RESTRUCTURING STRATEGIES AND PERFORMANCE OF AIR TRAVEL AGENCIES IN KENYA

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DECLARATION

This dissertation is my original work and has not been presented to any other institution of higher learning for examination. It is available for academic referencing with my permission or that of St. Paul's university.

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DEDICATION

I dedicate this work to Margaret, Nicholas, Fredrick, Apiyo, Odongo, Gorrety JP, Caro and Viola for their encouragement and support throughout my academic journey.

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ACRONYMS AND ABBREVIATIONS

ATAs	Air Travel Agents
B2C	Business to Customer
C2B	Customer to Business
CRS	Computer Reservation System
GDS	Global Distribution System
IATA	International Air Travel Association
KATA	Kenya Association of Travel Agents
RBV	Resource Based view
TRA	Tourism Regulatory Authority

OPERATIONAL DEFINITION OF TERMS

Downsizing Strategy	Is an action plan of reducing staff numbers within an organization in pursuit of enhanced efficiency and cost saving.
Operational Reorganization Strategy	Refer to the action of changing primary business operations of a firm by Embracing new operational structure.
Outsourcing Strategy	Refers to the action by which organizations hire external entity or third party to perform a set of contracted specialized services which are non-core to the organization.
Restructuring Strategy	Refers to action plan that informs activities pursued by business organizations or firms to reform, change or amend processes and format in which they execute their core operations.
Technology integration strategy	Refers to the action plan of integrating technological systems, both hardware and software in effort to enhance business operations and tasks execution.

ABSTRACT

Air Travel Agents offer vital services that create a one stop shop for air travelers who seek comprehensive booking services for travel and destination accommodation. In the past few years, traditional Air travel agents have encountered myriad of challenges which have threatened their existence through decreased performance. These includes Covid -19 Pandemic that halted Air travel, unpredictable clientele base and extensive service delivery demands for impulsive travelers, periodic low seasons and unexpected travel cancellations, heightened competition and fast-moving technological advances. This study, sought to investigate effect of restructuring strategies on performance for Air Travel Agencies in Kenya. The specific objectives were to determine effect of downsizing strategy, outsourcing strategy, operational reorganization strategy and technology integration strategy on performance of Air travel Agencies in Kenya. The underpinning theories were by Resource Based View theory (RBV), Schumpeter Innovation theory and Agency theory. The study adopted descriptive survey design. The unit of analysis was 80 ATAs registered and licensed Air travel Agents in Kenya while the unit of observation was 240 members of staff drawn from Sales and Marketing, Operations and Finance departments. Using Taro Yamane formula, a sample size of 71 respondents was determined. Identification of respondents was done by use of stratified and random sampling. Structured questionnaire with close-ended questions was used for data collection data. Both descriptive and inferential techniques were used for data analysis where descriptive analysis employed mean and standard deviation, whereas inferential statistics involved use of linear regression analysis prediction. The study established that downsizing strategy positively impacted on enhanced performance for air travel agents. Downsizing strategy resulted in reduced operational costs significantly which in turn boosted operational efficiency for air travel agents. The study also found that outsourcing had a positive impact on performance of air travel agents, because it resulted in enhanced efficiency and speeds of service delivery. Operational reorganization strategy contributed in enhanced performance of air travel agents through eliminating wastage in personnel, time and releasing firm resources for more core business activities which boosted overall productivity. Finally, the study established that technology integration strategy impacted operational efficiency, speed of task execution, increased visibility and more customer inquiries which increased sales and consequently boosted performance of air travel agents. The study recommended that more networking and business sharing among air travel agents. Modernization of financial transactions and digitization through adopting modern technologies and gaining training on latest internet marketing technologies can also boost capacity in operation of air travel agents.

CHAPTER ONE
INTRODUCTION

1.1 Background of the Study

Commercial air travel is a critical transport sector that facilitates movements across the globe for business and leisure that is facilitated by Air Travel Agents (ATAs) who offer travel solutions such as ticketing and accommodation planning (da Silva, Costa, & Moreira, 2018; Kariithi, 2015). They present services as one package product, which combines components of air travel tickets, commuting within destination locations and accommodation (Bawa, Ubogu, Adefila & Okere, 2018).

The ATAs effectiveness in coordinating these solutions earn them space in a highly competitive market, where each player is offering a potential air traveler an alternative to experience more travel convenience . This implies that ATAs reliability in offering air travel solutions drives its performance, which sets individual participants apart within competitive space.

Globally, ATAs operate either through online systems as Online Travel Agents (OTAs) or traditionally through brick and mortar office set-up (Terblanche & Taljaard, 2018). Performance of firms in air travel business saw a sharp revenue drop in 2020 in comparison to 2019 due to Covid-19 pandemic effects. For example major plays such as Expedia had revenues drop by 45% (Liew, 2020). In general, International Air Transport Association (IATA) estimates that in 2020, there was a revenue reduction by over 60% for all players in the Air transport sector including the travel agents (IATA, 2020). The report also indicated that a section of global air travel made loses by a margin of 95% in passenger travel.

Across Africa, the travel agency business has been dominated largely by players from South Africa and Egypt (World Air Travel (WAT) 2021a). In the last decade, travel companies from

these countries have recorded huge volumes of business in selling of air tickets and destinations within Africa and overseas across the globe. These established companies equally account for bigger returns in revenues, driven by strong clientele and industry experience due to many years of service delivery. Main areas of performance amongst African ATAs include; revenue generation primarily through ticket and accommodation package sales, network value of service providers in Airlines and accommodation facilities, volume of customers both loyal and new travelers attracted (Kennedy, 2020).

Both global and continental ATAs operate through international network of computer reservation systems (CRS) that facilitate access to travel and accommodation data, and in the execution of tasks in relation to bookings and transactions (Bawa et al., 2018). The integration of CRS platforms in execution of booking services expanded market accessibility amongst many Travel agents, both large scale and small scale (Murad, Sivapathy & Nor, 2021). This has also been buoyed by increasing use of mobile applications by travelers who prefer mobile-based checkout model in bookings and remitting payments. Simplicity and convenience in securing travel services forms the primary competitive edge that ATAs leverage on in retaining their customers (Othman, Harun, Rashid, & Ali, 2019). Effective deployment of the CRS platforms enables optimization of ATA services, which boost consistency in operational performance. Consistency in guaranteed quality services is fundamental determinant of survival in the competitive air travel sector. This is because today travelers expect seamless process in purchasing travel packages offered by ATAs.

Locally, Waithira Wasike and Mungai (2019) showed that product packaging by Kenyan ATAs had been the source of low performance by many of companies. The source of poor presentation of the offering emanated from; limited financing for awareness campaigns, accessibility to

collaboration channels with other service providers in the industry and unbalanced access to attraction amenities. Similarly, Sawe (2019) reported that even with increasing demand for air travel within Kenya, many of the new travelers were opting for customer to business (C2B) model of bookings and reservations due its convenience and ease of use. This contributed to consumption of the revenues for the local ATAs and equally reduction in the volume of travelers requiring travel services through the agents. Mwita (2021) reported that 70% of revenues for Kenya ATAs result from commission for ticket sales and successful booking, implying that revenues reduced by over 80% which implied a massive loses for many small scale ATAs. This indicates that overall performance has been affected by continuous competition from alternatives and global catastrophes that have grounded aviation business. Embracing restructuring strategies was required to enable these agencies to optimize operational productivity.

Notable measures such as operational reorganization, outsourcing and downsizing can directly result in releasing many resources that are redundant and unproductive: some of which are directed at boosting product packaging campaigns. Afrianty (2020) observed that the effectiveness in utilizing operational reorganization may boost positive operations. Equally, technology integration enhances access to new markets, service providers and clientele through virtual solutions which in turn contributes to operational networks (Abou-Shouk, 2018).

1.1.1 Restructuring Strategies

Restructuring refers to the initiative pursued by firms to reform, change or amend processes and formats by reengineering their core operations (Maroro, Kamau and Koima, 2018). Silva and Saito (2018) opined that, restructuring is a corporate initiative designed to induce operational, structural or financial changes in a business organization in order to offset underlying financial

pressures. Mavlutova et al. (2021) defined restructuring as the reform on financial capital structure of a company with focus on the realization of better profitability. Further Greenwood, Iverson and Thesmar (2020) defined restructuring as an activity aimed at effecting risk set up through the alteration of the firm's capital structure. The aspect of change emerges prominently in the definition of business restructuring for both financial and operational frontiers. In the study by Mavlutova et al. (2021), they examine restructuring as the pathway towards realization of positive growth after experiencing period of consistent negative results.

Restructuring strategy refers to the action plan adopted by an organization to change its operational structure in order to enhance operational productivity and eliminate redundancy (Rao, 2017). According to Dzwigol (2019), restructuring strategy is a futuristic measure that encompasses the reorganization of firm operations in effort to boost financial performance. Anyona (2017) defined restructuring strategy as the realignment if business functions of a firm experiencing distress with the intention of cutting costs and achieving positive financial performance. Furthermore, Alias, Yaacon and Jaffar (2017) adds to the definition by stating that restructuring strategies refers to the collective action plan which governs firm's implementation of changes in regard to its core operations. Buhai and Hevorhian (2019) on the other hand, observed that restructuring was the process of reorganization of firm operations to maximize quality and productivity. The current study adopts definition by Milovanović, Vučenović and Mišić (2018); who defined restructuring strategy as operational reorganization intended to change firm structures and operation model with objective of spurring increased revenue generation.

Types of restructuring strategies include; outsourcing, operational reorganization, downsizing and adoption of newer or advanced technologies in order to improve on performance or achieve

competitive advantage (Dzwigol, 2019; Greenwood, Iverson, and Thesmar, 2020). According to Milovanović et al. (2018) operational reorganization involves the change in primary business operations of a firm by embracing new operational structure that seeks to achieve new operational objectives. Anyona (2017) identified measures such as merging of departments and abolishing others. Nyameboame and Haddud (2017) defined outsourcing as the initiative by organization to hire external entity or third party to perform a set of contracted specialized services which are non-core to the organization thus enabling the organization to concentrate on core operations. Outsourcing strategy involves contracting another firm to assist in services such as information technology, accounting, transport, cleaning among others which give the organization a full focus on core operations.

Tsai and Yen (2020) defined downsizing strategy as the reducing of staff numbers within an organization in pursuit of enhanced efficiency and cost saving. Downsizing focuses on reducing workforce by eliminating unnecessary and costly departments for a leaner and efficient workforce. Nyameboame and Haddud (2017) identified downsizing as a key factor that influences outsourcing. This highlights the link between downsizing and outsourcing as restructuring strategies. In regard to technology adoption, Dube, Van Eck and Zuva (2020) posited that, it was a new way of of integrating technological systems, in an effort to enhance business operations by use of both hardware and software to execute tasks. Velikorossov et al. (2020) viewed technology integration as a strategy for automating critical operational functions to boost productivity and efficiency.

This study adopted four restructuring measures which include; downsizing, outsourcing, operational reorganization and technology integration. Downsizing in ATAs is important in eliminating redundancy to save company resources for other productive tasks. Outsourcing

enables ATAs access skilled and technical expertise in areas that are non-core to air travel services. Operational reorganization enables ATAs to optimize operational services and achieve more operational efficiency. Technology integration boosts levels of efficiency in delivering services to customers with faster and accurate information transmission between ATAs and clients.

1.1.2 Performance of Air Travel Agents

Performance is concept that is broad and within the scope of traditional corporate environment, there is no consensus amongst strategic management scholars on its concise definition. (Taouab & Issor 2019), Aifuwa (2020) observed that the essence of performance is to perceive the firm as a center of productivity where it refers to ability to effectively harness limited resources for optimal output. Nguyen et al. (2021) defined performance as the results generated by an enterprise through execution of its productive operations, quality of employee's life style and effective utilization of firm assets. In addition, it is viewed as an outcome of strategic planning that is reflected on the degree of success in the realization of organization goals (George, Walker & Monster, 2019). Similarly, Rehman, Mohamed and Ayoup (2019) suggested that performance was the effectiveness with which an organization attains its operational goals. According to Taouab and Issor (2019), evaluation of quantifiable indicators for performance is firm dependent and Nnamani, Onyekwelu and Ugwu (2017) further opined that firm characteristics constitute a key variable for analysis in measuring performance. Business organizations with smaller operational , primarily employ cash-flow analysis in measuring performance (Taouab & Issor, 2019) where ratios such as return on assets (ROA) and returns on Equity (ROE) can be effective indicators of firm performance. Alshehhi, Nobanee and Khare (2018), explained that indicators of financial performance for a corporate organization include returns on investments

(ROI), revenues before tax and economic value added (EVA). On the hand, Aifuwa (2020) noted that performance of a corporate organization is not only tied to financial metrics, but other yardsticks including market and growth performance. Alshehhi, Nobanee and Khare (2018) identified indicators of market performance as Market Value Added (MVA) and yields in dividend while Aifuwa (2020) identified increase of market share and asset growth as primary pointers to overall business growth results. Air travel agents (ATAs) generate revenues primarily from commissions paid to them by providers of travel and accommodation services such as hotels, resorts, and airlines which Liao (2020) states that revenue generated across its entire operational portfolio reflects ATAs performance. Jayampathi and Punchihewa (2019) identified returns by ATAs in linking services such as air tickets, car rentals, hotel bookings, major attractions touring, events etc. Effectiveness and volume in offering such services reflects levels of operational flexibility and performance for these agencies. Sawe (2019) acknowledged that, profits from commissions and services charged in offering intermediary services for a number of tourism suppliers were a key performance indicator for travel agents. Liao (2020) were in agreement in regard to the element of ticket sales growth, efficiency in services provision and adaptability to changes in offering travel solutions as key indicator of performance for ATAs. Synthesis of the literature review led to the study adopting quantitative indicators which were as measures of performance. These included profitability, loyal client numbers, and size of partnership networks and volume of bookings. Size of partnership networks included all connection to flights ticketing, destination transport services and accommodation facilities. Volume of bookings provides an overall view of ticket sales at any point in time, of both ongoing and new clients.

