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Organizational Resilience Strategies and Performance of
Beverage Manufacturing Firms in Kisumu Town



Organizational Resilience Strategies and Performance of Beverage Manufacturing Firms in Kisumu Town



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ABSTRACT

Purpose: The study specifically sought to establish how organizational resilience strategies namely: adaptive capacity, organizational learning, resilience mindset and knowledge and information flow influence the performance of manufacturing firms in Kisumu Town.

Methodology: The study made use of 3 theories namely: The agency theory, resource-based theory and the knowledge-based view of the firm. The study adopted the causal research design anchored on positivist research methodology. The population of the study targeted 113 top-level managers from the beverage manufacturing companies in Kisumu Town. The sample size was 86 respondents. The unit of analysis were the employees who are in charge of strategic management at the beverage manufacturing firms in Kisumu. The study made use of a census in identifying the respondents for the study and the purposive sampling technique. The study used primary data collected from structured questionnaires. The collected data was coded and analyzed using quantitative techniques with the help of descriptive and inferential statistics. The Statistical Package for Social Sciences was used.

Findings: Adaptive capacity was the strongest predictor of firm performance ($\beta = 0.656$), explaining 49.9% ($R^2 = 0.499$) of the variation in performance. Organizational learning also had a substantial positive effect ($\beta = 0.636$) and explained the highest proportion of performance variation ($R^2 = 0.522$; 52.2%). Information flow had a moderate positive influence ($\beta = 0.382$), accounting for 20.4% ($R^2 = 0.204$) of the variation, while resilience mindset also significantly enhanced performance ($\beta = 0.339$) and explained 21.1% ($R^2 = 0.211$) of the variation.

Unique Contribution to Theory Practice and Policy: In order to survive in a volatile business environment, the firms must strive to maximize on those organizational resilience strategies that positively influence their performance. The study therefore recommended that organizational managers should initiate and reinforce the agility practices for sustainable performance.

Keywords: *Organizational Resilience, Firm Performance, Beverage Manufacturing*

INTRODUCTION

Organizational resilience has become a critical strategic capability for firms operating in an increasingly volatile and unpredictable global business environment. As globalization has expanded market opportunities, it has also heightened firms' exposure to disruptions arising from supply chain interruptions, technological change, economic shocks, and environmental crises (Shepherd & Williams, 2023). According to Dickson (2025), resilient organizations possess the agility, flexibility, and adaptive capacity required to withstand disruptions while maintaining operational continuity and competitive advantage. Similarly, Koh et al. (2023) observe that organizations are continually exposed to risks ranging from cyber threats and environmental hazards to health emergencies and societal crises, making resilience an essential organizational capability. Consequently, resilience is increasingly viewed not merely as a recovery mechanism but as a strategic approach that enables organizations to anticipate, adapt to, and thrive amid uncertainty.

Within Africa, organizational resilience has assumed greater significance as firms navigate business environments characterized by political uncertainty, economic volatility, inadequate infrastructure, and rapid technological transformation. Elouidani et al. (2024) identify adaptability, preparedness, organizational versatility, and business diversification as key drivers of resilient organizations across the continent. Likewise, Mhlanga (2024) argues that organizational leaders have a responsibility to formulate strategies that enhance agility and resilience during periods of crisis, while Gandawa (2026) emphasizes innovation, decentralized decision-making, and scenario planning as critical resilience capabilities for African organizations. Roopram (2025) further notes that organizations that embed strategic agility and dynamic capabilities into their operations are better positioned to sustain performance and remain competitive despite persistent environmental turbulence.

In Kenya, studies have increasingly demonstrated the importance of organizational resilience in improving firm performance across different sectors. Ongola (2022), established that organizational flexibility, human capital, and core competencies significantly enhance competitiveness in the logistics sector, while Wafula et al. (2025) found that strategic leadership, innovation management, risk management, and effective resource management positively influence the performance of commercial state corporations. However, Simani et al. (2022) observed that although organizational resources strengthen firms' ability to recover from disruptions, the contribution of innovation to long-term resilience remains inconsistent. Despite these insights, Kenya's manufacturing sector continues to experience declining performance, with several firms exiting the market due to high production costs, intense competition, rising taxation, and increasing operating expenses (KAM, 2022; Munda, 2023). These challenges underscore the

need to investigate how organizational resilience strategies influence the performance of beverage manufacturing firms in Kisumu Town.

