

CEO Personality on Strategic Agility and Organisational Performance of Selected Airlines in Kenya



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ABSTRACT: The purpose of this paper was to investigate the moderating effect of CEO personality on the relationship between strategic insight, internal response orientation and external response orientation on organizational performance of selected Aviation airlines in Kenya. The study was guided by Balance score card and explanatory research dynamic capabilities theory design was used for this investigation. The study was done at eight (8) selected aviation airlines in Kenya. The study population included the top four (4) managers of each selected airlines (Executive CEO, financial manager, marketing manager and operations manager), 125 middle level managers, 160 middle level operational managers and 185 managers on ground handling ticketing/dispatching staff from the selected airline making a total target population of 502. The sample size for the study was 223 respondents. The study used simple random sampling to select respondents. This study used primary sources of data to produce quantitative information. The data were collected from the respondents' using questionnaires. Quantitative data was analyzed by use of descriptive statistical techniques: mean, standard deviation, frequency and percentages and inferential statistics techniques: multiple regressions, and Pearson's coefficient of correlation. The analyzed data was presented on tables. The study results showed that strategic insight had a positive and significant effect on organizational performance. Internal response orientation had a positive and significant effect on organizational performance. External response orientation had a positive and significant effect on organizational performance. CEO personality had a negative and significant moderating effect on the relationship between strategic insight and organizational performance. CEO personality has a positive and significant moderating effect on the relationship between internal response orientation and organizational performance. CEO personality has a negative and significant moderating effect on the relationship between external response orientation and organizational performance. The study reveals that CEO personality significantly affect the relationship between strategic insight, internal response orientation and organizational performance. A higher CEO personality negatively affects strategic insight, positively enhances internal response orientation, and negatively impacts external response orientation, indicating a negative effect on organizational performance. Since CEO personality have a negative moderating effect on the relationship between external response orientation and organizational performance. Organizations should consider this when evaluating the effectiveness of their external response strategies and selecting CEOs who can effectively navigate and adapt to external challenges.

KEYWORDS: Internal response orientation, External response orientation, CEO personality, Performance

INTRODUCTION

An organization's performance can be assessed by examining how efficiently it uses its internal and external environments in conjunction with its limited resources to achieve its stated goals (Mahadeen, Al-Dmour, Obeidat & Tarhini, 2016). To provide an assessment of the performance level of an organization, it is necessary to quantify and compare the actual outcomes with the anticipated outcomes (Osabiya, 2015). Above all, performance management should have the capability to assess whether a company has established a culture that is focused on achieving desired outcomes. This will facilitate the enhancement of employee performance, promote their personal growth, and augment the overall efficacy of the organization (de Waal & de Haas, 2018).

The assessment of organizational performance can encompass financial as well as non- financial indicators (Fullerton & Wempe, 2009). The balanced scorecard designates several key performance indicators, including financial performance, customer service and satisfaction index, learning and development of the organization, and internal business processes (Busch & Lewandowski, 2018). The internal business process is seen as the means to achieve solid financial outcomes and exceptional customer

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

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

The Kenya Civil Aviation Authority (KCAA) regulates the aviation airlines business in Kenya. It was established in 2002 by the enactment of the Civil Aviation Amendment Act (Ondieki, Paul & Mbura, 2017). Their primary objective is to govern and supervise aviation safety and security, training, the provision of aviation services, and economic oversight of air services. KCAA plays a crucial role in ensuring the smooth operation of the airline sector by offering and overseeing navigation services inside the country's borders (Mungai & Bula, 2018). The majority of airlines were established after 1977 following the cessation of operations by East African Airways. Kenya Airways is a publicly traded company with a mixed ownership structure, whose shares are listed and exchanged on the Stock Exchange of three East African nations. The financial statement of Kenya Airways, as disclosed, indicates a decline in the company's performance starting from 2009. Furthermore, the profit before tax has regularly been in the negative zone since 2013, with the worst results observed in 2015 (Nduta & Deya, 2020).

