STRATEGIC AGILITY, LEADERSHIP AND ORGANISATIONAL PERFORMANCE OF AIRLINES IN KENYA

BY

KELVIN K. ORUMA

A RESEARCH PROJECT SUBMITTED TO THE SCHOOL OF BUSINESS AND ECONOMICS IN PARTIAL FULFILLMENT OF THE REQUIREMENTS FOR THE AWARD OF MASTERS OF BUSINESS MANAGEMENT

MOI UNIVERSITY

2025

DECLARATION

Declaration by Candidate

This research project is my original work and has not been submitted for examination in any of the study programs in any university.

Signature ……………………………… Date ……………………………………

Kelvin K. Oruma

MBM/025/13

Declaration by the Supervisors

This research project has been submitted for examination with my approval as a university supervisor.

Signature ………………………………. Date ………………………

Dr. Stanley Kavale

Department of Management Science & Entrepreneurship

School of Business and Economic

Moi University

Signature ………………………………. Date ………………………

Dr. Lilly Kitur

Department of Management Science & Entrepreneurship

School of Business and Economic

Moi University

DEDICATION

This project is dedicated to my parents, whose unwavering support and encouragement have been my greatest motivation. The guidance and sacrifices have shaped my journey and I am forever grateful. May God bless you.

In loving memory of my father, Stephen Oruma Nkaru, whose wisdom and kindness continue to inspire me. Though you are no longer here your spirit has guided me through this journey.

To my beloved family, whose unwavering love, support and encouragement have been my greatest strength. Your sacrifices, guidance, and believe in me have inspired me to preserve and achieve my goals. This work is a testament of your endless support and I am forever grateful to have you by my side

ACKNOWLEDGEMENT

I would like to express my heartfelt gratitude to my project supervisors, Dr. S. Kavale and Dr. L. Kitur for their invaluable guidance, patience, support, and encouragement throughout this project. Their expertise, insightful advice, constructive feedback have been instrumental in shaping the outcome of this work. I deeply appreciate their dedication and commitment, which have greatly contributed to my learning and growth. Thank you for your unwavering support and for inspiring me to strive for excellence.

ABSTRACT

The airline industry in globally operates in a highly dynamic environment characterized by rapid technological advancements, evolving customer preferences, regulatory changes, and economic uncertainties. To remain competitive, airlines must develop strategic agility, which enables them to rapidly sense and respond to market shifts, optimize resources, and enhance operational efficiency. Therefore, the general objective of this study was to examine moderating effect of leadership on the relationship between strategic agility and organisational performance of airlines in Kenya. Using Dynamic Capabilities Theory, Situational Leadership Theory, and Performance Theory, this study conceptualizes strategic agility as a multidimensional construct encompassing adaptive agility, portfolio agility, operational agility, and collaborative agility. Leadership is positioned as a moderator, influencing the extent to which agility drives organizational performance in terms of financial success, operational efficiency, customer satisfaction, and competitive advantage. This study employed explanatory research design. The target population for the study was 195 employees from airlines in Kenya. The study sample size was 131 respondents. The study employed simple random sampling technique to select respondents. The data was collected using structured questionnaires. The collected data was cleaned, coded, managed, and analysed with the aid of Statistical Package for the Social Sciences (SPSS) software version 23. Data analysis was done using descriptive and inferential statistics. Descriptively, data was analysed using frequency, percentages, means, and standard deviations. Inferentially, data were analysed using correlation and multiple regression models. The study findings revealed a positive linear effect of adaptive agility on the organizational performance of airlines (β_1=.198, p=0.005). It was further established that portfolio agility has a positive and significant effect on the organizational performance of airlines (β_2=.276, p=0.000). Operational agility was found to have a positive and significant effect on the organizational performance of airlines (β_3=.193, p=022). Collaborative agility was found to have a positive and significant effect on the organizational performance of airlines (β_4=.292, p=0.000). Leadership has a positive and significant moderating effect on the relationship between adaptive agility and the performance of airlines (β=.106; $p<0.05$). The leadership had a negative and significant moderating effect on the relationship between portfolio agility and the performance of airlines (β=-.233; $p<0.05$). Leadership had a positive and significant moderating effect on the relationship between operational agility and the performance of airlines (β=.064; $p<0.05$). Leadership had a positive and statistically significant moderating effect on the relationship between collaborative agility and the performance of airlines (β=.056; $p<0.05$). The study concluded that adaptive agility, portfolio agility, operational agility, collaborative agility, and leadership are crucial for the aviation industry's adaptability, strategic alignment, and customer feedback response. The study recommends that strategic agility significantly enhances airline performance, with leadership playing a critical role in shaping agility's impact. The study contributes to strategic management literature and offers practical recommendations for airline executives seeking to build agile organizations in a volatile business landscape. Implementing these recommended theoretical approaches will lead to improved safety, efficiency, and competitiveness within the aviation sector, ensuring long-term success in a rapidly changing environment.

TABLE OF CONTENTS

LIST OF TABLES

LIST OF FIGURES

ABBREVIATIONS AND ACRONYMS

HRD	Human Resource Development
NACOSTI	National Council of Science and Technology Council
NGOs	Non-Governmental Organizations
SPSS	Statistical Package for Social Science
UK	United Kingdom
USA	United State of America
VIF	Variance Inflation Factor

OPERATIONAL DEFINITION OF TERMS

Adaptive agility is the ability to quickly adapt to change and uncertainty. It is a key skill for individuals, teams, and organizations in today's rapidly changing world. (Haller, & Ozgen, 2023)

Collaborative agility is the ability of a team or organization to work together effectively to adapt to change and uncertainty. (Radhakrishnan, Zaveri, David, & Davis, 2022)

Operational agility is the ability of an organization to quickly and effectively adapt its operations to changes in the environment. (Karre, Hammer & Ramsauer, 2019)

Organizational performance is the ability of an organization to achieve its goals and objectives. It is measured by a variety of factors, including financial performance, customer satisfaction, employee engagement, and innovation. (Hassan & Hassan 2021)

Portfolio agility is the ability of an organization to quickly and effectively adapt its portfolio of projects, programs, and initiatives to changes in the environment. (Bechtel, Kaufan, & Kock, 2023)

Strategic agility is the ability of an organization to adapt its strategy quickly and effectively to changes in the environment. It is essential for organizations that want to stay ahead of the competition and succeed in the long term. (Mufudza, 2018).

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

Organizations around the globe are in a continuous dilemma of maintaining business performance. Most business organization managers around the world find it difficult to constantly achieve targeted business performance due to the dynamic nature, open market competition and globalization characterized with the 21st-century industry. Firms in different industries around the world have experienced unstable performance, seemingly uncertain on strategies to employ in reacting to flexible policies and unstable performance arising from challenges in the local and international business context.

Organizational performance is a concept that involves analysing a company's performance against its objectives and goals. It is the ability of an organization to reach its goals and optimize results. Organizational performance can be subjective and dependent on the organization, its goals, and the market (Leitão, Pereira, & Gonçalves, 2019). Organizational performance is measured for different levels of hierarchy and can be assessed for individuals, firms, and the entire organization. There are three main outcomes that are analysed when measuring organizational performance: shareholder value performance, financial performance, and market performance. Organizational performance can be broken down into three operational terms: financial or economic performance, operational performance, and human capital performance. Measuring organizational performance is important to improve the organization based on past performance (George, Walker, & Monster, 2019). There are various ways to measure organizational performance, including financial performance, product market performance, and shareholder return. Organizational performance can be improved by unlocking strategic agility (Barauskaite, & Streimikiene, 2021).

Organizational performance in airlines encompasses a range of factors that collectively determine the success, competitiveness, and sustainability of the business. These factors not only impact the firm's financial health but also influence its reputation, market position, and ability to adapt to changing environments (Kafetzopoulos, Psomas & Skalkos, 2020). A cornerstone of airlines performance is operational efficiency. Engaged and skilled employees contribute to higher productivity, better collaboration, and a culture of continuous improvement. Airlines that invest in employee training, provide growth opportunities, and foster a positive work environment are more likely to achieve higher levels of performance (Shaibu, Ohida, & Isichei, 2023). A well-defined market strategy aligned with customer needs is essential. Airlines must identify target markets, understand customer preferences, and tailor products to meet those preferences. Organizations that prioritize customer satisfaction, engage in effective marketing, and offer strong after-sales support can build loyal customer bases and gain a competitive edge (Sheth, Jain & Ambika, 2020). Ultimately, the interplay of these dimensions determines the overall organizational performance of airlines. A balanced approach that considers operational efficiency, product quality, innovation, supply chain resilience, employee well-being, and customer-centric strategies can lead to sustained success. Moreover, airlines should be agile and adaptable to evolving market dynamics, technological advancements, and changing consumer behaviours to ensure their continued growth and relevance (Zhang & Watson IV, 2020).

The performance of the global economy has a significant impact on the demand for air travel. During economic downturns, air travel demand typically declines, which can lead to financial losses for airlines. The price of jet fuel is a major cost for airlines. When fuel prices are high, airlines can see their profits squeezed (Dube, Nhamo, & Chikodzi, 2021). The global airline industry has been impacted by the COVID-19 pandemic, resulting in financial losses and decreased performance. However, there are positive signs of recovery, with strong travel demand and an easing in oil prices leading to a more optimistic profit forecast for 2023. Competitive advantages such as cost base, scale, network, and product continue to be important (Lee, & Falahat, 2019). The industry consists of over 2000 airlines operating more than 23,000 aircraft, providing service to over 3700 airports. Safety and security issues are critical to every airline, and every airline passenger, and the need for expanded aviation infrastructure is of particular importance to emerging economies of the world (Sabatini, & Gardi, 2023). The global airline industry generates economic growth, provides jobs, improves living standards, alleviates poverty, and increases revenues from taxes by facilitating tourism and trade.

Adaptive agility is a multifaceted organizational capability that encompasses the ability to swiftly and effectively respond to changing circumstances, seize emerging opportunities, and navigate unpredictable challenges (Attar & Abdul-Kareem, 2020). It relies on a dynamic blend of factors, including a culture of continuous learning and innovation, versatile and empowered teams, agile processes and methodologies, data-driven decision-making, and a willingness to experiment and iterate. Adaptive agility goes beyond mere responsiveness; it entails proactively anticipating shifts in the external environment, customer preferences, and market dynamics. It is not a one-size-fits-all approach but rather requires a customized strategy that aligns with an organization's specific goals and context. Ultimately, adaptive agility enables organizations to thrive in an increasingly volatile and uncertain business landscape by remaining resilient, staying competitive, and fostering sustainable growth (Ashford, Caza & Reid, 2018).

Portfolio agility is a strategic approach that enables organizations to optimize their project and investment portfolios in response to changing business objectives, market conditions, and resource constraints (Vacík, Špaček, Fotr & Kracík, 2018). It involves continuous assessment, prioritization, and realignment of projects and initiatives to ensure they align with the organization's evolving goals and priorities. Portfolio agility requires a robust governance structure, data-driven decision-making, and a clear understanding of the strategic value and risk associated with each project. By dynamically reallocating resources, reprioritizing initiatives, and fostering adaptability within the portfolio, organizations can not only respond effectively to market shifts but also maximize their return on investment, enhance strategic alignment, and drive innovation across the entire project ecosystem. It is an essential capability for organizations seeking to remain competitive and resilient in today's fast-paced and ever-changing business landscape (Bandari, 2020).

Operational agility refers to an organization's ability to rapidly and effectively adjust its internal processes, systems, and workflows in response to changing circumstances, customer demands, and market conditions (Rialti, Marzi, Silic & Ciappei, 2018). It involves optimizing operational efficiency, flexibility, and responsiveness to ensure that an organization can swiftly adapt to new challenges or opportunities while maintaining high-quality performance. Operational agility typically requires streamlined and automated processes, cross-functional collaboration, empowered teams, and a culture of continuous improvement. By fostering operational agility, organizations can reduce time-to-market, enhance customer satisfaction, and mitigate risks, ultimately improving their overall competitiveness and resilience in a constantly evolving business environment. This capability is particularly crucial in industries characterized by disruptive technologies, market volatility, and evolving customer expectations (Ramamurti & Williamson, 2019).

Collaborative agility represents an organization's capacity to foster seamless and dynamic cooperation among teams, departments, and external partners to achieve common goals in a rapidly changing environment (De Smet, Lurie & St George, 2018). It is built upon the principles of open communication, trust, and a shared sense of purpose, enabling real-time information exchange, quick decision-making, and the ability to pivot together in response to emerging challenges or opportunities.

Leadership in aviation is a critical and multifaceted role that encompasses the guidance and decision-making responsibilities of individuals within the aviation industry, from pilots and air traffic controllers to executives and safety officers (Kucuk Yilmaz, 2019). Effective aviation leadership demands a commitment to safety as the foremost priority, with a strong emphasis on meticulous planning, constant training, and adhering to strict regulatory standards. It necessitates the ability to make split-second decisions under pressure, communicate clearly and authoritatively, and lead by example in promoting a culture of accountability, teamwork, and continuous improvement. Aviation leaders must also stay current with technological advancements and industry best practices to ensure the safe and efficient operation of aircraft and aviation-related services. Their role extends beyond the cockpit or control tower to include managing resources, fostering a safety-conscious culture, and adapting to evolving challenges, such as cybersecurity threats and environmental sustainability, to ensure the sustainability and growth of the aviation sector (Damu & Majid, 2022).

The performance of airlines in Malaysia is influenced by a number of factors, including leadership, strategic agility, and the overall economic climate. Airlines that are able to combine strong leadership with a culture of innovation and agility are more likely to succeed in the long run (Al-Romeedy, 2019). Leadership plays a key role in shaping the vision and direction of an airline. A strong and visionary leader can help to create a culture of innovation and agility, which are essential for success in the airline industry. Malaysia Airlines has been forced to adapt to a number of challenges in recent years, including the COVID-19 pandemic and the grounding of its Boeing 737 MAX fleet (Parker, Kacprzak, & Wielewska, 2023). The airline has responded by cutting costs, re-fleeting, and launching new routes.

Airline industry in Europe was relatively robust and competitive, with several major carriers and numerous low-cost airlines operating in the region. Europe had one of the most competitive airline markets in the world, with many carriers offering a wide range of destinations (Wiltshire, 2018). This competition often led to lower fares for passengers, particularly on short-haul routes. Revenue in the Flights market is projected to reach US$138.40bn in 2023. Revenue is expected to show an annual growth rate (CAGR 2023-2027) of 1.79%, resulting in a projected market volume of US$148.60bn by 2027. In the Flights market, the number of users is expected to amount to 190.90m users by 2027 (Thelle & la Cour Sonne, 2018).

Civil aviation is one of China's most rapidly growing industries. This industry has been a critical player in globalization by enhancing the flow of individuals, ideas, goods, and resources throughout the world's different economies (Li, 2020). Simultaneously, commercial aviation has been pivotal to China's economic development in recent years. With a booming middle class, more and more Chinese nationals travel by air, making China's airlines and airports some of the world's busiest. In 2023 the airline industry is expected to tip into profitability. Airlines are anticipated to earn a global net profit of

$4.7 billion on revenues of $779 billion (0.6% net margin). This expected improvement comes despite growing economic uncertainties as global GDP growth slows to 1.3% (Addepalli, Pagalday, Salonitis & Roy, 2018).

Ethiopian Airlines is known for its rapid growth and expansion. It operated an extensive network of domestic and international routes, connecting Ethiopia to major cities across Africa, Europe, Asia, and the Americas (Al-Kwifi, Frankwick & Ahmed, 2020). The airline's hub in Addis Ababa served as a strategic transit point for passengers traveling between different continents. Ethiopia Airlines is Africa's leading airline in terms of fleet and passengers far ahead of EgyptAir and Kenya Airways. It was one of the few worldwide to have remained afloat during the COVID-19 pandemic without public bailouts or redundancies. Ethiopia's state-owned airline, which boasts of being the only profitable airline in Africa, generated "6.1 billion dollars in turnover, an increase of 20% on the previous financial year and almost 50% on the pre-Covid period" Mesfin says, showing that "we have fully recovered from the impact of Covid (Gebreyesus, 2022).

In Pakistan, aviation industry contributes about 2.7 trillion dollars to world’s gross domestic product (GDP) which is almost 3.6%, passing many economic sectors. Aviation industry undergoes different aspects effecting its financial growth including some factors that include larger capital investment to improve financial structure, government taxes fluctuation along with being able to keep airlines at the top of the charts with competitive strategies to get more passengers to fly using one’s airline (Javed & Shoaib, 2021). With the passage of time more people have opted to travel through air transport increasing the traffic causing the airlines and airports to evidently improve the way of working by making advancement in the current resources and utilizing space & time more efficiently. Airlines do struggle in maintaining as financial structure gets disturbed caused by change in certain policies or setbacks by the increase in passengers which was assumed to be beneficial for the industry as it would have increased income, although, some airlines showed poor financial performance (Arshad, Iqbal & Shahbaz, 2018).

In Nigeria, the leadership of airlines has been a mixed bag. Some airlines have had strong leaders who have helped them to grow and succeed, while others have been plagued by poor leadership that has led to financial problems and service failures. Nigerian airlines have had mixed success in this area (Motalo, *et.al.,* 2023). Some airlines have been able to adapt to changing market conditions, while others have been slow to react and have lost market share as a result. When the economy is doing well, people have more money to spend on travel, which can boost air traffic. However, when the economy is in recession, people tend to cut back on travel, which can hurt airlines (Zhang, & Graham, 2020). The Nigerian economy has been volatile in recent years, and this has made it difficult for airlines to plan for the future.

Kenya has a growing aviation industry, with several airlines operating in the country. Understanding the relationship between strategic agility, leadership, and organizational performance can help these airlines to improve their performance and remain competitive (Arokodare, & Asikhia, 2020). There is a gap in the literature on the moderating effect of leadership on the relationship between strategic agility and organizational performance in the aviation industry in Kenya. Therefore, conducting a study on this topic can contribute to the existing body of knowledge and provide insights for airlines operating in Kenya. A study on the moderating effect of leadership on the relationship between strategic agility and organizational performance of airlines in Kenya is important because it can provide insights into how airlines can improve their performance and remain competitive in a constantly changing industry.

1.2 Statement of the Problem

The airline industry in Kenya operates in a highly dynamic and competitive environment characterized by economic fluctuations, regulatory changes, technological advancements, and shifting consumer preferences. To survive and thrive, airlines must exhibit strategic agility, enabling them to anticipate and respond effectively to these changes. However, many airlines struggle with rigid structures, slow decision-making, and leadership challenges that hinder their adaptability and overall performance.

In an ideal situation, airlines in Kenya would have high levels of organisational performance, which would be reflected in their ability to provide safe, efficient, and reliable air transport services to their customers (Mutungi, 2023). They would have a strong financial position, high levels of customer satisfaction, and a good reputation in the industry.

However, currently organisational performance of airlines in Kenya is characterized by a number of challenges. The airline industry in Kenya has been facing challenges such as poor financial performance, expensive ticketing, poor investment practices, low entrepreneurial orientation, and labour relations issues (Watiri, 2022). These challenges have contributed to the poor organizational performance of airlines in Kenya. The COVID-19 pandemic has significantly impacted Kenya’s aviation industry, leading to substantial declines in passenger traffic and financial performance. A comprehensive assessment by the United Nations Conference on Trade and Development in 2021 highlighted the adverse effects of the pandemic on Kenya’s aviation sector. The study emphasized the need for targeted recovery strategies to build resilience against future crises.

Kenya Airways, the major airline in Kenya, has been facing financial challenges in recent years (Wanyama, 2023). In 2022, the airline posted a record loss of $290 million despite a 66% increase in total revenue to $888.73 million and a 68% increase in passenger numbers to 3.7 million. The operating costs of the airline also increased by 93% in 2022 compared to the previous year. However, the airline has projected a sustainable recovery by 2024 due to the increased revenue. The air transport industry, including airlines and its supply chain, is estimated to support $1.6 billion of GDP in Kenya (Leona, 2021). Despite the challenges, Kenya Airways recorded improved performance in 2021 compared to the previous year. Kenya Airways is certified as a 3-Star Airline for the quality of its airport and onboard product and staff service.

Studies done on Kenya Airways have not tackled the issue of the moderating effect of leadership on strategic agility and organisational performance (Mwangi & Wekesa, 2017; Ndegwa & Muathe, 2018; Olouasa, 2020 and Abonyo, 2020)). It is in this light that the study sought to fill the existing research gap by carrying out a study to establish moderating effect of leadership on the relationship between strategic agility and organisational performance of airlines.

1.3 Objectives of the Study

1.3.1 General Objective

The general objective of this study was to establish the moderating effect of leadership on the relationship between strategic agility and organisational performance of airlines in Kenya.

1.3.2 Specific Objectives

i. To assess the effect of adaptive agility on organisational performance of airlines in Kenya.

ii. To establish the effect of portfolio agility on organisational performance of airlines in Kenya.

iii. To determine the effect of operational agility on organisational performance of airlines in Kenya.

iv. To investigate the effect of collaborative agility on organisational performance of airlines in Kenya.

v. a) To assess the moderating effect of leadership on the relationship between adaptive agility and organisational performance of airlines in Kenya.

   b) To determine the moderating effect of leadership on the relationship between portfolio agility and organisational performance of airlines in Kenya.

   c) To examine the moderating effect of leadership on the relationship between operational agility and organisational performance of airlines in Kenya.

   d) To assess the moderating effect of leadership on the relationship between collaborative agility and organisational performance of airlines in Kenya.

1.4 Research Hypotheses

H_{01}: Adaptive agility has no significant effect on organisational performance of airlines in Kenya.

H_{02}: Portfolio agility has no significant effect on organisational performance of airlines in Kenya.

H_{03}: Operational agility has no significant effect on organisational performance of airlines in Kenya.

H_{04}: Collaborative agility has no significant effect on organisational performance of airlines in Kenya.

H_{05} a): Leadership has no significant effect on the relationship between adaptive agility and organisational performance of airlines in Kenya.

b): Leadership has no significant effect on the relationship between portfolio agility and organisational performance of airlines in Kenya.

c): Leadership has no significant effect on the relationship between operational agility and organisational performance of airlines in Kenya.

c): Leadership has no significant effect on the relationship between collaborative agility and organisational performance of airlines in Kenya.

1.5 Significance of the Study

Despite the recognition of leadership as a critical driver of organizational success, there is limited empirical research on how different leadership approaches influence strategic agility and, in turn, impact organizational performance in the Kenyan airline industry. Additionally, existing studies on airline performance often focus on financial metrics while overlooking agility as a key determinant of long-term sustainability.

The research on the effect of strategic agility on organisational performance of airlines in Kenya would benefit various stakeholders. The research would provide insights into how strategic agility can affect the performance of airlines in Kenya. It can help them understand the importance of adapting and being flexible in the face of challenges, such as the COVID-19 pandemic, and how it can contribute to their organizational performance. The findings of this research can inform policy makers in Kenya about the significance of strategic agility for airlines. It can guide the development of policies and initiatives that support and promote strategic agility among manufacturing entrepreneurs and organizations. The research contributes to the existing body of knowledge on strategic agility and organizational performance, particularly in the context of airlines in Kenya. It can serve as a reference for future studies and provide a foundation for further research in this area. The findings of this research can be valuable for business consultants and advisors working with airlines in Kenya. It can help them provide evidence-based recommendations and strategies to enhance the strategic agility and overall performance of these organizations. The research outcomes can raise awareness among the general public about the importance of strategic agility for organizations, particularly airlines, in the post-COVID-19 era. It can foster a better understanding of the challenges and opportunities faced by these organizations and the potential benefits of strategic agility.

