CEO PERSONALITY ON STRATEGIC AGILITY AND ORGANISATIONAL PERFORMANCE OF SELECTED AIRLINES IN KENYA

BY

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DECLARATION

Declaration by Candidate

This thesis is my original work and has not been submitted for an award in any other university for examination purposes.

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This thesis is dedicated to my beloved parents Shadrack and Ann, my siblings Aggrey, Spencer, Oscar, Victor and the Late Thaddeus and to all my friends, who have been there for me throughout the period of this study.

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ABSTRACT

In Kenya, the airline sector contributes significantly to the economy, with the Kenya Airways alone representing 1.7% of the country's GDP and employing over 5,000 people. Despite this, Kenyan airlines face substantial challenges in maintaining competitive performance and strategic flexibility amid evolving market dynamics and regulatory pressures. Recent research indicates that CEO traits, such as their openness to experience and decision-making style, can profoundly affect strategic agility—the ability of an organization to adapt and respond to market changes swiftly. However, there is a dearth of empirical evidence linking CEO personality traits to the strategic agility and organizational performance of airlines in Kenya, with existing studies providing mixed results on the broader impact of leadership personality on performance. This study therefore sought to investigate the CEO personality on strategic agility and organizational performance of selected aviation airlines in Kenya. The study was guided by the following Specific Objectives; to determine the effects of strategic insight, internal response orientation, and external response orientation on organizational performance of selected Aviation airlines in Kenya and to determine the moderating effect of CEO personality on the relationship between strategic insight, internal response orientation and external response orientation on organizational performance of selected Aviation airlines in Kenya. The study was guided by Balance score card, dynamic capabilities and Eysenck's personality theories. The study employed explanatory research design. The study was done at eight (8) selected aviation airlines in Kenya. The study population included the top four (4) managers of each selected airlines (Executive CEO, financial manager, marketing manager and operations manager), 125 middle level managers, 160 middle level operational managers and 185 managers on ground handling ticketing/dispatching staff from the selected airline making a total target population of 502. The sample size for the study was 223 respondents. The study used simple random sampling to select respondents. This study used primary sources of data to produce quantitative information. The data were collected from the respondents using questionnaires. Quantitative data was analyzed by use of descriptive and inferential statistical techniques. The study results showed that strategic (β_1=0.556, $p<0.05$), Internal response (β_2=0.191, $p<0.05$) and External response orientation (β_3=0.274, $p<0.05$) had a positive and significant effect on organizational performance. CEO personality had a negative and significant moderating effect on the relationship between strategic insight (β=-1.130; $p<0.05$), external response orientation (β=-0.105; $p<0.05$) and organizational performance. CEO personality has a positive and significant moderating effect on the relationship between internal response orientation (β=.192; $p<0.05$) and organizational performance. The study concluded that CEO personality negatively affects the relationship between strategic insight, external response orientation and positively enhances internal response orientation on organizational performance. The study recommends that Airlines should prioritize building strong customer relationships and implementing effective feedback mechanisms to address customer concerns and improve service quality. organizations should invest in developing leadership qualities such as charisma, decisiveness, vision, fairness, and collaboration among CEOs. Additionally, airlines should implement regular performance monitoring and evaluation mechanisms. Future research could explore alternative measures or dimensions of internal response orientation, such as organizational culture, leadership styles, or employee engagement initiatives, to uncover their impact on organizational performance within the airline industry.

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ABBREVIATION AND ACRONYMS

CAGR	Compound Annual Growth Rate
CEO	Chief Executive Officer
FGD	Focus group discussion
IATA	International Air Transport Association
ISTEA	Intermodal Surface Transportation Efficiency Act
IT	Information Technology
KCAA	Kenya Civil Aviation Authority
KPI	Key Performance Indicator
KQ	Kenya Airways
MFI	Microfinance institutions
MO	Between Market Orientations
NAC	Nepal Airlines Corporation
NACOSTI	National Commission for Science, Technology & Innovation
OLS	Ordinary Least Square
OP	Organizational Performance
OTP	On-Time Performance
RPKs	Revenue Passenger Kilometers
SME	Small and Medium Enterprises
SPSS	Statistical Package for Social Science
SQ	Service Quality

OPERATIONAL DEFINITION OF TERMS

CEO Personality relates to characteristics, such as ambition, optimism, and positive qualities when based in reality, and what the leader of a firm must think in order to achieve those goals (Wall & Bellamy, 2019).

External response orientation encompasses all elements that are outside the control of your firm, such as changes in laws and regulations, social, economic, and competitive forces, as well as technology breakthroughs (Arokodare, 2020).

Internal response orientation is a four-dimensional multidimensional construct made up of the following dimensions: response to the internal information created, formal generation of internal information, informal generation of internal information, and dissemination of internal information. (Sahibzada, Jianfeng, Latif & Shafait, 2019)**.**

Organizational Performance is the process of implementing premeditated interventions to improve the well-being of employees and the efficiency of the organization (Day & Nielsen, 2017).

Strategic Agility refers to an organization's capacity to respond to or drive change in a timely and effective manner, with the required flexibility and concentration (Asha, Gregar & Sáha, 2017).

Strategic insights are those insights that are useful for developing organizational strategy (Moisander, Närvänen & Valtonen, 2020).

CHAPTER ONE

INTRODUCTION

1.0 Introduction

This chapter examined the background of the study, statement of the problem, objectives of the study, hypotheses of the study, significance and the scope of the study.

1.1 Background of the Study

Organizational performance is a crucial term in the management of firms and research. Organizational performance refers to the capacity of an organizational unit to achieve its established objectives via effective management, unwavering commitment, and sound governance. Hence, firms that provide services and goods must employ conventional strategies in order to effectively maximize their return on investment. (Popescu, 2019). Healthy organizations are a crucial element in the progress of every nation. The ultimate goal of every business is to achieve consistent performance, as it is the sole means by which they may expand and advance. The competitiveness of a corporation is contingent upon its performance levels, among other factors. success assessment and evaluation should utilize a framework that offers dependable indications as proof of the company's objectives while simultaneously assessing its success. Organizations must implement policies and trends that revitalize and enhance their outcomes and maintain stability via performance measurement (Chaudhary, Chaudhary & Bhatta, 2020).

The association between strategic leadership and performance is a crucial factor to examine in the prevailing business scenario. Businesses are continuously employing many techniques to optimize their performance (Alamri, 2019). The first stage in the process of implementing a strategy is to identify the crucial actions, decisions, and

relationships necessary to successfully complete the tasks. In order to optimize the efficiency of the business, it is crucial for managers to establish a connection between particular strategies and the factors that create value. Businesses still depend on several strategy implementation factors, such as strategic leadership, organizational structure, resource competence, and company culture. strategy leadership has continuously been recognized as a prominent driver of strategy implementation (Anwar & Abdullah, 2021).

The aviation industry has the potential for a profitable future since there is a growing need for the transportation of passengers as well as products (Wang, Tsai, Hsu & Nguyen, 2019). The aviation sector has created a multitude of employment opportunities and made significant contributions to the economic growth of several nations. The CEO of IATA, the International Air Transport Association, has highlighted that the aviation sector has produced 58 million jobs and 2400 billion US dollars in revenue. Furthermore, air transportation facilitates intercontinental interactions, encompassing cultural exchanges as well. Integrating different modes of transportation, such as water and land, can result in increased advantages and convenience for customers. The progress of aviation transportation is inevitable (Bassi, Pallaske, Niño & Casier, 2020).

Organizational culture has a crucial role in enabling organizations to effectively adapt to business opportunities and achieve exceptional performance. It also establishes a strong connection between strategy agility and company performance (Arokodare, 2020). The majority of airlines in many industries have difficulties in aligning their organizational culture with global commercial trends, particularly in emerging countries such as African nations. Organizational managers faced difficulties in

establishing an efficient organizational culture, which is a crucial factor in determining strategic responses, productivity, and overall performance enhancement. Even in Africa, the majority of organizations have experienced several challenges related to the alignment of their organizational culture with planned performance and global shifts in the business environment (AlTaweel & AlHawary, 2021).

Strategic agility enables an organization to consistently and effectively adapt and make changes to its strategic direction in order to achieve optimal overall firm performance (Weber & Tarba, 2014). In the modern corporate landscape of the 21st century, adopting strategic agility improves ongoing performance and enables the organization to effectively respond to the ever-changing business environment in a timely manner. An organization's performance is contingent upon its strategic agility in relation to its rivals, consumers, suppliers, partners, and government policies (Amniattalab & Ansari, 2016). Rohrbeck and Kum (2018) thought of strategic agility as a strong indicator that could help businesses avoid the adverse consequences of changes in their environment and get ready for the future so they can compete with their competitors while earning more revenue.

1.1.1 Performance of Airlines

There is an increasing acknowledgement within the transportation surroundings of the necessity to approach choices on future investments in the transportation system from a multimodal standpoint. The significance of this perspective has been reinforced by the enactment of the Intermodal Surface Transportation Efficiency Act (ISTEA) in 1991. This legislation not only acknowledged the importance of considering the transportation system from an intermodal standpoint, but also emphasized the necessity of improving the system's effectiveness in meeting the transportation requirements of

its users (McCoy, Andrew, Glynn & Lyons, 2018). The renewal of the surface transportation law in the 1998 Transportation Equity Act for the 21st Century (TEA-21) further strengthened this strategy by including the principles of fair distribution of resources alongside the goal of an efficient transportation system. In order to make investment decisions in a rational and multimodal manner, it is crucial to evaluate the performance of each mode consistently. This allows for the allocation of resources across modes in a manner that maximizes the contribution they make to the overall performance of the entire system of transportation (Epicoco & Falagario, 2021).

Instance of performance the aviation industry is considered to be the degree to which a particular social system achieves its objectives regarding its workforce, organizational structure, and work (Kanyurhi & Akonkwa, 2016). An organization's performance can be assessed by examining how efficiently it uses its internal and external environments in conjunction with its limited resources to achieve its stated goals. To provide an assessment of the performance level of an organization, it is necessary to quantify and compare the actual outcomes with the anticipated outcomes (Osabiya, 2015). Above all, performance management should have the capability to assess whether a company has established a culture that is focused on achieving desired outcomes. This will facilitate the enhancement of employee performance, promote their personal growth, and augment the overall efficacy of the organization (de Waal & de Haas, 2018).

The assessment of organizational performance can encompass financial as well as non-financial indicators. The balanced scorecard designates several key performance indicators, including financial performance, customer service and satisfaction index, learning and development of the organization, and internal business processes (Busch & Lewandowski, 2018). The internal business process is seen as the means to achieve

solid financial outcomes and exceptional customer satisfaction. In relation to financial viewpoint, performance is a measure of the amount of change of the financial status of a company, or the financial outcomes which resulted from managerial decisions and the execution of such decisions by the staff of the organization (Kartadjumena & Rodgers, 2019).

Strategic agility is all about a company's capacity to swiftly and effectively adapt to, or even lead, change, while still staying flexible and focused. It is a complex endeavor, demanding substantial effort and ongoing dedication to uphold a high level of strategic agility (Walter, 2021). At its foundation, it is dependent on the deliberate efforts of the leadership of a business and management to design and build an organizational structure that allows information to flow easily across the firm. The key to adjusting rapidly is communicating swiftly, therefore a smooth communication flow throughout every department of the business is essential. Furthermore, it demands efforts in training personnel at all levels to think strategically, with one eye on the future of the organization and the other on what has to be accomplished now (Vasanthan & Suresh, 2022).

Operational agility is advantageous and, in certain instances, necessary for accelerating the growth of a corporation. Nevertheless, it does not result in substantial financial gains for firms. In today's business, rivals are very fast in aligning their product enhancements with their current products (Popovič et al., 2018). The balance of power in the market has transitioned from brands to consumers, posing challenges for businesses to effectively capitalize on the enhancements they introduce. In a highly competitive market, consumers have a wide range of options and easy access to accurate information, enabling them to demand higher quality improvements at a lower or even

no cost. Although operational agility remains important in certain aspects, the changing market dynamics render it almost irrelevant in the pursuit of generating more profits for organizations (Elali, 2021).

Strategic agility enables organizations to effectively respond and adjust to unforeseen changes and obstacles. Therefore, the notion of strategic agility is an essential element of a firm (Walter, 2021). Airlines utilize strategic agility to effectively manage marketing challenges, expand into untapped areas, innovate creative products, and adapt operating strategies to meet evolving demands. Agile firms have a high level of responsiveness when it comes to embracing new possibilities or addressing potential challenges. Put simply, these organizations have the ability to quickly detect and react to developments, unlike their less agile competitors. Strategic agility is ultimately crucial for the organization to maintain its performance, growth, and profitability. Another importance of strategic agility is the framework it provides company executives for developing and executing decision actions, especially in the face of uncertainty. As clarified, the volatile nature of contemporary markets makes business conditions highly unstable (Cegarra-Navarro & Martelo-Landroguez, 2020).

Strategically agile organizations has the ability to swiftly adapt and reorganize themselves while maintaining their momentum. Moreover, CEOs and senior management of such companies aspire to establish a consistent capability to capitalize on change and disruption (Arokodare & Falana, 2021).Conventional economic theory suggests that competitive advantage is not likely to last for long, particularly in markets that are extremely competitive, such as the one we are now in. Agility has emerged as the leading competitive vehicle for organizations operating in uncertain and everchanging business environments and has been signalled as the business model of

the 21st century. There are a number of inconsistencies that are associated with strategic agility. These include stability and flexibility, commitment and change, and established habits and unfamiliar methods. Being strategic requires a consistent and uncompromising dedication to a predetermined future vision, as well as the implementation of formal planning procedures and well-established routines (Dühring & Zerfass, 2021).

As companies grow, they fall prey to the toxic side-effects of growth, success, and industry leadership, finding it impossible to renew and change, thus losing some of the adaptive and flexible characteristics. They begin to have a tunnel vision and strategic myopia sets in. In order to recover and sustain growth, it is essential for them to develop the ability to flourish despite change and disruption (Hillman & Baydoun, 2020). In order to attain the desired performance outcome, an organization must possess the capability to assess and identify the crucial variables necessary for obtaining flexibility in that specific industry. The primary goal of an agile firm is to ensure the satisfaction of its customers and workers. By obtaining the requisite abilities, a company may effectively adapt to changes in the economic landscape. Agility enablers enhance the performance of a company (Barrett et al., 2020).

The Kenya Civil Aviation Authority (KCAA) regulates the aviation airlines business in Kenya. It was established in 2002 by the enactment of the Civil Aviation Amendment Act (Ondieki, Paul & Mbura, 2017). Their primary objective is to govern and supervise aviation safety and security, training, the provision of aviation services, and economic oversight of air services. KCAA plays a crucial role in ensuring the smooth operation of the airline sector by offering and overseeing navigation services inside the country's borders (Mungai & Bula, 2018). The majority of airlines were established after 1977

following the cessation of operations by East African Airways. Kenya Airways is a publicly traded company with a mixed ownership structure, whose shares are listed and exchanged on the Stock Exchange of three East African nations. The financial statement of Kenya Airways, as disclosed, indicates a decline in the company's performance starting from 2009. Furthermore, the profit before tax has regularly been in the negative zone since 2013, with the worst results observed in 2015 (Nduta & Deya, 2020).

Strategic management methods involve comprehending the strategic circumstances of an organization, formulating strategic alternatives for the future, and implementing strategy effectively into action (Ginter, Duncan, & Swayne, 2018). It encompasses the process of doing strategic analysis, making choices, and implementing them. Strategy refers to the goals and methods that a company uses to remain successful in a highly competitive environment. An effective-running organization should possess the capacity to effectively establish its position in the current competitive business landscape. Strategy is a managerial approach that provides guidance and direction to a company (Wheelen, Hunger & Bamford, 2017). This refers to comprehensive and integrated actions that are specifically designed to achieve the future goals and objectives of the organization. Strategic analysis is a component of strategic management that evaluates the impact of external factors, the capabilities of the business, and the expectations of stakeholders (Aithal, 2016).

In the field of aviation, an airline departure or arrival is said to be punctual if it takes place within a 15-minute interval of the time originally scheduled. The schedule forms the fundamental basis of the airline's proposition to its consumers (Chung, Ma & Chan, 2017). External disruptions, such as severe weather conditions, congestion, incidents, airport closure as well, as strike action, can inevitably lead to delays for operators.

However, the overall on-time performance (OTP) is mostly influenced by the efficiency of airlines and airports. As a result, it is extensively utilized as a robust measure for evaluating the performance of airlines and airports. Additionally, it has the ability to distinguish the brand and attract air travelers. OTP plays a crucial part in the management of airline operations. Delays have a negative impact on production and result in significant financial losses for airlines annually. Several airlines have included On-Time Performance (OTP) as a Key Performance Indicator (KPI) to assess and analyze their processes, as well as to find areas for operational enhancements (Broere, 2016).

Between 2008 to 2013, the aviation sector in the Middle East witnessed a rise of 11% in Revenue Passenger Kilometers (RPKs), while the total industry had a compound annual growth rate (CAGR) of 4.3% (Saranga & Nagpal, 2016). Furthermore, it is anticipated that the Middle East would be in the forefront of global development in international traffic in the upcoming years. In order to take advantage of this expansion, several governments and air service operators in emerging economies have made major investments to enhance infrastructure. More than 1,000 aircraft have been ordered by carriers from the Middle East and Africa, accounting for around 43% of the total aircraft in operation in those regions (Stalnaker, Usman & Taylor, 2016). An investment of about US$110 billion on airport projects in the Middle East, Africa, and Latin America would result in a capacity boost of over 600 million passengers per year by 2020 (Ahmedian & Soran, 2019).

Fly 540 is a low-cost airline that started operating in 2006. It is situated in Nairobi, Kenya and offers both passenger and cargo services. The airline previously operated two subsidiary airlines, namely Fly 540 Ghana and Fly540 Angola. However, it has

since shifted its commercial growth strategies to concentrate on the East Africa region (Leibold & López, 2016). The business's slogan was "Your Local Airline." Fly 540 commenced its services between Nairobi and Mombasa on November 24, 2006. The airline's name is derived from its ticket of KSh5,540 per adult for a round trip between the destinations stated above (Njoya & Warnock-Smith, 2018). Lonrho Africa made a significant investment in the firm, acquiring a 49% ownership position for a total of US $1.5 million. The number of passengers increased by 93% to 171,160 in the period ending on September 30, 2008, compared to 88,571 in 2007. Simultaneously, the load factor decreased from 65.8% in 2007 to 63%. In November 2022, the airline's activities in Kenya were halted by the country's Competition Authority due to grievances over deceptive advertising, insufficient advance warning of flight cancellations, and delayed reimbursements (Hermann & Potgieter, 2016). DAC Aviation business ifell same legal action for many incidents involving non-payment of various employees (including management, pilots, engineers, and support personnel) as well as leased aircraft.

