Entrepreneurial Orientation and Organizational Performance of Airlines in Kenya

Njoroge, Samuel M[a] and Dr. Maina, Samuel M[b]

[a] *Master's Candidate, School of Business, Kenyatta University, Nairobi, Kenya: sammonjim@yahoo.com. 211, Nairobi, 00518, Kenya.*
[b]*Lecturer, School of Business, Kenyatta University, Nairobi, Kenya: maina.samuel@ku.ac.ke.43844, Nairobi, 00100, Kenya.*

Abstract

The airlines in Kenya have depicted a razor-sharp miserable performance which is contrary to the global performance that has shown growth over a period of five years now. It's this Contextual misalignment that inspired a delve into how entrepreneurial orientation affect organizational performance of Kenya's airlines as its main purpose. Entrepreneurial orientation was proposed to have no effect on the organizational performance by the research's hypothesis. The entrepreneurial orientation theory was used to harbor the study besides Balanced Scorecard model. The envisioned objectives were achieved through the application of descriptive research design together with explanatory research design. A count of 48 airlines registered in Kenya under Kenya Civil Aviation Authority airlines' registry formed the target population with a sample size of 44 airlines as determined using Krejcie and Morgan table with three respondents drawn from each airline. Proportionate stratified random sampling was applied. Exploitation of questionnaire to collect quantitative primary data formed the tool of data collection whose administration was through e-mail as a link. The scrutiny of the data applied descriptive as well as inferential statistics and the outcomes that were related to the study were resented in plain text format. This study acclaim that leadership of airlines operationalizes its discoveries to improve a competitive advantage that is differentiated through devising of the best fit entrepreneurial orientation strategies as a survival tact.

Key Words: Entrepreneurial Orientation; Organizational Performance.

1. Introduction

The background of the study, concept of entrepreneurial orientation, concept of organizational performance, statement of the problem, objective of the study, and research hypothesis are discussed under this section of introduction.

1.1. Background of the study

The airline industry revenue has grown over time globally, regionally, and nationally (IATA, 2018). Nonetheless, there are some airlines besieged with acute problems of performance and have found themselves in a make it or wind-up situation with others terminating operations (Lawton & Kane, 2011). Heinz and O'Connel (2013) brought out barricades to performance in their study ranging from tight rivalry, huge costs, fluctuating customer needs, legal limits, technological limitations security threats, political unpredictability, technological limitations, human resource issues to scarce demand. Notwithstanding the exceptional business environment that Africa presents for easy business growth, performance hurdles have been encountered in the region. (Heinz and O'Connel, 2013). The just mentioned factors have threatened performance sustainability forcing some airlines in African to cease operations. It is the view of Tesfachew (2019) that right entrepreneurial posture gives airlines ability to still survive in spite of the airline's market turbulences. No

matter the barricades of performance, Erkan, Connell, Lei and Warnock-smith (2014) underpin that airlines perform well if their entrepreneurial strategies are well stanced.

Cumulatively, Kenya registered growth in regard to performance of aviation as an industry over a period of five years (Kamau, 2017). Surprisingly, airlines in Kenya have been miserably performing subjecting themselves to an extraordinary pressure to either yield sustainable and feasible results or face their end (Berbanas, Jomo, Oloko and Orwa, 2017). The earlier mentioned survival state demands that airlines in Kenya come up with right entrepreneurial posture because they are not excepted from harsh survival conditions (Farah, Munga and Mbebe, 2018). It's in the view of the aforementioned scholars that right entrepreneurial behavior enables airlines achieve steady good outcomes. Nonetheless, besides the entrepreneurial strategies employed by majority of the airlines in Kenya, dreary performance is what has prevailed (Farah, Munga and Mbebe, 2018). The lack of tally between the employed strategies and the performance of airlines underpins the need for studying how entrepreneurial orientation of airlines in Kenya affect their organizational performance as a topic.