1.6 Scope of the Study

The study aims to examine the effect of Moderating effect of leadership on the relationship between strategic agility and organisational performance of airlines in Kenya. The study focused on four components of strategic agility which include; adaptive agility, portfolio agility, operational agility and collaborative agility as independent variables while the dependent variables was organisational performance. The study was guided by Dynamic Capabilities Theory, Situational Leadership Theory and Performance Theory. The study was conducted on airlines in Kenya between October to November 2023.

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

The section discussed the concepts, theoretical review, empirical review, conceptual framework and research gaps that served as the basis for the study.

2.1 Concept of Organizational Performance

According to the study done by Hasan & Hassan (2021), organizational performance refers to the extent to which an organization accomplishes its stated goals and objectives efficiently and effectively. It is a measure of an organization's success in delivering results, meeting stakeholders' expectations, and achieving excellence in its operations. Organizational performance is a multifaceted concept that goes beyond financial metrics and encompasses various aspects, including productivity, quality, innovation, customer satisfaction, employee engagement, and social effect.

One of the key aspects of organizational performance includes, goal Attainment: At the core of organizational performance is the accomplishment of specific objectives and targets set by the organization (Spyropoulou et al., 2018). These goals may be financial, operational, strategic, or social in nature. High organizational performance is characterized by consistently meeting or exceeding these objectives. Also, there is efficiency: Organizational performance is also evaluated based on how efficiently an organization utilizes its resources to achieve its goals. Efficiency measures the relationship between inputs (such as time, money, and manpower) and outputs (such as products, services, and outcomes). Organizations strive to optimize resource utilization to enhance efficiency.

Globally, organizational performance is affected by various factors such as leadership, strategy, culture, and employee engagement. High-performance organizations are those that consistently achieve superior results and outperform their competitors. Different industries and sectors may have different criteria for measuring organizational performance, such as financial performance, customer satisfaction, innovation, and employee productivity (Ahmed, Khan, Thitivesa, Siraphatthada, & Phumdara, 2020). These firms have achieved significant successes in a variety of areas, including education, health, economic empowerment, and political participation. A study by the World Bank (2022) found that airlines in developing countries have been effective in increasing school enrolment for girls, reducing child marriage, and improving access to healthcare. Airlines can play a role in promoting economic development by providing training in business skills. The performance of organizations operating in Africa can be evaluated using a conceptual high-performance framework. Entrepreneurial orientation has been identified as a factor that can affect organizational performance in the context of reinsurance companies in Africa. Despite challenges, some countries in Africa, including Rwanda, have shown resilience and achieved economic growth. In Kenya, airlines have been successful in a number of areas, including, improving access to education for girls, reducing child marriage, promoting economic empowerment for airlines (Amran, & Mwasiaji, 2019).

2.2 Concept of Strategic Agility

Strategic agility is a dynamic and adaptive approach to managing organizations in an ever-changing and unpredictable business environment (Mufudza, 2018). It is the ability of an organization to sense and respond swiftly to external and internal changes, enabling it to seize opportunities and navigate challenges effectively. Strategic agility is essential in a world characterized by rapid technological advancements, global interconnectedness, and, most notably, the uncertainties brought about by events like the COVID-19 pandemic. At its core, strategic agility involves being proactive rather than reactive, continuously scanning the business landscape for emerging trends, disruptive forces, and potential opportunities (Dragan et al., 2022). It requires leaders and organizations to think holistically, considering not only their current operations but also potential future scenarios and possibilities. This forward-thinking approach allows them to prepare for various eventualities, reducing the effect of unexpected events on their operations. The concept of strategic agility comprises several key elements including, adaptability and flexibility that entails, an agile organization is open to change and quick to adjust its strategies and plans in response to evolving circumstances. Rather than being tied to rigid plans, it embraces flexibility, allowing it to pivot when needed and seize emerging opportunities.

2.2.1 Adaptive Agility

Adaptive agility in organizations refers to the ability of an organization to sense and respond to changes in the environment by intentionally changing the magnitude of variety and/or the rate at which it generates this variety relative to its competitors (Hiller, & Ozgen, 2023). Agile leadership practices can also be used to effect teams to achieve desired goals. Workforce agility has been found to be positively correlated with the performance of staff in emergency centers. Work engagement has been found to mediate the relationship between workforce agility and adaptive performance in government institutions (Saptarini, & Mustika, 2023).

Adaptive agility allows airlines to make better decisions in a timely manner. This is because they are able to quickly gather and assess new information, and then adapt their plans accordingly. Adaptive agility allows airlines to be more flexible in their approach to challenges (Ajgaonkar, Neelam, & Wiemann, 2022). This is important because it allows them to adapt to changing circumstances and opportunities. Adaptive agility helps airlines to bounce back from setbacks. This is because they are able to learn from their mistakes and quickly adapt their strategies. Adaptive agility can help airlines to collaborate more effectively with each other and with other stakeholders. This is because they are able to communicate and coordinate their efforts more effectively. Adaptive agility can help airlines to be more innovative (Narenji et.al., 2022). This is because they are able to experiment with new ideas and approaches without fear of failure.

2.2.2 Portfolio Agility

Portfolio agility is the ability of an organization to quickly and effectively adapt its portfolio of projects and programs to changing conditions. This is essential for airlines, which often face a variety of challenges, such as limited resources, fluctuating funding, and changing priorities (Bechtel, Kaufmann, & Kock, 2023). Agile leadership practices can affect teams to achieve desired goals, and strategic agility is of practical significance for the innovation of constantly changing and uncertain organizations (Theobald, Prenner, Krieg, & Schneider, 2020). Therefore, portfolio agility can be a useful tool for airlines to develop agility among employees and improve organizational performance.

There are a number of ways that airlines can increase their portfolio agility. One is to develop a clear understanding of their goals and objectives. This will help them to prioritize their projects and programs and to make decisions about which ones to continue or discontinue. Another is to build a strong network of partners and supporters. This can provide them with access to resources and expertise, as well as a safety net in case of financial difficulties (Burnett, Mozgunov, Pallmann, Villar, Wheeler, & Jaki, 2020). Airlines need to be flexible and adaptable. They need to be able to change course quickly if necessary and to respond to new opportunities and challenges. There are a number of benefits to portfolio agility for airlines. First, it can help them to be more effective in achieving their goals. When airlines are able to quickly adapt their portfolios to changing conditions, they are better able to meet the needs of their constituents and to make a real difference in the world (Karunaratne, 2022). Second, portfolio agility can help airlines to be more efficient with their resources. By focusing on the projects and programs that are most likely to be successful, airlines can avoid wasting time and money on projects that are not likely to achieve their goals. Finally, portfolio agility can help airlines to be more sustainable. By being able to adapt to changing conditions, airlines are better able to weather financial storms and to continue their work even in difficult times.

2.2.3 Operational Agility

Operational agility is the ability of an organization to quickly and effectively adapt to change. This is important for airlines, as they often face a variety of challenges, such as limited resources, changing needs of their members, and shifting political and social landscapes (Karre, Hammer, & Ramsauer, 2019). There are a number of ways that airlines can improve their operational agility such as developing a strong culture of innovation and risk-taking. This means encouraging members to come up with new ideas and to not be afraid to fail. It also means being willing to experiment with new approaches and to change course if necessary. Improving operational agility to have clear and concise communication channels. This ensures that everyone in the organization is on the same page and that information can be shared quickly and easily (Evangelist-Roach, 2020). It also helps to build trust and collaboration. Airlines need to have a strong focus on data and metrics. This allows them to track their progress and to identify areas where they need to improve. It also helps them to make better decisions about how to allocate their resources.

2.2.4 Collaborative Agility

Collaborative agility is the ability of a group to work together quickly and effectively to adapt to change. It is a key skill for any organization that wants to succeed in today's fast-paced and ever-changing world. For airlines, collaborative agility is especially important (Radhakrishnan, Zaveri, David, & Davis, 2022). Collaborative agility can help airlines overcome these challenges and achieve their goals. There are many benefits to collaborative agility for airlines. For example, it can help firms to be more responsive to the needs of their members, make better decisions more quickly, innovate and adapt to change more effectively, build stronger relationships with each other and with stakeholders and attract and retain top talent (Sweeney, 2022). In terms of organization performance, collaborative agility can lead to a number of positive outcomes, including increased productivity, improved customer satisfaction, reduced costs, increased innovation and stronger financial performance (AlTaweel, & Al-Hawary, 2021). By increasing their collaborative agility, airlines can better position themselves to achieve their goals and make a positive effect on the world.

2.2.5 Concept of Leadership

Leadership is the ability to influence others. Leaders are able to get people to follow them and to do what they want them to do. They do this by using a variety of methods, such as persuasion, charisma, and authority. Leaders are able to inspire people to work hard and to achieve their goals. They do this by creating a shared vision, setting clear goals, and providing support and encouragement. Leaders are also typically good at problem-solving and decision-making. They are able to identify problems, develop solutions, and make decisions that are in the best interests of their team or organization.

Leadership in the airline industry is the ability to motivate, inspire, and direct a team of people to achieve common goals. It is a complex and challenging task, as airline leaders must deal with a variety of factors, including safety, security, customer service, and financial performance. Airline leaders must have a clear vision for the future of their airline. They must be able to articulate this vision to their employees and stakeholders, and they must be able to inspire others to share their vision. Airline leaders must be effective communicators. They must be able to communicate their vision to their employees, and they must be able to communicate effectively with other stakeholders, such as customers, regulators, and suppliers. Airline leaders must be able to make sound decisions under pressure. They must be able to weigh the risks and benefits of different options, and they must be able to make decisions that are in the best interests of their airline. Airline leaders must be able to solve problems effectively. They must be able to identify problems, develop solutions, and implement those solutions. Airline leaders must be able to build and maintain a strong team. They must be able to get the best out of their employees, and they must be able to create a culture of collaboration and cooperation. Airline leaders must be able to adapt to change. The airline industry is constantly changing, and airline leaders must be able to change with it. They must be able to anticipate changes, and they must be able to respond to changes quickly and effectively.

The concept of leadership can moderate the relationship between strategic agility and organizational performance in a number of ways. For example, a leader who is able to create a shared vision and inspire others to achieve it can help the organization to be more agile in responding to change. A leader who is able to make quick decisions and to take risks can also help the organization to be more agile.

On the other hand, a leader who is not able to create a shared vision or to inspire others may find it difficult to get the organization to be agile. A leader who is too risk-averse may also find it difficult to make the changes that are necessary to be agile.

The specific way in which leadership moderates the relationship between strategic agility and organizational performance will depend on the specific context of the organization. However, in general, leadership can play a significant role in determining whether or not an organization is able to be agile and to achieve its goals.

2.3 Theoretical Framework

The study was guided by Dynamic Capabilities Theory, Situational Leadership Theory and Performance Theory.

2.3.1 Dynamic Capability Theory

This study was guided by Dynamic Capability Theory developed by Teece and Pisano in 1994. This theory came forth as a result of the shortcomings of the resource-based theory, which was unable to adequately explain how an organization may remain competitive in an ever-evolving commercial market. The resources that a firm may use to integrate, adapt, and rearrange its assets and processes in order to improve performance in environments that are changing quickly are referred to as its dynamic capabilities. According to Dubey et al. (2018), an organization's dynamic capability is its capacity to detect and shape opportunities that are provided in the market while also retaining its competitiveness by identifying and repurposing its resources. The dynamic capability theory is of the view that the difference in company competitiveness is rooted in how their asset position is reconfigured according to the market demands and this means that the firm's internal structures such as governance, culture and leadership will determine the success of its adaptability and agility. The dynamic capability perspective is an effort to describe how the resources that acompany now has may be aligned to deal with the rapidly changing environment and, as a result, seek new possibilities in new ways that have the potential to be productive (Yeow et al., 2018).

Reconfiguration capacity is therefore regarded to be a main dynamic capacity to monitor developments in the economy and technology and to respond promptly by transforming resources. Similarly, the policy change (Vlas, Richard, Andrevski, Konrad, & Yang, 2022) that addresses diversity in resource use and reconfiguration reinforces the beneficial effects of technologic capacity and increases company efficiency. Therefore, companies must respond rapidly to the market and competitors who are dynamic in their operations, in order to deal with the fast-changing business environments. A company may fall into a pit of achievement or a trap of expertise, which strengthens existing practices that allow better use of the existing skills and less discovery of fresh skills (Zachary & Fain, 2022). Organizations whose strategic objectives and disruptive capability are well matched will also be less vulnerable to environmental change and therefore continue to maintain a strategic market place and they may therefore generate value for shareholders.

The capacity of a firm to reconfigure its resources both tangible and intangible assets, will define its agility and capacity to meander itself in the current relentless competitive business environment. Therefore, when firms extend their activities and business in a region, their success and performance will not only be dependent on the portfolio of resources that they have, but rather how they can modifythe same quickly based on the existing market opportunities and challenges. This therefore calls upon an organization resources represented by people, information technology and processes to be agile as manifested through resource fluidity, strategicsensitivity and leadership unity (Tallon et al., 2019). Organizations with strong dynamic capabilities are better equipped to possess these types of agility and respond to changes in the environment. The relationship between dynamic capabilities and organizational agility has been explored in the context of risk, uncertainty, and strategy in the innovation economy. However, the dynamic capabilities theory does not factor in the need to configure these resources in a seamless manner togain the needed competitive advantage. This is because, though the existence of internal and external resources in a firm might lead to improved performance, there is need to align these resources in a way that it will not cause sub-optimality in the organization. This theory support the adaptive agility, portfolio agility, operational agility and collaborative agility and their effect on organisational performance.

2.3.2 Situational Leadership Theory

The study also was guided by the situational leadership theory developed by Paul Hersey and Ken Blanchard in 1969. It is a leadership model that suggests that the best leadership style depends on the readiness level of the followers. The readiness level is determined by the follower's ability and willingness to perform the task at hand. The situational leadership theory identifies four different leadership styles: Telling style is used when the follower has low ability and low willingness. The leader provides clear instructions and closely supervises the follower. Selling style is used when the follower has low ability but high willingness. The leader provides support and encouragement, and explains the benefits of completing the task. Participating style is used when the follower has moderate ability and moderate willingness. The leader shares decision-making power with the follower. Delegating style is used when the follower has high ability and high willingness. The leader gives the follower the freedom to complete the task with minimal supervision.

Situational leadership theory suggests that effective leadership depends on the specific situation and the ability of the leader to adapt their style to fit the needs of the situation and the followers. In the context of the relationship between strategic agility, leadership, and organizational performance, situational leadership theory can help us understand how leaders can effectively navigate the challenges and opportunities presented by strategic agility.

In the airline industry, external forces such as economic pressures, competitors' performance, and air travel health risks can significantly impact an organization's strategic agility. Strategic agility is composed of three exceptional capabilities: strategic sensitivity, resource fluidity, and leadership.

In the context of the relationship between strategic agility and organizational performance, leadership can act as a moderator, influencing the strength and direction of this relationship. Similarly, in the airline industry, effective leadership can help organizations leverage their strategic agility to achieve better performance outcomes.

Understanding the application of situational leadership theory in the context of the moderating effect of leadership on the relationship between strategic agility and organizational performance can help airline leaders enhance their leadership capabilities and drive better performance outcomes for their organizations.

In a crisis situation, such as a natural disaster or a terrorist attack, the leader may need to use a more directive leadership style to provide clear instructions and ensure that the organization is responding effectively. When launching a new product or service, the leader may need to use a more participative leadership style to get input from employees and ensure that the new product or service is well-received. In a stable environment, the leader may be able to use a more delegative leadership style and give employees more freedom to make decisions.

2.3.3 Performance Theory

This study was guided by performance theory developed by Richard Schechner in the 1985. Performance theory states that everyone puts on a performance in the society (Witelson, 2022). Performance theory is based on the idea that all human behavior is performative, meaning that it is shaped by social conventions and expectations. This means that even everyday activities, such as eating, talking, and walking, can be seen as performances. Performance theory is a framework that can be used to understand the organizational performance of airlines in the post-COVID-19 era. Performance theory focuses on the interactions between individuals, organizations, and the environment, and how these interactions can lead to positive or negative outcomes.

In the context of airlines, performance theory can be used to understand how the following factors can affect organizational performance. A diverse group is more likely to be able to draw on a wider range of skills and perspectives, which can lead to better decision-making and problem-solving. Effective leadership is essential for any organization, but it is especially important for airlines, which often face challenges from the wider society. Access to financial resources, human resources, and other resources can help airlines to achieve their goals. The political, social, and economic environment can have a significant impact on the performance of airlines. Performance theory can also be used to identify strategies that can be used to improve the organizational performance of airlines. Performance theory is a valuable lens for understanding the strategic agility and organizational performance of airlines in the post-COVID-19 era. By providing a framework for understanding the factors that affect these firms and how these factors can change, performance theory can help airlines to adapt to the challenges of the pandemic and seize the opportunities that it presents.

2.4 Empirical Review

This section describes the relevant literature to the study in terms of important empirical research findings on adaptive agility, portfolio agility, operational agility, collaborative agility, leadership and organisational performance.

2.4.1 Adaptive Agility and Organisational Performance

The study done by Doeze Jager-van Vliet et al. (2019) identified adaptive agility attributes (resilience) and proactive agility attributes (courage) as important factors of agility. Adaptive agility refers to changing or modifying one's behavior to the changing organizational environment, whereas proactive agility refers to initiating activities that positively affect the organizational environment. Thus, employee agility seems to consist of two important aspects: adaptive behavior, which is an employee's ability to respond to on-going changes; and proactive behavior, which is an employee's ability to create new opportunities. Earlier scholars have coined concepts that may be regarded as similar to and partly overlapping with the concept of agility. Among these are the concepts of readiness for change, and proactive personality. An important distinction between agility and these concepts is that agility is regarded as a behavior, whereas the other concepts are usually seen as attitudes (feelings, thoughts), or personality, respectively. As another example, intrapreneurship (Pulakos et al., 2019) overlaps with agility, but it only focuses on the proactive aspect of agility. However, these studies dwelt on effect of agility on employees which differs with the current study on effect of adaptive agility on organisational performance of airlines thus creating a research Gap that this research sought to fill.

The following seven constructs are regarded as components belonging to agility: resilience, teamwork, coping with change, decisiveness, eagerness to learn, independence, and courage (Dubey et al., 2022). The next four components are regarded as aspects of adaptive agility. Resilience is viewed as an employees' ability to deal with setbacks. Teamwork is the ability of an employee to work together with colleagues, share information, and stimulate group processes (Phina et al., 2018). Coping with Change is seen as an open approach to dealing with and adapting to the implemented changes. The following three components are regarded as aspects of proactive agility. Decisiveness is characterized by an active approach of employees to find and exploit opportunities for change (Troisi et al., 2020). Eagerness to Learn is understood as an active approach of employees toward personal development and is believed to be an important aspect of their agility because changes implemented often require an employee to learn new skills and tasks. Independence concerns the ability of employees to perform tasks with minimal guidance and a preference for responsibility. Courage is a proactive approach of employees toward possibilities and changes instead of waiting for things to happen (Doeze Jager-van Vliet, 2017). Together these seven aspects of agility provide a broad definition of agility that combines being part of a greater workforce with proactive approaches and the ability to react to changes.

Among previous agility researchers, Doeze Jager-van Vliet (2017) has investigated how to improve employee agility. Braun et al. developed and validated an employee agility scale as part of an organizational change program. Among a large sample of US employees, these authors were able to demonstrate that focusing on agility helped employees to handle uncertainty. They describe that they created a supportive environment for workers to proactively look for opportunities to improve themselves. In this way, the workers were able to practice agility. No further descriptions of specific actions or program characteristics were given. The authors further reported that managing employee stress appeared to be important in the course of improving employee agility and that a critical aspect of improving employee agility is shifting employees' attention from being fearful of change to enthusiasm about new chances or growing skills. Saqlain et al. (2020) conducted a survey study among hospital employees in Iran and report positive effects of Human Resource Development (HRD) practices in which encouraging and training staff in the use of information systems made them more agile in the use of such systems. This publication unfortunately does not provide more specific information on what exact practices were undertaken.

Adaptive agility refers to an organization's ability to sense and respond to changes in the environment effectively. Organizations that can quickly adjust their strategies, structures, and processes to cope with new challenges tend to perform better. A study by Johnson et al. (2019) found that companies with higher adaptive agility scores exhibited stronger financial performance during times of uncertainty, such as economic downturns or crises. For airlines in Kenya, developing adaptive agility in the post-COVID-19 era could enable them to identify new opportunities and swiftly adjust their activities to meet the evolving needs of their communities.

The COVID-19 pandemic presented unprecedented challenges for organizations worldwide, necessitating swift responses and adaptations to survive. Studies have shown that organizations with higher levels of adaptive agility were better equipped to respond effectively during crises. For example, a study by Sitkin et al. (2018) found that organizations that encouraged experimentation and embraced a learning-oriented culture were more successful in adapting to unexpected situations. Airlines in Kenya can benefit from developing such adaptive capabilities to respond effectively to crises like the COVID-19 pandemic and ensure their continued performance.

Adaptive agility often goes hand-in-hand with innovation, as organizations need to continually develop new solutions and approaches. A study by Tushman and O'Reilly (2017) emphasized the importance of dynamic capabilities, including adaptive agility, in fostering innovation. Organizations that encouraged employees to think creatively and supported experimentation were more likely to innovate successfully. For airlines in Kenya, nurturing a culture of innovation and empowering members to propose and implement new ideas can enhance their ability to adapt to post-pandemic challenges and improve their performance. Organizations with a strong learning orientation tend to be more adaptive and resilient. A study by Lane et al. (2019) highlighted the positive relationship between learning orientation and adaptive agility. Organizations that actively sought feedback, analyzed their experiences, and learned from mistakes were better prepared to navigate uncertainties. Airlines in Kenya can enhance their adaptive agility by promoting continuous learning among their members and integrating feedback mechanisms into their activities.

Flexibility is a key characteristic of adaptive agility, enabling organizations to adjust their strategies and operations as needed. A study by Hitt et al. (2020) found that organizations that embraced flexibility in their decision-making processes were more successful in adapting to changing circumstances. Airlines in Kenya can cultivate flexibility by adopting a more decentralized decision-making structure, which allows for quicker responses and adjustments to unforeseen events. The ability of an organization's members to cope with stress and uncertainty is crucial for adaptive agility. A study by Den Hartog et al. (2021) demonstrated that emotional resilience played a vital role in enhancing an organization's ability to adapt during challenging times.

Market orientation refers to an organization's ability to gather and analyze market information to identify and respond to customer needs effectively. A study by Jaworski and Kohli (2018) highlighted the connection between adaptive agility and market orientation. Organizations that were more adaptable and responsive to market changes were better positioned to meet customer demands. For airlines in Kenya, developing adaptive agility can enable them to stay attuned to their target audience's evolving needs and preferences, thereby improving their organizational performance. Effective leadership plays a vital role in fostering adaptive agility within organizations. A study by Eisenbeiss et al. (2021) emphasized the importance of transformational leadership in promoting a culture of adaptability and continuous learning. Leaders who inspire and empower their teams to embrace change and take calculated risks can drive adaptive agility. For airlines in Kenya, cultivating transformational leadership qualities among their members and empowering leaders to make informed decisions during uncertain times can positively affect their organizational performance.

