



**INFLUENCE OF BUSINESS PROCESS RE-ENGINEERING ENABLERS ON ORGANIZATION PERFORMANCE OF LOCAL AIRLINES IN KENYA**

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**ABSTRACT**

*This study established the impact of business process re-engineering enablers on organizational performance of Airlines in Kenya. The specific objectives were influence of top management support, information technology, organization structure and organization culture on organizational performance of local Airline operating in Kenya. The study used descriptive research method. Quantitative methods were applied in data collection and analysis. The study gathered primary data through structured questionnaires given to 143 randomly selected managers from the selected Airlines. Analyzed data was summarized, coded and entered in a computer aided tool (Statistical Package for Social Sciences (SPSS) for analysis which generated descriptive statistics such as means, standard deviation and frequency distribution. The results indicated that organization structure had positive and significant effect on organizational performance. Organization culture had a positive and significant effect on organizational performance. Information communication technology had a significant effect on organizational performance. Top management had a positive and significant effect on performance. On the other hand, the regression analysis revealed that the business process re-engineering explained up to 57.3% change in organizational performance of local Airlines operating in Kenya. The study concluded that business process re-engineering significantly influences organizational performance of local Airlines operating in Kenya. The study recommended that top management in local airline companies need to ensure that they support any implementation taking place in the organization. This can be achieved by them showing their commitment toward the implementation process. The study recommended that the management should invest in secure and faster Information communication technology system. Further, the ICT employees should keep improving system challenges highlighted by the users/customers.*

**Key Words:** Management Support, Information Technology, Organization Structure, Organization Culture

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## INTRODUCTION

The idea of reengineering can be traced from administration theories created at the beginning of the nineteenth century (Kangogo, 2016). Business process reengineering (BPR) is defined as the fundamental rethinking and radical redesign of business processes using information technology to bring about dramatic improvement in key areas of performance such as service, quality, cost, and speed. In an ever-changing global economy organizations must find ways for operating by developing new competences as the old advantage and competences gained is quickly eroded owing to environments changes. In today's service dominating world the foundations of any organization are the people and the processes. If people are motivated and working hard, but the business processes are not good and remain as non-value-adding activities, organizational performance will be poor.

All organizations, whether service giving or manufacturing, are struggling to meet the tough and new competitive standards of speed, quality, efficiency and increased productivity in order to become more competitive, and flexible to meet the desired standard. In order to create a dramatic increase in efficiency, productivity, or profitability, a drastic change in the design of the organization's processes is required. Reengineering is a useful tool that has been adopted by and hailed as one of the current major drivers of change within many organizations (Graham, 2010). BPR does not seek to alter or fix existing processes but forces companies to ask, whether or not a process is necessary and seeks to find a better way to do it. BPR integrates all departments into a complete process which have been designed to fulfill a specific business goal. Successful implementation of BPR enables organizations to achieve dramatic gains in business performance.

Organizational performance is the total economic results of the activities undertaken by an organization (Lusch *et al.*, 2009). Dimensions of

business performance could be grouped into three categories of effectiveness, efficiency and adaptability. According to Ngweh (2018) business performance measures market-related items such as market share, growth, diversification and product development. The organizational performance measures include excellence in internal business processes and effective timely and accurate data collection, quality workforce, quality work environment. The world today has an increasing need for the enhancement of businesses due to the inconsistency of the business world. Today, the world has become a global village giving opportunities for businesses to grow and get new markets all over the world. Nevertheless, growing a business either locally or inter-nationally has many challenges. It is noted that businesses always seek different ways to ensure growth in opportunities and strategies.

Most researchers Tan and Abdul (2018) have suggested use of business process reengineering as a possible predictor of organizational performance. That is, Business process reengineering is concerned with the whole process of an organization. It describes the entire sequence of activities directly or indirectly connected with satisfying the needs of a firm's customers while generating quality return on investment for shareholders. The business process is made up of all the work processes in the firm. It includes the processes of the business partners such as suppliers of materials or services upstream or a distributor downstream.

Further, business reengineering goes beyond Business Process Reengineering as it deals with all aspects of running the business; including but not limited to the management style, the organizational structure, the business philosophy and marketing strategies, production and operations, human resource management, purchasing, organizational structures and culture, accounting concepts, information systems and global business strategy (Tan & Abdul, 2018).

The airline industry in Kenya has been described by operational wastefulness and poor financial performance (Muthoni & Murathe, 2018). More so the airline industry has found itself in a very competitive market characterized by globalization and increased consumer demand for quality services and increased value for their money. A case at hand is the poor performance of Kenya Airways which posted a 26 billion losses in the fiscal year 2015/2016 (NSE, 2016). The airline industry in Africa is also over-taxed and over-charged making it difficult to establish lower ticket prices and constricting the awareness of its huge traffic growth potential (Kahavya, 2015). Further, Kenya Airways traces its history back to 1946 with the formation of the East African Airways Corporation (EAA). Initially, EAA had a good reputation for service and reliability. With the formation of the East African Community, EAA passed into the joint ownership of the governments of Kenya, Tanzania, and Uganda. Shortly after the collapse of the East African Community in 1976, EAA was placed in liquidation. Kenya Airways was incorporated in January 1977 as a company wholly owned by the Kenyan government. It operates scheduled services throughout Africa and to Europe and the Indian subcontinent, (KQ annual report, 2015). Kenya Airways is the leading operator on domestic routes in East Africa. It operates sixty-seven flights a week to four domestic destinations: Mombasa, Malindi, Kisumu, and Nairobi. Internationally, Kenya Airways offers passenger and cargo services to twenty-four international destinations with forty-five flights a week. Kenya Airways serves seven destinations in Europe; eleven in sub-Saharan Africa; and six in North Africa, Asia, and the Middle East, (Buyck, 2015).

### **Statement of the Problem**

Airline profits continue to be throttled down by the global economic downturn, high fuel costs and the prospect of ever more stringent environmental regulations. In order to survive and prosper in these conditions, airlines must rationalize their processes and increase asset utilization to a greater degree than ever before. This will require business-driven IT

transformation which is the fundamental redesign and integration of business systems and processes within and across airline functions, (Wanguku, 2012). For instance, Airlines profitability has been affected by volatile fuel prices, terrorist attacks, economic recessions, and pandemics that affect passenger travel services (Kumar and Manuel (2019).

