since the costs of negative externalities are not included in market price due to market failures. A research by Smit *et al* (2008) indicated that noise can be defined as the unwanted sound or sounds of duration, intensity, or other quality that causes physiological or psychological harm to humans. In general, two types of negative impacts of transport noise can be distinguished, namely health effects and annoyance effects: Annoyance effects reflect the cost of the disturbance which individuals experience when exposed to noise, ranging from sleep disturbance to discomfort, inconvenience and restrictions on enjoyment of desired leisure activities Smit *et al* (2008). Health effects relate to the long term exposure to noise and are often stress related, such as hypertension and myocardial infarction. Hearing damage can be caused by noise levels. The negative impact of noise on human health results in various types of costs - medical, the impact of lost productivity, and the costs of increased mortality. Green (2007) also explores the concept of negative externalities of Airport expansion in the United States. While many argue that airport development is positively related with economic development, there exist negative externalities in expanding airports such as noise pollution.

c) Disturbance of ecosystem

There is no doubt that airport expansion causes further negative impacts on the environment. Young (2006) suggested that the local biodiversity is highly impacted as construction can also cause loss of habitat for local plant and animal species. The breeding cycles of animals are destroyed as they are chased away by massive degradation of land for airport expansion. Massive degradation creates gullies which takes silt and sand to rivers through the runoff water. As a result, Mayol (2009) supported that airport expansion siltation combine with poor management of the community land hence reducing river capacity and breeding grounds for fish. Sources of water capacities drop as a result of degradation, and low lying areas around sources of water are prone to flooding.

d) High water usage

In addition, airports generate large amounts of waste including a considerable proportion from companies involved in cargo handling, retail, flight catering and aircraft maintenance Wiebusch (2014). Expanded airports have high capacities and most of the waste produced at airports is generated by customers and contractors which means that there is need for effective environmental measures to manage airport projects.

According to Young (2006) airport expansion generates large amounts of water which has to be effectively managed to comply with environmental standards before being discharged otherwise it accumulates and create breeding cycles for bacteria which can spread to the surrounding community. Young (2006) added that airport expansion also has an effect on water use as many airports require volumes of water to effectively function its abolition facilities in lounges, restaurants, car parks, cargo. Through airport expansion, it means that water consumption demand become very outstanding for several airport service to function well. Aircraft cleaning, ground support equipment, passengers all require high amounts of water which means that the local council also need to expand their water reserves to avoid a short supply of water to the airport and surrounding community.

2.4 Benefits of Airport Expansion to stakeholders

Airports are specifically considered critical to the economy of any region. Schaar and Sherry (2010), posit that airport expansion are of paramount economic importance to various stakeholders and they enhance the standards of local residents. Luke and Walters (2010) assumed that the impacts of airports to stakeholders include creation of employment, stimulates tourism, create wealth, contribute to GDP for world trade and impact connectivity.

2.4.1 Stimulates Tourism

Airports are major arenas for tourism development they connect a destination to key tourism source markets. The extraordinary growth of international tourism over the last decades is as much due to advances in air transport as to the middle class, growing prosperity appearance of new forms of information and communication technology and forces of globalization (UNWTO, 2012). Globally tourism is depended on aviation, various stakeholders benefit from airport expansion projects. For instance, Tourism in Western Australia (Perth) is more dependent on aviation than all other states, although marine transport, road, rail account for a significantly higher portion to the east coast (Tourism Council, 2016). At the international level, the World Tourism Organization (UNWTO) and the International Civil Aviation Organization (ICAO) are the intergovernmental organizations responsible for each of these areas, respectively.

In 2012, over half of all international tourists arrived at their destination by air. Similarly, the growth of air transport which is the main component of civil aviation is basically connected to the expansion of tourism. UNWTO (2012) indicated that the vast majority of international air passengers are travelling for tourism purposes, whether leisure or professional, and in many countries aviation is key for domestic tourism development. Furthermore, similar to tourism, aviation has a significant multiplier effect on the economy. UNWTO (2012) suggests that aviation generates some US\$539 billion of GDP worldwide directly with an indirect effect double that amount. It is estimated that 8.4 million people work directly in the civil aviation industry, with a further 48 million people employed in related tourism industries. Although it may well be argued

that tourism acts as a catalyst for air transport rather than vice-versa, air transport and tourism are in an interdependent relationship, they work hand in hand.

2.4.2 Employment impacts

Aside from supporting trade and tourism, as well as providing critical global linkages, airports are generally considered as significant contributors to employment (Luke and Walters 2010). Various stakeholders benefit employment creation as a major positive impact to the economy. Sectors directly linked to aviation like tourism, creates employment due to increased numbers of tourists in a destination, tourism creates many jobs directly and indirectly as suggested by, (Rodgers 2004). The airport expansion project increases employment opportunities by recruiting more employees to manage new terminal, boarding gates, taxi ways, sorting holes, security of the airport, groundling handling services. Indirectly car hire companies and travel agents grow their business through increased demand of coaches, and holiday's packages from tourist. It also provides new employment opportunities with a growing and diversified labour market and financial self-sufficiency which enables the region to become financially independent (Nimesh et al 2012). Furthermore, Nimesh et al 2012, agreed with Young, (2012) who highlighted that businesses can be placed according to their nature and their degree of connection with the services needed for daily operations at the airport; geographically they can be placed at the airport, adjacent to it, or in its vicinity or along the corridor easily accessible to it.

Furthermore, in early March 1997, the Tanzanian government decided to expand its major airport, Julius Nyerere International Airport (JNIA), due to increased air travel in the country (Mketi et al, 2017). The JNIA is situated along the Nyerere Road industrial zone. This area is economically active, due to the presence of both light and heavy industries and commercial markets such as Buguruni, Tandika, and Ilala country (Mketi et al, 2017). The local community enjoyed the economic opportunities provided by the industrial and commercial markets. Some residents were employed in the public and private sectors, but many were involved in daily wage labour around the area and regardless of their diverse backgrounds, there were no reported conflicts in the area.

The communities sustained closer connections through religious and societal groups country (Mketi et al, 2017).

2.4.3 Contribution to GDP

Airports can make a substantial contribution to the overall economy of the areas that they serve when the combined effect of their direct, indirect and induced impact is taken into account (ACI 2004). It was estimated that in 1996, operators at Vienna Airport contributed 2.2% of the economy of Burgnland, Lower Austria and Vienna or 1% of national Gross Domestic Product. On a different note, a study for Aero port de Paris by ACI (2004) estimated that activity at the Paris airports accounts for 2.5% of the GDP in the Il de France and 2% of regional value added. In a study by Airport Council International (2004) it stated activity at Amsterdam Schiphol Airport added 5.9 billion to the Netherlands Economy, with possibly another 2.4 billion Dutch Guilders attribute to catalytic impacts. Tallin Airport has estimated that the total of its direct, indirect and induced activity accounts for 7.42% of national GDP, including tourism expenditure. On a similar basis, the impact of Rome Airports in the Lazio area is estimated to account 10.1% of the region's economic value although this included substantial tourism impacts.