2.4.2 Portfolio Agility and Organisational Performance

Portfolio agility involves managing a diverse range of products or services to respond to changing market demands. In a study by Chen and Zhang (2020), they found that organizations that actively adjusted their product or service portfolios based on market feedback achieved higher growth rates and profitability. For airlines in Kenya, diversifying their initiatives and activities in response to the post-pandemic market demands can improve their overall organizational performance. Portfolio agility entails diversifying an organization's products or services to be more adaptable to market changes. A study by Kundu and Mor (2017) investigated the relationship between product diversification and firm performance, finding that organizations that actively adjusted their product portfolios based on market feedback achieved higher growth rates and profitability. For airlines in Kenya, diversifying their initiatives and activities can improve their ability to respond to post-pandemic market demands, enhancing overall organizational performance.

Segmenting customers based on their unique needs and preferences is a key aspect of portfolio agility. A study by Kumar et al. (2019) emphasized the importance of customer-centricity in portfolio management. By understanding different customer segments and tailoring their offerings to meet their specific requirements, airlines in Kenya can enhance customer satisfaction and gain a competitive advantage. Strategic alliances and partnerships can play a vital role in portfolio agility. A study by Russo and Cesarani (2017) explored the benefits of forming strategic alliances for portfolio diversification. Organizations that collaborated with other entities could access new markets, technologies, and resources. For airlines in Kenya, forming strategic partnerships with other organizations, NGOs, or government agencies can expand their capabilities and enable them to offer a more diverse range of services, ultimately contributing to improved organizational performance.

Portfolio agility involves managing risks associated with diversification efforts. A study by Settembre-Blundo et al. (2021) highlighted the importance of risk management in portfolio decision-making. Organizations that carefully assessed potential risks and uncertainties associated with product or service diversification were more successful in achieving sustainable growth. Airlines in Kenya should conduct thorough risk assessments when diversifying their initiatives to mitigate potential negative effects and ensure long-term performance. Effective resource allocation is critical for portfolio agility. A study by Lim and Audia(2020) examined the relationship between resource allocation and portfolio diversification, finding that efficient allocation of resources significantly effected organizational performance.

Customer feedback is invaluable for portfolio agility as it provides insights into customer preferences and needs. A study by Seo and Park (2018) demonstrated the importance of leveraging customer feedback to improve product or service offerings. Airlines in Kenya can benefit from actively seeking and analyzing customer feedback to tailor their initiatives and services to better match market demands, thus enhancing organizational performance. Resource flexibility is vital for portfolio agility, allowing organizations to reallocate resources based on changing market conditions. A study by Brasil and Eggers (2019) examined the relationship between resource flexibility and portfolio management, finding that organizations with greater resource flexibility were better equipped to adapt their portfolios. Airlines in Kenya should prioritize resource flexibility, ensuring that resources can be reallocated to support high-potential initiatives or address emerging market needs.

Effective decision-making processes are crucial for portfolio agility. A study by Kurniawana, and Hamsalb, (2019) highlighted the importance of dynamic decision-making in portfolio management. Organizations that embraced a decentralized decision-making structure were more agile in responding to market changes. Airlines in Kenya can improve their portfolio agility by empowering leaders at different levels to make informed decisions based on market insights and customer feedback.

Sustainability is a key consideration in portfolio agility. A study by Hartmann et al. (2019) examined the concept of sustainable portfolio management, emphasizing the importance of aligning portfolio decisions with the organization's long-term goals and values. Airlines in Kenya should integrate sustainability principles into their portfolio management strategies, ensuring that their initiatives and services align with their mission and contribute to their social and economic objectives.

2.4.3 Operational Agility and Organisational Performance

Operational agility is the ability of an organization to quickly and effectively respond to changes in the business environment. It is essential for organizations that want to survive and thrive in today's volatile and uncertain world (Tan, Pan & Zuo, 2019). It is the ability of a company to flex and adapt its operations, technology, and information to constantly evolving business requirements brought on by market dynamics, competitive pressures, and business turbulence (Aeknarajindawat, 2019). Operational agility is achieved through digital transformation of systems, processes, and workflows. Organizations with operations that flex and adapt to change are naturally able to maintain continuous business operations while safeguarding people, customers, and data. Operational agility is important for businesses to survive and thrive in a world that is characterized by volatility, uncertainty, complexity, and ambiguity (Rimita, 2019). It allows organizations to have an edge over their competitors, as they can prance on opportunities and deal with challenges quicker than their competition. Operational agility also helps organizations to turn turbulence in their operational environment to their advantage (Elali, 2021).

Lean management principles focus on eliminating waste and enhancing efficiency in organizational processes. A study by Abdelilah et al. (2023) examined the effect of lean practices on operational agility and found that organizations that embraced lean management principles exhibited higher levels of operational agility. For airlines in Kenya, adopting lean practices can help optimize their operations, reduce costs, and improve overall performance in the post-pandemic era. Digital transformation involves leveraging technology to improve business processes and adapt to a rapidly changing environment. A study by Troise et al. (2022) investigated the relationship between digital transformation and operational agility, highlighting that organizations that embraced digital technologies were more agile and responsive to market changes. For airlines in Kenya, embracing digital transformation can streamline their operations, enhance communication and collaboration, and improve their ability to adapt to post-COVID-19 challenges.

Supply chain flexibility is crucial for operational agility, especially during times of uncertainty. A study by Christopher and Holweg (2019) emphasized the importance of supply chain flexibility in enhancing an organization's ability to respond to disruptions. Airlines in Kenya should consider adopting supply chain practices that enhance flexibility, such as working with multiple suppliers and maintaining buffer stocks, to ensure smooth operations and timely delivery of goods and services. Empowering employees to take initiative and make decisions can significantly affect operational agility. A study by Maden (2018) demonstrated that organizations that encouraged employee empowerment exhibited higher levels of operational agility. Airlines in Kenya can promote operational agility by fostering a culture that values employee input, encourages innovation, and provides opportunities for professional development and growth. Continuous improvement is a key aspect of operational agility, as organizations need to constantly adapt and refine their processes. A study by Papadopoulos and Lepenioti (2021) explored the relationship between continuous improvement practices and operational agility, finding that organizations that embraced continuous improvement achieved better performance outcomes. Airlines in Kenya should prioritize continuous improvement initiatives, such as regular process reviews and performance evaluations, to enhance their operational agility and overall performance.

Organizational learning is essential for operational agility, as it involves capturing and applying knowledge gained from past experiences. A study by Easterby-Smith et al. (2018) emphasized the relationship between organizational learning and agility, showing that organizations that actively learned from their experiences were better equipped to adapt to new challenges. Airlines in Kenya can foster operational agility by promoting a learning culture, encouraging knowledge sharing, and conducting post-project evaluations to capture valuable insights and lessons. Agile project management is a methodology that emphasizes iterative and incremental approaches to project execution. A study by Kroll et al. (2019) explored the effect of agile project management on operational agility, revealing that organizations that embraced agile principles achieved faster project delivery and improved adaptability. Airlines in Kenya can apply agile project management practices to their initiatives, ensuring that projects remain flexible and responsive to changes in the post-COVID-19 environment.

Effective performance measurement is crucial for operational agility as it allows organizations to monitor and evaluate their processes and outcomes. A study by Kennerley et al. (2020) investigated the relationship between performance measurement and agility, highlighting that organizations with robust performance measurement systems were more agile in identifying areas for improvement. Airlines in Kenya should implement performance measurement systems that align with their strategic goals, enabling them to track progress, identify bottlenecks, and make data-driven decisions to enhance operational agility. Effective change management practices are essential for operational agility, as they facilitate smooth transitions during organizational changes. A study by Hayes et al. (2017) emphasized the role of change management in promoting agility and reducing resistance to change. Airlines in Kenya should prioritize change management strategies that involve clear communication, stakeholder engagement, and training to ensure a successful implementation of operational changes, leading to improved agility and overall performance.

2.4.4 Collaborative Agility and Organisational Performance

Collaborative agility involves forming strategic partnerships and alliances to leverage collective strengths and resources. Díaz-Perdomo et al. (2021) revealed that organizations that fostered collaborative relationships with other entities achieved better market positioning and increased competitiveness. For Airlines in Kenya, collaborating with other stakeholders, such as government agencies, NGOs, and local communities, can enhance their capacity to address complex societal challenges and improve their overall performance. Strategic partnerships involve formal agreements between organizations to achieve mutual goals and objectives. A study by Baah et al. (2022) examined the effect of strategic partnerships on collaborative agility, highlighting that organizations that formed successful partnerships were better equipped to respond to market changes. For airlines in Kenya, forging strategic partnerships with other stakeholders, such as government agencies, NGOs, and local communities, can enhance their collaborative agility and enable them to access additional resources and expertise.

Knowledge sharing is a critical component of collaborative agility, as it involves sharing information and expertise among partners to address common challenges. A study by Shen et al. (2022) explored the role of knowledge sharing in collaborative agility, revealing that organizations that actively shared knowledge was more agile in adapting to changing circumstances. Airlines in Kenya can foster collaborative agility by promoting a culture of knowledge sharing, encouraging open communication among partners, and facilitating learning and best practice exchanges. Trust is a fundamental element of successful collaboration. A study by Zafari et al.(2020) emphasized the importance of trust in building effective partnerships, showing that organizations with high levels of trust among their partners were more agile in responding to unexpected events. Airlines in Kenya should prioritize building trust among their collaborative partners through transparent communication, reliability, and fulfilling commitments, which can enhance their collaborative agility and overall performance.

Alignment of goals among collaborative partners is crucial for collaborative agility. A study by Manurung and Kurniawan (2021) examined the role of shared goals in enhancing collaborative agility, demonstrating that organizations with common objectives were more effective in adapting to changing market conditions. Airlines in Kenya should ensure that collaborative partnerships are built on shared goals and a shared understanding of the intended outcomes, promoting better cooperation and agility in addressing post-COVID-19 challenges. Effective communication is essential for collaborative agility, as it facilitates timely exchange of information and decision-making. A study by Pitafi et al. (2018) explored the relationship between communication and collaborative agility, showing that organizations with efficient communication channels were more agile in responding to complex situations. Airlines in Kenya can enhance their collaborative agility by establishing clear and open lines of communication with their partners, enabling efficient information flow and decision-making processes.

Collaborative agility is closely linked to organizational resilience, as strategic partnerships and alliances can provide access to additional resources and expertise. A study by Kim (2020) emphasized that organizations that collaborated effectively exhibited higher levels of resilience during times of uncertainty. For airlines in Kenya, forming strategic partnerships can strengthen their capacity to withstand disruptions and adapt swiftly to changing circumstances, ultimately improving their overall organizational performance. Collaborative agility allows airlines to tap into the collective intelligence of diverse stakeholders. A study by Kumar et al. (2021) explored the benefits of diverse perspectives in decision-making and problem-solving processes. Organizations that embraced collaborative agility could access a wider range of ideas and solutions, leading to more innovative and effective strategies. Airlines in Kenya can leverage their partnerships to gain insights from different stakeholders and develop comprehensive solutions to post-COVID-19 challenges. Collaborative agility can amplify the collective voice and effect of airlines. A study by Adem et al. (2018) examined the effect of collaborative advocacy efforts, showing that joint initiatives had more significant effect on policy and societal change. Airlines in Kenya can use collaborative partnerships to advocate for gender equality, rights, and social inclusion, leading to improved outcomes for their target beneficiaries and advancing their organizational mission.

2.4.5 Leadership, Agility and Performance

The relationship between leadership, agility, and performance is a positive one (AlNuaimi, Singh, Ren, Budhwar & Vorobyev, 2022). Agile leaders create the conditions that allow organizations to be agile, and agility leads to better performance. By adopting these leadership practices, leaders can help their organizations become more agile and successful. Agile leaders are able to adapt their leadership style to the needs of the situation (Akkaya & Üstgörül, 2020). They are also able to create a culture of innovation and empowerment, which are essential for agility. Agile organizations are able to quickly respond to new market conditions, customer demands, and technological innovations (Attar & Abdul-Kareem, 2020). Agile organizations are able to achieve better performance than their less agile counterparts because they are better able to adapt to change and meet the needs of their customers (Turan & Cinnioğlu, 2022).

A study by De Meuse (2019) found a strong positive relationship between Learning Agility and workplace performance, especially among leaders. Learning Agility can be a crucial skill for leaders, and it can add value in terms of improving leadership effectiveness or classifying high potentials in the workplace. Organizational agility can significantly increase organizational performance (Tripathi, Srivastava, & Sankaran, 2020). A higher level of agility translates into a competitive advantage. However, agility does not increase organizational performance just because it is a management megatrend. The determinants of organizational performance itself, such as learning speed, implementation speed, level of responsiveness, capability to cope with complexity, and problem-solving performance, need to be considered.

Successful leaders' attitudes and behaviors have a powerful effect on the organization's performance (Santoso & Yuzarion, 2021). A better understanding of the role of leadership styles in management within organizational agility is vital. Leadership, as well as organizational agility, may contribute to the organization's performance. A study by Yagmur and Myrvang (2023) found that organizational "resilience," a related adaptive capacity that correlates highly with agility, contributes significantly to business performance.

A research by Vrontis, Belas, Thrassou, Santoro and Christofi (2023) delineates the relationship between strategic agility and performance and proposes openness as a requisite means to fostering agility. Strategic agility is positively related to performance, and openness is a critical factor in fostering strategic agility. Attar and Abdul-Kareem (2020) study found that organizational agility has a positive impact on airline performance outcomes, such as profitability, customer satisfaction, and employee engagement. Leadership agility is the most important factor in promoting organizational agility. The Role of Leadership in Airline Agility by Belobaba et al. (2016) found that leadership plays a key role in promoting airline agility. The study identified four key leadership behaviors that are essential for agility: creating a culture of innovation, empowering employees, being proactive, and (being adaptable.

Agile Leadership in the Airline Industry" by Ushakov et al. (2021) provides a framework for agile leadership in the airline industry. The framework identifies four key dimensions of agile leadership: vision, communication, decision-making, and delegation.

2.5 Research Gaps

This study seeks to bridge this gap by examining the interplay between strategic agility, leadership, and organizational performance within Kenyan airlines. By leveraging Dynamic Capabilities Theory, Situational Leadership Theory, and Organizational Performance Theory, the research aims to provide insights into how leadership styles enhance agility and drive competitive advantage in the sector.

Across all objectives, there is a need for more empirical research specifically focusing on airlines in the post-COVID-19 era in Nairobi County, Kenya as presented in Table 2.1.

Table 2.1 Research Gaps

Author	Study	Findings	Research Gap
Doeze Jager-van Vliet et al. (2019)	Adaptive agility, proactive agility and employee performance	Resilience and courage attributes leads to employee performance	Missing-Portfolio agility, collaborative agility and Leadership
Saqlain et al. (2020)	HRD practices and firm performance	Adoption of IT integrated training improves performance	Missing – Adaptive, collaborative, portfolio, operational agility.
Kundu and Mor (2017)	Portfolio agility and employee performance	Portfolio agility positively affects performance.	Missing – Adaptive, collaborative and operational agility, leadership.
Kundu and Mor (2017)	Product diversification and firm performance	Product portfolios leads to higher growth rates and profitability	Missing – Agility initiatives for instance Adaptive, portfolio, collaborative, leadership
Abdelilah et al. (2023)	Supply chain agility, lean practices and operational performance	Lean practices positively affect operational performance	Missing - Adaptive agility, operational and portfolio agility, Leadership
Baah et al. (2022)	Organizations' supply chain agility and competitive capability	Supply chain leadership, flexibility, speed, and visibility improve supply chain agility and competitive capabilities	Missing – Adaptive agility, collaborative agility and operational agility

Source: Field Data (2023)

2.6 Conceptual Framework

Börner, Bueckle and Ginda (2019) conceptual frameworks is a description of the phenomenon under study representing graphically and diagrammatically the relationship between the dependent variable and independent variables. It forms the basis for testing hypothesis and coming up with generalizations in the findings of the study.

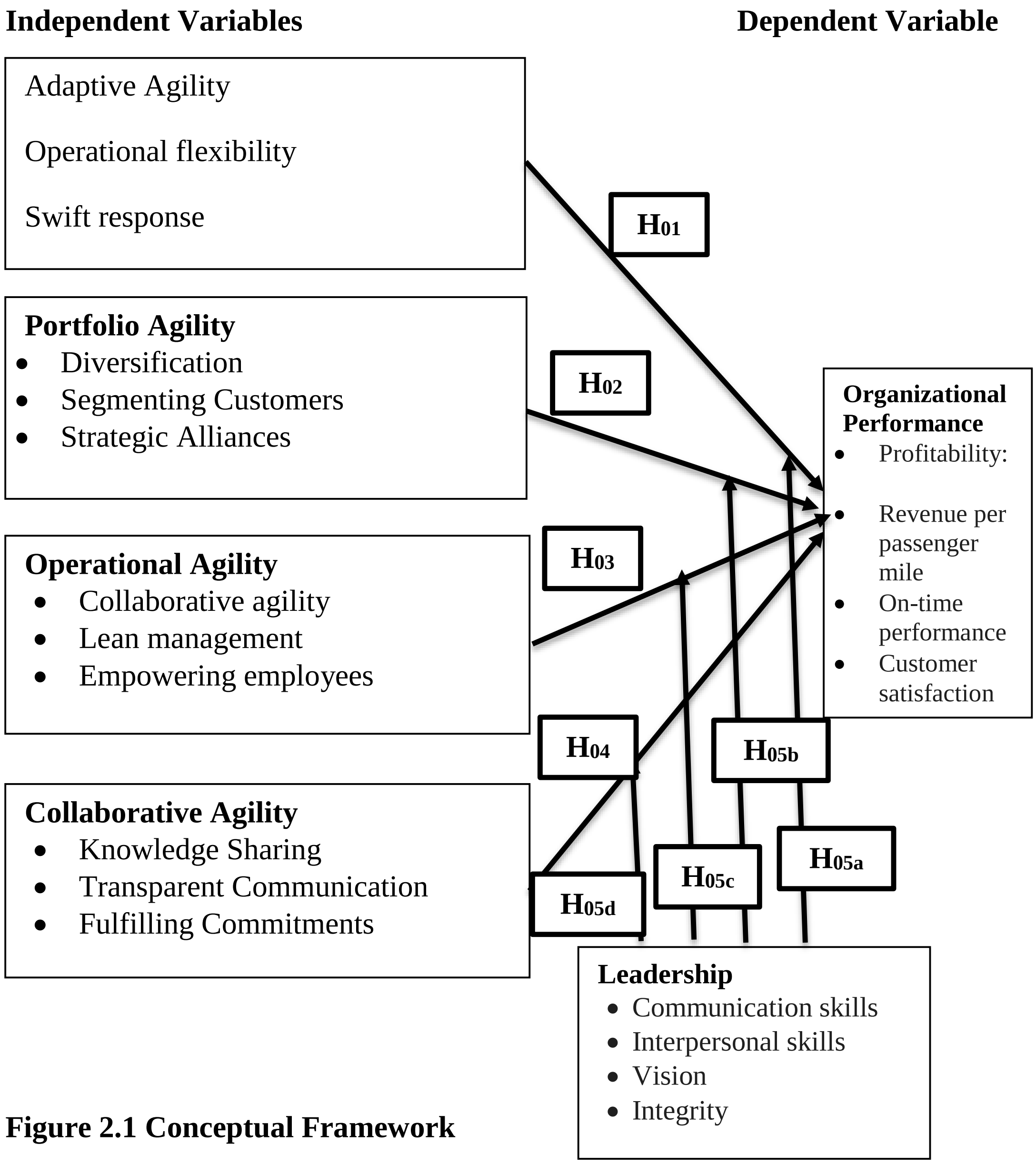


Figure 2.1 Conceptual Framework

Source: Field Data (2023)

CHAPTER THREE

RESEARCH METHODOLOGY

3.0 Introduction

This chapter described a research design, target population, sample size and sampling technique, data collection and data analysis and presentation.

3.1 Research Design

This study employed explanatory research design to investigate effect of moderating effect of leadership on the relationship between strategic agility and organisational performance of airlines in Kenya. Explanatory research focuses on 'why' questions. Explanatory research design is a type of research design that is used to explain the relationship between two or more variables (Asenahabi, 2019). The choice of using explanatory research design in this study is because it allowed the researcher to understand the causal relationship between strategic agility and organizational performance.

3.2 Study Area

This study was carried out among Airlines in Nairobi County. Nairobi County is the capital county of Kenya. It is located in the south-central part of the country, at an elevation of 1,795 meters (5,889 ft). The county has a population of over 4 million people, making it the most populous county in Kenya. Nairobi is a major center for commerce, finance, and transportation in East Africa. It is home to the headquarters of many airlines in Kenya. Airlines in Nairobi County was chosen because it is the center of the country's aviation industry, with Jomo Kenyatta International Airport being the largest airport in Kenya. This makes Nairobi County a good place to study the aviation industry. Nairobi is a major hub for air travel in East Africa. This means that there are many different airlines operating in the city, which gives the researcher a wider pool of airlines to choose from. Nairobi is also a relatively cosmopolitan city, which means that the researcher can expect to find a variety of viewpoints and experiences among the people they interview.

3.3 Target Population

The target population refers to the group of individuals that a study or intervention intends to research and draw conclusions from. It represents the entire population for which the study is conducted. This study was conducted among 39 airlines operate and serve flights to and from 64 destinations in Nairobi county. The study targeted 195 employees comprising of 39 chief executive officer (CEO), 39 chief financial officer (CFO), 39 chief operating officer (COO), 39 Human Resource Managers (HRM) and 39 chief marketing officer (CMO) as distributed in Table 3.1

Table 3.1 Target Population

Categories	Target Population
CEO	39
CFO	39
COO	39
HRM	39
CMO	39
Total	**195**

3.4 Sample Size and Sampling Technique

This section described the sample size and sampling technique as follows;

3.4.1 Sample Size

Sample size is the number of observations or replicates used in a statistical sample. It is an important feature of any empirical study in which the goal is to make inferences about a population from a sample. From the target population of 195, Yamane (1973) sample size formula was used to calculate the sample size for the study;

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

Where n is the sample size required

N is the population size 0=195

e is the level of precision =0.05

n =195/ (1+195*0.05^2)

n=131

The study sample size were 131 respondents from the 195 target population as distributed in Table 3.2.

Table 3.2 Sample Size

Category	Target Population	Sample size
CEO	39	26
CFO	39	26
COO	39	26
HRM	39	26
CMO	39	26
Total	**195**	**131**

3.4.2 Sampling Technique

Sampling is the process of selecting a subset of a population in order to make inferences about the population as a whole (Stratton, 2021). The study employed simple random sampling technique to collect data from respondents using questionnaires. In order to get 131 out of 195 participants, numbers were assigned to the groups on the list. Excel was used to generate random numbers based on the numbers presented. According to Bhardwaj, (2019) simple random sampling is appropriate when all the sample population have equal chance of being chosen to participate in the study. This technique was appropriate for this study in order to avoid biasness in selecting respondents and easy to conduct.

