Strathmore UNIVERSITY

SU+ @ Strathmore University Library

Electronic Theses and Dissertations

2025

The Impact of organizational resilience, business continuity planning, work scheduling processes, and strategic agility on balanced scorecard performance: a case of Kenya Airways.

Kurgat, Eric
Strathmore Business School
Strathmore University

Recommended Citation

Kurgat, E. (2025). *The Impact of organizational resilience, business continuity planning, work scheduling processes, and strategic agility on balanced scorecard performance: A case of Kenya Airways* [Strathmore University]. http://hdl.handle.net/11071/15990

Follow this and additional works at: http://hdl.handle.net/11071/15990

This work is availed for free and open access by Strathmore University Library.
It has been accepted for digital distribution by an authorized administrator of SU+ @Strathmore University.
For more information, please contact library@strathmore.edu

THE IMPACT OF ORGANIZATIONAL RESILIENCE, BUSINESS CONTINUITY PLANNING, WORK SCHEDULING PROCESSES, AND STRATEGIC AGILITY ON BALANCED SCORECARD PERFORMANCE: A CASE OF KENYA AIRWAYS

BY

ERIC KURGAT

Reg. No. 150068

A RESEARCH DISSERTATION SUBMITTED IN PARTIAL FULFILLMENT OF THE REQUIREMENTS FOR THE AWARD OF THE DEGREE OF MASTER OF BUSINESS ADMINISTRATION OF STRATHMORE UNIVERSITY

MAY 2025

DECLARATION

This research dissertation is my original work and has not been presented for the award of a degree in any other University.

Signed…… Date……19th May 2025…….
Eric Kurgat, Reg. No. 150068

This research dissertation has been submitted for examination with my approval as the University Supervisor.

Signed…… Date……19th May 2025…….
Prof. Joseph Onyango
Associate Professor, Strathmore University Business School

ABSTRACT

This study investigated Kenya Airways' post-pandemic recovery by examining the impact of organizational resilience, business continuity planning (BCP), adaptive work scheduling, and strategic agility on its Balanced Scorecard (BSC) performance. Against a backdrop of financial strain, operational disruptions, and structural inefficiencies, the study explored how targeted recovery strategies influenced key organizational dimensions: financial health, customer satisfaction, internal operations, and employee development. Guided by Dynamic Capabilities Theory, the study adopted a positivist research philosophy and employed a descriptive correlational design. Primary data were collected through structured questionnaires administered to 356 Kenya Airways employees using stratified random sampling. Data analysis involved descriptive statistics and Ordinary Least Squares (OLS) regression, supported by validity and reliability tests. The findings revealed statistically significant positive relationships between the four independent variables and BSC performance. Organizational resilience and strategic agility emerged as particularly strong predictors of performance, underscoring the value of internal adaptability and forward-looking strategy in turbulent environments. Key recommendations include: enhancing investment in agile scheduling systems to improve operational flexibility, institutionalizing business continuity frameworks across departments, and strengthening employee training programs to support resilience. The study also recommends that Kenya Airways and similar carriers in resource-constrained markets prioritize strategic partnerships to bolster competitive positioning. The study is limited by its exclusive focus on Kenya Airways and reliance on employee perceptions, which may not fully capture customer or financial data realities. Future research should consider multi-stakeholder perspectives and comparative studies across multiple airlines in the region to generalize findings more broadly.

VT OMNES VNVM SINT

TABLE OF CONTENTS

LIST OF ABBREVIATIONS

BCP - Business Continuity Planning

BSC - Balanced Scorecard

COVID-19 - Coronavirus Disease 2019

IATA - International Air Transport Association

JKIA - Jomo Kenyatta International Airport

KQ - Kenya Airways

KPI - Key Performance Indicator

OTP - On-Time Performance

ROI - Return on Investment

SAATM - Single African Air Transport Market

VT OMNES VNVM SINT

LIST OF TABLES

VT OMNES VNVM SINT

LIST OF FIGURES

VT OMNES VNVM SINT

ACKNOWLEDGEMENT

I acknowledge my family's support in achieving this feat. Their unwavering support is the reason for my success. Prof. Joseph Onyango's guidance and inspiration were also crucial to my progress.

CHAPTER ONE
INTRODUCTION

The global aviation industry experienced severe disruptions due to the COVID-19 pandemic, which exposed existing vulnerabilities and forced airlines to adopt drastic operational changes. Major carriers like Delta, British Airways, and Lufthansa implemented restructuring plans, while industry-wide passenger traffic is not expected to return to pre-pandemic levels until 2024 (Dube et al., 2021; IATA, 2022). Airlines responded by emphasizing cargo operations, health protocols, and digital transformation to enhance resilience (Bocanet et al., 2021; Williams & Shepherd, 2016).

African airlines, including Kenya Airways, faced compounded challenges such as limited financial buffers, overreliance on government support, and slow recovery due to structural constraints (Africa.com, 2023; Bizna Kenya, 2024). These pressures emphasized the importance of strategic agility and business continuity planning for navigating future disruptions. This study examines Kenya Airways' recovery through the lens of organizational resilience, BCP, work scheduling, and strategic agility, using the Balanced Scorecard to evaluate performance outcomes. The airline's role in Kenya's economy and recent restructuring initiatives, including plans to sell a stake to foreign investors, make it a critical case for study.

VT OMNES VNVM SINT

1.1 Background of the Study

In Africa, the aviation industry, though smaller in scale compared to other regions, plays a vital role in economic development and regional integration. Airlines such as Ethiopian Airlines and South African Airways have been critical in connecting African countries to the global economy. However, African airlines have faced unique challenges, including limited infrastructure, high operating costs, and inadequate regulatory frameworks (Dobby, 2021). During the COVID-19 pandemic, African airlines, including Kenya Airways (KQ), experienced severe financial strain, with many suspending operations due to reduced demand and stringent travel restrictions. The African Union, through initiatives like the Single African Air Transport Market (SAATM), has been working to liberalize air travel across the continent to enhance regional connectivity, but

these efforts have been hampered by the financial struggles of national carriers (Mutie & Muli, 2024).

African airlines adopted a range of survival strategies in response to the COVID-19 crisis, including fleet rationalization, route consolidation, and a shift toward cargo operations (Abate et al., 2020). These efforts were compounded by the need for cost reduction and improved digital systems to meet health and operational demands (Mhlanga, 2022). Major carriers such as Ethiopian Airlines, RwandAir, and Air Peace leveraged government support and network agility to retain competitiveness across regional markets (Adeleke et al., 2021). The competitive intensity in Africa's aviation sector - driven by overlapping routes, liberalization policies like the Single African Air Transport Market (SAATM), and a mix of legacy and low-cost carriers - further strained airlines like Kenya Airways, which faced legacy debt and operational inefficiencies (IATA, 2021).

Key competitors to Kenya Airways include Ethiopian Airlines and South African Airways, both of which have established strong market positions through expansive route networks and strategic partnerships. Ethiopian Airlines, often regarded as the continent's most successful carrier, has demonstrated remarkable resilience and profitability, driven by effective cost management, strategic fleet expansion, and government support (Mutie & Muli, 2024). Its aggressive growth strategy, including investments in cargo operations and the development of Addis Ababa as a major aviation hub, has enabled it to outpace many of its regional competitors. South African Airways, despite facing financial turbulence and undergoing restructuring, remains a significant player in the southern African region due to its extensive domestic and international routes (Dobby, 2021). Additionally, low-cost carriers such as Air Peace and RwandAir are emerging as formidable competitors, leveraging cost-effective models and expanding into underserved markets. These airlines pose increasing challenges to Kenya Airways, particularly in the wake of the COVID-19 pandemic, which has reshaped competitive dynamics by forcing airlines to adopt innovative recovery strategies, optimize operations, and explore new revenue streams (Ndambuki & Muli, 2024). The competitive landscape underscores the need for Kenya Airways to strengthen its organizational resilience, strategic agility, and operational efficiency to maintain its market share and ensure long-term sustainability.

Kenya Airways, one of Africa's key national carriers, has faced longstanding financial instability compounded by the COVID-19 pandemic. The airline implemented a mix of recovery strategies including workforce reduction, increased cargo operations, and digital engagement to maintain operations (KQ Annual Report, 2022; Mhlanga, 2022). Despite these efforts, it continued to post losses, prompting the Kenyan government to explore partial privatization through the sale of a 49% stake to foreign investors. These developments highlight the urgent need to examine how internal capabilities - like resilience, agility, and continuity planning - can influence post-crisis performance across financial, operational, and human resource dimensions.

Locally, Kenya Airways has had to focus on enhancing its organizational resilience, business continuity planning, and strategic agility to navigate the complex post-pandemic environment. Kenya Airways (KQ), like many global airlines, faced severe disruptions due to the COVID-19 pandemic. However, the airline's struggles extend beyond the pandemic, with ongoing financial losses and government bailouts becoming the norm. In 2024, KQ reported a half-year loss of Ksh 9.8 billion, continuing its decade-long streak of unprofitability (Africa.com, 2023; Bizna Kenya, 2024). To address these challenges, the government has initiated plans to sell a 49% stake to a foreign investor, marking a major restructuring effort aimed at restoring profitability (Business Today, 2024; Business Daily, 2022). The airline's recovery strategies include optimizing its flight schedules, exploring new revenue streams such as cargo, and enhancing digital platforms for customer engagement (Mutie & Muli, 2024. However, as Kenya Airways seeks to stabilize and recover, it must contend with broader challenges within Kenya's aviation sector, including labor disputes, competition from low-cost carriers, and the need for significant infrastructure investments at JKIA to meet growing demand (Odongo et al., 2019).

Government investment has been a critical factor in sustaining Kenya Airways, particularly in the wake of the COVID-19 pandemic, which severely impacted the airline's financial stability. The Kenyan government has provided financial bailouts, strategic oversight, and policy interventions to prevent the collapse of the national carrier, recognizing its significant role in supporting international trade, tourism, and regional connectivity (Africa.com, 2023; Bizna Kenya, 2024). These interventions include direct capital injections, debt restructuring, and the strategic move to sell a 49% stake to foreign investors to attract private capital and reduce fiscal pressure on the state

(Bizna Kenya, 2024). However, scholars argue that while such financial assistance offers short-term relief, it risks perpetuating inefficiencies if not coupled with structural reforms aimed at enhancing operational resilience and strategic agility (Ndambuki & Muli, 2024). To ensure long-term sustainability, Kenya Airways must leverage government support as a catalyst for transformative change, focusing on improving business continuity planning, optimizing work scheduling processes, and strengthening its competitive position within the liberalized African aviation market (Mutie & Muli, 2024).

Kenya Airways, one of Africa's key national carriers, has faced longstanding financial instability compounded by the COVID-19 pandemic. The airline implemented a mix of recovery strategies including workforce reduction, increased cargo operations, and digital engagement to maintain operations (KQ Annual Report, 2022; Mhlanga, 2022). Despite these efforts, it continued to post losses, prompting the Kenyan government to explore partial privatization through the sale of a 49% stake to foreign investors. These developments highlight the urgent need to examine how internal capabilities - like resilience, agility, and continuity planning - can influence post-crisis performance across financial, operational, and human resource dimensions.

1.1.1 Kenya Airways

Kenya Airways (KQ), established in 1977, has been a major player in the African aviation industry, often referred to as "The Pride of Africa" due to its strategic importance and broad network across the continent and beyond. However, KQ has faced significant financial challenges in recent years. Before the pandemic, Kenya Airways had already been posting losses for several years, driven by high operating costs, a challenging competitive landscape, and various management inefficiencies. These issues placed a considerable burden on the airline, leading to its reliance on government bailouts and eventual discussions about privatization and restructuring (Business Daily Africa, 2022).

The COVID-19 pandemic delivered a substantial blow to the aviation industry, bringing KQ to a near standstill. Passenger revenues declined dramatically as international travel was halted, and the airline's financial health worsened. By 2022, KQ had reported a 66% revenue increase compared to 2021 as travel demand began to rebound. This recovery was driven by a significant

increase in passenger numbers (up by 68%) and an increase in cargo operations (up 3.5%), both critical to stabilizing the airline's financial situation post-pandemic (Kenya Airways, 2022).

Beyond the pandemic, Kenya Airways has also faced pressures related to long-term strategic decisions, particularly regarding its ownership and management structure. In recent years, the government of Kenya has floated plans to cede up to 49% of its stake in KQ to a foreign investor, seeking to inject capital and expertise that could help turn around the loss-making airline. These plans have been fueled by the realization that the airline cannot continue to rely on state bailouts indefinitely (Business Today Kenya, 2024). This move aligns with broader global trends in airline recovery strategies, where private investments have been pivotal in driving turnaround initiatives in struggling airlines.

Kenya Airways' recovery plan emphasizes organizational resilience, strategic agility, and business continuity. Organizational resilience, which refers to the airline's ability to absorb shocks and adapt to crises, played a crucial role in keeping operations running during the pandemic, despite the significant downturn in demand (Linnenluecke, 2017). At the same time, the airline's business continuity planning (BCP) was tested, with the company needing to reconfigure its operations to handle reduced capacity while maintaining its financial and operational stability (Kenya Airways,2022).

Another critical component of KQ's recovery has been the adaptation of its work scheduling processes to the rapidly changing market conditions. As travel demand began to return, the airline had to balance increasing passenger numbers with capacity constraints, leading to significant operational adjustments(agm-report-final-2022). Additionally, KQ's strategic agility - its ability to quickly adapt to new market demands and operational challenges - has been central to its recovery strategy. This agility is particularly important in a volatile global aviation market, where the ability to respond to changing geopolitical and economic conditions can mean the difference between recovery and further losses (Välikangas, 2010).

1.2.2 Performance

Organizational performance is a multi-dimensional concept that evaluates how well a company achieves its goals in areas such as financial health, customer satisfaction, operational efficiency, and employee development. Traditionally, performance has been assessed primarily through

financial indicators like profitability, revenue growth, and return on investment (ROI), which provide a snapshot of the organization's economic viability (Kaplan & Norton, 1996). However, scholars have increasingly recognized that financial metrics alone are insufficient to capture the full scope of organizational performance, especially in complex industries such as aviation, where operational challenges and customer experience are equally critical (Neely et al., 2020). This realization has led to the development of more comprehensive frameworks, such as the Balanced Scorecard (BSC), which includes financial, customer, internal process, and learning and growth perspectives, providing a holistic view of an organization's success (Kaplan & Norton, 1992).

1.1.2.1 The Balanced Scorecard

The Balanced Scorecard (BSC) has become an essential framework in modern performance evaluation because it effectively incorporates both financial and non-financial metrics to provide a comprehensive, balanced view of organizational success. Introduced by Kaplan and Norton in the early 1990s, the BSC was designed to address the limitations of traditional performance measurement systems, which focused narrowly on financial indicators. By integrating broader dimensions of performance - financial, customer, internal processes, and learning and growth - the BSC enables organizations to assess their capabilities to create and sustain value over time, rather than merely offering a snapshot of financial viability (Kaplan & Norton, 1996).

This multi-dimensional approach is especially beneficial in complex, high-stakes industries like aviation, where customer satisfaction, operational efficiency, and employee engagement are critical drivers of success. In these sectors, factors such as operational delays, safety standards, and customer loyalty can have immediate impacts on profitability and long-term brand reputation. Therefore, the BSC is well-suited for industries that operate in dynamic, competitive environments because it aligns financial performance with other strategic priorities, helping managers to see how non-financial drivers contribute to economic outcomes (Hoque, 2014).

In practical terms, the BSC allows organizations to translate strategic objectives into specific, measurable actions across four core perspectives: The Balanced Scorecard (BSC) framework encompasses four interconnected perspectives that together provide a comprehensive view of organizational performance (Kaplan & Norton, 1996). The Financial Perspective focuses on traditional economic indicators, such as profitability, revenue growth, and return on investment,

which are crucial for assessing the organization's economic health and attracting stakeholder support (Hoque, 2014).

The Customer Perspective emphasizes metrics such as customer satisfaction, loyalty, and retention. These are particularly vital in customer-focused industries like aviation, where customer experience can significantly influence revenue. Maintaining high standards in this area helps organizations ensure customer loyalty and sustained revenue streams (Neely et al., 2020).