2.4.4 Enhances Connectivity

Airports act as arenas which enhance access and connectivity, they provide landing and takeoff facilities to charter flights and airlines which service the route (Cohen and Coughlin 2011). Schmit and Gollnick (2016) stated that Amsterdam Airport Schiphol for instance provides 323 flight connections to airports in 98 countries by more than 100 different airlines from all over the world. It offers easy access to all the main European markets, for passengers as well as cargo. Amsterdam Airport Schiphol is the third largest European airport in terms of cargo (1.5 million tonnes of cargo in 2013) and the fourth largest European airport in terms of passenger numbers (over 52, 5 million passengers in 2013). As suggested by Schmit and Gollnick, ACI (2017) supported that the airport ranks as one of Europe's four major hubs and one of the two principal home bases to Air France-KLM and the Sky Team alliance. Amsterdam Airport Schiphol is also

a major driver of the regional Dutch economy generating on airport jobs for 64,000 people. Amsterdam is highly accessible as any other major airport hubs in Europe including London Heathrow, Frankfurt and Melbourne in Australia.

Furthermore, airports provide access to air transportation services to regional residents and businesses. Airports operate as utilities providing infrastructure to service providers and their supply chain under revenue neutral financial regulations (Carney and Mew 2003).

2.5 Possible measures used to reduce challenges brought by Airport expansion

a) Continuous monitoring and publishing reports

Protection of communities against impacts of airports expansion should be contacted through an ongoing and dynamic process. This implies the checking of noise and air pollution within the vicinity of Airports. As asserted by Gasco (2017), the results from the process should be transparent and easily accessible to the local communities. By demonstrating a commitment to green initiatives, airports will improve their relationship with local communities and this may eventually lead to less opposition from local communities to future expansion. For instance, the Sydney Airport in its environment strategy for 2010-2015, considers providing up-to-date environmental information to the community and making publicly available information on key environmental achievements as some of the targets of its action plan

b). Develop environmentally sustainable practices

According to Neufville and Odoni (2003) Sea-Tac airport began to focus on considering greenhouse gas emissions so as to minimize the airport-related noise. WHO recommended that

noise near Airports should be minimised by any costs so as to reduce health impacts like sleep disturbance and cardio vascular diseases. So in response to this, airports have responded via a variety of noise management measures that are typically techno-centric in nature. These practices reduced airports noise by more than 50% (ICAO 2010).

2.6 Previous studies on stakeholders' perceptions towards airport expansion projects.

Cohen and Coughlin (2011) states that several lawsuits are filed in opposition to almost every expansion of a major airport. Opponents usually challenge the right of airport officials to override local zoning rules or increase noise or air pollution. Almost without exception, the legal challenges are unsuccessful. Jud (2006), Espey and Lopez (2010) contends that although airport expansion projects are associated with negative externalities for instance, noise pollution, ecosystem disturbance they are very instrumental to the economy of the country. According to Luther (2007), in 2012, Frankfurt Airport in Germany commenced its operations from the expansion project which started earlier in 2009. Many airport stakeholders explained the project as a major milestone achieved by the government of Germany as business levels in and around Frankfurt reached their climax. In 2012 the ground handling service providers obtained high revenues from handling 57.53 million passengers and 2.02 million tons of cargo on 482 242 flight movements. This also means that the airport highly contributed high fiscal to the government through VAT, banks had high loan up takes by tourism and hospitality players for the establishment of adequate infrastructure to cater for overwhelming demand by tourists.

In addition, Luther (2007) stated that Frankfurt International airport is the largest workplace in Germany which created around 78 000 employment opportunities including its commercial airlines Lufthansa, Fra port which expressed high business growth in their businesses regionally and internationally. The airport now has four runways operating, managed by various stakeholders in firefighting, flood light maintainers and other various technical teams. During its expansion, the airport stakeholders acknowledged that about 26 000 employment opportunities were created in

steel and cement companies, technical experts, plumbers, aerospace experts displaying a huge positive impact to the economy and to its all stakeholders.

Available literature shows that the development of airport like Kuala Lumpur International Airport (KLIA) as one of Southeast Asia's largest airports was due to the need of the region and development designed to be a regional hub. As development of airport infrastructure has become the major thrust area now, Government of Malaysia has taken a number of initiatives to encourage private sector participation in development, modernization and up gradation of airport infrastructure.

Having established itself as one of Asia's leading airports since opening in the summer of 1998, the multi-award-winning KLIA has enjoyed rapid passenger growth. KLIA can be said amongst the best performing airports in the region in 2009-2010. In fact, in the first nine months of 2010, the airport handled 24.8 million passengers, a 17% year-on-year increase with the low-cost sector enjoying growth of 18.5% (). In order to cater continuously increasing demand, the temporary Low-Cost Carrier Terminal (LCCT) was expanded in 2006, but as it approaches its capacity of 15 million annual passengers, 2012 also saw the introduction of the brand new, permanent facility which increased passenger capacity and expenditure to stakeholders in the country and the region

Malaysia's very own low-cost carrier, AirAsia, has grown in correlation with KLIA itself and the investment by Malaysia Airports Holdings Berhad (MAHB) is largely a direct result of the airports' aggressive expansion. KLIA is predominantly for AirAsia but also open to the possibility of other low-cost airlines eventually operating from the facility. Basically the expansion of KLIA airport was meant for aviation business boom in the region. Various stakeholders of the airport pointed out positive impacts which among them revenue generation reached a higher apex.

2.7 Implications of Literature review

Airport expansion is a major project that is intended to transform the economy of a country. It increases the rate of destination accessibility and connectivity and it highly impacts tourism and aviation industries of any country. Once an airport is expanded, it means that demand for tourism, aviation services and other services rises dramatically due to increase in passenger traffic of a

receiving destination. Airports are major entry and exit points for investors who which means that they enable investors and potential investors access the country, to establish good company brands, creating jobs, introducing high technology to the destination. When the government is undertaking an airport expansion, existing jobs are secured and more new other jobs are created to benefit the citizens of the country. This clearly show the economic significance of airport expansion in towns and cities as the best option which many airport authorities are undertaking to effectively manage congestion for the deliver quality passenger service.

Airport expansion present enormous economic opportunities be it long term relationships with stakeholders. The relationship between Dutch governments, airline and airport was a unique and important key for the successful development of the hub and airport capacity in the region Boosten *et al* (2017). Schiphol Airport reached its annual capacity limits, new ways for interaction with surrounding communities and tools to balance the impact of airport development in the region developed therefore, solutions for further expansion could be found outside the airport perimeters. (Boosten *et al* 2017)

Airports act as primary gateway to a destination for tourists and as the volume of air traffic demand has grown, so has the size and complexity of airports particularly the twenty first century Cooper (2012). The demand for air traffic especially for the twenty first century has triggered airport expansion which means that airport expansion is inevitable to the country's largest commercial airports. The London Heathrow International Airport has drafted a plan for further expansion of the airport to keep Heathrow airport as the aviation hub in Europe and to effectively grow its economy through tourism and aviation.