3.5 Data Collection Instruments

Primary data were collected using structured questionnaires from airlines employees. Questionnaires was preferred in this study because they can be administered to a large number of people quickly and easily. This makes them a cost-effective way to collect data from a wide range of respondents. Structured questionnaires are standardized, which means that all respondents are asked the same questions in the same way. This helps to ensure that the data is collected in a consistent and comparable manner. Structured questionnaires are relatively objective, which means that the researcher's personal biases are less likely to effect the results. This is because the questions are pre-determined and the respondent's answers are not open to interpretation. Structured questionnaires can be used to collect quantitative data, which is data that can be expressed in numbers. This type of data is often easier to analyze and interpret than qualitative data. The structured questions was used as they save money and time and facilitate an easier analysis as they are in immediate usable form. The questionnaire was divided into two sections that included demographic information in section A and the rest covering the four independent variables and the dependent variable questions. The study adopted Likert scale questions. Likert scale is a question which contains 5 response options. The choices range from strongly agree to strongly disagree so the researcher can get a holistic view of people's opinions and their level of agreement. Likert scale for which 5-Strongly Agree, 4-Agree, 3-Undecided, 2-Disagree and 1-Strongly Disagree.

3.6 Data Collection Procedures

The researcher first obtained an introduction letter from Moi University Graduate School. This allowed the researcher to apply for a research permit from the National Council of Science and Technology Council (NACOSTI) before going to the field.

After NACOSTI permits, the researcher sought permission from the county government of Nairobi County to conduct the study. The researcher also wrote a letter of transmittal of data collection instruments to individual respondents. The questionnaires were hand delivered to the respondents by the researcher. Follow-ups were then made daily to monitor the respondents' questionnaire completion. The data collection exercise is expected to take approximately one month.

3.7 Pilot Study

A pilot study is a small-scale preliminary study conducted to evaluate the feasibility, duration, cost, adverse events, and improve upon the study design prior to performance of a full-scale research project. A pilot study was used to ascertain the validity and reliability of research instruments. This is useful in identifying the various weaknesses that are likely to occur, inadequacies of the research, as well as the various problems that are most probably going to appear during the research process. The pilot study was conducted with a randomly selected number of airlines operating in Eldoret International airport. The pilot group comprised of 13 respondents representing 10% of the sample size. Eldoret International airport was used for pilot study since it has similar characteristics in terms of airlines and organizational performance and Nairobi County.

3.7.1 Validity Test

Test validity refers to the extent to which a test accurately measures what it is supposed to measure. The study ascertained the content, face and construct validity. The content validity of the instruments were determined by giving the questionnaire to the respondents during the piloting time. The researcher then went through the filled-in questionnaires to check the responses to each item. Where irrelevant responses are given, the researcher modified the question and use simple and unambiguous language.

The modification of tools in terms of language used in the tool enabled the respondents to give appropriate responses during the main study.

For the face validity which sought to check whether the test appears (at face value) to measure what it claims to, the researcher used the supervisors, colleagues in the class and other lecturers who are expert in strategic. In order to ensure that all the items used in the questionnaires are consistent and valid, the instruments were subjected to scrutiny and review by the supervisors. The items were rephrased and modified as per the advice of the supervisors to avoid ambiguity before being used for data collection.

3.7.2 Reliability Test

Reliability testing refers to the process of assessing the consistency and stability of a test or measurement in measuring what it is intended to measure. In this study reliability of the research instrument were measured by measuring the internal consistency of the responses. The Cronbach's Alpha technique was used to measure the internal consistency technique, where alpha values range from 0 to 1, with the reliability increasing as the alpha value increases. The commonly used coefficient of reliability is 0.6 to 0.7, with greater than or equal to 0.8 indicating a good reliability (Kothari, 2004). In this study, a Cronbach's Alpha of 0.7 and above was accepted. The reliability results are as presented in Table 3.3.

Table 3.3 Reliability Test

Variables	Cronbach's Alpha	N of Items
Adaptive agility	.727	6
Portfolio agility	.770	5
Operational agility	.741	6
Collaborative agility	.702	7
Organizational performance	753	5
Leadership	.801	5

As shown in Table 3.3 the Cronbach's Alpha coefficients for adaptive agility was 0.727. Cronbach's Alpha coefficients for portfolio agility was 0.770. Cronbach's Alpha coefficients for operational agility was 0.741. Cronbach's Alpha coefficients for collaborative agility was 0.702. Cronbach's Alpha coefficients for organizational performance was 0.753. Cronbach's Alpha coefficients for leadership was 0.801. This implied that Cronbach's Alpha coefficients for all the variables were above 0.7 hence the instruments were reliable. This is according to Taber (2018) who affirmed that any Cronbach's Alpha coefficient above 0.7 is reliable.

3.8 Data Processing, Analysis and Presentation

The collected data were cleaned, coded, managed, and analyzed with the aid of Statistical Package for the Social Sciences (SPSS) software version 23. Data analysis were done using descriptive and inferential statistics. Descriptively, data were analyzed using frequency, percentages, means, and standard deviations. Inferentially, data were analyzed using correlation and hierarchical multiple regression.

Hierarchical multiple regression analysis is a statistical method used to determine the relationship between multiple independent variables and a dependent variable. In this study it is the examination the moderating effect of leadership on the relationship between agility and organizational performance.

To perform hierarchical multiple regression analysis, the following these steps were followed:

Determining the dependent variable: In this case, the dependent variable is organizational performance.

Determining the independent variables: The independent variables are adaptive agility, portfolio agility, operational agility, and collaborative agility.

Determining the moderator variable: The moderator variable is leadership.

In the first block, involves entering the independent variables (adaptive agility, portfolio agility, operational agility, and collaborative agility) without the moderator variable.

In the second block, involves entering the moderator variable (leadership) along with the independent variables.

The results showed the relationship between the independent variables and the dependent variable, as well as the moderating effect of leadership on this relationship.

The regression model was used to test the hypotheses is shown below:

Model specification

OLS Equation

$\boldsymbol{Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \varepsilon}$ **……………………………Eq 3.1**

HMRA Equation

$\boldsymbol{Y= \beta_0 + \beta_1X_1+ \beta_2X_2+ \beta_3X_3+ \beta_4X_4 + \beta_5Z+\varepsilon}$………………………………… **Eq 3.2**

$\boldsymbol{Y= \beta_0 + \beta_1X_1+ \beta_2X_2+ \beta_3X_3+ \beta_4X_4 + \beta_5Z+ \beta_6Z *X_1+\varepsilon}$……………..……… **Eq 3.3**

$\boldsymbol{Y= \beta_0 + \beta_1X_1+ \beta_2X_2+ \beta_3X_3+ \beta_4X_4 + \beta_5Z+ \beta_6Z *X_1+ \beta_7Z *X_2+\varepsilon}$……….…… **Eq 3.4**

$\boldsymbol{Y= \beta_0 + \beta_1X_1+ \beta_2X_2+ \beta_3X_3+ \beta_4X_4+ \beta_5Z+ \beta_6Z *X_1+ \beta_7Z *X_2+ \beta_8Z *X_3+\varepsilon}$.… **Eq 3.5**

$\boldsymbol{Y= \beta_0 + \beta_1X_1+ \beta_2X_2+ \beta_3X_3+ \beta_4X_4+ \beta_5Z+ \beta_6Z *X_1+ \beta_7Z *X_2+ \beta_8Z *X_3+ \beta_9Z *X_4+\varepsilon}$

Where:

$\boldsymbol{y}$ represent organisational performance of airlines

α represent constant.

β_1, β_2, β_3, β_4 represent the slope which represents the degree in which organisational performance of airlines changes as the independent variable change by one-unit variables.

$\mathbf{x_1}$ - adaptive agility

$\mathbf{x_2}$ - portfolio agility

$\mathbf{x_3}$ - operational agility

$\mathbf{x_4}$ - collaborative agility

ε - error term

M= Moderator (leadership)

Analyzed data were presented in form of frequency tables.

3.8.1 Assumptions of the Multiple Linear Regression Model

The following are the assumptions that the data have to meet in order to conduct a linear regression analysis.

Normality: It is assumed that the residuals of variables are normally distributed. That is, the errors in the prediction of value Y (the dependent variable) are distributed in a way that approached the normal curve. The normality of distribution was checked using the Shapiro-Wilk test.

Linearity: Linear regression requires the relationship between the independent and dependent variables to be linear. It is also important to check for outliers since linear regression is sensitive to outlier effects. The linearity assumption was tested with correlation.

Multicollinearity: There should have been no perfect linear relationship between two or more of the predictors. So, the predictor variables should not have correlated too highly. This was tested using the variance inflation factor (VIF) and tolerance. The variance inflation factor (VIF) measured the effect of multicollinearity among the variables in a regression model. Green (2000) concluded that even though there is no formal criterion for determining the bottom line of the tolerance value or VIF, tolerance values that are less than 0.1 and VIF greater than 10 roughly indicated significant multicollinearity.

The assumption of homoscedasticity refers to equal variance of errors across all levels of the independent variables (Osborne & Waters, 2002). This assumption states that the variance of error terms is similar across the values of the independent variables. The homoscedasticity assumption was tested using the Levenes test of equality of error variances (Osborne & Waters, 2002).

3.9 Variable Measurements

Research instruments to be used in this study are developed using measures from previous studies. Respondents were asked the extent to which they agree/disagree with a series of statements about their perceptions concerning the study variables on a 5-point Likert scale of (5) strongly agree to (1) strongly disagree each variable with five items.

Table 3.4 Variable Measurements and Descriptions

Type	Variable	Measurement	Measurement scale	Source
Independent variable	Adaptive Agility	• Operational flexibility • Swift response • Predicting and seizing opportunities	5-point Linkert scale	Chester & Allenby (2019).
Independent variable	Portfolio Agility	• Diversification • Segmenting Customers • Strategic Alliances	5-point Linkert scale	Bechtel, Kaufmann & Kock (2023).
Independent variable	Operational Agility	• Collaborative agility • Lean management • Empowering employees	5-point Linkert scale	Tan, Pan & Zuo (2019).
Independent variable	Collaborative Agility	• Knowledge Sharing • Transparent Communication • Fulfilling Commitments	5-point Linkert scale	Chambers et al. (2022)
Dependent variable	Organizational Performance	• Market share • Product innovation • Community effect	5-point Linkert scale	Anwar & Abdullah (2021).

Table 3.5 Hypothesis Testing

Hypothesis	Testing
H_{01}: Adaptive agility has no significant effect on organisational performance of airlines in Kenya.	Multiple regression models
H_{02}: Portfolio agility has no significant effect on organisational performance of airlines in Kenya.	Multiple regression models
H_{03}: Operational agility has no significant effect on organisational performance of airlines in Kenya.	Multiple regression models
H_{04}: Collaborative agility has no significant effect on organisational performance of airlines in Kenya.	Multiple regression models
H_{02}: Portfolio agility has no significant effect on organisational performance of airlines in Kenya.	Multiple regression models

3.10 Ethical Considerations

Research ethics are the ethics arrangement that oversees how logical and another research is performed (Battiste, 2016). Research ethics oversee the guidelines of conduct for scientific researchers. The researcher ensured that a permission to carry out research has been acquired from Moi University and NACOSTI. Questionnaires were completed in an environment that permitted the privacy of the data and the respondents confidentiality. Participants were free to choose whether or not to participate in the study, and they were not coerced or pressured into doing so. Participants were given all the information they need to make an informed decision about whether or not to participate, including the purpose of the study, the risks and benefits of participation, and their right to withdraw from the study at any time. Participants' identities were protected, and their personal information were not shared without their consent. The researcher assessed the potential for harm to participants, and take steps to minimize any risks. The researcher communicated the results of the study to participants in a way that is understandable and respectful.

CHAPTER FOUR

DATA ANALYSIS, FINDINGS AND DISCUSSIONS

4.1 Introduction

This chapter presents data analysis, presentation, discussion and the interpretation of research findings on strategic agility, leadership and organizational performance of airlines in Kenya.

4.2 Response Rate

The study evaluated the response rate of the employees and the and the results were presented in Table 4.1.

Table 4.1 Response Rate

Responses	Frequency	Percentages
Responded	113	86.25
Not responded	18	13.75
Total	131	100

Source: Field Data (2023)

The response rate for the study, as indicated in Table 4.1, was 86.25%. Out of the 131 administered questionnaires, 113 respondents provided their responses, while 18 did not respond having 13.75%. 86.25% of the respondents considered adequate and suitable to carry on with the data analysis as recommended by Fincham (2016) who asserted that a response rate which is 75% and above is adequate for the generalization of the outcomes to the target population. This response rate suggests that a significant majority of the participants actively engaged in the research by providing their responses to the questionnaire and the interview schedule. This high response rate may enhance the validity and reliability of the study findings.

4.3 Demographic Information of the Respondents

This section presents results on the gender, age and number of years of operations in the organization as presented in Table 4.2.

Table 4.2 Demographic Information of the Respondents

Demographic Information	Frequency	Percentage
Age		
18-24 Years	27	23.9
25-35 Years	41	36.3
36-45 Years	26	23.0
Above 46 Years	29	16.8
Number of years		
Less than 5 Year	42	37.2
6-10 Years	35	31.0
11-15 Years	18	16.9
16-20 Years	11	9.7
20 and above Years	7	6.2
Education level		
Primary	42	35.4
Secondary	30	26.5
Certificate	15	13.3
Diploma	12	10.6
Bachelor	9	8.0
Others	7	6.2
Total	**113**	**100**

Source: Field Data (2023)

Study findings presented in Table 4.2 illustrates that out of the total 113(100%) participants who responded, 41(36.3%) of the respondents were between the age of 25 to 35 years old, followed by 27(23.9%) who were between 18-24 age range. However, 26(23.0%) of the respondents were in the 36-45 age range and finally 19(16.8%) were over 46 age range. This implies that the majority of the respondents were between the age bracket of 25 to 35 years.

Similarly, in terms of the level of education 40(35.4%) indicated that they had a primary level of education, 30(26.5%) indicated that they had secondary level of education, 15(13.3%) had certificate, 12 (10.6%) has a diploma level of education, 9(8%) had a bachelor and finally 7(6.2%) had other level of education. This showed that majority of the respondents with 35.4% of the participants having a primary level of education.

However, according to the number of years the respondent has been in the organization, majority 42 (37.2%) of the subjects indicated that they had worked in the company for a period of less than 5 years, 35 (31.0%) indicated that they had worked for 6 to 10 years, 18 (15.9%) had worked for 11 to 15 years, 11 (9.7%) indicate that they had worked in the company for 16 to 20 years and finally 7 (6.2%) indicated that they had worked over 20 years. This shows that majority of the respondent employees were less than 1 year of experience hence were well conversant with the topic.

4.4 Descriptive Statistics Results

This section contains descriptive statistics about the study namely; adaptive agility portfolio agility, operational agility, collaborative agility, leadership and organisational performance. To achieve this, a five-point Likert scale was used where; 1=Strongly Disagree, 2=Disagree, 3=Undecided.4=Agree, 5=Strongly Agree.

4.4.1 Descriptive Results for Adaptive Agility

The study sought to evaluate the effect of adaptive agility on organizational performance of airlines in Kenya The study findings are as shown in Table 4.3.

Table 4.3 Descriptive Results for Adaptive Agility

Statement	Mean	Sd	Skewness	Kurtosis
1. Our organization is able to quickly adapt to change.	3.56	1.38	-.690	-.887
2. Our organization is able to learn from its mistakes and improve.	3.59	1.35	-.673	-.912
3. Our organization is able to anticipate and respond to new opportunities.	3.66	1.34	-.833	-.610
4. Our organization is able to create a culture of innovation.	3.74	1.27	-.801	-.109
5. Our organization is able to build and maintain strong relationships with its stakeholders.	3.57	1.34	-.652	-.914
6. Our organization is able to effectively manage risk.	3.61	1.40	-.731	-.852
Total number of respondents (n=113)				

Source: Field Data (2023)

According to Table 4.3 findings revealed that majority of respondents agreed that their organization is able to quickly adapt to change (Mean=3.56 standard deviation=1.38). The study done by Duchek, (2020) reveals that more knowledge is particularly needed about organizational capabilities that constitute resilience, as well as conditions for their development. Furthermore, majority of the respondents agreed that organization is able to learn from its mistakes and improve (Mean=3.59, standard deviation=1.35). According to the study done by Dixon, (2017) clearer relationship between organizational learning and more participative forms of organizational governance is drawn, along with responsibilities that employees need to take on to enable, and partake in, collective learning.

Furthermore, the study's findings revealed that participants agreed that their organization is able to anticipate and respond to new opportunities (Mean=3.66, standard deviation=1.35). According to Williams, Gruber, Sutcliffe, Shepherd and Zhao, (2017) reveals that both crisis and resilience, including capabilities for durability, organizing and adjusting, responding to major disturbances, and a feedback loop from these experiences. Additionally, the study results revealed majority of the respondents agreed that their organization is able to create a culture of innovation (Mean=3.74, standard deviation=1.27). According to the study done by Asbari, Purwanto, Ong, Mustikasiwi, Maesaroh, Mustofa and Andriyani, (2020) concluded that hard skills and soft skills have a positive and significant effect on the ability of lecturers' innovation, both directly and indirectly through organizational culture mediation.

The study further revealed that majority of the respondents agreed that their organization is able to build and maintain strong relationships with its stakeholders (Mean=3.57, standard deviation=1.34). According to the study done by Pratama, Suwarni and Handayani, (2022) that job satisfaction and organizational commitment partially have a negative and significant effect on turnover intention. Similarly, majority of the respondents agreed that their organization are able to effectively manage risk (Mean=3.61, standard deviation=1.40). However, the study done by Pearson and Mitroff, (2019) cultural system of the organization at large reflects the emotional/belief system of senior executive’s mindsets. The study results further, revealed that all values of skewness were between -1 and +1 and Kurtosis values were between -2 and +2, indicating that skewness or kurtosis for the distribution is not outside the range of normality, so the distribution were considered normal distributed.

4.4.2 Descriptive Results for Portfolio Agility

The study sought to evaluate the effect of adaptive agility on organizational performance of airlines in Kenya. Table 4.4 showed the study findings for portfolio agility.

Table 4.4 Descriptive Results for Portfolio Agility

Statement	Mean	Sd	Skewness	Kurtosis
1. Our organization is able to quickly adapt to changing market conditions	3.64	1.39	-.768	-.760
2. Our organization has a clear understanding of our strategic goals.	3.84	1.27	-.734	-.807
3. Our organization has a well-defined portfolio management process.	3.72	1.37	-.887	-.564
4. Our organization has the ability to quickly assess and prioritize new opportunities	3.65	1.31	-.748	-.671
5. Our organization has the ability to quickly reallocate resources to meet changing priorities	3.65	1.34	-.811	-.630
Total number of respondents (n=113)				

Source: Field Data (2023)

According to Table 4.4 majority of the respondents agreed that their organization are able to quickly adapt to changing market conditions (Mean=3.63, standard deviation=1.39). These findings agree with Witmer and Mellinger, (2016) suggest that incorporating these qualities into an organizational system equips it to systematically adapt to funding changes and other disruptive challenges. Further, results also showed that majority of the respondents agreed that their organization has a clear understanding of their strategic goals (Mean=3.84, standard deviation=1.27). These findings agree with Gagné, (2018) reveals goal phases are proposed to be affected by the attraction, selection, socialization and management of organizational members.

Further, the study results also showed that majority of the respondents agreed that their organization has a well-defined portfolio management process (Mean=3.72, standard deviation=1.37). These findings agree with Gökalp, Şener and Eren, (2017) that none of them satisfies all expected criteria. Industry has a holistic approach consisting of the assessment of process transformation, application management, data governance, asset management, and organizational alignment area. Further, the study results also showed that majority of the respondents agreed that their organization has the ability to quickly assess and prioritize new opportunities (Mean=3.65, standard deviation=1.31). According to the study done by Agarwal, Hameed, Malhotra, Mathiyazhagan, Alathur and Appolloni, (2023) reveals that understanding the agility indicators, practitioners can ensure resilience in the work systems and minimize the impact of the disruptions caused by the industrial revolution.

Finally, the study findings revealed that majority of the respondents agreed that their organization has the ability to quickly reallocate resources to meet changing priorities (Mean=3.64, standard deviation=1.34). These findings agree with Shepherd, Turner, Small and Wheeler, (2020) digital technologies and their interconnectedness through the internet of things offer potential for solutions to produce more food more sustainably and link consumers and farmers. The study results further, revealed that all values of skewness were between -1 and +1 and Kurtosis values were between -2 and +2, indicating that skewness or kurtosis for the distribution is not outside the range of normality, so the distribution were considered normal distributed.

4.4.3 Descriptive Results for Operational Agility

The study sought to determine the effect of operational agility on organizational performance of airlines in Kenya. The study findings are presented in Table 4.5.

Table 4.5 Descriptive Results for Operational Agility

Statement	Mean	Sd	Skewness	Kurtosis
1. Our organization has a culture of continuous improvement.	3.77	1.25	-0.656	-0.521
2. Our organization is able to quickly respond to customer feedback.	3.71	1.31	-0.930	-0.322
3. Our organization has a flexible and adaptable workforce.	3.59	1.37	-0.703	-0.852
4. Our organization has a well-defined process for managing change	3.75	1.30	-0.919	-0.377
5. Our organization has a robust IT infrastructure that supports agility.	3.71	1.34	-0.874	-0.516
6. Our organization is able to collaborate effectively with external partners.	3.80	1.23	-0.963	-0.396
Total number of respondents (n=113)				

Source: Field Data (2023)

Table 4.5 showed that majority of the respondents agreed that their organization has a culture of continuous improvement (Mean, =3.78, Std. dev=1.25). According to the study done by van Breda-Verduijn and Heijboer, (2016) reveals that each organization has its own unique learning culture. A learning culture is considered effective when it is supporting the organizational objectives. And a learning culture is effective when it forms an effective breeding ground for the learning needed within the organization.

Further, the study findings indicated that majority of the respondents agreed that their organization are able to quickly respond to customer feedback (Mean=3.71, standard deviation=1.31). The study done by Gorane and Kant, (2017) suggests that a successful SCPs implementation not only improves the OP, but also enhances customer satisfaction and financial performance. In addition, higher financial performance is also attributable to better customer value resulting from the achievement of better customer satisfaction.

The study results showed that majority of the respondents agreed that their organization has a flexible and adaptable workforce (Mean=3.59, standard deviation=1.37). These findings are consistent with the study done by Do, Yeh and Madsen, (2016) that HR flexibility positively influences adaptability culture and contributes to organizational innovation. Furthermore, it was found that adaptability culture has a direct impact on process innovation and an indirect impact on product innovation through process innovation. The study findings revealed that the majority of the respondent agreed that their organization has a well-defined process for managing change (Mean=3.75, standard deviation=1.30). The study done by Gahrn-Andersen (2021) shows that DCog research presupposes a task-specification requirement, which entails that cognitive tasks are well-defined. Consequently, DCog research neglects cases of organizational becoming where tasks cannot be clearly demarcated for they are well-known to the organization.

Furthermore, majority of the respondents agreed that their organization has a robust IT infrastructure that supports agility is, (Mean=3.71, standard deviation =1.34). According to Ravichandran, (2018) results indicate that organizational agility has a strong positive impact of firm performance. Lastly, majority of the respondents agreed that their organization are able to collaborate effectively with external partners is (Mean=3.80, standard deviation=1.23). The findings by Avans, (2017) reveals that high rated indicators prognosticate success, low ones might hamper or impede successful co-innovation cooperation. Using the scan, I constructed a serious “alliance game” in order to develop competencies of (future) alliance managers. The study results further, revealed that all values of skewness were between -1 and +1 and Kurtosis values were between -2 and +2, indicating that skewness or kurtosis for the distribution is not outside the range of normality, so the distribution were considered normal distributed.

4.4.4 Descriptive Results for Collaborative Agility

The study sought to determine the investigate the effect of collaborative agility on organizational performance of airlines in Kenya. The study findings are as shown in Table 4.6.