1.1.3 Air Travel Agents in Kenya

Kenyan Air Travel Agencies are legal entities offering intermediary services for tourism sector in areas such as air tickets, hotel bookings and destination transport solutions. These are registered and licensed by the government, through the Tourism Regulatory Authority (TRA), upon satisfying a broad list of stringent requirements (GOK, 2021a). The key requirements for registration and licensing are professional certification of operational knowledge of Computer Reservation System (CRS) platforms notably Amadeus and Galileo for ticketing and bookings. The agencies leverage on Global Distribution Stems (GDS) networks for interconnection in facilitating their services of offering global ticketing and booking solutions for domestic and international travelers . At the close of 2021, Kenya had a total of 80 fully registered and licensed ATAs (KATA, 2021).

Personalized service delivery, has been the main driver of Kenyan ATAs longevity in an ever-demanding sector threatened by alternatives and technology advancement. However, according to Kennedy (2020), difficulty in attaining 100% of customization of travel packages has seen many of them lose market share to the alternatives such as the internet-based platforms like AirBnB and growing acceptance of B2C model in tourism services. This trend was originally reported by Kibe and Ndivo (2015), who identified decline in ATA preference as evidenced by emergence of technology-based alternatives.

In addition, unforeseen factors such as global pandemics, COVID-19, heavily hit the ATAs leading to dwindled revenues due to many ticket cancellations. Whereas, larger air travel firms with advanced global networks, and pool of reserve funds were able to wear the setbacks many smaller ATAs were forced to cut down or close up outlets permanently. Locally, over 80% of Kenyan ATAs had to cut-down full operations while others operated partially 2020 (Mwita,

2021). Further, increased preference of B2C model by travel and tourism suppliers such as airlines and hotels saw reduction in for ATAs services cutting down on revenues and customer volume (Waithira, Wasike, & Mungai, 2019).

1.2 Statement of the Problem

In the past few years, Air travel agents have encountered varied customer demands, rapid technological advances, increased competition from established platforms offering business to customer (B2C) travel solutions and diminishing cash-flow. Accessibility to services has been limited due to lack of structured communication and awareness of services. Also, poor customer service for those with personalized need for travel planning reported lack of sufficient technological support (Sawe, 2018). Further, the inability to access credit to support overhead services during off-pick business periods highlighted lack of proper accounting and financial planning. This curtailed ATAs capacity to access large networks for global Airlines and traveler's connectivity due to its demanding nature and requirements of vast operational systems. This resulted to reduced volume of air ticket purchases and bookings, with established firms and online based ATAs, consolidating the remaining market share. These challenges led to poor performance in areas such as unpredictable cash-flow hurting the credit rating. Additionally, ATAs experienced diminishing loyal customers, poor operational planning and overall reducing market share. Restructuring strategy is an age-old process that has been leveraged across corporate front in resetting operational structure to boost business recovery (Greenwood et al., 2020; Musyoki & Wamuyu, 2017).

Evidence Greenwood et al. (2020), Imhanzenobe, (2021) and Szymczyk, 2015) show that leveraging of organization restructuring model has potential of re-aligning a corporate organization back to recovery from a negative operational trajectory into an optimistic upward

recovery. Events such as Covid-19 global health pandemic was a contagion whose effects cut-across entire economic spectrum. Air travel agents faced full brunt of its extreme impacts triggering substantial business slow down emanating from numerous cancellations.

Disruption of international passenger air transport triggered after-shocks in other Air travel allied sectors such as tourism, hotels, conferencing among many travel agents serve as a critical bridge that link all actors in air transport eco-system, ranging from ticketing to destination accommodation planning solutions. The after-shocks of global air travel disruption had profound impact on air travel agency subsector, myriad of cancellations and lack of new business (Dube et al., 2021). Diverse studies in the past have examined efficacy of deploying restructuring strategies in rescuing business prospects of poor performing sector. However, with a new pandemic of global magnitude, there was little evidence on how restructuring strategies can be leveraged to accelerate business recovery. This informed the need for the current study to evaluate the execution of organizational restructuring strategies performance of Air-Travel Agency businesses in Kenya.

Related past Studies) examined application of organizational restructuring techniques in varied sectors. Adriaanse (2017) examined corporate restructuring within the context of automobile sector and findings showed that restructuring was a necessary measure to accelerate turnaround for a failing organization. The study by Fleming (2017) established that restructuring strategy made it possible to rejuvenate underperformance by stagnant personnel which in turn results decreases operational delivery. Mashinini and Roma (2019) examined the role of restructuring in boosting turnaround of higher education institutions in Lesotho. The findings were identified as strengths and setbacks in rolling out aggressive restructuring policy as double-edged sword with prospects of both success and failure.

Locally, there are studies that investigated the application of restructuring strategies in effort to turn-around fortunes of failing and poorly performing businesses. The study by Amboka (2012) examined the implementation of restructuring strategy at Safaricom and found that it was a success in streamlining operations and positively boosted operational outlook across many facets. The study by Mihwa and Malenya (2020) found that, restructuring policy was critical in boosting competitive edge necessary for enhancing consistency in operational success of commercial banks. Njuguna and Wanjohi (2021) explored on the concept of business reengineering within the context of agro-processing firms where he established strong impact on operational success with enhanced levels of operational productivity.

From the aforementioned studies was evident, that organizational restructuring strategies are popular among corporate strategists when planning and reorganizing operations for business turnaround. However, business recovery and market survival in the context of Air Travel is yet to be sufficiently studied. This presented a gap that the current study sought to bridge and the overall aim of the study sought to examine the impact of organizational restructuring strategies such as downsizing, outsourcing, operational reorganization and technology integration and the performance of Air travel agents in Nairobi County.

1.3 Objectives of the Study.

The purpose of the study was to investigate the effect of organizational restructuring strategies on performance for Air Travel Agents in Nairobi County.

1.3.2 Specific Objectives

The study objectives were to determine effect of;

i) Downsizing strategy on the performance of Air travel Agents in Nairobi County.

ii) Outsourcing strategy on the performance of Air travel Agents in Nairobi County.

iii) Operational reorganization strategy on the performance of Air travel Agents in Nairobi County.

iv) Technology integration strategy on the performance of Air travel Agents in Nairobi County.

1.4 Research Questions

The study sought to answer the following questions:

i) To what extent does downsizing strategy affect the performance of Air Travel Agents in Nairobi County?

ii) In which way does outsourcing strategy affect the performance of Air Travel Agents in Nairobi County?

iii) To what extent does operational reorganization strategy affect the performance of Air Travel Agents in Nairobi County?

iv) To what extent does technology integration strategy affect the performance of Air Travel Agents in Nairobi County?

1.5 Justification for the Study

Passenger Air Transport recorded its worst performance in history for the financial year 2020 - 2021 (Budd et al., 2020). Aviation allied sectors such as tourism, hotels and conferencing equally recorded the poorest form in the same period (Dube et al., 2021). These outcomes were aggravated by the severity of Covid-19 virus that spread globally ravaging health systems of many countries. Measures such as total lockdowns, travel restrictions and stay-home orders were measures instituted by many governments around the globe to control the spread of the virus impacted negatively on this industry, dragging along with it support sectors such as the Air

travel Agency businesses. Slow return to business in the post-pandemic phase requires proper strategies to ensure survival for businesses aligned to international demand and supply. Restructuring presents a widely acceptable business strategy for turnaround which justified the need for this study that present a finding on best-practices in executing an effective strategy for recovery of Air Travel Agents.

1.6 Significance of the Study

The study will benefit many stakeholders in air travel industry that includes operators of Air travel agency businesses, policy makers in of the industry and scholars in Air transport studies.

Air travel agency operators will gained an understanding on the measures, approaches and action plans conceptualized on restructuring model can positivity impact business performance. This will aid the Air travel Agents design programs that will leverage on restructuring to achieve positive growth and long-term operational survival.

Legislators and policy makers in government will gain insights on the challenges facing Air Transport Allied sectors. This will present them with sufficient material that will enable them develop legal and policy reforms to aid recovery of Air transport allied businesses for economic growth of the country.

Researcher and Scholars will gain new sources of literature centered on the subject of business restructuring for the air travel agency businesses. This study will also offer a source of referencing for future studies by researchers focusing on related topics.

1.7 Scope of the Study

The purpose of this study was to investigate the effect of organizational restructuring strategies on the performance of Air Travel Agents in Nairobi County. Therefore, the main objective the

study was to determine the effect of restructuring strategies on performance of Air Travel Agents in Nairobi. Specific objectives of the study included determining effect of downsizing strategy, outsourcing strategy operational reorganization on and technology integration on organizational performance.

The area of study was Nairobi, with target population of all active Air travel agents serving both local and international clientele. There are a total of 80 firms that are licensed by the government and certified to operate around Nairobi region. From these firms, three officials drawn from marketing, finance and operations department were targeted to participate in the study. Therefore, the total target population was 240 participants and Nairobi County was chosen because it is the commercial and political capital of Kenya that hosts an overwhelming majority of air travel agents. In addition, Air Travel Agency business has its largest share of clientele from the business people and professionals among whom reside within Nairobi. Therefore, gaining insight on applicability and effectiveness of restructuring strategies for Air Travel agents in Nairobi will present unique experience that can be reflected for other travel agents operating in other countries with similar work environments Data collection occurred in August 2022.

1.8 Limitations of the Study

Various challenges were encountered during the study which included getting sufficient audience with active air travel agents was a challenge due to the demanding Structured-questionnaires were used for data collection which consisted of a list of items constructed on a likert scale. To attain high level of response rate, anonymity and all other ethical concerns were addressed.

CHAPTER TWO
LITERATURE REVIEW

2.1 Introduction

2.2 Theoretical Review

The study sought to investigate the relationship between effectiveness of restructuring strategy and performance of Air travel Agents. The study took deductive approach and used, three theories namely the Resource Based View (RBV), Schumpeter theory of innovation and the agency theory were used to support the variables. A conceptual framework is also included to show how the independent and dependent variables relate and support the literature reviewed.

2.2.1 Resource Based View Theory

The classical foundation of resource-based view (RBV) theory centers on the organizational initiative to consolidate resources towards achieving operational efficiency that make it possible to secure competitive advantage (Nason & Wiklund, 2018). The RBV perspective is accredited to seminal paper on firm resources and sustained competitive advantage published by Jay Barney in 1991 (Chahal et al., 2020). Previously contributions Penrose in her (1959) credited for introducing concepts that formed foundation for RBV model. Further, Wernerfelt (1994) enriched the value of firm resources in consolidating its market space. The RBV theory is founded on firm-level administrative action through effective utilization of resources to reinforce existing competitiveness (Nason & Wiklund, 2018).

Firm strategic resources include; tangible and intangible assets that contribute directly in the productive capacity of the firm (Radjenović & Krstić, 2017). Nason and Wiklund (2018) posits that internal firm resources encompass unique capacities, processes, assets, procedures, administrative talent that places the firm's operational execution at optimum. In addition, firm

resources include internal strategies for knowledge management which is a critical process for maintaining firm's intellectual facets which drive its unique brand.

The RBV theory advocates for optimization of organizational capacities. In this case, organizational capacities include internal technical strengths that drive core business operations of a firm (Collins, 2021). In the RBV model, the strength of an organization is reflected on its technical capacity that enable it to effectively deliver high standards of output necessary to ensure its continued success in a complex and competitive market. According to Bhaskar (2020), competitiveness is critical determinant of overall organizational performance which is an outcome of effective deployment of resources to generate value. This shows that RBV theory underpins the role of business resources including capacity in moderating the relationship between operations and increased performance.

Capacity management strategies possessed by an organization is closely related to existing policy on knowledge management. The RBV theory views organizational knowledge as fundamental and primary resource that is necessary to create uniqueness (Nason & Wiklund, 2018). This is supported by the principal that, strong technical capabilities have to be well retained because they have much influence on the organizations capabilities to retain its current market position and continuously offer consistent quality standard to retain its share. This is because the RBV theory postulates that for an organization to continue operating in a highly competitive industry, the organization has to serve a significant segment of the market (Assensoh-Kodua, 2019).