Statement of Problem

Manufacturing firms are expected to contribute significantly to economic growth, employment creation, industrialization, and national competitiveness through sustained operational and financial performance. However, this expectation has not been realized in Kenya, where the sector has experienced persistent performance challenges. Approximately 30 manufacturing firms have closed within the last decade, while many others have reported declining performance (Munda, 2023). Similarly, the manufacturing sector's contribution to Kenya's GDP declined from 11.8% in 2011 to 8.4% in 2017 (KAM, 2018), while the sector's growth rate fell sharply from 5.6% in 2013 to 0.2% in 2017 (KNBS, 2018). The food manufacturing subsector, which includes beverage manufacturers, recorded a 10.8% decline in performance in 2017 (KNBS, 2018). These challenges have been attributed to high production costs, energy expenses, taxation, import competition (KAM, 2022), as well as operational and production management inefficiencies (Munda, 2023). Consequently, beverage manufacturing firms continue to face increasing pressure to enhance their resilience and improve performance in an increasingly turbulent business environment.

Although previous studies have examined organizational resilience and firm performance, existing evidence remains fragmented and context-specific. For instance, Ongola (2022) focused on FedEx Express, Mairura and Muturi (2021) examined manufacturing firms generally, Gichuhi et al. (2022) investigated the telecommunications sector, Wangila (2020) studied public sector organizations, Kizito (2019) examined government-funded projects in Rwanda, while Otiende et al. (2024) focused on public universities in Kenya. Moreover, most of these studies emphasized the direct relationship between organizational resilience and performance without specifically examining how different organizational resilience strategies influence the performance of beverage manufacturing firms. This study therefore sought to fill this contextual and empirical gap by examining the influence of organizational resilience strategies on the performance of beverage manufacturing firms in Kisumu Town.

LITERATURE REVIEW

Theoretical Framework

The study is anchored on three complementary theories: Agency Theory, Knowledge-Based View (KBV) of the Firm, and the Resource-Based Theory (RBT). Agency Theory, originally developed by Mitnick (1973) and Ross (1973) and later advanced by Eisenhardt (1989), explains the principal-agent relationship and emphasizes the need for effective monitoring, coordination, and

governance mechanisms to minimize conflicts of interest and improve organizational outcomes. In the context of organizational resilience, the theory highlights the importance of monitoring organizational processes, managing risks, and ensuring accountability among stakeholders to enhance resilience capabilities. The Knowledge-Based View, which builds on Penrose's (1959) Resource-Based View and was further developed by Grant (1996), posits that knowledge is a firm's most valuable strategic resource and that the creation, sharing, and application of knowledge underpin sustainable competitive advantage. The theory explains how organizational learning, information flow, and innovation strengthen firms' ability to adapt to environmental changes and improve performance.

The Resource-Based Theory, proposed by Barney (1991), complements these perspectives by arguing that firms achieve superior performance through valuable, rare, inimitable, and non-substitutable resources and capabilities. The theory emphasizes that internal organizational resources and capabilities are the primary drivers of sustained competitive advantage and performance rather than external environmental conditions. Collectively, the three theories provide a comprehensive foundation for this study by explaining how effective governance and monitoring mechanisms (Agency Theory), strategic knowledge management and organizational learning (Knowledge-Based View), and the strategic deployment of unique organizational resources and capabilities (Resource-Based Theory) enhance organizational resilience and, ultimately, improve the performance of beverage manufacturing firms. Together, they offer a robust theoretical lens for understanding the relationship between organizational resilience strategies and firm performance.

Conceptual Framework

The conceptual framework links the independent variables to the dependent variable. The dependent variable was performance of beverage manufacturing firms while the independent variables were as shown in figure 2.1 below.