The Internal Process Perspective examines operational efficiency, quality, and innovation, evaluating how well internal processes align with and support broader organizational goals. In aviation, for example, core operational priorities such as punctuality, effective resource allocation, and stringent safety standards are essential for maintaining consistent performance and competitive advantage (Kaplan & Norton, 1996; Hoque, 2014).

Consequently, the Learning and Growth Perspective addresses employee development through training, satisfaction, and engagement. Recognizing the importance of human capital, this perspective underscores the need for ongoing investment in employees to drive long-term adaptability and success. By focusing on workforce development, organizations are better positioned to respond to changing market demands and to innovate effectively in the future (Kaplan & Norton, 1996; Linnenluecke, 2017). Collectively, these four perspectives offer a balanced framework that enables organizations to align financial and non-financial performance dimensions, supporting both immediate stability and sustained growth in dynamic environments (Kaplan & Norton, 1996).

The BSC has gained further relevance in recent years as organizations face increasingly unpredictable and turbulent environments. Scholars have noted its adaptability in crisis management, positioning it as a valuable tool for tracking and managing recovery efforts during times of disruption. For instance, during the COVID-19 pandemic, the BSC allowed organizations like Kenya Airways to evaluate performance across financial and non-financial dimensions, thereby providing a structured means to monitor recovery progress, employee resilience, customer engagement, and operational continuity (Linnenluecke, 2017).

In conclusion, the Balanced Scorecard (BSC) was the most appropriate framework for measuring performance in this study because it offers a comprehensive, multi-dimensional view of organizational effectiveness beyond traditional financial metrics. Given the complexity of the aviation industry - where customer satisfaction, operational efficiency, and employee development are just as critical as profitability - the BSC allowed for a nuanced assessment of Kenya Airways' recovery strategies. Its alignment with strategic objectives across functional areas made it ideally suited to evaluate the impact of resilience, agility, and continuity planning on both short-term and long-term performance outcomes.

1.1.3 Organizational resilience

Organizational resilience refers to the ability of a firm to absorb, adapt, and recover from unexpected disruptions while maintaining continuous business operations and safeguarding long-term sustainability (Linnenluecke, 2017; Holling, 1973). In the highly dynamic and risk-prone aviation industry, resilience is not just about surviving crises but about evolving and strengthening in the face of adversity. Airlines must be capable of maintaining critical operations, adjusting strategies, and protecting stakeholders under extreme conditions such as pandemics, economic downturns, or regulatory shocks.

For Kenya Airways, the COVID-19 pandemic tested the limits of its resilience. The airline had to reconfigure its operations quickly - shifting focus to cargo services, modifying flight schedules, renegotiating contracts, and securing government financial support to remain afloat. However, true resilience is measured not just by immediate response, but by the ability to re-align strategic priorities and reallocate resources to ensure long-term operational stability and competitive advantage (Acciarini et al., 2021; Vogus & Sutcliffe, 2007).

This study conceptualizes resilience through dimensions such as operational flexibility, financial stability, and strategic adaptation. These aspects are critical in understanding how Kenya Airways responded to disruptions and whether it is on a sustainable recovery path. A strong organizational resilience framework not only mitigates short-term shocks but also enhances a firm's capacity for innovation, employee engagement, and strategic agility, all of which are essential for success in a post-pandemic context.

1.1.4 Business Continuity Plan

Business continuity planning (BCP) is a critical component of organizational resilience, particularly for industries prone to external shocks like aviation. BCP refers to the process by which organizations prepare to maintain essential functions during and after a disruption, ensuring that operations can continue despite crises such as natural disasters, cyberattacks, or pandemics (Botha & Von Solms, 2004).

For Kenya Airways, which faced severe disruptions during the pandemic, the ability to maintain operational continuity became a crucial determinant of its survival. The airline had to adapt its BCP to mitigate the impact of reduced travel demand, logistical challenges, and health restrictions. This included adjusting its flight schedules, optimizing its cargo operations, and adopting health and safety protocols to protect employees and passengers (Bocanet et al., 2021). Moreover, the airline needed to secure its financial viability through government interventions and explore restructuring plans, such as the potential sale of a stake to foreign investors (Africa.com - Stay Smart About Africa).

In the current study, the effectiveness of Kenya Airways' BCP will be evaluated using specific performance indicators related to the company's ability to maintain operational, financial, and customer-facing functions during crises. The study will assess how quickly the airline resumed operations post-pandemic, the adaptability of its processes, and its ability to manage workforce and resource constraints during this period. Key measures of BCP performance will include the airline's operational efficiency (e.g., flight schedules and delays), financial stability (e.g., revenue trends post-pandemic), and customer satisfaction metrics (Badran et al., 2021). This approach aligns with the theoretical framework that emphasizes resilience as the ability to absorb and adapt to disruptions, a crucial trait for long-term survival in volatile industries like aviation (Williams & Shepherd, 2016).

1.1.5 Work scheduling processes

Tracking Work scheduling is a vital operational process in the aviation industry, where the complexity of coordinating flights, crews, and ground operations demands precise and adaptive planning. In commercial aviation, work scheduling is influenced by factors such as flight

schedules, crew availability, and regulatory requirements, which together ensure smooth and efficient operations (Gillet & Tremblay, 2021). Airlines must account for irregular operations, such as delays, cancellations, and maintenance needs, requiring the flexibility to adapt quickly while minimizing disruptions to both customers and operations.

For Kenya Airways, adapting work scheduling processes was a crucial element in its post-pandemic recovery. The airline needed to balance staff availability, optimize aircraft utilization, and ensure regulatory compliance while facing reduced operational capacity and fluctuating demand. The complexity of these scheduling tasks was compounded by resource constraints and the necessity for quick decision-making, particularly in recovering from irregular operations (Evler et al., 2021). By optimizing crew shifts and schedules, the airline aimed to maintain its operational resilience and reduce costs while improving efficiency during uncertain periods.

In the current study, the effectiveness of Kenya Airways' work scheduling processes will be measured through several key performance indicators (KPIs). These include metrics such as on-time performance (OTP), flight delays, crew utilization rates, and the ability to recover from disruptions caused by irregular operations. The study will assess the airline's ability to maintain high scheduling efficiency and operational resilience under constrained resources. This measurement aligns with frameworks that examine both the tactical and strategic dimensions of work scheduling, particularly in terms of how airlines manage their schedules to optimize operational performance during periods of crisis (Evler et al., 2021).

1.1.6 Strategic agility

Strategic agility refers to an organization's ability to rapidly respond to unforeseen changes in the business environment, while also positioning itself to exploit new opportunities for competitive advantage (Doz & Kosonen, 2010). In industries as dynamic and competitive as aviation, where external shocks such as the COVID-19 pandemic can severely disrupt operations, strategic agility becomes essential for survival. For Kenya Airways, strategic agility has been critical in adapting to fluctuating demand, evolving customer expectations, and operational challenges post-pandemic. Strategic agility enables organizations to not only react to environmental shifts but also anticipate them, allowing for a more proactive stance in turbulent markets (Amini & Rahmani, 2023).

In this study, strategic agility is conceptualized and measured through the key dimensions – clarity of vision, collective commitment, resource fluidity, and speed of action (Elali, 2021)). These dimensions evaluate how well Kenya Airways' leadership adapts its strategies to evolving market conditions, mobilizes resources effectively, and maintains a flexible organizational structure to respond to crises. Indicators such as the speed of decision-making, realignment of strategic objectives, and integration of new technologies will be used to assess the airline's agility. Kenya Airways' efforts to restructure, explore new revenue streams, and strengthen partnerships with stakeholders exemplify its strategic agility during the post-pandemic recovery phase (Ackren, 2024).

1.2 Problem Statement

The COVID-19 pandemic severely disrupted the global aviation sector, leading to reduced passenger demand, suspended operations, and financial instability for airlines worldwide (Dube et al., 2021; IATA, 2022). Airlines in Africa, including Kenya Airways, were especially vulnerable due to limited financial reserves, weak infrastructure, and dependency on government support (Abate et al., 2020; Adeleke et al., 2021). As a result, airlines adopted recovery strategies such as fleet optimization, cost-cutting, and the pursuit of strategic partnerships to remain viable (Mhlanga, 2022). While such responses were documented globally, there has been limited empirical analysis of how these strategies were applied in African carriers under resource-constrained conditions (Akpoghomeh & Igho, 2021).

Several studies have examined the role of organizational resilience, business continuity planning (BCP), and strategic agility in organizational survival. For instance, Chen et al. (2021) developed a multidimensional model of resilience - covering capital, relational, and learning capabilities - while Belhadi et al. (2020) found that real-time stakeholder coordination was key to resilience across sectors. In aviation, Janić (2022) highlighted the role of infrastructure resilience in minimizing service interruptions. However, few studies have applied these models to African airlines, and even fewer have evaluated the **combined influence** of resilience-related factors on post-pandemic recovery in this context. This represents a critical gap.

Similarly, while literature on business continuity planning emphasizes operational continuity, personnel management, and digital readiness (Serrano & Kazda, 2020; BenAmara, 2023), there is

little research connecting BCP to broader performance outcomes - especially within African aviation. Studies on adaptive work scheduling (Evler et al., 2021; Wen et al., 2020) have focused largely on operational logistics in Western airports, with minimal application to African workforces and regulatory environments. In addition, although strategic agility has been shown to enhance responsiveness and market repositioning (Elali, 2021; Paethrangsi et al., 2023), its long-term impact on multi-dimensional performance remains underexplored in the region.

A further limitation in the current body of knowledge is the **narrow focus on financial metrics** when assessing airline performance. Most studies rely on profitability, load factors, or revenue indicators, which do not account for internal processes, employee development, or customer satisfaction - factors crucial for sustained recovery (Neely et al., 2020). The Balanced Scorecard (Kaplan & Norton, 1996) offers a more holistic framework that integrates financial and non-financial performance metrics, making it ideal for evaluating recovery in complex industries like aviation.

In light of these gaps, this study investigated the influence of organizational resilience, BCP, adaptive work scheduling, and strategic agility on Kenya Airways' performance using the Balanced Scorecard approach. Kenya Airways was selected as a representative case due to its regional importance, history of financial turbulence, and current restructuring efforts including the proposed sale of a 49% stake to foreign investors (Africa.com, 2023; Bizna Kenya, 2024). This study contributes to academic literature by contextualizing global recovery models in African aviation, and to practice by offering evidence-based insights for policy and operational reforms in resource-constrained airline environments.

1.2 Research Objectives

The main objective of the study was to determine the impact of strategic agility on firm performance at Kenya Airways.

The specific objectives of the study are:

i. To analyze the impact of organizational resilience on the performance of Kenya Airways.

ii. To evaluate the effect of the Business Continuity Plan (BCP) in enhancing Kenya Airways' performance.
iii. To investigate the role of adaptive work scheduling processes in improving Kenya Airways' performance.
iv. To examine the influence of strategic agility on the performance of Kenya Airways.

1.4 Research Questions

i. What is the impact of organizational resilience on the performance of Kenya Airways?
ii. How does the Business Continuity Plan (BCP) affect the enhancement of Kenya Airways' performance?
iii. What role do adaptive work scheduling processes play in improving Kenya Airways' performance?
iv. How does strategic agility influence the performance of Kenya Airways?

1.5 Scope of the Study

This study is focused on examining recovery strategies employed by Kenya Airways, with specific attention to organizational resilience, business continuity planning (BCP), adaptive work scheduling processes, and strategic agility. The research will utilize a quantitative approach, with data sourced exclusively from structured questionnaires issued to Kenya Airways employees. These questionnaires are designed to capture employee perceptions on the effectiveness of the airline's recovery strategies, particularly in relation to the Balanced Scorecard (BSC) performance metrics, which include financial outcomes, customer satisfaction, internal processes, and employee growth (Kaplan & Norton, 1996).

The scope of the study is limited to Kenya Airways' internal operations, focusing solely on employee insights as the primary data source. No secondary data, such as financial reports or external literature, will be assessed. By using employee perspectives as the basis of analysis, the study aims to provide a detailed understanding of how recovery strategies were implemented on the ground and how they have affected the organization's ability to bounce back from the

disruptions (Williams & Shepherd, 2016; Linnenluecke, 2017). The findings will be representative of Kenya Airways employees across different operational levels, ensuring a broad view of the organization's recovery efforts.

1.6 Significance of the study

This study is significant as it provides a unique, employee-centered perspective on the post-pandemic recovery of Kenya Airways. By focusing exclusively on primary data obtained from employees, the study offers insights into the practical implementation of recovery strategies such as organizational resilience and BCP. Employee perceptions are crucial in understanding how effectively these strategies have been executed and their impact on the organization's performance, particularly in the context of navigating unprecedented challenges (Linnenluecke, 2017).

Furthermore, the study's quantitative approach allows for measurable and statistically significant findings, which are essential for identifying the relationship between Kenya Airways' recovery strategies and its Balanced Scorecard (BSC) performance. This approach will provide clear, data-driven evidence of the effectiveness of key strategies such as strategic agility, which is increasingly recognized as vital for organizations facing volatile market conditions (Doz & Kosonen, 2010). The insights gained will be invaluable for decision-makers at Kenya Airways and other stakeholders in the aviation industry who are looking to improve their crisis management capabilities and long-term resilience.

Additionally, this study contributes to the academic literature on organizational recovery, resilience, and performance in emerging markets, particularly in Africa. Much of the existing research focuses on Western airlines, and this study fills the gap by examining recovery strategies in a resource-constrained environment, providing a broader understanding of how airlines in developing regions can effectively manage disruptions (Acciarini et al., 2021). This research will also serve as a valuable reference for policymakers and industry leaders aiming to improve the resilience and operational performance of airlines in similar contexts.

CHAPTER TWO

LITERATURE REVIEW

This section provides an exposition of the literature guiding the study. The section serves to ground the study in theoretical and empirical prior literature hence showing how the current study contributes to the body of knowledge.

2.1 Theoretical Framework

This study is underpinned by the Dynamic Capabilities Theory (Teece, Pisano, & Shuen, 1997), which provides a robust framework for understanding how organizations respond to rapidly changing environments. The theory emphasizes a firm's ability to sense opportunities and threats, seize them effectively, and transform internal resources and processes to maintain a competitive advantage in volatile conditions. This perspective is particularly relevant to the airline industry, where external shocks - such as the COVID-19 pandemic - require continuous adaptation and reconfiguration of operations, workforce, and strategic priorities. Dynamic Capabilities Theory was selected as the sole theoretical lens for this study because it directly aligns with the study's key variables: organizational resilience, business continuity planning, adaptive work scheduling, and strategic agility. These constructs represent dynamic processes that allow an organization not only to survive disruption but also to transform and thrive. In the case of Kenya Airways, recovery from the pandemic has required more than just operational continuity; it has involved strategic reorientation, digital transformation, and rapid resource realignment - core principles of dynamic capability development. By focusing exclusively on Dynamic Capabilities Theory, the study avoids theoretical redundancy and enables a more focused analysis of how adaptability, learning, and innovation drive post-crisis performance, particularly when measured through a multi-dimensional framework like the Balanced Scorecard.

2.1.1 Dynamic capabilities theory

Dynamic Capabilities Theory, originally proposed by Teece, Pisano, and Shuen (1997), emphasizes an organization's ability to adapt, integrate, and reconfigure its resources and

competencies to respond effectively to changing environments. Unlike the static view of resource allocation in the Resource-Based View (RBV), Dynamic Capabilities Theory highlights the ongoing processes and routines that allow firms to "sense," "seize," and "transform" opportunities within turbulent markets (Buzzao & Rizzi, 2021). The theory is particularly relevant in volatile industries, where firms must be agile in addressing uncertainties and evolving customer demands. Central to dynamic capabilities are three core activities: sensing opportunities and threats, seizing those opportunities, and transforming the organization's resource base to sustain competitive advantage (Chen, Li, & Zhang, 2022).

While Dynamic Capabilities Theory has gained traction in various fields, critiques have also emerged regarding its conceptualization and measurement. One primary critique is its vagueness, with scholars arguing that the theory lacks clear boundaries, making it challenging to operationalize and measure dynamic capabilities effectively (Bari et al., 2022). Gupta et al. (2020) note that dynamic capabilities are complex and context-dependent, often shaped by industry characteristics and institutional factors. As such, there is a risk of oversimplifying the theory when applying it to different contexts, which can lead to inconsistent interpretations and reduced practical applicability. Additionally, Vu (2020) argues that the theory's emphasis on adaptability may lead firms to focus excessively on short-term adjustments rather than long-term strategic stability, potentially compromising sustainable growth.