1.2. Entrepreneurial orientation

The behavior tendency that is embedded in the ability of an organization to identify and exploit new business opportunities that are change elicited while at the same time espousing decision-making procedures and practices that will make an airline be ahead of everyone in the market explains entrepreneurial orientation (Doorn, Heyden, Troster and Volberda, 2015). Gupta and Batra (2015) underpin this definition. The idea of taking advantage of every opportunity is also emphasized by Zehir, Can and Karaboga (2015) who content that pursuing new markets using new practices, new methods and new decision-making tact thus helping managers to entrepreneurially take actions explains entrepreneurial orientation.

Entrepreneurial orientation as a strategy that takes dimensions but not limited to aggressiveness, innovativeness, riskiness and proactiveness. Gupta & Basu (2014) posit that aggressiveness is a strategic posture that an organization adopts to ensure quicker resource allocation that is ahead of competitors. Zehir, Can and Karaboga (2015) opine innovativeness as the multidimensional intellectual abilities based on behaviours, competencies and learning all that promote creativity for ideas generation, execution and fruition to enhance agility in meeting changing customer demand. Riskiness is expressed as a function of how poorly a strategy will perform if the wrong situation happens by Michael Porter which determines the willingness to undertake unknown opportunities or not (Doorn, Heyden, Troster and Volberda, 2015). Calculated farsightedness and enthusiasm for success that involves the anticipation and pursuing new opportunities quicker than the competitor in response to the future business environment changes instead of reacting to them describe proactiveness (Obeidat, 2016).

1.3. Organizational performance

Obeidat (2016) consider performance as a concept that is very broad who's meaning usually vary based on the research requirements. The firm's purpose of existence which is assumed to be gratifying all the stakeholders is what Santos and Brito (2012) conjecture as organizational performance. The degree to which pre-set monetary and non-monetary targets are achieved conceptualizes organizational performance (Kiboi and Katuse, 2017). The ability of an airline to make profits depends on its capability to price its products is what describes the performance (Saranga and Nagpal, 2016).

The measurement of organizational performance differs from one business entity to another. (Mwaura, 2018). Different studies conjectured airline organizational performance differently. The airline organizational performance is a variable that depend on the airline operating revenue and expenses (Mallikarjun, 2015), Revenue per seat kilometer (Demydyuk, 2011), available seat Kilometre, load factor and yield (Saranga and Nagpal, 2016), Segment of the market that a firm command (Mokaya, Wagoki and Kanyagia, 2012), cost proficiency (Santos and Brito, 2012) and gratification of customers (Merkert and Pearson, 2015). This study utilized financial metrics as well as non-financial performance metrics reference to the Balanced Score Card model that offer assorted metrices for measuring performance ranging from monetary to non-monetary both of which were used in this study to ensure that findings of the study were precise as Eisenberg (2016) postulated.

1.4. Statement of the problem

From an industry perspective, aviation in Kenya showed a positive performance over the period under study. (KCAA, 2018). Conversely, some individual airline's realized poor performance over the similar time-scope (Farah, Munga and Mbebe, 2018). The airlines in Kenya became aware of their vulnerability thus employing subsistence approaches (Nderu, 2013) to include product-services distinction tactics (Farah, Munga and Mbebe, 2018) and fiscal reorganization as well as approaches to save cost (Mungai and Bula, 2018). Despite all the efforts, miserable performance is what airlines have continuously realized. The contextual disconnect between the impressive performance of the airline industry in Kenya and the despondent performance of individual airlines that was noted called for the study.

Entrepreneurial positioning positively relates with performance of an organization as Mwaura (2018) holds in the study on the effects of strategy orientation on performance of Kenya's manufacturing firms. The study quarantined its concentration on industrial firms, findings of whom might not be applicable to airlines in Kenya. The organizational performance of retail supermarkets in Kenya as affected by strategic orientation in the study by Diba and Omwenga (2019) confirmed a positive association. However, the transferability of the findings to airlines in Kenya may not be possible. In another study, Obeidat (2016) examines in what way performance is affected by strategic alignment on Jordan companies affianced in telecommunications. It's the discovery of the study that entrepreneurial orientation as a strategic approach didn't impact in way on performance of an organization without innovation as the mediating variable.