1.2 Statement of the Problem

The business environment is changing quickly, thus in order for the strategies implemented to turn the firm around to stay relevant and meet performance goals, they must be flexible enough to adapt to these changes. Despite a 4% increase in the cabin factor, fuel expenses decreased by 2.5% to 23 billion, while operational costs decreased by 3.7% to 41 billion. However, turnover decreased to 106 billion, an 8.5% decrease, and foreign exchange losses reached 4 billion. The financing cost increased to 7.3 billion, or 4.1%. Improvements in senior management and financial restructuring are the main priorities at the moment. Measures put in place for better performance of airlines in Kenya include proper communication practices, human capital practices and customer focus practices.

The airline has implemented quality management systems to effectively oversee and control numerous organizational operations. Nevertheless, despite their widespread use, there has been a little correlation between their adoption and organizational performance. The airlines have implemented significant managerial reforms with the objective of enhancing their operational efficiency. Airlines have had several obstacles in recent years, resulting in a fall in their profitability. In 2015, the airlines had a substantial after-tax loss of 25.7 billion, representing a 61% decrease from the previous year's loss of 3.3 billion in 2014. This loss was mostly due to a significant increase in operational expenses. Many airlines are presently implementing significant workforce reductions. Specifically, 600 employees are slated to be let off, with the initial phase already underway, resulting in 80 people leaving 748 Air Services. The airline industry also confronts intense rivalry from Ethiopia Airlines, which offers lower fares in comparison to Kenya Airlines, as well as from Middle Eastern carriers like Qatar and Emirates. The select senate committee investigating the Kenya airline's issue has identified several factors, including management's bad investment decisions, lack of customer focus, inadequate routing arrangements, incorrect choice of aircraft, and ineffective human resource procedures.

Previous studies have focused on the relationship between CEO personality and strategic agility in general, but there is limited research on this relationship in the specific context of aviation airlines in Kenya. For example, Zaccaro, Zhou and Resick 2023) focused on CEO characteristics and organizational agility. Ferraris et al. (2022) studied on microfoundations of strategic agility in emerging markets: empirical evidence of Italian MNEs in India. Amanah, Hussein and Fadhil (2022) assess the relationship of strategic alignment with strategic response: mediating role of strategic thinking. Nyakundi (2022) investigated the effect of CEO personality traits on the

financial performance of insurance companies in Kenya. Therefore, this study filled the research gap by examining the relationship between CEO personality, strategic agility, and organizational performance in a sample of airlines in Kenya.

1.3 Objectives of the Study

This study was guided by both general and specific objectives;

1.3.1 General Objective

The main aim of this study was to investigate the CEO personality on strategic agility and organizational performance of selected airlines in Kenya**.**

1.3.2 Specific Objectives

1. To determine the effects of strategic insight on organizational performance of selected Airlines in Kenya.
2. To establish the effect of internal response orientation on organizational performance of selected Airlines in Kenya.
3. To determine the effects of external response orientation on organizational performance of selected Airlines in Kenya.
4. To assess the moderating effect of CEO personality on the relationship between:
    I. Strategic insight and organizational performance of selected Airlines in Kenya.
    II. Internal response orientation and organizational performance of selected Airlines in Kenya.
    III. External response orientation on organizational performance of selected Airlines in Kenya

1.4 Hypotheses of the Study

H_{01} Strategic insight has no significant effect on organizational performance of selected Airlines in Kenya.

H_{02} Internal response orientation has no significant effect on organizational performance of selected Airlines in Kenya.

H_{03} External response orientation has no significant effect on organizational performance of selected Airlines in Kenya.

H_{04} CEO personality has no moderating effect on the relationship between:

I. Strategic insight and organizational performance of selected Airlines in Kenya.
II. Internal response orientation and organizational performance of selected Airlines in Kenya.
III. External response orientation on organizational performance of selected Airlines in Kenya

1.5 Significance of the Study

Understanding how the personality traits of CEOs influence the strategic agility and overall performance of airlines can guide the development of more informed and effective regulations and policies. For instance, the insights could lead to the creation of leadership assessment frameworks that help identify CEO candidates whose personality traits align with the dynamic needs of the airline industry. Additionally, these findings can support policy initiatives aimed at enhancing corporate governance by emphasizing the role of leadership personality in driving organizational success, thus contributing to more robust and competitive airline operations within Kenya and the broader East African region.

For practitioners within the airline industry, particularly those involved in human resources and executive recruitment, the research findings offer practical insights that can be directly applied to improve organizational performance. By understanding the specific personality traits that contribute to effective strategic agility, practitioners can tailor their recruitment and leadership development programs to ensure that they select and nurture CEOs who possess the right characteristics to navigate the complexities of the airline industry. This could lead to more resilient and adaptive organizations capable of responding swiftly to market changes, regulatory shifts, and competitive pressures, thereby enhancing their long-term performance and sustainability.

The research contributes to the academic discourse on leadership and organizational performance by providing empirical evidence from the Kenyan airline industry. This study enriches the existing body of knowledge by exploring the intersection of CEO personality traits and strategic agility, a relatively under-researched area, especially in the context of developing economies. The findings can serve as a foundation for future research, encouraging scholars to further investigate the nuances of leadership in various industries and cultural settings. Moreover, this research can be incorporated into academic curricula, offering students and researchers valuable insights into the practical implications of leadership personality on organizational outcomes

1.6 Scope of the Study

The study focused on CEO Personality on Strategic Agility and Organizational Performance of Selected Airlines in Kenya. The study was done at eight (8) selected Airlines in Kenya. This included; (African Express Airways, Astral Aviation, 748 Air Services, Air Kenya, Blue Bird Aviation, Jubba Airways, Skyward Express and Jambo jet) The target population for this study was the top four (4) CEOs of each selected

airlines (Executive CEO, financial manager, marketing manager and operations manager), 125 middle level managers, 160 middle level operational managers and 185 managers on ground handling ticketing/dispatching staff from the selected airline making a total of 502 target population. The sample size for the study was 223 respondents. Explanatory research design was used in the study. The research study was carried out over a period of two months within which the researcher is able to collect data from the agencies, analyze it as well as present the findings. The study utilized used dynamic capability, balance score card and Eysenck's personality theories. Analysis was done using multiple regression model.

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

This chapter outlined the theoretical review, literature review and conceptual framework. The literature was reviewed in relation to the study objectives.

2.1 Concept of Organisational Performance

Organizational performance refers to the capacity of an organization to achieve its objectives and maximize outcomes (Anwar & Abdullah, 2021). It is a measure of how well an organization is doing in terms of its financial performance, market performance, and shareholder value. There are many factors that contribute to organizational performance, including: Effective leadership is essential for any organization that wants to succeed (Battilana, Obloj, Pache & Sengul, 2022). Leaders need to set clear goals, create a positive work environment, and motivate employees to achieve their best. A well-defined strategy is essential for any organization that wants to achieve its goals. The strategy should be aligned with the organization's mission and values, and it should be based on a clear understanding of the organization's external environment (Kabeyi, 2019). The culture of an organization can have a significant impact on its performance. A positive and supportive culture can help to attract and retain top talent, while a negative culture can lead to high turnover and low productivity. The processes that an organization uses to operate can also have a significant impact on its performance. Efficient and effective processes can help to improve productivity and reduce costs. The people who work in an organization are its most important asset. Employees who are engaged and motivated are more likely to be productive and help the organization achieve its goals (Chanana & Sangeeta 2021).

The key dimensions of organizational performance are financial performance which is the organization's ability to generate revenue and profits (Chmielewska, Stokwiszewski, Markowska & Hermanowski, 2022). Market performance is the organization's ability to compete in the marketplace and attract customers. Shareholder value is the value of the organization to its shareholders. Employee performance is the productivity and engagement of the organization's employees (Ahmed, Khan, Thitivesa, Siraphatthada & Phumdara, 2020). Customer satisfaction is the level of satisfaction that customers have with the organization's products or services. Innovation is the organization's ability to generate new ideas and products. Sustainability is the organization's ability to operate in a way that is environmentally and socially responsible. The relative importance of each of these dimensions will vary depending on the organization's specific goals and objectives (Saffar & Obeidat, 2020). However, all of these dimensions are important for overall organizational performance.

Measuring organizational performance is essential for understanding how well an organization is doing and for identifying areas where improvement is needed (George, Walker & Monster, 2019). There are a variety of performance measures that can be used, including financial metrics, market share, customer satisfaction surveys, and employee engagement surveys (Rehman, Mohamed & Ayoup, 2019). However, it is important to choose measures that are relevant to the organization's performance and that can be easily tracked and analyzed (Hulme, McLean, Read, Dallat, Bedford & Salmon, 2019).

Improving organizational performance is a continuous process. Organizations need to regularly monitor their performance and identify areas where improvement is needed (Taouab & Issor, 2019). They can then implement changes to their strategies, processes,

or culture to improve their performance. By continuously monitoring and improving their performance, organizations can ensure that they are on track to achieve their goals and objectives (Persada & Nabella, 2023).

2.2 Concept of Strategic Agility

Strategic agility refers to an organization's capacity to rapidly and efficiently adjust to and accommodate change (Elali, 2021). It is a key competitive advantage in today's rapidly changing world. Strategic agility comprises three primary elements: market agility, decision agility, and execution agility. Market agility refers to the capacity to closely monitor market trends and predict future changes. Decision agility involves the ability to make prompt and well-informed decisions in response to change. Execution agility pertains to the capability to swiftly and effectively implement decisions. Organizations that are strategically agile are able to stay ahead of the competition (AlTaweel & Al-Hawary, 2021). By quickly adapting to change, they are able to identify and capitalize on new opportunities before their competitors. By being able to make quick decisions, they are able to mitigate risk and avoid costly mistakes. By being able to respond quickly to customer needs, they are able to improve customer satisfaction and loyalty (Walter, 2021).

Leaders who exhibit strategic agility possess a distinct and well-defined vision. They utilize data to forecast the potential development of circumstances, identifying chances within crises (Al-Romeedy, 2019). They embrace the qualities of decisiveness and improvisation in order to fully exploit new advancements. Redirect attention and commence examining the broader perspective of the company. Routinely assess and evaluate the needs of both internal and external stakeholders. Be willing to change course when necessary. Be open to new ideas and be willing to pivot when the situation

calls for it. Foster a culture of collaboration and teamwork. Encourage employees to share their ideas and work together to find solutions. Be willing to experiment and take risks. Encourage employees to think creatively and come up with new ideas. Continuously learn and improve. Motivate employees to actively pursue new knowledge and abilities, and offer them enough opportunity for training and professional growth (Joiner, 2019).

Developing strategic agility starts by achieving a clear understanding of what success will entail. In the absence of a well-defined picture of success on the vision board, both employee and businesses face the danger of pursuing different paths, particularly when confronted with unforeseen circumstances (AlNuaimi, Singh, Ren, Budhwar & Vorobyev, 2022). Strategic agility is a regular practice, rather than a once-a-year event. Leaders cultivate and utilize a form of intuition to navigate and respond to shifting market dynamics. Exceptional leaders foster and promote this agility in others and recognize that the level of agility inside an organization is directly dependent on the individuals who drive it (Rozak, Adhiatma, Fachrunnisa & Rahayu, 2021).

As Arokodare & Asikhia (2020) state, "Strategic agility involves quick adaptation to changing circumstances in order to maintain a competitive advantage." Companies that are unable or unwilling to adjust their strategies and business models may soon find themselves falling behind their competitors. According to Arokodare and Asikhia (2020), firms with poor strategic foresight can experience a decline in both financial and non-financial performance. This means that companies must have a robust strategy in place that allows them to pivot when necessary while still maintaining their core vision and values. One way for organizations to improve their strategic agility is by fostering a culture of innovation and experimentation. Instead of being afraid of failure

or change, companies should embrace it as an opportunity for growth and improvement. By continually testing new ideas, products, or services through prototyping or pilot projects, businesses can gain valuable insights into what works best for their customers while also keeping up with the latest trends in the market (Füller, Hutter & Kröger, 2021). Without it, firms run the risk of becoming stagnant and irrelevant over time. Therefore, companies need not only to respond timely but also to anticipate changes before they happen; however, experimenting with innovative approaches will help these businesses evolve more efficiently towards future opportunities while minimizing risks associated with those changes (Arokodare & Asikhia 2020).

2.3 Concept of CEO Personality

The concept of CEO personality refers to the set of personality traits that are typically associated with successful CEOs (Zaccaro, Zhou & Resick, 2023). The Big Five personality traits are a widely used framework for describing human personality. Openness to experience is a measure of how open-minded and curious a person is. CEOs who are high in openness to experience are more likely to be innovative and to embrace change. Conscientiousness is a measure of how organized, self-disciplined, and responsible a person is. CEOs who are high in conscientiousness are more likely to be effective at planning and executing tasks. Extraversion is a measure of how outgoing and sociable a person is. CEOs who are high in extraversion are more likely to be effective at building relationships and motivating others. Agreeableness is a measure of how trusting, cooperative, and compassionate a person is. CEOs who are high in agreeableness are more likely to create a positive work environment and to build strong relationships with stakeholders. Neuroticism is a measure of how emotionally stable and resilient a person is. CEOs who are low in neuroticism are more likely to be able to handle stress and to stay calm in difficult situations.

These traits can vary from person to person, but some of the most common include: Extraverted CEOs are typically outgoing, sociable, and enjoy being around people. They are often good at networking and building relationships, which can be essential for success in a leadership role (Hogan & Sherman, 2020). Neurotic CEOs are typically more likely to experience negative emotions such as anxiety and worry (Barlow, Curreri & Woodard, 2021). This can be a disadvantage in some cases, but it can also be an asset in others. For example, neurotic CEOs may be more motivated to avoid failure and achieve success.

Conscientious CEOs are typically organized, hardworking, and detail-oriented. These traits can be helpful for managing a complex organization and ensuring that tasks are completed on time (Nyakundi, 2022). Open-minded CEOs are typically curious and open to new ideas (Fahlevi et al., 2022). This can be an asset in a rapidly changing business environment, as it allows CEOs to adapt to new challenges and opportunities. Agreeable CEOs are typically cooperative, trusting, and supportive. These traits can be helpful for building consensus and creating a positive work environment (Srour, Shefer & Carmeli, 2022).

For instance, one study by Gow et al., (2016) explored how the Big Five personality traits impacted financing decisions, investment choices, and firm operating performance. CEOs with high levels of conscientiousness tend to make more conservative financial decisions, while those who score high on openness are more likely to pursue innovative investments (Harrison & Malhotra, 2023). Furthermore, extraversion is often linked to strong communication skills and an ability to inspire employees towards common goals. However, it is important not to oversimplify these findings or assume that a certain type of personality guarantees success. Moreover, we

find the mitigating effects of conscientiousness are more pronounced when airlines have higher CEO dominance, lower litigation risks and higher financial constraints. A good CEO must possess a combination of different traits and adapt their style according to the needs of their organization (Alblooshi, Shamsuzzaman & Haridy, 2021). For example, an introverted CEO might excel at strategic planning but struggle with public speaking or team-building activities.

2.4 Theoretical Review

The study was guided by Dynamic capabilities theory, balance score card and Eysenck Personality Theory.

2.4.1 Dynamic Capabilities Theory

This study adopted Dynamic capabilities theory developed by David Teece, Gary Pisano, and Amy Shuen in (1997). The theory states that the ability of a firm to adapt and change its resource base is a key source of competitive advantage. This theory argues that organizations that are able to adapt and change quickly are more likely to succeed in the long run. Dynamic capabilities are the ability to sense and seize opportunities, reconfigure resources, and adapt to changing circumstances. Dynamic capabilities are not just about having the right resources or capabilities. They are also about the ability to use those resources and capabilities in a way that is responsive to change. Firms with strong dynamic capabilities are able to adapt to changing market conditions, develop new products and services, and enter new markets.

The application of Dynamic Capabilities theory to strategic agility involves understanding how dynamic capabilities enable organizations to sense and respond to changes in their external environment. Dynamic capabilities theory suggests that organizations with strong dynamic capabilities are better equipped to gather

information, analyze trends, and anticipate changes in the market. This allows them to develop strategic insights and make informed decisions about how to adapt their strategies accordingly.

Dynamic capabilities theory emphasizes the importance of building and reconfiguring internal competences to address rapidly changing environments. Organizations with strong dynamic capabilities can quickly mobilize and allocate resources, reconfigure processes, and adapt their internal structures to respond to new opportunities or challenges.

Dynamic capabilities theory suggests that organizations need to be agile and flexible in their external relationships, such as through flexible sourcing arrangements, open innovation, and strategic alliances. Organizations can sustain their competitive advantage by utilizing their dynamic capacities to effectively adapt to changes in the external environment.

Therefore, utilization of Dynamic Capabilities theory in strategic agility entails utilizing dynamic capabilities to recognize and influence opportunities, take chances, and sustain competitiveness by increasing, merging, safeguarding, and reorganizing resources and capabilities. This allows companies to adjust and react efficiently to changes in their external surroundings.

2.4.2 Balance Score Card Theory

Robert Kaplan and David Norton (1992) are the developers of the Balanced Scorecard. In 1990, Kaplan and Norton conducted a comprehensive research study on numerous companies to investigate innovative approaches to performance monitoring. The balanced scorecard is a managerial framework that allows firms to effectively implement their vision and strategy. This system offers an evaluation of internal

business procedures and external results in order to consistently enhance organizational performance and outcomes. The Balanced Scorecard can be viewed as a management system that is organized based on the principles of the management circle. The Balanced Scorecard exhibits resemblance to a conventional management technique.

The balanced scorecard proposes that a company should be evaluated based on each key performance indicator (KPI). Moreover, it is necessary to choose five crucial criteria within each measurement category to establish metrics, gather data, and facilitate analysis in relation to each Key Performance Indicator (KPI). The balanced scorecard operates on three fundamental assumptions: firstly, there is a cause-and-effect relationship between the many categories of assessment; secondly, there is a strategic plan or corporate strategy that is already established; and thirdly, the most crucial drivers or indicators of success have been accurately identified. By addressing the four fundamental issues, a corporation establishes the standards against which its strategic objectives are established. After defining the goals and articulating the KPI metrics, a strategic process map is developed.

The balanced scorecard offers a solution to the problem. It is a systematic approach that examines your organization from various angles, beyond solely financial metrics, in order to present a more balanced review of its performance. It empowers businesses to implement more specific and effective measures towards their overarching targets, and drives them to consider long-term expansion in addition to immediate financial gains. The balanced scorecard is a managerial methodology used to assess and appraise the performance of a company. It provides guidance for the systematic attainment of organizational objectives. It is a visualization device that represents the performance of an organization in terms of its financial, customer, learning and growth, and internal

business processes. These aspects are analyzed to assess the overall performance of business organizations.