Table 4.6 Descriptive Results for Collaborative Agility

Statement	Mean	Sd	Skewness	Kurtosis
1. The team members effectively collaborate with each other.	3.76	1.27	-.973	-.141
2. The team adapts quickly to changing circumstances	3.90	1.24	-0.188	.349
3. The team demonstrates resilience in the face of challenges	3.77	1.27	-0.543	.624
4. The team actively seeks out innovative solutions	3.78	1.31	-0.438	-.112
5. The team embraces feedback and continuously improves	3.73	1.27	-.934	-.278
6. The team effectively manages conflicts and resolves them collaboratively.	3.85	1.28	-0.328	.139
7. The team encourages open communication and knowledge sharing.	3.64	1.38	-.786	-.726
Total number of respondents (n=113)				

Source: Field Data (2023)

Table 4.6 showed that majority of the respondents agreed that the team members effectively collaborate with each other (Mean=3.76, Standard deviation =1.26). The findings done by Adler and Heckscher (2018) who noted that effective collaboration requires individuals being dedicated to a shared purpose and a company culture that unites people around a common vision. When team members see they are linked to one another by the same cause, it has the potential to drive stronger and more productive teamwork. Further, majority of the respondents agreed that the team adapts quickly to changing circumstances (Mean=3.90, standard deviation=1.24). The study done by Miceli et al (2021) revealed that building a team that can quickly adapt to changing circumstances requires a combination of hiring for adaptability, fostering a culture of trust and collaboration, providing ongoing training and development, involving the team in the change process, and modeling adaptability as a leader.

Additionally, the study results revealed that majority of the respondents agreed that the team demonstrates resilience in the face of challenges (Mean=3.77, standard deviation=1.27). These findings concur with the study done by Stoverink, Kirkman, Mistry and Rosen, (2020) raw from conservation of resources theory to develop a comprehensive theoretical model of work team resilience that clarifies the meaning of the work team resilience construct and illustrates both how it emerges in an interdependent fashion via critical team-level resources and how it unfolds over time through team processes. The study findings also indicated that majority of the respondents agreed that the team actively seeks out innovative solutions (Mean=3.78, standard deviation=1.31). These findings concurred with the study done by Rampa and Agogué, (2021) who indicated that to actively seek out innovative solutions, companies can build innovation teams that are dedicated to discovering new ideas or ways of doing things that will improve the company's output.

Majority of the respondents agreed that the team embraces feedback and continuously improves (Mean=3.73, standard deviation=1.27). These findings are consistent with the study done by Grass, Backmann and Hoegl, (2020) demonstrate that empowerment is not a static state, but rather emerges through the interactions between various actors. Additionally, the study findings revealed that majority of the respondents agreed that the team effectively manages conflicts and resolves them collaboratively (Mean=3.85, standard deviation=1.28). The study done by Brett, Behfar and Kern, (2020) Multicultural teams often generate frustrating management dilemmas. Cultural differences can create substantial obstacles to effective teamwork but these may be subtle and difficult to recognize until significant damage has already been done.

Finally, the study findings showed that majority of the respondents agreed that the team encourages open communication and knowledge sharing (Mean=3.64, Standard deviation=1.38). According to the study done by Hajro, Gibson and Pudelko, (2017) findings developed specific propositions about optimizing MCT knowledge-exchange processes to guide future research and practice. The study results further, revealed that all values of skewness were between -1 and +1 and Kurtosis values were between -2 and +2, indicating that skewness or kurtosis for the distribution is not outside the range of normality, so the distribution were considered normal distributed.

4.4.5 Descriptive Results for Organizational Performance of Airlines

The study sought to evaluate organizational performance of airlines in Kenya. The study findings are as shown in Table 4.7.

Table 4.7 Descriptive Results for Organizational Performance

Statement	Mean	Sd	Skewness	Kurtosis
1. The airlines has been able to increase their profitability	3.68	1.28	-.821	-.450
2. The airlines has been able to increase its market share	3.59	1.34	-.825	-.606
3. The airlines has been able to increase the number of passengers	3.67	1.33	-.898	-.454
4. The airlines has been able to increase the operation routes	3.77	1.25	-0.520	-.376
5. The airlines is has been able to increase in volume	3.87	1.24	-0.355	.208
Total number of respondents (n=113)				

Source: Field Data (2023)

The study results in Table 4.7 showed that, majority of the respondents agreed that the airlines have been able to increase their profitability (Mean=3.68, standard deviation=1.28). The study findings agreed with O'Connell, Avellana, Warnock-Smith and Efthymiou, (2020) geographical positioning has allowed it to engineer strong connectivity by coupling North and South America through its hub, which is reachable with narrow bodies to nearly all points in the Americas.

From the findings of the study, it was evident that majority of the respondents agreed that the airlines has been able to increase its market share (Mean=3.59, standard deviation=1.34). The study findings agreed with Amankwah-Amoah, Khan and Osabutey, (2021) reveal that the various SR initiatives taken by the airlines were largely reactive rather than proactive. The case firms were unable to develop strategies, learning capabilities, and related actions aimed at anticipating future environmental changes and reorganizing to respond to the emerging dynamic environments characterized by industry 4.0 technologies. The study further revealed that majority of the respondents agreed that the airlines has been able to increase the number of passengers (Mean=3.67, standard deviation=1.33). However, these findings agree with Forsyth, Guiomard and Niemeier, (2020) who indicated that the airline industry has been able to increase the number of passengers, and the trend is expected to continue in the future.

Further, the study results also showed that majority of the respondents agreed that the airlines have been able to increase the operation routes (Mean=3.77, standard deviation=1.23). The the airlines is has been able to increase in volume (Mean=3.87, standard deviation=1.24). The study findings concurred with Suau-Sanchez, Voltes-Dorta and Cugueró-Escofet, (2020) revealed some serious long-term consequences for the air transport supply. The study results further, revealed that all values of skewness were between -1 and +1 and Kurtosis values were between -2 and +2, indicating that skewness or kurtosis for the distribution is not outside the range of normality, so the distribution were considered normal distributed.

4.4.6 Descriptive Results for Leadership Skills

The study sought to evaluate leadership skills of airlines in Kenya. The study findings are as shown in Table 4.8.

Table 4.8 Descriptive Results for Leadership Skills

Statement	Mean	Sd	Skewness	Kurtosis
1. Communication skills influences the performance of the airline	3.63	1.29	-.823	-.523
2. Most employees possess good interpersonal skills	3.76	1.28	-.985	-.152
3. The airlines has been able to increase the number of passengers	3.61	1.33	-.817	-.575
4. Most employees are visionary	3.53	1.37	-.671	-.887
5. Most Employee uphold utmost integrity	3.68	1.30	-.861	-.475
Total number of respondents (n=113)				

Source: Field Data (2023)

The study findings in Table 4.8 showed that majority of the respondents agreed that communication skills influence the performance of the airline (Mean, =3.63, Std. dev=1.29). According to the study done by Farah, Munga and Mbebe, (2018) shows that cost leadership affects performance in Airline Industry in Kenya to a much extent, that product innovation strategy affect performance their Airline to a much extent, that market focus affect performance in Airline Industry to a much extent and that product differentiation affect performance in Airline Industry to a much extent.

Further, the study findings indicated that majority of the respondents agreed that most employees possess good interpersonal skills (Mean=3.76, standard deviation=1.28). The study done by Ab Rahman, Mohamed, Nasir and Saidin, (2019) discovered that most fresh graduates lack negotiation skills and proper communication skills which include presentation skills and interviewing. The study results showed that the respondents agreed that the airlines has been able to increase the number of passengers (Mean=3.61, standard deviation=1.33). These findings are consistent with the study done by Yang et al (2023) who indicated that the global airline industry has seen a significant increase in passenger traffic in 2022 and 2023, with a 64% increase in passenger demand in 2022 compared to the previous year.

The study findings further revealed that majority of the respondents agreed that most employees are visionary (Mean=3.53, standard deviation=1.37). The study done by Saba, Tabish and Khan, (2017) managers and organization to incorporate the results in their management to get the maximum output from the employees. The study results also showed that majority of the respondents agreed that most employee uphold utmost integrity (Mean=3.68, standard deviation=1.30). The study findings concurred with Zia-ur-Rehman and Ejaz (2023) who noted that integrity in the workplace is characterized by solid adherence to core moral and ethical values. Employees with high integrity inspire confidence and trust, and they are dependable, honest, and accountable for their actions.

4.5 Correlation Analysis

Correlation measures the degree of association between distinct variables. A strong or high correlation indicates a robust connection between two or more variables. Conversely, a weak or low correlation suggests that the variables have little to no connection. The Pearson Correlation Coefficient is the most frequently used type of correlation coefficient. The results are displayed in Table 4.9.

Table 4.9 Correlation Analysis

		Organizational performance	Adaptive agility	Portfolio agility	Operational agility	Collaborative agility	Leadership
Organizational performance of airlines	Pearson Correlation	1					
	Sig (2-tailed)						
Adaptive agility	Pearson Correlation	.484**	1				
	Sig (2-tailed)	.000					
Portfolio agility	Pearson Correlation	.562**	.337**	1			
	Sig (2-tailed)	.000	.000				
Operational agility	Pearson Correlation	.542**	.364**	.565**	1		
	Sig (2-tailed)	.000	.000	.000			
Collaborative agility	Pearson Correlation	.507**	.337**	.274**	.343**	1	
	Sig (2-tailed)	.000	.000	.003	.000		
Leadership	Pearson Correlation	.392**	.225*	.306**	.146	.197*	1
	Sig (2-tailed)	.000	.017	.001	.123	.037	

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

Source: Field Data (2023)

The findings in Table 4.9 indicated that adaptive agility and organizational performance of airlines had a positive strong and statistically significant correlation ($r= 0.484$; $p<0.01$). This implies that an increase in adaptive agility led to an increase in organizational performance of airlines by 0.484. The findings of the study indicate a strong, positive and statistically significant correlation between portfolio agility and organizational performance of airlines ($r=562$; $p< 0.01$). This implies that an increase in portfolio agility led to an increase in organizational performance of airlines by 0.562. The study established that there exists a moderate, positive, and statistical correlation between operational agility and organizational performance of airlines ($r=0.542$; $p< 0.01$). This implies that an increase in operational agility led to an increase in organizational performance of airlines by 0.542. It was noted that there exists a strong, positive and statistically significant relationship between collaborative agility and organizational performance of airlines ($r=0.507$; $p < 0.01$). This implies that an increase in collaborative agility led to an increase in organizational performance of airlines by 0.507.

4.6 Multiple Linear Regressions Models

Multiple linear regression is a statistical technique that uses multiple explanatory variables to predict the outcome of a response variable. It is an extension of simple linear regression, which only uses one explanatory variable. The goal of multiple linear regression is to model the linear relationship between the explanatory (independent) variables and response (dependent) variables.

4.6.1 Multiple Linear Regressions Models Assumptions Test

Prior to performing a regression analysis, a series of tests were carried out to assess the assumptions of a multiple regression model. In this instance, the initial tests included evaluating linearity, checking for homoscedasticity, assessing normality, and testing for multicollinearity. These procedures are typically employed to prevent the occurrence of erroneous regression outcomes.

a) Linearity Assumptions Test Results

Correlation analysis was employed to assess the linearity of the dataset. When there is a substantial correlation between the independent variables and the dependent variable, it suggests the presence of a linear connection among the variables. Conversely, if the correlation coefficient is not significantly different from zero, it indicates the absence of a significant linear relationship between the independent variables and the dependent variable. The findings of the linearity test are detailed in Table 4.10.

Table 4.10 Linearity Assumptions Test

Variable	Correlation coefficient
Adaptive agility	.484**
Portfolio agility	.562**
Operational agility	.542**
Collaborative agility	.507**
Leadership	.392**

Source: Field Data (2023)

Table 4.10 shows that correlation coefficients for all the five variables were different from zero and therefore the data used in this study were linear. Adaptive agility had a correlation value of 0.484. Portfolio agility had a correlation value of 0.562. The operational agility had a correlation value of 0.542. Collaborative agility had a correlation value of 0.507. Leadership had a correlation value of 0.392. The correlation test assumes that there's a linear relationship if the correlation coefficient is different from zero.

b) Normality Assumptions Test Results

In evaluating the normality assumption of the population distribution, the study applied the Shapiro-Wilk test. When the Shapiro-Wilk test yields a significant value exceeding 0.05, it indicates that the data follows a normal distribution, as per Tabachnic (2001). The results of the tests for normality assumptions can be found in Table 4.11.

Table 4.11 Normality Assumptions Test

Variable	Shapiro-Wilk	Sig
Adaptive agility	.909	.344
Portfolio agility	.916	.436
Operational agility	.867	.175
Collaborative agility	.871	.298
Leadership	.938	.557

Source: Field Data (2023)

Normality assumption test results in Table 4.11 established that the data was normally distributed since the significance values for Shapiro-Wilk were greater than 0.05. The study findings indicated that adaptive agility had a Shapiro-Wilk significance value of p=.344>0.05. Portfolio agility had a Shapiro-Wilk significance value of p=.436>0.05. Operational agility had a Shapiro-Wilk significance value of p=.175>0.05. Collaborative agility had a Shapiro-Wilk significance value of p=.298>0.05. Leadership had a Shapiro-Wilk significance value of p=.557>0.05. Since the p-values were greater than the significance level (0.05), this implies that the data were normally distributed.

c) Multicollinearity Assumptions Test Results

In line with Kerlinger's (2011) explanation, multicollinearity refers to a scenario where two or more of the independent variables exhibit strong correlations, and this condition can negatively impact the outcomes of multiple regression analyses. Multicollinearity was evaluated by examining the tolerance and variance inflation factors (VIF). The study's findings on multicollinearity are displayed in Table 4.12.

Table 4.12 Multicollinearity Assumptions Test

Variables	Tolerance	VIF
Adaptive agility	.786	1.272
Portfolio agility	.619	1.616
Operational agility	.619	1.616
Collaborative agility	.818	1.222
Leadership	.876	1.142

Source: Field Data (2023)

The results in Table 4.12 present values tolerance and variance inflation factor value for Adaptive agility (tolerance=0.786 and VIF=1.272), Portfolio agility (tolerance=0.619 and VIF=1.616), operational agility (tolerance=0.619 and

VIF=1.616), for collaborative agility (tolerance=0.818 and VIF=1.222) and for leadership (tolerance=0.773 and VIF=1.293). The findings of the study suggest that all the tolerance values for the five variables examined exceeded 0.10, and the VIF values were all below 10, aligning with the guidelines outlined by Field (2009). This implies that there was no presence of multicollinearity in the utilized data.

d) Homoscedasticity Assumptions Test Results

To examine the homoscedasticity assumption, Levene's test for equality of error variances was employed. The outcomes of this assumption test can be found in Table 4.13.

Table 4.13 Homoscedasticity Assumption

Variables	F	df1	df2	Sig.
Adaptive agility	1.646	35	77	.136
Portfolio agility	2.972	19	93	.126
Operational agility	1.695	27	85	.135
Collaborative agility	1.089	33	79	.371
Leadership	1.089	33	79	.371

Source: Field Data (2023)

The study findings in Table 4.13 revealed that the p-value for adaptive agility was ($p=0.136>0.05$). The p-value for portfolio agility was ($p=0.126 >0.05$). The p-value for operational agility was ($p=0.135 >0.05$) and finally, the p-value for collaborative agility was ($p=0.371>0.05$). Hence, the study's conclusion is that there is no noteworthy distinction in the variances of the variables under investigation. The study did not find sufficient evidence to reject the null hypothesis that the error variance of the independent variables is consistent across groups, as the p-values exceeded 0.05.

4.6.2 Multiple Regression Analysis

The study examined the effect of strategic agility, leadership and organizational performance of airlines in Kenya using multiple regression analysis. The results are as follows;

a) Multiple Regression Model Summary

The determination coefficient (R^2) and the correlation coefficient (R) indicate the extent of the relationship between strategic agility, leadership and organizational performance of airlines in Kenya. The findings can be found in Table 4.14.

Table 4.14 Multiple Regression Model Summary

R	R Square	Adjusted R Square	Std. Error of the Estimate
.724[a]	.524	.506	.62281

Source: Field Data (2023)

The results of the regression in Table 4.14 indicate that R^2 =0.524 and R = 0.724. R-value gives an indication that there is a strong linear relationship between strategic agility, leadership and organizational performance of airlines in Kenya. The R^2 indicates that the explanatory power of the independent variables is 0.524. This means that about 52.4% of the variation in organizational performance of airlines is explained by the regression model.

b) ANOVA Results

Before applying the regression model, the study assesses the suitability of the model. The goal of modeling is to identify the most suitable model for representing the data. The study's findings have been showcased in Table 4.15.

Table 4.15 ANOVA Results

	Sum of Squares	df	Mean Square	F	Sig.
Regression	46.048	4	11.512	29.678	.000[b]
Residual	41.892	108	.388		
Total	87.940	112			

Source: Field Data (2023)

From Table 4.15 the F test provides an overall test of significance of the fitted regression model. The F value indicates that all the variables in the equation are important hence the overall regression is significant. The F-statistics produced (F =29.678) were significant at p=0.000 thus confirming the fitness of the model and therefore. This implies that the multiple regression model was a good fit for the data. Hence adaptive agility, portfolio agility, operational agility and collaborative agility affect organizational performance of airlines therefore they should put emphasis on them.

c) Multiple Regression Coefficients Results

The research aimed to determine the coefficients of the regression model for subsequent use in the regression equation. The findings of the study can be found in Table 4.16.

Table 4.16 Multiple Regression Coefficients Results

	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta	t	Sig.
(Constant)	.277	.323		.858	.393
Adaptive agility	.198	.069	.215	2.893	.005
Portfolio agility	.276	.075	.301	3.675	.000
Operational agility	.193	.083	.195	2.323	.022
Collaborative agility	.292	.075	.285	3.908	.000

Source: Field Data (2023)

Table 4.16 indicates there was a positive linear effect of adaptive agility on organizational performance of airlines (β_1=.198, p=0.005). This reveals that an increase in adaptive agility leads to an increase in organizational performance of airlines by 0.198 units. It was further established that portfolio agility has a positive and significant effect on organizational performance of airlines (β_2=.276, p=0.000). This implies that an increase in portfolio agility leads to an increase in organizational performance of airlines by 0.276 units. Operational agility was found to have a positive and significant effect on organizational performance of airlines (β_3=.193, p=022). This indicates that an increase in Operational agility leads to an increase in organizational performance of airlines by 0.193 units. Finally, collaborative agility were found to have a positive and significant effect on organizational performance of airlines (β_4=.292, p=0.000). This gave an implication that an increase in Collaborative agility leads to an increase in organizational performance of airlines by 0.292 units. Thus, the regression equation becomes;

$Y = 0.277 + 0.198X_1 + 0.276X_2 + 0.193X_3 + 0.292X_4$……………………. Equation 4.1

Where:

Y represents organizational performance of airlines, the dependent variable

X_1 represents adaptive agility

X_2 represents portfolio agility

X_3 represents operational agility

X_4 represents collaborative agility

4.6.3 Hierarchical Moderated Regression Analysis

Hierarchical moderated regression analysis was conducted for each independent variable to identify the unique moderating effect of leadership on the performance of airlines in Kenya.

a. Hierarchical Moderated Regression Model Summary Results

The model summary illustrates the changes in R^2 values from model 1 to model 6, as indicated in Table 4.17.

Table 4.17 Hierarchical Moderated 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	.724[a]	.524	.506	.62281	.524	29.678	4	108	.000
2	.745[b]	.555	.535	.60453	.032	7.630	1	107	.007
3	.746[c]	.557	.532	.60622	.002	.402	1	106	.528
4	.777[d]	.603	.577	.57628	.046	12.301	1	105	.001
5	.791[e]	.626	.597	.56227	.023	6.297	1	104	.014
6	.812[f]	.660	.630	.53888	.034	10.226	1	103	.002

Source: Field Data (2023)

The values of R^2 were used to show the proportion of variation in the dependent variable explained by the model in Table 4.17. The R^2 value was statistically significant at $p<0.000$ and indicating that the explanatory power of the independent variables was 0.524. This suggests that 52.4% of the variation in performance of airlines was explained by the four independent variables (adaptive agility, portfolio agility, operational agility, collaborative agility). Further, Table 4.17 gave the findings of the R^2 change. The R^2 change from model 1 to model 2 was 0.032 which changed from 0.524 to 0.555 and statistically significant ($p<0.05$). The results showed that by including leadership in the model, the number of observable variables could be increased by 3.2%, hence enhancing the model's predictive power in organizational performance of airlines.

The R^2 change from model 2 to model 3 was 0.002 which changed from 0.555 to 0.557 and statistically significant ($p<0.05$). As a result, statistically leadership moderated effect of adaptive agility on performance of airlines. The R^2 change from model 3 to model 4 was 0.046 which changed from 0.557 to 0.603 and statistically significant ($p<0.05$). This implied that leadership moderated the effect of adaptive agility and portfolio agility on performance of airlines by 4.6%. The R^2 change from model 4 to model 5 was 0.023 which changed from 0.603 to 0.626 and statistically significant ($p<0.05$). As a result, leadership moderates the effect of adaptive agility, portfolio agility and operational agility on performance of airlines by 2.3%. The R^2 change from model 5 to model 6 was 0.034 which changed from 0.626 to 0.660 statistically significant ($p<0.05$). This revealed that leadership moderates the effect of adaptive agility, portfolio agility, operational agility and collaborative agility on performance of airlines by 3.4%.

b. ANOVA Results

The statistical significance of the regression model's capacity to forecast the independent variable was evaluated through an ANOVA, and the results can be observed in Table 4.18.

Table 4.18 ANOVA results

	Sum of Squares	df	Mean Square	F	Sig.
Regression	46.048	4	11.512	29.678	.000[b]
Residual	41.892	108	.388		
Total	87.940	112			
Regression	48.836	5	9.767	26.726	.000[c]
Residual	39.103	107	.365		
Total	87.940	112			
Regression	48.984	6	8.164	22.214	.000[d]
Residual	38.956	106	.368		
Total	87.940	112			
Regression	53.069	7	7.581	22.828	.000[e]
Residual	34.871	105	.332		
Total	87.940	112			
Regression	55.060	8	6.882	21.769	.000[f]
Residual	32.880	104	.316		
Total	87.940	112			
Regression	58.029	9	6.448	22.204	.000[g]
Residual	29.910	103	.290		
Total	87.940	112			

Source: Field Data (2023)

Table 4.18 provided the F test revealing the significance of the fitted regression model. An F statistic in model 1 produced the value of 29.678 implying that the independent variables were predicators of the dependent variables ($F=29.678$; $p< 0.05$). As a result of the good fit, adaptive agility, portfolio agility, operational agility and collaborative agility had an effect on performance of airlines when the regression was fitted. F-value of model 2 was 26.726 meaning that even after moderation, there was still a good fit of the model ($F=26.726$; $p<0.05$). As a result, statistically leadership moderates the effect of adaptive agility on performance of airlines.

F-test for model 3 has an F-value of 22.214 implying that after moderation by leadership, it showed a good predictor of performance of airlines and the total model was statistically significant (P-value<0.05) and good predictors of performance of airlines. Model 4 F-test got an F-value of 22.828, indicating that when leadership was moderated on adaptive agility and portfolio agility separately revealed good predictors of performance of airlines and that the overall model was significant as it was less than p- value ($P< 0.05$).