Past reports indicated that local Airlines in Kenya market dominance and profitability has not only been declining over the past few years, it has been performing poorly in its market share in terms of international flights from Kenya compared to foreign airlines due to growing competition (Ochieng, 2015), new entrants in the market (Gatzert, 2015, and in an attempt to cut costs without hurting the service, the airline industry is actively adopting various forms of technological innovations, (Nderu, 2013). The profitability of the airlines has been on the decline as it recorded a net loss of kshs 8 billion in 2018 compared to kshs 7.1 billion in 2017, leasing cost increased to Kshs. 16 billion in 2018 up from kshs. 14.1 bn in 2017 and kshs 13.3 bn in 2016, debt financing hit a record high of kshs 23billion in 2018 (AFRAA, 2018). According to Ministry of Tourism and Wildlife Research Report (2020), in Airlines, an escalation in the Covid-19 crisis saw passenger volumes fall by 1.6 million and \$320 million in lost revenues forcing about 7 local Airlines operating in Kenya to run into insolvency (Airstream Kenya (2015), Britex Air Services (2017), Fly County Airlines (2017), Silverstone Air (2019), Tristar Air (2019), South-east Airlines (2015), Sky Aero (2014), thus closed down.

In this regard, many well-known airlines operating in Kenya that experienced financial losses during economic crisis required financial rescue, either receiving public financing or seeking consolidation or a partnership (IATA, 2020), but few researches exist to ascertain whether such financial rescues significantly enhanced Airlines profitability, thus the need to assess whether strategic approaches among others business process reengineering can rescue organizational performance of Airlines in Kenya.

Therefore, lack of adequate empirical evidence on business process re-engineering enablers adopted by local Airlines in Kenya that experience low profit margins and huge financial losses motivated this study to examine influence of business process re-engineering enablers on organization performance of local Airlines operating in Kenya.

### **General Objective of the Study**

The general objective of this study was to assess the influence of business process re-engineering enablers on organization performance of local Airlines operating in Kenya. The specific objectives of the study were;

- To examine influence of top management support in business process re-engineering on organizational performance of local Airlines operating in Kenya.
- To determine the extent information communication technology capability influence organizational performance of local Airlines operating in Kenya
- To evaluate the influence of organization structure on organizational performance of local Airlines operating in Kenya
- To establish the influence of organizational culture on organizational performance of local Airlines operating in Kenya

The study was guided by the following research questions;

- What is the influence of top management support in business process re-engineering on organizational performance of local Airlines operating in Kenya?
- To what extent does information communication technology capability influence organizational performance of local Airlines operate in Kenya?
- What is the influence of organization structure on organizational performance of local Airlines operating in Kenya?
- What is the influence of organization culture on organizational performance of local Airlines operating in Kenya?

## **LITERATURE REVIEW**

### **Theoretical Framework**

#### **Theory of Constraints**

Theory of constraints identifies the most important limiting factor in achieving an organization's goal and improving that constraint until it is no longer the limiting factor (Goldrafft, 1984). Therefore, an organization identifies its core business process requiring dramatic improvement and redesigns them accordingly. The theory of constraints recognizes an organization as a system of interlinked processes, it is the weakest link that is a constraint and needs to be improved. BPR prioritizes core business activities and addresses the constraints in them.

#### **Agency Theory**

Agency theory is concerned with the conflicting interests of principals and agents. Jensen's and Meckling's (1976) theory on agency costs and ownership structure holds a central role in the corporate governance literature. In its primitive shape, agency theory clarifies the circumstances in the agent is locked in by the principal to follow up for its sake based upon an assigned expense plan. Since both individuals are assumed to be utility maximizers, and motivated by pecuniary and non-pecuniary items, incentive problems may arise, particularly under the condition of uncertainty and informational asymmetry. That is, the objective function of the principal and the agent may be incompatible, thus the agent may take actions which jeopardize the principal's benefits. In addition, an agency operates under the condition of risk and uncertainty. The agent along these lines propels both the principals' advantages and his own particular advantages in the association. A balance of these interests should be merged in order to arrive at the corporate objectives of the organization through the agent because it is in charge of the vast resources of the organization. The agent is in charge of re-engineering processes.

#### **Resource Based Theory**

Edith Penrose's contributed to the resource-based view as early as 1959 when she argued that a firm is

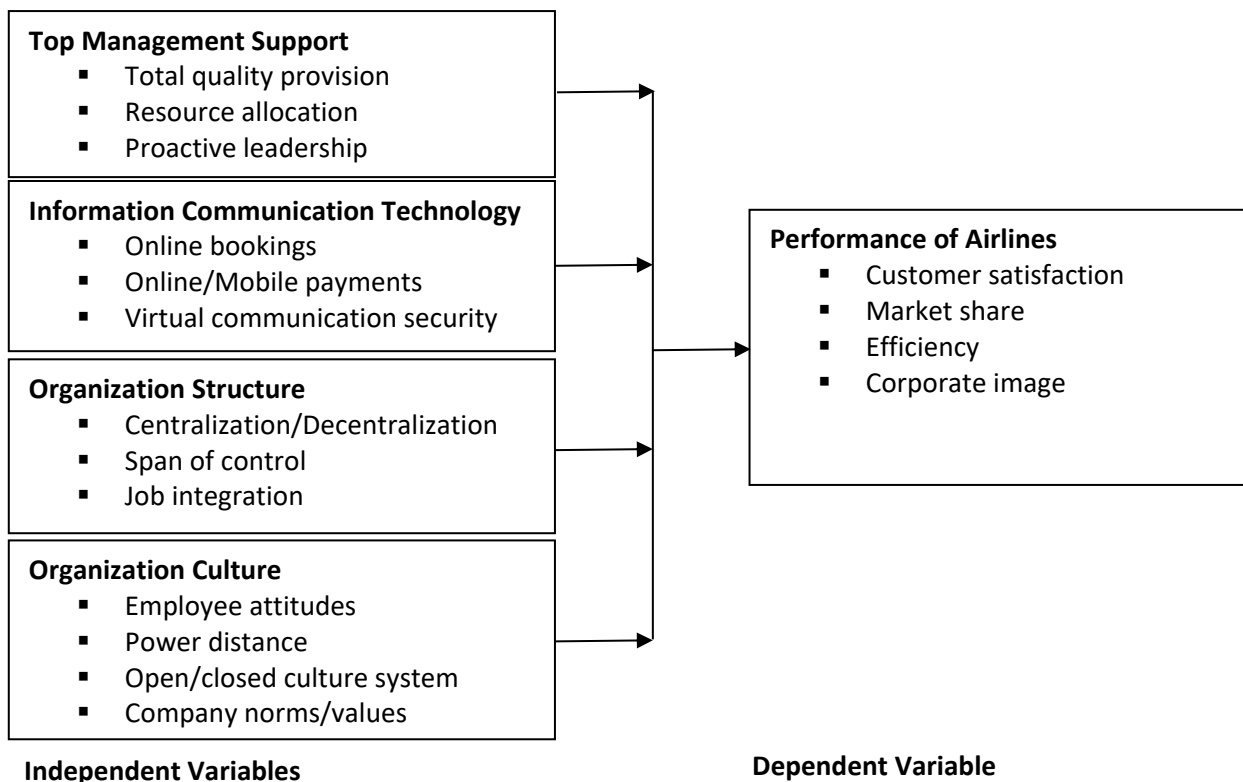
more than an administrative unit, it is also having a collection of productive resources at its disposal with different users and over time is determined by administrative decision. She concluded that the existing theory of the firm was inadequate to explain how firms grow. Her insight was to realize that the 'Firm' in theory is not the same thing as 'flesh and blood' organizations that businessmen call firms. Barney (1991), as the father of modern Resource Based view of the firm emphasized that in this theory there is heterogeneity or firm level differences among firms that allow some of them to sustain competitive advantages. Therefore, the theory emphasizes strategic choice changing the firms' management with the important task of identifying, developing and deploying key resources to maximize returns.