The business environment is changing quickly, thus in order for the strategies implemented to turn the firm around to stay relevant and meet performance goals, they must be flexible enough to adapt to these changes (AITaweel & Al-Hawary, 2021). Despite a 4% increase in the cabin factor, fuel expenses decreased by 2.5% to 23 billion, while operational costs decreased by 3.7% to 41 billion. However, turnover decreased to 106 billion, an 8.5% decrease, and foreign exchange losses reached 4 billion. The financing cost increased to 7.3 billion, or 4.1%. Improvements in senior management and financial restructuring are the main priorities at the moment. Measures put in place for better performance of airlines in Kenya include proper communication practices, human capital practices and customer focus practices. The airline has implemented quality management systems to effectively oversee and control numerous organizational operations. Nevertheless, despite their widespread use, there has been a little correlation between their adoption and organizational performance. The airlines have implemented significant managerial reforms with the objective of enhancing their operational efficiency. Airlines have had several obstacles in recent years, resulting in a fall in their profitability. In 2015, the airlines had a substantial after-tax loss of 25.7 billion, representing a 61% decrease from the previous year's loss of 3.3 billion in 2014. This loss was mostly due to a significant increase in operational expenses. Many airlines are presently implementing significant workforce reductions. Specifically, 600 employees are slated to be let off, with the initial phase already underway, resulting in 80 people leaving 748 Air Services. The airline industry also confronts intense rivalry from Ethiopia Airlines, which offers lower fares in comparison to Kenya Airlines, as well as from Middle Eastern carriers like Qatar and Emirates. The select senate committee investigating the Kenya airline's issue has identified several factors, including management's bad investment decisions, lack of customer focus, inadequate routing arrangements, incorrect choice of aircraft, and ineffective human resource procedures.

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

LITERATURE REVIEW

Mukhezakule and Tefera (2019) examined the correlation between corporate strategy, strategic leadership, and sustainable organizational performance. Aviation organizations can be influenced by a range of strategic elements, including the organization's environment, culture, technology, and structure. There is a significant difference between general organizational variables and aviation organizational elements. The aviation industry is known to be highly responsive to strategic issues, and research has demonstrated the need for a critical approach in managing it. A comprehensive review of all strategic aspects is necessary due to

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their significant impact, which can lead to sudden fluctuations in the aviation organization. When it comes to influencing aviation organizations, leadership, environment, culture, structure, and technology are considered to be the most influential aspects, surpassing all other elements. However, the study did not provide any information on the relationship between strategic agility and organizational insight, unlike the current study.

Gyanwali and Walsh (2020) conducted a comprehensive assessment of the elements that impact the performance of Nepal Airlines Corporation (NAC) using a mixed research approach that included both qualitative and quantitative analysis. The main data were acquired through comprehensive interviews with fifteen government and NAC executives. The researcher obtained secondary data from several sources including the Nepal Government, NAC publications, and the International Air Transport Association (IATA). The average performance allows for the determination of revenue production and passenger movement rate. The study examined motivated employees, entrepreneurial marketing, collective leadership, a sense of ownership within the government, and environmental support as crucial elements influencing success. The unique features of the aircraft include advanced technology, compliance with airworthiness standards, and adherence to international standard and recommended practices. The shortage of aircraft, undue political influence, and personnel alienation within the union were highlighted as the reasons for the business's stagnant growth. A proposed performance framework includes entrepreneurial marketing, collective leadership, cutting-edge technology, an adequate number of modern aircraft, service safety and reliability, and support from the government. The entrepreneurial marketing aspect encompasses proactiveness, risk taking, innovativeness, opportunity focus, resource leveraging, customer intensity, and value creation. The research was conducted in Nepal and utilized both primary and secondary data; hence the conclusions cannot be extrapolated to the present study.