It's evident that significant quantity of study regarding entrepreneurial positioning as a strategic approach and the performance of organizations has been executed yet insufficient delve has been made into airlines in Kenya challenging the generalization of the discoveries on carriers in Kenya. The degree to which entrepreneurial orientation forces the organizational performance to change was found to be inconsistent from one study to another. The empirical problem as well as the conceptual problem noted called for a study on how entrepreneurial orientation affect organizational performance of airlines in Kenya.

1.5. Objective of the study

Examining how entrepreneurial alignment affect organizational performance of airlines in Kenya was the study's objective.

1.6. Research hypothesis

This study sought empirical evidence to test the following hypothesis:

H01: The organizational performance of airlines in Kenya has no relationship with their entrepreneurial orientation.

2. Literature Review

Theoretical review consisting of entrepreneurship innovation theory as well as Balance Scorecard mode, empirical review and conceptual framework are discussed in this section.

2.1. Theoretical review

The balanced score card model and entrepreneurship innovation theory formed the foundation on which this study was built which are subsequently deliberated in the following sections.

2.1.1. Entrepreneurship innovation theory

This theory was authored by Schumpeter in 1991 stating that farsightedness and capability to decipher business opportunities whilst applying innovation that guarantees delivery of value to customers. The father of entrepreneurship innovation theory term innovation as the core promoter of fruitful entrepreneurship if any positive results is to be realized in an inflexible market rivalry. Entrepreneurial innovation is optimized through advancements to improved varieties, new products and services, operation in new market niches, new business models, new competitive prices, novel approaches to business deals and alternative resources (Killa, 2014).

The solid foundation on which entrepreneurship innovation theory is founded ranges from riskiness, futurity, to defensiveness. The theory is further harbored on aggressiveness as well proactiveness. The aforementioned characteristics determine the entrepreneurial attentiveness. The just postulated tenets of the theory forms the grounds on which entrepreneurial alignment as a strategy is anchored on entrepreneurial innovation theory. To ensure organizational far-sightedness, organizations should have advanced market environment scanning that is continuous to promptly identify business prospects whose manifestation differentiates competitive edge (Acar and Ozsahin, 2018).

2.1.2. Balance scorecard model

The father of Balance Scorecard model is academics Kaplan and Nortan who authored it in 1992. Translation capability of the organizational dreams into an array of performance pointers making it a performance and strategic tool is the viewpoint of the exponents of the Balance scorecard model (Khairat, 2016). This tool gauges how well an organization is performing using four viewpoints that include: growth that is associated with learning, monetary, customer satisfaction and company processes. Prudence in investing and achieving the most explains the financial standpoint whose pointers are operating income, operating cost, ratio of equity, earnings per share, income-expenditure ratio and change in prices of shares in the capital market.

Customer view refers to ability to gather market intelligence, it's propagation and utilization to deliver worth to clients through entrepreneurial stance and the frequently used indicators being satisfaction index (CSI), loyalty, stake of the market that a firm is in control, complaints launched by customers and level of customer advocacy (Kaya, 2014). Processes of an organization allude to organization's efficiency with technology advancement, staff retention, reduction on costs and reduction on wastes as the frequently used indicators while growth that results from leaning refers to the organization's extent of managing knowledge (KM) and the capability to be the industry's frontrunner as the main pointers (Ivanov and Avasilcai, 2014; Eisenberg, 2016). The suitability of the Balanced Scorecard in this study is the capability to measure organizational performance multidimensionally.

