

Strategic Resilience and Organizational Performance of State Corporations in Kenya: A Case Study of Horticultural Crops Directorate

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Abstract: Horticultural Crops Directorate (HCD) in Kenya operates in a highly dynamic and unpredictable environment, facing persistent challenges such as climate change, pest infestations, market fluctuations, regulatory shifts, and changing consumer preferences. These factors threaten the stability of horticultural production, disrupt export markets, and hinder the sector's overall growth. Given that horticulture is a major contributor to Kenya's economy, ensuring the resilience of the sector is crucial for sustained performance and competitiveness. To examine strategic resilience and organizational performance of HCD while examining the effects of organizational learning, and Planned Resilience. The Anchor theory is RBV Theory, supported with Stakeholder Theory and Ansoff Strategic Success Theory. The study targets 180 employees and 124 employees was drawn from a sample size. Questionnaires was used in data collection, and SPSS version 28 analysed data. The organization performance was predicted using regression analysis. $R = 0.648$ and $R^2 = .568$ show a positive connection, suggesting that changing any one of the predictor factors might explain 56.8% of variation in organization performance. Its recommended; HCD management should concentrate on developing a culture that encourages knowledge sharing, accepts failure as a teaching opportunity, and supports ongoing development in order to successfully execute organisational learning. Promote teamwork, offer online forums for information sharing, and routinely assess projects to glean important lessons. Top management at HCD should priorities developing individual and community-level capacity to adjust to change and bounce back from disruptions, particularly when it comes to planning. This entails cultivating robust social networks, giving physical and mental health top priority, and honing problem-solving techniques. In order to effectively handle long-term stresses like food shortages and climate change, think about integrating resilience into financial systems, risk governance, and urban design. It was not possible to expand the study's scope to cover additional industries or examine how SMEs, and private sector are applying the findings. Furthermore, strategic resilience enables the integration of knowledge generation processes with both internal and external business operations. Thus, additional research can be done to look at how the relationship can be integrated, how strategic resilience, and how the workforce's economic effects can boost organization performance on added business value.

Keyword: Strategic Resilience, Organizational Performance, Organizational Learning, Planned Resilience.

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I. INTRODUCTION

For a long time, resilience has been a popular idea in both science and society. Originally derived from the Latin word "resiliens," resilience refers to the concept of recovering from a traumatic incident (Iborra et al., 2020). Another crucial area of study in business management science is how to deal with uncertainty, deal with unplanned events, and recover from them. Accordingly, publications that discuss the factors that have allowed businesses to survive in the face of hardship or facing uncertainty are gradually bringing resilience into the

corporate world (Morais-Storz et al., 2018). But in the business world, a lot of scholars discuss the idea of resilience in relation to organizational resilience (Hillmann & Guenther, 2021). According to Iborra et al. (2020), there are three different states of resilience: organizational resilience in the face of events that compromise security and stability; organisational resilience as a result of "resisting and also responding and recovering"; and strategic resilience, which is defined by "resilience inputs at the firm level, or which firm capabilities allow firms to resist and recover." But Iborra et

al. (2020) came to the conclusion that organisational resilience's strategic level was where scarcity could be seen.

On the other hand, Vidal et al. (2024) distinguished between operational and strategic resilience in their analysis of organisational resilience. The ability of an organisation to bounce back from both internal and external shocks and respond to adversity is known as operational resilience (Vidal et al., 2021). Strategic resilience refers to the capacity to react to opportunities or "continually anticipate and adjust to deep, secular trends that can permanently impair the earning power of a core business" (Morais-Storz & Nguyen, 2019). "It is about being able to change before the need for change becomes overwhelming" (Hamel & Välikangas, 2023). This is consistent with the later definition of strategic resilience provided by Välikangas (2021), which states that it is "a feature of a constructive, vigorous pursuit of an opportunity in a competitive environment so that the exploration contributes to the organization's capability to adapt to change without requiring or resulting in a financial or other crisis."

Globally, in the United Kingdom was investigated by Cartwright, Um, and Davies (2025) in their study *Unlocking Resilience and Performance*. findings indicate that collaboration between marketing and sales through both internal and external social media is crucial for operations and supply chain management. Such collaboration enhances organizational resilience, strengthens capabilities, improves cost efficiency, sharpens customer focus, and boosts overall business performance. This effect is observed across both service and product sectors, highlighting the importance of strategically leveraging social media across functions. The findings are framed through the lenses of the resource-based view and contingency theory, emphasizing how social media can be deployed to align resources and adapt to varying operational contexts, the empirical research findings encourage the creation of theoretical frameworks and managerial guidelines for supply chain and operations management, marketing/sales cooperation, and resilience.

From the standpoint of Poland's crisis periods, Zabłocka-Kluczka and Sałamacha (2023) investigated organisational resilience as the mediating factor in the relationship between brand performance and organisational performance reflections. It has been shown that the organization's resilience acts as a partial mediating factor in the relationship between brand performance and organisational performance. This study is the first to show how brand performance and organisational resilience are related, as well as the implications for organisational performance.

Brazilian enterprises that have experienced corporate reorganisations are the subjects of Beuren, dos Santos, and Theiss's (2022). The findings show that work happiness (in terms of monetary and personal rewards) and performance are influenced by organisational resilience. The partial relationships found between job happiness and corporate performance, however, suggest that satisfaction may influence performance through other factors. Managers can better deploy resources to meet the needs of both employers and employees by understanding the unique effects of resilience

on work satisfaction and business performance. Zahari, Mohamed, Said, and Yusof (2022) investigated how organisational resilience and leadership skills contribute to the restoration of organisational success in Malaysian higher education institutions. According to a study, leadership skills and organisational resilience have a big impact on how well private universities operate. Strong evidence was also found in this study to support the idea that leadership skills can act as a mediator to improve performance. The results have significance for post-disaster organisation resilience building from a theoretical and practical standpoint.

The effect of talent management strategies on organisational resilience in Tunisian businesses was investigated by Bouteraa and Bouaziz (2023). The findings demonstrate that organisational resilience, as measured by the three aspects of agility, integrity, and robustness, is positively impacted by talent identification. Only the firms' agility is positively impacted by talent development and succession planning; the three organisational resilience factors were unaffected by talent retention. Human resource managers may find the research's conclusions useful in identifying the aspects of talent management that are most closely related to organisational resilience. This could assist them in updating certain people management procedures and putting those that aren't in place to guarantee robust and resilient businesses, particularly in an environment where crises of various kinds frequently arise.

Ahmed (2022) examined how leadership strategy affected Kenyan banks' organisational resilience. The findings indicated found leadership strategy was responsible for 68.5% of the variation in the organisational resilience of banks, and that there was a statistically significant relationship between the two. The study found that bank resilience was significantly predicted by leadership strategy. According to the study, leadership strategy is a new theoretical idea that may be used to describe how resilient an organisation is to systemic disruptive shocks. There are some suggestions for future study directions this study examined the predictive value of leadership strategy on organisational resilience, advancing it as a unique paradigm in leadership thought.