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

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

Kanyurhi and Bugandwa Mungu Akonkwa (2016) conducted a study that examined the relationship between internal marketing, employee job satisfaction, and perceived organizational performance in microfinance organizations. A total of 419 employees from 53 microfinance institutions (MFIs) in Kivu, Democratic Republic of Congo, were surveyed to gather data. Structural equations modeling was employed for data processing using LISREL 9.1. The findings indicate a strong and statistically significant correlation between internal marketing and employee happiness. The findings also indicated a strong and statistically significant correlation between internal marketing and perceived organizational performance. Nevertheless, no substantial correlation between employee satisfaction and perceived organizational performance was detected. Contrary to the current study, the previous study specifically examined Microfinance, whereas the current study is specifically examining the Aviation Industry.

Kimaiyo (2018) conducted a study examining the strategic responses of commercial state corporations to changes in the external environment and their impact on organizational performance. The study utilized a cross-sectional descriptive design. The study focused on a sample of 33 Kenyan commercial state enterprises. Questionnaires were used to collect primary data. The data was analyzed using SPSS with the application of multi-regression analysis. The results were presented using Tables and Figures. The study revealed that external micro and macro environment play a substantial role in influencing commercial state businesses, with a response rate of 81.8%. The primary strategy solutions encompassed workforce reduction, partnerships with regional airlines,

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innovation in product offerings, and downsizing. The downsizing of staff had a substantial impact on the overall performance of the company. Collaboration has a substantial influence on the performance of a company. Innovation has a substantial impact on performance. The act of downsizing has had a substantial impact on performance. However, the study specifically examined a commercial State Corporation, whereas the current study is centered on the aviation industry.

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

3. RESEARCH METHODOLOGY

3.1 Research Design

The study adopted explanatory design which involves attempting to determine whether one variable has an effect on another variable. The aim goal is to detect cause and effect relationships between the variables. In this study the design helped in examining the moderating effect of CEO personality on the relationship between strategic agility and performance of selected aviation airlines.

3.2 Study Area

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

3.3 Target Population

The units of analysis were top most four CEOs, middle level managers, middle level operational managers and managers ground ticketing/dispatching staff. The target population for this study was top most four (4) CEOs of each airline (Executive CEO, financial manager, marketing manager and operations manager), 125 middle level managers, 160 middle level operational managers and 185 managers on ground handling ticketing/dispatching staff from the selected airline making a total of 502 target population.

3.4 Sample Size and Sampling Techniques

The researcher obtained sample size using Yamane formulae (1967).

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

Where n is the sample size required

N is the population size =502

e is the level of precision =0.05

$$n = \frac{502}{1 + 502(0.05)^2}$$

$$n = 223$$

Therefore, the sample size was 223 respondents

3.5 Sampling Techniques

The study adopted both stratified and simple random sampling techniques. Stratified sampling involves dividing the population into non-overlapping groups or strata based on some pre-set standard and then selecting a sample from each stratum. The researcher stratified the population based on the job categories of the employees in each airline company, that is top CEOs, middle-level managers, middle-level operational managers, and managers ground ticketing/dispatching staff. The researcher then used simple random sampling to select a proportionate number of respondents from each stratum to form the sample

3.6 Data Collections Instruments

This research study used structured questionnaires to collect data primary data. Questionnaires were preferred in this study because they are very economical in terms of time, energy and finances. The structured questions was used as they save money

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and time and facilitate an easier analysis as they are in immediate usable form. The questionnaire was divided into seven sections that included demographic information and the rest covering the four independent variables, the dependent variable and moderating variable questions. The study adopted Likert scale questions. Likert scale is a question which contains 5 response options. The choices range from strongly agree to strongly disagree so the researcher can get a holistic view of people's opinions and their level of agreement. Likert scale for which 5-Strongly Agree, 4-Agree, 3- Undecided, 2-Disagree and 1-Strongly Disagree.