The competitive advantage in the firm lies primarily in the application of a bundle of valuable tangible or intangible resources at the firm's disposal, (Penrose, 1959). The theory suggests that competitive advantage and performance results are a consequence of firm-specific resources and capabilities that are costly to copy by other competitors, (Barney, 1986). These resources and capabilities can be important factors of sustainable

competitive advantage and superior firm performance if they possess certain special characteristics. They should be valuable, increasing efficiency and effectiveness, rare, imperfectly imitable and non-substitutable, (Barney, 1991). These resources if protected by firms can earn sustainable supernormal returns if and only if they have superior resources by some form of isolating mechanisms diffused on throughout the industry. In this research the resource in consideration is the ICT and employees.

### **Conceptual Framework**

The conceptual framework shows the relationship between the independent variables and dependent variable in a schematic diagram. The dependent variable is performance of Airlines In Kenya limited, while the independent variables are top management support, information technology capability, organization structure and organization culture. The theory guiding the conceptual framework is the Resource Based theory as it employs the ideas, entrepreneurship and application of all resources whether financial or management. The following is a presentation of the relationship between the independent and dependent variable as presented in the figure 1.



**Figure 1 Conceptual Framework**

### Empirical review

#### Top Management Support and Organizational Performance

Kahlut (2018) studied the concept and reality of processes re-engineering, tasks and related activities, and examined the relationship between top management support to re-engineering in Palestinian universities in Gaza and achieve their overall university performance. The study found that Palestinian universities applied processes re-engineering and there was a positive relationship between re-engineering and overall university performance. Further there was a statistically significant impact on the following variables (organizational culture, top management support and support of university leadership on processes re-engineering and overall university performance).

Hajra and Mahr (2020) studied the relationship between leadership support and performance of public sector universities (*referred as higher education organizations*) of Punjab, Pakistan. The

study was quantitative and the data were collected by means of survey from the respondents. The study includes public sector general category universities of the Province (Punjab, Pakistan) which are located in the different areas of the province. The findings of the study revealed that there is a moderate positive relationship between leadership support and performance of *higher education organizations*). Three sub-factors of support have been included in the study in order to examine the role of leadership support. The findings of the study show that the continuance support influences *higher education organizations*) performance. The highest correlation of continuance support has practical implications for higher education organizations) performance. The leaders who have spent several years of their lives to serve institutions are more knowledgeable, skillful and experienced, therefore, they are in a better situation to manage the tasks. On the basis of the findings, it was concluded that merely leadership is not sufficient for improvement of performance, but

there is also a need of supportive and committed team in order to excel.

According to Chaithanya (2014) managerial thought is critical to processes of strategy formulation and implementation. This requires managers to envision and prioritize future states that are appropriate and proper. Similarly, managerial thought is critical to environmental analysis which requires managers to forecast and make predictions. These tasks all depend on individual cognitive capabilities such as attention, perception, reflection, and understanding. Successful process reengineering ultimately comes down to the ability of the management and all stakeholders to create more value to firm's customers than the competitors. Integrated BPR methodology has enabled business performance among the corporations through Benchmarking that calls for comparing the organizational performance of the processes with those of competing firms in the same industry. A corporation is then able to implement plans then roll it out in readiness for the actual transition. After successful implementation, the methodology emphasizes on performance review of the processes and continuous improvement which strongly requires top management support.

#### **Information Communication Technology and Organizational Performance**

According to Achieng (2014) the role Information technology was seen as very important as an enabler and not the driving force of the change. Most of the respondents agreed that IT eases the process. The growing of business dependence on information technology both operationally and strategically require the need to focus on value-creating intangible issues of IT capability such as process effectiveness, IT experience and innovation. Various factors that influence successful implementation of BPR was observed use and utilization if IT was considered an integral part of BPR. Other major success factors in BPR are improving cross functional communications and management support. Among various barriers, resistance to change and new ideas

are major obstacles. The researcher suggests improving technology and business process by utilizing firm's resources, take corrective actions while keeping the existing culture in mind.

According to Kangogo (2016), an increase in embracing of Information Communication Technology leads to an increase in Business Process Reengineering. Information Communication Technology have significant effect on Business Process Reengineering. Implementation of management systems by firms is directly and positively correlated to Business Process Reengineering and that there is a strong relationship between the management systems and Business Process Reengineering. Casadesus (2011) noted improvements identified with having an integrated framework, for example, costs savings, operational advantages, better reputation, enhanced consumer loyalty and improved employee satisfaction and additionally simplicity of organization reengineering. The systems concept is a manner of reasoning on the vital surrounding.

#### **Organization Structure and Organizational Performance**

Business Process Reengineering involves changes in structures and in processes within the business environment. The entire technological, human, and organizational dimensions may be changed in BPR. Information Technology plays a major role in Business Process Reengineering as it provides office automation; it allows the business to be conducted in different locations, provides flexibility in manufacturing, permits quicker delivery to customers and supports rapid and paperless transactions. In general, it allows an efficient and effective change in the manner in which work is performed. Bogdanoiu (2012) established that the business process reengineering is the redesign of business process and the associated systems and organizational structure to achieve a dramatic improvement in business performance but it must be accompanied by change of method.