F-test for model 5 had an F-value of 21.769 meaning that moderation of adaptive agility, portfolio agility and operational agility changes by leadership showed a good predictor of performance of airlines and the total model was statistically significant (P-value<0.05) and good predictors of performance of airlines were found. Model 6 F-test got an F-value of 22.204, implying that after moderation of adaptive agility, portfolio agility, operational agility and collaborative agility separately, the total model was statistically significant (P-value<0.05) and good predictors of performance of airlines were found when leadership was considered.

c. Hierarchical Moderated Regression Coefficients Results

The outcomes of the regression coefficients are displayed in Table 4.19.

Table 4.19 Hierarchical Moderated Regression Coefficients Results

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.277	.323		.858	.393
	Adaptive agility	.198	.069	.215	2.893	.005
	Portfolio agility	.276	.075	.301	3.675	.000
	Operational agility	.193	.083	.195	2.323	.022
	Collaborative agility	.292	.075	.285	3.908	.000
2	(Constant)	-.118	.345		-.341	.734
	Adaptive agility	.176	.067	.191	2.624	.010
	Portfolio agility	.225	.075	.246	2.996	.003
	Operational agility	.212	.081	.215	2.623	.010
	Collaborative agility	.271	.073	.265	3.712	.000
	M	.179	.065	.190	2.762	.007
3	(Constant)	.130	.521		.249	.804
	Adaptive agility	.071	.179	.077	.395	.693
	Portfolio agility	.233	.077	.254	3.052	.003
	Operational agility	.206	.082	.208	2.518	.013
	Collaborative agility	.281	.075	.274	3.753	.000
	M	.098	.144	.104	.679	.498
	M*Adaptive agility	.029	.045	.159	.634	.528
4	(Constant)	-.944	.582		-1.621	.108
	Adaptive agility	-.326	.204	-.354	-1.596	.114
	Portfolio agility	.961	.220	1.047	4.372	.000
	Operational agility	.206	.078	.208	2.648	.009
	Collaborative agility	.267	.071	.261	3.752	.000
	M	.466	.173	.494	2.699	.008
	M*Adaptive agility	.122	.051	.672	2.402	.018
	M*Portfolio agility	-.199	.057	-1.164	-3.507	.001
5	(Constant)	-.517	.593		-.871	.386
	Adaptive agility	-.350	.200	-.380	-1.755	.082
	Portfolio agility	1.068	.219	1.163	4.883	.000
	Operational agility	-.022	.118	-.022	-.186	.853
	Collaborative agility	.241	.070	.235	3.434	.001
	M	.379	.172	.402	2.204	.030
	M*Adaptive agility	.119	.049	.658	2.411	.018
	M*Portfolio agility	-.233	.057	-1.365	-4.091	.000
	M*Operational agility	.074	.029	.399	2.509	.014
6	(Constant)	-.221	.576		-.383	.702
	Adaptive agility	-.302	.192	-.328	-1.574	.119
	Portfolio agility	1.104	.210	1.203	5.260	.000
	Operational agility	-.013	.113	-.014	-.119	.906
	Collaborative agility	.063	.087	.061	.716	.476
	M	.269	.168	.285	1.596	.114
	M*Adaptive agility	.106	.048	.586	2.230	.028
	M*Portfolio agility	-.233	.055	-1.362	-4.259	.000
	M*Operational agility	.064	.028	.348	2.269	.025
	M*Collaborative agility	.056	.018	.327	3.198	.002

Source: Field Data (2023)

Table 4.19 showed that adaptive agility had a positive and significant effect on performance of airlines (β_1=0.198, p<0.05) based on regression coefficients from model 1. Portfolio agility had a positive and significant effect on performance of airlines

(β_2=0.276, $p<0.05$). Operational agility changes had a positive and significant effect on performance of airlines (β_3=0.193, $p<0.05$). collaborative agility had a positive and significant effect on performance of airlines (β_4=0.292, $p<0.05$). A regression analysis was used in model two to test if leadership has a moderating effect on the relationship between adaptive agility, portfolio agility, operational agility and collaborative agility and performance of airlines. The p-value which was less than 0.05, indicated that the coefficient of leadership was significant.

In model three a regression analysis revealed that leadership had a positive moderating effect on the relationship between adaptive agility and performance of airlines (β=.029; $p<0.05$). In model four a regression analysis revealed that leadership had a positive and significant moderating effect on the relationship between adaptive agility and performance of airlines (β=.122; $p<0.05$). Further, leadership had a negative and significant moderating effect on the relationship between portfolio agility and performance of airlines (β=-.199; $p<0.05$).

Regression analysis in model five showed that leadership had a positive and significant moderating effect on the relationship between adaptive agility and performance of airlines (β=.119; $p<0.05$). Leadership has a negative and significant moderating effect on the relationship between portfolio agility and performance of airlines (β=-.233; $p<0.05$). Leadership has a positive and significant moderating effect on the relationship between operational agility and performance of airlines (β=.074; $p<0.05$).

In model six a regression analysis revealed that leadership has a positive and significant moderating effect on the relationship between adaptive agility and performance of airlines (β=.106; $p<0.05$). The leadership had a negative and significant moderating effect on the relationship between portfolio agility and performance of airlines

(β=-.233; $p<0.05$). Leadership had a positive and significant moderating effect on the relationship between operational agility and performance of airlines (β=.064; $p<0.05$). Leadership had a positive and statistically significant moderating effect on the relationship between collaborative agility and performance of airlines (β=.056; $p<0.05$).

The optimal model was;

$$\mathbf{Y = .277 + 0.198X_1 + 0.276X_2 + 0.193X_3 + 0.292X_4 + 0.269Z + 0.106Z{*}X_1 - 0.233Z{*}X_2 + 0.064Z{*}X_3 + 0.056Z{*}X_4}$$

4.7 Hypotheses Test Results

The research hypotheses were tested by examining the significance levels of the coefficients obtained from the regression model provided in Table 4.20. The study's objective was to determine whether the hypotheses could be assessed without accepting or rejecting the association between the independent and dependent variables. The research hypotheses encompassed the following:

4.7.1 Hypothesis Testing for Adaptive Agility and Organizational Performance

Hypothesis H_{01} stated that adaptive agility has no significant effect on organizational performance of airlines in Kenya. Results revealed that adaptive agility has a positive and significant effect on the organizational performance of airlines in Kenya (β_1=0.198, $p<0.05$) hence rejecting the null hypothesis H_{01}.

4.7.2 Hypothesis Testing for Portfolio Agility and Organizational Performance

Hypothesis H_{02} stated that portfolio agility has no significant effect on organizational performance of airlines in Kenya. Findings revealed that portfolio agility has a positive and significant effect on the organizational performance of airlines in Kenya (β_2=.276,

$p<0.05$). The null hypothesis H_{02} was rejected, indicating that portfolio agility had a significant effect on organizational performance of airlines.

4.7.3 Hypothesis Testing for Operational Agility and Organizational Performance

Hypothesis H_{03} stated that operational agility changes has no significant effect on organizational performance of airlines in Kenya. The findings revealed that operational agility has a positive and significant effect on the organizational performance of airlines in Kenya (β_3=.193, $p<0.05$). The results showed that operational agility had a significant effect on organizational performance of airlines, rejecting the null hypothesis H_{03}.

4.7.4 Hypothesis Testing on Collaborative Agility and Organizational Performance

Hypothesis H_{04} stated that collaborative agility has no significant effect on organizational performance of airlines in Kenya. Collaborative agility has a positive and significant effect on organizational performance of airlines in Kenya (β_4=.292, $p<0.05$). The results showed that collaborative agility had a significant effect on organizational performance of airlines in Kenya, rejecting the null hypothesis H_{04}.

4.7.5 Hypothesis Testing of Leadership on Relationship Between Adaptive Agility and Organizational Performance

Hypothesis H_{05a} stated that leadership has no significant effect on the relationship between adaptive agility and organizational performance of airlines in Kenya. Results revealed that leadership has a positive and significant moderating effect on the relationship between adaptive agility and organizational performance of airlines in Kenya (β_{5a}=.106; $p<0.05$). The null hypothesis H_{05a} was rejected based on the findings, implying that leadership moderates the relationship between adaptive agility and organizational performance of airlines in Kenya.

4.7.6 Hypothesis Testing of Leadership on the Relationship Between Portfolio Agility and Organizational Performance

Hypothesis H_{05b} stated that leadership has no significant effect on the relationship between portfolio agility and organizational performance of airlines in Kenya. Results revealed that leadership has a negative significant moderating effect on the relationship between portfolio agility and organizational performance of airlines in Kenya (β_{5b}=-.233; $p<0.05$). The null hypothesis H_{05b} was rejected based on the findings, implying that leadership moderates the relationship between portfolio agility and organizational performance of airlines in Kenya.

4.7.7 Hypothesis Testing of Leadership on Relationship Between Operational Agility and Organizational Performance

Hypothesis H_{05c} stated that leadership has no significant effect on the relationship between operational agility and organizational performance of airlines in Kenya. Results showed that leadership has a positive and significant moderating effect on the relationship between operational agility and organizational performance of airlines in Kenya (β_{05c} =.064; $p<0.05$). The results showed that leadership had a moderating influence on the relationship between operational agility and organizational performance of airlines in Kenya, hence rejecting the null hypothesis H_{05c}.

4.7.8 Hypothesis Testing of Leadership on Relationship Between Collaborative Agility and Organizational Performance

Hypothesis H_{05d} stated that leadership has no significant effect on the relationship between collaborative agility and organizational performance of airlines in Kenya. The findings revealed that leadership has a positive significant moderating effect on the relationship between organizational performance of airlines in Kenya. (β_{05d}=.056; $p<0.05$). The results showed that leadership had a moderating influence on the relationship between collaborative agility and organizational performance of airlines in Kenya, hence rejecting the null hypothesis H_{05d}.

Table 4.20 Summary of Hypotheses Test Results

Hypothesis	β-value	p-value	Decision rule
H_{01}. Adaptive agility has no significant effect on organizational performance of airlines in Kenya.	β_1=.198	p=0.005<0.05	Rejected the null hypothesis
H_{02}. Portfolio agility has no significant effect on organizational performance of airlines in Kenya	β_2=.276	p=0.000<0.05	Rejected the null hypothesis
H_{03}. Operational agility has no significant effect on organizational performance of airlines in Kenya	β_3=.193	p=0.022<0.05	Rejected the null hypothesis
H_{04}. Collaborative agility has no significant effect on organizational performance of airlines in Kenya.	β_4=.292	p=0.000<0.05	Rejected the null hypothesis
H_{05a}. Leadership has no significant effect on the relationship between adaptive agility and organizational performance of airlines in Kenya.	β_{5a}=.106	p=0.028<0.05	Rejected the null hypothesis
H_{05b}. Leadership has no significant effect on the relationship between portfolio agility and organizational performance of airlines in Kenya.	β_{5b}=-.233	p=0.000<0.05	Rejected the null hypothesis
H_{05c}. Leadership has no significant effect on the relationship between operational agility and organizational performance of airlines in Kenya.	β_{5c}=.064	p=0.025<0.05	Rejected the null hypothesis
H_{05d}. Leadership has no significant effect on the relationship between collaborative agility and organizational performance of airlines in Kenya.	β_{5d}=.056	p=0.002<0.05	Rejected the null hypothesis

Source: Field Data (2023)

CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This section summarizes the key findings of the study, draws inferences from the data, and offers suggestions. It also proposes potential paths for future research in the sections that follow.

5.2 Summary of the Study Findings

In this segment, the study's outcomes are outlined in relation to the research objectives. This study explored the relationship between strategic agility, leadership, and organizational performance in the airline industry in Kenya. The study examined how different dimensions of strategic agility - adaptive, portfolio, operational, and collaborative agility affect airline performance, with leadership acting as a moderating factor. The findings indicate that higher strategic agility enhances organizational performance, particularly when effective leadership is present. Challenges such as industry volatility, and leadership adaptability emerged as key factors influencing agility and performance.

5.2.1 Adaptive agility on organizational performance of airlines in Kenya.

The study reveals that the aviation industry's perception of adaptive agility is positive. Most respondents believe their organizations can quickly adapt to change, indicating their ability to adapt to evolving circumstances. This demonstrates the industry's readiness to navigate challenges and seize opportunities, impacting safety, efficiency, and competitiveness. Additionally, respondents believe their organizations can anticipate and respond to new opportunities, indicating a positive organizational culture and strategic outlook. This alignment can lead to innovation, growth, and long-term success in the competitive aviation sector.

5.2.2 Portfolio agility on organizational performance of airlines in Kenya.

The study reveals that airlines in Kenya have a clear understanding of their strategic goals, which is crucial for alignment and unity. This leads to increased efficiency, productivity, and better decision-making. Additionally, effective portfolio management is essential for optimizing resource allocation, aligning projects with strategic objectives, reducing risk, and enhancing overall efficiency. Portfolio agility positively affects the organizational performance of airlines in Kenya, demonstrating a commitment to clarity, accountability, and strategic focus.

5.2.3 Operational agility on organizational performance of airlines in Kenya.

A significant portion of respondents found that their organization has a culture of continuous improvement. Similarly, a significant majority believed that their organization are able to quickly respond to customer feedback, with a contrasting view from a smaller percentage. It reveals a diversity of views, with some participants believing that their organizations excel in managing change and swiftly responding to customer feedback, while others hold a contrasting perspective. Recognizing these differing viewpoints is crucial for organizations seeking to enhance their operational agility, as it highlights areas for improvement and the need for a more nuanced approach to meet the varied needs and expectations of both employees and customers.

5.2.4 Collaborative agility on organizational performance of airlines in Kenya

The study results indicated that majority of respondents agreed on the potential benefits of automation for improving efficiency and effectiveness. They also agree on the team's ability to adapt quickly to changing circumstances, manage conflicts collaboratively, embrace feedback for continuous improvement, and collaborate effectively with each other. This positive team dynamic suggests that the team operates smoothly and cohesively in these critical areas, which can contribute to overall effectiveness and productivity. While there are some areas of dissent or uncertainty, the overall trend indicates a strong teamwork dynamic. Additionally, the study found that operational agility has a positive and significant effect on the organizational performance of airlines in Kenya.

5.2.5 Leadership on organizational performance of airlines in Kenya

The study found that communication skills significantly influence airline performance, with most employees recognizing their good interpersonal skills. Employees' loyalty and integrity were also widely acknowledged. Leadership had a positive and significant moderating effect on the relationship between adaptive agility, portfolio agility, operational agility, and organizational performance. However, the null hypothesis H05a, H05b, H05c, and H05d was rejected, indicating that leadership has a significant impact on the overall performance of Kenyan airlines.

5.3 Conclusions of the Study

The study confirms that strategic agility significantly impacts organizational performance, enabling airlines to respond to market changes, improve efficiency, and remain competitive. Leadership plays a moderating role in enhancing or limiting the effectiveness of strategic agility initiatives. Strong leadership fosters collaboration, quick decision-making, and innovation, which in turn drives improved airline performance. However, external challenges such as economic instability, fuel price fluctuations, and regulatory policies can limit agility, requiring airlines to adopt proactive strategies.

The organizations are generally confident in their ability to adapt to change, indicating a high level of adaptive agility. This is attributed to a clear understanding of strategic goals and a well-defined portfolio management process, which promotes organizational alignment and efficiency. However, there are varying perspectives on operational agility, indicating a need for improved change management and responsiveness to customer feedback.

Collaborative agility positively affects team dynamics and overall team effectiveness. It also highlighted the importance of leadership in moderating the relationship between agility and organizational performance.

The critical role of agility and leadership in the organizational performance of airlines in Kenya. It serves as a guide for industry practitioners and stakeholders, offering insights that can lead to improved performance, innovation, growth, and long-term success in a highly competitive aviation sector. The dynamic nature of the industry and the need for constant adaptation and alignment with strategic goals to thrive in a rapidly changing environment. Leadership as a moderating variable is not static; it evolves with changing environments, organizational needs, and individual capabilities. The ability of a leader to positively influence relationships between variables is key to sustainable growth and success in any setting.

5.4 Recommendations of the Study

Considering the research outcomes and resulting conclusions, the following are the recommendations to improve different facets of the organizational performance of airlines in Kenya:

5.4.1 Theory

The study recommended that airlines in Kenya prioritize the development of adaptive agility, portfolio agility, operational agility, collaborative agility, and leadership to enhance their organizational performance. Effective leadership qualities, including communication skills, interpersonal skills, integrity, and visionary leadership, should also be emphasized. Implementing these recommended theoretical approaches will lead to improved safety, efficiency, and competitiveness within the aviation sector, ensuring long-term success in a rapidly changing environment.

5.4.2 Practice

This study offers practical recommendations for airlines in Kenya to enhance their organizational performance. Organizations should continuously monitor market trends and develop flexible strategies to adapt industry changes. Strengthening of portfolio agility by diversification of services e.g. cargo, partnerships, digital services can help mitigate risks associated with passenger revenue fluctuations. Organizations are advised to improve operational agility in implementing lean management, automation, and digital transformation will improve efficiency and responsiveness. By fostering collaborative agility, airlines should engage in strategic alliances, joint ventures, and partnerships to share resources and expertise.

5.4.3 Managerial

This study offers critical managerial recommendations for airlines in Kenya. Airlines should develop agile leadership programs focusing on decision-making, resilience, and innovation. Leadership structures should allow middle management to take initiative and make agile decisions at operational levels. These recommendations include fostering a corporate culture that encourages quick adaptation to change, ensuring a clear understanding of strategic goals, implementing well-defined portfolio management processes, and fine-tuning change management and customer feedback responsiveness. Policymakers should create frameworks that encourage innovation and agility, rather than rigid compliance. By implementing these managerial recommendations, airlines can enhance safety, efficiency, and competitiveness in the aviation sector, ensuring long-term success in a continuously evolving industry.

5.5 Recommendation for Further Studies.

Based on the research findings and their implications, recommendations for further studies emerge.

1. Strategies, processes, and practices for achieving adaptive agility in Kenyan airlines.
2. Longitudinal studies on the evolution and sustainability of adaptive agility.
3. Mechanisms and practices for clear strategic goal understanding and effective portfolio management in airlines.
4. The impact of different leadership styles and strategies on agility and performance in Kenyan airlines.
5. The role of leadership in fostering ethical and visionary cultures within airlines and their impact on performance and long-term success.

5.6 Limitations of the Study

First, Airlines have been reluctant to share sensitive financial and operational performance data, thus, affecting the accuracy of the results. The study did not capture all stakeholders e.g., regulatory bodies, passengers, limiting its comprehensiveness. The study focused on Kenyan airlines, meaning results may not apply to other regions. The differences in airline business models have made comparisons difficult. Interviews and thematic analysis relied on subjective interpretation, which have introduced research bias. Also, different respondents have varying perspectives on leadership and agility, making it hard to establish consensus. The external factors such as economic downturns, fuel price volatility, geopolitical events have significantly impacted on organizational performance. Defining and measuring "strategic agility" and "organizational performance" objectively is difficult. Performance is influenced by multiple factors beyond strategic agility and leadership, making it hard to isolate their effects.

Secondly, since the study followed an explanatory research design, respondents might not have been inclined to provide truthful and accurate responses, fearing potential negative portrayals. Surveys employing closed-ended questions may also exhibit lower validity compared to other question types. To counteract this, the researcher assured respondents of the confidentiality of their responses and incorporated open-ended questions to elicit more detailed information.

Thirdly, the study had limitations in terms of the existing literature on the moderating impact of leadership, primarily drawing from a limited pool of previous studies. Additionally, the scope of the research was confined to a select number of airlines in Kenya. Lastly, the study's findings and conclusions were heavily reliant on the knowledge and experiences shared by the respondents.

REFERENCES

Ab Rahman, F., Mohamed, A. H., Nasir, N. S. A., & Saidin, K (2019). Exploring perceptions of employers on communication skills among fresh graduates. *Practitioner Research*, *1*, 69-85.

Abdelilah, B., El Korchi, A., & Amine Balambo, M. (2023). Agility as a combination of lean and supply chain integration: how to achieve a better performance. *International Journal of Logistics Research and Applications*, *26*(6), 633-661.

Abualoush, S., Bataineh, K., & Alrowwad, A. A. (2018). The role of knowledge management process and intellectual capital as intermediary variables between knowledge management infrastructure and organization performance. *Interdisciplinary Journal of Information, Knowledge, and Management*, *13*, 279-309.

Addepalli, S., Pagalday, G., Salonitis, K., & Roy, R. (2018). Socio-economic and demographic factors that contribute to the growth of the civil aviation industry. *Procedia Manufacturing*, *19*, 2-9.

Adem, S. A., Childerhouse, P., Egbelakin, T., & Wang, B. (2018). International and local NGO supply chain collaboration: an investigation of the Syrian refugee crises in Jordan. *Journal of Humanitarian Logistics and Supply Chain Management*, *8*(3), 295-322.

Adler, P. S., & Heckscher, C (2018). Collaboration as an organization design for shared purpose. In *Toward Permeable Boundaries of Organizations?* (Vol. 57, pp. 81-111). Emerald Publishing Limited.

Aeknarajindawat, N. (2019). Dynamic capabilities and internet of things as predictors of supply chain performance in Thailand: Mediating role of operational agility. *International Journal of Supply Chain Management*, *8*(5), 585-596.

Agarwal, V., Hameed, A. Z., Malhotra, S., Mathiyazhagan, K., Alathur, S., & Appolloni, A (2023). Role of Industry 4.0 in agile manufacturing to achieve sustainable development. *Business Strategy and the Environment*, *32*(6), 3671-3688.

Ahmed, T., Khan, M. S., Thitivesa, D., Siraphatthada, Y., & Phumdara, T. (2020). Impact of employees engagement and knowledge sharing on organizational performance: Study of HR challenges in COVID-19 pandemic. *Human Systems Management*, *39*(4), 589-601.

Ajgaonkar, S., Neelam, N. G., & Wiemann, J. (2022). Drivers of workforce agility: a dynamic capability perspective. *International Journal of Organizational Analysis*, *30*(4), 951-982.

Akkaya, B., & Üstgörül, S. (2020). Leadership styles and female managers in perspective of agile leadership. In *Agile Business Leadership Methods for Industry 4.0* (pp. 121-137). Emerald Publishing Limited.

Alam, K., & Rahman, M. H. (2018). The role of airlines in disaster resilience. In *Handbook of Disaster Risk Reduction & Management* (pp. 697-719).

Al-Kwifi, O. S., Frankwick, G. L., & Ahmed, Z. U. (2020). Achieving rapid internationalization of sub-Saharan African firms: Ethiopian Airlines' operations under challenging conditions. *Journal of Business Research*, *119*, 663-673.

Almendingen, K., Morseth, M. S., Gjølstad, E., Brevik, A., & Tørris, C (2021). Student's experiences with online teaching following COVID-19 lockdown: A mixed methods explorative study. *PloS one*, *16*(8), e0250378.

AlNuaimi, B. K., Singh, S. K., Ren, S., Budhwar, P., & Vorobyev, D. (2022). Mastering digital transformation: The nexus between leadership, agility, and digital strategy. *Journal of Business Research*, *145*, 636-648.

Al-Romeedy, B. S. (2019). Strategic agility as a competitive advantage in airlines–case study: Egypt air. *Journal of the Faculty of Tourism and Hotels-University of Sadat City*, *3*(1), 1-15.

AlTaweel, I. R., & Al-Hawary, S. I. (2021). The mediating role of innovation capability on the relationship between strategic agility and organizational performance. *Sustainability*, *13*(14), 7564.