Table 1: Measurement of variables

Type	Variable	Measurements	Measurement scale	Source
Dependent Variable	Performance of Airlines	<ul style="list-style-type: none"> Customer satisfaction Reduced cost Transparency Timely delivery 	5-point linkert scale	Karaman, Kilic & Uyar, (2018)
Independent Variable (Strategic Agility)	1. Strategic Insight	<ul style="list-style-type: none"> Awareness Cooperation Action Brand Insights 	5-point linkert scale	Singha Mahapatra & Mahanty (2018)
	2. Internal orientation	Response <ul style="list-style-type: none"> Innovativeness Pro-activeness Risk Taking Education 	5-point linkert scale	Park & Tran, (2018)
	3. External orientation	Response <ul style="list-style-type: none"> Generation Dissemination Responsiveness Customer feedback 	5-point linkert scale	Nowell (2017).
Moderator	CEO Personality	<ul style="list-style-type: none"> Openness to experience Conscientiousness Extraversion Agreeableness Neuroticism 	5-point linkert scale	Wall & Bellamy, 2019

Source, Author (2023)

4. DATA ANALYSIS

4.1 Testing the Assumptions of Multiple Regression

Model assumptions were tested before running a regression model. the regression, linearity, homoscedasticity, normality, multicollinearity, and residual independence assumptions. This is typically done to prevent the acquisition of erroneous regression results.

4.1.1 Normality Assumptions Test

All of the variables in the study were assumed to have a normal distribution. The Kolmogorov-Smirnov test (K-S) was employed in the study to examine the hypothesis of population distribution normalcy. When the result of Kolmogorov-Smirnov exceeds 0.05, it indicates that the data is regularly distributed. (Tabachnic, 2001). Normality assumptions test are presented in in Table 1.

Table 2: Normality Assumptions Test

Variables	Statistic	df	Sig.
Strategic insights	.367	5	.268
Internal response orientation	.333	6	.359

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External response orientation	.329	14	.219
CEO personality	.203	63	.175
Performance	.403	11	.174

Source: Field Data (2023)

Table 1 reveals that the results of the normality assumption. The significant values for Kolmogorov-Smirnov were found to be greater than 0.05, which indicates that the data were found to be normally distributed. According to the findings of the research, strategic insights had a significant value of $p=.268 > 0.05$ according to the Kolmogorov-Smirnov methodology. The Kolmogorov-Smirnov significance value for the internal response orientation was $p=.359 > 0.05$. The Kolmogorov-Smirnov significance value for the external response orientation was $p=.219 > 0.05$. A Kolmogorov-Smirnov significance value of $p=.175 > 0.05$ was found for the CEO personality, and a Kolmogorov-Smirnov significance value of $p=.174 > 0.05$ was found for the performance of the selected aviation. In light of the fact that the p-values were higher than the significance level of 0.05, it is possible to draw the conclusion that the data followed a normal distribution. As a consequence of this, the data can be utilized in additional statistical tests that investigate the connection between independent and dependent variables. These tests require data that has been distributed in an appropriate manner (Mertler, Vannatta, and LaVenja, 2021).

4.1.2 Test of Linearity

A correlation analysis was carried out in order to determine whether or not the data were linear. The existence of a linear relationship between the variables can be inferred from the fact that there is a strong correlation between the independent factors and the variable that is responsible for the dependent variable. If there is no statistically significant linear relationship between the independent factors and the dependent variable, then the correlation coefficient is not significantly different from zero. This indicates that there is no possible relationship between the two variables. There is a positive and substantial association between 0.7 and 0.9, according to Saunders (2009), who stated that a correlation of 1 represents a perfect linear correlation. On the other hand, a correlation between 0.9 and 1 suggests that there is. A positive strong correlation, with a correlation coefficient ranging from 0.5 to 0.7, indicates that there is a positive moderate connection between the variables. A correlation coefficient that ranges from 0 to 0.5 suggests that there is a favorable moderate relationship between the variables. A weak association is shown when the correlation coefficient is close to 0. A correlation of -1 and 0 implies a negative association, while a correlation of 0 suggests no link. The test for linearity results is presented in Table 2.

Table 2: Linearity Test

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

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

Source: Field Data (2023)

4.1.3 Multicollinearity Test

The study employed variance inflation factors and tolerance to assess the presence of multicollinearity assumptions. Multicollinearity Test results are presented in Table 3.