2.2. Empirical literature review

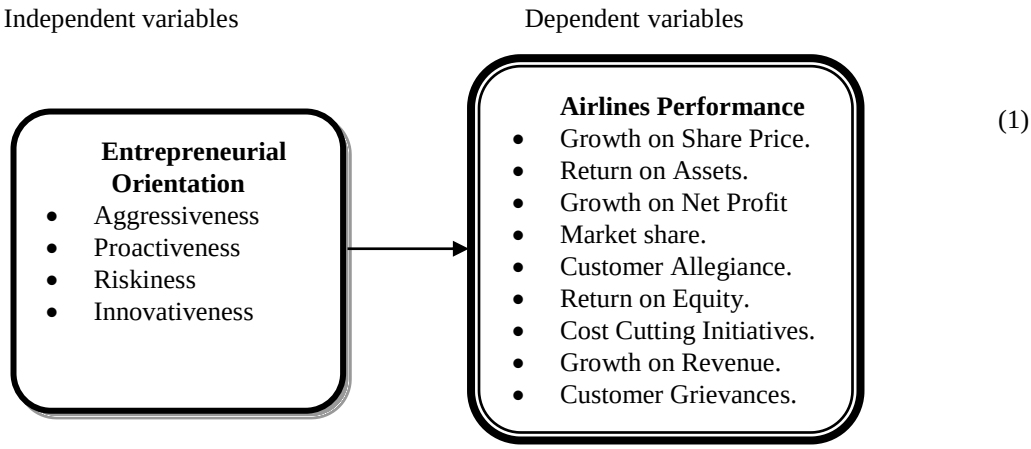
Participativeness in the decision-making regarding entrepreneurial alignment is a mediating variable that Doorn, Heyden, Troster and Volberda (2015) investigated to determine how performance of an organization relate with its entrepreneurial orientation. The findings were that the extend of participativeness affect performance. Testing of hypothesis was applied to determine the relationship. Data analysis deployed ddescriptive statistics after collection using questionnaire as the main instrument of collecting the data. The scope of the study consisted of the international companies found in Europe. The study picked inventiveness and riskiness as the variable's main dimensions. A positive relationship between the two variables was postulated by Doorn et all (2015) except their single sided review of the internal environment leaving external environment not addressed. The study was not conclusive in addressing the dimensions of the entrepreneurial orientation including the variables that operationalize performance. Quarantining study scope on large international companies in Europe whose conclusions and discoveries cannot effectively be generalized on airlines in Kenya presented a gap.

In another study, Zehir, Can and Karaboga (2015) were able to show the core extents of entrepreneurial alignment as autonomy, proactiveness, riskiness, aggressiveness and innovativeness. Performance was operationalized using both financial and non-financial dimensions. The study revealed a positive relationship between the two variables. The restricted concentration on manufacturing firms whose discoveries are not effectively generalizable on airlines in Kenya also presented a gap.

The variables of this study were further examined when Gupta and Batra (2015) studied India's small and medium enterprises where a positive relationship was discovered after applying hypothesis testing to analyze data collected using questionnaire as the instrument data collection. The study was inconclusive in addressing the entrepreneurial orientation extents. Study presented a partial focus in that it quarantined focus on Indian's small and medium enterprises whose discoveries' generalization on airlines in Kenya might not be effective.

2.3. Conceptual framework

The variables' relationship is visually indicated in the below conceptual framework.



(1)

Fig. 1. Conceptual Framework

3. Research Methodology

The research design, target population, data collection instrument, data collection procedures, data analysis and presentation are discussed in this section.

3.1. Research design

The dependability of research findings hinges on the research design used (Edmonds and Kennedy, 2017). This study employed descriptive and explanatory research designs to guide on the study purpose, target population, size of the sample, data collection, data analysis and presentation in order to effectively find the effect of entrepreneurial alignment of Kenya's airlines on their organizational performance. The research design's capability to precisely feature wide range data characteristics to demonstrate variables' relationships that permit a multifaceted approach to analysis as Nassaji (2015) opine is a justification for utilization of this research design in this study. Farah, Munga and Mbebe (2018) as well as Diba and Omwenga (2019) hold the same view.

3.2. Target population

The 48 airlines as per the Kenya Civil Aviation Authority data (2018) formed the target population that consisted of 144 respondents resulting from randomly picking three respondents from each airline comprising of one manager in marketing, one manager in executive leadership, one manager in finance and since they

were assumed be conversant with the airline's strategic posture and performance. This study utilized Krejcie and Morgan table formulated in 1970 to arrive at 44 airlines that consisted of 132 targeted respondents as the sample size.