The RBV is significant in this study because it underpins two operational restructuring strategies of identified as operational reorganization and downsizing as well as explaining the relevance of organizational resources in driving performance. In operational reorganization, a firm

implements changes in its critical operations with intention to maximize potential. In reorganization process, functions which are underperforming are merged with others or divested whereas more effort and capacities directed are directed to functions recording good performance. In performance, net output in value generated by a firm or organization is credited to the effectiveness in consolidating the utilization of vital resources. In outsourcing strategy, how the RBV theory explains the strategy of boosting efficiency through eliminating unproductive functions internally while allocating them to external experts who execute it with higher levels of efficiency. This way an organization can then focus on its more critical internal functions to optimizing operational productivity.

2.2.2 Schumpeter Theory of Innovation

The Schumpeter theory of innovation often known as Schumpeterian theory is credited to the to Schumpeter in 1942 who introduced the concept of creative destruction through innovation (Prasetyo, 2019).The Schumpeterian model for economic growth is anchored on the Schumpeter theory for innovation which advances the concept of disruption and economic growth. The theory postulates that, that the sum of productive output in a nation, industry or an organization is based on the interaction of factors of production (Rambe & Khaola, 2021). Advocates of the theory of innovation argue that, cumulative progress in the total productive output is moderated by the volume and changes in the factors of production. It identifies material and immaterial factors, which influence innovation and drivers of growth (Bodrožić & Adler, 2018). Schumpeterian assumptions identified primary factors of production as land, capital, labor and markets whereas technical knowhow and innovative capacity were considered to be immaterial though today they constitute a source of competitive advantage.

Proponents of Schumpeter theory, highlight its strength by detailing pathway for entrepreneurship and its success. According to Burgin (2018), Schumpeter theory differentiates and defines the dimensions of entrepreneurship innovativeness through revitalizing operational processes and introduces a variety of unique extensions of different products. The Schumpeter theory further affirms that, capacity to innovate and the extent of product range to be new innovative products that drives creation of new markets. Yun and Zhao (2020) postulated that, Schumpeter model does caution viability of some innovations in regard to market performance. Implicitly as stated by Rambe and Khaola (2021) that viability of an innovation is its market prospect of a positive performance by attracting a new market segment. This view show that for an organization to meet Schumpeterian innovation threshold, it has to introduce new production methods and processes for producing new products which in-turn accrue market space and return business profitability.

The Schumpeterian innovation model is significant in this study because it underpins the organization restructuring factor of technology integration in revitalizing operational processes towards boosting productivity. Operational reorganization strategy of restructuring involves merging and resetting some of the organizational processes with objective of boosting efficiency levels. These measures align with the principle of Schumpeterian innovative processes and procedures within an organization intended to enhance operational productivity. In addition, technology integration is another strategy which contributes towards boosting operational flexibility and efficiencies. Therefore Schumpeter theory of innovation effectively explains the role of operational reorganization and technology integration as restructuring strategies intended to boost levels of organization operational productivity.

2.2.3 Agency Theory

The Agency theory is credited to works of Stephen Ross in 1973 presented in a proposal on economic agency theory of the firm and Barry Mitnick work on Institutional Agency model in 1973 (Payne & Petrenko, 2019). The agency theory proposes the relationship between principal and agent. This arrangement often operates in the framework of delegation, where duties, tasks and responsibilities are entrusted to another person (agent) on behalf of another referred to as the principal (Mitnick, 2015; Vitilla, Raimo & Rubino, 2020). In the traditional corporate scene, agency theory forms the foundation of differentiation between company shareholders and company executive administrators. In such an arrangement, the shareholders, owners of an organization, entrust the running of daily duties to the executive administrators. The principle of delegation in agency model is evident in such an arrangement, where shareholders appoint executive administrators whom they delegate operational decision-making responsibility to act on behalf of the shareholders (Madhani, 2017). Therefore, it details existence of authority delegation and trust between parties which forms the bond of this relationship.

Agency theory is primarily anchored on the concept of trust and interest (Vitilla et al., 2020). Proponents of this model argue that, such model of authority delegation is exposed to the risk of disagreement which is often captured as principal-agent problem (Panda & Leepsa, 2017). The genesis of opposing views is philosophical motivations that differentiate the agent from the principal. According to Papa (2018), the agent motivation is short-term success of profitability, whereas the principal objective of a firm is long-term growth and increase in share value. However, the agency theory does postulate a framework to avert such problem and prevents it from dragging the firm into a crisis. Madhani (2017), postulated that agency theory advances the use of incentives by principals to encourage the agents to adopt their philosophies. Incentives

such as bonuses and equity stakes have been found to correct principal-agent problem, which ensures that agent fulfills all that principals desires.

The Agency theory is relevant in this study because it explains the dynamics of organization restructuring by adoption of partnership strategies such as outsourcing (Bhattacharya and Singh, 2019). This is where critical functions and operations of the company are delegated to a third party who operates as the agent trusted to fulfill certain obligations of the company on behalf of its administration. Internal operations such as audit, finance, IT, security and cleaning services can be contracted to external service providers. This way the company gets to focus on its primary operations and optimize productivity. In such an arrangement the contracted service providers operate as agents whereas the contracting entity becomes the principal.

2.3 Empirical Review

This section covers a review of literature of the past studies by other researchers related to the current study variables. The studies enabled the researcher to outline gaps not addressed by the studies and how the current study solved them.

2.3.1 Downsizing Strategy and Organizational Performance

Celik and Atac (2021) carried out a study which examined the impacts of Covid-19 Pandemic on travel Agencies. In methodology, descriptive survey design was adopted leveraging on multi-structured questionnaire integrating both structured and open-ended questions. The Post-COVID period was tough for most travel agents as because faced difficulties in conducting their operations because global travel industry was halted for a while. Many firms embraced cost-cutting measures such as downsizing and restructuring. Study used multi-structured

questionnaires with closed and open-ended questions, the current study will utilized only structured questionnaire with all close-ended questions.

Matthews (2021) conducted a study on outcomes of downsizing and labor cost cutting for corporate organizations and used quantitative modeling in analyzing pre and post labor cost cutting consequences. Findings showed that management decision on labor cost cutting such as, downsizing, salary and remuneration benefits cuts had a direct effect on employee attitudes resulting in demoralization. The focus of the study was generalized in corporate environment thus cannot be sufficiently extrapolated to a sector such as the air travel agents because of organizational structure is different. This study employed quantitative modeling techniques for comparative analysis.

Al-Romeedy (2019) carried out a study that focused on strategy of job rotation as a means of boosting performance among air travel agents. The study focused on the aspect of job rotation in regard to employee performance for travel agents. Descriptive survey design and partial least square analysis were applied where 788 employees of travel agencies in Egypt participated. Results indicated that factors such as organizational behavior, motivation, organization commitment, job satisfaction and job involvement resulted to a positive effect on employee performance.

A study by Elshaer and Saad (2017) concentrated on political instability and the tourism industry in Egypt with a study methodology that adopted qualitative research technique. A structured questionnaire was used on participants drawn from hotels, travel agents and other tour travel allied service providers. Findings showed that, downsizing strategy impacted negatively on attitudes of employees in the hospitality sector. Also, high turnover rates in hospitality dragged

down employee morale. The focus of the study centered on how downsizing influences turnover rates and subsequent impact on hospitality employee's attitudes. The study utilized qualitative research technique which cannot be general led for the whole industry.

2.3.2 Outsourcing Strategy and Organization Performance

Dube et al. (2021) carried out a study on outsourcing across the service sector with the ain of finding out travel firm's preference for outsourcing strategy in specialist functions. The study employed qualitative research technique which applied a semi-structured interview tool of data collection where 63 experts from World Trade Organization (WTO) organization participated. Results showed that firms in leisure and tour travel agencies prefer to outsource non-core operations necessitated by limited availability of specialist in critical roles. The study adopted qualitative research technique whereas the current study will employ quantitative techniques with descriptive survey approach.

A study by Asatiani, Penttinen and Kumar (2019) focused on the relationship between the motivation for outsourcing and its frequency by Finnish firms. The study utilized research design which adopted descriptive survey technique that covered a total of 337 firms. Findings showed that, most firms leveraged on outsourcing as means of cutting down on operational costs, improve business processes and consolidate core competencies. The study focused largely on overall corporate scene across different sectors in Finland where the social and economic environments are different from those of Kenya. This study will there address the contextual gap with reference to outsourcing strategy by ATAs in Kenya and its impact on ATAs operational recovery after covid-19 pandemic.

Asiedu (2018) carried out a study which focused on implementation of outsourcing strategy by Ghana technology organization on its operational performance. The study utilized descriptive survey design with a structured questionnaire used in data collection. Results showed that motivator to outsourcing was the intention to cost cutting and to achieve continuous improvement. Further, outsourcing positively impacted on operational productivity through lead-times reduction. The study scope was centered on technology firms in Ghana, whereas the current study will focus on adoption of outsourcing by firms offering ATA services and its outcome on operational performance.

2.3.3 Operational Reorganization and Organization Performance

Afrianty (2020) conducted a study that focused on change management for air travel agents offering global travel services. The focus was largely on change management process by ATAs and how it affected client's returns intentions and employee technical adaptability. Methodology employed was a descriptive design with a mixed approach to data collection where in-depth interviews, phone conversations and document review techniques were used. Findings showed that changing operations by adapting to incentivized programs was critical in retaining primary clients. Further, continuous upgrading of staff skills in ATAs was vital in adapting to changes. The methods used to collect the data imply that objectivity cannot be ascertained to generalize for firms in the same industry. The current study utilized structured questionnaire with close-ended questions in data collection in order to overcome the weakness noted in the reviewed empirical research with the aim of making the finds more reliable for decision making.

Capriello and Riboldazzi (2020) carried out a study which focused on survival prospects of Air travel agencies in the face of digitization of the travel sector. The study focused on adapting to operational changes and business survival without showing impact on performance.

Methodology employed mixed methods including document review and semi-structured interview for employees of an Italian firm. Results showed that operational dynamism was critical for survival in the Air travel sector. Changes and ability to reorganize operations to adapt to modern innovations and technologies in travel sector was vital for survival.

A study by Xue et al. (2019) focused on business model innovation as implemented by small travel agencies in the age of internet platforms. Methodology employed descriptive survey design which utilized linear regression model to test hypothesis. Results showed that critical drivers to innovative business model change included; organizational capacity to learn new things, the understanding of consumer demand and the travel agents entrepreneurial spirit. The study centered largely operational innovation integration and how company adapted to it failing to show whether gains were recorded at organizational level. The current study will determine whether operational reorganization can utilize innovation to impacts on organizational performance.

Nyatsumba (2021) study involved implementation of turnaround strategies for airlines in Africa and the focus was on operational reorganization by Airlines. . In methodology the study utilized semi-structured interviews conducted on a purposively sampled population of executives of the airline companies. Findings showed that three main areas of significance in regard to operational restructuring in a turnaround of airline businesses including; shareholder support, organizational stability and clarity in decision making. The tool used to collect data indicated a qualitative study that was suited to the organizations but not for generalization purpose.

Sije, Omwenga and Iravo (2016) investigated on the relationship between reorganization strategy and its effect on the performance of SME businesses. The methodology used descriptive, survey

and correlation research designs and a total of 8,604 businesses were sampled. Results showed that operational reorganization contributed to realization of maximum value in productivity. Areas key identified as key to boosting productivity through reorganization included varying internal operations, reconfiguration of both internal and external operations and changing structure.

2.3.4 Technology Integration and Organizational Performance

Madhukar and Sharma (2019) carried out a study which focused on technological and digital integration and financial performance of tour and travel agencies in India. . Methodology applied qualitative research technique with in-depth interviews as a tool for collecting data. Results showed that integrating technology for tour and travel companies boosted innovation in product development and competitive pricing which positively impacted on profitability.

Abou-Shouk (2018) examined the utilization of electronic portals framework in engaging travel agents for destination management and marketing. The study adopted structured equation modeling (SEM) which leveraged on multivariate analysis technique. Results show that technology platforms created networks which enabled collaboration amongst air travel agents for the purposes of information sharing, marketing and resource management.

Astudy in Kenya by Sawe (2019) examined the adoption of e-commerce platforms on the sustainability of Tour and travel agencies in Kenya. The study adopted survey design utilizing semi-structured questionnaire containing open and close-ended questions. Findings indicated that integration of e-commerce positively impacted on the distribution of information and access to services. Also, e-commerce channels boosted customer loyalty and enabled diversification.