II. ORGANIZATIONAL PERFORMANCE

Performance is a top priority for management and business owners. The study focused on organizational performance. To evaluate an organization's performance, compare its actual output or progress to set aims, goals, or outputs (Kithinji, 2019). Aguinis and Kraiger (2018) define organizational performance as the usage of the customer link, job findings, quality service, and the firm's mission. Allocating organizational resources to specified goals and objectives boosts performance (Zabłocka-Kluczka & Sałamacha, 2023). One method for evaluating performance is the customer value addition technique. So, an organization's strategic goals serve as a lens through which its resources are focused. Performance provides critical data for monitoring and controlling an organization (Zahari, et al , 2022). Organizational success can be measured using metrics as well as activity-based evaluations, balanced scorecards, growth, earnings, and

economic added value. Performance was assessed in this study using the balanced scorecard method. The balanced scorecard has been adopted by a number of organisations over time.

Performance evaluation requires a direct link between the organization's objectives, evaluation processes, and outcomes. Assess the relevance of the performance measures. Management can assess an organization's success by using goals, a balanced scorecard, and metrics for crucial performance. The key performance indicator establishes success/failure of organisation or a particular activity, such as a project, plan, or other indicator. KPIs fall into either the qualitative or quantitative categories. Among the many attributes it monitors are input and output, activity, mechanism, control, and time. The balanced scorecard is a tool used by managers for strategic performance (Gure & Karugu, 2018). This allows them to keep a close eye on and control both the outcomes of their employees' actions and the way in which those actions are executed. This study used both market share and yearly revenues to assess the organization's effectiveness.

III. ORGANIZATIONAL LEARNING

Most people agree that organisational learning is a process that creates fresh perspectives that can impact organisational behavior (Senge, 2020). Scholars have varied portrayals of organisational learning. It denotes fresh perspectives, novel frameworks, innovative systems, or a mix of these. Only when learning is carried out to accomplish organisational goals, shared by all members of the organisation, and the results are ingrained in systems, structures, and culture can it be considered organisational. It is a procedure as well as a result. Organisational learning is a process that aims to improve the results of various activities within the organisation (Fiol and Lyles, 1985). As a result, it creates a learning organisation (Senge, 2020). One of the main tools for an organization's strategy renewal is organisational learning. According to Crossan, Lane, and White (2019), strategic renewal necessitates that organisations simultaneously investigate novel approaches and capitalize on the knowledge they have acquired over time. They maintained that in order for renewal to be strategic, the entire organisation must be involved and acknowledge the open systems framework. Businesses use exploration to find and learn new information through feed forward, while exploitation helps them build on what they have learned through feedback. Organisational learning and learning organisations are the outcomes of learning capacities. Senge (2020) defines a learning organisation as one that can experiment with new ideas, learn from others, solve issues methodically, and swiftly spread knowledge throughout the organisation. Cummings and Whorley (2020) rebut the aforementioned argument by stating that a learning organisation is one that is adept at producing, obtaining, analyzing, disseminating, and retaining knowledge for behavior modification. Strong cultures that encourage transparency, creativity, and social support, systems that speed up knowledge sharing and acquisition, human resource practices that take long-term performance into account, structures that prioritize teamwork and networking,

and transformational leadership are characteristics of these kinds of organisations.

➤ *Statement of The Problem*

The Horticultural Crops Directorate (HCD) in Kenya operates in a highly dynamic and unpredictable environment, facing persistent challenges such as climate change, pest infestations, market fluctuations, regulatory shifts, and changing consumer preferences. These factors threaten the stability of horticultural production, disrupt export markets, and hinder the sector's overall growth. Given that horticulture is a major contributor to Kenya's economy, ensuring the resilience of the sector is crucial for sustained performance and competitiveness. While HCD has implemented various strategies to promote horticultural production and exports, it remains unclear how effectively these strategies enhance the Directorate's resilience against shocks and disruptions. The extent to which strategic resilience mechanisms contribute to the overall performance of the organization measured in terms of production stability, export growth, and stakeholder satisfaction has not been comprehensively examined. Without a clear understanding of this relationship, HCD may struggle to develop policies and interventions that ensure long-term sustainability in the sector.

Studies on strategic resilience and performance have been examined various sectors such as Zablocka-Kluczka and Salamacha (2023) has demonstrated that relationship between brand performance and performance is somewhat mediated by resilience of organisation. Beuren, dos Santos, and Theiss's (2022) findings show that work happiness and business performance are influenced by organisational resilience. Zahari et al (2022) found out leadership skills and organisational resilience have a big impact on how well private universities operate. Bouteraa and Bouaziz (2023) findings demonstrate that organisational resilience, as measured by the three aspects of agility, integrity, and robustness, is positively impacted by talent identification. Only the firms' agility is positively impacted by talent development and succession planning; the three organisational resilience factors were unaffected by talent retention. Ahmed (2022) findings indicated that 68.5% of the variance in the organisational resilience of Kenyan listed banks could be explained by leadership strategy, and that the connection between leadership strategy and organisational resilience was statistically significant, providing an methodological, empirical and contextual gaps. Research sought to investigate strategic resilience and performance of HCD, identifying key resilience factors and assessing their effectiveness in mitigating disruptions. The findings provided insights into how HCD can enhance its strategic resilience to sustain growth, improve efficiency, and strengthen Kenya's position in the global horticultural market.

➤ *Objectives*

- To establish the effects of organizational learning and the performance of HCD.
- To examine the effects of planned resilience and the performance of HCD.

➤ *Significance of the Study*

Research conclusions could be particularly helpful in expanding existing and future knowledge of strategic resilience, it would highlight the need of extensively used organization performance, and this study may also benefit the Nation and HCD. As stakeholders and academics attempt to create work schedules that will support the organization's strategic goals, the findings might also be a useful reference manual. The results were important to HCD and other government agencies when determining whether to address strategic resilience.

For scholars, students, and researchers will have basis for conducting further research by looking into the study gaps in strategic resilience that are not addressed in this study, the study provided important information as a source of reference. Additionally, students and academics will have a topic to discuss regarding the function of organization performance in HCD generally and the desire to implement it at other institutions. Lastly, the results will serve as a theoretical guide for strategic management and its fundamental ideas. Finally, the HCD leadership and other government institutions, as well as other private organizations, will have an improved comprehension of the function of strategic resilience and be able to recognize effective management techniques that can enable the organization to survive in a competitive setting.