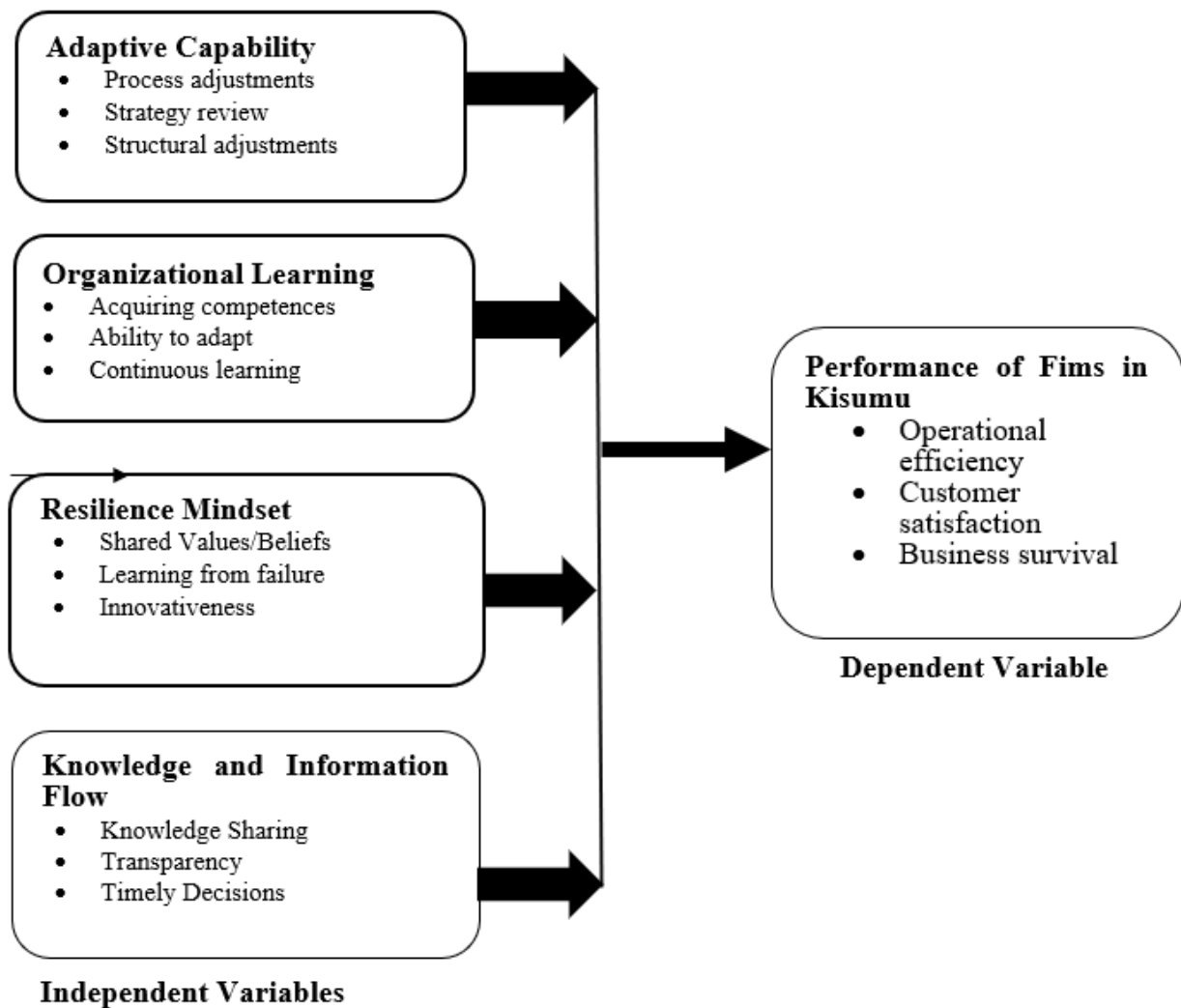


Figure 1: Conceptual Framework

Empirical Review

Adaptive capacity enhances organizational performance by enabling firms to anticipate change, respond to environmental uncertainty, and continuously realign their strategies and operations. Studies by Bhamra et al. (2011) and Mwangi et al. (2022) indicate that adaptive capability facilitates strategic renewal, strengthens competitive advantage, and improves firm performance through effective resource alignment and responsiveness to environmental changes. Similarly, Wu et al. (2017) and Alhamadi (2020) emphasize that adaptive organizations are characterized by strong financial planning, operational efficiency, foresight, and risk management capabilities.

However, the existing literature has largely examined adaptive capacity as a general organizational capability across diverse industries without specifically focusing on beverage manufacturing firms or assessing its contribution within the broader organizational resilience framework. This study therefore sought to address this contextual gap by examining the influence of adaptive capacity on the performance of beverage manufacturing firms in Kisumu Town.

Resilience mindset is an important determinant of organizational performance because it shapes how individuals and organizations perceive adversity and respond to uncertainty. Warner (2021), conceptualizes resilience mindset as a pattern of beliefs and attitudes that enable organizations to adapt, recover, and thrive during disruptions. Empirical studies by Banerjee et al. (2022), Kim et al. (2023), and Brown et al. (2023) demonstrate that a growth mindset enhances resilience by enabling individuals to learn from setbacks and maintain positive performance under challenging conditions. Likewise, Obodozie and Nwabuofo (2025) emphasize that collaboration and interconnectedness are central to fostering resilient organizational cultures. Nevertheless, much of the available empirical evidence is drawn from educational settings or focuses on individual resilience rather than organizational resilience in manufacturing firms. Consequently, there remains limited evidence on how resilience mindset influences organizational performance within Kenya's beverage manufacturing sector, a gap that this study aimed to fill.