Amankwah-Amoah, J., Khan, Z., & Osabutey, E. L (2021). COVID-19 and business renewal: Lessons and insights from the global airline industry. *International Business Review*, *30*(3), 101802.

Amran, C. N., & Mwasiaji, E. (2019). Microfinance services and performance of airlines owned small scale business enterprises in Nairobi City County, Kenya. *International Academic Journal of Economics and Finance*, *3*(4), 267-285.

Anwar, G., & Abdullah, N. N. (2021). The effect of Human resource management practice on Organizational performance. *International journal of Engineering, Business and Management (IJEBM)*, *5*.

Arokodare, M. A., & Asikhia, O. U. (2020). Strategic agility: Achieving superior organizational performance through strategic foresight. *Global Journal of Management and Business Research*, *20*(3), 7-16.

Arshad, M. I., Iqbal, M. A., & Shahbaz, M. (2018). Pakistan tourism industry and challenges: a review. *Asia Pacific Journal of Tourism Research*, *23*(2), 121-132.

Asbari, M., Purwanto, A., Ong, F., Mustikasiwi, A., Maesaroh, S., Mustofa, M., ... & Andriyani, Y (2020). Impact of hard skills, soft skills and organizational culture: Lecturer innovation competencies as mediating. *EduPsyCouns: Journal of Education, Psychology and Counseling*, *2*(1), 101-121.

Asenahabi, B. M. (2019). Basics of research design: A guide to selecting appropriate research design. *International Journal of Contemporary Applied Researches*, *6*(5), 76-89.

Ashford, S. J., Caza, B. B., & Reid, E. M. (2018). From surviving to thriving in the gig economy: A research agenda for individuals in the new world of work. *Research in Organizational Behavior*, *38*, 23-41.

Attar, M., & Abdul-Kareem, A. (2020). The role of agile leadership in organisational agility. In *Agile business leadership methods for industry 4.0* (pp. 171-191). Emerald Publishing Limited.

Avans, F. S (2017). The Co-Innovation Alliance Scan, Tool for Effective Collaboration with External Partners. *Journal on Innovation and Sustainability RISUS*, *8*(2), 170-179.

Baah, C., Opoku Agyeman, D., Acquah, I. S. K., Agyabeng-Mensah, Y., Afum, E., Issau, K., ... & Faibil, D. (2022). Effect of information sharing in supply chains: understanding the roles of supply chain visibility, agility, collaboration on supply chain performance. *Benchmarking: An International Journal*, *29*(2), 434-455.

Bandari, V. (2020). Impact of Data Democratization and Data Literacy on Employee Productivity. *Sage Science Review of Educational Technology*, *3*(1), 37-48.

Bangert, M., Molyneux, D. H., Lindsay, S. W., Fitzpatrick, C., & Engels, D. (2017). The cross-cutting contribution of the end of neglected tropical diseases to the sustainable development goals. *Infectious diseases of poverty*, *6*(1), 1-20.

Barauskaite, G., & Streimikiene, D. (2021). Corporate social responsibility and financial performance of companies: The puzzle of concepts, definitions and assessment methods. *Corporate Social Responsibility and Environmental Management*, *28*(1), 278-287.

Bechtel, J., Kaufmann, C., & Kock, A. (2023). The interplay between dynamic capabilities' dimensions and their relationship to project portfolio agility and success. *International Journal of Project Management*, *41*(4), 102469.

Bechtel, J., Kaufmann, C., & Kock, A. (2023). The interplay between dynamic capabilities' dimensions and their relationship to project portfolio agility and success. *International Journal of Project Management*, *41*(4), 102469.

Beckert, S. (2017). American danger: United States empire, Eurafrica, and the territorialization of industrial capitalism, 1870–1950. *The American Historical Review*, *122*(4), 1137-1170.

Bhardwaj, P. (2019). Types of sampling in research. *Journal of the Practice of Cardiovascular Sciences*, *5*(3), 157.

Black, A. H., Makundi, B., & McLennan, T. (2017). *Africa's Automotive Industry: Potential and Challenges* (pp. 1-17). Abidjan, Côte d'Ivoire: African Development Bank.

Boateng, D. A. (2021). Pathways for the economic empowerment of female entrepreneurs in emerging economies: Implications for social work. *International Social Work*, *64*(2), 216-232.

Brasil, V. C., & Eggers, J. P. (2019). Product and innovation portfolio management. In *Oxford research Encyclopedia of business and management*.

Brett, J., Behfar, K., & Kern, M (2020). Managing multicultural teams. In *Organizational Collaboration* (pp. 155-164). Routledge.

Bryson, J., & George, B. (2020). Strategic management in public administration. In *Oxford Research Encyclopedia of Politics*.

Buhalis, D., & Leung, R. (2018). Smart hospitality—Interconnectivity and interoperability towards an ecosystem. *International Journal of Hospitality Management*, *71*, 41-50.

Burnett, J. R., & Lisk, T. C. (2021). The future of employee engagement: Real-time monitoring and digital tools for engaging a workforce. In *International Perspectives on Employee Engagement* (pp. 117-128). Routledge.

Burnett, T., Mozgunov, P., Pallmann, P., Villar, S. S., Wheeler, G. M., & Jaki, T. (2020). Adding flexibility to clinical trial designs: an example-based guide to the practical use of adaptive designs. *BMC medicine*, *18*(1), 1-21.

Carungu, J., Di Pietra, R., & Molinari, M. (2021). The effect of a humanitarian disaster on the working approach of accountants: a study of contingent effects. *Accounting, Auditing & Accountability Journal*, *34*(6), 1388-1403.

Chambers, J. M., Wyborn, C., Klenk, N. L., Ryan, M., Serban, A., Bennett, N. J., ... & Rondeau, R. (2022). Co-productive agility and four collaborative pathways to sustainability transformations. *Global Environmental Change*, *72*, 102422.

Chester, M. V., & Allenby, B. (2019). Toward adaptive infrastructure: flexibility and agility in a non-stationarity age. *Sustainable and Resilient Infrastructure*, *4*(4), 173-191.

Chu, Z., Wang, L., & Lai, F. (2019). Customer pressure and green innovations at third party logistics providers in China: The moderation effect of leadership. *The International Journal of Logistics Management*, *30*(1), 57-75.

Damu, J. S., & Majid, Z. A. (2022). Training and Capacity Building Programs: Perspective of Southeast Asia Women in Aviation. In *Women in Aviation: Management, Talent and Empowerment During Crisis Era* (pp. 97-111). Singapore: Springer Nature Singapore.

De Meuse, K. P. (2019). A meta-analysis of the relationship between learning agility and leader success. *Journal of Organizational Psychology*, *19*(1), 25-34.

De Smet, A., Lurie, M., & St George, A. (2018). Leading agile transformation: The new capabilities leaders need to build 21st-century organizations. *McKinsey & Company*, *15*, 1-27.

Dharma, B. A., & Churiyah, M. (2023). The Roles of Financial Literacy on MSMEs Financial Inclusion. In *BISTIC Business Innovation Sustainability and Technology International Conference (BISTIC 2022)* (pp. 337-346). Atlantis Press.

Díaz-Perdomo, Y., Álvarez-González, L. I., & Sanzo-Pérez, M. J. (2021). A way to boost the effect of business on 2030 United Nations sustainable development goals: co-creation With non-profits for social innovation. *Frontiers in psychology*, *12*, 719907.

Dixon, N. M (2017). *The organizational learning cycle: How we can learn collectively*. Routledge.

Do, B. R., Yeh, P. W., & Madsen, J (2016). Exploring the relationship among human resource flexibility, organizational innovation and adaptability culture. *Chinese Management Studies*, *10*(4), 657-674.

Doeze Jager-van Vliet, S. (2017). *Proactive and adaptive agility among employees: The relationship with personal and situational factors*.

Doeze Jager-van Vliet, S. B., Born, M. P., & van der Molen, H. T. (2019). Using a portfolio-based process to develop agility among employees. *Human Resource Development Quarterly*, *30*(1), 39-60.

Dragan, G. B., Bleoju, G., Capatina, A., & Woodside, A. (2022). European tech startups' responses to the COVID-19 pandemic: integrating McKinsey's 5R's paradigm and the Newtonian gravitational field. *Management Decision*, *60*(9), 2615-2636.

Dube, K., Nhamo, G., & Chikodzi, D. (2021). COVID-19 pandemic and prospects for recovery of the global aviation industry. *Journal of Air Transport Management*, *92*, 102022.

Dubey, R., Bryde, D. J., Dwivedi, Y. K., Graham, G., & Foropon, C. (2022). Effect of artificial intelligence-driven big data analytics culture on agility and resilience in humanitarian supply chain: A practice-based view. *International Journal of Production Economics*, *250*, 108618.

Dubey, R., Gunasekaran, A., & Childe, S. J. (2018). Big data analytics capability in supply chain agility: The moderating effect of organizational flexibility. *Management Decision*, *57*(8), 2092-2112.

Duchek, S (2020). Organizational resilience: a capability-based conceptualization. *Business research*, *13*(1), 215-246.

Dzenopoljac, V., & Bontis, N. (2017). Effect of intellectual capital on corporate performance: evidence from the Arab region. *Journal of intellectual capital*, *18*(4), 884-903.

Elali, W. (2021). The importance of strategic agility to business survival during corona crisis and beyond. *International Journal of Business Ethics and Governance*, 1-8.

Evangelist-Roach, M. (2020). *Workforce Agility Strategies for Improving the Success Rate of Change Initiatives* (Doctoral dissertation, Walden University).

Evwierhurhoma, D. E., & Onouha, B. C. (2020). Knowledge management tools applications and organizational performance of airlines in rivers state, Nigeria. *International Journal of Knowledge and Dynamic Systems*, *13*(2), 1-16.

Farah, H. A., Munga, J., & Mbebe, J (2018). Influence of competitive strategies on performance of commercial airlines in Kenya: A survey of the airline industry in Kenya. *International Academic Journal of Human Resource and Business Administration*, *3*(1), 170-189.

Felipe, C. M., Roldán, J. L., & Leal-Rodríguez, A. L. (2017). Impact of leadership values on organizational agility. *Sustainability*, *9*(12), 2354.

Forsyth, P., Guiomard, C., & Niemeier, H. M (2020). Covid− 19, the collapse in passenger demand and airport charges. *Journal of air transport management*, *89*, 101932.

Gagné, M (2018). From strategy to action: Transforming organizational goals into organizational behavior. *International Journal of Management Reviews*, *20*, S83-S104.

Gahrn-Andersen, R (2021). Conceptualizing change in organizational cognition. *International Journal of Organization Theory & Behavior*, *24*(3), 213-228.

Gebreyesus, M. W. (2022). Ethiopian Airlines Role in Tourism Destination Competitiveness: Implications For Travel and Tourism Development in Ethiopia.

George, B., Walker, R. M., & Monster, J. (2019). Does strategic planning improve organizational performance? A meta-analysis. *Public Administration Review*, *79*(6), 810-819.

Gereffi, G., Lim, H. C., & Lee, J. (2021). Trade policies, firm strategies, and adaptive reconfigurations of global value chains. *Journal of International Business Policy*, 1-17.

Gökalp, E., Şener, U., & Eren, P. E (2017). Development of an assessment model for industry 4.0: industry 4.0-MM. In *Software Process Improvement and Capability Determination: 17th International Conference, SPICE 2017, Palma de Mallorca, Spain, October 4–5, 2017, Proceedings* (pp. 128-142). Springer International Publishing.

Gorane, S., & Kant, R (2017). Supply chain practices and organizational performance: An empirical investigation of Indian manufacturing organizations. *The International Journal of Logistics Management*, *28*(1), 75-101.

Grass, A., Backmann, J., & Hoegl, M (2020). From empowerment dynamics to team adaptability: Exploring and conceptualizing the continuous agile team innovation process. *Journal of Product Innovation Management*, *37*(4), 324-351.

Hajro, A., Gibson, C. B., & Pudelko, M (2017). Knowledge exchange processes in multicultural teams: Linking organizational diversity climates to teams' effectiveness. *Academy of Management Journal*, *60*(1), 345-372.

Hanafi, Y., Taufiq, A., Saefi, M., Ikhsan, M. A., Diyana, T. N., Thoriquttyas, T., & Anam, F. K. (2021). The new identity of Indonesian Islamic boarding schools in the "new normal": the education leadership response to COVID-19. *Heliyon*, *7*(3).

Hasan, M., & Hassan, A. (2021). The effect of team management on the organizational performance in Bahrain government sector. *International Journal of Business Ethics and Governance*, 54-69.

He, H., & Harris, L. (2020). The impact of Covid-19 pandemic on corporate social responsibility and marketing philosophy. *Journal of business research*, *116*, 176-182.

Herrero, M., & Kraemer, S. (2022). Beyond survival mode: Organizational resilience capabilities in nonprofit arts and culture fundraising during the Covid-19 pandemic. *Nonprofit Management and Leadership*, *33*(2), 279-295.

Hiller, N. J., & Ozgen, S. (2023). Organizational agility and organizational effectiveness. In *Senior leadership teams and the agile organization* (pp. 24-43). Routledge.

Himmelroos, S. (2017). Discourse quality in deliberative citizen forums–A comparison of four deliberative mini-publics. *Journal of Deliberative Democracy*, *13*(1).

Hong, C. C., Ramayah, T., & Subramaniam, C. (2018). The relationship between critical success factors, internal control and safety performance in the Malaysian manufacturing sector. *Safety science*, *104*, 179-188.

Islam, T., Islam, R., Pitafi, A. H., Xiaobei, L., Rehmani, M., Irfan, M., & Mubarak, M. S. (2021). The impact of corporate social responsibility on customer loyalty: The mediating role of corporate reputation, customer satisfaction, and trust. *Sustainable Production and Consumption*, *25*, 123-135.

Javed, F., & Shoaib, M. (2021). The Economic Contribution of Travel and Tourism in Pakistan. *Human Nature Journal of Social Sciences*, *2*(2), 57-75.

Jones, E., Smith, S., & Wills, C. (2018). Airlines producers and the benefits of collective forms of enterprise. *Gender & Development*, *20*(1), 13-32.

Kafetzopoulos, D., Psomas, E., & Skalkos, D. (2020). Innovation dimensions and business performance under environmental uncertainty. *European Journal of Innovation Management*, *23*(5), 856-876.

Karim, N. A., Nawawi, A., & Salin, A. S. A. P. (2018). Inventory management effectiveness of a manufacturing company–Malaysian evidence. *International Journal of Law and Management*, *60*(5), 1163-1178.

Karre, H., Hammer, M., & Ramsauer, C. (2019). Building capabilities for agility in a learning factory setting. *Procedia Manufacturing*, *31*, 60-65.

Karunaratne, P. S. (2022, December). Agility and excellence in business–A transdisciplinary capstone course on sustainability using the knowledge and skills of commerce. In *Shaping a Sustainable Future* (pp. 257-272). Nomos Verlagsgesellschaft mbH & Co. KG.

Kim, Y. (2020). Organizational resilience and employee work-role performance after a crisis situation: exploring the effects of organizational resilience on internal crisis communication. *Journal of Public Relations Research*, *32*(1-2), 47-75.

Koeslag-Kreunen, M. G., Van der Klink, M. R., Van den Bossche, P., & Gijselaers, W. H (2018). Leadership for team learning: The case of university teacher teams. *Higher Education*, *75*, 191-207.

Kucuk Yilmaz, A. (2019). Strategic approach to managing human factors risk in aircraft maintenance organization: risk mapping. *Aircraft Engineering and Aerospace Technology*, *91*(4), 654-668.

Kuhl, L., & Shinn, J. (2022). Transformational adaptation and country ownership: competing priorities in international adaptation finance. *Climate Policy*, *22*(9-10), 1290-1305.

Kumar, P., Dwivedi, Y. K., & Anand, A. (2021). Responsible artificial intelligence (AI) for value formation and market performance in healthcare: The mediating role of patient's cognitive engagement. *Information Systems Frontiers*, 1-24.

Kundu, S. C., & Mor, A. (2017). Workforce diversity and organizational performance: a study of IT industry in India. *Employee Relations*, *39*(2), 160-183.

Kurniawana, R., & Hamsalb, I. M. (2019). Achieving decision-making quality and organisational agility in innovation portfolio management in Telecommunication 4.0. *Int. J. Innov. Create. Change*, *8*(6), 332-356.

Le, H., Janssen, J., & Wubbels, T (2018). Collaborative learning practices: teacher and student perceived obstacles to effective student collaboration. *Cambridge Journal of Education*, *48*(1), 103-122.

Lee, Y. Y., & Falahat, M. (2019). The impact of digitalization and resources on gaining competitive advantage in international markets: Mediating role of marketing, innovation and learning capabilities. *Technology Innovation Management Review*, *9*(11).

Leitão, J., Pereira, D., & Gonçalves, Â. (2019). Quality of work life and organizational performance: Workers' feelings of contributing, or not, to the organization's productivity. *International journal of environmental research and public health*, *16*(20), 3803.

Leona, C. (2021). *Analysis of Kenya Airways' image Restoration Strategies during the 2015/2016 financial crisis* (Doctoral dissertation, Egerton University).

Li, T. (2020). A SWOT analysis of China's air cargo sector in the context of COVID-19 pandemic. *Journal of air transport management*, *88*, 101875.

Lim, E., & Audia, P. G. (2020). Problem-solving or self-enhancing? Effects of diversification and bright spot on corporate resource allocation responses to performance shortfalls. *Strategy Science*, *5*(4), 348-368.

Maertens, S. (2018). A metric to assess the competitive position of airlines and airline groups in the intra-European air transport market. *Research in Transportation Economics*, *72*, 65-73.

Maingi, S. W., & Wachira, H. M. (2022). Digital Skills and Tourism Workforce Recovery in the Post-COVID-19 Pandemic Era: Case of Small and Medium-Sized Tourism Enterprises (SMTEs) in Nairobi, Kenya. In *Tourism Through Troubled Times: Challenges and Opportunities of the Tourism Industry in the 21st Century* (pp. 21-38). Emerald Publishing Limited.

Mannion, R., & Davies, H. (2018). Understanding organisational culture for healthcare quality improvement. *Bmj*, *363*.

Manurung, A. H., & Kurniawan, R. (2021). Organizational agility: do agile project management and networking capability require market orientation?. *International Journal of Managing Projects in Business*, *15*(1), 1-35.

Mason, J., Classen, S., Wersal, J., & Sisiopiku, V. P. (2020). Establishing face and content validity of a survey to assess users' perceptions of automated vehicles. *Transportation research record*, *2674*(9), 538-547.

Miceli, A., Hagen, B., Riccardi, M. P., Sotti, F., & Settembre-Blundo, D (2021). Thriving, not just surviving in changing times: How sustainability, agility and digitalization intertwine with organizational resilience. *Sustainability*, *13*(4), 2052.

Mishra, R., Singh, R. K., & Subramanian, N. (2022). Impact of disruptions in agri-food supply chain due to COVID-19 pandemic: contextualised resilience framework to achieve operational excellence. *The International Journal of Logistics Management*, *33*(3), 926-954.

Motalo, K., Nojeem, L., Ewani, J., Opuiyo, A., & Browndi, I. (2023). The Competitive Edge of Strategic Agility in Airlines through Embracing Novel Technologies. *International Journal of Technology and Scientific Research*, *12*(2023), 789-796.

Muduli, A. (2017). Workforce agility: Examining the role of organizational practices and psychological empowerment. *Global Business and Organizational Excellence*, *36*(5), 46-56.

Mufudza, T. (2018). Dynamic strategy in a turbulent business environment. *Strategic Management-a Dynamic View*.

Mutungi, V. N. (2023). *The Mediating Role Of Succession Planning On The Relationship Between Strategic Leadership And Organizational Performance Of Kenya Airways* (Doctoral Dissertation).

Narenji Thani, F., Mazari, E., Asadi, S., & Mashayekhikhi, M. (2022). The impact of self-development on the tendency toward organizational innovation in higher education institutions with the mediating role of human resource agility. *Journal of Applied Research in Higher Education*, *14*(2), 852-873.

Nayal, P., Pandey, N., & Paul, J. (2022). Covid-19 pandemic and consumer-employee-organization wellbeing: A dynamic capability theory approach. *Journal of Consumer Affairs*, *56*(1), 359-390.

Nikpour, A. (2017). The effect of leadership on organizational performance: The mediating role of employee's organizational commitment. *International Journal of Organizational Leadership*, *6*, 65-72.

O'Connell, J. F., Avellana, R. M., Warnock-Smith, D., & Efthymiou, M (2020). Evaluating drivers of profitability for airlines in Latin America: A case study of Copa Airlines. *Journal of air transport management*, *84*, 101727.

Opoku-Dakwa, A., Chen, C. C., & Rupp, D. E. (2018). CSR initiative characteristics and employee engagement: An impact-based perspective. *Journal of Organizational Behavior*, *39*(5), 580-593.

Osborne, S., & Hammoud, M. S. (2017). Effective employee engagement in the workplace. *International Journal of Applied Management and Technology*, *16*(1), 4.

Parker, A., Kacprzak, M., & Wielewska, I. (2023). Changes In Strategic Responses Of Selected Low Budget Airlines From Different Continents In Response To The Global Covid-19 Pandemic. *Scientific Papers of Silesian University of Technology. Organization & Management/Zeszyty Naukowe Politechniki Slaskiej. Seria Organizacji i Zarzadzanie*, (174).

Pearson, C. M., & Mitroff, I. I (2019). From crisis prone to crisis prepared: A framework for crisis management. In *Risk management* (pp. 185-196). Routledge.

Phina, O. N., Arinze, A. S., Chidi, F., & Chukwuma, D. (2018). The effect of teamwork on employee performance: A study of medium scale industries in Anambra State. *International Journal of Contemporary Applied Researches*, *5*(2), 174-194.

Pitafi, A. H., Liu, H., & Cai, Z. (2018). Investigating the relationship between workplace conflict and employee agility: The role of enterprise social media. *Telematics and Informatics*, *35*(8), 2157-2172.

Pratama, E. N., Suwarni, E., & Handayani, M. A (2022). The effect of job satisfaction and organizational commitment on turnover intention with person organization fit as moderator variable. *Aptisi Transactions on Management (ATM), 6*(1), 74-82.

Pulakos, E. D., Kantrowitz, T., & Schneider, B. (2019). What leads to organizational agility: It's not what you think. *Consulting Psychology Journal: Practice and Research*, *71*(4), 305.

Radhakrishnan, A., Zaveri, J., David, D., & Davis, J. S. (2022). The impact of project team characteristics and client collaboration on project agility and project success: An empirical study. *European Management Journal*, *40*(5), 758-777.

Rahman, M. M., & Saima, F. N. (2018). Efficiency of board composition on firm performance: Empirical evidence from listed airlines of Bangladesh. *The Journal of Asian Finance, Economics and Business (JAFEB)*, *5*(2), 53-61.

Ramamurti, R., & Williamson, P. J. (2019). Rivalry between emerging-market MNEs and developed-country MNEs: Capability holes and the race to the future. *Business Horizons*, *62*(2), 157-169.

Rampa, R., & Agogué, M (2021). Developing radical innovation capabilities: Exploring the effects of training employees for creativity and innovation. *Creativity and Innovation Management*, *30*(1), 211-227.

Ravichandran, T (2018). Exploring the relationships between IT competence, innovation capacity and organizational agility. *The journal of strategic information systems*, *27*(1), 22-42.

