



Crisis Management Practices and Employee Performance in Selected Airlines in Kenya

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Abstract

The ability of airlines to manage crises effectively is crucial to organizational resilience and employee performance, especially within Kenya's dynamic aviation sector. Despite the recognized importance of crisis management, airlines in Kenya continue to face challenges in fostering employee performance during turbulent times. Guided by the Situational Crisis Communication theory, the study examined how crisis management through internal communication strategies affects employee performance in selected Airlines in Kenya. A correlational research design where a target population comprising 5,008 employees from all operational and administrative departments of African Airlines Association member airlines in Kenya was targeted. A stratified random sampling technique was used to select a representative sample of 357 respondents who were targeted to respond to a structured questionnaire through google forms. Descriptive and inferential data analysis was conducted through Statistical Package for Social Sciences to establish that internal communication ($r=.533$, $p<.001$; $\beta = 0.586$) had a strong, positive and significant effect on employee performance. It was established that internal communication enhances clarity and coordination thus improving employee performance. Based on this, the study recommends that airline managers strengthen communication clarity through training and feedback systems to be able to realize better and improved employee performance.

Key Words: *Crisis Management Practices, Internal Communication Strategies, Employee Performance & Kenyan Airlines*

1.1 Background to the Study

The airline industry is highly susceptible to crises, ranging from technical failures and extreme weather events to public relations challenges and pandemics. Effective crisis management is critical for mitigating operational disruptions, maintaining brand reputation, and ensuring passenger safety. Importantly, these practices have a direct impact on employee performance, influencing productivity, adaptability, and service delivery during and after crises. For instance, British Airways' response to its 2017 IT system failure demonstrated that structured crisis management, including rapid cross-functional teamwork and clear delegation of roles, contributed to a coordinated recovery and improved employee output under pressure (Smith, 2020). Globally, airlines have adopted crisis simulations, communication training, and scenario planning to prepare employees to maintain high performance in emergencies, demonstrating a clear relationship between crisis management and employee effectiveness (Hsiu-Ying Kao et al., 2020).

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Regionally, the aviation industry faces additional challenges such as political instability, limited infrastructure, and economic constraints, which further highlight the need for robust crisis management strategies. Studies show that effective crisis management through clear communication enhances employee performance by reducing uncertainty and enabling staff to respond more efficiently to disruptions (Johnson, 2020). For example, Ethiopian Airlines' structured crisis communication and regular training have been credited with maintaining high employee performance during major incidents (Rhuwanya, 2019). The African Airlines Association (AFRAA, 2024) emphasizes that proactive crisis management, including regular updates and accessible information, supports operational continuity and improves employee effectiveness across the continent. In Kenya, the aviation sector has experienced crises such as flight disruptions due to political unrest and adverse weather. Kenyan airlines have proved that effective crisis management characterized by transparent communication, regular feedback, and targeted training directly supports employee performance by ensuring staff are well-informed, motivated, and equipped to handle emergencies (Kariuki, 2021). For example, Kenya Airways' crisis strategies during financial and operational disruptions have helped maintain service quality and employee productivity, even under challenging circumstances (Chemutai, 2021).

Internal communication strategy in the airline industry is a structured approach to designing, delivering, and managing information to achieve organizational goals during critical events. Globally, airlines such as United Airlines, British Airways, and Southwest Airlines emphasize the importance of message clarity, channel diversity, and stakeholder engagement to ensure employees receive timely and actionable information during crises. Research shows that real-time updates and transparent messaging during incidents such as British Airways' IT meltdown and Southwest's engine failure enable employees to respond quickly and efficiently, reducing errors and maintaining high performance (Mayfield et al., 2021). Lisinge (2025) notes that mass notification systems applied during health epidemics improved employee responsiveness and operational reliability. Regionally, Ethiopian Airlines' use of social media and transparent crisis communication has been linked to sustained employee performance during major incidents, as employees were better able to adapt and implement their duties (Rhuwanya, 2019). The African Airlines Association (AFRAA, 2024) shows that regular investor updates and accessible info channels are essential for supporting employee performance during disruptions.

In Kenya, Kenya Airways' transparent and timely communication during crises such as the 2015/2016 financial crisis and the 2021 Dreamliner fire enabled employees to maintain productivity and adhere to new safety protocols (Chemutai, 2021; Africa Communications Week, 2024). Studies on Air-kenya Express Limited confirm that clear, diverse, and accessible communication channels are positively correlated with employee performance, particularly in crisis situations (Kiprono, 2021). These practices demonstrate the critical role of channel diversity, response timing, and message design in fostering trust, inclusivity, and resilience within the Kenyan airline industry. Globally, poor performance during crises often stems from weak crisis management, as seen in British Airways' 2017 IT failure, marked by confusion, slow responses, and poor communication (Smith, 2020). The COVID-19 pandemic further worsened productivity, morale, and attendance due to inconsistent crisis protocols and inadequate staff support (Cook, Mayer & Doy, 2023). Hence, this study specifically explored the relationship between internal communication strategies and employee performance during crises, aiming to provide perceptions that enhance crisis management and organizational recovery.