IV. THEORETICAL LITERATURE REVIEW

➤ *Resource-Based View Theory*

This theory was developed by Penrose in 1959, but Wernerfelt's research in 1984 contributed to its increased recognition as a useful framework for understanding company success (Kozlenkova et al., 2014). Wernerfelt asserts that the performance and profitability of the business are determined by its internal resources. The viewpoint that has faith in resources is often known as "RBV". Penrose's work from that year is credited with helping to establish this early understanding of the resource-based paradigm (Kozlenkova, Samaha, & Palmatier, 2014). The organisation of these resources gives the impression that business already has them on hand" Barney, whose work has now gained widespread recognition, advocated for the benefits of the RBV approach. He outlined the essential traits of internal resources and how they relate to competitive advantages. When a business can outperform its closest rivals in a particular market in terms of economic value, it has a competitive advantage (Kozlenkova et al., 2014).

Not all organizational resources are required, according to Gills, Combs, and Ketchen (2014); they have to provide them with a competitive edge. To get to point where an organisation can begin to turn a profit. Gills, Combs, and Ketchen (2014) make a distinction between the competencies of a company and its ability to use corporate resources, which are stocks of instantly usable components that the organization possesses. The RBV hypothesis encompasses the qualities and kinds of resources that result in a competitive advantage, enhanced performance, and an edge (Gillis et al., 2014).

According to Kozlenkova (2014), RBV is the utilization of a range of readily available tangible and intangible resources within a company. If a business wants to transform its organisational plan into a long-term financial advantage, these resources need to be varied. The RBV hypothesis highlights the significance of the company's internal assets when carrying out its strategy. Supporters of the RBV hypothesis, such as Jensen et al. (2016), argue that repurposing existing resources is better for firms than needing to acquire new abilities or resources for each chance. According to the notion, a business must decide where to use its special resources in order to optimize profits. According to Hitt et al. (2016), RBV argues that strategic management are significant performance indicators that improve a business's performance and competitiveness as well as create and maintain an economic gain. One limitation of RBV theory is that it solely considers the internal environment when attempting to optimize a company's superior performance, even though core resources are important drivers of organizational success (Gillis, Combs, & Ketchen, 2014), other factors have an equal impact on a company's market performance. Examples of outside variables that have an impact on how companies function in the marketplace include sectoral policies, compliance processes, taxes, and rules and regulations. When examining elements that could affect the methods it uses, external resources must be taken into account. According to theory, it is essential to take into account a firm's internal resources as well as external influences while researching tactics that result in higher performance (Hitt et al., 2016). Organization learning, adaptive capability, dynamic and planned resilience are factors that RBV supports, that are crucial idea in describing how a business may use its resources to boost performance.

Traditional resource-based theory does not adequately dictate how organizations may embrace resources at their disposal in an ever-evolving marketing environment to suit their needs and demands. The concept of vigorous proficiency has been inaugurated to deal with this gap, though it was not part of the indigenous resource-based framework. The theory reinforces how different firms are better positioned to leverage on their resources for effective utilization of its competencies in strategy formulation and implementation for productivity and sustainability of HCD. RBVT furnishes managers with crucial strategies that can be of great assistance in guiding them on how and when to formulate the most effective and appropriate practices in utilizing resources and this supports study variables organizational learning and planned resilience.

➤ *Stakeholder Theory*

Stakeholder theory was formulated by Freeman (1984). The theory postulates that companies should deliberate over the gains of all stakeholders while making their decisions. Stakeholder theory is a crucial framework in the management of companies and in business ethics that requires firms should priorities the needs and interests of all parties involved, not just shareholders. The theory also takes into account the effects brought about by the actions of suppliers, employees, customers, communities and the environment as well as the organizational organization performance. All business value creation and undertaking hinges on the enthusiastic

involvement of all stakeholders to transform materials into products and services (Freeman et al. 2020).

Stakeholder theory appraise stakeholders of a firm as an organ associated by a customary cause and work jointly to create a successful enterprise (Martinez & Mesa, 2021). In the opinion of stakeholder theory, the company is a web of complementary dependencies where the interests and expectations of the various stakeholders' can be put into jeopardy in various ways, and satisfaction is imperative for maintaining the balance of the duo. Stakeholder correspondence is salient in stakeholder theory (Hatami & Firoozi, 2019). Stakeholder theory states that, the society will hold up and support an organization if they gain from it. Mitchel (2020) verifies that, consumers was more than prepared to procure a firm's products and services if the firm exhibits allegiance in inscribing to issues to do with environmental conservation, social welfare and governance. In the recent past, there has been surge in the integration of stakeholder theory with corporate social responsibility. For long term viability of organizations and ethical practices, it has been noted that addressing stakeholder concerns and expectations is key in their operations and utilization of their resources. Stakeholder theory contributes treasured framework for appreciating how HCD can manage its connections with diverse stakeholders, not limited to donors, beneficiaries, local communities and government institutions. The theory outlines the benefits of appraising different stakeholder interests to attain organizational goals and objectives hence improved performance.

The Horticultural Crops Directorate leverages stakeholder connections to solicit for funding, intensify partnerships as well as increasing its credibility. Open and clear communication is key in HCD operations. There should be trust between all the stakeholders involved for this will lead to more funding and support from the communities be served. By directing more attention to stakeholder engagement, proper governance, engaging and involving the community, HCD can improve its performance and sustainability. Recent studies have emphasized on the need for HCD to adopt policies and engage with policy makers so as to assist in regulating regulations that affect their operations. Studies exhibit that, HCD can align themselves with its set strategic plans as well as taking into account the interests and expectations of its stakeholders are more likely to register positive outcome and higher returns. This study adopted stakeholder theory to further the performance of HCD, with supporting variables such as organizational learning, and planned resilience.

➤ *Ansoff Strategic Success Theory*

The theory was developed H. Igor Ansoff, in 1957. Businesses use this planning framework to strategically govern their products and services. Igor Ansoff, the founder of the strategic management school of thinking, is credited with creating the Ansoff model. This hypothesis holds that formalized organizational learning and a firm's attainment of maximal success are causally strongly related (Martinet, 2010). Optimum performance of a company is attained when the top management team aligns their resources and strategies in a manner that was able to counter the prevailing

environmental turbulence. In the present environment, there is no single antidote for organizations to successfully register positive outcome when it comes to performance. Environmental turbulence is a basis for consideration when deciding the level of effectiveness and efficiency of any company. Possession of high levels of competency by HCD management team is crucial in achieving remarkable organizational performance. This calls for steady and continuous advancement in skills and competency with careful alteration of their existing strategic plans and actions (Gianos, 2013).

Ansoff's Strategic Success theory is a framework employed to shape development strategies of companies not limited to HCD. By adopting the Ansoff strategy success theory, HCD can formulate strategies that marshal with its mission, vision and resources at its disposal. Ansoff's motivation to come up with this theory was to investigate why a company can be successful at one time and unsuccessful in another. Ansoff recognized that a company's strategy has to be in line with the level of turbulence in the environment it operates in so as to thrive financially (Kiple, Lewis, & Jeng, 2012). Ansoff strategy success theory's focal point is on the formulation of avenues that enhance capacity of management team carry on an analysis of accessible data, with objective of investigating the future performance to boost their competitive advantage. The basic misunderstanding of inorganization is that since the future can be measured, generating a handmade restrain. This theory is worth noting in assisting companies come up with the precise growth strategy grounded on the available choices to management team. Horticultural Crops Directorate can successfully apply Ansoff's matrix to strengthen its daily operations and maximize its impact in an ever-dynamic business environment. This theory is useful as it spells out the benefits of performance of HCD.