Airports enable its stakeholders to generate high revenues through various services they offer to airport clients. Ground handling service providers, fire fighters, food providers, hotels and leisure experts, car hire services, cleaning companies, banks, technicians, airlines all benefit from airport expansion. Airports only need to be effectively managed especially on issues to do with customer service and security measures for the safety of travelling passengers. Additionally, airports generate income to the government through taxes collected to all business players at the airport which is suggested by (Malcom, 2009) as mega income generating project. By expanding airports, more development is achieved in every destination as airlines seek to expand their businesses by

connecting to the destination. Eventually airports in many countries are the biggest working places for instance Frankfurt International Airport in Germany which has above seventy thousand employees reflecting significance of airport expansion.

In addition, Benell and Prentice (2008) conduct a related analysis focused on the consequences of Canadian airport expansion in their study titled “A Regression Model for Predicting the Economic Impacts of Canadian Airports”. The purpose of this research is to conduct an econometric analysis to estimate the relationship between indicators of airport activity and their economic impacts on the Canadian economy. This study differs from the study at hand as it looks at the impacts of the expansion of the RGM International Airport.

Another study from the less developed regions of China. Available literature shows that Yao and Yang’s results suggest an incentive to construct airports and promote air travel in these less-developed areas because substitutable forms of travel are costly to implement there due to the presence of vast, mountainous terrain (Yao and Yang, 2008/07). Airport development in these less-developed regions can promote economic equality across the country, as airport development is positively correlated with economic growth. While the results of this research are only directly applicable to the Chinese economy, its methods and general findings can be transformed and applied to other urban economies. Thus, the study can relate to the study at hand as it seeks to highlight economic benefits to the local community.

2.7 Summary

Airport expansion services play an important role in every city, country and region. Congestion is a problem at many of the airports because of the network features of the air transportation system, congestion at one airport can have adverse effects on the operations at other airports. The large cost associated with congestion provides the incentive for mitigating congestion but, finding satisfactory solutions is difficult by the interconnectedness of the air transportation system. In this chapter, the researcher reviewed the economic analyses and issues associated with one common solution, expanding the capacity of airports. While an expansion may reduce congestion, the researcher showed that congestion may persist due increased travelers’ traffic on yearly basis. Expanding an airport is a complex undertaking that requires a large capital expenditure considering

the Kuala Lumpur Airport in Malaysia and the Kasimu Airport in Kenya. However, a fundamental question is whether the benefits of the project exceed its costs although at Amsterdam airport expansion brought more economic benefits. The chapter exhausted various study areas which brought us to the conclusion of the chapter, introducing the methods of data collection for the research in the next chapter.

CHAPTER THREE

METHODOLOGY

3.1 Introduction

This chapter discusses the research methods used to gather data and analyse the stakeholders' perceptions of the extension of Robert Mugabe international airport. Issues pertaining to the research design, sampling techniques, instruments used to gather data and other significant methods are presented in this chapter. It also highlights the merits and demerits of these techniques and elaborates further the pilot study.

3.2 Research design

In this study a qualitative research design was used. According to Gall (2005), a qualitative research refers to any kind of research that yields results that are not found by any statistical means or that involve any quantification procedures. Qualitative research takes place in a natural setting. A qualitative research is therefore ideal because it “enables the researcher to develop a level of detail about the individual or place and also allows the researcher to be highly involved in actual experiences of participants”. Qualitative research also uses multiple methods that are interactive which allowed the researcher to build understanding and trustworthiness with the individuals in the study. The design also assisted the study to seek new insights into perceptions of stakeholders as they have different perceptions about airports expansions. A qualitative approach in this research will then help to identify the participants who are being affected at the same time getting an in depth information about ways of addressing the causes of negative impacts of RGM International airport expansion.

Qualitative method was used for the in-depth and further probing and questioning of respondents based on their responses, where the researcher also tried to understand their feeling. Therefore, understanding how your audience takes decision can help derive conclusion. More so, qualitative method helped the researcher to reveal behaviour and perception of the target audience with reference to the expansion of the Robert Mugabe International Airport. The targeted population at tense Robert Mugabe International Airport stakeholders were airline representatives, CAAZ and NHS s managers, ZTA representatives and Harare council representatives.

The study was exploratory. Blumberg (2009: 282) pointed out that “an exploratory research is particularly useful when researchers lack a clear idea of the problems they will meet during the study”. An exploratory research design was suitable for the study because little has been researched on RGM airport expansion. An exploratory research seeks to discover the cause of a specified problem by discussing it.

3.3 Sampling strategy

According to Blumberg (2008:498), a study population is “a pool of people from which the required information to find answers to the research question is obtained”. The target population in this research comprised of managers from accommodation providers, National Handling services, CAAZ, national Parks, ZTA and also representatives from ZTA and Airline representatives. 35 stakeholders were chosen to respond to questionnaires. In addition to that seven managers from departments such as the NHS, ZTA, CAAZ, AIR ZIMBABAWE, Airlink and Accommodation provider were supposed to be interviewed during the research. They were chosen because these were regarded as knowledgeable informants by the researcher. It was convenient and easier for the researcher to focus on a representative sample than the entire population as it saved time when collecting information. The researcher used convenient sampling for stakeholders and purposive sampling on interviews for managers and head of departments.

3.4 Data collection methods

This research used both primary and secondary data for purpose of the study. The primary and secondary data was collected to cover the phases of the study. The primary data was related to the responses of service providers’ customers, employees and customers. However, these sources had diverse merits and demerits though they saved the purpose of the study.

Sampling is the process of choosing a subdivision of the population that represents the whole population through probability or non-probability. The researcher made use of expert sampling for selecting respondents for interviews and questionnaire administering. The researcher targeted managers as they were in position to provide the required information which is also the reason why purposive sampling technique was used since it involves persons with knowledge about the project or recognized experience in the area of research.

To effectively select respondents, convenience sampling was used by the researcher for stakeholders like ZTA, CAAZ and NHS where the researcher only dealt with managers that were available at work so as to fight time constraints. For the study purpose both primary and secondary

data were used. The primary data was related to behavior and response of employees, services providers and customers.

The researcher used telephone interviews as a means of capturing information from respondent due to the fact that the researcher was unable to reach and meet some of the informants physically, thus the researcher resorted to telephone interviews. A telephone interview is a technique for determining what the individual think and capture the way they react to question. A telephone interview is a method of collecting data by which the interviewer captures information from the respondent via the telephone with regards to prepared questions (Holt 2010). The telephone interviews were held between the researcher and the airlines, ZTA representatives, National handling and CAAZ shift managers and Harare resident association representatives. The researcher used the telephone interviews because they explore the respondent point of view, feeling and perspective with regards to the subjective matter. Interviews are more favourable with people because some people are more willing to talk than to write. Information gathered from the telephone interview was recorded on the cell phone. Managers, Human resource managers, sales and marketing personnel were interviewed as these were key participants and they had relevant information in relation to the expansion of the Robert Mugabe international airport.

The researcher's movement was also limited due the effects of the pandemic corona virus (covid-19) which lead to the lockdown of the nation and everyone had to stay at home to prevent the spread of the virus. Thus, that was the reason why the researcher resorted to telephone interviews. Telephone interviews enabled the researcher to capture variety of information without incurring costs and burden to travel a long journey for long hours to Harare. Therefore, this also led to saving time, as there was no need to physically meet each stakeholders' location. Hence, the researcher conducted the telephone interviews whilst in one place. More so, the telephone interviews enabled the researcher to review responses through analysing the tones of respondents in each question asked. The researcher therefore convinced the respondents on the confidentiality of the information and that it was to be used for academic purposes.