According to Baiden (2016) with understanding of these factors, companies and organizations would like to change their activities towards achieving their objectives in a more practical and meaningful manner. BPR is the total transformation of a business, and unconstrained reshaping of all businesses, technologies and management systems, as well as organizational structure and values, to achieve quantum leaps in performance throughout the business. When businesses desires to reengineer firm's processes, they are strategies are basically rethinking and redesigning the business processes in order to gain advantages in terms of cost efficiencies, lead time advantages, improve service delivery practices and as well be the leader in innovativeness. The ultimate goal of business process re-engineering is to change and redesign the existing business processes and practices so as to achieve significant growth, sustainability and overall performance of the organizations through transformed processes.

#### **Organization Culture and organizational performance**

Fakhar et al. (2017) reviewed conceptualization, measurement and examined various concepts on organization culture and performance. After analysis of wide literature, it was found that organizational culture has deep impact on the variety of organizations process, employees and its performance. This also describes the different dimensions of the culture. Research shows that if employee is committed and having the same norms and value as per organizations have, can increase the performance toward achieving the overall organization goals. Balance Scorecard is suggested tool to measure the performance in the performance management system. More research can be done in this area to understand the nature and ability of the culture in manipulating performance of the organization. Managers and leaders are recommended to develop the strong culture in the organization to improve the overall performance of the employees and organization.

A study by Byrne and Hochwarter (2017) on the factors influencing employees' belief in the care by their organization in Canada reported that employees' felt that their organization cared about their success and this increases their commitment to the organization, help the organization accomplish its goals and make them to be more loyal to their organizations. Hence, the felt organizational culture is seen in job enrichment, organizational rewards, promotions, appreciation and involvement in policy formulation.

Njugi and Agusioma (2018) studied the effect of organization culture on organizational performance in non-financial institutions with a specific focus on World Vision Kenya. Using a linear regression analysis to find out how organizational culture correlated with organizational performance, the study established that organizational culture significantly influenced performance by enhancing organizational philosophy, work atmosphere, performance targets and organizations stability.

#### **METHODOLOGY**

The study used a descriptive research design. Descriptive research involves obtaining information about a current status of a phenomenon in order to describe what exists in relation to conditions and variables in a situation without making changes in the variables (Bryman, 2005). The target population of this study is 222 respondents drawn from 6 cadres/designations namely finance managers, corporate affairs managers, human resource managers, Customer relations managers, ICT managers and Flight operations managers from the 37 established local Airlines operating in Kenya for both cargo and human transport. The sample size was determined using Yamane (1967) formula. This formula was used to obtain a representative sample size of 143 respondents. The study used stratified random sampling to select 143 managers from the target population. The two types of data include primary data and secondary data. This study made use of primary data. The main advantage of using primary data is that data is collected specifically for

the purpose of this particular study, (Bryman, 2005). Essentially, the questionnaire is tailored to obtain data that helped in meeting the objectives of the study. Primary data will be collected by use of structured questionnaires. The Cronbach's Alpha technique will be used to measure the internal consistency technique. Quantitative data was by use of both inferential and descriptive statistics with the help of statistical software known as Statistical Package for Social Sciences (SPSS version 22).

## FINDINGS AND DISCUSSIONS

### Descriptive Statistics

#### Top management support and Organizational performance of local Airlines operating in Kenya

The first objective of this study was to examine the effect of top management support on organizational performance of local Airlines operating in Kenya. In order to achieve this objective, the study therefore sought to find out the extent to which top management support affects organizational performances. The results are presented in Table 1. in which percentage are presented inside brackets while frequency outside brackets.

**Table 1: Top Management Support**

N=115; KEY: 1= No Extent; 2= Little Extent; 3= Moderate Extent; 4=Great Extent; 5=Very Great Extent; SD= Standard Deviation.

Top management support	5	4	3	2	1	Mean	SD
Total quality provision	32.2 (37)	54.8 (63)	10.4 (12)	2.6 (3)	0 ( )	4.17	0.71
Resource allocation	43.5 (50)	53 (61)	0.9 (1)	2.6 (3)	0 ( )	4.37	0.64
Total quality support	24.3 (28)	60.9 (70)	13 (15)	1.7 (2)	0 ( )	4.08	0.66
Proactive leadership	22.6 (26)	53.9 (62)	14.8 (17)	7.8 (9)	0.9 (1)	3.90	0.87
Top Management collaborative decision making	26.1 (30)	60.9 (70)	9.6 (11)	3.5 (4)	0 ( )	4.10	0.70
Top Management Team relationship with line managers and employees	13.9 (16)	70.4 (81)	14.8 (17)	0.9 (1)	0 ( )	3.97	0.57
<b>Overall Mean Score</b>						<b>4.1</b>	<b>0.69</b>

The study findings from table 1 revealed that, 32.2% (37) of the respondents agreed to a very great extent and 54.8% (63) agreed to a great extent on total quality provision. On the other hand, 10.4% (12) of the respondents agreed to a moderate extent while 2.6% (3) agreed to a little extent on total quality provision. With a mean of 4.17 and an insignificant standard deviation of 0.71, the respondents agreed to a great extent on the statement. From the table above, 43.5% (50) of the respondents agreed to a very great extent and 53.8% (61) agreed to a great extent on resource allocation. On the other hand, 0.9% (1) of the respondents agreed to a moderate

extent while 2.6% (3) agreed to a little extent on resource allocation. With a mean of 4.37 and an insignificant standard deviation of 0.64, the respondents agreed to a great extent on the statement.

The results of the study revealed that, 24.3% (28) of the respondents agreed to a very great extent and 60.9% (70) agreed to a great extent on total quality support. On the other hand, 13% (15) of the respondents agreed to a moderate extent while 1.7% (2) agreed to a little extent on total quality support. With a mean of 4.08 and an insignificant standard deviation of 0.66, the respondents agreed

to a great extent on the statement. According to the study results, 22.6% (26) of the respondents agreed to a very great extent and 53.9% (62) agreed to a great extent on proactive leadership. On the other hand, 14.8% (17) of the respondents agreed to a moderate extent while 7.8% (9) agreed to a little extent and 0.9% agreed to agree to no extent on proactive leadership. With a mean of 3.90 and an insignificant standard deviation of 0.87, the respondents agreed to a great extent on the statement.

In regards to top Management collaborative decision making 26.1% (30) of the respondents agreed to a very great extent and 60.9% (70) agreed to a great extent. On the other hand, 9.6% (11) of the respondents agreed to a moderate extent while 9.6% (11) agreed to a little extent on top Management collaborative decision making. With a mean of 4.10 and an insignificant standard deviation of 0.70, the respondents agreed to a great extent on the statement.