Research further suggests that organizational learning is a fundamental resilience capability that enables organizations to acquire, retain, and apply knowledge to improve adaptation and long-term performance. Koh et al. (2023) argue that resilience depends on the availability and effective utilization of organizational knowledge, while Evenseth et al. (2022) found that resilient organizations continuously learn from disruptions and emerge stronger following crises. Rahma and Mekimah (2023) further contend that organizational learning enhances innovation, adaptability, and competitiveness through continuous knowledge development. Similarly, Jiao and Bu (2024) and Edmondson and Lei (2014) demonstrate that learning-oriented organizations improve adaptive capacity and resilience through effective knowledge acquisition and psychologically safe learning environments. However, previous studies have largely focused on learning as a predictor of resilience rather than examining its direct influence on firm performance in the manufacturing context. This study therefore extends existing knowledge by investigating organizational learning as a resilience strategy influencing the performance of beverage manufacturing firms.

Knowledge and information flow has been identified as a critical organizational resilience strategy that facilitates coordination, innovation, and informed decision-making. Jiao and Bu (2024) argue that knowledge creation, acquisition, transfer, and integration strengthen organizational capabilities, while Chand and Loosemore (2016) and Evenseth et al. (2022) emphasize that

effective knowledge sharing and feedback systems enhance organizational resilience and learning from failures. Ndabari (2021) and Ling-hsing and Tung-ching (2020) further identify knowledge management as a source of sustainable competitive advantage through improved collaboration and dissemination of best practices. Although studies such as Kefasi (2019) have linked knowledge sharing to improved business performance in specific industries, the empirical evidence remains fragmented and sector-specific, with limited attention to beverage manufacturing firms in Kenya. This study therefore addressed this contextual gap by examining how knowledge and information flow contributes to the performance of beverage manufacturing firms in Kisumu Town.

METHODOLOGY

The causal research design was adopted in this study. The target population were 8 beverage companies operating in Kisumu Town. The respondents were 113 top-level managers working in these companies. These employees were targeted because they are involved in making key strategic decisions affecting the companies. These comprised of the chief executive officers, members of the board of directors and heads of the strategic planning departments. For this study, the sampling frame consisted of the top-level managers of the beverage manufacturing firms of the 8 firms. The study used 113 top managers from the manufacturing companies. The census approach was adopted where the entire population was used as the sample. Purposive sampling was adopted by this study. 5-point Likert scale questionnaires were adopted as the data collection method and it was applied to the 113 respondents. The researcher carried out a pilot study at a beverage Company in Kakamega which was not involved in the actual study to minimize bias. A sample size of 11 participants were used which is 10% of the 113 employees who comprise the sample size for the actual study. A letter from Jomo Kenyatta University of Agriculture and Technology was obtained. In order to increase the response rate, the researcher sent a covering letter to each of the firms detailing who is conducting the research, why the research is being conducted; why it is important that the respondents answer the questions in the questionnaire and assuring the respondents that their responses would be handled with strict confidence. Diagnostics tests were used to predict a relationship between the independent and dependent variables exist. After completing the field survey, the data collected was edited for accuracy, uniformity, consistency and completeness, organized, summarized, coded and tabulated before final analysis. In this study, descriptive and inferential statistics were used to analyze the data.

The following was the overall regression model:

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \varepsilon \dots\dots\dots (i)$$

RESULTS

Response Rate

The sample size for the targeted population was 113. 86 respondents filled the questionnaires and returned them meaning there was 76.1% response rate. According to Best and Khan (2006), a response rate of 50% is considered adequate, 60% good and above 70% very good. Therefore, in view of this, the response rate was considered very good and exceeded the threshold postulated by Best and Khan (2006).

Descriptive Statistics

Adaptive Capacity

Cumulatively, 65.2% (n=86) of the respondents agreed that their firm adjusts its processes from time to time. This was supported by a mean of 3.504 and a standard deviation of 0.212. The overall mean was high at 4.38 with SD of 0.26. Huang (2019) citing from Barney works suggested that a firm's core resources are the important tools for an organization in gaining sustainable competitive advantage. The results of the descriptive analysis are shown in Table 1 below.