Kotler et al (2008) defines primary data as information collected precisely for the purpose under study. The researcher used telephone interviews as a means of capturing information from respondent a telephone interview is a technique for determining what the individual think and capture the way they react to question. A telephone interview is a method of collecting data by which the interviewer captures information from the respondent via the telephone with regards to prepared questions (Holt 2010). The telephone interviews were held between the researcher and, airlines and ZTA representatives, National handling and CAAZ shift managers, the City of Harare resident association representatives. Information gathered from the telephone interview was recorded on the cell phone. Managers, Human resource managers, sales and marketing personnel were interviewed as these where key participants and they had relevant information relation to the expansion of the Robert Gabriel Mugabe international airport.

The interviews were scheduled for a minimum time of 20-30 minutes. Telephone interviews led the researcher in capturing a variety of information without incurring costs and burden to travel long hours to Harare. Therefore, this also led to saving time, as there was no need to physically visit each stakeholders' location. Hence, the researcher conducted the telephone interviews in one place.

Furthermore, the telephone interviews enabled the researcher to review responses through analyzing the tones of respondents in each question asked. The researcher therefore convinced the respondents on the confidentiality of the information and that it was to be used for academic purposes. According to Calitz (2009), the primary data are relevant and original to the research study meaning the degree accuracy is very high. The primary data was also useful to the researcher as it captured a large population of stakeholders in a short period of time.

Hotel managers were also interviewed through telephone as they provided information such as changes in the hotel bookings and its impact to the provision of accommodation. Moreover, primary data is current, it gave a realistic view to the researcher about the topic under consideration and also the primary data was reliable. However, collection of primary data was a bit slow as

participants need time and they re-scheduled agreed dates for telephone interviews. Therefore, it took many days and more persistence to effectively produce quality data.

Email Questionnaires were used by the researcher to capture relevant information. According to Powell (2002), email questionnaires are surveys that are disseminated online by emails. Questionnaires were distributed via email to a variety of stakeholders. Before distributing the questionnaires, the researcher communicated with the respondents explaining why they were specifically selected to respond to the questionnaires. An introduction was included in the questionnaire which clarified the purpose of the study to the respondents and further giving guidelines for completion. For the purposes of this study, open and closed ended questionnaires were used as means of acquiring information related to expansion of Robert Mugabe International Airport. The questionnaires were developed through research objectives

Secondary data is information accumulated previously for other studies and refined through statistical methods. Rubin and Babbie (2016) defines secondary data as gathered information for other purposes not for the current study. The researcher used the secondary data to have an appreciation of the issues under the study as well as to complement the primary data that had been collected. To save on cost and time, the researcher used this source because it was conveniently available and situated. The data collected from secondary sources was reviewed to find out its relevance to the research problem. The researcher used this source to review literature making use of academic journals, textbooks, press publications and the internet search engines were used so as to give insight into the research problem. There are various advantages and disadvantages of using secondary data.

The major advantage of secondary data was that it was cheaper and faster to access for the researcher (Mason, 2008). It provided much of the relevant information that was not brought on by interviewees, for instance figures related to their profits, other benefits and challenges of airport expansion which were published as secondary data on the internet. Secondary data provided more information about airport expansion which was useful in coming up with a much researched and well referenced study. In addition, secondary data saved time, efforts and money and added to the

value of the research study. Secondary data was also used as a way to access the work of the best scholars all over the world.

The data collected by the third party may not be a reliable party so the reliability and accuracy of data go down although the researcher sieved the information taking related figures and information to the study (Nesbary, 2008). With the passing of time the data becomes obsolete and very old which is the case with some of the stakeholders' websites in the City of Harare. Secondary data collected could distort the results of the research as the information on the websites, interviews and questionnaires was different but for using secondary data a special care was taken to handle and modify the information for use. Secondary data can also raise issues of authenticity and copyright (Nesbary, 2008). Keeping in view of the advantages and disadvantages of sources of data, both primary and secondary data have been selected by the researcher and were useful. These are used in combination to give proper coverage to the topic.

3.5 Pilot study

In a qualitative study, a preliminary survey instrument called a pilot study is needed to validate the effectiveness of the research instruments and the value of the questions to elicit the right information to answer the research objectives. Pilot study is a small-scale feasibility study which is done as a preparation for carrying a main study (Polit *et al* 2001). A pilot study was done before the full scale-research as a way of analyzing the validity and reliability of the instruments used in the data collection. It was carried out in Harare centered at the expansion of the domestic side of Charles Prince Airport as a means of optimizing the process to minimize unforeseen events. Therefore, no need to risk disastrous and expensive mistakes that could have been discovered and corrected in a pilot study. More so it helped the research to define the research questions. This bearing facilitated adjustments of instruments to avoid unclear questioning. Above all the layout of the questionnaires was revised.

3.6 Data analysis

Data analysis consists of examining, categorizing, tabulating or otherwise recombining the evidence to address the initial propositions of a study (Yin 2009). The researcher used the thematic analysis in analyzing data as it allows the identifying, analyzing and reporting within data. It is a method for identifying, analysing and reporting patterns, themes in a date (Braun and Clark, 2006). It also organizes and describes data in rich detail and interprets various aspects of the research topic. With this form the researcher reviewed the data on hand, made notes of it and sorted it into categories. The researcher used this method because of its flexibility. The researcher also used content analysis, a tool used to determine the presence of certain themes words or concepts within some given qualitative data. Content analysis was adopted because sources of data was from telephone interviews, conversation journals and historical documents. More so, it helped the researcher to identify tone reactions, communication or focus trends of an individual, response to questions. It also revealed emotional state of targeted responders as well as difference in communication among stakeholders. On data presentation the researcher will use bar charts, pie charts and tables to present the data that will be gathered and further analysis and interpretation of the presentation will be done so as to give significance to the findings.

3.7 Summary

The chapter discussed the research methodology that was adopted. Firstly, the research design was identified as descriptive research as a tool of achieving research objective. Descriptive research design was used as a blue print of achieving research objectives. Different sources of data were explained in this chapter while the research instruments used were explained and justified. The researcher used telephone interviews and emailed questionnaires as effective methods of data collection to achieve the research objectives. The research favoured the qualitative research method. Therefore, the researcher went on to explain the main data collection methods that were used in the research such as interview guide and also measure taken to ensure reliability and validity. Primary and secondary data collection methods were explained fully following their advantages and disadvantages that affected the research. Data was analysed using thematic analysis and quantitative process of pie charts and tables. Pilot study was also important to the researcher as it defined research questions, educated the researcher on different techniques related

to the study and tested the proposed design and process that could alert issues which may negatively affect the research. Lastly, data analysis and summary were also given. The next chapter will look at a detailed presentation and analysis of the data collected by the researcher from the field.