However, results from the study depicted that, 13.9% (16) of the respondents agreed to a very great extent and 70.4% (81) agreed to a great extent on top management team relationship with line managers and employees. Moreover, 14.8% (17) of the respondents agreed to a moderate extent while 0.9% (1) agreed to a little extent on top management team relationship with line managers and employees. With a mean of 3.97 and an insignificant standard deviation of 0.57, the respondents agreed to a great extent on the statement.

### Information Communication Technology

The second objective of this study was to evaluate the effect of information communication technology on organizational performance of local Airlines operating in Kenya. So as to achieve this objective, the study sought to establish the degree to which information communication technology influenced organizational performances. The findings are as shown in table 2. in which percentages are presented inside brackets while frequency outside brackets.

**Table 2: Information Communication Technology**

N=115; KEY: 1= No Extent; 2= Little Extent; 3= Moderate Extent; 4=Great Extent; 5=Very Great Extent; SD= Standard Deviation.

Information communication technology	5	4	3	2	1	Mean	SD
The management has invested in secure and faster Information communication technology system	47.8 (55)	40 (46)	10.4 (12)	1.7 (2)	0 ( )	4.34	0.74
The adopted customized mobile payment technology has enhanced company performance	27.8 (32)	62.6 (72)	9.6 (11)	0 ( )	0 ( )	4.18	0.59
The adopted online booking system has enhanced company performance	43.5 (50)	47.8 (55)	6.1 (7)	2.6 (3)	0 ( )	4.32	0.71
The ICT employees keeps improving system challenges highlighted by the users/customers	43.5 (50)	49.6 (57)	7 (8)	0 ( )	0 ( )	4.37	0.61
The online booking/cancellation system is user friendly and efficient	46.1 (53)	46.1 (53)	7.8 (9)	0 ( )	0 ( )	4.38	0.63
Organization have adequate ICT backup system	24.3 (28)	46.1 (53)	27.8 (32)	1.7 (2)	0 ( )	3.93	0.77
Generally, adoption of the ICT system has led to improvement of the overall performance of the Airline	31.3 (36)	48.7 (56)	13 (15)	5.2 (6)	1.7 (2)	4.03	0.90
<b>Overall Mean Score</b>						<b>4.22</b>	<b>0.71</b>

Out of the 115 respondents who took part in the study, 47.8% (55) of the respondents agreed to a very great extent and 40% (46) agreed to a great

extent that the management has invested in secure and faster Information communication technology system. On the other hand, 10.4% (12) of the

respondents agreed to a moderate extent while 1.7% (2) agreed to a little extent that the management has invested in secure and faster Information communication technology system. With a mean of 4.34 and an insignificant standard deviation of 0.74, the respondents agreed to a great extent on the statement.

From the table above, 27.8% (32) of the respondents agreed to a very great extent and 62.6% (72) agreed to a great extent that the adopted customized mobile payment technology has enhanced company performance. On the other hand, 9.6% (11) of the respondents agreed to a moderate extent that the adopted customized mobile payment technology has enhanced company performance. With a mean of 4.18 and an insignificant standard deviation of 0.59, the respondents agreed to a great extent on the statement.

The results of the study revealed that, 43.5% (50) of the respondents agreed to a very great extent and 47.8% (55) agreed to a great extent that the adopted online booking system has enhanced company performance. On the other hand, 6.1% (7) of the respondents agreed to a moderate extent while 2.6% (3) to a little extent that the adopted online booking system has enhanced company performance. With a mean of 4.32 and an insignificant standard deviation of 0.71, the respondents agreed to a great extent on the statement.

According to the study results, 43.5% (50) of the respondents agreed to a very great extent and 49.6% (57) agreed to a great extent that the ICT employees keeps improving system challenges highlighted by the users/customers. On the other hand, 7% (8) of the respondents agreed to a moderate extent that the ICT employees keeps improving system challenges highlighted by the users/customers. With a mean of 4.37 and an insignificant standard deviation of 0.61, the respondents agreed to a great extent on the statement.

In regards to the online booking/cancellation system is user friendly and efficient, 46.1% (53) of the

respondents agreed to a very great extent and 46.1% (53) agreed to a great extent. On the other hand, 7.8% (9) of the respondents agreed to a moderate extent while 2.6% (3) agreed to a little extent that the online booking/cancellation system is user friendly and efficient. With a mean of 4.38 and an insignificant standard deviation of 0.63, the respondents agreed to a great extent on the statement.

However, results from the study depicted that, 24.3% (28) of the respondents agreed to a very great extent and 46.1% (53) agreed to a great extent that the organization have adequate ICT backup system. Moreover, 27.8% (32) of the respondents agreed to a moderate extent while 1.7% (2) agreed to a little extent that the organization have adequate ICT backup system. With a mean of 3.93 and an insignificant standard deviation of 0.77, the respondents agreed to a great extent on the statement.

Lastly, the tables reveal that, 31.3% (36) of the respondents agreed to a very great extent and 48.7% (56) agreed to a great extent that generally, adoption of the ICT system has led to improvement of the overall performance of the Airline. Moreover, 13% (15) of the respondents agreed to a moderate extent while 5.2% (6) agreed to a little extent and 1.7% (2) agreed to no extent that generally, adoption of the ICT system has led to improvement of the overall performance of the Airline. With a mean of 4.03 and a significant standard deviation of 0.90, the respondents agreed to a great extent on the statement.

### **Organization Structure**

The third objective of this study was to determine the effect of organization structure on organizational performance of local Airlines operating in Kenya. In order to achieve this objective, the study first sought to establish in what ways organization structure influenced organizational performances. The findings are in table 3. in which percentage are presented inside brackets while frequency outside the brackets.

**Table 3: Organization structure**

N=115; KEY: 1= No Extent; 2= Little Extent; 3= Moderate Extent; 4=Great Extent; 5=Very Great Extent; SD= Standard Deviation.