V. EMPIRICAL LITERATURE REVIEW

➤ *Organizational Learning and Organization Performance*

Organizational learning is broadly conceptualized as a process that generates new insights capable of shaping organizational behavior (Senge, 2020). Although definitions vary, scholars generally frame it as the development of new perspectives, frameworks, systems, or a combination thereof. Learning becomes organizational when it is collectively directed toward shared goals and when its outcomes are institutionalized within organizational systems, structures, and culture. In this regard, organizational learning constitutes both a process and an outcome, designed to enhance the effectiveness of organizational activities. This process underpins the emergence of the learning organization (Senge, 2020). A central function of organizational learning is its contribution to strategic renewal. Crossan, Lane, and White (2019) argue that renewal requires organizations to simultaneously pursue exploration—acquiring and experimenting with new knowledge through feed-forward—and exploitation—refining and leveraging accumulated knowledge through feedback. For renewal to be strategic, it must be embedded across the entire organization and supported by an open systems perspective. The constructs of organizational learning and the learning organization are thus

interdependent, both reflecting and reinforcing an organization's learning capacity. According to Senge (2020), a learning organization is one that systematically experiments with new ideas, engages in collective problem-solving, assimilates external knowledge, and diffuses learning rapidly across units. By contrast, Cummings and Worley (2020) emphasize knowledge generation, acquisition, analysis, dissemination, and retention as the hallmarks of a learning organization, particularly insofar as these processes enable behavioral adaptation.

Empirical literature further highlights that learning organizations are characterized by strong cultural orientations toward transparency, creativity, and social support; Ding, Li, Yang, and Xiao (2023) examined absorptive capacity in mediating connection between SMEs' performance and ambidextrous organisational learning. The resource-capacity-performance framework is used to build the study's theoretical model, which is based on the RBV and the dynamic capability approach. The theoretical model is then tested using questionnaire study data from 189 SMEs in mainland China. The performance of SMEs in terms of growth and survival is impacted differently by ambidextrous organisational learning. Absorptive capacity is positively impacted by both exploratory and exploitative learning, and this positively affects the growth and survival performance of SMEs. Absorptive capacity plays a variety of mediating functions in the connections between SMEs' performance and ambidextrous organisational learning. Absorptive capacity partially mediates the association between exploratory learning and SMEs' growth performance, whereas it fully mediates other correlations. The use of exploratory learning must be emphasised by managers in order to support the growth performance of SMEs. In order to support SME performance in terms of survival and expansion as well as absorptive capacity, managers need to focus more on utilising ambidextrous organisational learning. The government, as policymakers, should establish an environment that makes it possible for SMEs to gain from organisational learning.

Mai, Do, and Nguyen (2022) looked into how leadership competencies affected business performance, organisational learning, and organisational innovation. PLS-SEM approach was used to gather and process 638 responses. Findings only competency that significantly impacted business performance was results-oriented competence. All three leadership competencies had an impact on organisational learning. However, the only abilities that positively impacted organisational innovation were cognitive and interpersonal. Additionally, the connections between company performance, organisational learning, and organisational innovation were validated. Additionally, the results highlighted how leadership competencies and company performance are mediated by organisational learning and innovation. Additionally, the association between cognitive competency and commercial performance was mediated by organisational learning and innovation. In the context of healthcare, Arefin, Hoque, and Rasul (2021) examine the function of business intelligence systems (BIS) in the connection between organisational learning culture and organisational performance. To find the proposed correlations, a quantitative

method was used. A study of 217 managers of healthcare organisations provided the data. The data was examined using structural equation modelling. The results demonstrate how well BIS mediates the association between organisational performance and organisational learning culture in healthcare organisations. There is additional discussion of the findings' theoretical and practical ramifications. Because the study's data came from only one nation, generalisation was challenging. The current study should be replicated in future research using various organisational cultural factors and organisational outcomes, like patient satisfaction.

➤ *Planned Resilience and Organization Performance*

Planned resilience, as defined by Linkov and Trump (2019), refers to the deliberate and proactive measures taken by individuals, groups, communities, or systems to prepare for and withstand potential shocks, disruptions, or stressors. Ali, Desha, Ranse et al. (2021) further describe it as an organization's capacity to adapt its strategy, integrate relevant technologies, and utilize resources effectively to enhance performance. It involves identifying vulnerabilities, assessing risks, and implementing strategies that strengthen the ability to recover, adjust, and thrive amid challenges. However, measuring planned resilience is complex, as it requires consideration of multiple dimensions and contexts (Das, Munikoti, Natarajan et al., 2020). To address this, specific metrics are commonly used to evaluate planned resilience. Campagnolo, et al (2022) examined the impact of SMEs' adversity planning on their business performance. Based on new data from a study of 2,416 native-led and 900 immigrant-led SMEs in five European locations, the study formulates hypotheses that explore relationship between performance of these businesses and their risk management levels. Particularly in enclave sectors, immigrant-led SMEs have a lower likelihood of implementing an adversity plan. Even outside of a crisis, adversity planning is crucial for immigrant-led businesses to expand and to close the performance gap with native-led businesses. On the other hand, the native entrepreneurs' sample showed a favourable relationship between difficulty and progress. preparation is mostly driven by entrepreneurs who had already faced a significant crisis.

Bracci and Tallaki (2021) investigated management control systems and projected resilience capacities in public sector organisations. For this long-term case study, the methodology used in this paper was qualitative. In terms of internal document analysis, semi-structured interviews, and direct observation, this study included primary and secondary sources. This study examined how MCSs enhance and reinforce resilience's anticipatory and coping capacities using a paradigm based on managerial control's facilitating and limiting notions. According to research, MCSs help people make decisions and facilitate adaptive behaviour by giving them information and practical solutions for handling shocks from the outside world. Nonetheless, this is observed when enabling MCSs are adopted, They are founded on stewardship responsibilities and empower managers and staff. MCSs were crucial in forming coping and anticipating skills in such a setting. Financial shocks encouraged the investment in MCSs at the same time, cyclically enhancing or creating new coping and anticipating skills.

Prayag, Ozanne, and Chowdhury (2024) looked into how the team knowledge and capacities of service workers might help service organisations become more resilient. This study looks at how a transactive memory system (TMS) and dynamic capabilities might help service organisations become more resilient and perform better financially. Using partial LSSEM, the authors examine data from 350 UK service enterprises affected by the COVID-19 epidemic and evaluate a theoretical model on this sample. A TMS's beneficial

benefits on organisational resilience are demonstrated by the results. The only things that directly improve organization performance are a TMS and organisational resilience. To the best of the authors' knowledge, this is the first study to determine how a TMS affects service organisations' organisational resilience after adversity.