Table 3. Multicollinearity Diagnostics

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

Source: Field Data (2023)

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Table 3 indicates that the study found the tolerance value for strategic insights to be 0.654 and the variance inflation factor value to be 1.530. The internal response orientation had a tolerance value of 0.767 and a variance inflation factor value of 1.304. The external response orientation had a tolerance value of 0.745 and a variance inflation factor value of 1.342. The CEO personality also had a tolerance value of 0.657 and a variance inflation factor value of 1.523. Both of these values were significant. The fact that all of the VIF values were lower than the threshold value of 10 and that the tolerance values were higher than the threshold value of 0.1 suggests that there was no problem with multicollinearity in the study that was being conducted.

4.1.4 Homoscedasticity Assumption

The Levene's test was employed to assess the assumption of homoscedasticity, which refers to the equality of error variances. The assumption test results are presented in Table 4.

Table 4: Homoscedasticity Assumption

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

Source: Field Data (2023)

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

4.1.5 Correlation Analysis

Table 5: Correlation Analysis

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

Source: Field Data (2023)

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From the study Karl Pearson's coefficient of correlation was applied to check if or whether there is linear relationship between the variables. The correlation shown in the Table 5 presents bivariate correlations between the study variables (strategic insight, internal response airline, external response airline, CEO personality and performance of selected aviation airlines)

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

4.1.6 Regression Analysis Results

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

4.2 Hierarchical Moderated Regression Analysis

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

Table 6: Test Results for Regression Analysis Coefficients with Moderation

Model		Unstandardized Coefficients		Standardized	t	Sig.
		B	Std. Error	Coefficients Beta		
1	(Constant)	.706	.200		3.534	.001
	Strategic insight	.529	.048	.556	11.042	.000
	Internal response orientation	.153	.039	.191	3.968	.000
	External response orientation	.225	.041	.274	5.452	.000
2	(Constant)	.496	.197		2.518	.013
	Strategic insight	.452	.049	.476	9.200	.000
	Internal response orientation	.108	.038	.135	2.832	.005
	External response orientation	.203	.040	.248	5.119	.000
	M	.194	.046	.219	4.255	.000
3	(Constant)	-.954	.353		-2.701	.008
	Strategic insight	1.029	.128	1.083	8.015	.000

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	Internal response orientation	.061	.037	.076	1.624	.106
	External response orientation	.110	.042	.134	2.617	.010
	CEO personality	.781	.129	.883	6.049	.000
	M* Strategic insight	-.163	.034	-1.050	-4.820	.000
4	(Constant)	-.810	.346		-2.343	.020
	Strategic insight	1.059	.125	1.115	8.469	.000
	Internal response orientation	-.032	.046	-.040	-.703	.483
	External response orientation	.087	.041	.106	2.094	.038
	CEO personality	.764	.126	.864	6.087	.000
	M* Strategic insight	-.178	.033	-1.146	-5.364	.000
	M* Internal response orientation	.031	.009	.224	3.338	.001
5	(Constant)	-.717	.343		-2.088	.038
	Strategic insight	1.041	.124	1.096	8.431	.000
	Internal response orientation	-.015	.046	-.019	-.327	.744
	External response orientation	.094	.041	.115	2.298	.023
	CEO personality	.810	.125	.915	6.467	.000
	M* Strategic insight	-.175	.033	-1.130	-5.362	.000
	M* Internal response orientation	.026	.009	.192	2.843	.005
	M* External response orientation	-.018	.007	-.105	-2.419	.017

Source: Field Data (2023)

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

Hypothesis H₀₁ stated that strategic insight has no significant effect on the organizational performance. Results revealed that strategic insight has a positive and significant effect on the organizational performance ($\beta_1=0.556, p<0.05$) hence rejecting the null hypothesis H₀₁ indicating that strategic insight had a significant effect on the organizational performance. These findings agree with George, Walker and Monster, (2019) reveals that strategic planning has a positive, moderate, and significant impact on organizational performance.