Organization structure	5	4	3	2	1	Mean	SD
Centralization	56.5 (65)	35.7 (41)	5.2 (6)	0.9 (1)	1.7 (2)	4.44	0.79
Decentralization	27.8 (32)	53 (61)	15.7 (18)	1.7 (2)	1.7 (2)	4.03	0.82
No. of departments/sections	46.1 (53)	46.1 (53)	6.1 (7)	0 ()	1.7 (2)	4.35	0.75
Job integration	33.9 (39)	52.2 (60)	12.2 (14)	0 ()	1.7 (2)	4.17	0.77
Span of control	25.2 (29)	46.1 (53)	23.5 (27)	3.5 (4)	1.7 (2)	3.90	0.88
<b>Overall Mean Score</b>						<b>3.51</b>	<b>1.14</b>

The study findings from table 3. revealed that, 56.5% (65) of the respondents agreed to a very great extent and 35.7% (41) agreed to a great extent on centralization. On the other hand, 5.2% (6) of the respondents agreed to a moderate extent while 0.9% (1) agreed to a little extent and 1.7% (2) to agree to no extent on centralization. With a mean of 4.44 and an insignificant standard deviation of 0.79, the respondents agreed to a great extent on the statement.

From the table above, 27.8% (32) of the respondents agreed to a very great extent and 53% (61) agreed to a great extent on decentralization. On the other hand, 15.7% (18) of the respondents agreed to a moderate extent while 1.7% (2) agreed to a little extent and 1.7% (2) agreed to agree to no extent on decentralization. With a mean of 4.03 and an insignificant standard deviation of 0.82, the respondents agreed to a great extent on the statement.

The results of the study revealed that, 46.1% (53) of the respondents agreed to a very great extent and 46.1% (53) agreed to a great extent on no. of departments/sections. On the other hand, 6.1% (7) of the respondents agreed to a moderate extent while 1.7% (2) agreed to agree to no extent on no. of departments/sections. With a mean of 4.35 and an insignificant standard deviation of 0.75, the respondents agreed to a great extent on the statement.

According to the study results, 33.9% (39) of the respondents agreed to a very great extent and 52.2% (60) agreed to a great extent on job integration. On the other hand, 12.2% (60) of the respondents agreed to a moderate extent while 7.8% (9) agreed to agree to no extent on Job integration. With a mean of 4.17 and an insignificant standard deviation of 0.77, the respondents agreed to a great extent on the statement.

In regards to Span of control 25.2% (29) of the respondents agreed to a very great extent and 46.1% (53) agreed to a great extent. On the other hand, 23.5% (27) of the respondents agreed to a moderate extent while 3.5% (1.7) agreed to a little extent on Span of control. With a mean of 3.90 and an insignificant standard deviation of 0.88, the respondents agreed to a great extent on the statement.

### Organization Culture

The fourth objective of this study was to assess the effect of organization culture on organizational performance of local Airlines operating in Kenya. So as to achieve this objective, the researcher sought to find out how organization culture influences the organizational performances. The results are presented in Table 4. in which percentage are presented inside brackets while frequency outside brackets.

**Table 4: Organization culture**

N=115; KEY: 1= No Extent; 2= Little Extent; 3= Moderate Extent; 4=Great Extent; 5=Very Great Extent; SD= Standard Deviation.

Organization culture	5	4	3	2	1	Mean	SD
Culture of cooperation and teamwork exists in the organization	53 (61)	41.7 (48)	5.2 (6)	0 ( )	0 ( )	4.48	0.60
The organization is always open in incorporating all employees in adopting requisite business process reengineering initiatives	32.2 (37)	41.7 (48)	21.7 (25)	2.6 (3)	1.7 (2)	4.00	0.90
All employees have a positive attitude in enhancing performance of this organization	47 (54)	40.9 (47)	9.6 (11)	2.6 (3)	0 ( )	4.32	0.76
The employees and management have close relationship	40.9 (47)	45.2 (52)	12.2 (14)	1.7 (2)	0 ( )	4.25	0.74
The organization has an open culture that involves employees in decision making	43.5 (50)	47 (54)	7.8 (9)	1.7 (2)	0 ( )	4.32	0.70
The company values are adhered to by all employees	27 (31)	53 (61)	13.9 (16)	5.2 (6)	0.9 (1)	4.00	0.84
<b>Overall Mean Score</b>						<b>4.23</b>	<b>0.76</b>

The findings indicate that out of 115 respondents who took part in the study, 53% (61) of the respondents agreed to a very great extent and 41.7% (48) agreed to a great extent on culture of cooperation and teamwork exists in the organization. On the other hand, 5.2% (6) of the respondents agreed to a moderate extent on culture of cooperation and teamwork exists in the organization. With a mean of 4.48 and an insignificant standard deviation of 0.60, the respondents agreed to a great extent on the statement.

From the table above, 32.2% (37) of the respondents agreed to a very great extent and 41.7% (48) agreed to a great extent on the organization is always open in incorporating all employees in adopting requisite business process reengineering initiatives. On the other hand, 21.7% (25) of the respondents agreed to a moderate extent while 2.6% (3) agreed to a little extent and 1.7% (2) agreed to no extent on the organization is always open in incorporating all employees in adopting requisite business process reengineering initiatives. With a mean of 4.00 and a significant standard deviation of 0.90, the respondents agreed to a great extent on the statement.

The results of the study revealed that, 47% (54) of the respondents agreed to a very great extent and 40.9% (47) agreed to a great extent on all employees have a positive attitude in enhancing performance of this organization. On the other hand, 9.6% (11) of the respondents agreed to a moderate extent while 2.6% (3) agreed to a little extent on all employees have a positive attitude in enhancing performance of this organization. With a mean of 4.32 and an insignificant standard deviation of 0.76, the respondents agreed to a great extent on the statement.

According to the study results, 40.9% (47) of the respondents agreed to a very great extent and 45.2% (52) agreed to a great extent on the employees and management have close relationship. On the other hand, 12.2% (14) of the respondents agreed to a moderate extent while 1.7% (2) agreed to a little extent on the employees and management have close relationship. With a mean of 4.25 and an insignificant standard deviation of 0.74, the respondents agreed to a great extent on the statement.

In regards to the organization has an open culture that involves employees in decision making 43.5% (50) of the respondents agreed to a very great extent and 47% (54) agreed to a great extent. On the other

hand, 7.8% (9) of the respondents agreed to a moderate extent while 1.7% (2) agreed to a little extent on the organization has an open culture that involves employees in decision making. With a mean of 4.32 and an insignificant standard deviation of 0.70, the respondents agreed to a great extent on the statement.

However, results from the study depicted that, 27% (31) of the respondents agreed to a very great extent and 53% (81) agreed to a great extent on the company values are adhered to by all employees. Moreover, 13.9% (16) of the respondents agreed to a moderate extent while 5.2% (6) agreed to a little

extent and 0.9% (1) to agree to no extent on the company values are adhered to by all employees. With a mean of 4.00 and an insignificant standard deviation of 0.84, the respondents agreed to a great extent on the statement.