3.3. Data collection instrument

Primary as well as quantitative data was collected in this study. Following the fact that questionnaire is capable of measuring respondents' perspective, notion, ethics and tendencies utilizing Likert scales besides being economical, easy to complete, common to many people, and easy to interpretate as Santos & Brito (2012) opine this data collection instrument was used in this study to collect data. To ensure the effectiveness of the study findings, the data collection instrument's validity and reliability was verified promoting the stakeholder belief on its legitimacy.

3.3.1. Validity

The study demonstrated how well the data collection instrument assessed the intended construct variables through criterion validity test by including questions derived from the authenticated questionnaires in the earlier studies and content validity test by involving connoisseurs in the research discipline who reviewed the questionnaire and gave their feedback towards its improvement which was adopted. These validity tests were consistent with recommendations of Taherdoost (2016) and Misiani (2015).

3.3.2. Reliability

The capability of the data collection instrument to give almost similar findings once applied in another study by a different researcher thus its consistency, replicability and dependability was demonstrated when the questionnaire was taken through a pilot test using selected few respondents selected from the targeted population before actual study as Edmonds (2017) support. The respondents gave feedback on the questions' typo-errors, clarity, length, ambiguity, including hints on the anticipated answers. The questionnaire was updated using the respondents' feedback. An additional measure was carried out using the Cronbach's Alpha to determine the internal consistency and find out if all the indicators pointed to the same construct. The variable had an aggregate Cronbach's Alpha value of 0.78 that was well within the findings of Avci, Madanoglu and Okumus (2011) as well as Obeidat (2016) who postulated that a Cronbach Alpha value of 0.7 and above is an indicator for reliability.

3.4. Data collection procedures

The study sought approval to administer the research project questionnaire from Kenyatta University's school of business, National Commission for Science Technology and Innovation, and lastly from the leadership of the airlines that were sampled for the purpose of this study before administering the questionnaire. The administration of the questionnaires was coupled with a brief explanation of the purpose

which was done through an e-mail link direct to the respective respondents since this was cheaper and faster. The mobile phone short message service texts and e-mail reminders were sent on weekly intervals.

3.5. Data analysis and presentation

The received completed questionnaires were checked for completeness and precision whilst determining whether whole or part of the questionnaire was to be used in the analysis which was well within the recommendations of Kiboi and Katuse (2017). The responses underwent a careful sortation into various categories using a coding scheme that was numerical but simple. Descriptive statistics comprising of the frequencies and mean as well percentages and standard deviation using the Statistical Package for the Social Sciences (SPSS) was applied on responses to present data in an organized manner as Mwaura (2018) holds. Inferential statistics consisting of Pearson's correlation coefficient analysis model that involve r- values to indicate a negative or positive relationship and regression analysis model that involve β, t as well as p values to test hypothesis were applied to examine the relationship between entrepreneurial positioning and organizational performance of airlines in Kenya as recommended by Doorn, et al. (2015). The regression analysis model used in the study was below:

$$Y = \beta 0 + \beta 1X1 + \varepsilon \quad (1)$$

Where:

Y= Organizational Performance.

B0= Beta Coefficient.

B1,= Regression Coefficient.

X1= Entrepreneurial Orientation.

ε= Random Error to account other variables.

4. Research Findings and Discussions

The response rate, demographic information, descriptive statistics for entrepreneurial orientation and demonstration of how entrepreneurial orientation affect organizational performance are discussion in this section.

4.1. Response rate

This study submitted 132 questionnaires to the targeted respondents and managed to receive back a total of 93 completed questionnaires which was approximately 69 percent response rate that was adequate as per Misiani (2015) who posit that at least 50 percent response rate is considered adequate for analysis and reporting.

4.2. Demographic information

The study found out that more than half the population sampled consisted of young airlines at 56.04 percent as shown in Table 1 a finding that was consistent with discoveries of Heinz and O'Connel (2013) on the few airlines that survive despite the Africa's airline business potential. The analysis demonstrated a fair representation by the targeted respondents at 37.36 percent, 25.27 percent and 17.58 percent respectively for a manager in the executive leadership, a manager in marketing and a manager in finance departments. This underpin that the respondents involved in the study could be able to provide credible information relating to the research variables resulting to more precise findings.