Remko, V. H. (2020). Research opportunities for a more resilient post-COVID-19 supply chain–closing the gap between research findings and industry practice. *International Journal of Operations & Production Management*, *40*(4), 341-355.

Rialti, R., Marzi, G., Silic, M., & Ciappei, C. (2018). Ambidextrous organization and agility in big data era: The role of business process management systems. *Business process management journal*, *24*(5), 1091-1109.

Rimita, K. N. (2019). *Leader readiness in a volatile, uncertain, complex, and ambiguous (VUCA) business environment* (Doctoral dissertation, Walden University).

Russo, M., & Cesarani, M. (2017). Strategic alliance success factors: A literature review on alliance lifecycle. *International Journal of Business Administration*, *8*(3), 1-9.

Saba, S., Tabish, A., & Khan, A. B (2017). Role of visionary leadership in the performance of the employees at a workplace: Moderating effect of organizational citizenship behavior. *Australasian Journal of Business, Social Science and Information Technology*, *3*(2), 62-70.

Sabatini, R., & Gardi, A. (2023). Sustainable Aviation: An Introduction. *Sustainable Aviation Technology and Operations: Research and Innovation Perspectives*.

Saha, N., Gregar, A., & Sáha, P. (2017). Organizational agility and HRM strategy: Do they really enhance firms' competitiveness?. *International Journal of Organizational Leadership*, *6*, 323-334.

Santoso, A. M., & Yuzarion, Y. (2021). Analysis of Learning Agility in the Performance of Achievement Teachers in Yogyakarta. *PEDAGOGIK: Jurnal Pendidikan*, *8*(1), 77-122.

Saptarini, N. I., & Mustika, M. D. (2023). Workforce Agility And Adaptive Performance In Government Institution: The Mediating Role Of Work Engagement. *Jurnal Manajemen dan Kewirausahaan*, *25*(1), 55-62.

Saqlain, M., Munir, M. M., Rehman, S. U., Gulzar, A., Naz, S., Ahmed, Z., ... & Mashhood, M. (2020). Knowledge, attitude, practice and perceived barriers among healthcare workers regarding COVID-19: a cross-sectional survey from Pakistan. *Journal of Hospital infection*, *105*(3), 419-423.

Seo, E. J., & Park, J. W. (2018). A study on the effects of social media marketing activities on brand equity and customer response in the airline industry. *Journal of Air Transport Management*, *66*, 36-41.

Settembre-Blundo, D., González-Sánchez, R., Medina-Salgado, S., & García-Muiña, F. E. (2021). Flexibility and resilience in corporate decision making: a new sustainability-based risk management system in uncertain times. *Global Journal of Flexible Systems Management*, *22*(Suppl 2), 107-132.

Shaibu, A. B., Ohida, I., & Isichei, E. E. (2023). Employees'integration And Performance Of Indigenously Owned Aviation Firms In Nigeria. *FUW-International Journal of Management and Social Sciences*, *8*(2), 14-14.

Shen, C. C., Yeh, C. C., & Lin, C. N. (2022). Using the perspective of business information technology technicians to explore how information technology affects business competitive advantage. *Technological Forecasting and Social Change*, *184*, 121973.

Shepherd, M., Turner, J. A., Small, B., & Wheeler, D (2020). Priorities for science to overcome hurdles thwarting the full promise of the 'digital agriculture' revolution. *Journal of the Science of Food and Agriculture*, *100*(14), 5083-5092.

Sheth, J., Jain, V., & Ambika, A. (2020). Repositioning the customer support services: the next frontier of competitive advantage. *European Journal of Marketing*, *54*(7), 1787-1804.

Spyropoulou, S., Katsikeas, C. S., Skarmeas, D., & Morgan, N. A. (2018). Strategic goal accomplishment in export ventures: the role of capabilities, knowledge, and environment. *Journal of the Academy of Marketing Science*, *46*, 109-129.

Štangová, N., & Víghová, A. (2021). Company liquidity as a reflection of receivables and payables management. *Entrepreneurship and sustainability issues*, *9*(2), 238.

Stoverink, A. C., Kirkman, B. L., Mistry, S., & Rosen, B (2020). Bouncing back together: Toward a theoretical model of work team resilience. *Academy of Management Review*, *45*(2), 395-422.

Stratton, S. J. (2021). Population research: convenience sampling strategies. *Prehospital and disaster Medicine*, *36*(4), 373-374.

Suau-Sanchez, P., Voltes-Dorta, A., & Cugueró-Escofet, N (2020). An early assessment of the impact of COVID-19 on air transport: Just another crisis or the end of aviation as we know it?. *Journal of Transport Geography*, *86*, 102749.

Sweeney, M. (2022). *Unitary Developmental Theory and Organization Development, Volume 2: A Model of Developmental Learning for Change, Agility and Resilience*. Taylor & Francis.

Tallon, P. P., Queiroz, M., Coltman, T., & Sharma, R. (2019). Information technology and the search for organizational agility: A systematic review with future research possibilities. *The Journal of Strategic Information Systems*, *28*(2), 218-237.

Tan, F. T. C., Pan, S. L., & Zuo, M. (2019). Realising platform operational agility through information technology–enabled capabilities: A resource-interdependence perspective. *Information Systems Journal*, *29*(3), 582-608.

Thelle, M. H., & la Cour Sonne, M. (2018). Airport competition in Europe. *Journal of Air Transport Management*, *67*, 232-240.

Theobald, S., Prenner, N., Krieg, A., & Schneider, K. (2020). Agile leadership and agile management on organizational level-a systematic literature review. In *Product-Focused Software Process Improvement: 21st International Conference, PROFES 2020, Turin, Italy, November 25–27, 2020, Proceedings 21* (pp. 20-36). Springer International Publishing.

Thokozani, S. B. M., & Maseko, B. (2017). Strong vs. weak leadership: Assessing the impact on employee motivation. *Arabian Journal of Business and Management Review*, *7*(1), 2-5.

Tripathi, A., Srivastava, R., & Sankaran, R. (2020). Role of learning agility and learning culture on turnover intention: an empirical study. *Industrial and Commercial Training*, *52*(2), 105-120.

Troise, C., Corvello, V., Ghobadian, A., & O'Regan, N. (2022). How can SMEs successfully navigate VUCA environment: The role of agility in the digital transformation era. *Technological Forecasting and Social Change*, *174*, 121227.

Troisi, O., Maione, G., Grimaldi, M., & Loia, F. (2020). Growth hacking: Insights on data-driven decision-making from three firms. *Industrial Marketing Management*, *90*, 538-557.

Turan, H. Y., & Cinnioğlu, H. (2022). Agile leadership and employee performance in VUCA world. In *Agile Management and VUCA-RR: Opportunities and Threats in Industry 4.0 towards Society 5.0* (pp. 27-38). Emerald Publishing Limited.

Uslaner, E. M. (2020). Religion and civic engagement in Canada and the United States. *Journal for the scientific study of religion*, *41*(2), 239-254.

Vacík, E., Špaček, M., Fotr, J., & Kracík, L. (2018). Project portfolio optimization as a part of strategy implementation process in small and medium-sized enterprises: a methodology of the selection of projects with the aim to balance strategy, risk and performance.

van Breda-Verduijn, H., & Heijboer, M (2016). Learning culture, continuous learning, organizational learning anthropologist. *Industrial and Commercial Training*, *48*(3), 123-128.

Vlas, C. O., Richard, O. C., Andrevski, G., Konrad, A. M., & Yang, Y. (2022). Dynamic capabilities for managing racially diverse workforces: Effects on competitive action variety and firm performance. *Journal of Business Research*, *141*, 600-618.

Vrontis, D., Belas, J., Thrassou, A., Santoro, G., & Christofi, M. (2023). Strategic agility, openness and performance: a mixed method comparative analysis of firms operating in developed and emerging markets. *Review of managerial science*, *17*(4), 1365-1398.

Wanyama, E. (2023). *An Assessment of the factors affecting the achievement of turnaround strategies at Kenya Airways* (Doctoral dissertation, Strathmore University).

Watiri, C. (2022). *Influence of Selected Organizational Factors on Performance of International Airlines in Kenya* (Doctoral dissertation, KeMU).

Werner, S., & Balkin, D. B. (2021). Strategic benefits: How employee benefits can create a sustainable competitive edge. *The Journal of Total Rewards*, *30*(1), 8-22.

Whalen, P., Uslay, C., Pascal, V. J., Omura, G., McAuley, A., Kasouf, C. J., ... & Deacon, J. (2016). Anatomy of competitive advantage: towards a contingency theory of entrepreneurial marketing. *Journal of Strategic Marketing*, *24*(1), 5-19.

Williams, T. A., Gruber, D. A., Sutcliffe, K. M., Shepherd, D. A., & Zhao, E. Y (2017). Organizational response to adversity: Fusing crisis management and resilience research streams. *Academy of management annals*, *11*(2), 733-769.

Wiltshire, J. (2018). Airport competition: Reality or myth?. *Journal of Air Transport Management*, *67*, 241-248.

Wishart, D. S., Feunang, Y. D., Guo, A. C., Lo, E. J., Marcu, A., Grant, J. R., ... & Wilson, M (2018). DrugBank 5.0: a major update to the DrugBank database for 2018. *Nucleic acids research*, *46*(D1), D1074-D1082.

Witelson, D. M. (2022). Performance theory: a growing interest in rock art research. *Time and Mind*, *15*(3-4), 313-341.

Witmer, H., & Mellinger, M. S (2016). Organizational resilience: Nonprofit organizations' response to change. *Work*, *54*(2), 255-265.

World Health Organization. (2018). *World Health Statistics 2016 [OP]: Monitoring Health for the Sustainable Development Goals (SDGs)*. World Health Organization.

Yagmur, Ö. B., & Myrvang, N. A. (2023). The effect of organizational agility on crisis management process and organizational resilience: Health sector example. *International Journal of Disaster Risk Reduction*, 103955.

Yang, C. H., Lee, B., Jou, P. H., Chung, Y. F., & Lin, Y. D (2023). Analysis and Forecasting of International Airport Traffic Volume. *Mathematics*, *11*(6), 1483.

Yang, F., Liu, J., Wang, Z., & Zhang, Y (2019). Feeling energized: A multilevel model of spiritual leadership, leader integrity, relational energy, and job performance. *Journal of Business Ethics*, *158*, 983-997.

Yeow, A., Soh, C., & Hansen, R. (2018). Aligning with new digital strategy: A dynamic capabilities approach. *The Journal of Strategic Information Systems*, *27*(1), 43-58.

Zachary, L. J., & Fain, L. Z. (2022). *The mentor's guide: Facilitating effective learning relationships*. John Wiley & Sons.

Zafari, K., Biggemann, S., & Garry, T. (2020). Mindful management of relationships during periods of crises: A model of trust, doubt and relational adjustments. *Industrial Marketing Management*, *88*, 278-286.

Zhang, F., & Graham, D. J. (2020). Air transport and economic growth: a review of the impact mechanism and causal relationships. *Transport Reviews*, *40*(4), 506-528.

Zhang, J. Z., & Watson IV, G. F. (2020). Marketing ecosystem: An outside-in view for sustainable advantage. *Industrial Marketing Management*, *88*, 287-304.

Zhou, J., Mavondo, F. T., & Saunders, S. G. (2019). The relationship between marketing agility and financial performance under different levels of market turbulence. *Industrial Marketing Management*, *83*, 31-41.

Zia-ur-Rehman, M., & Ejaz, U (2023). Effective Management: Understanding the Perceived Importance of Workplace Values. *Review of Applied Management and Social Sciences*, *6*(1), 63-73.

APPENDICES

Appendix I: Letter of Introduction

Kelvin K. Oruma

School of Business and Economics
Moi University.
P.O. Box 3900-30100
Eldoret
20th November, 2023
Dear Respondent,
RE: REQUEST FOR RESEARCH DATA

I am a post graduate student at the Moi University, School of Business and Economics. In partial fulfilment of the requirements for the award of degree in Management of Business Administration, I am required to conduct a study on moderating effect of leadership on the relationship between strategic agility and organisational performance of airlines in Kenya. The questionnaire consists of two parts thus should not take more than 20 minutes to fill. Please note there is no right or wrong answer, so feel free to give the answer you think is correct. Strict confidentiality will be maintained and all the information will collect through this questionnaire will remain confidential. The information you provide will not be will use for any other purpose apart from its intended academic use.

I thank you in advance for your co-operation.
Yours faithfully

Kelvin K. Oruma
MASTERS Student – Moi University

Appendix II: Questionnaire

This data questionnaire has been designed for the sole purpose of collecting data on effect **of moderating effect of leadership on the relationship between strategic agility and organisational performance of airlines in Kenya.** The data collected will be treated with a very high degree of confidentiality and it's meant for academic purpose only. You are kindly asked to fill out this questionnaire by putting a mark (√) or (X) in front of the applicable answer in cell, do not write your name or your enterprise/company name in the questionnaire.

Section A: Demographic Information

1. Age Bracket

   18- 24 Years [ ]   25 to 35 Years [ ]

   36 to 45 Years [ ]   46 years and above [ ]

2. What is your highest level of Education?

   Bachelors [ ]   Diploma [ ]

   Certificate [ ]   Secondary Level [ ]

   Primary Level [ ]   Others [ ]

3. For how have you been working in this airline?

   Less than 5years [ ]   between 6-10 years [ ]

   Between 11-15 years [ ]   between 16-20 years [ ]

   More than 20 years [ ]

SECTION B: ADAPTIVE AGILITY

Kindly indicate to what extent you agree with the following statements on adaptive agility**.** Using the following scale, please tick the one that best describes your opinion

(1=Strongly Disagree, 2= Disagree, 3=Neutral, 4= Agree, 5=Strongly Agree)

Statements	SA	A	N	D	SD
1. Our organization is able to quickly adapt to change.					
2. Our organization is able to learn from its mistakes and improve.					
3. Our organization is able to anticipate and respond to new opportunities.					
4. Our organization is able to create a culture of innovation.					
5. Our organization is able to build and maintain strong relationships with its stakeholders.					
6. Our organization is able to effectively manage risk.					

SECTION C: PORTFOLIO AGILITY

Kindly indicate to what extent you agree with the following statements on portfolio agility**.** Using the following scale, please tick the one that best describes your opinion

(1=Strongly Disagree, 2= Disagree, 3=Neutral, 4= Agree, 5=Strongly Agree)

Statements	SA	A	N	D	SD
1. Our organization is able to quickly adapt to changing market conditions.					
2. Our organization has a clear understanding of our strategic goals.					
3. Our organization has a well-defined portfolio management process.					
4. Our organization has the ability to quickly assess and prioritize new opportunities.					
5. Our organization has the ability to quickly reallocate resources to meet changing priorities.					

SECTION D: OPERATIONAL AGILITY

Kindly indicate to what extent you agree with the following statements on operational agility**.** Using the following scale, please tick the one that best describes your opinion

(1=Strongly Disagree, 2= Disagree, 3=Neutral, 4= Agree, 5=Strongly Agree)

Statements	SA	A	N	D	SD
1. Our organization has a culture of continuous improvement.					
2. Our organization is able to quickly respond to customer feedback.					
3. Our organization has a flexible and adaptable workforce.					
4. Our organization has a well-defined process for managing change.					
5. Our organization has a robust IT infrastructure that supports agility.					
6. Our organization is able to collaborate effectively with external partners.					

SECTION E: COLLABORATIVE AGILITY

Kindly indicate to what extent you agree with the following statements on collaborative agility**.** Using the following scale, please tick the one that best describes your opinion

(1=Strongly Disagree, 2= Disagree, 3=Neutral, 4= Agree, 5=Strongly Agree)

Statements	**5**	**4**	**3**	**2**	**1**
1. The team members effectively collaborate with each other.					
2. The team adapts quickly to changing circumstances.					
3. The team demonstrates resilience in the face of challenges.					
4. The team actively sought out innovative solutions.					
5. The team embraces feedback and continuously improves.					
6. The team effectively manages conflicts and resolves them collaboratively.					
7. The team encourages open communication and knowledge sharing.					

SECTION F: ORGANISATIONAL PERFORMANCE OF AIRLINES

Kindly indicate to what extent you agree with the following statements on organisational performance of airlines **.** Using the following scale, please tick the one that best describes your opinion

(1=Strongly Disagree, 2= Disagree, 3=Neutral, 4= Agree, 5=Strongly Agree)

Statement	**5**	**4**	**3**	**2**	**1**
1. The airlines has been able to increase their profitability					
2. The airlines has been able to increase its market share					
3. The airlines has been able to increase the number of passengers					
4. The airlines has been able to increase the operation routes					
5. The airlines is has been able to increase in volume					

SECTION G: LEADERSHIP

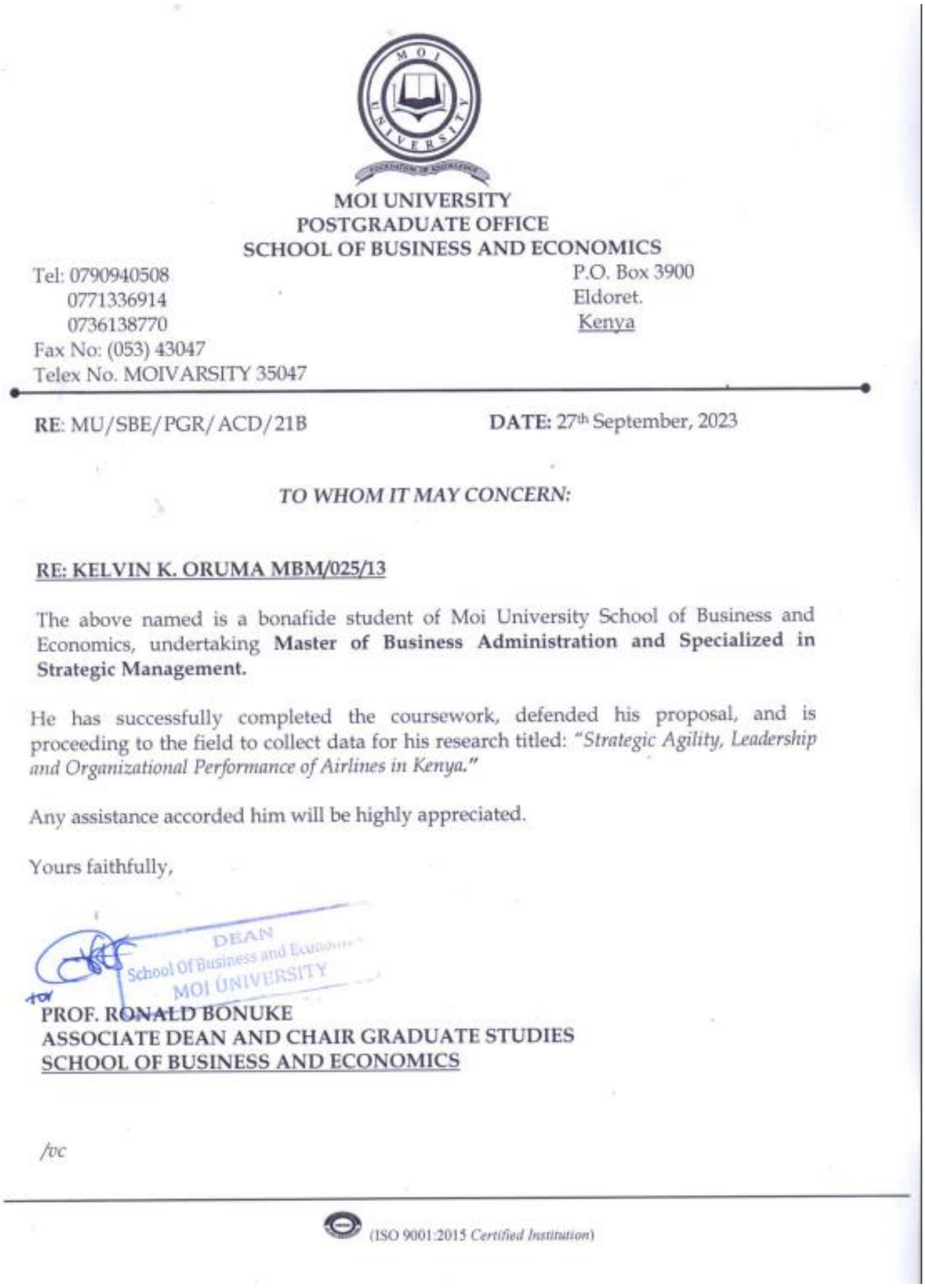
Kindly indicate to what extent you agree with the following statements on Leadership**.** Using the following scale, please tick the one that best describes your opinion

(1=Strongly Disagree, 2= Disagree, 3=Neutral, 4= Agree, 5=Strongly Agree)

Statement	**5**	**4**	**3**	**2**	**1**
1. Communication skills influences the performance of the airline					
2. Most employees possess good interpersonal skills					
3. The airlines has been able to increase the number of passengers					
4. Most employees are visionary					
5. Most Employee uphold utmost integrity					

THANK YOU FOR PARTICIPATING IN THIS RESEARCH!

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: KELVIN K. ORUMA MBM/025/13

The above named is a bonafide student of Moi University School of Business and Economics, undertaking **Master of Business Administration and Specialized 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: *"Strategic Agility, Leadership and Organizational Performance of Airlines in Kenya."*

Any assistance accorded him will be highly appreciated.

Yours faithfully,

DEAN
School of Business and Economics
MOI UNIVERSITY

for
PROF. RONALD BONUKE
ASSOCIATE DEAN AND CHAIR GRADUATE STUDIES
SCHOOL OF BUSINESS AND ECONOMICS

/vc

(ISO 9001:2015 *Certified Institution*)

Appendix IV: NACOSTI Approval Letter

REPUBLIC OF KENYA

NATIONAL COMMISSION FOR SCIENCE,TECHNOLOGY & INNOVATION

Ref No: 498755

Date of Issue: 14/November/2023

RESEARCH LICENSE

This is to Certify that Mr.. KELVIN K ORUMA 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: STRATEGIC AGILITY, LEADERSHIP AND ORGANISATIONAL PERFORMANCE OF AIRLINES IN KENYA for the period ending : 14/November/2024.

License No: NACOSTI/P/23/31410

498755

Applicant Identification Number

Director General
NATIONAL COMMISSION FOR SCIENCE,TECHNOLOGY & INNOVATION

Verification QR Code

NOTE: This is a computer generated License. To verify the authenticity of this document, Scan the QR Code using QR scanner application.

See overleaf for conditions

Appendix V: List of Airlines in Kenya

1. 748 Air Services
2. Aberdair Aviation
3. Aero-Pioneer Group
4. Acariza Aviation
5. AD Aviation Aircharters
6. Aeronav Air Services
7. AeroSpace Consortium
8. African Express Airways
9. Air Direct-Connect
10. Airkenya Express
11. Airlink Kenya
12. AirTraffic Africa
13. Airworks Kenya Limited
14. ALS - Aircraft Leasing Services
15. Astral Aviation
16. Aushaan Air
17. Avro Express
18. Blue Bird Aviation
19. Blue Sky Aviation Services
20. Buffair Services
21. Capital Airlines
22. DAC Aviation
23. Fanjet Express
24. Fly540
25. Eastafrican.com
26. Everett Aviation
27. Freedom Airline Express
28. Global Airlift
29. Great Airways
30. Jambojet
31. Jetways Airlines
32. Kenya Airways

33. Knight Aviation
34. LadyLori
35. Mombasa Air Safari
36. Pan African Airways
37. Phoenix Aviation
38. Safari Express Cargo
39. Safarilink Aviation