2.3.5 Organization Performance

Organization performance refers to the net results generated from series of operations and activities within corporate environment in comparison to set objectives and it can be perceived as an outcome of concerted efforts focused on operational goals set. A study by Werner et al. (2021) examined the relationship between Key Performance Indicators (KPIs) and organizational performance in firms in metal-mechanical industries in Brazil. The findings of the study showed that, KPIs were effective quality control measures necessary for monitoring progress of organizational operations towards realization of good organizational performance. Furthermore, the stud showed linkages between the effectiveness in deployment of KPIs and achievement of organizational resilience which is central to the delivery of high organizational performance. This finding is supported by Jayawarna and Dissanayake (2019) on the role of planning towards achievement of success. Attributes of effective operational planning and adherence to standard made it possible to achieve organizational productivity and performance.

Organization performance is also viewed as results gained within an organization based on integration of strategies and action plans directed towards quality of operations. The study by Pambreni, Khatibi, Azam and Tham (2019) examined organizational performance within the context of Total Quality Management (TQM), which centered on SMEs in Malaysia. The study utilized survey design to evaluate organizational activities geared towards realization of optimal organization performance. Pambreni et al. (2019) (ibid) found that integrating strategies such as: customer focus, continuous improvement, total employee involvement and strategic focus were primary drivers of organizational performance.

The study by Jayawarna and Dissanayake (2019) examined the concept of organization performance within the perspective of operational planning. Utilizing deductive approach, the

study explored the impact of deploying performance planning as a strategy to advance organizational performance. The findings supported the role of planning as a critical strategic maneuver necessary for realization of optimal operational success. The end-product of planning is high operational results where operational goals for an organization are effectively achieved.

A study by Ojiambo and Kinyua (2022) sought to determine whether organizational performance can be enhanced through deployment of internal development strategies within the context of Kenya's prison enterprise. The findings showed that internal development attributes including, market development, market penetration, diversification and product development were critical determinants of organization performance. The study determined that organizational performance was a bi-product of effective planning. This finding is in concurs with that of Jayawarna and Dissanayake (2019) who argued that planning was vital in realization of organizational goals which impacts on organizational performance.

2.4 Conceptual Framework

The aim of this a study was to determine the influence of restructuring strategy and the performance of air travel agents Conceptual framework presents mapping of relational linkages between indicators for independent variable identified as downsizing, outsourcing, operational reorganization and technology integration versus performance of air travel agents. The constructs of performance as a dependent variable were considered to be profitability, booking volumes and the size of partnership networks.

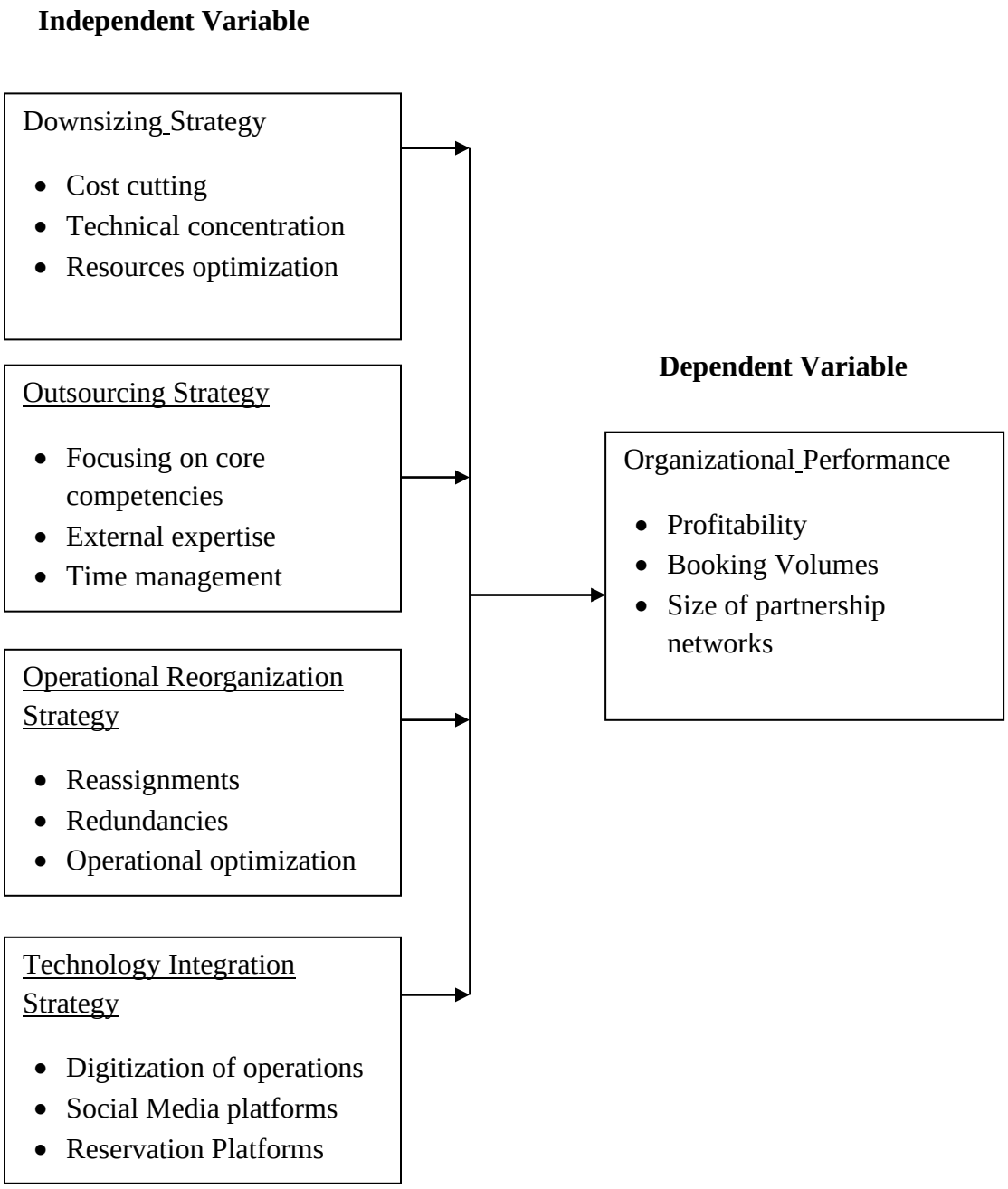


Figure 2.1: Conceptual Framework

CHAPTER THREE
RESEARCH METHODOLOGY

3.1 Introduction

This section of the study covers the processes that the researcher employed in the research methodology which included data collection, processing and subsequent analysis. The chapter also covers target population, sampling process, tools for data collection, pilot study, and research ethics.

3.2 Research Design

Research design can be defined as the way a study is planned to achieve the researcher's objective. (Lune & Berg, 2017). This study employed descriptive design which is a technique that enables the description of the relationship between restructuring strategies and performance of air travel agents. Descriptive research design captures the circumstances as they happen at a certain time. It therefore provides a systematic explanation that is factual and accurate concerning the nature and status of the subject under study. It is applied in a study that is seeking to obtain data regarding a phenomenon that is fundamentally seeking to answer questions aimed at assessing the values, attitudes, behaviors as well as the perceptions (Greener & Martelli, 2018). Therefore, the design allows the study to comprehensively and effectively assess the data seeking to establish the influence of restructuring strategies on the performance of Air travel Agents in the context of the study.

3.3 Target Population

Bougie and Sekaran (2019) explains that population refers to the entire group of people, events or things of interest that a researcher wishes to investigate. Greener and Martelli (2018) concurs with this view which explains that a population is the total collection of elements about which

researchers wish to make some inferences. The target population in this study was a survey of all registered and licensed Air travel Agents in Nairobi County. From KATA, the ministry of tourism, 80 agencies are properly registered and fully licensed to offer air travel agency services that include bookings, ticketing and reservations on behalf of clients residing in Kenya (KATA, 2022). Also, all the licensed travel agents have operational center within Nairobi region. Since the study sought to determine whether, restructuring strategies impacted on performance of travel agents, staff in licensed ATAs drawn from finance, marketing and operations department were targeted as the respondents in the study. Since, 80 organizations offer air travel agency services three head of departments drawn from either from finance, sales & marketing, and operations departments were targeted to participate in the study. This implied that the target population was 240 individuals.

Table 3.1 Target Population Table

Category	Number	Percentage
Sales & Marketing	120	21%
Operations	50	29%
Finance	70	50%
TOTALS	240	100%

Source; Research Data (2023)

3.4 Sampling

The study adopted stratified and random sampling in order to ensure objective representation of all possible respondents not sampled. Sekaran and Bougie (2019) defined sampling as the process of selecting a group of participants from the target population to take part in a survey. The study utilized Taro Yamane 1967 formula for statistical determination of the sample size (n) from the population (N). The sample was stratified into three groups notably; sales and marketing, operations and finance.

Taro Yamane, 1967; $n = \frac{N}{1+N\,(e^2)}$

Where; n= sample size, N = population, e = error margin. For, N = 240 and e = 0.1

Therefore; $n = \frac{240}{1+240\,(0.1^2)} = \frac{240}{1+240\,(0.01)}$

$= \frac{240}{1+2.4}$

$= \frac{240}{3.4} = 70.58$, rounded to the nearest person will be 71

Therefore the sample size for the study is 71 participants.

Table 3.2 Sample Size Table

Category	Percentage of Target Population	Sample Size
Sales & Marketing	50%	36
Operations	21%	15
Finance	29%	20
TOTALS	100	71

Source; Research Data (2023)

3.5 Data Collection Instrument

Self-administered structured questionnaires were used to collect primary data. The reasons that informed the choice of this instrument was that its economical can capture a wide-ranging of data in a short time (Lune & Berg, 2017). The questionnaires were divided into five sections where A addressed the demographics while sections B-F addressed the study variables guided by the study objectives. The questionnaire consisted of pre-set question statements covering the four restructuring strategies. A 5-point Likert scale was used to measure respondent's views on the effect of restructuring strategies on performance.

3.6 Data Collection Procedures

Data collection procedure refers to sequence of activities that are followed in the process of obtaining the data necessary to meet the objectives of the study. To begin with, the necessary permits were requested for from the university and National Commission for Science and Technology (NACOSTI). These documents are necessary for introduction to the respondents and also to meet the ethical standards as established by the regulating body.

The study adopted "drop and pick" technique which gave respondents time to fill the questionnaires once they found time in their busy schedules. To ensure that an adequate response rate was attained, an electronic questionnaire designed from a google forms application was developed and emailed to respondents who are far and could not be reached physically within the short period of data collection. Those who did not complete the questionnaires within the two weeks were given more time to complete and return. This was necessary to ensure that the study attained a reasonable response rate that validated the findings.

3.7 Pilot Study, Validity and Reliability of Data Collection Instrument

Pilot study, validity and reliability tests were conducted for the purpose of ensuring that the data collection instrument was devoid of any mistakes that would invalidate the findings. Each of these were carefully formulated and the details are discussed.

3.7.1 Pilot Study

Upon construction of the data collection instrument it was pretested to determine its suitability for data collection. Data was collected from seven (10%) of respondents from Nakuru and Kiambu which houses ATAs. The feedback was then tested for validity and reliability.

3.7.2 Validity of Data Collection Tool

The construct validity is critical in assessing whether tools measures what its actually supposed to measure (Sekaran & Bougie, 2019). Shrotryia and Dhanda (2019) explains that content validity estimates the accuracy to which items of a questionnaire or inquiry tool accurately captures the scope of a subject that it sets out to measure. The content validity index (CVI) is the model which that can be used to measure content validity.

CVI = $\frac{n_{e-\frac{N}{2}}}{N/_2}$ where; n_e = number of subject matter experts indicating essential, N = total number

The CVI upper limit is 1, where if it edges closer to 1is an indication of higher level of validity. It assists in assessing whether tools adopted for the study accurately reflect theoretical construct. Face validity, will assist in showing whether research tools are valid from respondents' perspective. Blumberg, Cooper and Schindler (2014) submitted that face validity highlights the judgment of an independent observer, when they look at the research tools and offer opinion as to whether, the items in the questionnaire appear to be valid. In addition to pilot testing, the proposal went through various stages of examination and together with input of the supervisors who are experts in strategy and research methodology ensured that validity of the questionnaire. Previously, existing literature was extensively reviewed to validate the variables as widely and deeply as was possible.

3.7.3 Reliability

In order to ascertain whether research tool is reliable, it should be able to produce similar results across different contexts, as long as the methodology adopted and select group of respondents share similar attributes (Sekaran & Bougie, 2019). Reliability illustrates standard of quality of a study instrument where a study tool produces similar results for a number of trials (Greener &

Martelli, 2018). Cronbach's alpha test is a quantitative test that was used to determine reliability of the questionnaire. The Cronbach's alpha coefficient of reliability gives an unbiased estimate of data generalizability (Sekaran & Bougie, 2019). A value of 0.75 or higher indicates that the gathered data is reliable as it has a relatively high level of internal consistency and can be generalized to reflect opinions of all respondents in the target population (Sekaran & Bougie, 2019).

The formular for determining Cronbach's alpha is as follows but it is in built in software for data analysis such as spss.

$$\alpha = \frac{N\,C^{-}}{V^{-} + (N-1)\times C^{-}}$$

Where; α = Cronbach Alpha, N = the number of items, C^{-} = the average inter-item covariance, and V^{-} the average variance.