CHAPTER FOUR

DATA PRESENTATION AND ANALYSIS

4.1 Introduction

This chapter focused on presentation, interpretation and discussion of research findings. Data collected during this research is presented in this chapter. The data collected include, data from telephone interviews and emailed questionnaires as they are effective methods of data collection to achieve research objectives. The presentation of results is in the form of tables and pie charts based on the objectives and methodology of the study outlined in chapter one and three. It further analyses and discuss the findings of the research on stakeholders' perceptions of the expansion of Robert Mugabe International airport. Summary of the major findings of the research will wind up the chapter.

4.2 Response rate

The researcher distributed 35 questionnaires to targeted stakeholders, accommodation providers, airlines and travel agents, airline service providers. The questionnaires were to be filled by the targeted and selected respondents. Out of the 35 questionnaires that were distributed, 28 were attended to. As a result, the response rate became 80%. According to Babbie (2008), a response rate of 50% and above is adequate for analysis.

According to Punch (2005), a total response rate which is above 51% is enough to justify research findings. Some questionnaires were not attended to as most targeted stakeholders were affected by the pandemic of Corona Virus, therefore most offices were not reachable by emails or phone calls as they were closed. More so, passengers were unable to be interviewed because flights were cancelled hence the total response rate was 80% which is illustrated on the table below.

Table 4.1 Questionnaire response rate

Respondents	Targeted number of questionnaires	Actual questionnaires held	% respondents
Stake holders	35	28	80%

The aggregate response of questionnaires was 80%. The response rate was able to justify the findings as postulated by Kumar (2005) who states that a response rate of more than 50% is said to be enough whilst 60% is said to be good. The research recorded a high response rate which enabled the validating of the findings and being able to provide conclusions and recommendations on stakeholders' perceptions on the expansion of Robert Mugabe International Airport.

Telephone interviews were also conducted between the researcher and stakeholders, which included representatives from Fast Jet Flight, Air link, Air Zimbabwe and South African Airways. Zimbabwe Tourism Authority (ZTA) managers, NHS and CAAZ station and shift manager and human resource manager also played an essential role in providing with relevant information for the study. Some companies were out of reach due to the pandemic crises. The aggregated response rate of interviews was 75%. According to Punch (2005), a total response rate which is above 51% is enough to justify research findings. This as a result qualifies the aggregated response rate to validate the research findings on interviews.

Response rate from interviews

Table 4:2

Respondents	Targeted number of interviewers	Actual questionnaires held	% respondents
Fast Jet	2	1	
Air Zimbabwe	3	2	
ZTA	2	2	
NHS	2	1	
CAAZ	2	2	
Air Link	1	1	
TOTAL	12	9	75%

4.3 Discussion of Findings

The purpose of the study is to analyze the stakeholders' perceptions on the impacts of the expansion of Robert Mugabe International Airport. From the findings it is obvious that the

expansion of the Robert Mugabe International Airport has brought both positive and negative impacts to the community, tourism industry and the Zimbabwe Tourism Authority.

4.3.1 What are the impacts of the expansion of Robert Mugabe International Airport?

4.3.1.1 Responses from Civil Aviation Authority of Zimbabwe

Since the commission of the airport, there was economic development in Zimbabwe as a country. To a greater extent the expansion of Robert Mugabe Airport had positive impact for CAAZ and its surrounding environment. It can be noted that Airport passenger traffic increased at Robert Mugabe International Airport. In spite of the evolution of macroeconomic stunt, the growth in air traffic came primarily from the international tourist market as well developing economic emerging markets and domestic passengers. The manager stated that, 'due to unexpended growth and demand, the Harare City infrastructure was not able to handle an increase in tourist traffic. The conveyance of sound and dependable air terminal foundation was a significant factor of economic development.' The expansion had positive impacts on tourism as more numbers of tourists coming to Zimbabwe increased. This was supported by Luther (2007) who asserted that Frankfurt airport increased the economy of Germany after its expansion.

New tarmac surface, clear road signs were established to increase road efficiency for the traveling tourist. The development was not only done on the airport premises but also in CBD and in nearby locations such as Hatfield. Efficient roads increased road networking accessibility with neighbouring countries. CAAZ managers postulated that after the Airport commission in 2018, plans of employing more employees were put in place. Many candidates applied for available posts at CAAZ.' Thus, there was employment creation due to the expansion of Robert Mugabe International Airport. Those who were employed consist of air traffic controllers, Marshailers security agents', fire fighters, drivers and general workers.

In addition, findings from CAAZ managers states that Robert Mugabe International airport expansion project will enhance accessibility and connectivity. This is because few years ago the Robert Mugabe International Airport only accommodated flights from Europe, Johannesburg and Windhoek but in 2020 the airport expansion was operationalized and many airlines like Asian Airlines expressed interest to fly to Harare as a new route. CAAZ managed and developed Robert

Mugabe International airport by offering immediate and quick access to the nation's Capital City. This is supported by Schar and Sherry (2010) who asserted that airports facilitate access to air transportation services to local residents and businesses. CAAZ is constantly improving its foundation, as observed with the currently expansion overhaul at Robert Mugabe International Airport, just as the expansion of Victoria Falls International Airport.

Furthermore, so as to improve its aviation activity in Zimbabwe, CAAZ recognizes the popularity of its administrations and offers full interest in goal promoting projects to upgrade traveller traffic. CAAZ participates in course improvement activities to urge carriers to pick the position's air terminals and increment traffic. Forthcoming courses require the power to educate the administration on the inception regarding respective air administration agreements with the significant carrier's nation of beginning. The expansion of the airport also led to renovations as CAAZ also upgraded its security technology. The Chief Executive Officer stated that, “new upgraded cameras will be installed in order to monitor any movement inside and near environment that surrounds the airport such as the car parking space. Installation of cameras will enhance assurance that the environment is safe for passengers” However, revenue losses have been experienced through landing fees as CAAZ was still using manual billing system. There is need for the manual billing system to be automated to reduce human error.

4.3.1.2 Responses from National Handling Services (NHS)

National Handling Services Private Limited (NHS) is a government parastatal that offers ground handling aircraft and passenger services to various airlines at all International and Domestic airports in Zimbabwe. Managers from NHS were contacted to get their perceptions of the expansion of RGM International Airport. From the findings, the researcher noted that there has been an increase in the aviation business as more airplanes established routes to Harare. Respondents from NHS stated that, “airlines increased their demanded ground handling aircraft and passenger services from NHS as more routes from Harare were formed. Fly Emirates and South African Airways flight formed a route from Harare to other International airports and vice

versa which is a positive attribute from the expansion of the airport. This was supported by Nimesh et al (2012).

Handling services also increased as one of the Africa airline giants, Ethiopian airways also formed a route to operate its flights to Harare International Airport. According to NHS managers, increase in demand for service provision by the airline led to an increase in the supply of their services. Many posts were created as passenger handling agents, baggage handlers, aircraft cleaners were required by our organization. The manager said “The increase in cargo and passenger handling capacity of the airport will benefit many sectors not only the tourism industry but also the agricultural sector like the horticulture. So this project Thus, employment generation came as a result of the expansion of the airport. It was further stated that other important programs such as the training of new workers were catered for by the organization to increase and improve value effectiveness of service delivery. As asserted by Mketi et al (2017), the local community enjoyed the economic benefits provided by the expansion of Airports.