Table 1. Analysis of background information

Category	Sub-Category	Frequency	Percent
Years in Operations	1-5 years	0	0
	6-10 years	24	26.37
	11-15 years	16	17.58
	16-20 years	11	12.09
	21-25 years	11	12.09
	26-30 years	11	12.09
	31-35 years	10	10.99
	= or > 36 years	8	8.79
	Total	**91**	**100**
Respondent Position	Finance Manager	16	17.58
	Market Manager	23	25.27
	Executive Role	34	37.36
	Others	18	19.78
	Total	**91**	**100**

4.3. Descriptive statistics for entrepreneurial orientation

Table 2 below shows an aggregate mean score of 3.82 that if rounded off to the nearest whole number it will be 4 which is “agree” referring to the 5-point Likert scale espoused in this study which underpins an agreement amongst respondents that decisions and practices in the airlines support entrepreneurial orientation. There was negligible variation in the responses given that the standard deviation of this study was 0.71 which would be one when rounded to the nearest whole number a finding that confirmed agreement amongst respondents.

Table 2. Entrepreneurial orientation's descriptive statistics

Entrepreneurial Orientation factors	Mean M	Std.D SD
Innovative ideation is treasured.	4.29	0.48
Inventions are easily converted into projects.	3.91	0.61
Staff are allowed to learn from own mistakes.	4.40	0.84
Leadership provides backing for innovativeness.	4.24	0.53
Upgrading of the existing products is frequent.	3.93	0.63
A superior technology exists to support innovation.	3.13	0.90
Investing in high cost and risky projects is never ebated.	3.29	0.78
Outcome uncertainty doesn't threaten our expansion.	3.31	0.83
The untried ventures is our focus.	3.52	0.79
We exploite opportunities aggressively.	3.75	0.77
Other airlines respond to our products instead of us responding to theirs.	3.47	0.74
We gain market share at cost of profitability.	4.34	0.69
Reducing prices is a tact we use to increase market share.	4.35	0.81
Products are changed more drastically compared to our competitors.	3.64	0.69
Products Development is prioritized.	3.73	0.62
Aggregate mean scores and standard Deviation	3.82	0.71

4.4. Demonstration of how entrepreneurial orientation affect organizational performance.

The responses from respondents were assessed to find out the variable's relationships that exist between them using the Pearson Correlation Coefficient analysis where the results were tabulated in Table 3.

Table 3. Pearson's correlation coefficient

	The Correlation Coefficient (**r**-value)	
	E	P
Entrepreneurial Orientation (E)	1	0.15
Organizational Performance (P)		1
Sign	0.031	
N	15	

The r- value for the correlation coefficient deemed noteworthy which stood at 0.15 confirming that entrepreneurial alignment positively relates with organizational performance. These outcomes and the discoveries of Diba and Omwenga (2019) are in tandem. The study however differs with Obeidat (2016) who found no relationship between the two variables on the premise that the variables have to be mediated. The data collected was taken through a regression analysis with the aim of testing the hypotheses of the study empirically which held that there was no relationship between the variables under study as Table 4 shows.

Table 4. Regression model summary

	R	R -Square	Adjusted R-Square	Std. Error of the Estimate
Entrepreneurial Orientation	1.793	0.84	0.69	2.785

The analysis demonstrates that about 69 percent of the changes that could be experienced in the organizational performance would be associated with the entrepreneurial alignment when it produced an adjusted R-square of 0.69 as shown in Table4. The outcomes of this research corresponded with the discoveries of Mwaura (2018) who found that the two variables under this study positively relate to each other. The Analysis of Variance's (ANOVA) was used to test data suitability for effective conclusions and inferences. The p-value limit that was espoused for the purpose of this study as a precision measure was 0.05 while the calculated was 0.0273 which was less than the cut-off therefore deemed statistically significant in confirming the data suitability.