VI. CONCEPTUAL FRAMEWORK

Conceptual framework links variables of organizational learning, and planned resilience to performance.

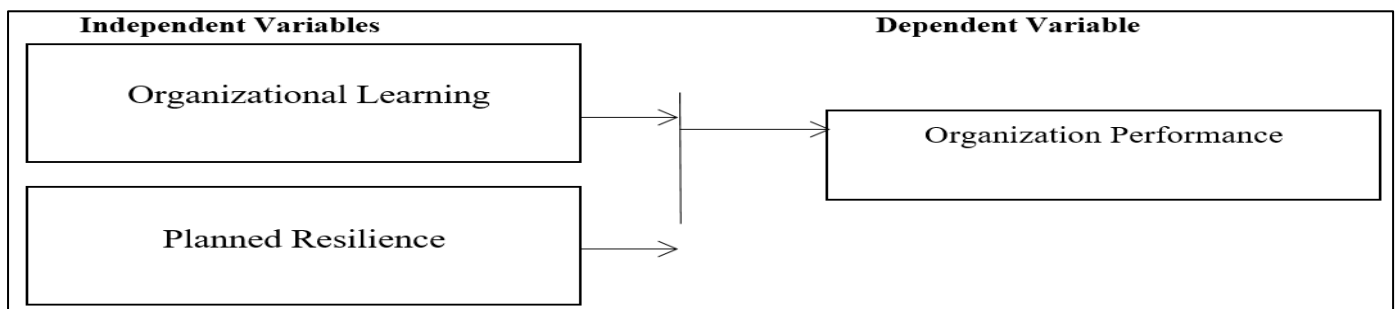


Fig 1 Conceptual Framework

➤ Research Design

According to Bickman and Rog (2018), research design is the arrangement of the study goal and methodology; as a result, a theoretical framework is employed to conduct the investigation. Accordingly, for this investigation, a descriptive design was employed. This approach is the finest since it ensures that the data gathered will provide pertinent study answers. The design was used to analyse problems or explain the characteristics of the people. One benefit of this approach is that it can assist researchers in organizing and conducting studies that offer a comprehensive understanding

of the subjects, settings, or particular issue (Bickman & Rog, 2018).

➤ Target Population

Target population is defined by Cooper and Schindler (2018) as the entire group of variables that one intends to generalize from the findings. Saunders, et al (2018), define population as the whole assembly of factors that the study conclusion should be generalized unit of analysis was senior managers, middle-level management personnel, lower management personnel. Thus, 180 employees were the entire target population. As shown in Table 1.

Table 1 Target Population

Category	Target population	Percentage
Top Management Personnel	11	6
Middle-Level Management Personnel	31	17
Lower Management Personnel	138	77
Total	180	100

Source: (HRM Departments, 2025)

➤ Sample and Sampling Technique

For the study, stratified random sampling was employed, which is determined by Creswell and Creswell (2018) to be impartial and provide an equal opportunity for selection for every member of the population. According to Dawson, (2019), a sample is a division that is used to reflect the characteristics of the population by reflecting a large unit. Saunders, Lewis, and Thornhill (2018) recommended that the study sample size be random in order to eliminate biases, and that 1–10% of the target population is considered an appropriate size. Cooper and Schindler (2018) agreed. Sample size was calculated using the Cochran formula, which is 124 at the 5% significance level.

$$n = N$$

$$[1 + N(e)^2]$$

Where; n – sample size N – Population size e – Level of significance

$$n = 180$$

$$1 + 180(0.05)^2 = 124$$

➤ *Research Instruments*

According to Bickman and Rog (2018), research instruments include study's, tests, and questionnaires are examples of research tools. The questionnaire served as the main instrument for gathering data. Compared to interviews, it provides greater organisation and aids in the collection of quantitative data. Thornhill, Saunders, and Lewis (2018) It cannot be administered to individuals who are illiterate, meaning they are unable to read or write. Despite this, questionnaires are thought to be less expensive data collection tools, and the researcher can collect large volumes of data (Creswell & Creswell, 2018). According to Saunders, et al (2018), the researcher employed questionnaires since they make correlational, descriptive, and inferential statistical analysis possible and easy. These questions also helped to effectively enrich the qualitative methodology (Saunders, Lewis, & Thornhill, 2018). The questions help to effectively enrich the qualitative methodology (Saunders, Lewis, & Thornhill, 2018). The questionnaire also enables anonymity, as most respondents do not want their identities known (Bordens & Abbott, 2017). Primary data was gathered using questionnaires

➤ *Pilot Study*

Conducting a pilot study can help identify ambiguous questions and indistinguishable instructions in an instrument (Hamed, 2016). The process aims to ascertain whether the instrument responses provided the necessary feedback to help the study accomplish its objectives as outlined in the methodology. The pilot study's establishment of the validity and reliability of research data collection equipment is another important factor (Cooper & Schindler, 2018). The pilot study was carried out with the participation of 10 employees at Limuru Horticultural Crops Directorate chosen at random. The results were not included in the final study. Cooper and Schindler (2018) stated that to avoid biases, the research pilot size should be random, and 1-10% of the sample size is considered an appropriate size.

➤ *Validity*

Validity, according to Saunders, et al (2018), is the ability of a research tool to yield anticipated results. Prior to the research instrument being given to the sample group, validity test was to identify and address any issues. This was carried out in the course of piloting the instrument (Saunders, Lewis, & Thornhill, 2018). Determining if the instrument responses supplied the necessary information to support the study in achieving its objectives as specified in the methodology is the aim of the process (Cooper & Schindler, 2018). With assistance from the supervisor and experts in the subject matter, study also made advantage of content validity. Face validity was applied. Because it provides a simple means of evaluating a test's or technique's overall validity, face validity was essential. It's a rather simple, quick, and straightforward technique to begin determining whether a new statistic is beneficial immediately (Cooper & Schindler, 2018).

➤ *Reliability*

Reliability is described by Saunders, Lewis, and Thornhill (2018) as the ratio used to test the consistency of study questionnaires. Cronbach's alpha coefficient ranges from 0 to 1, with higher values indicating greater reliability of a scale. A coefficient of 0.70 or above is generally considered acceptable. In this study, reliability was assessed using the Cronbach's alpha, which was set at 0.7. According to Dawson, (2019), if research tools are reliable, they should provide identical results to the pilot study when applied to the larger sample size, as substantiated by Cooper and Schindler (2018).

➤ *Diagnostic Tests*

When choosing a decision threshold for a diagnostic test, there are multiple methods to consider. A simple screening test's decision threshold is often established with a fixed true-positive or false-positive rate in mind. The cost of conducting the test and the cost of the consequences of the test result are taken into consideration when determining the proper decision threshold in more complex situations. (Zahedi & Ghasemi, 2021).