2.4.3 Eysenck's Personality Theory

The study was conducted based on the Eysenck Personality Theory, which was formulated by Hans Eysenck in 1982. Eysenck's Personality Theory is grounded in the influence of biological elements, suggesting that individuals inherit a nervous system that impacts their capacity to acquire knowledge and adjust to their surroundings. This theory centers on three fundamental aspects of personality: extraversion/introversion, neuroticism/stability, and psychoticism/normality. These dimensions are greatly influenced by biological variables. Moreover, Eysenck's theory has been utilized to elucidate other behaviors, such as propensity for risk-taking, engagement in criminal activities, and substance abuse, providing a conceptual framework for comprehending and forecasting behavior across different situations.

This study applies Eysenck's Personality Theory to investigate the influence of biological elements hypothesized by Eysenck on the personality traits of CEOs. It further explores how these attributes affect strategic agility and organizational performance in the airline business in Kenya. This application involves evaluating the correlation between CEO personality traits, such as extraversion/introversion, neuroticism/stability, and psychoticism/normality, with strategic decision-making, adaptation, and overall organizational success in the airline industry in Kenya. Researchers can investigate the impact of genetic and environmental factors on CEO personalities using Eysenck's theory. These personalities, in turn, affect the strategic agility of an organization, which refers to its ability to adapt rapidly to changing

environments. Ultimately, this can influence the performance metrics of organizations in the airline industry in Kenya.

2.5 Review of Empirical Literature

2.5.1 Strategic Insight and Organizational Performance of Aviation Airlines

Gitau (2019) conducted a study examining the impact of strategic implementation on the operational effectiveness of airlines within the aviation sector in Kenya. This study utilized a descriptive research design. The study sample consisted of Kenyan airlines. Primary data was collected using a questionnaire. Secondary data refers to the gathering of public material and information from external sources, such as yearly reports and published data. The investigation revealed that the airline has a clearly defined vision statement, which was effectively disseminated throughout the organization via posters. The analysis revealed the existence of a well-defined strategic plan within the airline. The airline has a well-thought-out and carefully executed plan for achieving its goals. The strategic implementation plans that were produced included short-term plans with a duration of one year. The study determined that the airlines' preparedness for organizational change was higher. The respondents evaluated the executive director's readiness to embrace and execute change as being more open-minded. The study, in contrast, utilized a descriptive research design, while the current study is grounded in an explanatory design.

In their study, Mukhezakule and Tefera (2019) examined the correlation between corporate strategy, strategic leadership, and sustainable organizational performance. Aviation organizations can be influenced by a range of strategic elements, including the organization's environment, culture, technology, and structure. There is a significant difference between general organizational variables and aviation organizational

elements. The aviation industry is known to be highly responsive to strategic issues, and research has demonstrated the need for a critical approach in managing it. A comprehensive review of all strategic aspects is necessary due to their significant impact, which can lead to sudden fluctuations in the aviation organization. When it comes to influencing aviation organizations, leadership, environment, culture, structure, and technology are considered to be the most influential aspects, surpassing all other elements. However, the study did not provide any information on the relationship between strategic agility and organizational insight, unlike the current study.

Gyanwali and Walsh (2020) conducted a comprehensive assessment of the elements that impact the performance of Nepal Airlines Corporation (NAC) using a mixed research approach that included both qualitative and quantitative analysis. The main data were acquired through comprehensive interviews with fifteen government and NAC executives. The researcher obtained secondary data from several sources including the Nepal Government, NAC publications, and the International Air Transport Association (IATA). The average performance allows for the determination of revenue production and passenger movement rate. The study examined motivated employees, entrepreneurial marketing, collective leadership, a sense of ownership within the government, and environmental support as crucial elements influencing success. The unique features of the aircraft include advanced technology, compliance with airworthiness standards, and adherence to international standard and recommended practices. The shortage of aircraft, undue political influence, and personnel alienation within the union were highlighted as the reasons for the business's stagnant growth. A proposed performance framework includes entrepreneurial marketing, collective leadership, cutting-edge technology, an adequate number of

modern aircraft, service safety and reliability, and support from the government. The entrepreneurial marketing aspect encompasses proactiveness, risk taking, innovativeness, opportunity focus, resource leveraging, customer intensity, and value creation. The research was conducted in Nepal and utilized both primary and secondary data; hence the conclusions cannot be extrapolated to the present study.

In a study conducted by Koros (2018), the objective was to determine the impact of strategic management factors on the performance of airports in Kenya. The study included descriptive and correlational research methodologies. A moderate positive linear correlation was observed between four independent variables: strategic information and communication technology, strategic customer focus, safety and security strategy, and strategic human capital; and the dependent variable, organizational performance. The null hypothesis was rejected for all four variables, and the alternative hypothesis was taken to hold, demonstrating a positive linear relationship between the independent factors and the dependent variable. The study revealed a high correlation between three independent factors, namely Strategic Information and Communication Technology, Strategic Human Capital, and Strategic Customer Focus, and the performance of Airports. The study primarily examined the factors that influence strategic management, but the current study is specifically investigating the relationship between strategic agility and organizational performance.

2.5.2 Internal Response Orientation and Organizational Performance of Aviation Airlines

Al-Shourah (2021) investigated the correlation between market orientation (MO) and organizational performance (OP) in the hotel business in Malaysia, with service quality (SQ) acting as a moderator. A survey was conducted in Malaysia, targeting executive-

level personnel working in hotels rated three stars and above. The data was collected using a structured questionnaire from a sample of 187 individuals. The results indicate that only the competitor orientation aspect of market orientation was strongly associated with organizational performance, while customer orientation and inter-functional coordination showed no significant relationship. Significantly, SQ was discovered to have diminished the correlation between MO and the performance of hotels in Malaysia. The purpose of SQ is to bridge the gap amongst customers' expectations and their impression of the service providers' performance. This gap creates a competitive advantage and enhances MO practices, ultimately resulting in improvements in the firm's performance. The text emphasizes the consequences of the findings, possible constraints of the study, and suggestions for future research. However, the study did not focus specifically on the internal market. Therefore, it is necessary to address this gap by analyzing the internal response orientation.

Ong'esa (2020) examined the impact of organizational capability on the performance of Air Kenya Express Limited. The two research designs utilized were cross-sectional research and explanatory designs. The study concluded that the operational, human resource, marketing, and information, communication, and technology capabilities have a substantial impact on the airline's performance. The management of Air Kenya Express Limited should implement automation for customer services, including online booking and check-in. Additionally, they should adopt efficient techniques for collecting consumer feedback, which may be used to enhance the airline's service delivery. The marketing department should focus on enhancing the features of new and existing items by improving their research and development efforts. The human resource manager has the ability to formulate human resource policies that promote the implementation of additional training programs and the utilization of job manuals, with

the aim of enhancing job performance. Nevertheless, the previous study focused on evaluating the performance of an organization, while the current study is centered on examining the internal response orientation.

Al-Shami, Alsuwaidi, and Akmal (2020) conducted a study to investigate the connection between entrepreneurial orientation and innovation performance in the Dubai airport. They also explored the role of strategic alignment and learning orientation as mediators in this relationship. A survey was disseminated to a total of 413 employees across three primary divisions. The research results demonstrated a notable and favorable correlation between entrepreneurial orientation and innovation performance. The results also revealed that strategy alignment and learning orientation play a role in mediating the link mentioned above. This study expands upon the dynamic capacities theory by presenting an empirical model that discusses how to enhance innovation performance at airports through the entrepreneurial orientation, facilitated by strategic alignment and learning orientation. This study presents a paradigm that helps managers enhance employees' entrepreneurial talents and integrate airport information technology (IT) with learning, both of which are crucial for improving airport innovation performance. The lack of indication of internal reaction direction prompted the current study.

Kanyurhi and Bugandwa Mungu Akonkwa (2016) conducted a study that examined the relationship between internal marketing, employee job satisfaction, and perceived organizational performance in microfinance organizations. A total of 419 employees from 53 microfinance institutions (MFIs) in Kivu, Democratic Republic of Congo, were surveyed to gather data. Structural equations modeling was employed for data processing using LISREL 9.1. The findings indicate a strong and statistically significant

correlation between internal marketing and employee happiness. The findings also indicated a strong and statistically significant correlation between internal marketing and perceived organizational performance. Nevertheless, no substantial correlation between employee satisfaction and perceived organizational performance was detected. Contrary to the current study, the previous study specifically examined Microfinance, whereas the current study is specifically examining the Aviation Industry.

2.5.3 External Response Orientation and Organizational Performance of Aviation Airlines

Renwarin (2017) seeks to identify and examine the factors associated with the competitive strategy adopted by airline businesses in Indonesia with the goal of enhancing their business performance. The purpose of this study is to serve as a guide for airline firms in effectively managing their business performance. The approach employed in this study involves utilizing focus group discussions (FGDs) to identify the key determinants of competitiveness in the aviation sector in Indonesia. These findings are subsequently operationalized through the administration of questionnaires. The surveys are delivered to stakeholders whose company is directly linked to the aviation industry. Based on the respondents' data, the application of the Important Performance Analysis technique reveals differences between the expectations of certain parties and the actual situation in the field. This finding highlights the need for aviation business participants in Indonesia to address these gaps. However, as the study was conducted in Indonesia, its findings cannot be used to draw conclusions for the current study.

Kipchumba (2018) conducted a study examining the strategic responses of commercial state corporations to changes in the external environment and their impact on

organizational performance. The study utilized a cross-sectional descriptive design. The study focused on a sample of 33 Kenyan commercial state enterprises. Questionnaires were used to collect primary data. The data was analyzed using SPSS with the application of multi-regression analysis. The results were presented using Tables and Figures. The study revealed that external micro and macro environment play a substantial role in influencing commercial state businesses, with a response rate of 81.8%. The primary strategy solutions encompassed workforce reduction, partnerships with regional airlines, innovation in product offerings, and downsizing. The downsizing of staff had a substantial impact on the overall performance of the company. Collaboration has a substantial influence on the performance of a company. Innovation has a substantial impact on performance. The act of downsizing has had a substantial impact on performance. However, the study specifically examined a commercial State Corporation, whereas the current study is centered on the aviation industry.

Odongo, Mugambi, and Abayo (2019) conducted a study to determine the impact of labor relations on the performance of the airline business. They specifically focused on Kenya Airways Limited as a case study. In order to accomplish this goal, the study employed a descriptive research approach. The results were provided in the form of visual representations and numerical data, accompanied with a concise analysis and formulation of overarching conclusions. The study concluded that there is a strong and meaningful correlation between labor relations and the performance of Kenya Airways. The aviation industry in Africa lags behind the global aviation industry, contributing less than three percent of global revenue, as measured by Revenue Persons Kilometers (RPKs). The profitability of an airline is closely linked to the economic growth and development of a country. However, the previous study focused on the relationship between labor relations and performance in the airline industry, while the current study

examines the impact of external response orientation on the performance of aviation airlines.

In a study conducted by Hutahayan (2021), the aim was to offer fresh practical and theoretical perspectives on how small and medium-sized enterprises (SMEs) adapt and enhance their business capabilities, innovations, and performance through the utilization of external market orientation, learning orientation behaviors, and financial literacy. The data was gathered from textile product manufacturing small and medium enterprises (SMEs) in the provinces of Bali and Jawa, Indonesia, in 2016. These enterprises had a workforce ranging from 5 to 99 individuals. Central Java, with its diverse creative centers, plays a significant role as a benchmark for other provinces in the growth of Micro, Small, and Medium Enterprises (MSMEs). The study's findings validate the impact of financial literacy on the performance and creativity of creative micro, small, and medium enterprises (MSMEs) in Central Java. With a strong grasp of financial literacy, it is anticipated that MSMEs will be capable of making informed managerial and financial choices to enhance their performance and foster innovation.

2.6 CEO Personality and Organizational Performance of Aviation Airlines

The purpose of studying the impact of CEO narcissism on organizational performance in aviation is to understand how an exaggerated sense of self-importance and a need for admiration can influence the strategic decisions of airline executives. Chatterjee and Hambrick (2007) explored this relationship by analyzing the behaviors and decisions of CEOs who exhibited high levels of narcissism. The study employed a mixed-method approach, combining quantitative analysis of firm performance data with qualitative case studies to understand the impact of narcissistic traits on decision-making processes. The findings revealed that narcissistic CEOs are more likely to engage in

bold, risk-laden strategies, such as rapid expansion and high-profile acquisitions, which can lead to significant short-term success but also increase the likelihood of long-term instability and failure. This study highlights the double-edged nature of narcissism in leadership, particularly in the high-stakes environment of aviation.

Another study focused on the trait of conscientiousness, which refers to a CEO's diligence, attention to detail, and adherence to rules and procedures. The purpose was to assess how these characteristics influence operational efficiency within airlines, a critical determinant of organizational performance. Barrick and Mount (1991) conducted a quantitative study using psychometric assessments of CEO personality traits and correlating these with operational metrics such as on-time performance, cost management, and safety records. The study found that airlines led by CEOs with high conscientiousness scores consistently outperformed their peers in terms of operational efficiency and safety compliance. The findings suggest that conscientiousness is a key personality trait that contributes positively to the performance of airlines, particularly in maintaining high standards of safety and reliability, which are crucial in the aviation industry.

Research by Kaiser et al. (2008) examined the role of emotional stability in CEO performance, particularly during periods of crisis. The purpose of this study was to investigate how a CEO's ability to remain calm and composed under stress impacts an airline's ability to navigate through challenging times, such as economic downturns or operational disruptions. The methodology involved a longitudinal analysis of airlines during periods of crisis, assessing CEO emotional stability through psychometric evaluations and linking these scores to organizational resilience and recovery rates. The findings indicated that emotionally stable CEOs were more effective in crisis

management, implementing strategies that minimized damage and facilitated quicker recovery. This study underscores the importance of emotional stability in aviation leadership, where the ability to manage crises effectively is crucial for long-term success.

The relationship between openness to experience and innovation in the aviation industry has also been a subject of study. McCrae and Costa (1997) sought to understand how a CEO's willingness to embrace new ideas and adapt to changing circumstances influences an airline's ability to innovate and stay competitive. The study utilized a combination of survey data from CEOs and innovation performance metrics, such as the adoption of new technologies and the development of new service offerings. The findings revealed that CEOs who scored high on openness to experience were more likely to lead airlines that were at the forefront of industry innovation. This included the early adoption of fuel-efficient aircraft, the development of new customer service models, and the exploration of new markets. The study highlights openness to experience as a crucial trait for fostering innovation and maintaining a competitive edge in the rapidly evolving aviation industry.

Peterson et al. (2009) conducted a comprehensive study to explore the overall impact of various CEO personality traits on the performance of airlines. The purpose of this study was to provide a holistic understanding of how different personality traits, including narcissism, conscientiousness, emotional stability, and openness to experience, collectively influence organizational outcomes. The methodology involved a large-scale survey of airline executives combined with performance data analysis across multiple airlines. The findings suggested that while individual traits have specific impacts, the combination of high conscientiousness and emotional stability was

particularly beneficial for long-term performance, while high narcissism and low emotional stability were associated with greater volatility in performance outcomes. This study emphasizes the need for a balanced personality profile in airline CEOs to achieve sustained organizational success.

2.7 Control Variable

2.7.1 Years of Operations and Organizational Performance of Aviation Airlines

The purpose of the study by Chan and Makino (2007) was to examine how the number of years an airline has been in operation influences its financial performance. The researchers hypothesized that older airlines, with more years of operation, would have a competitive advantage due to established brand recognition, customer loyalty, and experienced management teams. To test this hypothesis, the study employed a quantitative methodology, analyzing financial data from a large sample of airlines with varying years of operation. The findings revealed that airlines with longer histories generally performed better financially, as indicated by higher profitability and market share. However, the study also noted that this advantage could diminish if older airlines failed to innovate or adapt to changing market conditions, suggesting that longevity alone does not guarantee continued success (Chan & Makino, 2007).

A study by Barros and Wanke (2015) aimed to explore the impact of the number of years an airline has been operating on its operational efficiency. The purpose was to determine whether older airlines benefit from accumulated experience and operational expertise, leading to higher efficiency levels. The researchers used a data envelopment analysis (DEA) methodology, which measures the efficiency of decision-making units, to assess the operational performance of airlines across different years of operation. The findings indicated that airlines with more years of operation tended to exhibit higher

operational efficiency due to their refined processes, established networks, and experienced workforce. However, the study also pointed out that some older airlines faced challenges related to outdated technologies and resistance to change, which could negatively impact efficiency if not addressed (Barros & Wanke, 2015).

The purpose of the research conducted by Pearce and Robinson (2011) was to assess whether the number of years an airline has been in operation influences its resilience during crises, such as economic downturns or industry disruptions. The study employed a case study methodology, focusing on airlines that had successfully navigated through significant crises over several decades. The researchers found that airlines with more years of operation were generally more resilient, leveraging their extensive experience, established procedures, and strong industry relationships to weather crises effectively. These airlines were better equipped to implement contingency plans, access emergency funding, and maintain customer trust during challenging times. The findings suggest that longevity in the industry can contribute to organizational resilience, but it is most effective when combined with proactive crisis management and adaptability (Pearce & Robinson, 2011).

2.7.2 Size of the airline and Organizational Performance of Aviation Airlines

The study by Mazzeo (2008) aimed to investigate how the size of an airline affects its financial performance, specifically focusing on profitability and revenue generation. The purpose was to determine whether larger airlines, with more extensive operations and greater economies of scale, have a competitive advantage over smaller carriers. To address this, Mazzeo (2008) employed a quantitative analysis using financial data from a diverse sample of airlines of varying sizes. The study utilized regression models to analyze the relationship between airline size, measured by metrics such as fleet size and

number of routes, and key financial indicators like profitability and revenue. The findings indicated that larger airlines generally enjoyed higher profitability and revenue due to their ability to spread fixed costs over a larger number of flights and passengers, achieving economies of scale. However, the study also noted that the benefits of size could be offset by higher operational complexity and regulatory burdens, which may impact overall performance (Mazzeo, 2008).

In a study conducted by Barros and Wanke (2009), the focus was on how the size of an airline influences its operational efficiency. The purpose of the research was to determine whether larger airlines, with more extensive networks and resources, achieve better operational performance compared to smaller airlines. The methodology involved data envelopment analysis (DEA) to evaluate the efficiency of airlines of different sizes across various operational metrics, such as on-time performance and cost per available seat mile. The results revealed that larger airlines often benefit from improved operational efficiency due to their ability to optimize resource utilization and streamline processes. However, the study also highlighted that the efficiency gains are not always linear with size, as very large airlines might face diminishing returns and increased complexity that can negatively affect operational efficiency if not managed properly (Barros & Wanke, 2009).

The purpose of the research by Zhang and Zhang (2011) was to explore the relationship between airline size and market share, and how this relationship impacts organizational performance. The study aimed to assess whether larger airlines, which can capture a larger market share, have a significant advantage in terms of competitive positioning and financial outcomes. Zhang and Zhang (2011) employed a quantitative approach, analyzing market share data and performance metrics from a broad sample of airlines.