Table 5. Regression Analysis Coefficients

	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta	t	Sig.
Constant	0.1511	1.070	0.000	1.421	0.021
Entrepreneurial Orientation	0.425	0.170	0.022	0.109	0.039

Table 5 tabulates results for direct relationship between the variables whose regression model is Y =0.1511 + 0.425X1 which means that organizational performance changes by 42.5 percent following a unit change in entrepreneurial orientation while 57.2 explicate the extend of performance change as a result of unit change on other variables of organizational performance. This conclusion is in tandem with discoveries of Mwaura (2018). The regression results is a backup to the statistical significance of the entrepreneurial alignment at $\beta = 0.022$ thus $\beta \neq 0$; $t = 0.109$; $p = 0.039$ thus $P<0.05$. Therefore at 95% confidence, entrepreneurial alignment was shown to positively relate with organizational performance and thus the null hypothesis was rejected. The study's supposition therefore found congruence with the inferences of Doorn et al. (2015) and those of Gupta and Batra (2015) who hold that entrepreneurial positioning positively influences the performance of an organization.

5. Summary, Conclusions and Recommendations

This study demonstrated that airlines in Kenya adopt entrepreneurial strategies when respondents confirmed implementation of decisions as well as activities and practices in support of the alignment. However, the implementation was noted to be of different magnitude in different airlines. It is evident that the variables of the study related positively. Therefore, the null hypothesis of the study proposing that entrepreneurial alignment and performance of an organization do not have any relationship was rejected. This study recommends revenue growth and cost reduction entrepreneurial practices as the basis of improved organizational performance. The study's main objective is deemed to have been achieved in that the independent variable was found to have significant influence on organizational performance statistically.

References

Acar, A. Z., & Ozsahin, M. (2018). The relationship among strategic orientations, organizational innovativeness, and business performance. *International Journal of Innovation Management*,*22*(1).

Diba, A. G., & Omwenga, D. J. Q. (2019). Influence of Strategic Orientation on Firm Performance of Retail Supermarkets in. *International Academic Journal of Human Resource and Business Administration*, *3*(5), 296–315.

Doorn, S. Van, Heyden, M. L. M., Tröster, C., & Volberda, H. W. (2015). Entrepreneurial Orientation and Performance*: Investigating Local Requirements for Entrepreneurial Decision-Making Management Innovation View project Busines Model Innovation View project*.

Edmonds, W. A., & Kennedy, T. D. (2017). *An Applied Guide to Research Designs Quantitative, Qualitative, and Mixed Methods Second Edition · ISAGE Los Angeles I London I New Delhi Singapore I Washington DC I Melbourne*.

Eisenberg, P. (2016). The Balanced Scorecard and Beyond – Applying Theories of Performance Measurement, Employment and Rewards in Management Accounting Education. In *International Research Journal of Management Sciences* (Vol. 4).

Erkan, M., Connell, J. F. O., Lei, Z., & Warnock-smith, D. (2014). Journal of Air Transport Management The transformation of a legacy carrier e A case study of Turkish Airlines. *Journal of Air Transport Management*, *40*(1), 106–118.

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

Gupta, Vishal & Batra, S. (2015). market orientation View project Women CEOs View project. *International Small Business Journal*, *1*(1),1–23.

Gupta, R., & Basu, S. (2014). Influence of Dimensions of Strategic Orientation on the Growth of Small Firms and Resources as Moderating Variables. *Management and Labour Studies*, *39*(4),461–476.

Heinz, S., & Connell, J. F. O. (2013). Air Transport in Africa : Toward Sustainable Business Models for African Airlines. *Journal of Transport Geography*,*31*(1),72–83.

IATA. (2018). Iata publications: *Annual review report-2017*. Retrieved 19 October 2019 from https://www.iata.org/en/publications.

Ivanov, C.-I., & Avasilcăi, S. (2014). Performance Measurement Models: An Analysis for Measuring Innovation Processes Performance. *Procedia - Social and Behavioral Sciences*, *124*, 397–404.