➤ *Data Collection Procedure*

The researcher requested an authorization permission from NACOSTI, a letter of introduction from the institution, and a letter from the HCD. Two research assistants was trained by research to assist with questionnaire distribution. It was delivered to different responders and picked up after five days.

➤ *Data Analysis and Presentation*

Data analysis, according to Cooper and Schindler (2018), is the process of classifying and organizing unprocessed data that has been gathered using research data collection instruments in order to extract relevant information. SPSS version 28 was used to analysed data. Before the results are generalized the unprocessed information gathered in the field was coded. Data were analyzed using descriptive statistics, with results presented in tables. Relationships between variables were assessed using Pearson correlation to determine the strength and direction of associations, with a two-tailed test at a 5% significance level. The overall model significance was evaluated using ANOVA by comparing the calculated F-value with the critical value at $p < 0.05$. Multiple linear regression was applied to examine the influence of independent variables (β_1 – β_4) on the dependent variable, with α as the regression constant. The HCD composite performance score (EE) served as the dependent variable, while the composite index of the other components was represented by JRAIF is a composite score that represents the variables and is derived from planned resilience, organizational learning, and dynamic capabilities. When HCD viability and performance cannot be explained by the predictor factors' linear influence ϵ_1 is the random error term that steps in.

VII. FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

A total of 124 questionnaires were distributed to the sample population, of which 107 were completed, yielding an 86% response rate. Prior to data collection, the questionnaire's reliability was verified, with a Cronbach's alpha above 0.7, indicating that the items were acceptable and reliable. The majority of respondents were male and relatively young, primarily aged 36–40, with a well-

distributed age range overall. In terms of educational background, most held a bachelor's degree (49%), followed by master's degrees (30%), PhDs (12%), and college-level qualifications (9%), suggesting they were well-equipped to comprehend and respond to the research questions. Regarding work experience, 42% of respondents had served HCD for 6–10 years, 35% for 1–5 years, 19% for 11–15 years, and 4% for over 16 years, indicating that most participants had sufficient exposure to the organization's operations to provide informed responses.

Table 2 Organizational Learning

	SA	A	N	D	SD	Mean	SDev
A culture of constant learning and development is valued and encouraged at HCD	43%	52%	4%	0%	0%	3.30	1.42
Workers who want to learn new skills and information related to their jobs are supported and encouraged .	54%	40%	6%	0%	0%	4.54	1.55
There are plenty of learning and professional development opportunities inside the organization .	28%	21%	4%	36%	16%	2.10	1.76
Employee cooperation and knowledge exchange are promoted and supported.	43%	51%	3%	3%	0%	4.20	1.16
The organization funds training initiatives and coaching that meet the developmental needs of its staff.	22%	40%	3%	25%	10%	2.01	1.26
Average						3.25	1.31

Table 2 reflects organizational learning at HCD, with an overall moderate average score of 3.25 (SD = 1.31). A strong majority agreed that a culture of continuous learning and development is valued within the organization, and employees are well-supported in acquiring new skills and knowledge, reflected by the highest mean score of 4.54. Knowledge sharing and cooperation among employees were also positively perceived, with a mean of 4.20, indicating that collaboration is actively encouraged. However, the responses revealed gaps in formal professional development opportunities and funding for training, which received lower mean scores of 2.10 and 2.01, respectively. This suggests that while the organization fosters a learning culture and supports individual growth, there is room to strengthen structured development programs and allocate more resources to training initiatives to enhance overall organizational learning. The organizational learning had 1.31 as the SD and 3.25 as the mean. This implies that organization performance is highly influenced by organizational learning, which explains why organization performance varies.

Findings are consistent with those of a few earlier investigations into related domains, including those made by Ding, Li, Yang, and Xiao (2023) performance of SMEs in terms of growth and survival is impacted differently by ambidextrous organisational learning. Both exploratory and exploitative learning have a beneficial impact on absorptive capacity, which in turn has a positive impact on SMEs' growth and survival performance. In the relationships between

ambidextrous organisational learning and the performance of SMEs, absorptive capacity has varying mediating roles. In the relationship between exploratory learning and the growth performance of SMEs, absorptive capacity partially mediates, whereas in other relationships, it fully mediates. The use of exploratory learning must be emphasized by managers in order to support the growth performance of SMEs. In order to support SME performance in terms of survival and expansion as well as absorptive capacity, managers need to focus more on utilizing ambidextrous organisational learning. Mai, Do, and Nguyen (2022) results showed that the only competency that significantly impacted business performance was results-oriented competence. All three leadership competencies had an impact on organisational learning, but only the cognitive and interpersonal competencies had a favorable impact on organisational innovation. Additionally, the connections between company performance, organisational learning, and organisational innovation were validated. Additionally, the results highlighted how leadership competencies and company performance are mediated by organisational learning and innovation. Additionally, the association between cognitive competency and commercial performance was mediated by organisational learning and innovation. Arefin, Hoque, and Rasul (2021) results demonstrate how well BIS mediates the association between organisational performance and organisational learning culture in healthcare organisations. There is additional discussion of the findings' theoretical and practical ramifications. Because the study's data came from only one nation, generalization was challenging.

Table 3 Planned Resilience

	SA	A	N	D	SD	Mean	SD
We have determined the weaknesses in our organization, evaluated them, and taken action to strengthen them .	51%	40%	7%	2%	0%	3.17	1.37
To promote continuous development, we routinely evaluate and examine the success of our resilience strategies and projects.	47%	38%	9%	4%	2%	3.10	1.41
Our organization has created strong backup plans to deal with unforeseen difficulties or emergencies.	54%	40%	6%	0%	0%	4.54	1.47
Our organization's resilience initiatives are managed and coordinated by a specific team .	55%	40%	3%	2%	0%	4.10	1.64
Our organization keeps a close eye on new threats, assesses them and modifies our resilience measures as necessary.	46%	51%	3%	0%	0%	4.22	1.25
Average						3.76	1.42

Table 3 presents respondents' perceptions of planned resilience within the organization, with an overall mean score of 3.76 (SD = 1.42), indicating a relatively strong level of planned resilience. A majority of respondents agreed that the organization has identified its weaknesses, evaluated them, and taken corrective actions, although this item had a lower mean of 2.107, suggesting some variability in implementation. Continuous evaluation of resilience strategies and projects was moderately acknowledged, with a mean of 3.10, reflecting ongoing but potentially inconsistent assessment practices. Strong backup plans to address unforeseen difficulties or emergencies were widely recognized (mean = 4.54), demonstrating that the organization prioritizes preparedness. The existence of dedicated teams to manage and coordinate resilience initiatives was also positively perceived (mean = 4.10), as was the organization's monitoring and adjustment of resilience measures in response to emerging threats (mean = 4.22). Overall, these findings suggest that while the organization demonstrates strong preparedness and monitoring systems, there may be room to enhance the systematic evaluation and addressing of internal weaknesses to further strengthen planned resilience.