Table 1: Descriptive Results on Adaptive Capacity

	SD	D	N	A	SA	M	SD
The firm adjusts its processes from time to time.	0.0%	25.9%	8.9%	54.1%	11.1%	3.504	0.212
Structural adjustments are made in response to changing conditions	0.0%	0.7%	1.5%	35.6%	62.2%	4.593	0.280
Experiences of disruption inform future strategies	0.0%	0.7%	0.7%	44.4%	54.1%	4.516	0.269
Aggregate Score						4.38	0.26

Resilience Mindset

Table 2 below shows that the majority of the respondents (95.7%, Mean of 4.682 and SD = 0.255) agreed that beverage manufacturing firms recognizes new insights and generates ideas from experiences, experiments, or problem-solving activities. Similarly, a large number of respondents (94.8% and M = 4.682, SD = 0.333) also agreed that their firms embed knowledge into organizational systems, processes, and culture to ensure it is preserved and accessible. Moreover, 95.5% (M = 4.626, SD = 0.290) agreed that firm shares knowledge across teams, departments, or even between organizations to improve performance and innovation. The overall mean was high at 4.55 and the standard deviation at 0.291.

Table 2: Descriptive Results on Resilience Mindset

	SD	D	N	A	SA	M	SD
Recognizes new insights and generates ideas from experiences, experiments, or problem-solving activities	1.5%	0.7%	2.2%	51.9%	43.7%	4.356	0.255
Firm embeds knowledge into organizational systems, processes, and culture to ensure it is preserved and accessible	0.7%	3.0%	1.5%	17.0%	77.8%	4.682	0.330
Firm shares knowledge across teams, departments, or even between organizations to improve performance and innovation	0.0%	0.0%	4.4%	28.1%	67.4%	4.626	0.290
Aggregate Score						4.55	0.291

Organizational Learning

Table 3 shows that the majority of the respondents 94.8% (M=4.600, SD = 0.288) felt that the companies had shared beliefs and values on risk management practices. This was buttressed by the fact that the firms encouraged proactive problem-solving with mean of 4.344 and SD of 0.231. Respondents also agreed that their firms allow sections to learn from failures, and create innovations (M =4.338, SD = 0.225). The overall mean was high at 4.459 and SD = 0.257. This showed that organizations were making great efforts at building learning cultures within their firms.

Table 3: Descriptive Statistics on Organizational Learning

	SD	D	N	A	SA	M	SD
There are shared beliefs and values on risk management practices	0.0%	2.2%	3.0%	27.4%	67.4%	4.600	0.288
The firm encourages proactive problem-solving.	0.0%	3.0%	6.7%	43.7%	46.7%	4.344	0.231
The firm allows sections to learning from failures, and create innovations	0.0%	4.4%	8.1%	36.3%	51.1%	4.338	0.225
Aggregate Score						4.459	0.257

Information Flow

The findings in Table 4 show that the majority of the respondents 86.4% (n=86) thought that the beverage manufacturing companies have transparent communication and knowledge sharing. The findings of the study also indicate that the majority of the respondents 88.1% (n=86) thought that the companies also enabled timely decision-making ($M = 4.310$, $SD = 0.224$). The results also recorded high mean scores with 4.303 and standard deviations of 0.228.

Table 4: Descriptive Statistics on Information Flow

	SD	D	N	A	SA	M	SD
There is transparent communication and knowledge sharing	0.7%	6.7%	5.9%	23.7%	63.0%	4.416	0.255
The firm also enables timely decision-making	0.0%	6.7%	5.2%	38.5%	49.6%	4.310	0.224
Staff are encouraged to learn from past disruptions.	0.0%	8.1%	8.9%	36.3%	46.7%	4.216	0.203
Aggregate Score						4.303	0.228

Performance

The results in table 5 below show that 85.9% ($M=4.427$, $SD = 0.273$) of the respondents strongly agreed that their firms had experienced improvements in their operational efficiency. This was further supported by 85.9% of those who agreed that the organizations had survived in periods of disruption but also leveraged adversity as an opportunity for growth and innovation ($M = 4.411$, $SD = 0.250$). Ultimately, 88.1% also agreed that the customers generally express satisfaction with the services they receive ($M = 4.353$, $SD = 0.233$).

Table 5: Descriptive Results on Performance

	SD	D	N	A	SA	M	SD
The firm has an experience of good operational efficiency	0.7%	8.9%	4.4%	18.5%	67.4%	4.427	0.273
The organizations have survived disruptions but also leverage adversity as an opportunity for growth and innovation.	1.5%	4.4%	5.9%	27.4%	60.7%	4.411	0.250
The customers generally express satisfaction with the services they receive	0.7%	5.9%	5.2%	33.3%	54.8%	4.353	0.233
Aggregate Score						4.301	0.237

Correlation Analysis

The study conducted correlation analysis to test the strength/relationship between the study variables. The study found out that adaptive capacity had a positive significant linear relationship with performance of manufacturing firms with Pearson correlation coefficient of 0.584 at 0.00 significant level. Thus, adaptive capability would increase performance. Furthermore, the study found out there that there was a positive correlation between resilience mindset and organizational learning and performance with Pearson correlation coefficient of 0.549 and 0.795 respectively at 0.000 and 0.01 levels of significance. From the table below, it is evident that all the independent variables are positively related to performance of manufacturing firms as attested by their respective correlation coefficients. All the relationships are rendered significant since their p values are less than 0.05.