Kamau, M. (2017). Factors Affecting Strategic Choices in Airlines in Kenya : A Case Study of Kenya Airways. *The International*

Journal Of Business & Management (ISSN 2321 –8916),

Kaya, E. (2014). Understanding Performance Indicators of Organizational Achievement in Turkish Airline Companies. *Journal of Management Research*, *6*(4), 109–123.

KCAA. (2018). Kcaa statistics. *Kenya Civil Aviation Authority Annual Traffic Report*. Retrieved 14 September 2019 from https://www.kcaa.or.ke/about-us/statistics/

Khairat. (2016). The Balanced Scorecard Approach as a Tool for Performance Evaluation in the Airline Companies. *International Journal of Tourism, Heritage and Hospitality*, *10*(2), 47–64.

Kiboi, J. W., & Katuse, P. (2017). The impact of macroeconomic factors on financial performance of selected airlines operating into kenya the impact of macroeconomic factors on financial performance of selected airlines. *International Journal of Finance*, *2*(5), 1–18.

Killa, M. F. (2014). Effect of Entrepreneurial Innovativeness Orientation, Product Innovation, and Value Co-Creation on Marketing Performance. In *Journal of Research in Marketing* (Vol. 2).

Kurien. (2012). Performance measurement systems for green supply chains using modified balanced score card and analytical hierarchical process. *Scientific Research and Essays*, *7*(36), 3149–3161.

Lawton, T., & Kane, C. O. (2011). Strategic reorientation and business turnaround *: the case of global legacy airlines*. *4*(3), 215–237.

Mallikarjun, S. (2015). Journal of Air Transport Management Ef fi ciency of US airlines : A strategic operating model. *Journal of Air Transport Management*, *43*(1), 46–56.

Merkert, R., & Pearson, J. (2015). A non-parametric efficiency measure incorporating perceived airline service levels and profitability. *Journal of Transport Economics and Policy*, *49*(2), 261–275.

Misiani, M. P. (2015). Customers' Perceptions and Usage of Online Retailing Services in Nairobi County, Kenya. *Journal of Management Research*, 6 (2), 140.

Mokaya, S. O., Kanayagia, P., & Wagoki, J. (2012). Market Positioning and Organizational Performance in the Airlines Industry in Kenya. *International Journal of Arts and Commerce*, *1*(4), 121–132.

Mungai, B. W., & Bula, H. O. (2018). Turnaround Strategies and Performance of Kenya Airways. *The University Journal*, *1*(2), 1–16.

Mwaura, A. W. (2018). Strategy orientation and performance of medium manufacturing firms in kenya. *International Academic Journal of Human Resource and Business Administration*, *3*(2), 550–568.

Nassaji, H. (2015). Qualitative and descriptive research: Data type versus data analysis. *Language Teaching Research*, *19*(2), 129–132.

Nderu, M. (2013). Influence of Survival Strategies on the Organizational Performance of Kenya Airways. *International Journal of Arts and Entrepreneurship*, *1*(2), 496–512.

Obeidat, B. Y. (2016). The Effect of Strategic Orientation on Organizational Performance : The The Effect of Strategic Orientation on Organizational Performance : The Mediating Role of Innovation. *Int. J. Communications, Network and System Sciences*, *9*(1), 478–505.

Oqubay, A., & Tesfachew, T. (2019). African Development Bank Group. *The Journey of Ethiopian Airlines* (Vol. 2).

Santos, J. B., & Brito, L. A. L. (2012). Toward a subjective measurement model for firm performance. *BAR - Brazilian Administration Review*, *9*(SPL. ISS), 95–117.

Saranga, H., & Nagpal, R. (2016). Drivers of operational efficiency and its impact on market performance in the Indian Airline industry. *Journal of Air Transport Management*, *53*(1), 165–176.

Taherdoost, H. (2016). Validity and Reliability of the Research Instrument; How to Test the Validation of a Questionnaire/Survey in a Research. In *International Journal of Academic Research in Management* (Vol. 5).

Zehir, C, Can, E., & Karaboga, T. (2015). Linking entrepreneurial orientation to firm performance : the role of differentiation strategy and innovation performance. *Procedia - Social and Behavioral Sciences 210*, *35*(8), 358 – 367.