Conclusions are consistent with those of several previous studies conducted by different researchers., including Campagnolo, et al (2022) particularly in enclave sectors, immigrant-led SMEs have a lower likelihood of implementing an adversity plan.. Even outside of a crisis, adversity planning is crucial for immigrant-led businesses to expand and to close the performance gap with native-led businesses. On the other hand, the native entrepreneurs' sample showed a favourable relationship between difficulty and progress. preparation is mostly driven by entrepreneurs who had already faced a significant crisis. Bracci and Tallaki (2021) MCSs help people make decisions and facilitate adaptive behaviour by giving them information and practical solutions for handling shocks from the outside world. Nonetheless, this is observed when enabling MCSs are adopted, They are founded on stewardship responsibilities and empower managers and staff. MCSs were crucial in forming coping and anticipating skills in such a setting. Financial shocks encouraged the investment in MCSs at the same time, cyclically enhancing or creating new coping and anticipating skills. Prayag, Ozanne, and Chowdhury (2024) TMS's beneficial benefits on organisational resilience are demonstrated by the results. The only things that directly improve organization performance are a TMS and organisational resilience and how a TMS affects service organisations' organisational resilience after adversity.

Table 4 Organization Performance

	SA	A	N	D	SD	Mean	Std. D
The organization runs as efficiently as possible in accordance with its organisational strategy and work plans.	56%	42%	2%	0%	0%	3.76	1.82
Our organization efficiently controls and reduces operating expenses.	47%	38%	9%	4%	2%	3.10	1.41
Stakeholder satisfaction is consistently high for our organization.	52%	38%	4%	4%	2%	3.11	1.41
Within the anticipated time frame, the business achieves its Return on Assets.	44%	50%	3%	3%	0%	4.20	1.16
The business runs as efficiently as possible in accordance with its organisational strategy and work plans.	40%	58%	2%	0%	0%	4.11	1.63
Average						3.66	1.89

The results of statements were as follows; with mean (3.76) and SD (1.82) 56% strongly agreed, 42% agreed and 2% neutral that organization runs as efficiently as possible in accordance with its organisational strategy and work plans. If our organization efficiently controls and reduces operating expenses and 47% strongly agreed, 38% agreed, 9% neutral, while 4% disagreed and 2% strongly agreed with mean (3.10) and SD(1.41). when asked if stakeholder satisfaction is consistently high for our organization 52% strongly agreed, 38% agreed, 4%neutral and another 4% disagreed while 2% strongly agreed with a mean (3.11) and SD(1.41). with a mean of 4.20 and SD 1.16 were response of if within the anticipated time frame, the business achieves its return on assets with 44% strongly agreed, 50% agreed, 3% neutral and another 3% disagreed whole none strongly agreed. Finally if the business runs as efficiently as possible in accordance with its organisational strategy and work plans.40% strongly agreed, 58% agreed while 2% ; mean =4.11 and SD=1.63. Mean of 3.66 and SD of 1.89 indicate that organizational learning, planned resilience, dynamic capabilities, and adaptive capability all have a significant impact on HCD's organization performance.

The results concur with those of other studies, including those by Abdullahi, Ardo, Hassan, and Hassan (2021). widely utilized organization performance measures for CSMEs, including customer retention, employee competency, overall client satisfaction, product and service quality, and product and organization performance. The study did discover that the CSMEs had reasonable levels of both financial and non-

financial achievement. Although the significance of utilizing both financial and nonfinancial metrics to assess performance among CSMEs in Nigeria is well recognized, more effort has to be made to raise CSMEs' general performance in the building sector. Zablocka-Kluczka and Sałamacha (2023). One method for evaluating performance is the customer value addition technique. So, an organization's strategic goals serve as a lens through which its resources are focused. Performance provides critical data for monitoring and controlling an organization (Zahari, et al , 2022). Organizational success can be measured using metrics as well as activity-based evaluations, balanced scorecards, growth, earnings, and economic added value. Performance was assessed in this study using the balanced scorecard method. The balanced scorecard has been adopted by a number of organisations over time. Gure and Karugu (2018) performance evaluation requires a direct link between the organization's objectives, evaluation processes, and outcomes. Assess the relevance of the performance measures. Management can assess an organization's success by using goals, a balanced scorecard, and metrics for crucial performance. The key performance indicator establishes success of organisation or a particular activity, such as a project, plan, or other indicator. KPIs fall into either the qualitative or quantitative categories. Among the many attributes it monitors are input and output, activity, mechanism, control, and time. The balanced scorecard is a tool used by managers for performance and regulate both the results of their workers' actions and the way in which those actions are executed. This study used both market share and yearly revenues to assess the organization's effectiveness

VIII. REGRESSION ANALYSIS RESULTS

Table 5 Model Summary for Organizational Learning

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.642 ^a	.499	.395	.60906

Predictors: (Constant), Organizational learning

The results indicate a strong positive correlation between organization performance and organizational learning ($R = 0.642$), with changes in organizational learning potentially explaining 49.9% of the variation in organization performance ($R^2 = 0.499$). Other factors have a 50.1% impact on HCD's organization performance.

Table 6 ANOVA^a Results for Organizational Learning

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	26.578	1	26.578	75.042	.000 ^b
1 Residual	42.902	106	.405		
Total	69.480	107			

Dependent Variable: Organization performance

Predictors: (Constant), Organizational learning

$F = 75.042$ in Table 13 show a substantial correlation between organisational learning and performance, underscoring the significance of organisational learning for HCD's organisation performance as well as the model's outstanding fit to the data. The dependant variable is effectively predicted by the regression model at a significance level of 000, or < 0.05.

Table 7 Regression Coefficients for Organizational Learning

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B	
	B	Std. Error				Lower Bound	Upper Bound
(Constant)Organizational	1.095	.431		3.309	.001	.439	1.751

learning	.588	.079	.632	8.668	.000	.531	.845
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DV: Organization Performance

Table 7 presents regression coefficients for organizational learning as a predictor of organizational performance. unstandardized coefficient ($B = 0.588$, $p < 0.001$) indicates that a one-unit increase in organizational learning is associated with a 0.588-unit increase in organizational performance, holding other factors constant. standardized coefficient ($Beta = 0.431$) further confirms a moderate positive effect, suggesting that organizational learning makes a meaningful contribution to explaining variations in performance. The model is statistically significant, as reflected by the t-values ($t = 8.668$, $p < 0.001$),

showing that organizational learning is a strong predictor of performance. The 95% confidence interval for the coefficient (0.439–0.531) does not include zero, reinforcing the reliability of the finding. Overall, the results demonstrate that organizational learning has a significant and positive impact on organizational performance, underscoring its importance as a strategic driver at HCD. The organization performance and organizational learning is $1.095 + 0.588$. The model illustrates and makes clear how HCD's organization performance is impacted by its organizational learning.