The study will used SPSS to calculate for the reliability test (Greener & Martelli, 2018).

3.8 Data Analysis

The study sought to determine whether restructuring strategies influenced the performance of Air travel agents. Primary data was collected using structured questionnaires where dimensions of restructuring strategies were operationalized to measure respondent's feedback .Questionnaires were assessed for completeness and coded and input into an excel sheet upon which was accuracy was ensured and exported to statistical package for social sciences (SPSS, version 25).

Both descriptive and inferential statistical analysis techniques were conducted .where frequencies, percentages and measures of central tendencies (means & standard deviation) were determined. A linear regression model was formulated and used to predict the relationship

between downsizing, outsourcing, operational reorganization and IT integration strategies and organizational performance. .

The linear regression equation for the study was modeled in the following way;

Y (dependent variable) = A + BX + ε

The regression model adopted is as follows;

$Y\ (Performance) = \beta_0 A + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_5 + \varepsilon$

Where;

Y = Performance of Air travel Agents

A = Constant

X_1 = Downsizing

X_2 = Outsourcing

X_3 = Operational Reorganization

X_4 = IT integration

$\beta_{1,2,3,4}$ = Beta coefficients for downsizing, outsourcing, operational reorganization and technology integration.

ε = Error term.

3.9 Research Ethics

According to Sekaran and Bougie (2019), ethics involve the understanding s and embracing of values such as accountability, responsibility, transparency and honesty. These were observed in

the development of the research proposal and construction of data collection instrument. The required ethical standards set up by research office compliance office at the university and national level were followed to ensure that the study is carried out in accordance to the guidelines and regulations. The researcher applied for the NACOSTI letter, which awarded on approval for the researcher to collect data by the university. In addition the following were ensured; data collected was stored in a safe manner and the respondents were mad anonymous in the records. Utmost respect to the dignity and integrity of the participants was observed by during the period of collection process. Further, the respondents were required to sign a consent form indicating their willingness to participate in the study and the assurance that they could withdraw at any stage of the study.

CHAPTER FOUR
DATA ANALYSIS AND PRESENTATION

4.1 Introduction

This section covers the presentation of findings on restructuring strategies and performance of air travel agencies in Kenya. Data collected covered the feedback from respondents working in air travel agency businesses within Nairobi City County. The chapter is organized in sections including demographic information of the air travel agents, descriptive analysis on restructuring strategies. Also, inferential test and the findings are discussed.

4.2.1 Response rate

A total of 71 questionnaires were distributed to respondents and the response rate is as shown in table 4.1 below

Table 4.1: Response Rate

Response	Frequency	Percentage
Responded	68	96%
Not – Responded	3	4%
Total	71	100%

Source: Study Data (2023)

The computed response rate in Table 4.1, shows that 68 questionnaires were returned which represents 96% response rate, Sekaran and Bougie (2019) highlighted that, response rate of 70% and above, gives very good representation of population opinions and the findings can be

extrapolated to be a representation of entire population of study. Therefore the response rate attained was considered to be sufficient.

4.3 Demographic Analysis

Four demographic categories of data including age distribution, education, department of work and work experience were obtained. The respondents were asked to identify their age bracket, highest education level reached attained, department that they worked for and the work experience.

4.3.1 Age of the respondents.

The findings regarding the age distribution of staff at air travel agents is presented in table 4.2 using frequencies and percentages.

Table 4.2 respondents age distribution

Category	Frequency	Percent
21 - 30 years	5	7.4 %
31 - 35 years	11	16.2 %
36 - 40 years	20	29.4 %
41 - 45 years	23	33.8 %
Over 46 years	9	13.2 %
Total	68	100.0 %

Source: Study Data (2023)

The demographic distribution results by age in table 4.2 above show that 7.4% of staff in air travel agencies are in age group of 21 – 30 years, whereas 16.2% of the staff were in age group 31 – 35 years. Also, 29.4% of the air travel agents staff was in age group 36 – 40 years. Majority of air travel agents, 33.8% were in age group 41 – 45 years only. Finally, 13.2% of staff indicated to be over the age of 46 years. The results highlight existence in diversity in age distributions amongst employee for air travel agencies, which implies that good balance in age diversity is vital in operating air travel agencies efficiently.

4.3.2 Education Levels of the Respondents

Respondents were asked to indicate the highest education level they had attained. Table 4.3 shows frequencies and percentages of education levels

Table 4.3: Education Level

Category	Frequency	Percent
Undergraduate Degree	33	48.5 %
Post-graduate Diploma/Masters	34	50.0 %
PhD	1	1.5%
Total	68	100.0 %

Source: Study Data (2023)

The results on demographic distribution by education level in Table 4.3, for staff working in air travel agencies show that, 48.5% of staff have undergraduate degrees, whereas majority of the staff, 50% have attained a master's degree. Also, the results show that 1.5% of the respondents have attained a PhD degree. The results show that, a high level of education attainment amongst staff working at different department for air travel agents have attained good education. Findings imply that high academic attainment is a critical requirement for staff at air travel agencies.

4.3.3 Department

The results of demographic distribution by department of work among staff at air travel agents are indicated in Table 4.4 using frequencies and percentages.

Table 4.4: Work Departments

Category	Frequency	Percent
Sales and marketing	41	60.3%
Operations	13	19.1%
Finance	14	20.6%
Total	68	100.0%

Source: Study Data (2023)

The results in table 4.4 highlight distribution of employees at air travel agencies in Kenya by work department. Majority of the staff, 60.3% at air travel agencies indicated that they work in sales and marketing, 19.1% were in operations department and finally, 20.6% in finance department. The results showed that air travel agencies employed more sales and marketing personnel indicating the importance of aggressive marketing for the agencies. This enables the air travel agencies to get more customers which make their businesses to be sustainable in terms of profitability. The higher number of travelers the more the commissions.

4.3.4 Work Experience

The respondents were asked about the work experience that they had and the results are indicated in table 4.5 below.

Table 4.5: Work Experience

Category	Frequency	Percent
Below 5 years	25	36.8%
6 - 10 years	28	41.2%
11 - 15 years	13	19.1%
16 - 20 years	2	2.9%
Total	68	100.0%

Source: Study Data (2023)

The results on demographic distribution by work experience in table 4.5, among staff at air travel agencies indicate that 36.8% of employees have experience of below 5 years. Also, majority of the staff, 41.2% had work experience of 6 – 10 years. In addition, 19.1% of the employees indicated to have work experience of 11 – 15 years and finally, a marginal 2.9% of staff indicated to have work experience of about 16 – 20 years. The results show that a big portion of staff at air travel agencies, have work experience of below 10 years, with few having experience of above 15 years. This implies that, increasing the air travel Agents business is growing and

attracting huge growth in personnel growth, hence highlighting importance of restructuring operations and organization culture

4.4 Descriptive Analysis

In this section, the descriptive statistics on the study variables are presented; downsizing strategy, outsourcing strategy, operational reorganization strategy, technology integration strategy and performance of air travel agents in Kenya. The analysis was done using means and the standard deviation.

4.4.1 Downsizing Strategy

The first objective of the study was to determine effect of downsizing on performance of Air travel agents in Kenya. Results in Table 4.6 present respondents' feedback on downsizing strategy.

Table 4.6: Descriptive Statistics for Downsizing Strategy

Statements	N	M	SD
Downsizing enables optimization of firm resources by eliminating redundancies thus boosting efficiency which enhancing operational performance	68	4.43	0.719
Downsizing strategy results in cutting down on operational costs which positively impacting on cash-flow efficiency	68	4.04	0.679
Downsizing enables ATAs optimize operations on core business activities which enhances operational efficiency	68	4.43	0.630
Downsizing enables technical consolidation of resources and key functions and workforce thus boosting productivity and firms positive progress	68	4.29	0.575
Downsizing strategy enables firm to identify gaps in operational structure, thus enabling proper planning for changing technical needs	68	3.90	0.949
Downsizing strategy enables air travel agents minimize primary costs which enables access to credit capital to optimize services	68	4.04	0.679
Downsizing strategy enables air travel agents re-align business operations and new operational targets which injects consistent evaluation boosting productivity	68	4.15	0.797
Downsizing eliminates technical redundancies and boosts operational coordination and efficiency resulting in higher productivity	68	4.35	0.617
Average Score	68	4.20	0.71

Source: Study Data (2023)

The descriptive results in Table 4.6, highlights respondent's opinions on downsizing strategy. A likert scale of 1 – 5 was used, where; 1 = neutral, 2 = strongly disagree, 3 = disagree, 4 = agree and 5 = strongly agree. Respondents agreed (mean = 4.43, standard deviation [SD] = 0.719) that downsizing enables optimization of firm resources by eliminating redundancies thus boosting efficiency which enhancing operational performance. Results also show that, respondents were in agreement that downsizing strategy results in cutting down on operational costs which positively impacting on cash-flow efficiency with a mean of 4.04 and standard deviation of 0.679. The respondents equally agreed (mean=4.43, SD = 0.630) that downsizing enables ATAs optimize operations on core business activities which enhances operational efficiency.

Further, the results show that respondents were in agreement (mean = 4.29, SD = 0.575), that downsizing enables technical consolidation of resources and key functions and workforce thus boosting productivity and enhances firm's progress. Respondents agreed (mean = 3.90, SD= 0.949) that downsizing strategy enables firm to identify gaps in operational structure, thus enabling proper planning for changing technical needs. Also, the findings show that respondents were in agreement that downsizing strategy enables air travel agents minimize primary costs which enables access to credit capital to optimize services, with a mean of 4.04 and standard deviation of 0.679. The respondents agreed (mean = 4.15, SD = 0.797) that downsizing strategy enables air travel agents re-align business operations and new operational targets which injects consistent evaluation boosting productivity. Finally, computed results show that respondents agreed (mean = 4.35, SD = 0.617) that downsizing eliminates technical redundancies and boosts operational coordination and efficiency resulting in higher productivity. The average score for

statements describing downsizing strategy was (mean = 4.20, SD = 0.71) suggesting that the respondents agreed that downsizing strategy was an essential part of restructuring strategies. The findings of this study compare well with those of Celik and Atac (2021) c study on the impacts of Covid-19 Pandemic on travel Agencies; Matthews (2021) downsizing and labor cost cutting for corporate organizations and Al-Romeedy (2019), strategy of job rotation as a means of boosting performance among air travel agents.

4.4.2 Outsourcing Strategy

The second objective was to determine the effect of outsourcing strategy on performance of Air travel agents. The computed results in Table 4.7, presents respondents feedback using descriptive measures of mean and standard deviation on outsourcing strategy.

Table 4.7: Descriptive Statistics for Outsourcing Strategy

Statements	**N**	**M**	**SD**
Outsourcing strategy enables Air travel agents consolidate their primary technical capacities and activities which boosts operational delivery.	68	4.24	0.694
Outsourcing strategy impacts positively on pay-per-value generated to the company as specialist functions are handled by experts which improves productivity	68	4.29	0.624
Outsourcing strategy enables Air travel agents concentrate on primary core functions thus enabling incremental growth and business performance	68	3.76	1.038
Outsourcing financial audit and accounting services ensures ATAs optimizes financial reporting creating financial confidence from lenders thus access to credit facilities	68	4.38	0.599
Outsourcing strategy cuts down wastages in downtimes as contracted experts maximize service delivery per excellence which improves overall efficiency and performance for ATA.	68	4.29	0.670
Outsourcing strategy positively impacts on ATAs competitiveness, as increased levels of efficiency in operational delivery boosts productivity.	68	4.12	0.802
Outsourcing strategy enables ATA businesses inject speed and efficiency in work delivery as experts experience and capacity thus positively impacting operational performance.	68	4.03	0.712
Outsourcing strategy impacts positively on organizational operations for ATAs which increases service delivery reliability attracting more clients	68	4.19	0.718
Average Score	**68**	**4.16**	**0.73**

Source: Study Data (2023)

The descriptive results in table 4.7, highlights respondent's views on the influence of outsourcing on performance of air travel agents. A scale of 1 – 5 was used, where; 1 = neutral, 2 = strongly disagree, 3 = disagree, 4 = agree and 5 = strongly agree. Respondents were in agreement that outsourcing strategy enables Air travel agents to consolidate their primary technical capacities and activities which boosts operational delivery, with a mean = 4.24 and standard deviation of 0.694. Results show that respondents agreed (Mean=4.29, SD =0.624) that outsourcing strategy impacts positively on pay-per-value generated to the company as specialist functions are handled by experts which improves productivity. Also, respondents were in agreement (Mean = 3.76, SD = 1.038) that outsourcing strategy enables Air travel agents concentrate on primary core functions thus enabling incremental growth and business performance. Respondents equally agreed (Mean = 4.38, SD = 0.599) that outsourcing financial audit and accounting services ensures ATAs optimizes financial reporting creating financial confidence from lenders thus access to credit facilities.