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

Hypothesis H₀₂ stated that internal response orientation has no significant effect on the organizational performance. Findings revealed that internal response orientation has a positive and significant effect on the organizational performance ($\beta_2=0.191$, $p<0.05$). The null hypothesis H₀₂ was rejected, indicating that internal response orientation had a significant effect on organizational performance. The study findings are consistent with Papadas, Avlonitis, Carrigan and Piha, (2019) reveal that the moderating role of internal green marketing actions towards the development of a sustained competitive advantage and also build on contemporary green marketing literature suggesting that a significant interplay between strategy and people exists which enhances the creation of competitive advantage.

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

Hypothesis H₀₃ stated that external response orientation has no significant effect on the organizational performance. The findings revealed that external response orientation has a positive and significant effect on the organizational performance ($\beta_3=.274$, $p<0.05$). The results showed that external response orientation had a significant effect on organizational performance, rejecting the null hypothesis H₀₃. According to the study done by Lonial and Carter, (2015) on the impact of organizational orientations on medium and small firm performance agreed that market, entrepreneurial, and learning orientations jointly give rise to positional advantage, which, in turn, is positively related to the performance of the firm.

4.2.4 Hypothesis Testing of CEO personality on the Relationship Between Strategic insight and Organizational performance

Hypothesis H_{04a} stated that CEO personality has no significant moderating effect on the relationship between strategic insight and organizational performance. Results revealed that CEO personality has a negative and significant moderating effect on the relationship between strategic insight and organizational performance ($\beta_{04a}=-1.130$; $p<0.05$). The null hypothesis H_{04a} was rejected based on the findings, implying that CEO personality moderates the relationship between strategic insight and organizational performance. However, these findings agree with Benischke, Martin and Glaser, (2019) that agency-based predictions of CEO risk taking in response to compensation and board attempts at creating incentive alignment using compensation are enhanced by integrating insights from personality trait literature.

4.2.5 Hypothesis Testing of CEO personality on the Relationship Between Internal response orientation and Organizational performance

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

4.2.6 Hypothesis Testing of CEO personality on the Relationship Between External response orientation and Organizational performance

Hypothesis H_{04c} stated that CEO personality has no significant moderating effect on the relationship between external response orientation and organizational performance. Results showed that CEO personality has a negative and significant moderating effect on the relationship between external response orientation and organizational performance ($\beta_{04c}=-0.105$; $p<0.05$). The results showed that CEO personality had a moderating influence on the relationship between external response orientation and organizational performance, hence rejecting the null hypothesis H_{04c}. Zaccaro, Zhou & Resick, (2023) that a culture focused on flexibility enhances the link between CEO passion and top management team (TMT) creativity, while dampening the link between TMT creativity and firm innovation. Conversely, a culture emphasizing control weakens the connection between CEO passion and TMT creativity and has little impact on the link between TMT creativity and firm innovation.

CONCLUSION AND RECOMMENDATION

Despite the positive impact of external response orientation on organizational performance, there is a need to address concerns raised regarding the organization's responsiveness to customer feedback and suggestions. Airlines should prioritize building strong customer relationships and implementing effective feedback mechanisms to address customer concerns and improve service quality. Additionally, organizations should focus on fostering an entrepreneurial culture that encourages innovation and responsiveness to market changes.

The study highlights the significant influence of CEO personality on organizational performance, particularly in driving strategic insight and response orientations. Therefore, organizations should invest in developing leadership qualities such as charisma,

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decisiveness, vision, fairness, and collaboration among CEOs. Moreover, CEOs should prioritize effective communication, active listening, and employee motivation to inspire a shared vision and drive organizational success.

To sustain and improve organizational performance, airlines should implement regular performance monitoring and evaluation mechanisms. This includes tracking key performance indicators such as customer satisfaction, cost management, transparency, and timely delivery. By identifying areas of strength and opportunities for improvement, organizations can implement targeted interventions to enhance overall performance.

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