Table 8 Model Summary for Planned resilience

Model	R	R Square	Adjusted R Square	d. Error of the Estimate
1	.595 ^a	.431	.325	.6427

Predictors: (Constant), Planned Resilience

Table 8 presents the model summary for planned resilience as a predictor of organizational performance. The correlation coefficient ($R = 0.595$) indicates a moderate positive relationship between planned resilience and performance. The coefficient of determination ($R^2 = 0.431$) shows that planned resilience explains 43.1% of the variation in organizational performance, while the adjusted R^2 of 0.325

confirms that the model remains moderately strong even after adjusting for potential errors. The standard error of the estimate (0.6427) suggests a reasonable level of accuracy in predicting performance based on planned resilience. Overall, the results imply that planned resilience makes a meaningful contribution to performance at HCD, though other factors outside the model also play a role in influencing outcomes.

Table 9 ANOVA^a Results for Planned Resilience

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	24.411	1	24.411	56.1074	.000 ^b
1 Residual	46.628	106	.439		
Total	70.039	107			

Dependent Variable: Organization Performance

Predictors: (Constant), Planned Resilience

Table 9 presents ANOVA results testing the overall significance of regression model for planned resilience. The regression sum of squares (24.411) compared to residual sum of squares (46.628) indicates that a substantial proportion of the variance in organizational performance is explained by planned resilience. F-statistic (56.107, $p < 0.001$) confirms that the model is statistically significant, meaning that planned

resilience is a valid predictor of organizational performance. In other words, improvements in planned resilience are strongly associated with better organizational performance at HCD. However, since not all variance is explained (residual = 46.628), other factors beyond planned resilience also contribute to performance outcomes.

Table 10 Regression Coefficients for Planned Resilience

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B	
		Std. Error	Beta			Lower Bound	Upper Bound
(Constant)	1.739	.545		2.873	.000	.669	1.069
Planned resilience	.644	.1107	.476	8.412	.000	.547	.823

Dependent Variable: Organization Performance

Conclusions show how planned resilience has significantly enhanced organization performance. The results show that organization performance and planned resilience have a significant link ($p < 0.05$, $P = 0.01$). Table 17 presents the regression results for planned resilience as a predictor of organizational performance. The unstandardized coefficient ($B = 0.545$, $p < 0.001$) indicates that for every one-unit

increase in planned resilience, organizational performance is expected to increase by 0.545 units, holding other factors constant. The standardized coefficient ($Beta = 0.545$) confirms a moderate positive effect, showing that planned resilience meaningfully contributes to performance outcomes. The t-value ($t = 8.412$, $p < 0.001$) demonstrates that this effect is statistically significant, while the 95% confidence interval for

the coefficient (0.547–1.069) excludes zero, further reinforcing the reliability of the finding. Overall, the results suggest that planned resilience has a significant and positive

impact on organizational performance at HCD, highlighting its importance as a strategic capability for improving outcomes.

IX. MULTIVARIATE ANALYSIS

Table 11 Model Summary Multivariate Analysis

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.648 ^a	.568	.452	.58289

Predictors: (Constant), Planned Resilience and Organizational Learning

The organization performance was predicted using regression analysis. Table 11 demonstrates that $R = 0.648$ and $R^2 = .568$ have a positive correlation, it presents the multivariate model summary for the combined effects of planned resilience and organizational learning on organizational performance. The correlation coefficient ($R = 0.648$) indicates a strong positive relationship between the predictors and organizational performance. The coefficient of determination ($R^2 = 0.568$) shows that approximately 56.8% of the variation in organizational performance can be

explained collectively by these factors, while the adjusted R^2 of 0.452 confirms that the model remains robust after accounting for potential sampling errors. The standard error of the estimate (0.583) indicates a reasonable level of precision in predicting performance using this combination of predictors. These results suggest that organizational learning and planned resilience together play a significant and meaningful role in enhancing organizational performance at HCD.

Table 12 ANOVA^a Results for Model Summary

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	32.678	2	8.169	24.210	.000 ^b
1 Residual	37.118	105	.360		
Total	69.796	107			

DV: Organization performance

Predictors: (Constant) Planned Resilience and Organizational Learning

Table 12 presents the ANOVA results for the multivariate regression model assessing the combined effect of planned resilience and organizational learning on organizational performance. The regression sum of squares (32.678) relative to the residual sum of squares (37.118) indicates that a substantial portion of the variation in organizational performance is explained by the combined predictors. The F-statistic (24.210, $p < 0.001$) demonstrates that the overall model is statistically significant, confirming that these four factors collectively have a meaningful impact on performance at HCD. While the model accounts for a significant amount of variance, the residual sum of squares suggests that other factors beyond these predictors also influence organizational performance.

demonstrate that all models fit the data well and are statistically significant ($p < 0.05$), confirming the predictive power of these factors. These findings underscore the importance of fostering a learning culture, strengthening resilience practices, and developing dynamic and adaptive capabilities to achieve sustained improvements in organizational performance.

RECOMMENDATIONS

The research report suggests the following recommendations for HCD's management and board of directors: HCD management should concentrate on developing a culture that encourages knowledge sharing, accepts failure as a teaching opportunity, and supports ongoing development in order to successfully execute organisational learning. Promote teamwork, offer online forums for information sharing, and routinely assess projects to glean important lessons. Top management at HCD should priorities developing individual and community-level capacity to adjust to change and bounce back from disruptions, particularly when it comes to planning. This entails cultivating robust social networks, giving physical and mental health top priority, and honing problem-solving techniques. In order to effectively handle long-term stresses like food shortages and climate change, think about integrating resilience into financial systems, risk governance, and urban design. Focus on encouraging agility, learning, and innovation in order to bolster dynamic capabilities. Top management at HCD should also work to establish solid partnerships and manage

X. CONCLUSIONS

The study findings reveal that HCD's organizational performance is positively and significantly influenced by organizational learning and planned resilience, highlighting a strong link between these strategic resilience factors and performance. Organizational learning emerged as a key driver, showing that improvements in learning practices are closely associated with variations in performance. Planned resilience also plays a critical role, as differences in resilience strategies significantly affect organizational outcomes. Overall, the results suggest that increasing the mean levels of these predictor variables particularly organizational learning and planned resilience, can substantially improve HCD's organizational performance. The regression analyses

knowledge well. Invest in market analysis and research: Examine the external environment frequently for new trends, client demands, and rivalry. Encourage candid dialogue and teamwork: To gather a range of viewpoints, promote information exchange within departments and with outside partners. HCD should employ Technology to Gather and Analyse Data: Utilize systems and techniques to collect and evaluate information on consumer behavior and market dynamics. Enhancing elements such as access to resources, information, and skills; fortifying institutions and governance; and cultivating an innovative and learning culture are all important ways to increase adaptable capability. In particular, think about making infrastructural investments, encouraging sustainable growth methods, and guaranteeing fair access to opportunities and information.

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