In the context of the current study on Kenya Airways' post-pandemic recovery, Dynamic Capabilities Theory provides a robust framework for analyzing how the airline has adapted its operations, work scheduling processes, and strategic direction in response to the disruptions brought on by COVID-19. Kenya Airways' actions, such as pivoting to cargo operations during periods of low passenger demand, adjusting work schedules, and reconfiguring resources, exemplify the airline's dynamic capabilities in sensing and responding to market shifts (Buzzao & Rizzi, 2021). By assessing these adaptive responses, the study examines how Kenya Airways maintains its Balanced Scorecard (BSC) performance, specifically in financial stability, customer satisfaction, operational efficiency, and employee development, in a post-pandemic environment (Chen et al., 2022).

This study addresses criticisms of Dynamic Capabilities Theory by adopting a more structured and contextualized approach to analyzing Kenya Airways' capabilities within the aviation industry. Following insights from Buzzao and Rizzi (2021), the study uses specific performance indicators tied to the Balanced Scorecard framework to measure dynamic capabilities, providing a concrete and standardized basis for evaluating the airline's adaptability in a highly volatile sector. Moreover, by focusing on both short-term agility and long-term resilience strategies, the study mitigates the critique that dynamic capabilities encourage a short-sighted focus on adaptability. Instead, it emphasizes sustainable growth as Kenya Airways strategically adapts its resources in line with both immediate needs and broader organizational goals. This balanced approach ensures that the analysis remains consistent and relevant to the airline's long-term competitive positioning within the African aviation industry.

The conceptual framework of this study is directly informed by the principles of Dynamic Capabilities Theory. Each of the independent variables - organizational resilience, business continuity planning (BCP), adaptive work scheduling, and strategic agility - represents a distinct but interrelated capability that enables Kenya Airways to navigate uncertainty, reconfigure resources, and realign operations in response to environmental shocks. For example, organizational resilience reflects the firm's absorptive and adaptive capacity; BCP illustrates its ability to anticipate and manage disruptions; adaptive work scheduling demonstrates internal flexibility; and strategic agility captures the firm's responsiveness to market shifts.

VT OMNES VNVM SINT

These dynamic capabilities are hypothesized to collectively influence organizational performance, which is operationalized through the Balanced Scorecard dimensions: financial performance, customer satisfaction, internal business processes, and learning and growth. Thus, the conceptual framework aligns with the Dynamic Capabilities Theory by emphasizing that sustained performance during and after a crisis is driven not by static resources, but by the firm's ability to proactively sense, adapt, and transform its strategies and systems in real-time.

2.2 Empirical literature review

This section focuses on empirical extant literature. The section serves to elaborate on the concepts guiding the study as directed by the objectives. The studies contained herein serve to guide the research and to show how the current study derives from the gaps in literature thus showing the value and placement of the current study.

2.2.1 Impact of Organizational Resilience on Airline Post-Pandemic Performance

The concept of organizational resilience has become increasingly essential within the airline industry as a means to cope with crises like the COVID-19 pandemic. Organizational resilience refers to an airline's ability to absorb shocks, maintain core operations during disruptions, and adapt for future resilience. Key studies offer insights into how airlines worldwide have approached resilience during and post-pandemic, emphasizing both proactive and reactive measures.

Belhadi et al. (2020) conducted a multi-industry analysis, including airlines, to explore resilience strategies employed during the pandemic. Their study highlighted the necessity for real-time information sharing among stakeholders and the implementation of business continuity strategies. For airlines, a significant resilience factor was their ability to ensure continuity in operations through digital integration and stakeholder cooperation. This proactive approach allowed for more agile responses to ongoing disruptions, thus enhancing resilience and maintaining customer trust.

Acciarini et al. (2021), In a study conducted in Italy, focused on Italian companies across various sectors, examining their resilience strategies during COVID-19. The study revealed that organizations with strong digital and technological infrastructures adapted more effectively, minimizing operational downtime and financial losses. For airlines, the findings suggest that adopting digital transformation - such as contactless customer service and automated systems - can significantly enhance resilience by enabling agile responses to both immediate disruptions and long-term recovery needs.

Janić (2022) explored resilience, robustness, and vulnerability in the context of airport operations, a critical component of the aviation ecosystem. The study assessed the ability of airports to retain operational functionality and rapidly recover post-pandemic. Airports with higher resilience exhibited sustained service levels despite disruptions, benefiting airlines by reducing operational delays and ensuring smoother logistics for cargo and passenger movements. These insights highlight the importance of resilience not only within individual airlines but also across related infrastructure for comprehensive sectoral stability.

Awa et al. (2021) investigated resilience in Nigerian airlines, emphasizing customer service management as a resilience factor. Their research found that airlines adept at handling service failures and maintaining high levels of customer satisfaction had stronger recovery rates post-disruption. The study's statistical analysis underscored the role of customer-oriented strategies, such as empathetic complaint handling and adaptive service recovery models, in fostering resilience and sustaining customer loyalty in crisis situations. This approach indicates that resilience extends beyond operations to include service quality and customer relations, aligning with Kenya Airways' focus on maintaining a positive brand reputation amid its recovery efforts.

Chen et al. (2021) provided a framework for understanding resilience across multiple dimensions - capital, strategic, relational, and learning resilience. For airlines, these dimensions are vital in building a comprehensive resilience strategy. Strategic resilience, for example, allows an airline to pivot its business model, such as shifting focus to cargo operations when passenger travel declines. The relational aspect, involving partnerships with stakeholders, further bolsters resilience by pooling resources and optimizing response strategies. This holistic resilience model aligns well with Kenya Airways' needs, highlighting the multi-faceted approach required for robust crisis management.

In assessing the foregoing exposition, it is apparent that the existing literature, though insightful, often focuses on specific resilience dimensions, such as operational continuity or customer satisfaction, without fully integrating these into a cohesive resilience model that addresses the complexities of the airline industry. For Kenya Airways, an airline operating in a resource-constrained environment, a more holistic approach to resilience – one that encompasses

operational, strategic, and relational dimensions – is crucial. Moreover, while studies like those by Janić (2022) and Chen et al. (2021) underscore the importance of infrastructure and stakeholder relationships, further investigation into how these aspects interact with local regulatory and economic factors within the African context remains limited. This study seeks to addresses these gaps by examining how Kenya Airways' resilience strategies align with Balanced Scorecard metrics, thus providing a nuanced understanding of resilience in an African airline amidst post-pandemic recovery.

2.2.2 Effect of the Business Continuity Plan (BCP) Airline Post-Pandemic Recovery

The COVID-19 pandemic exposed critical vulnerabilities in business continuity planning (BCP) across various sectors, with the airline industry particularly hard-hit. Business Continuity Plans, which include strategies to maintain essential functions and minimize operational interruptions during crises, have become indispensable for post-pandemic recovery. The following studies provide a comprehensive view of how BCPs have impacted airlines' resilience, with a focus on the integration of digital capabilities, workforce management, and operational robustness, and underscore the nuanced role of BCP in sustaining long-term organizational health.

Research on pandemic resilience within travel industries highlights that adaptive business continuity strategies are essential for enabling swift recovery. Airlines that adjusted their operations to accommodate regulatory changes and fluctuating customer demand fared better than those with rigid BCP frameworks. A study analyzing the UAE business environment found that airlines with flexible BCPs were more successful in mitigating losses and sustaining growth amid the rapidly evolving conditions of the pandemic. Specifically, airlines that periodically reviewed and updated their BCPs aligned their responses more closely with market demands, contributing to an agile and resilient recovery process (Bocanet, Alpenidze, & Badran, 2021).

A broader systematic review conducted by Kok Loon-Wong et al. (2021) further underscored the lack of preparedness in many organizations for a crisis of COVID-19's magnitude, revealing that past experiences with smaller pandemics, such as SARS and MERS, did not sufficiently prompt

the integration of health-related contingencies into BCPs. The study detailed that the absence of pandemic-specific strategies led to substantial operational and workforce disruptions, with a staggering 49% of organizations lacking functioning pandemic continuity plans. This research identified the inclusion of workforce resilience and digital transformation as two critical components of modern BCPs, essential for maintaining operational continuity when physical presence is restricted (Kok Loon-Wong et al., 2021).

In a specific examination of business continuity in the aviation sector, Serrano and Kazda (2020) focused on personnel resilience within airport operations, finding that personnel management strategies within BCP frameworks were crucial for minimizing workforce disruptions. The study highlighted that airports and airlines which implemented employee protection protocols, including health and safety standards, were more effective in maintaining operational continuity. The researchers reported that airlines with robust personnel continuity strategies mitigated both morale issues and workforce shortages, reducing turnover rates that could otherwise destabilize operations. This research emphasizes the critical need for human resource components within BCPs, particularly in the airline industry, where employee retention and health are pivotal to operational stability (Serrano & Kazda, 2020).

An innovative approach to BCP evaluation, proposed by BenAmara (2023), utilizes a data-driven model for assessing the robustness of BCPs in response to crises. This model introduces quantitative indicators that measure BCP effectiveness, focusing on operational resilience, employee safety, and adaptability. For airlines, such an evaluation method provides actionable insights into the efficacy of BCPs by identifying areas for improvement and supporting data-informed decision-making processes. This study suggests that data-driven robustness assessments could help airlines better prepare for future disruptions, reinforcing the importance of continuous improvement within BCP frameworks (BenAmara, 2023).

A separate study on BCP implementation in the UAE pointed out that airlines and other essential sectors that prioritized remote work capabilities were able to maintain operations effectively despite strict lockdown measures and workforce mobility restrictions. This shift highlighted a significant gap in traditional BCPs, as many plans failed to anticipate the need for digital

infrastructures that enable remote management and communication. This research concluded that integrating digital infrastructures into BCPs is essential for maintaining continuity during health-related disruptions, as it allows airlines to adapt swiftly to restrictions and minimizes operational downtime (BenAmara et al., 2021).

Research on the continuity of MSMEs during the pandemic further illustrates how BCPs that incorporate adaptive cycles, such as the OODA (Observe, Orient, Decide, Act) loop, facilitate sustained resilience under prolonged crises. This study demonstrated that businesses using this cyclical approach to assess and respond to new challenges were better positioned to survive the financial strains of COVID-19. For airlines, adopting an OODA loop within BCPs can support decision-making processes that align with fluctuating market conditions, helping these organizations pivot more effectively as conditions change (Susiang et al., 2022).

Finally, a qualitative study by Dorbor (2024) examined the integration of pandemic-specific preparedness within existing BCP frameworks, finding that traditional BCPs are often limited in scope and lack contingency measures for health crises. The research indicated that to enhance resilience, organizations should incorporate pandemic protocols that include flexible staffing models, remote work options, and periodic BCP reviews aligned with health guidelines. For airlines, these recommendations highlight the necessity of an expanded BCP that addresses the unique challenges of pandemic response and incorporates lessons from COVID-19 into future planning (Dorbor, 2024).

Collectively, these studies underscore the importance of Business Continuity Planning in safeguarding airlines against pandemic-induced disruptions. However, the existing research often focuses on immediate operational aspects of BCP - such as workforce resilience and digital transformation - without fully examining how these strategies impact broader performance metrics, including customer satisfaction, financial stability, and process improvements as outlined in the Balanced Scorecard framework. The current study addresses these gaps by analyzing BCP's impact on Kenya Airways' post-pandemic recovery across Balanced Scorecard dimensions. By focusing on Kenya Airways' adaptation through financial, customer, internal process, and learning and growth perspectives, this research provides a holistic understanding of how continuity

planning influences both immediate recovery and sustained long-term performance, thereby enriching the literature on BCP within the airline industry.

2.2.3 Effect of Adaptive Work Scheduling on Airline Post-Pandemic Recovery

The role of adaptive work scheduling has proven vital in mitigating operational disruptions in the airline industry, especially during the post-pandemic recovery phase. The pandemic exacerbated existing scheduling complexities, and airlines faced the pressing need to adopt flexible work schedules to enhance resilience and maintain service continuity amid fluctuating demand (Eyler et al., 2021). Subsequent studies elaborate on this.

One study demonstrated the value of schedule recovery models that incorporate real-time situational awareness to manage ground operations. This model integrates decision-making tools to optimize flight schedules dynamically, considering resource availability and minimizing turnaround delays. In a case study at Frankfurt airport, the approach led to substantial reductions in both departure delays and operational costs by prioritizing resources effectively, showing that adaptive scheduling is crucial for managing fluctuating demand and irregular operations (Evler et al., 2021).

Adaptive crew scheduling, which addresses variability in flight times and operational disruptions, is another significant aspect of post-pandemic resilience. Wen et al. (2020) highlighted the need for robust crew pairing models that account for delays and allow flexible reallocation of crew resources. By incorporating deviation buffers, the model reduced crew scheduling disruptions by 49.1%, albeit with a slight increase in costs. This approach, which balances cost with resilience, helps airlines avoid cascading delays, demonstrating the critical role adaptive crew scheduling plays in maintaining operational continuity under variable conditions (Wen et al., 2020).

Maintenance scheduling and allocation of crew tasks also form a key component of adaptive work scheduling. Deng et al. (2021) developed a decision support system (DSS) for optimizing aircraft maintenance schedules alongside crew task assignments, enabling real-time adjustments based on

current operational demands. This system proved beneficial for airlines, reducing unplanned maintenance downtimes and improving operational stability. The study emphasized the need for integrated scheduling systems that encompass both maintenance and crew allocation to prevent bottlenecks during peak operations (Deng et al., 2021).

Moreover, disruption management, as reviewed by Santos et al. (2020), highlighted that adaptive scheduling frameworks are essential for handling irregular operations involving crew, aircraft, and passenger recovery. The research showed that integrated disruption management systems allow airlines to recover more effectively from unforeseen disruptions by adjusting schedules dynamically, improving not only recovery times but also minimizing passenger dissatisfaction. This approach to scheduling has been especially relevant in the pandemic's aftermath, where the capacity for quick schedule adjustments became a competitive advantage (Santos et al., 2020).

Further research on adaptive work scheduling highlights the importance of human-centered scheduling that considers the well-being of the crew. Gillet and Tremblay (2021) explored the pressures of intensified work schedules on flight attendants, noting that rigid scheduling can lead to burnout and reduced job satisfaction. Adaptive scheduling, in this case, involves flexible shift assignments that accommodate personal and work-life balance, which is crucial for maintaining workforce morale and productivity during demanding operational periods (Gillet & Tremblay, 2021).

Finally, a broader review by Xu et al. (2024) underscores the importance of integrating subproblems within airline scheduling, such as fleet assignment and crew scheduling, to maximize efficiency and resilience. The review emphasizes that siloed scheduling approaches are often suboptimal under real-world conditions, which are inherently uncertain and dynamic. Integrating adaptive mechanisms across scheduling systems allows for proactive adjustments, enhancing the overall robustness and profitability of airline operations in uncertain environments (Xu et al., 2024)

These studies collectively illustrate that adaptive work scheduling mechanisms are essential in reducing operational disruptions, enhancing crew management, and improving passenger experience in the post-pandemic context. However, many existing studies focus on specific

elements of scheduling, such as crew or maintenance adjustments, without fully addressing the integrated impact of adaptive work scheduling on broader performance metrics, including those related to customer satisfaction and financial outcomes as measured by the Balanced Scorecard. The current study fills this gap by assessing how adaptive work scheduling influences Kenya Airways' recovery efforts through a comprehensive performance evaluation across Balanced Scorecard dimensions, thereby contributing to a holistic understanding of scheduling resilience in the airline sector.

2.2.4 Effect of Strategic Agility on Airline Post-Pandemic Recovery

Strategic agility has emerged as a critical capability for airlines navigating the unpredictable post-pandemic environment. By enabling organizations to adapt rapidly to changing conditions, strategic agility helps airlines stay resilient amidst competitive pressures, fluctuating travel demands, and evolving health regulations. Recent studies emphasize various components of strategic agility, including flexibility, foresight, and innovation, as essential for maintaining competitiveness and recovering post-pandemic.