The study found that larger airlines tend to have a stronger market position and greater brand recognition, which contributes to improved financial performance and competitive advantage. Larger market share often translates into better negotiating power with suppliers and airports, leading to cost advantages and enhanced service offerings. Nonetheless, the research also noted that large size can bring challenges such as increased managerial complexity and potential regulatory scrutiny, which can impact overall performance if not effectively managed (Zhang & Zhang, 2011).

2.8 Conceptual Framework

The conceptual framework illustrates the hypothesised link that exists between the independent variables and the variable that is being studied (the dependent variable).

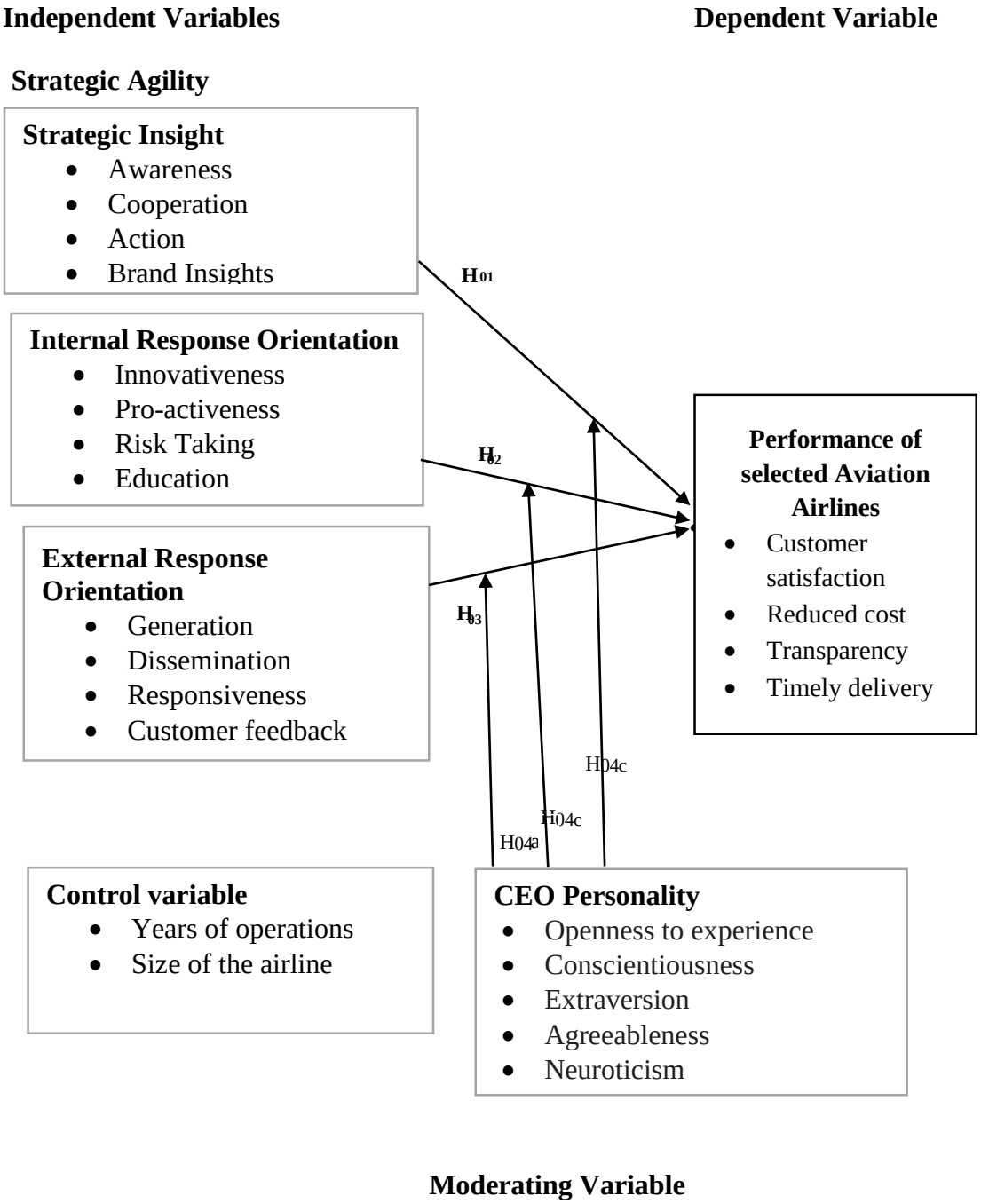

Figure 2.1 Conceptual Framework

Source, Researcher (2023)

CHAPTER THREE

RESARCH METHODOLOGY

3.0 Introduction

This chapter covered the research design, study area, target population, sampling design, types of data and collection instruments and procedure, reliability and validity of research instruments, data processing, analysis, presentation and ethical consideration.

3.1 Research Design

According to Cooper and Schindler (2009), the study design is what lays the foundation for the data gathering and analysis that takes place in research. Research design guides include information on methods for collecting data, interpreting the data that is acquired, and getting answers to a variety of issues that may arise over the course of the research. For the purpose of this study, an explanatory research design was utilized. According to Robson (2002), the explanatory research design is the most suitable method for assisting in this research quest. This is due to the fact that the researcher is able to collect a wide variety of data, which contributes to the facilitation of the comparison of the study variables. A structured procedure that is specifically created for assessing the features that are mentioned in a research question is known as an exploratory research design. In the context of this investigation, the explanatory research design has been determined to be appropriate for determining the correlation that exists between the independent factors and the dependent variables.

3.2 Study Area

The study was done at eight (8) selected airlines in Kenya. This included; African Express Airways, Astral Aviation,748 Air Services, Air Kenya, Blue Bird Aviation,

Jubba Airways, Skyward Express and Jambo jet). The eight (8) airlines in Kenya were selected for this study because of; Variety of airline sizes: The airlines selected represent a variety of sizes, from small regional airlines to large international carriers. This allowed the researcher to better understand how CEO personality affects strategic agility and organizational performance across different company sizes. Variety of geographic locations: The airlines are located in different parts of Kenya, which allowed the researcher to control for any geographic effects on strategic agility and organizational performance. Variety of operational models: The airlines use a variety of operational models, such as full-service, low-cost, and charter carriers. This allowed the researcher to better understand how CEO personality affects strategic agility and organizational performance across different operational models. Variety of ownership structures: The airlines have different ownership structures, such as private, public, and government-owned. This allowed the researcher to better understand how CEO personality affects strategic agility and organizational performance across different ownership structures. In addition these airlines will be selected because they are all active and have been in operation for at least five years. This allowed the researcher to collect data on their strategic agility and organizational performance over a longer period of time.

3.3 Target Population

According to Kothari (2011), the term "target population" can make reference to items or occurrences that are of interest that share comparable features, or it can also refer to a group of individuals who are going to be subject matter of interest for the research. The study was done at eight (8) selected airlines in Kenya. The units of analysis were top most four CEOs, middle level managers, middles level operational managers and managers ground ticketing/dispatching staff. The target population for this study was

topmost four (4) CEOs of each airlines (Executive CEO, financial manager, marketing manager and operations manager), 125 middle level managers, 160 middle level operational managers and 185 managers on ground handling ticketing/dispatching staff from the selected airline making a total of 502 target population as distributed in Table 3.1

Table 3.1 Target Population

Airline Company	Top CEOs	Middle-Level Managers	Middle-Level Operational Managers	Managers Ground Ticketing/Dispatching Staff	Total
African Express Airways	4	10	25	30	69
Astral Aviation	4	15	20	25	64
748 Air Services	4	20	15	20	59
Air Kenya	4	25	20	15	64
Blue Bird Aviation	4	20	15	10	49
Jubba Airways	4	15	20	25	64
Skyward Express	4	10	20	30	64
Jambo Jet	4	10	25	30	69
Total	32	125	160	185	502

Source, Researcher (2023)

3.4 Sample Size and Sampling Techniques

3.4.1 Sample Size

According to Kothari (2008), a sample size is a subset of the population that is being studied. For example, according to Cooper and Schindler (2006), a sample is the complete collection of components from which inferences are to be drawn. It is often impossible to investigate the entire population due to a variety of restricting reasons, such as wasted time and other research resources. As a result, samples are chosen

because it is not possible to examine the complete population. From the target population of 502, Yamane (1969) sample size formula was used to select a sample size of the population;

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

Where n is the sample size required

N is the population size =502

e is the level of precision =0.05

n =502/ (1+502*0.05^2) =222.61

Approx n=223

Therefore, the sample size were 223 respondents.

3.4.2 Sampling Technique

Sampling is a method of picking a group from the population that is being studied that is representative of the whole. It is an important factor that determines the accuracy of research/survey results. There are different sampling techniques that can be used depending on the need and situation. The study adopted both stratified and simple random sampling techniques. Stratified sampling involves dividing the population into non-overlapping groups or strata based on some pre-set standard and then selecting a sample from each stratum. The proportion of characteristics/traits in the sample should be the same as the population. In this case, the researcher stratified the population based on the job categories of the employees in each airline company, that is top CEOs, middle-level managers, middle-level operational managers, and managers ground

ticketing/dispatching staff. The researcher then used simple random sampling to select a proportionate number of respondents from each stratum to form the sample as distributed in Table 3.2.

Table 3.2 Sample Size

Airline Company	Top CEOs	Middle-Level Managers	Middle-Level Operational Managers	Managers Ground Ticketing/Dispatching Staff	Total
African Express Airways	2	4	11	13	30
Astral Aviation	2	7	9	11	29
748 Air Services	2	9	7	9	27
Air Kenya	2	11	9	7	29
Blue Bird Aviation	2	9	7	4	22
Jubba Airways	2	7	9	11	29
Skyward Express	2	4	9	13	28
Jambo Jet	2	4	11	13	30
Total	14	56	71	82	223

Source, Researcher (2023)

3.5 Data Collection and Research Instruments

3.5.1 Data Types and Sources

This study employed primary data sources to generate quantitative information. A primary source provides the researcher with firsthand knowledge regarding the strategic agility and organizational performance of certain aircraft airlines in Kenya. Primary sources include raw data and first hand evidence (Sobolewski, Long & Ashmore, 2019).

3.5.2 Data Collection Instruments

The data were gathered from the participants through the use of questionnaires. The construction of the questionnaire in this study was conducted through a series of sequential processes, which were driven by the study's objectives.

3.5.3 Data Collection Procedure

After obtaining approval from the University, the researcher then sought clearance from both NACOSTI and the relevant authorities of the chosen aircraft airlines. On the specified date, the researcher directly presented surveys to the respondents using a method where the questionnaires were dropped off and picked up. The researcher also conducted a follow-up to confirm that the questionnaires were filled out correctly according to the study requirements. The participants were allotted sufficient time to complete the questionnaires before they were selected for analysis. The questionnaire included of open-ended questions. This enables the respondents to provide their own perspectives.

3.6 Measurement of Variables

There are various approaches for gathering original data in the field of research. The questionnaire's development began with an introduction request, followed by items grouped into three categories. Part A is designed to collect respondents' demographic data such as gender, age, education level, and the number of times they have worked at a particular aviation firm; part B is designed to collect items on specific objectives such as the effect of strategic insight, internal response orientation, and external orientation. Part C included information on the performance of selected aviation airlines. The surveys were created using the Linkert type, with a scale of 1 to 5. The most positive alternative received the highest degree, while the most negative option received the

lowest score. Linkert scale: 5-Strongly Agree, 4-Agree, 3-Undecided, 2-Disagree, and 1 strongly Disagree. This is tallied according to the objectives outlined in the techniques of data collecting section below.

Table 3.3 Measurement of Variables

Type	Variable	Measurements	Measurement scale	Source
Dependent Variable	Performance of Airlines	• Customer satisfaction • Reduced cost • Transparency • Timely delivery	5-point linkert scale	Karaman, Kilic & Uyar, (2018)
Independent Variable (Strategic Agility)	1. Strategic Insight	• Awareness • Cooperation • Action • Brand Insights	5-point linkert scale	Singha Mahapatra & Mahanty (2018)
	2. Internal Response orientation	• Innovativeness • Pro-activeness • Risk Taking • Education	5-point linkert scale	Park & Tran, (2018)
	3. External Response orientation	• Generation • Dissemination • Responsiveness • Customer feedback	5-point linkert scale	Nowell (2017).
Moderator	CEO Personality	• Openness to experience • Conscientiousness • Extraversion • Agreeableness • Neuroticism	5-point linkert scale	Wall & Bellamy, 2019

Source, Researcher (2023)

3.7 Pilot Study

This research's pilot study was conducted at ALS Aviation Limited in Wilson Airport. The main purpose for conducting the pilot study is to test the reliability of the instrument to be used for collecting data process. Twenty-three (23) questionnaires

were employed in the pilot study. The 23 responders constituted 10% of the whole population. Conducting a pilot test assists the researcher in testing the instrument's validity and allows for improvements to be made ahead of time. Pilot tests assist in finding flaws in the questionnaire, allowing for improvements to be made prior to the main data collection procedure.

3.7.1 Validity of the Research Instruments

Prior to its actual implementation, the instrument utilized in the research process is typically subjected to a thorough examination to verify its accuracy. This assessment evaluates the validity of the tool. Validity is the term used to describe the accuracy of the data collection instrument. The validity of an instrument determines its ability to accurately measure the desired quantity and the accuracy of the obtained results (Golafshani, 2003a). The validity of the instrument for the study was assured by both construct and content validity. In order to ensure content validity, the questionnaires were exclusively sent to strategic management professionals, including supervisors who would routinely check the work. Construct validity was also established by conducting a comprehensive examination of empirical and theoretical literature, which provided a more profound understanding of the issues addressed in the research.

3.7.2 Reliability of the Research Instruments

The reliability of the instrument refers to the consistency of the study's results across time and its correct representation of the overall population. (Golafshani, 2003b). In order for the instruments to be deemed reliable, it is crucial that the consistency with which the questionnaire questions are answered remains constant. This contributes to the steadiness of the instrument. The repeatability of a research instrument is therefore

represented. The reliability of the instrument was assessed using Cronbach's alpha. An appropriate coefficient is found to be 0.7 or higher (Mugenda & Mugenda, 2013).

3.8 Data Analysis

This entails a sequence of operations conducted on the data, including sorting, verifying, and editing to ensure completeness and consistency. The acquired data were coded, modified, and analyzed using the Statistical Package for Social Science (SPSS) software, specifically version 25. Data analysis refers to the systematic procedures and techniques employed on data to enable researchers to accurately characterize empirical observations, identify recurring patterns, formulate explanatory frameworks, and evaluate hypotheses. The acquired quantitative data were examined using descriptive and inferential statistics. The data analysis was conducted using the Statistical Package for Social Scientists (SPSS).

3.8.1 Descriptive Statistics

Descriptive statistics were frequency, percentages, means, and standard deviations

3.8.2 Inferential Statistics

Inferential analysis was done through correlation and regression analysis.

i. Correlation Analysis;

The study performed a correlation analysis to determine the magnitude of the association between the independent and dependent variables for all of the study's objectives. The purpose of this study was to determine whether there is a correlation between the independent variables and the dependent variable, as well as the moderating variable.

ii. Regression Analysis

The study employed multiple regression analysis to assess the study hypotheses, utilizing test statistics and interpretation for decision-making purposes. This entailed doing a regression analysis where the dependent variable was regressed against the four independent variables. The decision rule was that if the calculated value is less than 0.05, the null hypothesis would be rejected and the conclusion would be based on the alternative hypothesis. The study employed hierarchical moderating regression analysis to examine the moderating effect. An equation for ordinary least squares (OLS) and hierarchical moderating regression analysis was formulated, incorporating scores for the independent variable, scores for the second predictor (moderator), and scores for the third predictor variable.

Moderation Testing Steps before Introducing Model One and Model Two

i. Standardizing all variables
ii. Fitting a regression model Y from predictor variables x
iii. Fitting a regression model predicting the outcome variable Y from both the predictor variable x and the moderator variable z. Both effects as well as the model in general (R2) should be significant.
iv. Add the interaction effect to the previous model one by one and check for a significant R2 change as well as a significant effect by the new interaction term and the coefficient of the interaction should be different from zero. If both are significant, then moderation is occurring.

The conditions for moderation

Continuous Scale: Both the dependent and independent variables must be assessed using a continuous scale.

Moderator Variable: It is necessary to have a moderator variable that is either a continuous or categorical variable.

Interaction Term: In order to measure the impact of a moderating variable in multiple regression analyses, an extra term is included in the model. This word refers to the interaction that occurs among the variable that is independent and the proposed moderating variables.

Linear Relationship: Each of the groups of the moderator variable should exhibit a linear relationship amongst the dependent variable and the independent variable.

Equation 1: Regressing the independent variables on dependent variables.

OLS Equation

$$\boldsymbol{Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \varepsilon} \quad \textbf{.....Equation 3.1}$$

HMRA Equation

$$\mathbf{Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 Z + \varepsilon} \quad \textbf{..... Equation 3.2}$$

$$\mathbf{Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 Z + \beta_6 Z * X_1 + \varepsilon} \quad \textbf{..... Equation 3.3}$$

$$\mathbf{Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 Z + \beta_5 Z * X_1 + \beta_6 Z * X_{2+} \varepsilon} \quad \textbf{..... .....Equation 3.4}$$

$$\mathbf{Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 Z + \beta_5 Z * X_1 + \beta_6 Z * X_2 + \beta_7 Z * X_3 + \varepsilon} \quad \textbf{... Equation 3.5}$$

Where:

$\boldsymbol{Y}$ Represents performance of selected aviation firms

X_1 Represents strategic insights

X_2 Represents internal response orientation

X_3 Represents external response orientation

Z Represents CEOs Personality (the moderator)

ε Represents Error term (Disturbance factors) which represents residual

$\boldsymbol{\beta_0}$ Represents a constant

From $\boldsymbol{\beta_1}$ to $\boldsymbol{\beta_7}$ represents the regression model's coefficients

Analyzed data was presented in form frequency Tables and percentages.

3.8.3 Test for Assumptions of Regression

The study assessed the presence of linearity, independence of errors, collinearity, and normalcy. Linearity refers to the relationship between the dependent variable and the predictor (independent) variables, where the dependent variable is defined as a linear function of the predictor variables (Darlington, 1968). Multiple regressions are effective in precisely estimating the linear connection between dependent and independent variables (Osborne & Waters, 2002). In the field of social sciences, there is a significant likelihood of encountering non-linear interactions. As a result, it is crucial to carefully assess investigations to see if they exhibit linearity (Osborne & Waters, 2002). The linearity assumption accurately assesses the correlation between the dependent and independent variables by testing whether the correlations follow a linear pattern. The nonlinearity of the regression analysis results in an underestimation of the actual link between the variables being studied. This was determined using the Pearson product moment correlation coefficient. Correlation. Saunders (2009) stated that a correlation of 1 indicates a perfect positive relationship between two variables. A perfect linear correlation is indicated by a correlation value between 0.9 and 1. There is a positive and strong link, with a correlation coefficient between 0.7 and 0.9. A positive high correlation, with a correlation coefficient between 0.5 and 0.7, suggests a strong relationship between the variables. A positive moderate correlation is observed when the correlation coefficient ranges between 0 and 0.5. A correlation of 0 indicates a weak link. A correlation of -1 and 0 implies a negative association, while a correlation of 0 suggests no link.