Table 6: Correlation

		Adaptive capacity	Resilience mindset	Organizational Learning	Information Flow
Adaptive capacity	Pearson	1			
	Correlation				
	Sig. (1-tailed)				
Resilience mindset	N	86			
	Pearson	.584**	1		
	Correlation				
Organizational Learning	Sig. (1-tailed)	.000			
	N	86	86		
	Pearson	.549**	-.274**	1	
Information Flow	Correlation				
	Sig. (1-tailed)	.001	.000		
	N	86	86	86	
	Pearson	.795**	.232**	-.149**	1
	Correlation				
	Sig. (1-tailed)	.000	.000	.001	
	N	86	86	86	86

Regression Analysis**Influence of Adaptive capacity on Performance**

The table below shows that the R and R² are 0.707 and 0.499 respectively. A simple regression model was fitted to the data with adaptive capacity as the independent variable and sustainable performance as the dependent variable and the model was found to be significant (F (1,174) =173.441, P<0.05) with R²=0.499. This implies that adaptive capacity account for 49.9 % of the variation in performance as shown in Table 4.16 (b). The model coefficient was found to be significantly different from zero (t=13.170, p<0.05). The model equation generated for adaptive capacity was;

$Y=1.253 + 0.656X_1$, which implies that for every unit measure of adaptive capacity, it leads to 0.656 increase in performance of beverage manufacturing firms in Kisumu. Thus, we reject the null hypothesis based on objective 1 that;

H₀: Adaptive capacity has no influence on performance of beverage manufacturing firms in Kisumu.

Table 7: Regression results of Adaptive Capacity and Performance

Model	R	R ²	Adjusted R ²	R ² Change	F Change	df1	df2	P
1	0.707	0.499	0.606	0.496	173.441	1	85	0.000
Model		Sum of Squares	df	Mean Square	F	Sig.		
	Regression	62.818	1	62.818	173.441	.000 ^b		
	Residual	63.02	84	0.362				
	Total	125.838	85					
Model		Unstandardized Coefficients		Standardized Coefficients	t	p		
		B	Std Error	Beta				
1	(Constant)	1.253.	0.15		8.35	0.000		
	Adaptive capacity	0.656	0.057	0.707	13.17	0.000		

a Predictors: (Constant), Adaptive capacity

b Dependent

Variable:

Performance of manufacturing firms

Influence of Resilience Mindset on Performance

The Table below shows R and R-Squared are 0.459 and 0.211 respectively. A simple regression model was fitted to the data with resilience mindset as the independent variable and performance as the dependent variable and the model was found to be significant ($F(1,174) = 46.396$, $p < 0.0001$) with R-squared of 0.211. This implies that resilience mindset on its own accounts for 21.1 % of the variation on the performance index, as shown in the table below. The model coefficient was found to be significantly different from zero ($t = 6.811$, $p < 0.001$). The model equation generated for resilience mindset was;

$Y = 2.132 + 0.399X_1$, which implies that for every unit measure of resilience mindset leads to a 0.339 increase in performance of beverage manufacturing firms in Kisumu as shown in the Table below. Thus, we fail to accept the null hypothesis based on objective 2 that;

H_0 = Resilience mindset has no significant influence on performance of beverage firms in Kisumu.

Table 8: Regression Analysis of Resilience Mindset on Performance

Model	R	R ²	Adjusted R ²	R ² Change	F Change	df1	df2	P
1	0.459	0.211	0.206	0.211	46.396	1	85	0.000
Model		Sum of Squares	df	Mean Square	F	Sig.		
1	Regression	26.49	1	26.49	46.396	.000 ^b		
	Residual	99.348	84	0.571				
	Total	125.838	85					
Model		Unstandardized Coefficients		Standardized Coefficients	t	p		
		B	Std. Error	Beta				
1	(Constant)	2.132	0.158		13.485	0.000		
	Resilience Mindset	0.399	0.05	0.459	6.811	0.000		

a Predictors: (Constant), Resilience Mindset

b

Dependent

Variable:

Performance of

Manufacturing Firms

Influence of Organizational Learning on Performance

The Table below shows R and R-squared are 0.723 and 0.522 respectively. A simple regression model was fitted to the data with organizational learning as the independent variable and performance as the dependent variable and the model was found to be significant with (F (1, 174) =190.037, $p < 0.001$) with $R^2 = 0.522$ which implies that organizational learning index on its own accounts for 52.2 % of the variation in the performance index, as shown in the table below. The model coefficient was found to be significantly different from zero ($t = 13.785$, $p < 0.001$). The model equation generated for organizational learning was;

$Y=1.064+0.636X_1$, which implies that for every unit increase in organizational learning, it leads to 0.636 increase in firm performance as shown in the Table below. Thus, we fail to accept the null hypothesis based on objective 3 that;

H_0 : Organizational learning has no influence on performance of beverage manufacturing firms in Kisumu

Table 9: Regression Analysis of Organizational Learning on Performance

Model	R	R ²	Adjusted R ²	R ² Change	F Change	df1	df2	P
1	0.723	0.522	0.519	0.522	190.037	1	85	0.000
Model		Sum of Squares	df	Mean Square	F	p		
	Regression	65.691	1	65.691	190.037	0.000		
	Residual	64.147	84	0.346				
	Total	125.838	85					
Model		Unstandardized Coefficients		Standardized Coefficients	t	p		
		B	Std Error	Beta				
1	(Constant)	1.064	0.157		6.785	0.000		
	Organizational Learning	0.636	0.046	0.723	13.785	0.000		

a Predictors: (Constant), Organizational Learning

b Dependent Variable: Performance of Manufacturing Firms

Influence of Information Flow on Performance

The Table below shows R and R-squared to be 0.451 and 0.204 respectively. A simple regression model was fitted to the data with information flow as the independent variable and performance as the dependent variable and the model was found to be insignificant with ($F(1,174) = 44.470$, $p < 0.001$) with $R^2 = 0.204$ which implies that information flow practices index on its own explains 20.4 % of the variation in performance as shown in the table below. The model coefficient was found to be not significantly different from zero ($t=9.683$, $p < 0.001$). The model equation generated for information flow was;

$Y=1.891 + 0.382X_1$, which means for every unit measure of information flow, it leads to 0.382 increase in performance as shown in the Table below. Thus, we fail to accept the null hypothesis based on objective 4 that;

H_0 : Information flow has no significant influence on performance of the beverage manufacturing firms in Kisumu.

Table 10: Regression Analysis of Information Flow

Model	R	R ²	Adjusted R ²	R ² Change	F Change	df1	df2	P
1	0.451	0.204	0.199	0.199	44.47	1	85	0.000
Model		Sum of Squares	df	Mean Square		F	p	
1	Regression	25.614	1	25.614		44.47	.000 ^b	
	Residual	100.224	84	0.576				
	Total	125.373	85					
Model		Unstandardized Coefficients			Coefficients	t	Stand ardized ed p	
			B	Std Error	Beta			
1	(Constant)		1.891	0.195		9.638	0.000	
	Information flow		0.382	0.057	0.451	46.669	0.000	

1. Predictors:
(Constant),
Information
Flow

2. Dependent variable
:
Performance of Manufacturing Firms

Overall Multiple Regression Model

Multiple regression analysis was used in establishing the relationships between the dependent and independent variables. To achieve this, performance of the beverage manufacturing firms in Kisumu were regressed against the four independent variables. The regression model generally assumed the following equation:

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + e \dots \dots \dots \text{Equation 1}$$

Where: Y=Performance, $\{\beta_i ; i=1,2,3,4\}$ = The coefficients for the independent variables X_1 to X_4 .

The Table below shows the regression coefficients of the multiple regression. The model coefficients were found to be significantly different from zero. The joint model equation that was generated is presented as;

$$Y = 3.136 + 0.569X_1 + 0.406X_2 + 0.263X_3 + 0.256X_4$$

From the overall model equation, the beta coefficient confirmed the relative strength for every variable as a predictor for performance. From the findings, each of the predictor variables had a significant effect on performance. The results show that adaptive capability had the greatest effect on performance by 56.9 %, resilience mindset by 40.6 %, organizational learning by 26.3 %, and information flow was the lowest at 25.6 %.

Table 11: Model Coefficients on Organization Resilience and Performance.