4.3.1.3 Responses from Zimbabwe Tourism Authorities (ZTA) representatives

The expansion of the Robert Mugabe International Airport has led to more ZTA personnel working at the airport. We have managed to open our offices at the airport so as to give greater insight to our clients and tourists about tourism in Zimbabwe without the need of calling travel agents. It is a great opportunity for us because it has become easy for tourism players, travel agents, and car rental companies, tour operators, to pay their registration and renewal of licences than going to ZTA offices located in town. As a tourism authority board, we have managed to put the Robert Mugabe International Airport on the market as a potential boomer in terms of attracting tourists and visitors around the world.

As it stands, 80% of marketing is now done on large scale than before as collection of statistics such as tourist arrivals are done near port of entry. Zimbabwe Tourism Authority is a corporate body responsible for tourism promotion, planning and development, research and the enforcement of standards and services. There is a massive increase in the number of international tourists who come for activities such as game viewing, seeing the majestic Victoria falls, Great Zimbabwe ruins and they are being over purchased regardless of higher prices that are 30% higher than any other destination in Southern Africa. The expansion of the airport is of paramount importance to the

tourism industry as huge inflow of tourists is being experienced. Travel and leisure Consultants Ignatius Matungamire said, “Travel and tourism is a multi-billion –dollar industry and the decision to expand the main airport will elevate our competitive edge compared to other neighbours”

4.4 Challenges brought by the expansion of Robert Mugabe International Airport

Airport expansion is globally viewed as the turnaround strategy to the economic prosperity of many countries. It is however associated with negative impacts that are highly against the environment. A number of challenges have been noted since the expansion of the Robert Mugabe International Airport such as risk of noise pollution. Residence of nearest locations are already complaining of noise pollution which is coming from the RGMI Airport.

Airport expansion raises many questions whether it should take place or not, as it is highly associated with reduction in property values, disturbance of ecosystem, replacement of local people and noise pollution as negative externalities. Usually all the establishments located near the airport begin to lose value and residents also flee from such areas. Although Harare International Airport is located 15 km away from the CBD like Kuala Lumpur International Airport in Malaysia, it has also contributed to loss of land value near the airport. It is quite clear that investors are unlikely to choose areas anywhere near the airport as at any time the airport can be expanded in the future and noise is very high in the proximity of the airport. This was supported by Smit et al (2008).

In Harare private owners of lodges, motels, hotels and tour operators are also unlikely to establish their parks anywhere near the airport because high noise levels destruct animal breeding habits and the land is prone to grabs by the government. This is the same with agricultural activities which the locals highlighted as impossible due to change of weather conditions near the airport which are not conducive for plant growth and restrictions by the government for tilling the land. The local people also indicated that for some establishments like motels or locations to be developed near the airport, it is unpredictable to whether the airport is going to be further expanded but the probability for another expansion is 70% which might negatively affect the property owners.

4.5 Possible measures to reduce the impacts brought by airport expansion of Robert Mugabe International Airport

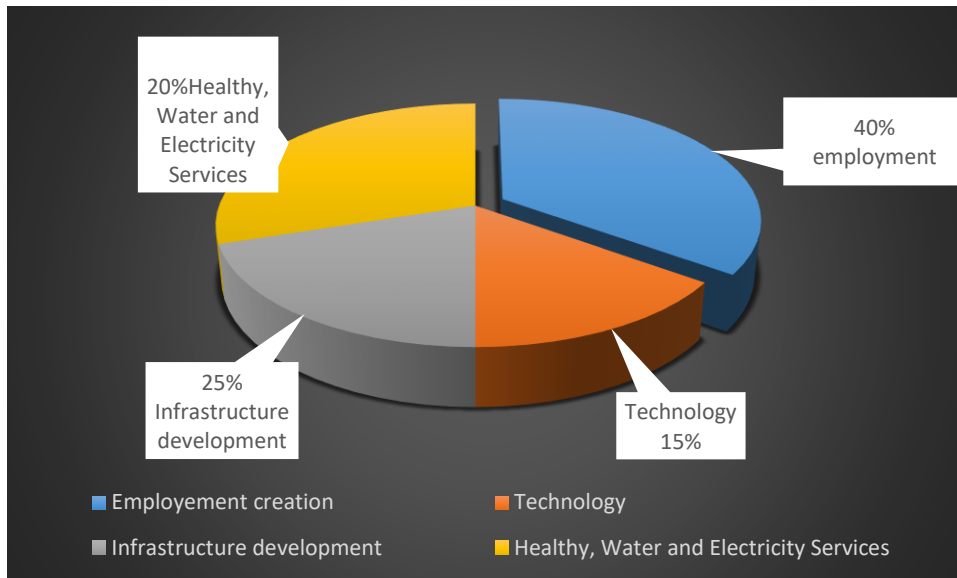
There should be direct involvement of the local communities when expanding airports. Humans are mostly affected by noise pollution. Noise can be defined as unwanted sound and can cause profound negative effects on humans' health. With respect to the problem of noise in the vicinity of airports, airport operator need to reduce aircraft noise emissions, reduce number of people exposed to excessive noise levels. They must help the local people to receive the airport's plans and activities before commencing the expansion. This was supported by Gasco and Asensio (2017). Solutions such as urban planning, applying new technologies and designs that restrict certain type of aircrafts should be practiced. By demonstrating a commitment to green initiatives, airports will improve their relationships with communities, and this may eventually lead to less opposition from local communities for future expansion of Airports.

More so, the problem of air pollution can be reduced by limiting the number of Aircraft movements for people and cargo. This is done by using procedures and technology to reduce the aircraft emissions at landing and taking off. Also sustainable management of air fleets to aircraft engine efficiency as well as the use of alternative fuel sources for ground support equipment and power heating must be practiced. This was also supported by Maha and Julian (2016) who asserted that there should be adoption of national regulations that will promote the environmental sustainability of airplanes.

In addition, since the airport has been expanded to be the major aviation hub in the region, the airport should have high technology matching other international airports in the world so as to fight competition and to attract more airlines. FAA (2010) suggests that airport technology is a

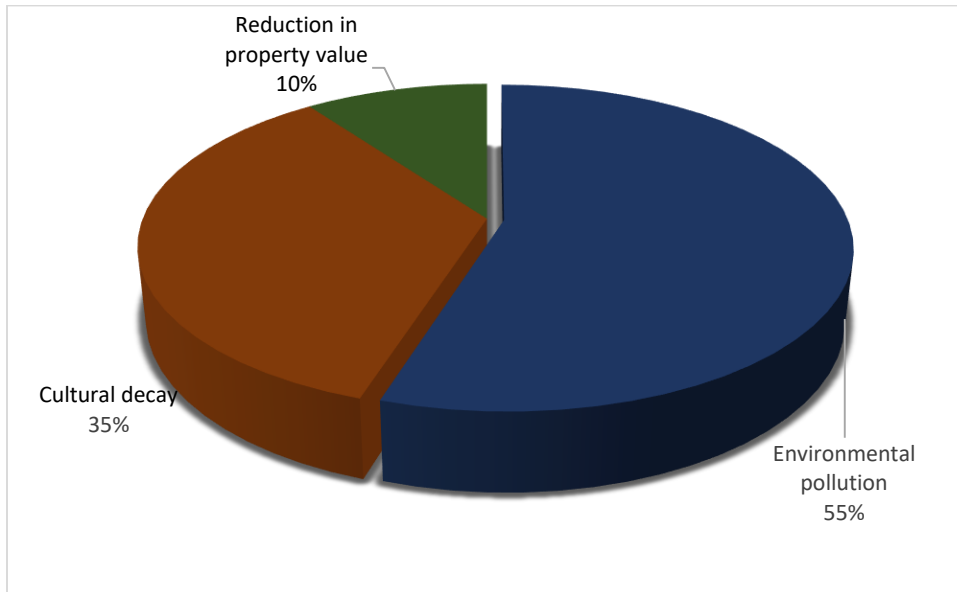
necessity to aviation players including passengers so as to effectively cater for traffic for the safety of passengers and aircrafts.