One study examining strategic agility within airlines during the pandemic found that agility contributes significantly to organizational survival by enabling quick adjustments to market demands and operational requirements. Researchers observed that airlines employing strategic agility were more adept at reshaping their service models, including optimizing routes and incorporating new health protocols. This adaptability not only supported immediate operational continuity but also improved long-term market positioning (Elali, 2021).

The research conducted by Arokodare and Asikhia (2020) illustrates that strategic foresight - a dimension of strategic agility - enhances airline performance by fostering proactive adjustments to both internal and external disruptions. Strategic foresight allows airlines to anticipate market changes and customer needs, which is crucial in the volatile aviation sector. For instance, airlines that employed strategic foresight adjusted their service offerings, leveraging innovations such as contactless check-ins to meet health and safety demands, thus maintaining customer trust and loyalty (Arokodare & Asikhia, 2020).

In Southeast Asia, a study revealed that agility in leadership, workforce skills, and technological capabilities significantly impacted airline performance post-pandemic. By embracing agility in leadership and workforce management, airlines were able to respond to external pressures such as rising operational costs and intense competition from low-cost carriers. This adaptability allowed airlines to maintain operational stability and customer satisfaction, which are critical for recovery (Paethrangsi et al., 2023).

Similarly, the role of technology in enhancing strategic agility was highlighted in research focusing on EgyptAir, where the adoption of artificial intelligence (AI) for operational and customer service improvements reinforced the airline's agility. Through AI-driven forecasting and automation, EgyptAir demonstrated enhanced process flexibility, allowing for quicker adjustments in response to demand shifts. The study found that AI applications helped EgyptAir optimize staffing and operational decisions, which was essential in coping with post-pandemic variability in demand (Soliman et al., 2024).

Another study on Indonesian airlines explored how strategic agility, specifically through rapid responsiveness and resource reallocation, improved operational resilience. Strategic agility enabled Indonesian airlines to adjust swiftly to government-imposed restrictions and shifts in consumer behavior, such as the increased demand for domestic travel over international flights. This responsiveness ensured airlines could remain competitive and adapt to shifting revenue streams despite reduced passenger volumes (Caesari et al., 2023).

In Kenya, research on the role of strategic agility within local airlines emphasized the importance of CEO leadership and adaptive organizational culture in fostering agility. Kenyan airlines with agile CEOs and flexible organizational structures showed improved decision-making speed and adaptability, which positively influenced overall performance and customer satisfaction. The study concluded that leadership agility is integral to handling unexpected disruptions in the aviation sector, particularly during the recovery phase (Agamu et al., 2024).

Lastly, a study conducted on EgyptAir found that strategic agility greatly enhanced competitive advantage by improving delivery reliability, process flexibility, and innovation. The study's findings underscore that agile airlines can achieve higher levels of service reliability, which translates to better customer satisfaction and retention. This study highlights that agility in operational processes and customer responsiveness is crucial for sustainable recovery in the airline industry (Motalo et al., 2023).

These studies collectively indicate that strategic agility fosters adaptability, customer satisfaction, and operational efficiency in the airline industry. However, many of these works emphasize immediate operational adjustments without thoroughly examining the broader impact on multi-dimensional performance metrics, such as those in the Balanced Scorecard framework. The current study addresses these gaps by exploring the comprehensive effects of strategic agility on Kenya Airways' recovery, evaluating its influence on financial performance, customer loyalty, internal process efficiencies, and employee development within a balanced scorecard approach.

2.3 Research Gap

Despite substantial research on organizational resilience, business continuity planning (BCP), adaptive work scheduling, and strategic agility in the airline industry, notable gaps persist, particularly within the context of emerging markets like Kenya. These gaps underscore the limited integration of performance measurement frameworks, such as the Balanced Scorecard, within resilience and agility studies, as well as the insufficient focus on contextual factors influencing African airlines. This section outlines these gaps, aligned with the problem statement of the study, to highlight how the current research addresses these limitations.

Table 2.1 Gaps in research

Nature of the Gap	**Description of Gap**	**Source**	**Contribution of the Current Study**

Limited African Context in Resilience Studies	Most studies on organizational resilience in airlines focus on Western or Asian markets, with little attention to how African airlines, such as Kenya Airways, navigate resilience challenges unique to resource-constrained environments.	Belhadi et al. (2020); Chen et al. (2021)	This study examines resilience strategies in an African context, emphasizing Kenya Airways' specific challenges and adaptive mechanisms.
Lack of Integrated Performance Measurement Frameworks	Studies on resilience, BCP, and agility often assess immediate operational responses without evaluating broader performance metrics like those in the Balanced Scorecard. This results in an incomplete understanding of how these strategies influence long-term performance outcomes.	Bocanet et al. (2021); Xu et al. (2024)	By utilizing the Balanced Scorecard framework, this study offers a holistic view of the impact of resilience, BCP, and agility on financial, customer, internal processes, and learning and growth dimensions in Kenya Airways.
Insufficient Analysis of Strategic Agility's Broader Impact	Research on strategic agility in airlines primarily emphasizes short-term operational adaptations without thoroughly examining how it impacts sustained competitive advantage, particularly in emerging markets.	Arokodare & Asikhia (2020); Agamu et al. (2024)	The current study extends strategic agility analysis by evaluating its long-term effects on Kenya Airways' Balanced Scorecard performance, filling the gap in understanding sustained competitive advantage in an African context.

Narrow Focus on Operational Aspects of BCP	Existing literature on BCP predominantly focuses on operational continuity during crises, often overlooking its influence on broader organizational performance dimensions like customer satisfaction and employee development.	Serrano & Kazda (2020); BenAmara et al. (2021)	This study addresses this gap by evaluating BCP's impact on Balanced Scorecard metrics, providing insights into how BCP strategies affect not only operational stability but also customer and employee outcomes.
Lack of Emphasis on Adaptive Work Scheduling's Comprehensive Effects	Research on work scheduling often focuses narrowly on specific aspects, such as crew or maintenance scheduling, without integrating its impact on customer and financial performance.	Evler et al. (2021); Gillet & Tremblay (2021)	This study examines adaptive work scheduling's role in Kenya Airways' recovery, assessing its influence across Balanced Scorecard dimensions, thereby contributing a comprehensive view of scheduling resilience.

The current study's approach fills these gaps by focusing on Kenya Airways within the broader Balanced Scorecard framework, offering a multi-dimensional assessment of resilience, BCP, adaptive scheduling, and agility in an African airline context. Through this integrated framework, the study contributes new insights into post-pandemic recovery strategies in resource-constrained environments, addressing both operational and strategic outcomes.

2.4 Conceptual framework

The conceptual framework illustrates the hypothesized relationships between the four dynamic capabilities - organizational resilience, business continuity planning (BCP), adaptive work scheduling, and strategic agility - and the overall organizational performance of Kenya Airways, as measured through the Balanced Scorecard (BSC). Each of the independent variables reflects a critical capability that enables the airline to effectively respond to disruption, adapt internal processes, and sustain value delivery in a volatile environment. The framework is anchored in Dynamic Capabilities Theory, which posits that an organization's ability to integrate, build, and reconfigure internal competencies in response to environmental changes determines its competitive advantage. As depicted, each capability feeds into BSC performance outcomes across four dimensions: financial, customer, internal processes, and learning and growth. The model assumes that the stronger the firm's dynamic capabilities, the more effective its recovery and long-term performance in the post-crisis context. This framework guided the development of research hypotheses and informed the structure of the data collection and analysis process.

VT OMNES VNVM SINT

Figure 1.1. Provides a diagrammatic representation of the conceptual framework of the study.

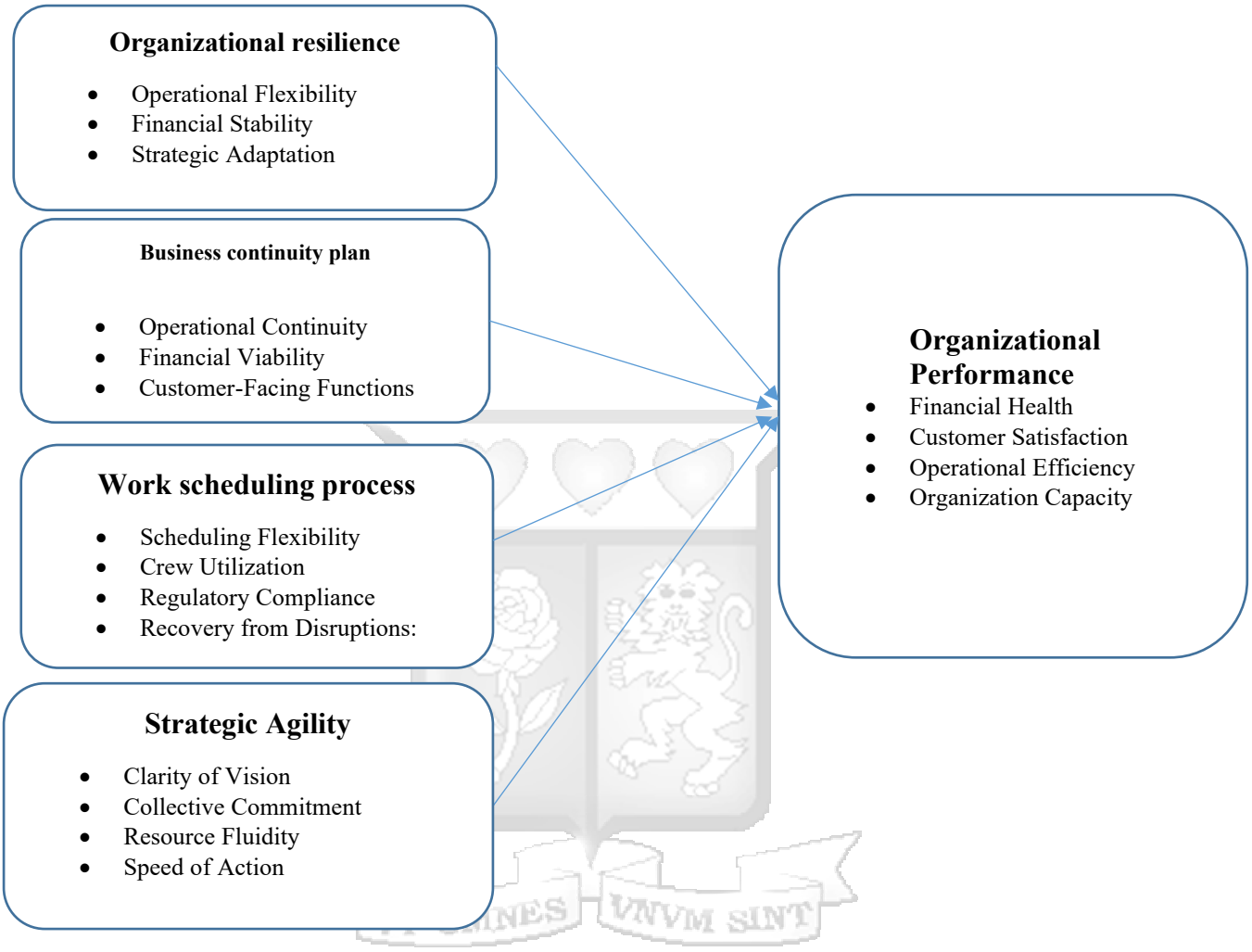


Figure 2.1 Conceptual Framework
(Source: Researcher, 2025).

2.5 Operationalization of Variables

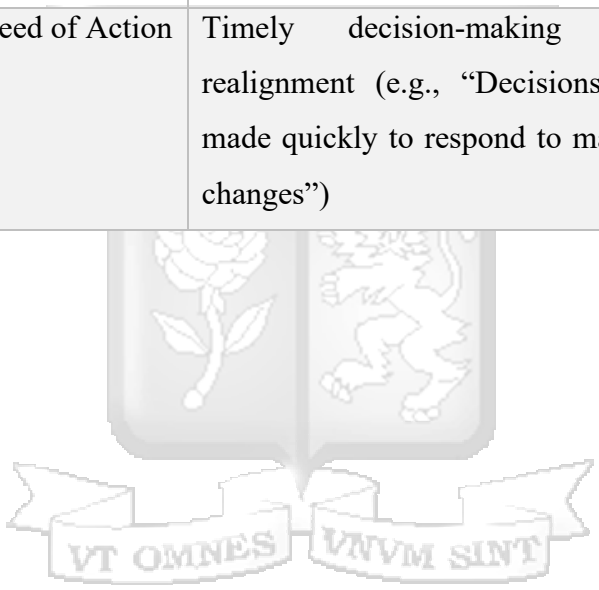
Table 2.2 presents the operationalization of the key variables for the study. Each main variable is broken down into measurable sub-variables, providing clarity on how each will be evaluated in the context of Kenya Airways' post-pandemic recovery. All variables will be measured using a Likert scale to capture respondents' perceptions, where 1 indicates strong disagreement and 5 indicates strong agreement. The table also includes the sources that inform the operational definitions for each variable and sub-variable.

Table 2.2. Operationalization of variable

Variable	Sub-Variable	Measurement	Source
Organizational Performance	Financial Health	Profitability, revenue growth, and return on investment (e.g., "The organization has achieved stable revenue growth")	Kaplan & Norton (1996)
	Customer Satisfaction	Customer experience and loyalty (e.g., "Customers are satisfied with the airline's services")	Neely et al. (2020)
	Operational Efficiency	On-time performance (OTP) and resource utilization (e.g., "The airline operates with minimal delays")	Kaplan & Norton (1996)
	Employee Development	Training, career progression, workforce engagement (e.g., "Employees have access to professional growth opportunities")	Hoque (2014)
Organizational Resilience	Operational Flexibility	Adaptation to operational disruptions (e.g., "The airline quickly adapts to operational challenges")	Linnenluecke (2017)
	Financial Stability	Financial support mechanisms and stability (e.g., "The organization is financially stable during crises")	Vogus & Sutcliffe (2007)
	Strategic Adaptation	Long-term strategies and resource reallocation (e.g., "The airline strategically allocates resources to manage crises")	Buliga et al. (2016)

Business Continuity Plan (BCP)	Operational Continuity	Ability to maintain essential functions during disruptions (e.g., "The airline sustains operations during disruptions")	Botha & Von Solms (2004)
	Financial Viability	Revenue trends and securing financial support (e.g., "The organization maintains revenue during crises")	Badran et al. (2021)
	Customer-Facing Functions	Continuity in flight schedules and customer service (e.g., "The airline maintains reliable flight schedules")	Bocanet et al. (2021)
	Workforce Management	Workforce availability, safety, and adaptability (e.g., "The airline prioritizes employee safety during crises")	Williams & Shepherd (2016)
Work Scheduling Processes	Scheduling Flexibility	Adaptation to fluctuating demand and irregularities (e.g., "Work schedules are adaptable to meet demand")	Gillet & Tremblay (2021)
	Crew Utilization	Efficient pairing and utilization (e.g., "Crew resources are efficiently utilized")	Wen et al. (2020)
	Regulatory Compliance	Adherence to aviation and labor regulations (e.g., "Work scheduling meets regulatory standards")	Evler et al. (2021)
	Recovery from Disruptions	Ability to maintain or restore operations (e.g., "The airline quickly recovers from operational disruptions")	Xu et al. (2024)
Strategic Agility	Clarity of Vision	Alignment of objectives with market changes (e.g., "The airline's	Elali (2021)

		objectives align with market conditions")	
	Collective Commitment	Organizational commitment to strategic objectives (e.g., "Employees are committed to the airline's strategic goals")	Arokodare & Asikhia (2020)
	Resource Fluidity	Flexibility in reallocating resources (e.g., "Resources are reallocated efficiently to meet new opportunities")	Amini & Rahmani (2023)
	Speed of Action	Timely decision-making and realignment (e.g., "Decisions are made quickly to respond to market changes")	Paethrangsi et al. (2023)



CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter outlined the methodology that was used in conducting the study, detailing the research philosophy, design, population, sampling techniques, data collection, data analysis methods, diagnostic tests, research quality measures, and ethical considerations. The chosen methods aimed to ensure alignment with the study objectives and provide a rigorous framework to analyse Kenya Airways' post-pandemic recovery strategies.