### Organizational Performance of Local Airlines Operating in Kenya

The general objective of the study was to examine effect business process re-engineering enablers on organizational performance of local Airlines operating in Kenya. The results are presented in Table 5. in which percentage are presented inside brackets while frequency outside brackets.

**Table 5: Organizational performance**

**N=115; KEY: 1= No Extent; 2= Little Extent; 3= Moderate Extent; 4=Great Extent; 5=Very Great Extent; SD= Standard Deviation.**

Organizational performance	5	4	3	2	1	Mean	SD
The Airline enjoys dominant market share	62.6 (72)	30.4 (35)	6.1 (7)	0.9 (1)	0 ( )	4.55	0.65
The airline shareholders have grown due to an improved organization culture	47 (54)	47 (54)	4.3 (5)	1.7 (2)	0 ( )	4.39	0.66
The top management support has improved the Airline operational efficiency	58.3 (67)	40.9 (47)	0.9 (1)	0 ( )	0 ( )	4.57	0.51
With information Technology, the Airline is highly competitive	49.6 (57)	40 (46)	10.4 (12)	0 ( )	0 ( )	4.39	0.67
The Airline has improved on quality service delivery	47 (54)	44.3 (51)	5.2 (6)	0.9 (1)	2.6 (3)	4.32	0.83
The Airline capacity to handle more clients has improved with information Technology	33 (38)	46.1 (53)	19.1 (22)	1.7 (2)	0 ( )	4.10	0.77
The Airline enjoys dominant market share	62.6 (72)	30.4 (35)	6.1 (7)	0.9 (1)	0 ( )	4.55	0.65
<b>Overall Mean Score</b>						<b>3.63</b>	<b>1.01</b>

The study findings from table 5. indicate that out of 115 respondents who took part in the study, 62.6% (72) of the respondents agreed to a very great extent and 30.4% (35) agreed to a great extent on the

Airline enjoys dominant market share. On the other hand, 6.1% (7) of the respondents agreed to a moderate extent while 0.9% (1) agreed to a little extent on the Airline enjoys dominant market share.

With a mean of 4.55 and an insignificant standard deviation of 0.65, the respondents agreed to a great extent on the statement.

From the table above, 47% (54) of the respondents agreed to a very great extent and 47% (54) agreed to a great extent that the airline shareholders have grown due to an improved organization culture. On the other hand, 4.3% (5) of the respondents agreed to a moderate extent while 1.7% (2) agreed to a little extent that the airline shareholders have grown due to an improved organization culture. With a mean of 4.39 and an insignificant standard deviation of 0.66, the respondents agreed to a great extent on the statement.

The results of the study revealed that, 58.3% (67) of the respondents agreed to a very great extent and 40.9% (47) agreed to a great extent that the top management support has improved the Airline operational efficiency. On the other hand, 0.9% (1) of the respondents agreed to a moderate extent that the top management support has improved the Airline operational efficiency. With a mean of 4.57 and an insignificant standard deviation of 0.51, the respondents agreed to a great extent on the statement.

According to the study results, 49.6% (57) of the respondents agreed to a very great extent and 40% (46) agreed to a great extent that with information Technology, the Airline is highly competitive. On the other hand, 10.4% (12) of the respondents agreed to a moderate extent that with information Technology, the Airline is highly competitive. With a mean of 4.39 and an insignificant standard deviation of 0.67, the respondents agreed to a great extent on the statement.

In regards to the Airline has improved on quality service delivery, 47% (54) of the respondents agreed

to a very great extent and 44.3% (51) agreed to a great extent. On the other hand, 0.9% (1) of the respondents agreed to a moderate extent while 2.6% (3) agreed to a little extent that the Airline has improved on quality service delivery. With a mean of 4.32 and an insignificant standard deviation of 0.83, the respondents agreed to a great extent on the statement.

However, results from the study depicted that, 33% (38) of the respondents agreed to a very great extent and 46.1% (53) agreed to a great extent that the Airline capacity to handle more clients has improved with information Technology. Moreover, 19.1% (22) of the respondents agreed to a moderate extent while 1.7% (2) agreed to a little extent that the Airline capacity to handle more clients has improved with information Technology. With a mean of 4.10 and an insignificant standard deviation of 0.77, the respondents agreed to a great extent on the statement.

Lastly, the tables reveal that, 62.6% (72) of the respondents agreed to a very great extent and 30.4% (35) agreed to a great extent that the Airline enjoys dominant market share. Moreover, 6.1% (7) of the respondents agreed to a moderate extent while 0.9% (1) agreed to a little extent that the Airline enjoys dominant market share. With a mean of 4.00 and an insignificant standard deviation of 0.65, the respondents agreed to a great extent on the statement.

Table 6. shows secondary data for net profit, operational efficiency and market share of the local airlines in Kenya. It is evident that between 2017 and 21, net profit ranged from Ksh 9,451,857.00 to 15,600,000.00. On the other hand, operational efficiency ranged from 47% to 57.0%. Lastly, market share ranged from 9.67% to 15.01%.



**Table 6: Secondary Data of Financial Indicators**

Statistics	Net Profit	Operational Efficiency	Market Share
Year		<b>2017</b>	
Minimum	(6,639.00)	0.01	0.07
Maximum	40,300,000.00	3.85	28.14
Mean	9,596,619.00	0.58	10.11
Std Deviation	14,100,000.00	1.18	11.51
Year		<b>2018</b>	
Minimum	(6,418.00)	0.03	0.07
Maximum	55,000,000.00	3.06	32.27
Mean	11,200,000.00	0.60	12.24
Std Deviation	17,900,000.00	0.93	11.60
Year		<b>2019</b>	
Minimum	(2,716,362.00)	(0.02)	0.07
Maximum	45,400,000.00	3.04	38.47
Mean	15,600,000.00	0.57	15.01
Std Deviation	15,300,000.00	0.93	14.51
Year		<b>2020</b>	
Minimum	(12,985.00)	(0.09)	0.07
Maximum	61,000,000.00	2.82	24.24
Mean	9,451,857.00	0.47	9.67
Std Deviation	19,000,000.00	0.95	9.89
Year		<b>2021</b>	
Minimum	(36,219.00)	(0.37)	0.06
Maximum	66,500,000.00	2.64	48.66
Mean	11,700,000.0	0.51	10.50
Std Deviation	21,200,000.00	1.07	17.66

**Diagnostic Test Results**

Before conducting linear regression analysis, the study sought to find out if the assumptions of linear regression analysis have been met. This includes Multicollinearity (VIF), Normality using Shapiro-Wilk Test, Linearity using P-P plots and Independence using Durbin Watson.