Further, computed results show that respondents agreed (Mean = 4.29, SD = 0.670) that outsourcing strategy cuts down wastages in downtimes as contracted experts maximize service delivery per excellence, which improves overall efficiency and performance for ATA. Results show that respondents were in agreement that outsourcing strategy positively impacts on ATAs competitiveness, because increased levels of efficiency in operational delivery boosts productivity, with a mean of 4.12 and standard deviation of 0.802. In addition, respondents agreed (mean = 4.03, SD = 0.712) that outsourcing strategy enables ATA businesses increase speed and efficiency in work delivery with increase in experts experience and capacity thus positively impacting on operational performance. Finally, the results also show that respondents agreed (mean = 4.19, SD = 0.718) that outsourcing strategy impacts positively on organizational

operations for ATAs which increases service delivery reliability attracting more clients. The average score for statements describing outsourcing strategy was (mean = 4.16, SD = 0.73) revealing that the respondents agreed that outsourcing strategy was an important aspect of restructuring strategies. The findings of this study are consistent with those of Dube et al. (2021) study conducted on outsourcing across the service sector; Asatiani, Penttinen and Kumar (2019) investigated the relationship between the motivations for outsourcing and its frequency for Finnish firms and Asiedu (2018) studied the effect of implementation of outsourcing strategy by Ghaniana technology organization operational performance.

4.4.3 Operational Reorganization Strategy

The third objective sought to determine influence of operational reorganization on performance of Air travel agents. Computed results in table 4.8 highlight respondents feedback utilizing mean and standard deviation for the items that described the variable.

Table 4.8: Descriptive Statistics for Operational Reorganization Strategy

Statements	N	M	SD
Operational reorganization strategy makes it possible to eliminate redundancies in ATAs which saves financial resources boosting financial performance.	68	4.15	.758
Operational reorganization strategy enables diagnosis of factors causing slow-down, which makes it possible to set new growth objectives triggering positive growth for ATAs.	68	4.21	.682
Operational reorganization strategy enables ATAs to audit its current capacity in comparison to the market trends, which enables ATAs tap into emerging market needs thus boosting operational success.	68	4.22	.709
Operational reorganization strategy makes it possible for ATAs to expand its current portfolio and explore new markets to trigger business growth.	68	4.07	.852
Operational reorganization strategy gives ATAs ability to eliminate existing shortfalls in capacity thus boosting productivity and business performance.	68	4.16	.683
Operational reorganization strategy enables ATAs undertake performance evaluation which determines capacity gaps hence identifying areas to improve boosting productivity.	68	4.24	.775
Operational reorganization optimizes technical tasks execution which increases operational efficiency and organizational performance.	68	4.13	.790

Operational reorganization strategy enhances productivity through capacity consolidation positively impacting on speed and efficiency of services by ATAs.	68	3.93	.997
Average Score	68	4.14	0.78

Source: Study Data (2023)

The descriptive results in table 4.8, highlights respondent's views on the influence of operational reorganization on performance of air travel agents. A Liker scale of 1 – 5 was used, where; 1 = neutral, 2 = strongly disagree, 3 = disagree, 4 = agree and 5 = strongly agree. Respondents agreed (mean = 4.15, SD = 0.758) that operational reorganization strategy makes it possible to eliminate redundancies in ATAs which saves financial resources boosting financial performance. Results who that, respondents agreed (Mean = 4.21, SD = 0.682) that operational reorganization strategy enables diagnosis of factors causing slow-down, which makes it possible to set new growth objectives triggering positive growth for ATAs. Respondents were in agreement that operational reorganization strategy enables ATAs to audit its current capacity in comparison to the market trends, which enables ATAs tap into emerging market needs thus boosting operational success with a mean of 4.22 and standard deviation of 0.709. The respondents supported in agreement (mean = 4.07, SD = 0.852) that operational reorganization strategy makes it possible for ATAs to expand its current portfolio and explore new markets to trigger business growth.

Further, respondents were in agreement (mean = 4.16, SD = 0.683) that operational reorganization strategy gives ATAs ability to eliminate existing shortfalls in capacity thus boosting productivity and business performance. Respondents also agreed (mean = 4.24, SD = 0.775) operational reorganization strategy enables ATAs undertake performance evaluation which determines capacity gaps hence identifying areas to improve boosting productivity. Respondents agreed (mean = 4.13, SD = 0.790) that operational reorganization optimizes

technical tasks execution which increases operational efficiency and organizational performance. Finally, respondents were in agreement (mean = 3.93, SD = 0.997) that operational reorganization strategy enhances productivity through capacity consolidation positively impacting on speed and efficiency of services by ATAs. The average score for statements outlining operational reorganization strategy was (mean = 4.14, SD = 0.78) meaning that the respondents agreed that operational reorganization strategy was a key facet of restructuring strategies. The results of this study are in line with those of Afrianty (2020) who conducted a study that focused on change management for air travel agents offering global travel services; Capriello and Riboldazzi (2020) who carried out a study which focused on survival prospects of Air travel agencies in the face of digitization of the travel sector and Nyatsumba (2021) who studied the implementation of turnaround strategies for airlines in Africa.

4.4.4 Technology Integration Strategy

The fourth objective of the study was to determine the effect of technology integration strategy on performance of air travel agents. Results in table 4.9 present respondents' feedback on various statements on technology integration strategy.

Table 4.9: Technology Integration Strategy

Statements	N	M	SD
Technology integration strategy in Air travel Agency operations improves efficiency thus impacting positively on productivity and business performance.	68	4.13	.845
Technology integration strategy boosts operational speeds ensuring timely service delivery to clients resulting in business growth.	68	3.85	.885
Technology integration strategy serves as an incremental factor which increases business reach of ATAs to serve a wider market which in turn boosts profitability.	68	4.49	.503
Technology integration strategy ensures efficiency in financial transactions thus ensuring consistency in financial management resulting in positive financial returns.	68	4.38	.692

Technology integration strategy introduces solutions to cumbersome technical manual functions thus cutting down on operational costs and increase business savings.	68	4.34	.589
Technology integration strategy boosts data security for client information resulting increased trust and approvals in the market which positively grows customer numbers.	68	4.04	.921
Technology integration strategy improves operational quality of ATAs which in turn enhances their market position and competitiveness thus boosting business performance.	68	4.07	.816
Technology integration strategy makes enables reach to wider audience through digital awareness creation campaigns thus increasing demand for ATA services resulting in growing the business.	68	4.34	.765
Average Score	**68**	**4.21**	**0.75**

Source: Study Data (2023)

The descriptive results computed in table 4.9, highlights respondent's views on the influence of technology integration on performance of air travel agents. A Likert scale of 1 – 5 was used, where; 1 = neutral, 2 = strongly disagree, 3 = disagree, 4 = agree and 5 = strongly agree. Respondents agreed (mean = 4.13, SD = 0.845) that technology integration strategy in Air travel Agency operations improves efficiency thus impacting positively on productivity and business performance. The results show that respondents agreed (mean = 3.85, SD = 0.885) that technology integration strategy boosts operational speeds ensuring timely service delivery to clients resulting in business growth. Also, respondents agreed that technology integration strategy serves as an incremental factor which increases business reach of ATAs to serve a wider market which in turn boosts profitability, with a mean of 4.49 and standard deviation of 0.503.

Further, respondents agreed (mean = 4.38, SD = 0.692) that technology integration strategy ensures efficiency in financial transactions thus ensuring consistency in financial management resulting in positive financial returns. Respondents also agreed (mean = 4.34, SD = 0.589) that technology integration strategy introduces solutions to cumbersome technical manual functions

thus cutting down on operational costs and increase business savings. Results show that respondents agreed (mean = 4.04, SD = 0.921) that technology integration strategy boosts data security for client information resulting increased trust and approvals in the market which positively grows customer numbers. Respondents were in agreement (mean = 4.07, SD= 0.816) that technology integration strategy improves operational quality of ATAs which in turn enhances their market position and competitiveness thus boosting business performance. Finally. Results show that respondents agreed (mean =4.34, SD = 0.765) that technology integration strategy makes enables reach to wider audience through digital awareness creation campaigns thus increasing demand for ATA services resulting in growing the business. The average score for statements delineating technology integration strategy was (mean = 4.21, SD = 0.75) denoting that the respondents agreed that technology integration strategy was a critical component of restructuring strategies. The results of this study are in tandem with those of Madhukar and Sharma (2019) who carried out a on technological and digital integration on financial performance of tour and travel agencies in India; Abou-Shouk (2018) who examined the utilization of electronic portals framework in engaging travel agents for destination management and marketing and Sawe (2019) who examined the adoption of e-commerce platforms on the Sustainability of Tour and travel agencies in Kenya.

4.4.5 Technology Integration Strategy

In this study, performance was employed as the dependent variable. The results in Table 4.9 present respondents' feedback on various statements relating to performance.

Table 4.9: Technology Integration Strategy

Statements	N	M	SD
High volume of returning clients indicates trust in quality of services offered by Air travel agent thus positive business growth.	68	4.27	.735

Increasing volume of referrals linked by loyal customers positively impacts on business growth of ATAs	68	3.97	.766
Rate of consistency in purchasing of travel packages by loyal customers offered by ATAs signifies growth in business	68	4.34	.534
Increasing rate of inquiries that lead to successful purchase of travel packages offered by ATAs positively impacts on business growth.	68	4.56	.581
Increasing volume of advance bookings for future travels through ATAs boosts growth in business.	68	4.19	.491
Increasing demand for additional items for travel packages floated by ATAs and successful purchases of these new packages results in business growth.	68	4.17	.729
Growing access to global market of travel networks and partnerships such as Airlines and hotels positively impacts on business growth.	68	4.11	.613
Increased requests for partnerships with industry stakeholders in Air travel such as other agencies, airlines, hotels etc impacts positively on business growth.	68	4.21	.573
Average Score	**68**	**4.23**	**0.63**

Source: Study Data (2023)

The descriptive results computed in Table 4.9, highlights respondents' views on the influence of on performance of air travel agents. A scale of 1 – 5 was used, where; 1 = neutral, 2 = strongly disagree, 3 = disagree, 4 = agree and 5 = strongly agree. Respondents agreed (mean = 4.27, SD = 0.735) that high volume of returning clients indicates trust in quality of services offered by Air travel agent thus positive business growth. The results show that respondents agreed (mean = 3.97, SD = 0.766) that increasing volume of referrals linked by loyal customers positively impacts on business growth of ATAs. Also, respondents agreed that rate of consistency in purchasing of travel packages by loyal customers offered by ATAs signifies growth in business, with a mean of 4.34 and standard deviation of 0.534.

Further, respondents agreed (mean = 4.56, SD = 0.581) that increasing rate of inquiries that lead to successful purchase of travel packages offered by ATAs positively impacts on business growth. Respondents also agreed (mean = 4.19, SD = 0.491) that increasing volume of advance bookings for future travels through ATAs boosts growth in business. Results show that

respondents agreed (mean = 4.04, SD = 0.921) that technology integration strategy boosts data security for client information resulting increased trust and approvals in the market which positively grows customer numbers. Respondents were in agreement (mean = 4.17, SD= 0.729) that increasing demand for additional items for travel packages floated by ATAs and successful purchases of these new packages results in business growth. The respondents agreed that the growing access to global market of travel networks and partnerships such as Airlines and hotels positively impacts on business growth, with a mean of 4.11 and standard deviation of 0.613. Finally, the results showed that the participants agreed (mean =4.21, SD = 0.573) that increased requests for partnerships with industry stakeholders in Air travel such as other agencies, airlines and hotels impacts positively on business growth. The average score for statements representing performance was (mean = 4.21, SD = 0.75) suggesting that the respondents agreed that profitability, booking volumes and size of partnership networks were essential components of performance. The results of this study are compared well with those of Werner et al. (2021) who examined the connection between Key Performance Indicators (KPIs) and organizational performance; Pambreni et al. (2019) who examined organizational performance within the context of Total Quality Management (TQM), which centered on SMEs in Malaysia and Jayawarna and Dissanayake (2019) who examined the concept of organization performance within the perspective of operational planning.

4.5 Restructuring Strategies on Performance

The study adopted linear regression technique to analyze the influence of restructuring strategies including; downsizing, outsourcing, operational reorganization and technology integration on the performance of air travel agencies.

Table 4.10: Model summary for Restructuring Strategies and Performance

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.965[a]	.931	.927	.13969
a. Predictors: (Constant), Technology integration, Downsizing strategy, Outsourcing Strategy, Operational reorganization strategy				

Source: Study Data (2023)

The model summary output for restructuring strategies and performance of air travel agents, produced R = .965 and adjusted R^2 = .927. This implied a strong correlation (R = 0.965) between restructuring strategies notably; downsizing strategy, outsourcing strategy, operational reorganization strategy and technology integration strategy and performance of air travel agents. Also, the results suggested that, restructuring strategies in form of downsizing strategy, outsourcing strategy, operational reorganization strategy and technology integration strategy collectively explained 92.7% of variability in performance of air travel agents, with 7.3% of variability is attributed to factors outside downsizing strategy, outsourcing strategy, operational reorganization strategy and technology integration strategy.