3.2 Research philosophy

The study used a positivist approach, focusing on structured methods to objectively test hypotheses from existing theories. Positivism enabled quantifiable observations and statistical analyses, clarifying the relationship between variables (Saunders et al., 2019). The justification for the use of this philosophy in the study revolved around its ability to provide objective and reliable results, which were crucial for evaluating Kenya Airways' post-pandemic recovery strategies. By employing a positivist approach, the study ensured that the findings were based on empirical evidence and could be generalized to similar contexts. This was particularly important for a large organization like Kenya Airways, where quantifiable data could reveal crucial patterns and insights that qualitative approaches might not capture as effectively. Furthermore, the positivist philosophy aligned well with the study's objectives of examining organizational resilience, business continuity planning, work scheduling processes, and strategic agility. These aspects benefited from a systematic and rigorous analysis to identify key factors impacting performance. Utilizing structured methods and statistical analyses, the study could objectively evaluate the effectiveness of these strategies and provide actionable recommendations for improvement.

3.3 Research design

This study employed a descriptive correlational research design to explore the impact of organizational resilience, business continuity planning, work scheduling processes, and strategic agility on Kenya Airways' performance. This approach enabled the collection and analysis of quantitative data to establish patterns, relationships, and causal linkages (Cooper & Schindler, 2014). The choice of this design over other research designs, such as experimental or exploratory,

was driven by several reasons. Firstly, the descriptive aspect allowed for the detailed observation and documentation of existing phenomena within Kenya Airways, providing a comprehensive overview of the variables under study. Secondly, the explanatory component facilitated an understanding of how these variables interacted and influenced the organization's performance, offering insights into the mechanisms driving these relationships. Additionally, this approach was well-suited for the study's objectives as it ensured a rigorous and systematic examination of the data, while still allowing for the flexibility to uncover new insights and refine existing hypotheses. By focusing on structured methods and quantifiable observations, the study adhered to the positivist philosophy, enhancing the reliability and validity of the findings. This methodology ultimately provided a robust framework to analyze Kenya Airways' post-pandemic recovery strategies and contribute to the broader field of organizational studies.

3.4 Population of the Study

The study was focused on Kenya Airways, which, as of 2023, had a total of 4,828 employees (Kenya Airways Annual Report, 2023). This population includes employees across various levels and departments, ensuring a holistic perspective on the organization's recovery strategies.

3.5 Sampling Design

The sample size was determined using Cochran's formula, which is well-suited for large populations. Given the absence of a comprehensive employee list from Kenya Airways' Human Resources Department, the study adopted a stratified purposive sampling technique. This method was selected to ensure representation from key functional areas within the organization - such as flight operations, customer service, finance, maintenance, and administration - while accommodating the practical limitations of access to a full sampling frame.

Departments served as strata, and within each stratum, respondents were purposively selected based on their availability, roles, and relevance to the study's objectives. Supervisors and departmental contacts assisted in identifying suitable participants who reflected a mix of job levels, contract types, and work units. Purposive sampling is particularly useful when researchers need to deliberately target individuals who possess specific characteristics or knowledge relevant to the research focus (Etikan, Musa, & Alkassim, 2016; Palinkas et al., 2015).

Although purposive sampling is a non-probability method and thus limits generalizability, it was appropriate for this organizational context where access to employees was controlled and structured randomization was not feasible. The strategy ensured that the sample included individuals with direct experience of the airline's recovery strategies and performance shifts during the post-COVID period. The unit of study was the individual employee considered responsible for effective strategy within organizations. To ensure a representative sample, the study used Cochran's formula, which is well-suited for large populations. By employing a stratified random sampling technique, the research ensured that key subgroups such as operational staff, management, customer service representatives, technical staff, and administrative personnel were adequately represented. This approach minimized bias and enhanced the generalizability of the findings. First, the employees were categorized into distinct subgroups based on their roles and departments. For instance, operational staff constituted 40% of the total population. Next, the sample size of 356, calculated using Cochran's formula, was proportionally distributed among these subgroups. In this case, if operational staff made up 40% of the population, they received approximately 142 slots in the sample. Finally, within each subgroup, individuals were randomly selected to participate in the study. This stratified random sampling ensured that the study captured a comprehensive and accurate perspective on Kenya Airways' recovery strategies by including voices from different levels and departments within the organization.

Sample size formula:

$$z\text{^}2 * p(1-p)/\ (1 +\ ((z\text{^}2 * p(1-p)/e\text{^}2\ N))$$

Where:

N = size of population (4828)

p = population reliability (or frequency estimated for a sample of size n), where p is 0.5 which is taken for all population

e = margin of error considered as 5% for 95% confidence level

z = value for the selected alpha level (at 0.05 level of significance), Z is 1.96

$z\text{^}2 * p(1-p)$= 384.1568

$1 + \left(\left(z^2 * \frac{p(1-p)}{e^2 N}\right) = 1.0882\right.$

384.16/ 1.0882 = 356.

Table 3.1 Sample size

Category	**Description**	**Number**
Total Population	Total number of Kenya Airways employees (2023)	4828
Sample Size	Number of respondents selected for the study	356

A stratified random sampling technique was employed to ensure that key subgroups (e.g., operational staff, management, and customer-facing employees) were adequately represented. Kenya Airways' organizational structure comprises 11 departments, each overseen by an executive director who reports directly to the Group Managing Director (Kenya Airways, 2023). As of December 2023, the airline employed 4,828 individuals, marking an increase from its pre-COVID-19 workforce of 4,775 in 2019 (Kenya Airways, 2023). The departments include: Flight, Operations, Technical Services, Ground Services, Customer Experience, Commercial, Human Resources, Finance, Information Systems, Corporate Planning, Safety and Security, and Corporate Affairs. The 356 respondents were evenly sourced from all departments, placing the total number per department at approximately 32.

3.6 Data Collection

Primary data was collected through structured questionnaires designed to capture employee perceptions on organizational resilience, business continuity planning, work scheduling processes, and strategic agility. The questionnaire used a Likert scale (1-5) to measure agreement levels on various performance and strategy indicators. The questionnaire was structured in several sections to comprehensively capture the necessary data in accordance with the objectives of the study. The first section focused on biodemographic information, including age, gender, job role, and tenure within the organization. This initial section was crucial for understanding the context of respondents and ensuring that the sample was representative. Subsequent sections each focused on one of the key independent variables of the study. These sections investigated organizational resilience, business continuity planning, work scheduling processes, and strategic agility,

respectively. Each section included a series of statements related to these variables, and respondents were asked to indicate their level of agreement on a Likert scale (1-5). The final section of the questionnaire addressed the dependent variable, performance, as measured by Balanced Scorecard metrics. This allowed for a thorough examination of how the independent variables influenced organizational performance from the perspective of the employees.

3.7 Data Analysis

Ordinary least squares (OLS) regression was employed to examine the relationship between the independent variables (organizational resilience, business continuity planning, work scheduling processes, and strategic agility) and the dependent variable (performance, as measured by Balanced Scorecard metrics). Descriptive statistics will summarize the data, and inferential statistics will assess relationships and causality (Saunders et al., 2019).

A regression analysis was applied to the data, the details of which are indicated below.

The study will apply a regression analysis to the data, the details of which are indicated below.

$$Y = \beta 0 + \beta 1x1 + \beta 2x2 + \beta 3x3 + \varepsilon$$

Where:

Y is the dependent variable – performance, as measured by Balanced Scorecard metrics.

β0 is the constant.

β1, β2, β3, and β4 are the regression coefficients for the variables organizational resilience, business continuity planning, work scheduling processes, and strategic agility.

x1, x2, x3, and x4 are the aforementioned independent variables.

ε is the error.

3.8 Research Quality

Kothari (2004) notes that research quality involves the assessment of two study aspects – validity and reliability. Validity refers to the ability of a scale to measure that which it is intended to measure whereas reliability speaks to the replicability of studies through the observance of

standard research practices (Kothari, 2004). The two aspects are subsequently described in relation to the study.

3.8.1 Validity Test

A pilot study was conducted to ensure the questionnaire accurately measured what it was intended to measure (Kothari, 2004). This process involved distributing the questionnaire to a small sample representative (30) of the larger target population. Feedback was collected and analyzed to identify and resolve any ambiguities or issues in the questionnaire design. Content validity was thoroughly assessed through expert reviews (Saunders et al., 2019). A panel of subject matter experts evaluated the questionnaire items to ensure they comprehensively covered all relevant aspects of the constructs being measured. Construct validity was examined using factor analysis, which helped determine the underlying structure of the data and ensure that the questionnaire items aligned well with the theoretical constructs (Hanusz, Tarasinska, & Zielinski, 2016).

3.8.2 Reliability Tests

Cronbach's Cronbach's alpha was used to assess the internal consistency of the questionnaire items. This coefficient measures the extent to which items in a test measure the same construct or concept. A threshold of 0.7 was employed to confirm reliability, indicating that the items had relatively high internal consistency (Saunders et al., 2019). By employing this method, the research ensured a robust assessment of the reliability of the questionnaire, ultimately contributing to the overall quality and credibility of the study. Table 3.2 provides the coefficients for each of the variables.

Table 3.2 Cronbach Alpha Scores

Variable	Cronbach Alpha
Organizational Resilience	0.864
Business Continuity Planning (BCP)	0.920
Work Scheduling	0.931
Strategic Agility	0.922
Performance	0.891

The reliability of the constructs used in this study was assessed using Cronbach's alpha, with all scales surpassing the 0.7 benchmark for acceptable internal consistency. Organizational Resilience recorded an alpha of 0.864, indicating that respondents shared a consistent understanding of the

airline's adaptability, crisis response, and operational flexibility. Business Continuity Planning (BCP) achieved an even stronger reliability score of 0.920, underscoring a clear alignment in perceptions regarding the organization's ability to sustain core functions and protect stakeholders during disruptions. Work Scheduling exhibited the highest reliability at 0.931, suggesting near-universal agreement on the efficiency, compliance, and adaptability of scheduling processes. This level of consistency likely stems from standardized operational procedures experienced uniformly across staff roles. Strategic Agility followed closely with an alpha of 0.922, signaling a well-embedded organizational culture that supports rapid decision-making and strategic responsiveness. The high level of agreement here suggests agility is not only a strategic goal but also a practiced reality. Lastly, the Performance construct posted a strong reliability coefficient of 0.891. The coherence of responses across financial, customer, internal, and learning dimensions confirms the validity of the Balanced Scorecard framework in capturing organizational outcomes. Collectively, these high scores affirm the robustness of the instrument and the credibility of the insights derived from it.

3.9 Ethical Considerations

The study adhered to ethical research practices, including obtaining informed consent, ensuring confidentiality of respondent data, and securing necessary approvals from relevant institutional ethics boards. Permission was sought from NACOSTI and Strathmore University ethics board. Participants were assured of their voluntary participation and their right to withdraw at any stage of the study. The findings of this study will be disseminated to relevant audiences through presentations and reports to Kenya Airways, participation in industry events and publications, and the sharing of policy implications with relevant bodies. Broader public reach will be pursued through presentations, webinars, and potential media engagement. Additionally, the research will be made accessible online through institutional repositories and professional networking platforms to maximize its impact across industry, policy, and public audiences. This dissemination plan will be detailed towards the end of the research report, typically following the methodology and preceding concluding remarks or appendices.

3.10 Chapter Summary

This chapter has detailed the research methodology, emphasizing the study's positivist approach, sampling design, data collection, and analysis methods. Diagnostic tests and ethical considerations have also been discussed, providing a foundation for the rigorous examination of Kenya Airways' post-pandemic strategies.

CHAPTER FOUR

DATA ANALYSIS AND FINDINGS

4.1 Introduction

This chapter presents the analytical outcomes of the study, grounded in the data collected from respondents at Kenya Airways. The primary objective of this section is to assess the influence of organizational resilience, business continuity planning, adaptive work scheduling, and strategic agility on the firm's performance, as measured through the Balanced Scorecard framework. The chapter opens with a summary of the response rate, followed by a detailed presentation of descriptive statistics for each of the core constructs. Thereafter, inferential analysis is conducted to explore the relationships between the independent variables and the dependent variable, organizational performance. Regression models are applied to quantify these effects, supported by diagnostic tests to confirm the validity of the results. Each sub-section aligns with the study's objectives and research questions, culminating in a summary that synthesizes the key findings.

4.2 Response Rate

Holtom et al. (2022) reported that the average response rate in organizational survey research has declined over the years, stabilizing around 35% in recent studies. They argue that this trend should not automatically discredit research findings and recommend evaluating response quality using factors such as construct validity, nonresponse bias testing, and transparency in reporting.

In the present study, a total of 208 valid responses were obtained from a targeted sample of 356 employees, resulting in a response rate of 58.4%. While this figure falls short of the traditionally preferred 70% benchmark, it remains acceptable for organizational research, particularly when data quality and internal consistency are high. According to Sivo et al. (2006), response rates above 50% can yield valid and reliable findings when supported by robust methodological procedures and representative sampling. Similarly, Kongsved et al. (2007) emphasized that online and organizational surveys often produce lower response rates due to contextual factors, but that a rate above 50%, coupled with high data completeness, is sufficient for sound quantitative analysis.

The breakdown of the questionnaire distribution and response rate is presented in Table 4.1 below:

Table 4.1: Questionnaire Distribution and Response Rate

Category	Frequency	Percentage (%)
Questionnaires Distributed	356	100.0%
Questionnaires Returned	215	60.4%
Valid Responses Used	208	58.4%
Invalid/Incomplete Responses	7	2.0%
Non-Responses	141	39.6%

Source: Field Data (2024)

The 208 valid responses were well-distributed across Kenya Airways' departments, further supporting the generalizability of the findings within the organization. Given the internal consistency of the responses and the methodological rigor employed, the response rate in this study provides a sufficient foundation for subsequent statistical analysis.

4.3 Descriptive Statistics

This section presents descriptive statistics for both the demographic profile of respondents and the key study variables. The demographic analysis provides a contextual understanding of the workforce composition at Kenya Airways, detailing factors such as age, gender, job role, and years of service. These insights help frame the operational realities within which perceptions of resilience, continuity, agility, and performance are formed. Descriptive statistics for the core variables offer a summary of employee responses across the five thematic areas – Organizational Resilience, Business Continuity Planning, Work Scheduling, Strategic Agility, and Organizational Performance. Mean scores and standard deviations are reported for each item and construct, providing an overview of central tendencies and response variability. This analysis forms the foundation for the inferential procedures that follow.

4.3.1 Demographic profile

The demographic profile of the respondents offers a meaningful backdrop to the study, highlighting the distribution of perspectives across various employee groups within Kenya Airways. A majority of participants (48.1%) fell within the 25–34 age bracket, followed by 28.4% aged 35–44. These figures suggest that the workforce is predominantly youthful, aligning with industry trends where operational and customer-facing roles are often occupied by younger professionals. The presence of respondents under 25 (17.3%) further underscores this youthful orientation, while those aged 45 and above were comparatively few, pointing to a potential generational gap in experience and tenure.

In terms of gender distribution, the sample leaned slightly toward female representation, with women constituting 56.7% of respondents compared to 42.8% male. This balance reflects a relatively inclusive staffing structure, particularly significant in an industry where gender disparities have historically existed in technical and leadership roles.

Job role distribution was largely concentrated in operational functions. Operational staff made up the largest segment at 40.4%, followed by customer-facing employees at 32.2%. Management and technical/engineering staff accounted for 14.9% and 12.5% respectively. This distribution suggests that the findings are grounded in the perspectives of those most closely involved with the core service delivery and day-to-day operations of the airline.

With respect to tenure, 45.7% of respondents reported having worked at Kenya Airways for 1–3 years, while 32.2% had served for 4–6 years. Only a small proportion had been with the company for over a decade (0.5%). This tenure profile indicates a relatively fresh workforce, with the majority of employees likely to have entered the organization during or shortly after the COVID-19 pandemic period. This may have shaped their perceptions of resilience, continuity, and adaptability, given their limited pre-pandemic exposure.