The assumption of homoscedasticity relates to the equal distribution of error variances across all levels of the independent variables (Osborne & Waters, 2002). This assumption argues that the variability of error terms is homogeneous across the different values of the independent variables. The assumption of homoscedasticity was assessed by using the Levenes test to determine the equality of error variances (Osborne & Waters, 2002).

Collinearity, also known as multicollinearity, is the assumption that the independent variables are not associated with each other (Darlington, 1968). When collinearity is low, the researcher can interpret regression coefficients as the impacts of the independent factors on the dependent variables (Poole & O'Farrell, 1971). This implies that we can draw reliable conclusions regarding the relationships between factors and their resulting effects. Multicollinearity arises when multiple independent variables exhibit strong correlations with each other, or when one independent variable is almost a linear combination of other independent variables. As the degree of overlap (correlation) between variables increases, researchers face greater difficulty in isolating the individual impacts of each variable. Multiple regression (MR) allows for a certain degree of correlation among the independent variables (Cohen, 1968). The regression model is specifically built to accommodate this, and it provides the measures of the shared variance (Cohen, 1968). Optimally, independent variables exhibit a stronger correlation with the dependent variables compared to their correlation with other independent variables. The study employed variance inflation factors (VIF) and tolerance to diagnose multicollinearity. A Variance Inflation Factor (VIF) exceeding 10 or a tolerance value below 0.10 indicate a significant issue with multicollinearity.

3.8.4 Multiple regressions

This relys on the assumption that variables follow a normal distribution (Darlington, 1968; Osborne & Waters, 2002). This indicates that errors follow a normal distribution, and therefore a graph of the residuals' values would closely resemble a normal curve (Gelman & Hill, 2006). The assumption is derived from the bell-shaped distribution of data and provides the researcher with information regarding the anticipated values (Gelman & Hill, 2006). Once the statistical distribution of the mean is understood, it becomes feasible to construct forecasts for a new sample (Gelman & Hill, 2006). In order to assess the assumption of normality, one can employ the following metrics and tests: The assumption of normal distribution was tested using the Kolmogorov-Smirnov and Shapiro-Wilk tests. A result below 0.035 for the Kolmogorov-Smirnov test indicates non-normality, while a value below 0.05 for the Shapiro-Wilk test likewise indicates non-normality.

3.8.5 Hierarchical Moderated Regression Analysis

The concept of homoscedasticity, as discussed by Osborne and Waters (2019), pertains to the assumption of uniform variance of errors across various levels of independent variables. In simpler terms, researchers presume that errors are consistently distributed among the variables, as noted by Knief and Forstmeier (2021). This condition is observable when the variability around the regression line remains constant across all values of the predictor variable. Conversely, the presence of heteroscedasticity can introduce distortions in findings and undermine the robustness and statistical power of the analysis, as highlighted by Osborne and Waters (2019).

3.9 Ethical Consideration

Ethics pertain to the societal norms or standards that an individual is obliged to respect. They differentiate between moral correctness and moral incorrectness. Ethical considerations aid in identifying the acts that are deemed acceptable and those that are deemed unacceptable. Ethical standards provide guidance on preventing the falsification or fabrication of acquired data, as well as instruct on appropriate interactions with respondents, such as obtaining their agreement for participation in a study. The researcher ensured compliance with all the requisite ethical concerns during the study by obtaining permissions from the relevant authorities (NACOSTI, KAA, KCAA, and Moi University) and obtaining consent from the participants. The researcher provided the respondents with a guarantee of secrecy and emphasized that the study's objective is solely academic. No questions that could potentially cause psychological distress were posed.

CHAPTER FOUR

DATA ANALYSIS, PRESENTATION, INTERPRETATION AND DISCUSSION

4.1 Introduction

This chapter summarizes the study's analysis and findings in line with the research objectives and methodology. The data were analyzed using both descriptive and inferential statistics. The analyzed data were presented in form tables.

4.2 Response Rate

This section gives significant context for the analysis and interpretation of the data by providing insights on the extent to which the targeted respondents participated in the research. Table 4.1 presents the study results.

Table 4.1 Instrument Response Rate

Categories	Frequency	Percentage
Responded	176	78.92
Not responded	47	21.07
Total	**223**	**100**

The results of the study in Table 4.1, indicate that 176(78.92%) of the respondents provided their responses to the instrument. In contrast, 47(21.07%) of the respondents declined from providing their response. The response rate yielded significant information regarding the level of engagement and participation shown by the audience that was being studied. This finding agreed with Fincham (2008) who noted that a good response rate is often considered to be above 70%.

4.3 Demographic characteristics

Social and demographic information was collected and presented about the study participants. This information helped establish a profile of the respondents, enabling a better understanding of the characteristics of the sample population and their potential influence on the research outcomes.

4.3.1 Gender Distribution of the Respondents

The study sought to establish the respondents' gender distribution. The findings are as shown in Table 4.2.

Table 4.2 Gender of the Respondents

Gender	Frequency	Percentage
Male	85	48.3
Female	91	51.7
Total	**176**	**100**

In Table 4.2, the gender distribution of the respondents is presented, revealing that out of the total 176 participants, 85(48.3%) of the respondents were male, while 91(51.7%) of the respondents were female respondents. This data highlights a relatively balanced gender representation within the study, with a slight majority of female participants.

4.3.2 Age Brackets of the Respondents

In order to examine the distribution and features of the study participants across different age groups, the study evaluated the age categories of the respondents into different age brackets. Study findings are presented in Table 4.3.

Table 4.3 Age Brackets

Age Brackets	Frequency	Percentage
18-35 years	66	37.5
35–45 years	68	38.6
45–50 years	26	14.8
Above 50 years	16	9.1
Total	**176**	**100**

Study findings in Table 4.3 above indicates that majority of the respondents 68(38.6%) were aged between 35 – 45 years while 66(37.5%) of the respondents were between 18-35 years. Also, 26(14.8%) of the respondents were between 45-50 years while 16(9.1%) were found to be above 50 years.

4.3.3 Years the respondents have worked in the firm

In this section, the study delves into an analysis of the number of years the respondents had spent working in their respective firms, shedding light on the extent of their professional experience within the organizational context. Table 4.5 presents the study results.

Table 4.5 Years worked in the firm

Years worked in the firm	Frequency	Percent
1-5	44	25.0
6-10	39	22.2
11-15	75	42.6
Above 16	18	10.2
Total	**176**	**100.0**

In Table 4.5, the study findings revealed that majority, 75 (42.6%) of the respondents had been with their respective firms for 11 to 15 years, indicating a relatively long-term

commitment and experience within their organizations. Additionally, 44 (25.0%) of the respondents had worked in their firms for 1 to 5 years, reflecting a sizeable influx of relatively new employees. Further, 39 (22.2%) of the respondents had worked in the organization for 6-10 years, while 18 (10.2%) had more than 16 years of tenure in their firms. This broad spectrum of experience levels suggests a mix of junior, mid-level, and senior employees, which is significant for the study's analysis of professional backgrounds and potential influences on the research findings.

4.4 Descriptive Statistics

Descriptive statistics were computed and presented to provide a summary and overview of the collected data. These statistics helped to characterize the central tendencies, variations, and distributions within the dataset, offering valuable insights into the key features of the research data. The main variable was strategic agility with its dimensions being strategic insight, internal response orientation and external response orientation as analyzed below.

4.4.1 Strategic insights

This section evaluated critical aspects of the company's strategy, identifying strengths, weaknesses, opportunities, and threats, and it presented actionable insights to inform future strategic planning. Study findings were presented in Table 4.6.

Table 4.6 Strategic insights

Statements		SA	A	UD	D	SD	Mean	Sd
Awareness of the service offered by the firm has helped in performance	**F**	76	54	7	18	21	3.83	1.39
	%	43.2	30.7	4.0	10.2	11.9		
Employee Cooperation has helped in firm performance	**F**	73	51	7	19	26	3.72	1.47
	%	41.5	29.0	4.0	10.8	14.8		
The company takes immediate and appropriate action in dealing with customers feedbacks	**F**	25	23	11	50	67	2.36	1.45
	%	14.2	13.1	6.3	28.4	38.1		
The company possesses good Brand Insights	**F**	53	74	14	15	20	3.71	1.29
	%	30.1	42.0	8.0	8.5	11.4		
Overall mean and standard deviation							3.41	1.40
Total number of respondents =176								

The study results in Table 4.6 showed that 130(73.9%) of the respondents agreed that awareness of the service offered by the firm has helped in performance. On contrary, 39(22.1%) of the respondents disagreed that awareness of the service offered by the firm has helped in performance. Additionally, the results of the study indicated that the respondents, as evidenced by the mean and standard deviation, agreed with the assertion that being aware of the services provided by the company had positively impacted their performance. (Mean=3.83, standard deviation=1.39). According to Rajapathirana and Hui, (2018) reveals that management of insurance companies might benefit from strong innovation capabilities management, which contributes to more innovative results that produce greater performance.

Also, the study findings noted that 124(70.5%) of the respondents agreed and 45 (25.6%) disagreed that employee cooperation has helped in firm performance.

Additionally, the study findings indicated that the respondents concurred with the statement that employee cooperation had positively contributed to business success, as seen by the mean and standard deviation. (Mean=3.71, standard deviation=1.47). The study done by Hameed, Nisar and Wu, (2021) demonstrate how organizations' open innovation performance is positively influenced by both internal and external innovation, which in turn leads to business performance and service innovation.

The study further revealed that, 48(27.3%) of the participants agreed that company takes immediate and appropriate action in dealing with customers' feedbacks. On the contrary, 117(66.5%) of the respondents disagreed that company takes immediate and appropriate action in dealing with customer's feedbacks. Additionally, the study findings indicated that the respondents expressed disagreement with the statement that the organization quickly and efficiently addresses customer feedback, as seen by the mean and standard deviation. (Mean=2.36, standard deviation=1.46). Bocken, Harsch and Weissbrod, (2022) there were worries about additional environmental impact due to logistics in the e-commerce model; the potential positive environmental impact is the key driver for consumers to participate in the circular business model. Furthermore, customers place importance on the reuse model's accessibility and ease of usage. One of the biggest obstacles to businesses implementing reusability is cost.

Finally, 127(72.1%) agreed that the company possesses good Brand Insights. However, 35(19.9%) of the respondents disagreed that the company possesses good brand insights. Additionally, the study findings indicated that the respondents agreed with the statement that the organization has a possess a seen by the mean and standard deviation. (Mean=3.71, standard deviation=1.29). The finding is consistent with

Kebede, (2020) indicate that there are a number of gaps in the core business aspects of CSR and the customer's communication of the concept. Ultimately, the researcher suggested that the brewery industry prioritize the enhancement of CSR dimensions that are connected to organizational trust and customer satisfaction in order to improve CSR communication.

4.4.2 Internal Response Orientation

The study evaluated the organization's internal response orientation, assessing its capacity to adapt and respond effectively to both anticipated and unforeseen challenges, in order to enhance overall operational resilience and agility. Findings were presented in Table 4.7.

Table 4.7 Internal Response Orientation

Statements		SA	A	UD	D	SD	Mean	Sd
Employees Innovativeness is encouraged in the organization	F	61	68	8	14	25	3.72	1.38
	%	34.7	38.6	4.5	8.0	14.2		
All Employees are encouraged on be pro-active in their daily choirs	F	58	78	14	12	14	3.88	1.18
	%	33.0	44.3	8.0	6.8	8.0		
Risk taking is encouraged as a process of realizing organizational goals	F	63	56	17	24	16	3.72	1.32
	%	35.8	31.8	9.7	13.6	9.1		
Most of the Employees are Educated	F	73	52	6	23	22	3.74	1.43
	%	41.5	29.5	3.4	13.1	12.5		
Overall mean and standard deviation							3.77	1.33
Total number of respondents =176								

Table 4.7 indicated that out of the respondents, 129 individuals (73.3%) agreed that the firm promotes employees innovativeness. Nevertheless, 39 respondents, accounting for 22.2% of the total, expressed their disagreement with the organization's encouragement of employees' innovativeness. Additionally, the study's findings indicated that those who responded agreed with the assertion that the organization fosters employees'

innovativeness, as evidenced by a mean score of 3.71 and a standard deviation of 1.38. The results of the study conducted by Bani-Melhem, Zeffane, and Albaity (2018) are in line with these findings. They indicate that working environment satisfaction is the primary factor that influences employees' creative activity, while colleague support plays a significant role as a moderator.

Also, 136(77.3%) of the respondents agreed and 26(14.8%) disagreed that all employees are encouraged on be pro-active in their daily choirs. In addition, the results of the study indicated that those who participated (respondents) agreed with the assertion that all employees are encouraged to be proactive in their everyday tasks, as evidenced by the mean and standard deviation (Mean=3.87, standard deviation=1.17). According to Black, Maitland, Hilbers and Orinuela, (2017) reveals that to manage their illness, people turned to unofficial social networks for assistance. Significantly, spouses occasionally presented with the patient in order to manage the illness as a "team." Sons and daughters also provided a great deal of support, particularly by translating and clarifying medical information during appointments.

Further, 119(67.6%) of the respondents agreed that risk taking is encouraged as a process of realizing organizational goals. On contrary to that, 40(22.7%) of the respondents disagreed that risk taking is encouraged as a process of realizing organizational goals. Further, the study results also showed, in terms of mean and standard deviation that the respondents agreed with the statement that risk taking is encouraged as a process of realizing organizational goals (Mean=3.71, standard deviation=1.32). The study done by Hamdan and Alheet, (2020) demonstrated how the group, rational, and developmental cultures within an organization affect the risk-taking, inventiveness, and proactive behavior of small and medium-sized enterprises.

Finally, the study showed that, 125(71.0%) of the participants agreed that most of the employees are educated. However, 45(25.6%) of the respondents disagreed that most of the employees are educated. Additionally, the results of the study indicated that those who responded (respondent) concurred with the assertion that a majority of the employees possess a high level of education, as evidenced by the mean and standard deviation (Mean=3.74, standard deviation=1.42). The prior study conducted by Noé, Ribeiro, Anselmo, Maixenchs, Sitole, Munguambe, and García-Basteiro (2017) indicates that 70% of participants acknowledged the presence of stigma related to tuberculosis, and 48.2% stated that this stigma exceeded that connected with HIV.

4.4.3 External Response Orientation

The study evaluated the organization's external response orientation, examining its capacity to proactively respond to external market conditions and adjust its strategies to capitalize on emerging opportunities while effectively addressing potential threats and disruptions. Findings were presented in Table 4.8.

Table 4.8 External Response Orientation

Statements		SA	A	UD	D	SD	Mean	Sd
Company Generation is encouraged in the company	**F**	53	95	5	14	9	3.96	1.05
	%	30.1	54.0	2.8	8.0	5.1		
Information dissemination in the company is well organized	**F**	4	53	11	55	53	2.43	1.26
	%	2.3	30.1	6.3	31.3	30.1		
Employees takes responsibility of every task in the organization	**F**	43	89	20	12	12	3.79	1.10
	%	24.4	50.6	11.4	6.8	6.8		
Customer feedback forms part of the company's success	**F**	57	83	9	9	18	3.86	1.22
	%	32.4	47.2	5.1	5.1	10.2		
Overall mean and standard deviation							3.51	1.16
Total number of respondents =176								

Table 4.8 showed that of the respondents 148(84.1%) agreed that company generation is encouraged in the company. However, 23(13.1%) of the respondents disagreed that

company generation is encouraged in the company. In addition, the findings of the study demonstrated, both in terms of the mean and the standard deviation, that the respondents were in agreement with the assertion that the practice of company generation is actively fostered inside the organization (Mean=3.96, standard deviation=1.05). The previous research done by Stewart, Oliver, Cravens and Oishi, (2017) claim that managers can influence employees' feeling of obligation by providing a more comprehensive picture of their job by expanding the scope of performance evaluation indicators. Employers can also boost employee motivation and make it apparent what benefits employees will receive by creating a more transparent environment.

Also, 57(32.4%) of the respondents agreed and 108(61.4%) disagreed that information dissemination in the company is well organized. Furthermore, the findings of the study demonstrated, both in terms of the mean and the standard deviation, that the respondents did not agree with the assertion that the procedure for the dissemination of information within the organization is appropriately organized (Mean=2.43, standard deviation=1.26). The study conducted by Abualoush, Bataineh, and Alrowwad (2018) concluded that the knowledge management infrastructure provided a beneficial impact on the knowledge management process. Furthermore, the knowledge management process had a favorable effect on intellectual capital and organizational performance, and it served as a mediator in the interaction among knowledge management infrastructure with intellectual capital.

Further, 132(75.0%) of the respondents agreed that employees take responsibility of every task in the organization. On contrary to that, 24(13.6%) of the respondents disagreed that employees takes responsibility of every task in the organization. Additionally, the study's findings indicated that those who responded

(respondent) concurred with the assertion that employees accept responsibility for every activity inside the firm, as evidenced by the mean and standard deviation (Mean=3.79, standard deviation=1.09). Petrou, Demerouti, and Schaufeli (2018) found that sufficient change communication is associated with greater work crafting behaviors among employees who are focused on promotion. Conversely, insufficient change communication is associated with higher job crafting behaviors among employees who are focused on prevention.

The study nonetheless showed that, 140(79.6%) of the participants agreed that customer feedback forms part of the company's success. However, 18(25.0%) of the respondents disagreed that customer feedback forms part of the company's success. Further, the study results also showed, in terms of mean and standard deviation that customer feedback forms part of the company's success (Mean=3.86 standard deviation=1.22). These findings are consistent with Fida, Ahmed, Al-Balushi and Singh, (2020) demonstrated that in each of the five categories tangibles, responsiveness, assurance, and empathy respondents gave an average "Agree" response.

4.4.4 CEO Personality

In this section, the study explores the impact of CEO personality traits on organizational decision-making and policy formulation processes. Table 4.9 presents the study results.