Model	Unstandardized Coefficients		Standardized Coefficients	t	sig
	B	Std. Error	Beta		
(Constants)	3.136	0.040		8.164	0.000
1. Adaptive Capacity	0.569	0.111	0.671	5.629	0.000
2. Resilience Mindset	0.406	0.102	0.479	3.970	0.000
3. Organizational Learning	0.263	0.069	0.310	3.810	0.000
4. Information Flow	0.256	0.072	0.302	3.543	0.001

a. Dependent Variable: Performance

Hypothesis Testing

The main aim of hypothesis testing is to choose between two competing statements or hypotheses about the value of a population parameter. The decision rule in hypothesis testing is that if the p-value is less than conventional 0.05, the null hypothesis is rejected and when it is above 0.05, the study fails to reject the null hypothesis.

The study results are presented in Table 4.23 below.

Table 12: Summary of Hypotheses Test Results

	Hypothesis	Decision	β and P Values	Overall Change in Beta Value
H₀₁	Adaptive capacity does not significantly influence performance of manufacturing firms in Kisumu.	Reject	$\beta=0.569$ $P=0.000$	0.054
H₀₂	Resilience mindset does not significantly influence the performance of manufacturing firms in Kisumu.	Reject	$\beta=0.406$ $p=0.000$	0.106
H₀₃	Organizational learning does not significantly influence performance of manufacturing firms in Kisumu.	Reject	$\beta=0.263$ $p=0.000$	0.010
H₀₄	Information flow does not significantly influence performance of manufacturing firms in Kisumu.	Reject	$\beta=0.256$ $p=0.001$	0.000
Overall Beta Effect 0.170(17%)				

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS**Summary of Findings**

The study established that organizational resilience significantly and positively influences the performance of beverage manufacturing firms in Kisumu, with all the resilience dimensions jointly contributing to improved organizational performance. Specifically, adaptive capacity emerged as the strongest predictor of performance, with each unit increase resulting in a 0.656 increase in firm performance and explaining 49.9% of the variation in performance. Organizational learning also had a significant positive effect, where a unit increase led to a 0.636 improvement in performance and accounted for 52.2% of the variation. Similarly, information flow positively influenced firm performance, with a unit increase resulting in a 0.382 improvement and explaining 20.4% of the performance variation. Finally, resilience mindset was found to have a significant positive effect, with each unit increase leading to a 0.339 increase in performance and accounting for 21.1% of

the variation. Overall, the findings demonstrate that firms that strengthen their adaptive capabilities, cultivate a resilience-oriented mindset, promote continuous organizational learning, and facilitate effective information flow are more likely to achieve superior organizational performance.

Conclusions

The study concluded that organizational resilience positively and significantly influenced the performance of beverage manufacturing firms in Kisumu. Specifically, adaptive capacity emerged as a key determinant of performance by enabling firms to anticipate disruptions, exploit opportunities, and implement effective adaptation strategies, making it the strongest predictor among the resilience dimensions. Resilience mindset was also found to enhance performance by fostering a culture of continuous improvement, shared values, and proactive problem-solving. Similarly, organizational learning significantly improved firm performance by promoting the acquisition, retention, sharing, and institutionalization of knowledge that supports organizational adaptation and competitiveness. Although information flow exhibited the weakest positive relationship with performance, it remained a significant contributor by facilitating effective communication, coordination, and informed decision-making. Overall, the findings affirm that organizations that strengthen adaptive capacity, nurture a resilience-oriented culture, promote continuous learning, and establish effective information flow mechanisms are better positioned to achieve sustained organizational performance.

Recommendations

The study recommended that beverage manufacturing firms strengthen organizational resilience by enhancing adaptive capacity, fostering a resilience mindset, promoting organizational learning, and improving information flow. Managers should build adaptive capabilities that enable firms to respond proactively to environmental changes, exploit emerging opportunities, and sustain competitive advantage. Organizations should also cultivate a resilience mindset by encouraging continuous improvement, embracing challenges, and viewing setbacks as opportunities for learning and growth. In addition, firms should institutionalize organizational learning through effective knowledge creation, retention, and sharing across departments to improve innovation, decision-making, and operational efficiency. Finally, organizations should invest in robust information flow systems and digital technologies that ensure timely, accurate, and seamless communication, thereby supporting collaboration, informed decision-making, and enhanced organizational performance in an increasingly dynamic business environment.

Suggested Area for Further Research

The study focused on the influence of organizational resilience on the performance of beverage manufacturing firms in Kisumu Town, limiting the generalizability of the findings to other sectors and geographical contexts. Future research should replicate the study in other manufacturing subsectors and non-manufacturing industries to establish whether the observed relationships hold across different organizational settings. Additionally, similar studies conducted in other regions of Kenya would provide broader empirical evidence and enhance the generalizability of the findings on the relationship between organizational resilience and firm performance.

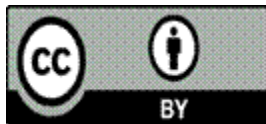
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