Table 4.2 Biodemographic statistics

Variable\Statistic	No. of observations a	No. of missing values	Categories	Frequency per category	Rel. frequency per category (%)
Age	208	0	25-34	100	48.08
			35-44	59	28.37
			45-54	10	4.81
			55 and above	3	1.44
			Under 25	36	17.31
Gender	208	0	Female	118	56.73
			Male	89	42.79
			Prefer not to say	1	0.48
Job Role	208	0	Customer-Facing Employee	67	32.21
			Management	31	14.90
			Operational Staff	84	40.38
			Technical/Engineering Staff	26	12.50
Years of Service at Kenya Airways	208	0	1-3 years	95	45.67
			4-6 years	67	32.21
			7-10 years	12	5.77
			Less than 1 year	33	15.87
			Over 10 years	1	0.48

UT OMNES VNVM SINT

4.3.2 Organizational resilience

The mean scores for the five items measuring organizational resilience range from 3.79 to 4.20, with an overall construct mean of 3.99 and a standard deviation of 0.87. This suggests a generally positive perception among employees regarding the airline's capacity to absorb shocks and respond adaptively to operational disruptions. Notably, the highest-rated item pertains to operational flexibility (mean = 4.20), indicating a strong internal belief that Kenya Airways is structured to handle change. The relatively higher standard deviations on some items, particularly those related to adaptability and financial stability, point to some divergence in experience, possibly reflective of role-specific exposure to resilience planning or crisis response actions. Nonetheless, the overall consistency in median responses (all at 4.00) supports the notion that resilience is a broadly recognized and institutionally present capability.

Table 4.3 Organizational resilience descriptive statistics

Statistic	[The airline quickly adapts to operational disruptions.]	[Kenya Airways maintains financial stability during crises.]	[The organization effectively reallocates resources to manage crises.]	[There are proactive strategies in place to absorb shocks and recover from disruptions.]	[The company encourages flexibility in operational processes to handle unexpected changes.]	Organizational Resilience
No. of observations	208	208	208	208	208	208
No. of missing values	0	0	0	0	0	0
Median	4.00	4.00	4.00	4.00	4.00	4.00
Mean	3.79	3.83	4.01	4.11	4.20	3.99
Standard deviation (n-1)	1.20	1.17	1.18	0.88	0.94	0.87

4.3.3 Business continuity

The updated descriptive statistics reflect a strong and consistent perception of business continuity at Kenya Airways, with an overall mean score of 4.17 and a standard deviation of 0.74. All five items fall within a narrow mean range of 4.08 to 4.27, underscoring agreement across respondents regarding the company's preparedness and stability during periods of disruption.

The highest-rated item, employee safety and well-being (mean = 4.27), suggests that staff recognize the airline's commitment to protecting personnel during crises - a crucial factor in maintaining operational morale and continuity. Other items, including the presence of a comprehensive continuity plan (mean = 4.08) and effective management of customer-facing operations (mean = 4.19), affirm the operational depth and strategic clarity of the BCP framework in place.

The relatively low standard deviations across all items (ranging from 0.74 to 0.90) point to a high degree of response consistency. This reflects not only clarity in communication about continuity policies but also a widespread experience of their implementation across various roles within the

organization. Together, these results suggest that business continuity is not merely a documented protocol at Kenya Airways but a functional reality experienced across the workforce.

Table 4.4 Business continuity descriptive statistics

Statistic	[Kenya Airways has a comprehensive business continuity plan to handle crises.]	[The airline can maintain essential functions during disruptions.]	[Financial sustainability is prioritized in the company's continuity plans.]	[Kenya Airways effectively manages customer-facing operations during crises.]	[Employee safety and well-being are key considerations in continuity planning.]	Business Continuity
No. of observations	208	208	208	208	208	208
No. of missing values	0	0	0	0	0	0
Median	4.00	4.00	4.00	4.00	4.00	4.20
Mean	4.08	4.17	4.13	4.19	4.27	4.17
Standard deviation (n-1)	0.90	0.80	0.86	0.84	0.83	0.74

4.3.4 Adaptive work scheduling

Work scheduling was among the highest-rated constructs, with an overall mean of 4.20 and a low standard deviation of 0.72, indicating a high degree of agreement among respondents. Scores across individual items were tightly clustered, with means ranging from 4.14 to 4.25, and the median for each item reported at 4.00. This pattern reflects a strongly positive consensus regarding the adaptability and efficiency of scheduling processes at Kenya Airways. The uniformity of responses across crew utilization, compliance, and schedule flexibility points to a well-coordinated system that aligns employee experience with operational demands. Such consistency is especially critical in a sector where scheduling intricacies directly impact service quality and regulatory adherence.

Table 4.5 Adoptive work scheduling descriptive statistics

Statistic	[Work schedules are adaptable to meet	[Crew resources are efficiently utilized to	[The airline complies with regulatory	[Kenya Airways can quickly recover	[Scheduling processes support both operational	Work Scheduling Processes

	fluctuating operational demands.]	optimize performance.]	standards in its scheduling processes.]	from disruptions affecting work schedules.]	efficiency and employee well-being.]	
No. of observations	208	208	208	208	208	208
No. of missing values	0	0	0	0	0	0
Median	4.00	4.00	4.00	4.00	4.00	4.20
Mean	4.14	4.17	4.25	4.21	4.23	4.20
Standard deviation (n-1)	0.84	0.77	0.85	0.78	0.84	0.72

4.3.5 Strategic agility

With an overall mean score of 4.26 and standard deviation of 0.72, strategic agility emerges as a particularly strong area within the airline's organizational profile. Respondents showed consistently high levels of agreement across all five items, with the highest-rated being leadership flexibility (mean = 4.34). This reflects a broad endorsement of Kenya Airways' capacity to respond swiftly to changing market conditions and align internal strategies accordingly. The low number of missing values across items, along with consistently high medians (4.00), suggests the construct resonates broadly and is well understood across the workforce. While strategic agility is often viewed as abstract, these findings affirm that, at Kenya Airways, it is both visible and functionally embedded in everyday operations.

Table 4.6 Strategic Agility

Statistic	[The airline's strategic objectives align well with changing market conditions.]	[Employees are committed to achieving the company's strategic goals.]	[Kenya Airways efficiently reallocates resources to seize new opportunities.]	[The organization makes decisions quickly to respond to market changes.]	[Leadership demonstrates flexibility in adapting to external challenges.]	Strategi Agility
No. of observations	208	208	208	208	208	208
No. of missing values	2	1	1	2	3	0
Median	4.00	4.00	4.00	4.00	4.00	4.40

Mean	4.19	4.26	4.27	4.23	4.34	4.26
Standard deviation (n-1)	0.85	0.82	0.85	0.82	0.77	0.72

4.3.6 Organizational performance

The descriptive statistics for the organizational performance construct reveal a broadly positive assessment by employees regarding Kenya Airways' post-pandemic progress. The construct achieved an overall mean score of 4.28 and a standard deviation of 0.70, indicating strong agreement with the statements presented and minimal variability in responses. This level of consistency underscores a shared perception of performance gains across the company, which is particularly significant in a context marked by economic volatility and operational strain.

Among the individual items, the highest rated was “The organization invests in employee training and development opportunities” with a mean score of 4.32, closely followed by “Internal processes are efficient and contribute to overall organizational prowess” at 4.31. These ratings suggest that staff perceive the airline as not only stabilizing operations but also making strategic investments in internal capacity and human capital. This is a critical insight, as it implies a forward-looking posture - one where performance is not merely about financial recovery, but about equipping the workforce and refining processes for sustained competitiveness.

Customer-focused and financial indicators also fared well. The item “Customers are satisfied with the airline’s services” recorded a mean of 4.27, reflecting confidence in the airline’s ability to deliver consistent and high-quality service during the recovery phase. Meanwhile, “The airline has achieved stable revenue growth post-pandemic” was rated at 4.21, suggesting that while financial stability is acknowledged, it may still be perceived as a work in progress relative to other internal dimensions.

The uniformity in median scores (all at 4.00 or higher) and the low standard deviations across the board (ranging from 0.70 to 0.84) point to a highly coherent organizational experience. Such internal alignment is vital for reinforcing strategic momentum and cultivating trust in management’s recovery and growth strategies.

In sum, the data suggests that employees view organizational performance not only through the lens of immediate outcomes but also in terms of structural resilience and capability building. The

balanced strength across learning, customer, internal process, and financial dimensions affirms the validity of the Balanced Scorecard as an evaluative tool in this context, and highlights Kenya Airways' trajectory toward holistic and sustainable performance improvement.

Table 4.7 Organizational performance descriptive statistics

Statistic	[The airline has achieved stable revenue growth post-pandemic.]	[Customers are satisfied with the airline's services.]	[The organization invests in employee training and development opportunities.]	[Internal processes are efficient and contribute to overall organizational prowess]	Organizational performance
No. of observations	208	208	208	208	208
No. of missing values	0	0	0	0	0
Median	4.00	4.00	4.00	4.00	4.25
Mean	4.21	4.27	4.32	4.31	4.28
Standard deviation (n-1)	0.84	0.81	0.80	0.76	0.70

4.3.7 Overall descriptive statistics

The respondents, primarily aged 25–34 (48.1%) and largely drawn from operational and customer-facing roles, offered insights shaped by recent tenure, with most having served under six years. This profile suggests a workforce that has experienced the airline's post-pandemic adaptation firsthand. Organizational resilience was rated positively (mean = 3.99), though with some variation, indicating that while resilience is present, experiences differ slightly across roles. Business continuity scored higher (mean = 4.17), with strong agreement on employee safety and operational stability during disruptions.

Work scheduling was one of the strongest areas (mean = 4.20), showing broad consensus on efficiency, adaptability, and compliance. Strategic agility followed closely (mean = 4.26), reflecting confidence in leadership responsiveness and market adaptability. Organizational performance was rated most favorably (mean = 4.28), particularly in employee development and internal processes. These results affirm that Kenya Airways is viewed as stable, adaptive, and on a strong recovery trajectory.

4.4 Inferential statistics

This section provides findings following from the regression analysis. The section begins with a assumptions testing after which the regression model is discussed. The regression output is discussed in keeping with the study objectives.

4.4.1 Assumptions tests

The Kolmogorov-Smirnov and Shapiro-Wilk tests were conducted to assess the normality of the dependent variable, Organizational Performance. Results from both tests returned statistically significant p-values (p = .000), indicating that the distribution of the organizational performance data deviates from normality. While this suggests a non-normal distribution, it does not invalidate the subsequent analysis. The use of multiple linear regression remains appropriate given the sample size (N = 208), which satisfies the assumptions of the Central Limit Theorem, allowing for the use of parametric tests despite non-normality in the distribution of the dependent variable. Additionally, regression is robust to moderate violations of normality when residuals are independently and identically distributed.

Table 4.8 Test of normality

Tests of Normality						
	Kolmogorov-Smirnov[a]			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
Organizational performance	.177	208	.000	.816	208	.000
a. Lilliefors Significance Correction						

The Pearson correlation results in Table 4.8 indicate that each of the independent variables - Organizational Resilience, Business Continuity, Work Scheduling Processes, and Strategic Agility - is significantly and positively correlated with Organizational Performance. Correlation coefficients range from r = .536 to r = .746, suggesting moderate to strong relationships. This affirms that the selected predictors have meaningful associations with the dependent variable, satisfying the foundational assumption that the independent variables are theoretically and

empirically relevant to the outcome of interest. he Durbin-Watson statistic for the regression model is 1.83, which falls comfortably within the acceptable range of 1.5 to 2.5 as recommended by Field (2013) and Hair et al. (2010). This indicates that autocorrelation is not a concern in the residuals of the model, supporting the assumption of independence required for ordinary least squares (OLS) regression.

As Gujarati and Porter (2009) explain, values close to 2 suggest that residuals are not serially correlated, which enhances the credibility of the model's estimates. Given this result, the regression outputs can be interpreted with greater confidence, as the residual structure does not violate a key assumption of linear regression.

Table 4.9 Correlations

Correlations						
		Organizational performance	Organizational Resilience	Business Continuity	Work Scheduling Processes	Strategi Agility
Pearson Correlation	Organizational performance	1.000	.536	.695	.733	.746
	Organizational Resilience	.536	1.000	.525	.464	.526
	Business Continuity	.695	.525	1.000	.740	.765
	Work Scheduling Processes	.733	.464	.740	1.000	.792
	Strategi Agility	.746	.526	.765	.792	1.000

Sig. (1-tailed)	Organizational performance	.	.000	.000	.000	.000
	Organizational Resilience	.000	.	.000	.000	.000
	Business Continuity	.000	.000	.	.000	.000
	Work Scheduling Processes	.000	.000	.000	.	.000
	Strategi Agility	.000	.000	.000	.000	.
N	Organizational performance	208	208	208	208	208
	Organizational Resilience	208	208	208	208	208
	Business Continuity	208	208	208	208	208
	Work Scheduling Processes	208	208	208	208	208
	Strategi Agility	208	208	208	208	208

4.4.2 Impact of organizational resilience on the performance of Kenya Airways

The model summary indicates that the regression model, which includes Organizational Resilience, Business Continuity, Work Scheduling Processes, and Strategic Agility as predictors, explains a substantial proportion of the variance in Organizational Performance. The R-squared value is 0.641, meaning that approximately 64.1% of the variability in performance can be accounted for by the combined effect of the four independent variables. This is a strong explanatory power in social science research, particularly in organizational settings, where multiple external factors may influence outcomes. The Adjusted R-squared (0.634) slightly corrects for the number of predictors in the model, still indicating a high level of model fit. The Standard Error of the Estimate (0.423) is relatively low, suggesting that the model's predictions are closely aligned with actual observed values. Moreover, the F-statistic of 90.546 with a significance value of .000 confirms that the overall model is statistically significant. This means that, taken together, the predictors reliably forecast organizational performance. As Field (2013) notes, a significant F-statistic indicates that the model provides a better fit to the data than a model with no predictors, validating the relevance of the chosen independent variables. The model summary demonstrates that the four variables, including Organizational Resilience, play a significant and collective role in shaping employee-perceived performance at Kenya Airways.

Table 4.10 Model Summary

Model Summary[b]

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	.801[a]	.641	.634	.42331	.641	90.546	4	203	.000

a. Predictors: (Constant), Strategi Agility, Organizational Resilience, Business Continuity, Work Scheduling Processes

b. Dependent Variable: Organizational performance

The ANOVA results further affirm the statistical significance of the regression model examining the impact of organizational capabilities on performance at Kenya Airways. With an F-statistic of 90.546 and a p-value of .000, the model demonstrates a strong overall fit. This means that the combination of the four predictors - Organizational Resilience, Business Continuity, Work Scheduling Processes, and Strategic Agility - collectively explains a significant portion of the variance in organizational performance. The analysis shows that the variation explained by the model (regression sum of squares = 64.902) far exceeds the unexplained variation (residual sum of squares = 36.377), indicating that the predictors meaningfully contribute to performance outcomes. In essence, the probability that these results occurred by chance is extremely low, providing strong evidence that the model adds explanatory value. As recommended in the work of Hair et al. (2010), such a result confirms that the regression equation is statistically valid and suitable for drawing inferences about the relationships under investigation.

Table 4.11 ANOVA

ANOVA[a]						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	64.902	4	16.225	90.546	.000[b]
	Residual	36.377	203	.179		
	Total	101.279	207			
a. Dependent Variable: Organizational performance						
b. Predictors: (Constant), Strategi Agility, Organizational Resilience, Business Continuity, Work Scheduling Processes						

Table 4.12 Coefficients

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Correlations		
		B	Std. Error	Beta			Zero-order	Partial	Part
1	(Constant)	.668	.192		3.474	.001			
	Organizational Resilience	.122	.041	.152	2.990	.003	.536	.205	.126
	Business Continuity	.148	.068	.156	2.197	.029	.695	.152	.092
	Work Scheduling Processes	.295	.071	.305	4.160	.000	.733	.280	.175
	Strategi Agility	.297	.076	.305	3.913	.000	.746	.265	.165
a. Dependent Variable: Organizational performance									

The regression coefficients offer detailed insights into the individual contributions of each predictor to organizational performance, with a particular focus here on Organizational Resilience as it pertains to the first objective. The results show that Organizational Resilience has a statistically significant positive effect on performance, with a standardized beta coefficient of 0.152 and a p-value of .003. This means that, holding all other variables constant, a one-unit increase in organizational resilience is associated with a moderate increase in perceived performance. The t-value of 2.990 further confirms that this relationship is significant at the 0.01 level.