Table 4.9 CEO Personality

Statements		**SA**	**A**	**UD**	**D**	**SD**	**Mean**	**S**d
The CEO is charismatic and inspiring.	F	57	84	8	15	12	3.90	1.14
	%	32.4	47.7	4.5	8.5	6.8		
The CEO is decisive and takes risks.	F	67	76	6	8	19	3.93	1.25
	%	38.1	43.2	3.4	4.5	10.8		
The CEO is visionary and has a clear plan for the future	F	81	42	29	18	6	3.98	1.16
	%	46.0	23.9	16.5	10.2	3.4		
The CEO is a good listener and takes the opinions of others into account.	F	90	19	23	42	2	3.86	1.30
	%	51.1	10.8	13.1	23.9	1.1		
The CEO is fair and just in their dealings with employees	F	46	92	18	12	8	3.88	1.01
	%	26.1	52.3	10.2	6.8	4.5		
The CEO is a good communicator and can articulate their vision to others	F	53	79	10	18	16	3.76	1.24
	%	30.1	44.9	5.7	10.2	9.1		
The CEO is a good motivator and can get the best out of their employees	F	52	90	5	8	21	3.81	1.24
	%	29.5	51.1	2.8	4.5	11.9		
The CEO is a good leader and sets a positive example for others.	F	44	84	18	16	14	3.72	1.16
	%	25.0	47.7	10.2	9.1	8.0		
Overall mean and standard deviation							3.86	1.19
Total number of respondents =176								

The study results in Table 4.9 showed that majority 141(56.8%) of the respondents agreed that the CEO is charismatic and inspiring. On contrary, 27(15.3%) of the respondents disagreed that the CEO is charismatic and inspiring. Additionally, the study findings indicated that the respondents, in terms of both the mean and standard deviation, expressed agreement with the assertion that the CEO had charismatic and inspiring qualities (Mean=3.90, standard deviation=1.14). The previous research done by Deliu, (2019) highlight the necessity for businesses to develop emotional capital in order to manage problems with poor morale, organizational stress, high employee turnover, and a lack of work/life balance in order to practice effective corporate governance. Furthermore, he discovered that the consistent practice of prioritizing the welfare of others influences how partners, clients, coworkers, and employees are treated in business relationships.

The results of the study indicated that 143 (81.3%) of the respondents agreed, while 27 (15.3%) disagreed, that the CEO demonstrates decisiveness and willingness to take risks. In addition, the results of the study indicated that the respondents agreed with the assertion that the CEO is decisive and willing to take risks, as evidenced by the mean and standard deviation (Mean=3.93, standard deviation=1.25). Liao and Long, (2018) discovered that while a CEO's prevention focus had a detrimental impact, their promotion focus had a favorable impact on the company's environmental procedures and on product innovation.

The study further revealed that, 123(69.9%) of the participants agreed that the CEO is visionary and has a clear plan for the future. In contrast, 24 respondents (13.6%) expressed disagreement on the CEO's visionary qualities and clear future plans. In addition, the results of the study indicated that the respondents, as measured by the mean and standard deviation, agreed with the assertion that the CEO had visionary qualities and has a well-defined strategy for the future (Mean=3.98, standard deviation=1.16). According to a study conducted by Ateş, Tarakci, Porck, van Knippenberg, and Groenen (2020), when a manager is not in strategic alignment with the CEO, it weakens the team's agreement on strategy and diminishes their dedication to the plan.

The survey revealed that a majority of the participants, namely 109 individuals (61.9%), expressed agreement with the notion that the CEO had strong listening skills and considers the ideas of others. In contrast to those findings, 44 (25.0%) of the respondents expressed disagreement with the notion that the CEO is a good listener and considers the viewpoints of others. Additionally, the research findings indicated that the respondents, in terms of average and variability, concurred with the assertion that

the CEO had strong listening skills and considers the viewpoints of others (Mean=3.86, standard deviation=1.30). However, Lloyd, Boer, Keller and Voelpel, (2015) demonstrated that the three job outcomes were connected to the ways in which supervisors' self-ratings of their own listening skills were reflected in the ways in which employees perceived their supervisors' listening.

In addition to the aforementioned results, an additional 138 individuals (78.4%) concurred that the CEO demonstrates fairness and justice in their interactions with employees. Nevertheless, 11.3% of the participants expressed their disagreement with the CEO's fairness and impartiality in their interactions with employees. Additionally, the study's findings indicated that the respondents, as reflected by the mean and standard deviation, agreed with the assertion that the CEO demonstrates fairness and justice in their interactions with employees (Mean=3.88, standard deviation=1.01). The findings by Eisenbeiss, Van Knippenberg and Fahrbach, (2015) it is maintained that organizational ethical culture, which supports business performance provided a robust corporate ethics program is in place, is the means by which CEO ethical leadership operates.

Furthermore, it was noted from the study that 132(75.0%) of the participants agreed, however, 34(19.3%) disagreed that the CEO is a good communicator and can articulate their vision to others. In addition, the study findings indicated that the people who participated (respondent) , as shown by the mean and standard deviation, agreed with the assertion that the CEO had effective communication skills and is capable of clearly expressing their vision to others (Mean=3.76, standard deviation=1.24). In a research conducted by Men, Qin, and Mitson (2021), it was shown that charismatic communication by startup leaders fulfills the psychological needs of employees for

autonomy, competence, and relatedness. This, in turn, leads to the development of strong ties between employees startup relationship as well as increased employee engagement.

Further, majority of the respondents 142(80.6%) agreed that the CEO is a good motivator and can get the best out of their employees. However, 29(16.4%) of the respondents disagreed that the CEO is a good motivator and can get the best out of their employees. Additionally, the study findings indicated that the respondents, as seen by the mean and standard deviation, expressed agreement with the assertion that the CEO is an effective motivator who may inspire optimal performance from their workforce (Mean=3.81, standard deviation=1.16). The previous research by Edmans, Gosling and Jenter, (2023) that remuneration is important to meet CEOs' concerns about justice rather than finance consumption, and that directors face limits beyond participation and incentives.

Finally, majority of the respondents 128(72.7%) agreed that the CEO is a good motivator and can get the best out of their employees. However, 30(17.1%) of the respondents disagreed that the CEO is a good motivator and can get the best out of their employees. In addition, the study findings indicated that the respondents, as reflected by the mean and standard deviation, agreed with the assertion that the CEO is an effective motivator and is capable of maximizing the performance of their staff (Mean=3.72, standard deviation=1.16). The study done by Barrick, Thurgood, Smith and Courtright, (2015) demonstrates the relationship between the three organizational resources and overall organizational involvement is positively moderated by strategic implementation.

4.4.5 Performance of Selected Aviation Airlines

In this section, the study assesses the performance of selected aviation airlines, examining key indicators and factors influencing their operational success within the industry. Study findings were presented in Table 4.10.

Table 4.10 Performance of Selected Aviation Airlines

Statements		SA	A	UD	D	SD	Mean	Sd
Customer satisfaction in the company has improved	F	61	68	8	21	18	3.76	1.31
	%	34.7	38.6	4.5	11.9	10.2		
There has been reduced cost of expense in the company	F	55	68	13	26	14	3.71	1.27
	%	31.3	38.6	7.4	14.8	8.0		
Transparency in the company has been achieved	F	57	78	14	16	11	3.88	1.15
	%	32.4	44.3	8.0	9.1	6.3		
There is timely delivery	F	76	41	6	37	16	3.70	1.43
	%	43.2	23.3	3.4	21.0	9.1		
Overall mean and standard deviation							3.76	1.29
Total number of respondents =176								

The findings presented in Table 4.10 indicate that 129 respondents, accounting for 73.3% of the total, expressed agreement with the improvement of customer satisfaction inside the firm. In contrast, 39 respondents, accounting for 22.1% of the total, expressed their disagreement on the improvement of customer satisfaction in the firm. Additionally, the study findings indicated that the respondents agreed with the assertion that customer satisfaction in the organization had improved, as seen by the mean and standard deviation (Mean=3.76, standard deviation=1.31). According to Fida, Ahmed, Al-Balushi and Singh, (2020) research has shown that the traits of responsiveness and empathy significantly improve customer satisfaction.

The results of the study indicated that 123 respondents, accounting for 69.9% of the total, agreed that there has been a reduction in company costs. Conversely, 40 respondents, representing 22.8% of the total, disagreed with this notion. In addition, the results of the study indicated that the respondents agreed with the assertion that there

has been a decrease in the company's expenses, as evidenced by the mean score of 3.70 and a standard deviation of 1.27. These findings are consistent with the study done by Lueg, Pedersen and Clemmensen, (2015) offer the realization that, despite the relationship's seeming lack of connection at first, business sustainability is a crucial complement to shareholder profit. Furthermore, we propose that effective control over suppliers can be achieved through company concerted measures or the positive connotation of certification.

The study also found that 135 (76.7%) of the participants believed that the firm has successfully attained transparency. In contrast, 27 respondents, accounting for 15.4% of the total, expressed their disagreement on the achievement of openness within the firm. Additionally, the study's findings indicated that the respondents agreed with the assertion that transparency had been accomplished inside the organization, as seen by the mean and standard deviation (Mean=3.88, standard deviation=1.15). Weikmans, van Asselt and Roberts, (2021) agreed that all healthcare workers should have access to personal protective equipment (PPE), particularly front-line staff, and a robust social insurance plan in addition to ongoing training and education.

Finally, 117(66.5%) agreed that there is timely delivery. However, 53(30.1%) of the respondents disagreed that there is timely delivery. In addition, the findings of the study demonstrated, both in terms of the mean and the standard deviation, that the respondents indicated that they concurred with the assertion that there is timely delivery (Mean=3.70, standard deviation=1.43). Similarly, Ogolodom, Mbaba, Alazigha, Erondu, Egbe, Golden and Eke, (2020) agreed that all healthcare workers should have access to personal protective equipment (PPE), particularly front-line staff, and a robust social insurance plan in addition to ongoing training and education.

4.5 Multiple Regression Assumptions Test

An analysis of the regression model was carried out before the assumptions of multiple regression were examined. For the purpose of the regression analysis, the underlying assumptions that were used were normalcy, linearity, and multicollinearity, and homoscedasticity.

4.5.1 Normality Assumptions Test

All of the variables in the study were assumed to have a normal distribution. The Kolmogorov-Smirnov test (K-S) was employed in the study to examine the hypothesis of population distribution normalcy. When the result of Kolmogorov-Smirnov exceeds 0.05, it indicates that the data is regularly distributed. (Tabachnic, 2001). Normality assumptions test are presented in in Table 4.17.

Table 4.17 Normality Assumptions Test

Variables	Statistic	df	Sig.
Strategic insights	.367	5	.268
Internal response orientation	.333	6	.359
External response orientation	.329	14	.219
CEO personality	.203	63	.175
Performance	.403	11	.174

Source: Field Data (2023)

Table 4.17 reveals that the results of the normality assumption test indicated that the data were normally distributed. The significant values for Kolmogorov-Smirnov were found to be greater than 0.05, which indicates that the data were found to be normally distributed. According to the findings of the research, strategic insights had a significant value of p=.268>0.05 according to the Kolmogorov-Smirnov methodology. The Kolmogorov-Smirnov significance value for the internal response orientation was

p=.359>0.05. The Kolmogorov-Smirnov significance value for the external response orientation was p=.219> 0.05. A Kolmogorov-Smirnov significance value of p=.175>0.05 was found for the CEO personality, and a Kolmogorov-Smirnov significance value of p=.174>0.05 was found for the performance of the selected aviation. In light of the fact that the p-values were higher than the significance level of 0.05, it is possible to draw the conclusion that the data followed a normal distribution. As a consequence of this, the data can be utilized in additional statistical tests that investigate the connection between independent and dependent variables. These tests require data that has been distributed in an appropriate manner (Mertler, Vannatta, and LaVenia, 2021).

4.5.2 Test of Linearity

A correlation analysis was carried out in order to determine whether or not the data were linear. The existence of a linear relationship between the variables can be inferred from the fact that there is a strong correlation between the independent factors and the variable that is responsible for the dependent variable. If there is no statistically significant linear relationship between the independent factors and the dependent variable, then the correlation coefficient is not significantly different from zero. This indicates that there is no possible relationship between the two variables. There is a positive and substantial association between 0.7 and 0.9, according to Saunders (2009), who stated that a correlation of 1 represents a perfect linear correlation. On the other hand, a correlation between 0.9 and 1 suggests that there is. A positive strong correlation, with a correlation coefficient ranging from 0.5 to 0.7, indicates that there is a positive moderate connection between the variables. A correlation coefficient that ranges from 0 to 0.5 suggests that there is a favorable moderate relationship between the variables. A weak association is shown when the correlation coefficient is close to

0. A correlation of -1 and 0 implies a negative association, while a correlation of 0 suggests no link. The test for linearity results is presented in Table 4.18.

Table 4.18 Linearity Test

Variables	Performance	Sig
Strategic Insights	.747**	.000
Internal response Orientation	.483**	.000
External response Orientation	.590**	.000
CEO personality	.614**	.000

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

Source: Field Data (2023)

The results that were presented in Table 4.18 demonstrated that strategic insights exhibited a correlation coefficient of 0.747 and a significance value of p=.000 <0.05. With a correlation coefficient of 0.483 and a significance value of p=.000<0.01, the internal response orientation achieved a degree of significance. With a correlation coefficient of 0.590 and a significance value of p=.000<0.01, the result of the external response orientation was significant. It was found that the personality of the CEO had a correlation coefficient of 0.614, and the significance value was p=.000<0.01. These suggested that the correlation coefficient values for the five variables under investigation were not equal to zero, which indicated that the linearity assumption was made. Because of this, it was inferred that the data that were utilized were linear.

4.5.3 Multicollinearity Test

The study employed variance inflation factors and tolerance to assess the presence of multicollinearity assumptions. Multicollinearity Test results are presented in Table 4.19.

Table 4.19 Multicollinearity Diagnostics

Variables	Tolerance	VIF
Strategic Insights	.654	1.530
Internal response Orientation	.767	1.304
External response Orientation	.745	1.342
CEO personality	.657	1.523

Source: Field Data (2023)

Table 4.19 indicates that the study found the tolerance value for strategic insights to be 0.654 and the variance inflation factor value to be 1.530. The internal response orientation had a tolerance value of 0.767 and a variance inflation factor value of 1.304. The external response orientation had a tolerance value of 0.745 and a variance inflation factor value of 1.342. The CEO personality also had a tolerance value of 0.657 and a variance inflation factor value of 1.523. Both of these values were significant. The fact that all of the VIF values were lower than the threshold value of 10 and that the tolerance values were higher than the threshold value of 0.1 suggests that there was no problem with multicollinearity in the study that was being conducted.

4.5.4 Homoscedasticity Assumption

The Levene's test was employed to assess the assumption of homoscedasticity, which refers to the equality of error variances. The assumption test results are presented in Table 4.20.

Table 4.20 Homoscedasticity Assumption

Variables	F	df1	df2	Sig.
Strategic Insights	23.166	11	164	.195
Internal response Orientation	15.116	12	163	.125
External response Orientation	21.840	10	165	.147
CEO personality	36.703	8	167	.144

Source: Field Data (2023)

The study results in Table 4.20 indicated that the p-value in Levene's test for strategic insight (p=0.195), internal response orientation (p=0.125), external response orientation (p=0.147) and CEO personality (p=0.144) were not significant because their significance level was more than 0.05. Thus, the homoscedasticity assumption was made showing that data used had no heteroscedasticity.

4.6 Inferential Analysis

The models. The relationship between the independent variables and the dependent variable was demonstrated through the use of correlation and multiple regression analysis. A correlation and multiple regression analysis were the two types of inferential analysis that were utilized in this section.

4.6.1 Correlation Analysis

For the purpose of determining the direction and strength of the correlation between the variables under investigation, a correlation analysis was carried out. Table 4.21 summarises the findings that were obtained.

Table 4.21 Correlation Analysis

		Performance of selected aviation airlines	Strategic Insights	Internal response orientation	External response orientation	CEO personality
Performance of selected aviation airlines	Pearson Correlation	1				
	Sig. (2-tailed)		0.000			
Strategic Insights	Pearson Correlation	.747**	1			
	Sig. (2-tailed)	0.000				
Internal response orientation	Pearson Correlation	.483**	.353**	1		
	Sig. (2-tailed)	0.000	0.000			
External response orientation	Pearson Correlation	.590**	.447**	.350**	1	
	Sig. (2-tailed)	0.000	0.000	0.000		
CEO personality	Pearson Correlation	.614**	.513**	.427**	.375**	1
	Sig. (2-tailed)	0.000	0.000	0.000	0.000	

From the study Karl Pearson's coefficient of correlation was applied to check if or whether there is linear relationship between the variables. The correlation shown in the Table 4.21 presents bivariate correlations between the study variables (strategic insight, internal response airline, external response airline, CEO personality and performance of selected aviation airlines)

However, strategic insights were strongly positively and statistically significant correlated to performance of selected aviation airlines ($r=0.747$, $p<0.01$). Furthermore, the study findings revealed that Internal response orientation was positive and strongly correlated with performance of selected aviation airlines ($r=0.483$, $p<0.01$). External response orientation was positive and strongly correlated with performance of selected aviation airlines ($r=0.590$, $p<0.01$). CEO personality was positive and strongly correlated with performance of selected aviation airlines ($r=0.614$, $p<0.01$). This implies that all the study variables: strategic insight, internal response airline, external response airline and CEO personality were positive and strongly correlated with performance of selected aviation airlines and were positively and statistically significant. Further, Strategic Insights contributes 74.7 % to increase in performance of selected aviation airlines. Internal response orientation contributes 48.3% to increase in performance of selected aviation airlines. External response orientation contributes 59.0% to increase in performance of selected aviation airlines. CEO personality contributes 61.4% to increase in performance of selected aviation airlines. Both the value 0 and the value 1.00 are acceptable choices for the correlation statistic. A perfect negative correlation is represented by a value of -1.00, while a perfect positive correlation is represented by a value of +1.00. Given that the value is 0.00, it can be concluded that there is no correlation between both of the variables involved (Orodho, 2003).

4.6.2 Regression Analysis Results

Multiple regression analysis was employed to examine the interrelationships among the variables in the study. Below, you can find tables that summarize the findings.

4.6.3 Model Summary

The correlation coefficient (R) and the coefficient of determination (R2) are statistical measures that quantify the extent to which the independent variable is responsible for the variability in the variable that is being studied (the dependent variable). The intensity of the relationship between the variables that are dependent and those that are independent is also measured by the coefficient of determination, which is denoted by the letter R2. The findings associated with the regression model were summarized and presented in Table 4.22.

Table 4.22 Regression Model Summary

R	R Square	Adjusted R Square	Std. Error of the Estimate
.818[a]	.670	.664	.432436

Table 4.22 shows that the coefficient of determination (R^2) and correlation coefficient (R) shows the degree of association between the independent variables strategic insights, internal response orientation, external response orientation and CEO personality and dependent variable performance of selected aviation airlines in Kenya. The results of the linear regression in table 4.22 indicate that R^2 =0.670 and R = 0.818. R value indicates that there is a strong linear relationship between strategic insights, internal response orientation, external response orientation and CEO personality and dependent variable performance of selected aviation airlines. The coefficient of determination (R2) reveals that the independent variables have an explanatory power

of 0.670. This indicates that the regression model is able to explain 67.0% of the variation in performance of selected aviation airlines, while the model is unable to explain 33.0% of the variation.