**Test for Normality**

Normality was tested using the Shapiro-Wilk test which has power to detect departure from normality

due to either skewness or kurtosis or both. Normality assumption was tested using Shapiro-Wilk Test (S-W). When the value of significance level is less than 0.05 then normality assumption has been violated while when the value is greater than 0.05 then the distribution is normal. From Table 7, normality was achieved and therefore, the study can use parametric tests.

**Table 7: Normality**

	Kolmogorov-Smirnov <sup>a</sup>			Shapiro-Wilk		
	Statistic	Df	Sig.	Statistic	df	Sig.
1. Top management support	.203	115	.122	.913	115	.173
2. Information technology capability	.123	115	.200*	.920	115	.221
3. Organization structure	.178	115	.200*	.917	115	.200
4. Organization culture	.155	115	.200*	.961	115	.743
5. Organizational performance	.174	115	.200*	.932	115	.324

\*. This is a lower bound of the true significance.

a. Lilliefors Significance Correction

### Linearity Test

Linear regression analysis assumes there is linear relationship between independent and dependent variables. The linearity is as a result of significance

level being less than 0.05 which was evident for all study variables. All linear relationships were significant at 0.01 (99.0% confidence level). The results are as shown in Table 8.

**Table 8: Pearson Correlation Analysis**

		TMS	ICT	OS	OC
<b>TMS=Top management support</b>	Pearson Correlation	1			
	Sig. (2-tailed)				
	N	115			
<b>ICT=Information communication technology</b>	Pearson Correlation	.652**	1		
	Sig. (2-tailed)	.000			
	N	115	115		
<b>OS=Organization structure</b>	Pearson Correlation	.260**	.256**	1	
	Sig. (2-tailed)	.005	.006		
	N	115	115	115	
<b>OC =Organization culture</b>	Pearson Correlation	.586**	.525**	.305**	1
	Sig. (2-tailed)	.000	.000	.001	
	N	115	115	115	115
<b>Organizational performance</b>	Pearson Correlation	.604**	.567**	.405**	.677**
	Sig. (2-tailed)	.000	.000	.000	.000
	N	115	115	115	115

\*\* . Correlation is significant at the 0.01 level (2-tailed).  
 \* . Correlation is significant at the 0.05 level (2-tailed).

The results indicate that top management support has a moderate positive Pearson correlation (r=0.604) influence on organizational performance of local Airlines operating in Kenya. This indicates that top management support plays a major role in ensuring organizational performance. The results also indicated that there is strong relationship between information communication technology and organizational performance of local Airlines operating in Kenya (Pearson correlation coefficient= 0.567). Information communication technology therefore has a very great influence on the organizational performances.

The analysis in table 8. show that organization structure has a strong positive Pearson correlation coefficient (r= 0.403) influence on organizational performances. This indicates that organization

structure cannot be ignored whenever considering the organizational performances. The results showed that there is positive relationship between organization culture and organizational performances (Pearson correlation coefficient, r= 0.677). This implies that organization culture is very necessary in attaining organizational performances.

### Test for Multicollinearity

Multicollinearity is a situation in which the predictor variables in a multiple regression analysis are themselves highly correlated making it difficult to determine the actual contribution of respective predictors to the variance in the dependent variable. The multicollinearity assumption has a VIF threshold value of 10 maximum (Robinson, 2009). The VIF value in the Table 9, are less than 10 so there is no multi-Collinearity problem in study variables.

**Table 9: Multicollinearity Test**

Variable	Tolerance	VIF
Top management support	0.491	2.037
Information communication technology	0.540	1.852
Organization structure	0.891	1.122
Organization culture	0.602	1.661

**CONCLUSIONS AND RECOMMENDATIONS**

In the first objective, the study sought to answer what is the influence of top management support in business process re-engineering on organizational performance of local Airlines operating in Kenya. The study concluded that top management support influenced organizational performance of local Airlines operating in Kenya. This implies that application of top management support would result to improvement in organizational performance.

In the second objective of the study, the study sought to answer to what extent does information communication technology capability influence organizational performance of local Airlines operating in Kenya. The study concluded that information communication technology influence organizational performance of local Airlines operating in Kenya to a great extent. The management has invested in secure and faster Information communication technology system. The ICT employees keep improving system challenges highlighted by the users/customers.

In the third objective of the study, sought to answer what is the influence of organization structure on organizational performance of local Airlines operating in Kenya. The study concluded that organization structure has significant influence on organizational performance of local Airlines operating in Kenya.

Lastly, the study concluded that organization culture has significant influence on the organizational performance of local Airlines operating in Kenya. The study established that airlines are always open in incorporating all employees in adopting requisite business process reengineering initiatives. The

airline companies have an open culture that involves employees in decision making.

The study recommended top management in local airline companies need to ensure that they support any implementation taking place in the organization. This can be achieved by them showing their commitment toward the implementation process. The study also recommends that top management supports organizational activities in terms of optimal resource allocation, activity rescheduling and employee motivation in order to realise a success in implementation of their programmes and policies.

The study recommended that the management should invest in secure and faster Information communication technology system. Further, the ICT employees should keep improving system challenges highlighted by the users/customers.

This recommends that the airline companies should formulate policies for ensuring control of their activities and improve supervision of staff within different departments. Further, the study recommends that management should ensure that there are well structures governing all departments in the way they carry out their duties. This was to make the employees have their independence and freedom to carry out their duties without obligations and favors from the management.

Lastly, the study recommends that local airline companies should always be ready in incorporating all employees in adopting requisite business process reengineering initiatives. Relatedly, the companies should have an open culture that involves employees in decision making.

**Areas for Further Research**

The general objective of this study was to assess the influence of business process re-engineering

enablers on organization performance of local Airlines operating in Kenya. Specifically, this study concentrated on the effect that the top management support, information communication technology, organization structure and organization culture had on the organizational performance. The independent variables studied are definitely not exhaustive and hence further research could be carried out to unearth other business process re-engineering enablers that can be applied to change the fortunes of local airlines operating in Kenya such as human capital development and strategic alliance.

Due to limitation of scope, the study did not include any moderating or mediating variables. Therefore, further studies should introduce either moderating variables or mediating variables or both to find out if they have significant influence over and above the selected enablers.

Methodologically, this study confined itself to local aviation companies. Further studies should focus on other industry such as telecommunication and financial institutions.

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