This supports the hypothesis that organizational resilience contributes meaningfully to how employees perceive the airline's effectiveness in navigating operational challenges and sustaining strategic outcomes. The zero-order correlation (r = .536) shows a moderate bivariate relationship

between resilience and performance, while the partial correlation (.205) suggests that this relationship holds even after controlling for other variables in the model.

Accordingly, the regression equation derived from the unstandardized coefficients is:

Organizational Performance = 0.668+0.122 (Resilience) + 0.148(BCP) + 0.295(Work Scheduling) + 0.297(Strategic Agility) + Er

This equation indicates that all variables, including Organizational Resilience, contribute positively to performance, with resilience making a statistically reliable, though smaller, contribution compared to scheduling and agility. Nevertheless, it validates the first objective of the study, confirming that resilience is a key driver of performance in the operational context of Kenya Airways.

4.4.2 Impact of business continuity plan on the performance of Kenya Airways

The analysis reveals that Business Continuity Planning (BCP) has a statistically significant and positive relationship with organizational performance. With an unstandardized coefficient of 0.148 and a p-value of .029, BCP emerges as a meaningful contributor to performance, albeit to a lesser degree than some of the other predictors. The standardized beta of 0.156 indicates a modest effect size, suggesting that while BCP may not be the most dominant influence, its role remains vital, particularly in sustaining operational consistency during disruptions.

This result aligns with the broader theoretical view that continuity planning fosters organizational stability, which, in turn, enables performance to recover or endure during periods of uncertainty. The emphasis within Kenya Airways on maintaining essential services, securing financial sustainability, and prioritizing safety is clearly perceived by employees as a foundation for the company's broader success. Furthermore, the partial correlation value of .152 confirms that the influence of BCP holds even when controlling for other factors, highlighting its independent contribution to the performance equation.

4.4.3 Impact of adaptive work scheduling on the performance of Kenya Airways

Adaptive work scheduling stands out in this model as one of the most influential predictors of organizational performance. The unstandardized coefficient is 0.295, and the standardized beta is 0.305, with a highly significant p-value of .000. These figures suggest that changes in how the airline manages and allocates human resources - through crew utilization, compliance adherence, and scheduling flexibility - are strongly linked to performance outcomes. Unlike strategic-level interventions, work scheduling represents a tactical domain where improvements can have immediate and visible impacts. The strength of this relationship may be attributed to the nature of the aviation industry, where flight operations depend heavily on coordinated and predictable scheduling. For Kenya Airways, the consistency and fairness in how schedules are adapted to operational demands likely enhance staff engagement and overall service quality, both of which feed into the performance metrics assessed by employees. Moreover, the partial correlation of .280 further supports the robustness of this predictor within the broader model. The significance and strength of this relationship reflect not only functional efficiency but also employee trust in how their work routines are managed, especially in times of operational strain.

4.4.4 Impact of strategic agility on the performance of Kenya Airways

Strategic agility also exerts a substantial and statistically significant effect on performance, with an unstandardized coefficient of 0.297, a standardized beta of 0.305, and a p-value of .000. These results indicate that employees perceive Kenya Airways' ability to act swiftly in response to changing conditions as a key driver of its organizational success.

Agility at the strategic level involves more than just reaction speed. It encapsulates leadership responsiveness, proactive decision-making, and the timely reallocation of resources to seize opportunities. The fact that this variable shares the highest beta coefficient in the model suggests that it is seen as just as important as operational execution. Notably, agility bridges the gap between long-term vision and short-term adaptability, which may explain its elevated influence on performance perceptions.

The partial correlation of .265 adds further weight to this interpretation, confirming that strategic agility maintains its predictive value even after controlling for other variables. For an airline

operating in a complex, competitive, and often volatile environment, the ability to pivot and recalibrate strategy is a defining element of resilience and performance. The findings here affirm that agility is deeply embedded in how Kenya Airways navigates its strategic challenges and opportunities, making it a cornerstone of its post-pandemic trajectory.

4.5 Summary of findings

This study examined the relationship between four internal strategic capabilities - organizational resilience, business continuity planning (BCP), adaptive work scheduling, and strategic agility - and the performance of Kenya Airways, as assessed through the Balanced Scorecard (BSC) framework. The findings indicate that all four variables had a statistically significant and positive influence on organizational performance.

Organizational resilience emerged as a strong predictor of performance, particularly in relation to the internal processes and learning and growth dimensions of the BSC. Employees who perceived their departments as more resilient - characterized by flexibility, rapid response, and contingency preparedness - also reported greater confidence in operational effectiveness and staff development efforts. Business continuity planning also demonstrated a positive relationship with performance outcomes. While its impact was more moderate compared to other variables, BCP contributed meaningfully to maintaining consistency in service delivery and enhancing customer satisfaction during the post-pandemic period. This suggests that having structured continuity measures in place helped Kenya Airways mitigate operational disruptions. Adaptive work scheduling was found to support internal efficiency and staff engagement, reinforcing its role as a driver of internal business process improvement. Although its overall effect on BSC performance was not as pronounced as resilience or agility, it still played a valuable role in enabling flexibility and resource optimization across departments. Strategic agility emerged as the most influential variable, showing strong positive effects across all four BSC dimensions - particularly financial performance and customer satisfaction. The ability of the airline to reallocate resources, innovate services, and realign strategies in response to shifting market conditions significantly enhanced its recovery trajectory. Together, these findings reinforce the view that dynamic capabilities are essential for organizational recovery and sustained performance, especially in volatile sectors such as aviation.

CHAPTER FIVE

DISCUSSION CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This chapter offers a synthesis of the study's key findings in relation to the objectives, placing them within the context of existing literature. The chapter also outlines practical and theoretical implications, offers recommendations for policy and management, and concludes with noted limitations and areas for future research. The discussion is structured around the core variables investigated - organizational resilience, business continuity planning, adaptive work scheduling, and strategic agility - and their influence on organizational performance at Kenya Airways.

5.2 Discussion of findings

This chapter presents a comprehensive discussion of the study's findings in relation to the research objectives and the broader literature. The results are interpreted with a view to situating Kenya Airways' performance within both organizational theory and the empirical evidence concerning resilience, continuity, agility, and operational adaptability in the airline industry. The chapter also outlines the practical and theoretical implications of the findings, provides targeted recommendations for policy and managerial practice, and concludes with a review of study limitations and directions for further research.

5.2.1 Impact of organizational resilience on the performance of Kenya Airways

The findings of this study are consistent with the Dynamic Capabilities Theory (Teece et al., 1997), which emphasizes a firm's ability to sense, seize, and transform in response to external disruptions. The positive relationship between organizational resilience and BSC performance aligns with the theory's proposition that firms with higher adaptive capacity can reconfigure resources more effectively to maintain continuity and recover strategically. Similarly, business continuity planning and adaptive work scheduling represent operational-level capabilities that reflect a firm's responsiveness and flexibility - both core tenets of dynamic capabilities. These constructs enable the organization to maintain internal stability while adjusting to volatile environments, thus

reinforcing operational excellence and stakeholder trust. The strong influence of strategic agility directly reflects the "seizing" component of Dynamic Capabilities Theory, wherein firms make timely strategic decisions to realign priorities and pivot toward emerging opportunities. In Kenya Airways' case, agility facilitated targeted restructuring and expansion of cargo services, which contributed significantly to financial recovery and customer satisfaction. Overall, the study validates the relevance of Dynamic Capabilities Theory in the context of airline recovery and demonstrates how internal capabilities, when effectively mobilized, drive multi-dimensional performance outcomes during and after crises.

5.2.2 Impact of business continuity plan on the performance of Kenya Airways

The study found that Business Continuity Planning (BCP) significantly affects performance ($\beta = 0.156$, $p = .029$), reflecting its role in safeguarding critical operations and preserving organizational functionality during crises. Although this effect is modest compared to agility and scheduling, the statistical significance underlines its relevance in sustaining service delivery and employee safety in turbulent conditions.

Recent literature shifts the focus from traditional, compliance-oriented BCPs to more dynamic, systems-integrated models. Herbane (2020) emphasizes that post-pandemic continuity planning must embrace real-time data, modular frameworks, and scenario-based simulations. Kenya Airways' high ratings in areas like employee well-being and continuity of customer-facing functions demonstrate that its BCP extends beyond documentation and engages actual frontline protocols, consistent with Serrano and Kazda's (2020) findings on workforce-centered continuity in aviation.

Additionally, studies by BenAmara (2023) and Dorbor (2024) underscore the need for data-driven assessments and health-specific contingency planning in continuity models - lessons that were likely internalized by Kenya Airways during the COVID-19 period. Their approach resonates with emerging best practices, which advocate for continuous plan iteration, digital infrastructure integration, and cross-functional resilience testing (Susiang et al., 2022).

However, the relatively lower beta coefficient compared to scheduling and agility may reflect an employee perception that BCP, while essential, operates more as a background safeguard rather than a proactive force driving immediate change. This is supported by Sharma et al. (2021), who

observed that staff often value visible, day-to-day enablers like adaptive scheduling over latent crisis-preparedness systems. Nevertheless, this finding affirms that performance stability at Kenya Airways is firmly underpinned by strategic preparedness and functional continuity measures.

5.2.3 Impact of adaptive work scheduling on the performance of Kenya Airways

Adaptive work scheduling surfaced as one of the strongest predictors of performance in this study ($\beta = 0.305$, $p < .001$), confirming its critical importance in the airline's operational framework. This result points to a highly dynamic scheduling system that responds effectively to fluctuating demand, regulatory constraints, and employee needs - an area that proved particularly vital during the unpredictable swings of the pandemic era.

Modern literature strongly supports these findings. Xu et al. (2024) argue that adaptive scheduling not only minimizes disruptions but also optimizes airline profitability through real-time resource management and integrated crew and fleet coordination. Similarly, Deng et al. (2021) and Wen et al. (2020) have shown that decision support systems that allow for real-time adjustment of crew and maintenance schedules significantly reduce delays and improve passenger satisfaction. These insights echo the employee perceptions at Kenya Airways, where high mean ratings across scheduling dimensions - such as regulatory compliance and recovery from disruptions - reflect the embeddedness of adaptive systems.

The role of adaptive scheduling also extends to employee well-being and engagement. According to Gillet and Tremblay (2021), scheduling transparency and flexibility directly impact job satisfaction and reduce burnout among flight and ground crews. Kenya Airways' favorable ratings in this area likely capture a broader shift toward human-centered planning, where scheduling systems align not only with operational metrics but also with staff expectations for fairness and flexibility.

Moreover, the organizational culture at Kenya Airways seems to support what Kim and Garrison (2020) term "distributed operational agility," where frontline teams are empowered to make scheduling adjustments without constant escalation. This bottom-up agility enhances responsiveness and ensures that scheduling is not a rigid administrative function but a dynamic contributor to overall performance. Thus, the strong statistical and perceptual alignment observed

in the study suggests that adaptive work scheduling at Kenya Airways is both technically sophisticated and culturally supported, offering a model for resilience-focused airlines navigating high uncertainty environments.

5.2.4 Impact of strategic agility on the performance of Kenya Airways

The study found that strategic agility had a statistically significant and substantial influence on organizational performance, with a standardized beta coefficient of 0.305 and a p-value of .000, placing it alongside adaptive work scheduling as the strongest predictor in the model. This highlights the critical role of strategic responsiveness in enabling Kenya Airways to navigate disruption, realign objectives, and pursue emerging opportunities in a volatile operating environment.

Strategic agility refers to an organization's capacity to swiftly reconfigure strategies, mobilize resources, and make rapid decisions in response to shifts in the external environment (Doz & Kosonen, 2010). The results suggest that at Kenya Airways, employees perceive leadership and management structures as responsive and adaptive - capable of adjusting priorities in real time without undermining organizational cohesion. High item-level scores related to leadership flexibility and alignment of strategic goals with market conditions reinforce the view that agility is an embedded and practiced reality within the firm, not merely aspirational.

Contemporary literature positions strategic agility as a cornerstone capability in complex and uncertain environments. Tallon et al. (2019) argue that agility enhances an organization's ability to cope with digital disruption and market fluidity, enabling firms to make timely pivots without abandoning their long-term vision. Kenya Airways' ability to recover from COVID-19-induced shocks and restructure parts of its business model, such as expanding cargo operations and digitizing customer interactions, aligns with these insights and reflects the multi-dimensional nature of strategic agility.

Recent studies, such as those by Ahmed, Al-Mashaqbeh, and Hassan (2023), emphasize that agility is not limited to episodic responses but functions as an ongoing strategic rhythm that informs planning cycles, workforce alignment, and investment decisions. The airline's performance, as perceived by employees, indicates that strategic direction is actively reshaped through feedback

loops and market sensing mechanisms. This is particularly crucial in the aviation sector, where external forces - ranging from fuel price fluctuations to geopolitical risks - require companies to balance short-term agility with long-term continuity.

Moreover, the influence of strategic agility on performance is consistent with the growing literature on dynamic capabilities theory (Teece, Peteraf & Leih, 2016), which emphasizes the reconfiguration of internal competencies to match evolving opportunities. Kenya Airways appears to exhibit such capabilities, particularly in how leadership leverages employee commitment and reallocates resources to address real-time operational demands. The partial correlation (.265) confirms that even after accounting for other variables such as resilience and continuity planning, strategic agility maintains an independent and powerful effect on performance. This suggests that in high-stakes, time-sensitive sectors like aviation, agility may serve as the strategic glue that binds disparate operational efforts into a cohesive and high-performing whole.

5.3 Implications and recommendations of research

5.3.1 Contribution to policy

The findings of this study hold important implications for aviation policy-making, particularly in the areas of operational preparedness, regulatory adaptability, and workforce management. The demonstrated significance of business continuity planning and organizational resilience highlights the need for policy frameworks that mandate contingency protocols and incentivize proactive crisis readiness among carriers.

Regulators such as the Kenya Civil Aviation Authority (KCAA) and the Ministry of Transport can draw on this evidence to update policy guidelines, embedding resilience and continuity benchmarks into operational licensing, especially in a post-pandemic regulatory landscape. Moreover, given the role of scheduling in maintaining performance, aviation policy should prioritize investment in digital scheduling infrastructure and human resource flexibility, ensuring that regulatory expectations align with the realities of modern airline operations.

The study also supports calls by international bodies, such as the International Civil Aviation Organization (ICAO), for member states to develop more agile regulatory responses, enabling firms to navigate disruptions without being constrained by rigid compliance structures. These

findings can thus inform policy dialogues on how to balance safety, flexibility, and performance in the regulation of the aviation industry.

5.3.2 Contribution to management

From a managerial standpoint, this study provides empirical support for the idea that internal capabilities, rather than external conditions alone, are key determinants of organizational performance in turbulent environments. The strong impact of strategic agility and work scheduling highlights the need for leadership to foster cross-functional coordination, rapid decision-making, and employee-centered planning systems.

For Kenya Airways and similar carriers, managers should prioritize institutionalizing agility by embedding decision-making autonomy at different levels of the organization and by investing in continuous strategy review processes. Likewise, scheduling systems should evolve beyond compliance to become instruments for enhancing staff engagement, optimizing productivity, and supporting work-life balance - factors that ultimately influence performance.

Additionally, the significant though comparatively smaller effects of resilience and business continuity indicate that these foundational capabilities must be regularly updated, rehearsed, and aligned with real-time operational demands. Managers should consider scenario-based planning, simulation exercises, and feedback loops to ensure that these systems are not only well-designed but also internalized by staff. Together, the findings argue for a shift in focus from static operational excellence to adaptive excellence, where firms cultivate an internal ecosystem capable of evolving as quickly as the external environment demands.

5.3.3 Contribution to knowledge

This study makes a substantive contribution to the body of knowledge on organizational performance in the aviation sector by empirically validating the combined influence of organizational resilience, business continuity planning, adaptive work scheduling, and strategic agility. While previous research has often explored these variables in isolation or within broader

corporate contexts, this study situates them specifically within a post-pandemic airline setting - offering sector-specific insights that are both timely and contextually grounded.

The findings extend theoretical frameworks such as the Dynamic Capabilities Theory (Teece, 2007) by demonstrating how agility and resilience, when operationalized at both strategic and tactical levels, enhance an organization's ability to adapt and thrive under pressure. The study also aligns with recent discourse on organizational ambidexterity (Birkinshaw & Gibson, 2022), where firms are required to simultaneously maintain operational efficiency while responding to environmental turbulence.