The term "adjusted R2" refers to a modified version of the term "R2" that has been modified to account for the number of predictors that are included in the model. An exact indicator of the relationship between the independent variables and the dependent variables is the adjusted R2 value of 0.664, which is slightly lower than the R2 value. This is due to the fact that the adjusted R2 is sensitive to the addition of variables that are not relevant to the relationship. It can be deduced from the adjusted R2 that the model is responsible for explaining 66.4% of the variations in performance of the selected aviation airline, while 33.6% of the variations are not explained by the model.

This implies that strategic insights, internal response orientation, external response orientation and CEO personality has a strong influence on performance of selected aviation airline. These results agree with the study by Foroudi, Foroudi, Palazzo and Nguyen, (2022) indicates that corporate strategy plays a beneficial role in shaping both corporate image and corporate expression, encompassing the verbal and visual aspects of a brand. However, contrary to expectations, there appears to be no correlation between corporate expression and corporate image. Furthermore, he suggests that elements such as corporate community, corporate promise, and corporate personality, which constitute corporate expression, do not have an impact on corporate image. Ultimately, it underscores that a positive corporate image contributes to enhanced business performance and influences retailer preference. Further, Blettner, Chaddad and Bettis, (2012) that CEOs affect strategy and performance is important to strategic management research the nature of performance time series by confounding, the nature

of performance time series and the discovery of many interactions associated with the CEO performance effect.

4.6.4 Model Fitness

Table 4.23 displays the findings of an analysis of variance performed to assess the model fitness.

Table 4.23 Results of Model Fitness

	Sum of Squares	**df**	**Mean Square**	**F**	**Sig.**
Regression	36.692	3	12.231	116.250	.000[b]
Residual	18.096	172	.105		
Total	**54.788**	**175**			

Source: Field Data (2023)

The results of the study indicated that there was a statistically significant relationship between the independent variables and the dependent variable ($F=116.250$; $p = 0.000 < 0.05$), as demonstrated in Table 4.23. Given that the multiple regression models provide a good fit for the data, this indicates that it was selected. As a result, there is a statistically significant relationship between Strategic Insights, Internally response orientation, Externally response orientation, and CEO personality in the performance of selected aviation airlines.

4.6.5 Regression Coefficients

The study primary objective was to determine the study variables respective coefficients. The study findings are presented in Table 4.24.

Table 4.24 Regression Analysis Coefficient

	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	.706	.200		3.534	.001
Strategic insight	.529	.048	.556	11.042	.000
Internal response orientation	.153	.039	.191	3.968	.000
External response orientation	.225	.041	.274	5.452	.000

Source: Field Data (2023)

Table 4.24 presents the regression coefficient results, which revealed a positive and statistically significant effect of strategic insight on organizational performance (β_1=.556, p=.001). The study findings revealed there was a statistically significant effect of internal response orientation on organizational performance (β_2=.191, p=.000). The study findings further revealed that external response orientation has a positive significant effect on organizational performance (β_3=.274, p=.000).

Thus, the total regression results indicate a positive and significant influence of strategic insight, internal response orientation, external response orientation and organizational performance of selected aviation airline.

The resultant equation becomes:

Y=.706 **+ 0.556X_1+0.191X_2+0.274X_3……..……Equation 4.1**

Where;

Y represents organizational performance which is the independent variable,

X_1 Strategic insight

X_2 Internal response orientation

X_3 External response orientation

4.7 Hierarchical Moderated Regression Analysis

Hierarchical moderated regression analysis was conducted for each independent variable to identify the unique moderating influence of CEO personality on organizational performance.

4.7.1 Model Summary

Model summary shows the variations in R^2 from model 1 to model 5 as presented in Table 4.25.

Table 4.25 Multiple Regression Model Summary Results

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.818[a]	.670	.664	.32436	.670	116.250	3	172	.000
2	.837[b]	.701	.694	.30934	.032	18.108	1	171	.000
3	.859[c]	.737	.730	.29101	.036	23.228	1	170	.000
4	.868[d]	.753	.745	.28269	.016	11.143	1	169	.001
5	.873[e]	.762	.752	.27872	.008	5.853	1	168	.017

Source: Field Data (2023)

The R^2 values were utilized to demonstrate the extent to which the model in Table 4.25 explains the variation in the dependent variable. The R^2 value was found to be statistically significant at a significance level of $p<0.001$, indicating that the independent variables had an explanatory power of 0.670. The data indicates that 67.0% of the variability in organizational performance can be accounted for by the three independent variables, namely strategic insight, internal response orientation, and external response orientation. Additionally, Table 4.25 presented the results of the R2 change. The R2 value increased from 0.670 in model 1 to 0.701 in model 2, resulting in a change of 0.032. This change was found to be statistically significant, with a p-value of less than 0.05. By incorporating CEO personality into the model, the number of measurable variables increased by 3.2%, thereby improving the model's ability to predict organizational performance.

The R^2 value increased from 0.701 in model 2 to 0.737 in model 3, resulting in a change of 0.036. This change was found to be statistically significant, with a p-value of less than 0.05. Statistically, the personality of the CEO had a moderating effect on the relationship between strategic insight and organizational performance. This suggests that the personality of the CEO influenced the impact of strategic insight on organizational performance by 3.6%. The R^2 value increased from 0.737 in model 3 to 0.753 in model 4, resulting in a change of 0.016. This change was found to be statistically significant, with a p-value of less than 0.05. This indicates that the personality of the CEO had a moderating effect of 1.6% on the relationship between strategic insight, internal response orientation, and organizational performance.

The R^2 value increased from 0.753 in model 4 to 0.762 in model 5, resulting in a change of 0.008. This change was found to be statistically significant, with a $p<0.001$. The impact of strategic insight, internal response orientation, and external response orientation on organizational performance is influenced by the personality of the CEO, resulting in a 0.8% moderation effect.

4.7.2 Multiple Regression Model Fitness

The regression model's ability to predict the independent variable was tested using an ANOVA for statistical significance as shown in Table 4.26.

Table 4.26 Test Results for Goodness of Fit

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	36.692	3	12.231	116.250	.000[b]
	Residual	18.096	172	.105		
	Total	54.788	175			
2	Regression	38.425	4	9.606	100.387	.000[c]
	Residual	16.363	171	.096		
	Total	54.788	175			
3	Regression	40.392	5	8.078	95.394	.000[d]
	Residual	14.396	170	.085		
	Total	54.788	175			
4	Regression	41.282	6	6.880	86.096	.000[e]
	Residual	13.506	169	.080		
	Total	54.788	175			
5	Regression	41.737	7	5.962	76.752	.000[f]
	Residual	13.051	168	.078		
	Total	54.788	175			

Source: Field Data (2023)

The significance of the fitted regression model was determined by the F test, as shown in Table 4.26. The F statistic in model 1 yielded a value of 116.250, indicating that the independent variables were significant predictors of the dependent variables ($F=116.250$; $p< 0.05$). The regression analysis revealed that the organizational performance was influenced by the good fit, strategic insight, internal response orientation, and external response orientation.

The Model 2 F-test yielded an F-value of 100.387, indicating that even after moderation, the model still had a strong fit ($F=100.387$; $p< 0.05$). Therefore, CEO personality plays a role in influencing the impact of strategic insight on organizational performance, as indicated by statistical data.

The F-test for model 3 yielded an F-value of 95.394, indicating that the inclusion of CEO personality as a moderator resulted in a strong predictor of organizational performance. The overall model was statistically significant (P-value 0.05) and demonstrated good predictive ability for organizational performance.

The Model 4 F-test yielded an F-value of 86.096, indicating that when the CEO's personality was moderated on strategic insight and internal response orientation separately, it resulted in strong predictors of organizational performance. Additionally, the overall model was found to be statistically significant, as the p-value was less than 0.05 ($P < 0.05$).

The F-test for model 5 yielded an F-value of 76.752, indicating that the moderation of strategic insight, internal response orientation, and external response orientation by CEO personality is a strong predictor of organizational performance. The total model was statistically significant with a P-value of 0.05, and we found good predictors of organizational performance.

4.7.3 Multiple Regression Coefficients

The regression of coefficients results is presented in Table 4.27.

Table 4.27 Test Results for Regression Analysis Coefficients with Moderation

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	.706	.200		3.534	.001
	Strategic insight	.529	.048	.556	11.042	.000
	Internal response orientation	.153	.039	.191	3.968	.000
	External response orientation	.225	.041	.274	5.452	.000
2	(Constant)	.496	.197		2.518	.013
	Strategic insight	.452	.049	.476	9.200	.000
	Internal response orientation	.108	.038	.135	2.832	.005
	External response orientation	.203	.040	.248	5.119	.000
	M	.194	.046	.219	4.255	.000
3	(Constant)	-.954	.353		-2.701	.008
	Strategic insight	1.029	.128	1.083	8.015	.000
	Internal response orientation	.061	.037	.076	1.624	.106
	External response orientation	.110	.042	.134	2.617	.010
	CEO personality	.781	.129	.883	6.049	.000
	M* Strategic insight	-.163	.034	-1.050	-4.820	.000
4	(Constant)	-.810	.346		-2.343	.020
	Strategic insight	1.059	.125	1.115	8.469	.000
	Internal response orientation	-.032	.046	-.040	-.703	.483
	External response orientation	.087	.041	.106	2.094	.038
	CEO personality	.764	.126	.864	6.087	.000
	M* Strategic insight	-.178	.033	-1.146	-5.364	.000
	M* Internal response orientation	.031	.009	.224	3.338	.001
5	(Constant)	-.717	.343		-2.088	.038
	Strategic insight	1.041	.124	1.096	8.431	.000
	Internal response orientation	-.015	.046	-.019	-.327	.744
	External response orientation	.094	.041	.115	2.298	.023
	CEO personality	.810	.125	.915	6.467	.000
	M* Strategic insight	-.175	.033	-1.130	-5.362	.000
	M* Internal response orientation	.026	.009	.192	2.843	.005
	M* External response orientation	-.018	.007	-.105	-2.419	.017

Source: Field Data (2023)

Table 4.27 demonstrated that strategic insight had a favorable and significant impact on organizational performance, as indicated by the regression coefficients from model 1 ($\beta1=0.556$, $p<0.05$). The internal response orientation had a statistically significant and positive impact on organizational performance ($\beta2=0.191$, $p<0.05$). The study found that external response orientation had a statistically significant and positive impact on organizational performance ($\beta3=0.274$, $p<0.05$).

Model two employed regression analysis to examine whether CEO personality has a moderating impact on the association between strategic insight (β=0.476, p<0.05), internal response orientation (β=0.135, p<0.05), external response orientation (β=0.248, p<0.05), and organizational performance. The p-value was less than 0.05 p<0.05, indicates that the coefficient of CEO personality is statistically significant.

The regression analysis in model three showed that the personality of the CEO had a detrimental moderating impact on the correlation between strategic insight and organizational performance (β=-1.050, p<0.05).

Regression analysis in model four indicated that the personality of the CEO had a significant and negative moderating impact on the connection between strategic insight and organizational performance (β=-1.146, p<0.05). Nevertheless, the personality of the CEO played a crucial role in moderating the connection between internal response orientation and organizational performance, with a positive and significant impact (β=0.224, p<0.05).

The results of regression analysis in model five indicate that the personality of the CEO had a significant and negative moderating impact on the relationship between strategic insight and organizational performance (β=-1.130; p<0.05). The CEO's personality has a notable and influential impact on the connection between internal response orientation and organizational performance (β=.190; p<0.05). The CEO's personality has a notable and adverse moderating impact on the connection between external response orientation and organizational performance (β=-0.105; p<0.05).

The optimal model was;

$$\mathbf{Y= -0.717 + 1.096X_1 - 0.019X_2 + 0.115X_3 +0.915Z – 1.130Z*X_1 + 0.192Z*X_2 - .105Z*X_3}$$

4.8 Hypotheses Test Results

The research hypotheses were evaluated by examining the significance level of the coefficients obtained from the regression model presented in Table 4.22. The objective of the study was to determine whether the hypothesis could be examined without either accepting or rejecting the association between the independent and dependent variables. The study aimed to test the following research hypotheses:

4.8.1 Hypothesis Testing of the Effect of Strategic insight on the Organizational performance

Hypothesis H_{01} stated that strategic insight has no significant effect on the organizational performance. Results revealed that strategic insight has a positive and significant effect on the organizational performance (β_1=0.556, $p<0.05$) hence rejecting the null hypothesis H_{01} indicating that strategic insight had a significant effect on the organizational performance. These findings agree with George, Walker and Monster, (2019) reveals that strategic planning has a positive, moderate, and significant impact on organizational performance.

4.8.2 Hypothesis Testing of the Effect of Internal response orientation on Organizational performance

Hypothesis H_{02} stated that internal response orientation has no significant effect on the organizational performance. Findings revealed that internal response orientation has a positive and significant effect on the organizational performance (β_2=0.191, $p<0.05$). The null hypothesis H_{02} was rejected, indicating that internal response orientation had a significant effect on organizational performance. The study findings are consistent with Papadas, Avlonitis, Carrigan and Piha, (2019) reveal that the moderating role of internal green marketing actions towards the development of a sustained competitive

advantage and also build on contemporary green marketing literature suggesting that a significant interplay between strategy and people exists which enhances the creation of competitive advantage.

4.8.3 Hypothesis Testing of the Effect of External response orientation on the Organizational performance

Hypothesis H_{03} stated that external response orientation has no significant effect on the organizational performance. The findings revealed that external response orientation has a positive and significant effect on the organizational performance (β_3=.274, $p<0.05$). The results showed that external response orientation had a significant effect on organizational performance, rejecting the null hypothesis H_{03}. According to the study done by Lonial and Carter, (2015) on the impact of organizational orientations on medium and small firm performance agreed that market, entrepreneurial, and learning orientations jointly give rise to positional advantage, which, in turn, is positively related to the performance of the firm.

4.8.4 Hypothesis Testing of CEO personality on the Relationship between Strategic insight and Organizational performance

Hypothesis H_{04a} stated that CEO personality has no significant moderating effect on the relationship between strategic insight and organizational performance. Results revealed that CEO personality has a negative and significant moderating effect on the relationship between strategic insight and organizational performance (β_{04a}=-1.130; $p<0.05$). The null hypothesis H_{04a} was rejected based on the findings, implying that CEO personality moderates the relationship between strategic insight and organizational performance. However, these findings agree with Benischke, Martin and Glaser, (2019) that agency based predictions of CEO risk taking in response to

compensation and board attempts at creating incentive alignment using compensation are enhanced by integrating insights from personality trait literature.

4.8.5 Hypothesis Testing of CEO personality on the Relationship between Internal response orientation and Organizational performance

Hypothesis H_{04b} CEO personality has no significant moderating effect on the relationship between internal response orientation and organizational performance. Results revealed that CEO personality has a positive significant moderating effect on the relationship between internal response orientation and organizational performance (β_{04b}=0.192; $p<0.05$). The null hypothesis H_{04b} was rejected based on the findings, implying that CEO personality moderates the relationship between internal response orientation and organizational performance. These findings are consistent with the study done by Cannavale, Zohoorian Nadali and Esempio, (2020) that in the low-resilient sanctioned economy, Iran, EO-performance link is moderated by the level of CEOs' self-transcendence value, that is, higher level of CEO self-transcendence leads to stronger impact of EO on performance.

4.8.6 Hypothesis Testing of CEO personality on the Relationship between External response orientation and Organizational performance

Hypothesis H_{04c} stated that CEO personality has no significant moderating effect on the relationship between external response orientation and organizational performance. Results showed that CEO personality has a negative and significant moderating effect on the relationship between external response orientation and organizational performance (β_{04c} =-0.105; $p<0.05$). The results showed that CEO personality had a moderating influence on the relationship between external response orientation and organizational performance, hence rejecting the null hypothesis $H_{04c.}$ Cai, Gu and Wu,

(2023) that a culture focused on flexibility enhances the link between CEO passion and top management team (TMT) creativity, while dampening the link between TMT creativity and firm innovation. Conversely, a culture emphasizing control weakens the connection between CEO passion and TMT creativity and has little impact on the link between TMT creativity and firm innovation.

Table 4.28 Summary of Hypotheses Test Results

Hypothesis	β-value	p-value	Decision rule
H_{01}. Strategic insight has no significant effect on the organizational performance	β_1=0.556	p=0.000<0.05	Rejected the null hypothesis
H_{02}. Internal response orientation has no significant effect on the organizational performance	β_2=0.191	p=0.000<0.05	Rejected the null hypothesis
H_{03}.External response orientation has no significant effect on the organizational performance	β_3=0.274	p=0.000<0.05	Rejected the null hypothesis
H_{04a}. CEO personality has no significant moderating effect on the relationship between strategic insight and organizational performance	β_{04a}=-1.130	p=0.000<0.05	Rejected the null hypothesis
H_{04b}.CEO personality has no significant moderating effect on the relationship between internal response orientation and organizational performance	β_{04b}=0.192	p=0.005<0.05	Rejected the null hypothesis
H_{04c}.CEO personality has no significant moderating effect on the relationship between external response orientation and organizational performance	β_{04c}=-0.105	p=0.017<0.05	Rejected the null hypothesis

Source: Field Data (2023)

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This part contains a summary of the research, as well as its findings and conclusions, as well as some suggestions.

5.2 Summary of the Findings

This part presented the summary of the findings from the research.

5.2.1 Strategic Insights

The main aim of this study was to investigate the strategic insights on strategic agility and organizational performance of selected airlines in Kenya. The first specific objective of the study was to determine the effects of strategic insight on organizational performance of selected Airlines in Kenya. However, the analysis conducted a normality assumptions test using the Kolmogorov-Smirnov test, which resulted that the data for strategic insights were normally distributed with p-value of $0.268 > 0.05$.

Furthermore, correlation analysis demonstrated a strong and significant positive correlation between strategic insight and organizational performance r-value of 0.747and pvalue of < 0.01. From the correlation analysis strategic insights contributes 74.7 % to increase in organizational performance of selected airlines in kenya. Regression analysis confirmed this relationship, with strategic insight having a positive and significant effect on organizational performance ($\beta = 0.529$, $p < 0.05$). Therefore, the study rejected the null hypothesis and concluded that strategic insight has no significant effect on the organizational performance.

Additionally, from the descriptive analysis it revealed that the vast majority of respondents agreed that performance was positively influenced by both an increased

awareness of the firm's services and increased employee cooperation. Concerns were raised, however, regarding how well the corporation responded to the comments and suggestions of its clients. In spite of the fact that a sizeable minority did not concur, it was found that a large number of people acknowledged the company's great brand insights.