Figure 1: Positive stakeholder perceptions and percentage of impact



The figure above shows the perception on the impact of airport expansion in Harare. Creation of employment showed the most percentage with 40% support from the interviews whilst Health, water and Electricity services was least with 15%.

Figure 2: Negative stakeholder perceptions and percentage of impact



The figure above illustrates the negative stakeholder perceptions on airport expansion with Environmental pollution like noise and air pollution having an effect of 55%.

4.7 Summary

This chapter presented findings that were collected during the research. From the findings it was evident that the expansion of the Robert Mugabe International Airport has both negative and positive impacts as alluded by the respondents. Data from interviews, telephone interviews and secondary data from internet sources was made use of to come up with findings that creates opportunities for further research in the academic field. Findings also showed that the expansion of Robert Mugabe international Airport paved way for improved business strategies by stakeholders in the tourism and hospitality sector and the Industry and Commerce sector. These include the development of hotels and lodges to accommodate more tourists in Zimbabwe, Tour operators increased their transportation system to cater for tourists during tours in parks and improve efficiency in service delivery. Findings also showed challenges brought by the expansion of the International Airport such as high environment pollution like noise and air pollution, disturbances of the natural habitat and cultural dilution. Measures that maybe used to reduce the

challenges brought by Airport expansion to various stakeholders were also highlighted in the chapter.

CHAPTER FIVE

CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This chapter gives a summary of research findings on stakeholders' perceptions on the impact of the expansion of Harare International Airport. It also offers recommendations on the strategies that maybe used to enhance the benefits arising from the expansion of the airport on business in tourism and hospitality sector.

5.2 Research Summary

The objective of this research was to review the literature on the significance of airport expansion in order to understand the background of the study. Problem statement, justification of the study and a general statement on the methodology that guided this study was also identified in order to explain the research objectives. Research was therefore conducted to gather the stakeholders' perceptions on the impacts of the expansion of Robert Mugabe International Airport.

Benefits of airport expansion prompted the researcher to carry out research to identify and analyze the stakeholders' perceptions of the expansion of the Robert Mugabe International Airport. Tourism plays a pivotal role in the country's economy as it directly contributes to the Gross Domestic Product (GDP). Thus, the study is of central significance to the tourism and hospitality sector and other relevant authorities such as the Civil Aviation Authority of Zimbabwe and the Industry and Commerce ministry. The researcher used qualitative research method as a way of capturing information. Primary data inform of telephone interviews, questionnaires and secondary data from internet sources was made use of to complement the findings of the research. The data was presented inform of tables and a thematic analysis approach was used. Respondents gave ninety percent response rate. This means that, the data gathered was enough to identify the main

objective of the study which is to analyze stakeholders' perceptions of the expansion of the Robert Mugabe International Airport.

5.3 Achievements of Research objectives

The first objective was achieved through the findings presented in chapter four. The researcher found out that many stakeholders endorse the airport expansion project as the game changer to business and living standards in the Country. This was so because various benefits were noticed in the capital city which were not existing before and stakeholders are looking forward to a more efficient airport that is going to highly influence development in Zimbabwe as a whole. These stakeholder views were centralised on employment creation which was endorsed as the most important benefit with 40%, healthy, water and electricity services with 20%, infrastructural development 25% and technological developments in the business sector with 15%. This shows that airport expansion is significant on improving the standards of living for people living in the capital city. However, the researcher also found out that stakeholders had few negative views which were expressed as damage to the environment, cultural dilution and reduction in property value which were brought by airport expansion. The researcher advocated that the airport expansion is already positively affected business in the capital city of Harare.

Another objective of the study was to determine the business strategies employed by Robert Mugabe International Airport's stakeholders. There was achievement of this initial objective through the findings of research as evidenced in chapter four. The study found out that different stakeholders have a variety of business strategies that they have employed as means of enduring their businesses. The business survival strategies include; having an online platform, merge with other stakeholders, strategic forecasting and client focus, product differentiation, improving marketing strategies. For example the ZTA and Zimra offices are now operating at the Robert Mugabe International airport for quick and efficient services.

The researcher intended to find out the challenges that stakeholders faced through the mega project. It was found out that due to high demand from increased tourist, prices for basic commodities have gone high in an unjustifiable manner for the locals to cope with. The challenges affected locals as they could not also participate in activities as domestic tourists which something that the responsible authorities have to address. Another challenge that was identified was reduction in

land value. Some investors had the desire to invest on infrastructure closer to the airport to offer immediate service to arriving passengers but they have done cost benefit analysis which as seen them finding somewhere else, because there are high noise levels near the airport, unpredictable weather and the land can be seized at any time for further airport expansion in the future.

The study revealed that generally, the expansion of the Robert Mugabe International Airport had led to the development of infrastructure. New tarmac surface, clear road signs were established to increase road efficiency for the traveling tourist. The expansion will increase the volume of passengers from 2,5 million to 6 million per annum. The development was not only done on the airport premises but also in CBD and in locations which are near the Airport. It also revealed that Civil Aviation Authority of Zimbabwe managed to upgrade its security technology as new upgraded cameras have been installed in order to monitor any movement inside and near environment that surrounds the airport such as the car parking space. Installation of camera enhanced assurance that the environment is safe for passengers.

Another objective was to suggest possible measures to reduce challenges brought by Airport expansion. This objective was a success because stakeholders managed to come up with solutions so as to reduce these challenges.

5.4 Conclusion

From the findings it can be concluded that, the expansion of Robert Mugabe international Airport paved way for improved business strategies by stakeholders in the tourism and hospitality sector. These include the development of hotels and lodges to accommodate more visitors like tourists and potential investors in Harare. Car rentals such as Impala car rentals increased their transportation system to carter for tourists during tours in the country and improve efficiency in service delivery.

Airport expansion brought major positive impacts to people of Harare. The expansion project brought employment opportunities which benefited the locals and other people around Zimbabwe. The airport improved the welfare of people and visiting international tourist. The researcher observed that Harare experienced infrastructural development which is beautifying the town

matching international standards of other cities in Southern Africa. The benefits of expanding Robert Mugabe international airport are also expected to rise as several global aviation giants have expressed interests to fly to Zimbabwe.

It was observed that there is lack of collective marketing efforts to attract more airlines to effectively grow the aviation and tourism business to become the international hub. Influential stakeholders like CAAZ, ZTA and Travel Agents have the ability to lure new influential airlines to Harare considering World Routes which has seen CAAZ and NHS stretch embrace marketing.