Table 4.11 ANOVA for Restructuring Strategies and Performance

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	16.681	4	4.170	213.730	.000[b]
	Residual	1.229	63	.020		
	Total	17.911	67			
a. Dependent Variable: Performance of air travel agencies						
b. Predictors: (Constant), Technology integration, Downsizing strategy, Outsourcing Strategy, Operational reorganization strategy						

Source: Research Data (2023)

The ANOVA output for restructuring strategies and performance of air travel agents is presented in table 4.11 The results indicated that the overall regression model was fit based on F (4, 63) =

213.730, $p < 0.05$. This suggests that restructuring strategies reliably predicted performance at 5% significance level.

Table 4.12: Coefficients for Restructuring Strategies and Performance

Model		Unstandardized Coefficients		Standardized Coefficients	t	P
		B	Std. Error	Beta		
	(Constant)	.779	.187		4.165	.000
	Downsizing strategy	.837	.049	.773	17.082	.000
	Outsourcing Strategy	.550	.068	.044	8.090	.000
	Operational reorganization strategy	.430	.059	.003	7.288	.000
	Technology integration strategy	.275	.056	.258	4.911	.000
a. Dependent Variable: Performance of air travel agencies						

Source: Study Data (2023)

Table 4.12 illustrates the results of the relationship between restructuring strategies and performance of air travel agents. The results confirmed that performance was significantly and positively predicted by downsizing strategy ($\beta = 0.837$, $t = 17.082$, $p < 0.05$), outsourcing strategy ($\beta = 0.550$, $t = 8.090$, $p < 0.05$), operational reorganization strategy ($\beta = 0.430$, $t = 7.288$, $p < 0.05$) and technology integration strategy ($\beta = 0.275$, $t = 4.911$, $p < 0.05$).

The results show that; for every unit change in downsizing strategy, results to 0.837 units change in performance of air travel agents, a unit change in outsourcing strategy results in 0.550 units change in performance of air travel agents, a unit change in operational reorganization strategy results in 0.403 units change in performance of air travel agents and finally for every unit change

in technology integration strategy results in 0.275 units change in performance of air travel agents.

The study multiple regression model was; $Y = A + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4$, where; Y = performance of air travel agents, A = constant, $\beta_{1,2,3,4}$ = beta-coefficients for, downsizing strategy, outsourcing strategy, operational reorganization strategy and technology integration strategy, X_1 = downsizing strategy, X_2 = outsourcing strategy, X_3 = operational reorganization and X_4 = technology integration strategy.

Therefore, equation for the study is;

$P = 0.779 + 0.837\ X_1 + 0.550\ X_2 + 0.430\ X_3 + 0.275\ X_4$

4.6 Discussion of Findings

The results on downsizing strategy within air travel agencies showed that, it resulted in boosting operational efficiency thus enhancing the overall work output. These findings are consistent with findings of Matthews (2021), who noted that undertaking measures such as downsizing contributed in lowering the operational costs. Also those of Al-Romeedy (2019) indicated that job changes such as rotation and reducing unnecessary work activities boosted employee satisfaction which impacted on enhanced productivity and work performance. However, the findings disagreed with findings by Elshaer and Saad (2017), whose study found that downsizing resulted in demotion or termination of employees which demoralized the remaining staff whose job productivity decreased after wards.

The study established that outsourcing strategy positively and significantly predicted performance. This made it possible for the firm to concentrate on core operations while leaving

specialist support services to professionals which resulted in enhanced productivity and operational performance. These findings were consistent with those studies by Asatiani et al. (2019) and Asiedu (2018), who noted that outsourcing impacted on operational speeds, increased efficiency and quality of overall productive output. Increased levels of productivity resulted in driving customer volumes, returning customer's inquiries and increased business. The findings also showed that, adopting outsourcing contributed in positively in boosting work productivity due to specialist services. This supports the findings of a study by Dube et al. (2021), who found that integrating specialist role for service centered firm's boosted operational efficiency.

The findings confirmed that operational reorganization strategy positively and significantly influenced performance. The study found that operational reorganization strategy was vital in ensuring that firm personnel and operational capacity is matched with market needs and current trend to ensure consistency and efficiency. This contributed to boosting productivity and maintaining positive performance trend. The finding were consistent with findings in studies by Capriello and Riboldazzi (2020), Sije, Omwenga and Iravo (2016) and Xue et al.(2019) who found that for businesses in hospitality and services sectors are required to embrace operational change and reorganization so as to match with current advances and innovations for them to survive and continue to attract customers. The studies also show that firms that are capable of undertaking operational changes makes them better prepared to adapt to advances and industry changes that impacts on performance and overall productivity.

The results indicated that technology integration strategy positively and significantly influenced performance. The outcome showed that technology integration strategy contributed in boosting operational efficiency and growth of business networks which resulted in boosting overall performance. These findings support finding in studies including; Abou-Shouk (2018),

Madhukar and Sharma (2019), and Sawe (2019) who all found that technology integration contributed in boosting efficiency, quality of services, increasing business networks, impacted on enhanced visibility, and bigger market reach which resulted in increased business performance in terms of growth for customer numbers sales and business inquiries.

CHAPTER FIVE
CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction to the Chapter

This section covers summary and conclusion on the study of restructuring strategies and performance of air travel agencies in Kenya. Areas covered include; Summary of findings on restructuring strategies and performance of Air travel agencies, conclusion on restructuring strategies and performance of Air travel agents and finally recommendations on restructuring strategies and performance of Air travel Agencies in Kenya.

5.2 Summary of the Findings

The summary discussed here includes the relationship between restructuring strategies and performance of Air Travel Agencies.

5.2.1 Downsizing Strategy and Performance

The findings indicated that downsizing strategy has significant effect on performance of Air travel agents in Kenya. It enables ; optimizing of firm resources which eliminates redundancies by directing critical resources towards productivity. Downsizing equally contributes in cutting down operational costs by eliminating unnecessary expenses in personnel and business operations resulting in boosting cash flow. Further, study established that downsizing resulted in overall increased productivity through consolidated technical capacities which results in boosting operational efficiency.

The study established that downsizing contributed positively in enabling operational reforms through identifying core operational gaps resulting in enhanced efficiency. Also, downsizing effect on enhanced cash flow resulted in improved credit rating thus boosting access to credit

services. It led to boosting of operational focus with injection of high level of consistency in operations thus achieving new targets. Finally, downsizing resulted to positively enhancing of productivity as an attribute to increased levels of efficiency in technical coordination and cooperation.

5.2.2 Outsourcing Strategy and Performance

The study established that outsourcing has a significant positive effect on performance of air travel agents in Kenya. It contributes in boosting overall firm productivity resulting from concentration of core strength together with other support services extended to specialists Equally, increasing operational consolidation and specialized service output , contributed in scaling up services offered by the firm, boosting competitiveness and demand for services. Specialist input in financial management ensure, air travel agents have accurate and efficient financial management processes resulting in reliable projection which supports easy access to credit to boost operational cash flow in off-pick periods.

Further, outsourcing strategy positively boosts firm performance by eliminating wastages, in firm resources such as space and time. These results from allocating unnecessary need of in-house functions that can be well executed by specialists. Increased efficiency and reliability positively drive competitive edge of air travel agents giving them an edge in a highly competitive industry.

5.2.3 Operational Reorganization strategy and Performance

The findings show that operational reorganization strategy has a significant positive effect performance of air travel agents. Operational reorganization enables air travel agents reorganize core services delivered with keen focus on serving clientele... Reorganization ensures all critical

roles are served optimally, eliminating wastages to increase productivity. Also, undertaking operational reorganization makes it possible to identify any existing operational gaps that cause a slowdown.

Operational reorganization was also found to contribute positively in ensuring that all active technical personnel are allocated responsibilities that match their present capacities thus boosting their productive output. Equally, reorganization strategy makes it possible to identify current technical needs in service delivery that enables them to develop necessary capacity that match current market trends. . Increased delivery and improved levels of operational efficiency makes air travel agencies gain traction and demand. These triggers need to expand current portfolio and reach more customers in need of air travel agency services, thus ensuring business growth.

5.2.4 Technology Integration Strategy and Performance

The study established that technology integration strategy had a significant positive effect on performance of air travel agencies. Technology integration enables air travel agencies enhance their levels of efficiency through digitization of operational functions which impacts on speeds of services delivery. Adoption of modern technologies such as social media marketing strategies boosts visibility and market reach creating awareness in bigger market. These lead to increased sales and business inquiries. Also, adoption of digital and electronic systems that are advanced and high-tech, boosts data security for clients and air travel agent business information, which increases customer confidence and trust in services offered.

Technology integration also contributes in enhancing financial management practices by air travel agents. This ensures undertaking of tasks such as book-keeping, cash-flow analysis and transactions tracking are effectively managed within digital and electronic financial platforms.

This improves efficiency in financial processes ensuring that air travel agents effectively forecast and project accurate revenues. This makes it possible to plan accordingly for expansion and also pursue credit facilities with more confidence. This is necessary to support business operations in off peak season, thus ensuring business continuity.

5.3 Conclusions of the Findings

The study concludes that downsizing strategy has a significant positive effect on performance of air travel agents operations. Downsizing is a change process which ensures air travel agents deploy efficient utilization of critical firm resources. This is vital in elimination of any operational activity bringing wastage and accruing zero value. It results in cutting down of operational costs, increasing operational efficiency through consolidating of core competencies and overall improved delivery, which is reciprocated in the market with increased business competitiveness. Also, downsizing empowered execution of core operations to achieve optimal productivity which significantly and positively affects the level of efficiency in services delivery.

The study concludes that outsourcing strategy has a significant positive effect on performance of air travel agents in Kenya. Outsourcing enables technical consolidation of core functions with critical support services contracted to specialist. This boosts efficiency through increased speeds in task execution with high level of efficiency. Improved efficiency in operations was vital in enabling air travel agents embrace consistency and increased productive output. This was key in boosting competitive edge and ensuring the firm grows its delivery portfolio by serving their niche segment with optimal consistency and quality.

The study concludes that operational reorganization strategy has a significant positive effect on performance and is good for boosting internal efficiency in business operations for air travel

agencies. The of these is positively because the lead to increased levels of efficiency and cumulative productivity output. Operational reorganization is valuable in matching current existing capacity with productive tasks critical for the operations of the organization. This makes it possible to achieve high success rate in work activity efficiency within personnel level which cumulatively results in increased business productivity. This enables air travel agents map out key areas of strength, track and maintain current market needs with continuous update in operational capacity, boosting overall performance.

The study also concludes that technology integration strategy has a significant positive effect on business performance of air travel agencies. It impacts on all areas of operational front, such as accelerating financial transactions, tracking customer needs, enhanced levels of information sharing and coordination, improved data and information security and overall business operations efficiency. Also, technology integration contributed substantially in boosting visibility and awareness of air travel agent services across vast society demographics which impacts positively in driving customer inquiries and overall sales.

5.4 Recommendations Based on Findings

The study makes the following recommendations to practice. There is need for Air travel agents to create an operational platform which can enable business sharing capabilities to enable access to new markets and untapped potential markets both regionally and globally. The findings of this study aids Air travel agency operators to gained understanding on the measures, strategies and action plans modeled on restructuring framework that can bring out positive results in business performance. Air travel Agents can design programs that leverages on restructuring in order to achieve positive growth and long-term operational survival. The creation of incentives for the development of local technological solutions provides Air Travel Agents access to bigger market

in the region and globally thus impacting on economy Positively. The findings of the current study aids in diversification of air travel agency services into areas of tour guiding, transport solutions for connecting travelers with accommodation centers, international courier delivery solutions among others in order to ensure that even in off-pick periods they have other business Line.

The findings also have an implication on policy issues. There is need for the creation of moderate regulations that will protect the survival of local Air Travel agents and businesses from proliferation of closed international technology systems that are taking business away from local travel agents without even paying due taxes to government. The legislators and policy makers in government can gain insights on the challenges facing Air Transport allied sectors. This presents them with sufficient material that enables them to develop legal and policy reforms that aid recovery of air transport allied businesses for economic growth of the country. The findings inform policy on how ATAs embracing technology training can boost their capacity in tracking advances and technological trends within their industry so that they can be better prepared for the future business changes

The findings may have implication in theory propagation and knowledge development. Researchers and Scholars will gain new sources of literature centered on the subject of business restructuring for the air travel agency businesses. The study may offer a source of referencing for future studies in the same area

5.5 Areas for Further Studies

This study examined restructuring strategies and the effect they have on performance. However, numerous areas which need more investigations were noted. Future studies should consider

exploring on insourcing strategies for boosting service delivery by Air travel Agents in Kenya. Future studies should consider technological based platforms for Air Travel Agents networking and their impact in Air travel Industry liberalization because technology is constantly changing. Finally, future research efforts should focus on accessibility to financial credit innovations and their impact on diversification of services portfolio for Air Travel Agents in Kenya.