5.2.2 Internal Response Orientation

The main aim of this study was to investigate the strategic insights on strategic agility and organizational performance of selected airlines in Kenya. The second specific objective of the study was to establish the effect of internal response orientation on organizational performance of selected Airlines in Kenya. Similarly, the data for internal response orientation passed the normality assumptions test p-value of 0.359 > 0.05. Correlation analysis indicated a positive and significant correlation between internal response orientation and organizational performance r-value of 0.483, p-value of < 0.01. Regression analysis further validated this relationship, showing a positive and significant effect of internal response orientation on organizational performance β value of 0.153 and p-value < 0.05. Thus confirming that, the null hypothesis was rejected and concluded that internal response orientation has no significant effect on the organizational performance of selected airlines in Kenya.

Furthermore, from the descriptive analysis a significant majority of respondents agreed that employees' innovativeness is encouraged, suggesting a favorable environment for creative thinking and novel ideas within the organization. Likewise, a substantial portion of participants expressed agreement with the notion that all employees are encouraged to be proactive in their daily tasks, indicating a culture that values initiative and engagement. Furthermore, the study indicated that risk-taking is generally

encouraged as a means of achieving organizational objectives, as a majority of respondents were in agreement. Additionally, most participants believed that a significant proportion of employees within the organization are educated, implying a workforce with a strong educational background.

5.2.3 External Response Orientation

The main aim of this study was to investigate the strategic insights on strategic agility and organizational performance of selected airlines in Kenya. The third specific objective of the study was to establish the effect of external response orientation on organizational performance of selected Airlines in Kenya.

The normality assumptions test showed that the data for external response orientation were normally distributed with p-value of 0.219 > 0.05. Correlation analysis revealed a strong positive correlation with organizational performance of selected airline r-value of 0.590 and a p-value of < 0.01 confirming that the correlation analysis external response orientation contributes 59.0 % to increase in organizational performance of selected airlines in Kenya. Regression analysis confirmed this relationship, indicating a positive and significant effect of external response orientation on organizational performance β-value of 0.225 and p value of 0.05. Therefore, external response orientation positively impacts organizational performance of selected airlines in Kenya. The study further rejected the null hypothesis and concluded that external response orientation has no significant effect on the organizational performance of selected airlines in Kenya.

From the descriptive analysis, it was noted that majority of respondents agreed that company generation is encouraged, suggesting an environment supportive of innovation and entrepreneurship. Conversely, many participants disagreed about the

well-organized nature of information dissemination, indicating a need for improvement in internal communication. However, a majority agreed that employees take responsibility for various tasks, reflecting a culture of ownership and accountability. Additionally, a significant number believed that customer feedback contributes to the company's success, emphasizing the importance of a customer-centric approach in the organization's strategic outlook.

5.2.4 CEO Personality

The main aim of this study was to investigate the CEO personality on strategic agility and organizational performance of selected airlines in Kenya. The moderator for the study was to determine the effects of CEO personality on organizational performance of selected aviation Airlines in Kenya. The analysis reveals that the normality assumptions test demonstrated that the data for CEO personality were normally distributed having a p-value of $0.175 > 0.05$. Correlation analysis revealed a strong positive correlation with organizational performance R-value of $= 0.614$ and $p < 0.01$. Regression analysis further supported this relationship, showing a positive and significant effect of CEO personality on organizational performance β value of 0.764 and p value of < 0.05. Thus confirming that, CEO personality significantly influences organizational performance by contributing to strategic insight, internal response orientation, and external response orientation. Therefore, the study reject null hypothesis and concluded that strategic insight, internal response orientation, and external response orientation has no significant effect on the organizational performance of selected airlines in Kenya.

The results for descriptive analysis confirms that valuable insights into the perceptions of the CEO's leadership qualities and effectiveness. A significant majority of

respondents agreed that the CEO is charismatic and inspiring, reflecting a favorable view of the CEO's ability to motivate and engage employees. Moreover, a substantial portion believed that the CEO is decisive and willing to take risks, indicating a perception of strong leadership qualities in decision-making. Many participants also agreed that the CEO is visionary, with a clear plan for the future, underscoring the CEO's strategic direction and forward-thinking approach.

In addition, the findings suggested that a notable proportion of respondents agreed that the CEO is a good listener who values the opinions of others, contributing to a collaborative and inclusive leadership style. Furthermore, the majority agreed that the CEO is fair and just in their dealings with employees, indicating a commitment to ethical leadership practices. While a significant portion acknowledged the CEO as a good communicator and motivator, there is room for improvement in these areas, as the mean scores were slightly lower. The results conclude that a predominantly positive perception of the CEO's leadership qualities, with notable strengths in charisma, decisiveness, vision, fairness, and collaboration, along with opportunities for further enhancing communication and motivation skills.

Performance of Selected Aviation Airlines

The main aim of this study was to investigate the moderating effect of CEO personality on strategic agility and organizational performance of selected airlines in Kenya. The moderator for the study was to determine the effects of CEO personality on organizational performance of selected aviation Airlines in Kenya. Normality assumption test results Performance of Selected Aviation Airlines had Kolmogorov-Smirnov significance value of p value of .174 which is >0.05. Since the p-values for all

the independent variables were greater than the significance level of 0.05, this implies that the data were normally distributed.

From the descriptive analysis, findings indicate that a majority of respondents believed that customer satisfaction in the company has improved and also reflecting a positive perception of the organization's efforts in this regard. Moreover, a substantial portion of participants agreed that there has been a reduction in the cost of expenses and that transparency has been achieved within the company, highlighting favorable views regarding cost management and organizational openness. Additionally, many respondents agreed that there is timely delivery, although a notable number expressed disagreement, indicating room for potential improvements in this aspect.

5.3 Conclusions of the Study

In conclusion, this study delved into the strategic insights, internal response orientation, external response orientation, CEO personality, and the overall performance of selected airlines in Kenya. The findings shed light on several crucial aspects influencing organizational performance. Firstly, strategic insights were found to significantly impact organizational performance, with both correlation and regression analyses affirming this relationship, aligning with previous literature that emphasizes the importance of strategic insights in fostering competitive advantage and organizational success (Teece, 2018). Similarly, internal response orientation and external response orientation were revealed to positively influence organizational performance, as evidenced by their strong correlations and significant effects in regression analysis. This is consistent with studies by Jansen et al. (2019), which argue that an organization's ability to respond effectively to both internal and external environments is critical for sustained performance.

Notably, CEO personality emerged as a significant factor influencing organizational performance, contributing to strategic insight and response orientations. The significance of CEO personality in shaping organizational outcomes is supported by literature, where it is suggested that CEOs' traits, such as openness, conscientiousness, and emotional stability, have a direct impact on strategic decisions and, consequently, organizational performance (Peterson et al., 2018). Descriptive analyses provided valuable insights into perceptions regarding the CEO's leadership qualities, indicating strengths in charisma, decisiveness, vision, fairness, and collaboration, alongside opportunities for improvement in communication and motivation skills. This is in line with Eysenck's Personality Theory, which posits that certain personality traits are more conducive to effective leadership and organizational success (Eysenck, 2019).

Moreover, the performance of selected aviation airlines showcased positive trends, including improvements in customer satisfaction, cost management, and transparency, though there were areas identified for further enhancement such as timely delivery. These findings echo the Balanced Scorecard Theory, which advocates for a balanced approach to measuring organizational performance across multiple dimensions, including customer satisfaction and internal process efficiencies (Kaplan & Norton, 2001). Overall, this study underscores the importance of strategic insights, internal and external response orientations, and CEO personality in driving organizational performance, offering valuable implications for the strategic management of airlines in Kenya.

5.4 Recommendations of the Study

5.4.1 Managerial recommendation

Incorporate Personality Assessments in Recruitment and Selection: Based on the findings that CEO personality significantly influences strategic agility and organizational performance, it is recommended that airlines in Kenya integrate comprehensive personality assessments into their CEO recruitment and selection processes. Traits such as openness to experience, conscientiousness, and emotional stability should be prioritized, as these may contribute to better adaptability, decision-making, and leadership in the face of industry challenges.

Tailored Leadership Development Programs: Airlines should develop and implement leadership development programs that are specifically tailored to enhance strategic agility. These programs should focus on strengthening the personality traits that are conducive to agile decision-making, such as resilience, flexibility, and risk-taking. By nurturing these traits, current and future CEOs can be better equipped to drive organizational success.

Continuous Evaluation and Feedback Mechanisms: Establishing regular evaluation processes for CEOs that focus on their ability to maintain strategic agility is crucial. This includes setting up feedback mechanisms that allow for continuous improvement based on both personality and performance metrics. This approach ensures that CEOs remain aligned with the evolving needs of the organization and the dynamic nature of the airline industry.

Promote a Culture of Agility Across the Organization: To maximize the impact of a CEO's personality on strategic agility, it is recommended that airlines foster a culture of agility throughout the organization. This involves encouraging innovation,

empowering employees to take initiative, and creating flexible operational processes. By aligning the CEO's personality with an agile organizational culture, airlines can achieve better overall performance.

5.4.2 Policy recommendation

Establish Guidelines for CEO Selection in the Airline Industry: Policymakers should consider developing industry-specific guidelines that emphasize the importance of CEO personality traits in achieving strategic agility and organizational success. These guidelines could recommend the use of validated personality assessments as part of the executive selection process. By setting standards for leadership qualities, policymakers can help ensure that the CEOs of Kenyan airlines are well-equipped to handle the challenges of the industry, thereby improving overall sector performance.

Incentivize Leadership Development Initiatives: To encourage airlines to invest in the professional development of their leaders, the government could introduce incentives such as tax relief or grants for companies that implement comprehensive leadership training programs. These incentives would encourage airlines to prioritize the development of strategic agility among their top executives, leading to better organizational outcomes and a more competitive airline industry in Kenya.

Promote Research and Knowledge Sharing: Policymakers should support research initiatives that explore the relationship between CEO personality traits, strategic agility, and organizational performance within the airline industry. Creating platforms for knowledge sharing, such as conferences, workshops, or industry roundtables, would allow airlines to share best practices and lessons learned. Such initiatives would contribute to a deeper understanding of the factors that drive success in the airline industry and help establish Kenya as a leader in regional aviation.

Encourage Industry Collaboration and Standardization: Finally, policymakers could encourage collaboration among Kenyan airlines to standardize practices related to leadership selection and development. By working together, airlines can create a unified approach to identifying and nurturing the personality traits that are most conducive to strategic agility. This collaboration could extend to joint training programs, shared resources, and collective advocacy for policy changes that support leadership excellence in the industry. This approach would not only enhance the performance of individual airlines but also strengthen the overall competitiveness of Kenya’s aviation sector

5.4.3 Theoretical recommendation

From the perspective of **Dynamic Capabilities Theory**, airlines should focus on enhancing their CEOs' ability to integrate, build, and reconfigure internal and external competencies rapidly to address changing environments, emphasizing the role of personality traits like adaptability and openness in enabling strategic agility. Leveraging the **Balanced Scorecard Theory**, it is recommended that airlines incorporate personality-driven leadership metrics into their performance management systems, ensuring that the CEOs' strategic initiatives are aligned with organizational goals across financial, customer, internal process, and learning and growth perspectives. Lastly, drawing from **Eysenck's Personality Theory**, which underscores the significance of personality traits in behavior and decision-making, it is advised that airlines select and develop CEOs with personality profiles that naturally align with high levels of strategic agility and resilience, thus enhancing overall organizational performance. These recommendations suggest that integrating personality-focused approaches with established management frameworks can lead to more agile and high-performing organizations.

5.5 Suggestion for Further Studies

The main aim of this study was to investigate the strategic insights on strategic agility and organizational performance of selected airlines in Kenya. The study suggests that the domain of strategic management in the airline industry, several avenues can be explored based on the findings and limitations of this study. Firstly, while this study focused on the effects of strategic insights, internal response orientation, external response orientation, and CEO personality on organizational performance, future research could delve deeper into specific sub-components within these constructs. For example, examining the influence of different types of strategic insights, such as market intelligence or competitive analysis, on organizational performance could provide a more nuanced understanding of strategic decision-making processes in airlines.

Secondly, this study found no significant effect of internal response orientation on organizational performance, indicating a potential area for further investigation. Future research could explore alternative measures or dimensions of internal response orientation, such as organizational culture, leadership styles, or employee engagement initiatives, to uncover their impact on organizational performance within the airline industry.

Similarly, while external response orientation was found to positively impact organizational performance, there may be other external factors or environmental dynamics that were not captured in this study. Investigating the influence of factors such as regulatory changes, technological advancements, or geopolitical events on organizational performance could provide valuable insights into the strategic adaptation strategies employed by airlines.

Finally, the significant influence of CEO personality on organizational performance suggests the importance of leadership in driving strategic outcomes. Future research could explore the specific leadership behaviors or competencies that contribute to strategic agility and organizational performance in the airline industry. Additionally, comparative studies across different industries or regions could help identify industry-specific leadership traits that are most conducive to organizational success in the airline sector.

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APPENDICES

Appendix I Letter Of Introduction

HUMPHREY BULIMU AGAMU

MBA/5723/21

Moi University

To: Whom it may concern

Dear Sir/Madam,

RE: ASSISTANCE TO FILL ACADEMIC SURVEY QUESTIONNAIRE

I am a master's student at the Moi University, conducting academic research titled 'CEO Personality on Strategic Agility and Organisational Performance of Selected Airlines in Kenya. I humbly request your assistance in filling in the attached questionnaire.

Your participation in this research survey is greatly appreciated and your confidentiality and anonymity are guaranteed. Information gathered from this survey will only be used for data collection and during the analysis of the results; you will not be individually identified with your questionnaire or response. All collected Data will be aggregated and grouped.

Kind Regards,

HUMPHREY BULIMU AGAMU

Appendix II: Questionnaire

Section A: Personal Information

1. Please indicate your gender:
   (a) Male [ ]
   (b) Female [ ]
2. Please Indicate Your Age
   (a) 18-35 years [ ]
   (b) 35-45 years [ ]
   (c) 45-50 years [ ]
   (d) above 50 years [ ]
3. Please indicate how long you have worked in this Firm:
   (a) 0-5 Years [ ]
   (b) 6-10 Years [ ]
   (c) 11-15 Years [ ]
   (d) 16 Years and above [ ]

PART B: STRATEGIC AGILITY

1. **Strategic Insights**

The following statements relate strategic insights**,** on a scale of 1-5 (Where: 5=Strongly Agree; 4=Agree; 3=Neutral; 2=Disagree; 1=Strongly Disagree) tick appropriately to indicate to what extent you agree with these statements.

	Statements	**5**	**4**	**3**	**2**	**1**
1.	Awareness of the service offered by the firm has helped in performance					
2.	Employee cooperation has helped in firm performance					
3.	The company takes immediate and appropriate action in dealing with customers feedbacks					
4.	The company possesses good brand insights					

2. **Internal Response Orientation**

The following statements relate Internal Response Orientation**,** on a scale of 1-5 (Where: 5=Strongly Agree; 4=Agree; 3=Neutral; 2=Disagree; 1=Strongly Disagree) tick appropriately to indicate to what extent you agree with these statements.

	Statements	**5**	**4**	**3**	**2**	**1**
1.	Employees Innovativeness is encouraged in the organization					

2.	All Employees are encouraged to be pro-active in their daily choirs					
3.	Risk taking is encouraged as a process of realizing organizational goals					
4.	Most of the Employees are Educated					

3. External Response Orientation

The following statements relate External Response Orientation**,** on a scale of 1-5 (Where: 5=Strongly Agree; 4=Agree; 3=Neutral; 2=Disagree; 1=Strongly Disagree) tick appropriately to indicate to what extent you agree with these statements.

	Statements	**5**	**4**	**3**	**2**	**1**
1.	Company generation is encouraged in the company					
2.	Information dissemination in the company is well organized					
3.	Employees takes responsibility of every task in the organization					
4.	Customer feedback forms part of the company's success					

PART C: CEO PERSONALITY

The following statements relate to CEO personality**,** on a scale of 1-5 (Where: 5=Strongly Agree; 4=Agree; 3=Neutral; 2=Disagree; 1=Strongly Disagree) tick appropriately to indicate to what extent you agree with these statements.

Question	**5**	**4**	**3**	**2**	**1**
1. The CEO is interested in new and different experiences					
2. The CEO is a good planner, organized and efficient (conscientiousness)					
3. The CEO is talkative, energetic, assertive and outgoing (Extraversion)					
4. The CEO is kind and cooperative					
5. The CEO is easily stressed and anxious (Neurotism)					
6. The CEO is able to put others' needs before their own (Agreeableness)					

PART C: PERFORMANCE OF SELECTED AIRLINES

The following statements relate Performance of selected Aviation airlines**,** on a scale of 1-5 (Where: 5=Strongly Agree; 4=Agree; 3=Neutral; 2=Disagree; 1=Strongly Disagree) tick appropriately to indicate to what extent you agree with these statements.

	Statements	**5**	**4**	**3**	**2**	**1**
1.	Customer satisfaction in the company has improved					

2.	There has been reduced cost of expense in the company					
3.	Transparency in the company has been achieved					
4.	There is timely delivery					

Appendix III: University Letter

MOI UNIVERSITY
POSTGRADUATE OFFICE
SCHOOL OF BUSINESS AND ECONOMICS

Tel: 0790940508
0771336914
0736138770
Fax No: (053) 43047
Telex No. MOIVARSITY 35047

P.O. Box 3900
Eldoret.
Kenya

RE: MU/SBE/PGR/ACD/21B **DATE:** 27th September, 2023

TO WHOM IT MAY CONCERN:

RE: HUMPREY BULUMU AGAMU – MBA/5723/21

The above named is a bonafide student of Moi University School of Business and Economics, undertaking **Master of Business Management Degree specializing in Strategic Management.**

He has successfully completed the coursework, defended his proposal, and is proceeding to the field to collect data for his research titled: ***"CEO Personality on Strategic Agility and Organizational Performance of Selected Airlines in Kenya."***

Any assistance accorded to him will be highly appreciated.

Yours faithfully,

SCHOOL OF BUSINESS & ECONOMICS
MOI UNIVERSITY
P O Box 3900 ELDORET-30100

DR. RONALD BONUKE
POSTGRADUATE CHAIR, SB&E

/tc

Appendix IV: NACOSTI Approval Letter

REPUBLIC OF KENYA

NATIONAL COMMISSION FOR SCIENCE,TECHNOLOGY & INNOVATION

Ref No: **105512**

Date of Issue: **17/April/2024**

RESEARCH LICENSE

This is to Certify that Mr.. HUMPHREY BULIMU AGAMU of Moi University, has been licensed to conduct research as per the provision of the Science, Technology and Innovation Act, 2013 (Rev.2014) in Nairobi on the topic: CEO personality on strategic agility and organisational performance of selected Airlines. for the period ending : 17/April/2025.

License No: **NACOSTI/P/24/34687**

105512

Applicant Identification Number

Director General
NATIONAL COMMISSION FOR SCIENCE,TECHNOLOGY & INNOVATION

Verification QR Code

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See overleaf for conditions