In determining business strategies, the researcher concluded that stakeholders had similar views towards the adoption and of business strategies. Business strategies such as having an online platform, improve technology and managing costs are the most employed strategies as they smoothen the operation of stakeholders. the business strategies evidenced to bring a positive change towards the daily operation for the airport. More so, technology has contributed to operation of aviation business by the use of global positioning system and applications. Technology paved way for traveler to maximize their mobile phone to arrange for trips.

From the findings it can be concluded that the tourism and hospitality sector have to use strategies like developing the infrastructure so as to enhance the benefits arising from the expansion of the Robert Mugabe International Airport. The airlines that established direct flights from different destinations, the airport has been receiving high volumes of traffic which reflects the demand which the destination has from international tourists. Hence, there is need to improve hotel and lodge facilities and upgrading traditional accommodation so that tourists will not seek adventures elsewhere. High traffic flow at the airport indicates that there is need for quality infrastructure for the prosperity of the country as the airport has enhanced accessibility and connectivity. The airport has been expanded to match international standards which has seen new airlines come to Robert Mugabe International Airport to increase the number of airlines that come to the airport. For instance, the nearby hotels like the Holiday inn Harare, Cresta Jameson and the Rainbow towers will have to expand their infrastructure so that they will meet the increasing volume of visitors and tourists.

Factors influencing business strategies, the research concluded that business in tourism and hospitality is affected by the unstable economy, fluctuation of the exchange and recent outbreak of covid-19 which has seriously slowed down the success the industry locally.

The researcher also concluded that car rental companies had to frequently alter their strategies so as to respond to changes in factors that may affect car rental operations. It is therefore concluded that, employing survival strategies reduces the impact of factors that may affect car rental operations. Additionally, business survival strategies are a powerful tool in improving car rental services.

The researcher concluded that the future of tourism and aviation in Harare looks bright. This is due to the collective efforts that are being made by airport stakeholders to attract more airlines which is going to extremely change business in the capital city. In addition, global aviation giants are considering Harare route which therefore shows that the Robert Mugabe International Airport is closer to become an international hub.

From the findings it can be concluded that the expansion of Robert Mugabe International Airport brought both negative and positive effects. It was also observed that there is lack of collective marketing efforts to attract more airlines to effectively grow the aviation and tourism business to become the international hub. Influential stakeholders like CAAZ, ZTA and Travel Agents have the ability to lure new influential airlines to fly to Harare considering World Routes which has seen CAAZ and NHS stretch their marketing muscles to market the Airport around the world.

In addition, it can be noted that with the expansion of the Robert Mugabe international Airport the inflow of tourists has increased on the destination, with a mixture of cultural values, norms and beliefs. This also affects the host where the locals begin to adopt the foreign cultures. Local cultures and values tend to be eroded. Locals begin to communicate and associate in foreign ways and this now affects their culture. The Buttler model indicates that as visitor numbers increase, local cultures and standard of living get highly affected. Thus, it can be said that although cultural diversity is a positive impact, the expansion has also further caused the cultural dilution with some locals practicing bad habits that are immoral such as prostitution.

5.5 Recommendations

The findings from the study support the idea of upgrading traditional accommodation and develop hotels and lodges to meet the modern requirements in International destinations. The following are recommendations based on findings of the study.

It is recommended that for effective service delivery at the airport, there is need for the establishment. Delmar (2012) suggested that technology reduces human error and does things way faster than human beings can. Technology reduces service failure although it needs monitoring to avoid failure of airport systems that might cause congestion at the airport. Technology reflects the standards which the destination has and it attracts many tourists. For instance, the internet of things should be implemented at the airport to avoid passengers to sneak through with prohibited substances at the airport.

Maintenance of good marketing strategies help to popularize Robert Mugabe International airport to the world. The airport also acts as an attraction in Harare hence, encouraging local tourism. The employment of business strategies by stakeholders is a powerful tool in reducing negative impacts that arises from expansion of Robert Mugabe international Airport.

It is also recommended that as a result of Covid-19, there is need to clean and sanitize work stations and furniture and fittings before and after use by staff or clients to reduce the spread of the disease. Hand sanitizer must be placed at work place entrance and hand washing equipment must be available as well. Use of face mask must be mandatory. Employees from NHS must be encouraged to be vaccinated since they are the first people to receive visitors and tourists from all over the world.

With the expansion of the Robert Mugabe international Airport, the study recommends that hotel and lodge facilities be developed as more tourists will be coming to Zimbabwe for various activities.

In the future, there might be further expansion on the airport hence, no developments are to be done within the surroundings of the airport.

ZTA must encourage the nearest tourists' attractions to improve their services to be internationally and regionally recognised so as to cater for more tourists. The tourists' attraction centers which are around Harare include Chiremba balancing rocks, Mukuvisi woodlands and the Harare gardens.

5.6 Area for further Research

The researcher recommends further study on the challenges faced by tourism stakeholders' as a result of the expansion of airports in Zimbabwe. A study similar to this research can also be done to incorporate all stakeholders' in Zimbabwe. In addition to that, there should be a similar study which should be done after the completion of the expansion of Robert Mugabe International airport to review more accurate results.

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Appendix I

QUESTIONNAIRE

My name is Tinotenda Munyati L. I'm a final-year student at Midlands State University studying for a Bachelor of Commerce in Tourism and Hospitality Management Honors Degree. I am carrying out a research project entitled. "Stakeholders perceptions of the expansion of Robert Mugabe International Airport". I am therefore appealing for your assistance in responding to the questionnaire which is part of a research work. Your information and responses are confidential and will be used for academic purposes only.

- Please fill in the spaces provided and tick where appropriate.

Q1. Name of Company

.....

Q2. Position in the Company

.....

Q3. Gender?

Male

Female

Q4. Age group?

18-30 years

30-40 years

Above 40 year

Less than a year

1 to 2 years

3 to 4 years

5 years and above

Q5. Length of service?

Q6. List the departments in your company

1.....

2.....

3.....

4.....

5.....

6.....

Q.10 How were the growth patterns of your organisation' annual occupancy/bookings rate and revenue since 2015?

.....
.....
.....
.....

Q11. Do you have any other comments related to expansion of airports

.....
.....
.....
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.....
.....
.....

THANK YOU FOR YOUR COOPERATION

APPENDIX II

Interview guide for administrators

Dear Participant

I am student R175904A from Midlands State University and I am conducting a research study as part of my Bachelor Honors Degree in Tourism and Hospitality Management. The research topic is Stakeholders perceptions of the expansion of RGM International Airport. Therefore, I am appealing for your assistance in providing information through this interview. Your responses will not be used for purposes other than those intended in this research and will be treated as confidential.

- 1) what signs indicate that an airport facility requires expansion
- 2) what do you perceive about the expansion of RGM airport
- 3) how has the RGM airport expanded
- 4) what are the benefits of expanding RGM airport
- 5) What constrains hinder effective implementation towards the expansion of RGM airport

- 6) Are there any measures put in place by the government to expand RGM Airport
- 7) What conclusions can be drawn between airport expansion and the customers

Thank you for your time and consideration