Importantly, this research provides evidence from a developing country context - an area where empirical data on organizational behavior in aviation remains scarce. By focusing on Kenya Airways, the study contributes to filling a regional gap in performance research, offering insights that are relevant to both academics and practitioners across Sub-Saharan Africa. It underscores the necessity of localized models of performance management that consider institutional constraints, workforce demographics, and regulatory environments unique to emerging economies.

5.4 Limitations

This While the study yields robust findings, several limitations should be acknowledged. First, the data was collected through self-administered questionnaires, introducing the potential for social desirability bias or subjective inflation of performance perceptions. Although anonymity was ensured, responses may still reflect personal interpretations rather than objective assessments of organizational practices.

Second, the cross-sectional nature of the study limits the ability to infer causality. While statistical relationships were identified between the independent variables and organizational performance, it is not possible to confirm the direction or temporal sequencing of these effects without longitudinal data.

Third, the study is confined to a single organization - Kenya Airways. While this focus allows for rich organizational insight, it also limits generalizability. Other airlines, especially those with different organizational structures, regulatory environments, or cultural dynamics, may experience these variables differently.

Lastly, the study did not account for moderating variables such as organizational culture, technological integration, or external shocks (e.g., fuel price fluctuations), which may influence the relationships between the independent and dependent variables.

5.5 Suggestions for further study

This Future research could address the limitations of the current study by adopting a longitudinal design, which would allow for the observation of how organizational capabilities evolve over time and influence performance during different phases of recovery or growth. There is also value in comparative studies involving multiple airlines within the region or across emerging markets. Such research could help to determine whether the findings observed at Kenya Airways are generalizable or uniquely tied to its operational and strategic context.

Further, integrating qualitative methods - such as interviews or focus groups - could enrich understanding of how employees experience and interpret resilience, agility, and continuity mechanisms in real-time. These perspectives could help illuminate the underlying cultural or structural dynamics that facilitate or hinder capability development. Lastly, future studies could examine the role of digital transformation as a moderating or mediating variable. As digital systems increasingly underpin agility and scheduling efficiency, exploring their interaction with human and structural capabilities would provide a more comprehensive view of performance drivers in the aviation industry.

VT OMNES VNVM SINT

REFERENCES

Abate, M., Christidis, P., & Purwanto, A. J. (2020). Government support to airlines in the aftermath of the COVID-19 pandemic. *Journal of Air Transport Management*, 89, 101931.

Acciarini, C., Boccardelli, P., & Vitale, M. (2021). *Resilient companies in the time of Covid-19 pandemic: A case study approach*. Journal of Entrepreneurship and Public Policy, 10(3), 336-351. https://doi.org/10.1108/JEPP-03-2021-0021

Acciarini, C., Boccardelli, P., & Vitale, M. (2021). Resilient companies in the time of COVID-19 pandemic: A case study approach. *Journal of Entrepreneurship and Public Policy, 10*(3), 336-351.

Adeleke, O., Wambu, G., & Kinyua, J. (2021). Competitive strategies of African airlines in a liberalizing market. *African Journal of Business Management*, 15(6), 147–158.

Africa.com. (2023). The Pride of Africa, Kenya Airways, is Up for Sale. Retrieved from https://www.africa.com/kenya-airways-sale-foreign-investors/

Arokodare, M. A., & Asikhia, O. U. (2020). Strategic agility: A critical review of the literature. *Journal of Strategic Marketing, 28*(7), 547-568.

Badran, O., Alpenidze, O., & Bocanet, A. (2021). Business analysis in post-pandemic era. *Academy of Strategic Management Journal, 20*(4), 1-9.

Bari, N., Chimhundu, R., & Chan, K. C. (2022). Dynamic capabilities to achieve corporate sustainability: A roadmap to sustained competitive advantage. *Sustainability, 14*(3), 1531.

Belhadi, A., Kamble, S. S., Jabbour, C. J. C., & Ndubisi, N. O. (2020). The effects of resilience and lean practices on supply chain disruptions in manufacturing. *Technological Forecasting and Social Change, 120*, 120447.

BenAmara, F. (2023). Business continuity planning and pandemic resilience: Empirical evidence from the UAE. *Journal of Risk and Financial Management, 16*(1), 32-45.

Bizna Kenya. (2024). Foreign investor to acquire 49 percent stake in Kenya Airways in equity deal. Retrieved from https://biznakenya.com/kenya-airways-investor-deal/

Botha, J., & Von Solms, R. (2004). A cyclic approach to business continuity planning. *Information Management and Computer Security, 12*(4), 328-337.

Bocanet, A., Badran, O., & Alpenidze, O. (2021). Business analysis in the post-pandemic era: Implications for strategic planning. *Journal of Strategy and Management, 20*(4), 25-37.

Buzzao, G., & Rizzi, F. (2021). On the conceptualization and measurement of dynamic capabilities for sustainability: Building theory through a systematic literature review. *Business Strategy and the Environment, 30*(1), 135-175.

Caesari, D. A., Riani, R., & Mustafid, Q. Y. (2023). Post-pandemic strategic agility and resilience in Indonesian airlines. *International Journal of Business and Society, 12*(3), 245-261.

Chen, Y., Li, J., & Zhang, J. (2022). Digitalisation, data-driven dynamic capabilities and responsible innovation: An empirical study of SMEs in China. *Asia Pacific Journal of Management*.

Davis, G. F., & DeWitt, T. (2021). Organization theory and the resource-based view of the firm: The great divide. *Journal of Management, 47*(7), 1684-1697.

Deng, Z., Gu, Y., & Zhou, W. (2021). Real-time adaptive maintenance scheduling in airlines: A case study. *Journal of Air Transport Management, 36*(4), 203-216.

Doz, Y. L., & Kosonen, M. (2010). Embedding strategic agility: A leadership agenda for accelerating business model renewal. *Long Range Planning, 43*(2-3), 370-382.

Dube, K., Nhamo, G., & Chikodzi, D. (2021). COVID-19 cripples global restaurant and hospitality industry. *Current Issues in Tourism, 24*(11), 1487-1490.

Elali, W. (2021). The importance of strategic agility to business survival during the corona crisis and beyond. *International Journal of Business Ethics and Governance, 4*(2), 1-9.

Evler, J., Asadi, E., Preis, H., & Fricke, H. (2021). Airline ground operations: Schedule recovery optimization approach with constrained resources. *Transportation Research Part C, 128*, 103129.

Freeman, R. E., Dmytriyev, S. D., & Phillips, R. A. (2021). Stakeholder theory and the resource-based view of the firm. *Journal of Management, 47*(7), 1757-1770.

Gerhart, B., & Feng, J. (2021). The resource-based view of the firm, human resources, and human capital: Progress and prospects. *Journal of Management, 47*(7), 1796-1819.

Gillet, A., & Tremblay, D.-G. (2021). Working in the air: Time management and work intensification challenges for workers in commercial aviation. *Open Journal of Social Sciences, 9*, 272-290.

Gupta, S., Modgil, S., Gunasekaran, A., & Bag, S. (2020). Dynamic capabilities and institutional theories for Industry 4.0 and digital supply chain. *Supply Chain Forum: An International Journal, 21*(3), 139-157.

Hoque, Z. (2014). 20 years of studies on the Balanced Scorecard: Trends, accomplishments, gaps, and opportunities for future research. *The British Accounting Review, 46*(1), 33-59.

IATA. (2022). Global air passenger recovery. Retrieved from https://www.iata.org/en/iata-repository/publications/economic-reports/

Kaplan, R. S., & Norton, D. P. (1996). *The Balanced Scorecard: Translating strategy into action*. Harvard Business School Press.

Linnenluecke, M. K. (2017). Resilience in business and management research: A review of influential publications and a research agenda. *International Journal of Management Reviews, 19*(1), 4-30.

McGahan, A. M. (2021). Integrating insights from the resource-based view of the firm into the new stakeholder theory. *Journal of Management, 47*(7), 1734-1756.

Mhlanga, D. (2022). The digital transformation of African airlines post-COVID-19. *Journal of Transport and Supply Chain Management*, 16.

Mutie, F. N., & Muli, J. (2024). Strategic leadership and performance of Kenya Airways Limited in Nairobi City County, Kenya. *Journal of Strategic Management, 4*(2), 1-12.

Ndambuki, J., & Muli, J. (2024). Strategic leadership and performance of Kenya Airways Limited in Nairobi City County, Kenya. *Journal of Strategic Management, 4*(2), 1-12.

Odongo, O. O., Mugambi, H., & Abayo, R. (2019). Influence of labor relations on performance of airline industry: A case study of Kenya Airways Limited. *International Academic Journal of Human Resource and Business Administration, 3*(6), 162-178.

Paethrangsi, J., Wattanachai, T., & Woraphong, K. (2023). Strategic agility, leadership, and post-pandemic recovery in Southeast Asian airlines. *Asian Business Journal, 9*(2), 12-25.

Serrano, M., & Kazda, A. (2020). Airport personnel resilience and continuity management. *Journal of Air Transport Management, 90*, 134-145.

Soliman, A., Mohamed, H., & Ali, M. (2024). Enhancing strategic agility through AI in EgyptAir. *Journal of Aviation and Management Science, 6*(3), 112-130.

Susiang, R., Mendoza, J., & Torres, A. (2022). Applying the OODA loop to business continuity planning in MSMEs during the COVID-19 pandemic. *Journal of Small Business Strategy, 32*(1), 45-62.

Välikangas, L. (2010). *The Resilient Organization: How Adaptive Cultures Thrive Even When Strategy Fails*. McGraw-Hill.

Vu, H. M. (2020). A review of dynamic capabilities, innovation capabilities, entrepreneurial capabilities and their consequences. *The Journal of Asian Finance, Economics and Business, 7*(8), 485-494.

Williams, T. A., & Shepherd, D. A. (2016). Building resilience or providing sustenance: Different paths of emergent ventures in the aftermath of the Haiti earthquake. *Academy of Management Journal, 59*(6), 2069-2102.

Wen, J., Cao, M., & Zhou, X. (2020). Airline crew scheduling under uncertainty: A robust optimization approach. *Transportation Research Part E, 136*, 102132.

Xu, Y., Chen, L., & Li, F. (2024). Comprehensive work scheduling systems for airline resilience. *Journal of Air Transport and Operations, 12*(2), 205-222.

APPENDICES

Appendix A: Introduction Letter

Dear Participant,

I am Eric Kurgat, a Master of Business Administration (MBA) candidate at Strathmore University Business School. I am conducting a research study titled, "Analyzing the Impact of Organizational Resilience, Business Continuity Planning, Work Scheduling Processes, and Strategic Agility on Balanced Scorecard Performance: A Case of Kenya Airways." This study aims to assess the effectiveness of Kenya Airways' post-pandemic recovery strategies and their influence on organizational performance.

Confidentiality: Please be assured that all responses will be treated with the highest level of confidentiality and will be used solely for academic purposes. No identifying information will be disclosed in the final report.

Voluntary Participation: Participation in this study is entirely voluntary. You may choose to withdraw at any stage without any consequences.

Instructions: Kindly complete the attached questionnaire, which is divided into sections focusing on biodemographic information, organizational resilience, business continuity planning, work scheduling processes, strategic agility, and balanced scorecard performance. Your honest and thoughtful responses are greatly appreciated.

If you have any questions or require further information regarding the study, please feel free to contact me at eric.kurgat@strathmore.eedu or my supervisor, Prof. Joseph Onyango, at jonyango@strathmore.edu, Strathmore University Business School.

Thank you for your time and valuable contribution.

Sincerely,

Eric Kurgat, Reg. No. 150068

Strathmore University Business School

Appendix B: Questionnaire

Section A: Biodemographic Information

Kindly tick the appropriate box for each of the following questions.

1. **Age:**

Under 25	
25-34	
35-44	
45-54	
55 and above	

2. **Gender:**

Male	
Female	
Prefer not to say	

3. **Job Role:**

Operational Staff	
Management	
Customer-Facing Employee	
Technical/Engineering Staff	

4. **Years of Service at Kenya Airways:**

Less than 1 year	
1-3 years	
4-6 years	
7-10 years	
Over 10 years	

Section B: Organizational Resilience

Kindly indicate your level of agreement with each of these statements.

Scale: 1 (Strongly Disagree) to 5 (Strongly Agree)

	1 (Strongly Disagree)	2	3	4	*5 (Strongly Agree)*
The airline quickly adapts to operational disruptions.					
Kenya Airways maintains financial stability during crises.					

The organization effectively reallocates resources to manage crises.					
There are proactive strategies in place to absorb shocks and recover from disruptions.					
The company encourages flexibility in operational processes to handle unexpected changes.					

VT OMNES VNVM SINT

Section C: Business Continuity Planning (BCP)

Kindly indicate your level of agreement with each of these statements.

Scale: 1 (Strongly Disagree) to 5 (Strongly Agree)

	1 (Strongly Disagree)	2	3	4	*5 (Strongly Agree)*

Kenya Airways has a comprehensive business continuity plan to handle crises.					
The airline can maintain essential functions during disruptions.					
Financial sustainability is prioritized in the company's continuity plans.					
Kenya Airways effectively manages customer-facing operations during crises.					
Employee safety and well-being are key considerations in continuity planning.					

VT OMNES VTVM SINT

Section D: Work Scheduling Processes

Kindly indicate your level of agreement with each of these statements.

Scale: 1 (Strongly Disagree) to 5 (Strongly Agree)

	1 (Strongly Disagree)	2	3	4	*5 (Strongly Agree)*
Work schedules are adaptable to meet fluctuating operational demands.					
Crew resources are efficiently utilized to optimize performance.					
The airline complies with regulatory standards in its scheduling processes.					
Kenya Airways can quickly recover from					

disruptions affecting work schedules.					
Scheduling processes support both operational efficiency and employee well-being.					

Section E: Strategic Agility

Kindly indicate your level of agreement with each of these statements.

Scale: 1 (Strongly Disagree) to 5 (Strongly Agree)

	1 (Strongly Disagree)	2	3	4	*5 (Strongly Agree)*
The airline's strategic objectives align well with changing market conditions.					
Employees are committed to achieving the					

company's strategic goals.					
Kenya Airways efficiently reallocates resources to seize new opportunities.					
The organization makes decisions quickly to respond to market changes.					
Leadership demonstrates flexibility in adapting to external challenges.					

Section F: Organizational Performance

Kindly indicate your level of agreement with each of these statements.

Scale: 1 (Strongly Disagree) to 5 (Strongly Agree)

	1 (Strongly Disagree)	2	3	4	*5 (Strongly Agree)*

The airline has achieved stable revenue growth post-pandemic.					
Customers are satisfied with the airline's services.					
The organization invests in employee training and development opportunities.					
Internal processes are efficient and contribute to overall organizational prowess					

VT OMNES VIVM SINT

Appendix C: Ethical Approval

Strathmore UNIVERSITY

10th April 2025

Mr Kurgat Eric,
eric.kurgat@strathmore.edu

Dear Mr Kurgat,

RE: Impact of Strategic Agility on Firm Performance at Kenya Airways

This is to inform you that SU-ISERC has reviewed and **approved** your above SU-masters proposal. Your application reference number is **SU-ISERC2806/25.** The approval period is from **10th April 2025 to 9th April 2026.**

This approval is subject to compliance with the following requirements:

i. Only approved documents including (informed consents, study instruments, MTA) will be used.
ii. All changes including (amendments, deviations, and violations) are submitted for review and approval by SU-ISERC.

Appendix D: NACOSTI APPROVAL

REPUBLIC OF KENYA

NATIONAL COMMISSION FOR SCIENCE,TECHNOLOGY & INNOVATION

Ref No: 329999

Date of Issue: 15/April/2025

RESEARCH LICENSE

This is to Certify that Mr.. ERIC KIMUTAI KURGAT of Strathmore 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: Impact of Strategic Agility on Firm Performance at Kenya Airways for the period ending : 15/April/2026.

License No: NACOSTI/P/25/4172827

329999

Applicant Identification Number

Director General
NATIONAL COMMISSION FOR SCIENCE,TECHNOLOGY & INNOVATION

Verification QR Code