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APPENDIX I: UNIVERSITY APPROVAL LETTER

ST. PAUL'S UNIVERSITY

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BOARD OF POSTGRADUATE STUDIES

29th June, 2023

National Commission for Science and Technology,
P.O. BOX 30623-00100,
Nairobi.

Dear Sir/Madam,

RE: RECOMMENDATION FOR MILLICENT OKWIRI MBANRB210121 –TO CONDUCT RESEARCH

This letter confirms the above-named person is a student in the Master of Business Administration at St. Paul's University.

The second year consists of a major research work leading to a Thesis. The student's selected topic is:

" Restructuring Strategies and Performance of Air Travel Agencies in Kenya."

Kindly grant this student the required permit.

Yours Faithfully,

DIRECTOR, BOARD OF POSTGRADUATE STUDIES
ST. PAUL'S UNIVERSITY
26 JUN 2023

Dr. John Muhoho
Director, Board of Postgraduate Studies

APPENDIX II: NACOSTI LICENSE

REPUBLIC OF KENYA

NATIONAL COMMISSION FOR
SCIENCE,TECHNOLOGY & INNOVATION

Ref No: **448190**

Date of Issue: **17/July/2023**

RESEARCH LICENSE



This is to Certify that Ms.. Millicent Atieno Okwiri of St. Paul's University, has been licensed to conduct research as per the provision of the Science, Technology and Innovation Act, 2013 (Rev.2014) in Nairobi on the topic: RESTRUCTURING STRAGIES AND PERFORMANCE OF AIR TRAVEL AGENCIES IN KENYA for the period ending : 17/July/2024.

License No: **NACOSTI/P/23/27556**

448190

Applicant Identification Number

Director General
NATIONAL COMMISSION FOR
SCIENCE,TECHNOLOGY &
INNOVATION

Verification QR Code

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

See overleaf for conditions

APPENDIX III: QUESTIONNAIRE

SECTION A: BACKGROUND INFORMATION

1. Age Distribution

i. 21 – 30 years ☐
ii. 31 – 35 years ☐
iii. 36 – 40 years ☐
iv. 41 – 45 years ☐
v. Over 46 years ☐

2. Education Level

i. Certificate/Diploma ☐
ii. Undergraduate Degree ☐
iii. Post-graduate Diploma/Masters ☐
iv. PhD ☐

3. Department attached in Air Travel Agency

i. Finance ☐
ii. Marketing ☐
iii. Operations ☐

4. Experience in the current position

i. Below 5 years ☐
ii. 6 – 10 years ☐
iii. 11 – 15 years ☐
iv. 16 – 20 years ☐
v. Over 20 years ☐

In the subsequent sections, kindly indicate how much you agree/disagree with the following statements on a scale of 1 to 5 as per the table below:

SECTION B: DOWNSIZING STRATEGY						
Please indicate the extent to which you agree with the following statement on the influence of downsizing strategy on performance of Air Travel Agents in Nairobi County.						
No.	**STATEMENTS**	**RATING**				
		Neutral	Strongly Disagree	Disagree	Agree	**Strongly Disagree**
1.	downsizing enables optimization of firm resources by eliminating redundancies thus boosting efficiency which enhancing operational performance					
2.	Downsizing strategy results in cutting down on operational costs which positively impacting on cash-flow efficiency					
3.	Downsizing enables ATAs optimize operations on core business activities which enhances operational efficiency					
4.	Downsizing enables technical consolidation of resources and key functions and workforce thus boosting productivity and firms positive progress					
5.	Downsizing strategy enables firm to identify gaps in operational structure, thus enabling proper planning for changing technical needs					
6.	Downsizing strategy enables air travel agents minimize primary costs which enables access to credit capital to optimize services					
7.	Downsizing strategy enables air travel agents re-align business operations and new operational targets which injects consistent evaluation boosting productivity					
8.	Downsizing eliminates technical redundancies and boosts operational coordination and efficiency resulting in higher productivity					

SECTION C: OUTSOURCING STRATEGY						
Please indicate the extent to which you agree with the following statement on the influence of outsourcing strategy on performance of Air Travel Agents in Nairobi County.						
No.	STATEMENTS	RATING				
		Neutral	Strongly Disagree	Disagree	Agree	Strongly Disagree
	Outsourcing strategy enables Air travel agents consolidate their primary technical capacities and activities which boosts operational delivery.					
	Outsourcing strategy impacts positively on pay-per-value generated to the company as specialist functions are handled by experts which improves productivity					
3.	Outsourcing strategy enables Air travel agents concentrate on primary core functions thus enabling incremental growth and business performance					
4.	Outsourcing financial audit and accounting services ensures ATAs optimizes financial reporting creating financial confidence from lenders thus access to credit facilities					
5.	Outsourcing strategy cuts down wastages in downtimes as contracted experts maximize service delivery per excellence which improves overall efficiency and performance for ATA.					
6.	Outsourcing strategy positively impacts on ATAs competitiveness, as increased levels of efficiency in operational delivery boosts productivity.					

7.	Outsourcing strategy enables ATA businesses inject speed and efficiency in work delivery as experts experience and capacity thus positively impacting operational performance.					
8.	Outsourcing strategy impacts positively on organizational operations for ATAs which increases service delivery reliability attracting more clients					

SECTION D: OPERATIONAL REORGANIZATION

Please indicate the extent to which you agree with the following statements on the influence of operational reorganization strategy on performance of Air Travel Agents in Nairobi County.

No.	**STATEMENTS**	**RATING**				
		(1)	**(2)**	**(3)**	**(4)**	**(5)**
1.	Operational reorganization strategy makes it possible to eliminate redundancies in ATAs which saves financial resources boosting financial performance.					
2.	Operational reorganization strategy enables diagnosis of factors causing slow-down, which makes it possible to set new growth objectives triggering positive growth for ATAs.					
3.	Operational reorganization strategy enables ATAs to audit its current capacity in comparison to the market trends, which enables ATAs tap into emerging market needs thus boosting operational success.					
4.	Operational reorganization strategy makes it possible for ATAs to expand its current portfolio and explore new markets to trigger business growth.					
5.	Operational reorganization strategy gives ATAs ability to eliminate existing shortfalls in capacity thus boosting productivity and business performance.					
6.	Operational reorganization strategy enables ATAs undertake performance evaluation which determines capacity gaps hence identifying areas to improve boosting productivity.					
7.	Operational reorganization optimizes technical tasks execution which increases operational efficiency and organizational performance.					
8.	Operational reorganization strategy enhances productivity through capacity consolidation positively impacting on speed					

	and efficiency of services by ATAs.					

SECTION E: TECHNOLOGY INTEGRATION						
Please indicate the extent to which you agree with the following statement on the influence of technology integration strategy on performance of Air Travel Agents in Nairobi County.						
No.	**STATEMENTS**	**RATING**				
		(1)	**(2)**	**(3)**	**(4)**	**(5)**
1.	Technology integration strategy in Air travel Agency operations improves efficiency thus impacting positively on productivity and business performance.					
2.	Technology integration strategy boosts operational speeds ensuring timely service delivery to clients resulting in business growth.					
3.	Technology integration strategy serves as an incremental factor which increases business reach of ATAs to serve a wider market which in turn boosts profitability.					
4.	Technology integration strategy ensures efficiency in financial transactions thus ensuring consistency in financial management resulting in positive financial returns.					
5.	Technology integration strategy introduces solutions to cumbersome technical manual functions thus cutting down on operational costs and increase business savings.					
6.	Technology integration strategy boosts data security for client information resulting increased trust and approvals in the market which positively grows customer numbers.					
7.	Technology integration strategy improves operational quality of ATAs which in turn enhances their market position and competitiveness thus boosting business performance.					
8.	Technology integration strategy makes enables reach to wider audience through digital awareness creation campaigns thus increasing demand for ATA services resulting in growing the business.					

SECTION F: PERFORMANCE OF AIR TRAVEL AGENTS						
Please indicate the extent to which you agree with the following statement on the performance of Air Travel Agents						
No.	**STATEMENTS**	**RATING**				
		(1)	**(2)**	**(3)**	**(4)**	**(5)**
1.	High volume of returning clients indicates trust in quality of services offered by Air travel agent thus positive business growth.					
2.	Increasing volume of referrals linked by loyal customers positively impacts on business growth of ATAs					
3.	Rate of consistency in purchasing of travel packages by loyal customers offered by ATAs signifies growth in business					
4.	Increasing rate of inquiries that lead to successful purchase of travel packages offered by ATAs positively impacts on business growth.					
5.	Increasing volume of advance bookings for future travels through ATAs boosts growth in business.					
6.	Increasing demand for additional items for travel packages floated by ATAs and successful purchases of these new packages results in business growth.					
7.	Growing access to global market of travel networks and partnerships such as Airlines and hotels positively impacts on business growth.					
8.	Increased requests for partnerships with industry stakeholders in Air travel such as other agencies, airlines, hotels etc impacts positively on business growth.					

Thank you very much

APPENDIX II: LIST OF AIR TRAVEL AGENTS

Travel Agencies in Nairobi.

1) Expeditions Maasai Safaris
2) Pollman's Tours and Safaris Ltd.
3) Kibo Slopes Safaris
4) FCM Travel Solutions Kenya
5) Kaylan Tours and Travel
6) Vesna Tours and Travel Ltd
7) Azuree Corporate Travel
8) Raylannas Tours and Travel
9) Africa Touch Safaris
10) Jockey Tours and Safaris
11) Bunson Travel Services Ltd
12) Bountiful Safaris
13) Incentive Travel Ltd
14) Travelstart Kenya Ltd
15) BCD Travel
16) Somak Travel
17) Spirit of Kenya
18) Premier Safaris Ltd
19) FCM Travel Kenya
20) Silverbird Adventure Tours and Travel Ltd
21) Milana Tours and Safaris
22) Kwezi Safaris
23) Capital Safaris
24) Tee Travel
25) Jonson Tours and Travel
26) Simba Holidays
27) Palm Tours and Travel
28) Dream of Africa
29) Natural World Kenya Safaris
30) Touch World Tours and Travel
31) Worldrace Africa Safaris
32) Ease My Safari
33) The Big Five Adventures Safaris
34) YHA Kenya Travel
35) Acharya Travel Agency
36) East Africa Exotic Safaris
37) Africa Outback Wildlife Safaris
38) Adventure Trekking and Safaris
39) Zoar Tours and Safaris
40) Zirkuli Expeditions Ltd
41) Yare Safaris Ltd
42) ABA Freight Logistics
43) Xcellent Wildlife Paradise – Holidays and Safaris
44) World Freight Logistics
45) World Explorer Safaris Ltd
46) Woni Safaris Ltd
47) Wildlife Sun Safaris
48) Wildlife Safari (K) Ltd
49) Wild Waters LTD
50) Wild Trek Safaris Ltd
51) Wild Trek Safaris Ltd
52) Travel Waves Safaris
53) Travel Shoppe Ltd.
54) Travel Scene Services
55) Travel Creations Ltd
56) Travel Connections Ltd
57) Travel Care Ltd
58) Travel Africa Safaris Ltd.
59) Travel Affairs Ltd
60) Travel ‘n Style Ltd
61) Transworld Safaris (K) Ltd.
62) Tourist Maps Kenya LTD
63) Tour Africa Safaris
64) Topcats Safaris Ltd
65) Top Deck Travel & Tours
66) Tobs Kenya Golf Safaris
67) The Specialized Safaris Co.Ltd
68) The Eriksen Adventure
69) Spurwing Travel & Tours Ltd
70) Spot Kenya Safaris
71) Sportsmen’s Safaris & Tours
72) Speedbird Travel & Safaris
73) Special Lofty Safaris-Msa
74) Special Camping Safaris
75) Southern Sky Safaris
76) Southern Cross Safaris (NBI) Ltd
77) Southern Cross Safaris (Mombasa)Ltd
78) Somak Travel Ltd
79) Solly Safaris Ltd
80) Smile Tours & General Agencies

Source: (KATA, 2022)

APPENDIX III: WORK PLAN

Tasks	Duration	Weeks	Months																							
			Feb 2023				April 2023				May 2023				June 2023				July 2023				August 2023			
			1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4
Concept Paper Development	2 weeks																									
Proposal Development	16 weeks																									
Proposal Committee Presentation	1 week																									
Data Collection	3 weeks																									
Data Analysis & Research Report Compilation	2 weeks																									
Final Project Presentation	1 week																									

IV: Research Budget

ITEM	COST (Kshs)
1. Proposal Development	
Printing of 45 pages @ Kshs. 10	450
Reproduction 3 copies @ Kshs. 5 per page	675
Binding 3 copies @ Ksh.100	300
Traveling Expenses	15,000
Subsistence	10,000
2. Data collection	
Data collection Expenditures	25,000
Books and reading material	10,000
Data analysis and computer runtime	15,000
Printing 84 pages @ Kshs. 10	840
Reproduction 3 copies @ Kshs. 5 per page	1,260
Binding 3 Hard copies @ Kshs. 500/-	1,500
3. Others	
Miscellaneous expenses	10,000
GRAND TOTAL	90,025