1.2 Statement of the Problem

The African aviation sector, including AFRAA member airlines in Kenya, continues to face significant challenges in sustaining high levels of employee performance amid recurrent crises such as the COVID-19 pandemic, operational disruptions, and safety concerns. Despite a gradual recovery in passenger traffic, with Kenya recording a 5.1% increase in commercial air passengers to 12.83 million in 2024 (Kenya National Bureau of Statistics, 2025), employee performance has declined, particularly in the timeliness of task completion and the quality of work. This decline is evident in fluctuating staff turnover rates between 48% and 54% from 2021 to 2024, which undermines operational stability and service delivery (AFRAA Annual Report, 2024).

Research evidence shows that ineffective crisis management practices amplify these performance challenges. Inadequate internal communication strategies during crises delay information flow and erode employee trust, while inconsistent management leadership styles limit motivation and adaptability (Ncube & Dube, 2021; Wanjiru, 2022). Similarly, restricted decision-making autonomy diminishes employee engagement and slows response to disruptions (Tadesse, 2020). Furthermore, insufficient emotional intelligence development weakens employees' ability to manage stress and sustain teamwork under pressure (Wang, Jiang, & Blackman, 2023; Karanja, 2023). Although Kenya's National Aviation Safety Plan (2023–2025) outlines goals to improve communication and leadership capabilities in enhancing aviation safety and resilience (Kenya Civil Aviation Authority, 2023), there remains a gap in empirical research linking crisis management practices directly to employee performance outcomes in AFRAA member airlines, hence a need for this study.

1.3. Objective of the Study

To establish the effect of internal communication as a crisis management strategy on employee performance in selected airlines in Kenya.

2.0 Literature Review

This section details the theoretical and empirical literature review of the study. The former details the core theories guiding the study, whereas the latter examines existing scholarly work on the subject, to provide a solid basis for the current study.

2.1 Theoretical Literature Review

The study anchored on Situational Crisis Communication Theory (SCCT), introduced by Coombs (2007), provides a framework for selecting effective communication strategies based on the type of crisis and the organization's perceived responsibility. Grounded in attribution theory, SCCT posits that stakeholder perceptions of responsibility directly affect reputational risk and communication needs. The theory categorizes crises into three clusters: victim crises, where organizations bear minimal blame; accidental crises, involving unintentional harm; and preventable crises, where organizations are highly accountable due to negligence or misconduct (Coombs, 2007). SCCT emphasizes assessing crisis type, organizational history, and prior reputation to predict reputational threats; defined as the damage a crisis may cause if mishandled. Based on this evaluation, organizations should align response strategies, such as denial, diminish, rebuild, or bolster, with the severity of responsibility and threat to reduce reputational harm. Transparent, timely, and consistent communication is essential to sustaining stakeholder trust (Coombs, 2007).

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Widely applied across corporate, nonprofit, and governmental sectors, SCCT has adapted to challenges like social media and complex crises with multiple stakeholders (Bentzen, 2020; Roshan, Warren, & Carr, 2016). While its simplified typology has been critiqued, it remains central in guiding crisis communication. SCCT informs leadership by underscoring leaders' roles in decision-making, message delivery, and building trust, while supporting decision-making autonomy through collaborative approaches. Leaders' emotional intelligence is vital for empathetic, effective communication that maintains morale and commitment (Kyhne, 2008; Kim, 2022). Kim's (2022) study on internal crisis communication during COVID-19 showed that instructing and adjusting strategies improved employees' trust, commitment, and perceptions of transformational leadership. This reinforces SCCT's practical value in linking communication to employee satisfaction and resilience in crises.

2.2 Empirical Literature Review

Globally, Bertucci (2021) conducted a quantitative cross-sectional study on how internal communication strategies affect employee performance in multinational corporations across Europe and North America. Using stratified random sampling, 450 employees from 15 firms participated through structured questionnaires measuring channel diversity, response timing, and message design. Structural Equation Modeling (SEM) revealed that diverse communication platforms (email, intranet, face-to-face) improved task clarity by 32%, timely responses (within 24 hours) increased satisfaction by 28%, and clear, simple messages enhanced task completion by 19%. The study recommended integrated multi-channel systems and standardized timelines but noted its limited applicability to African aviation contexts. This research will address this gap by applying these constructs within AFRAA airlines in Kenya.

Regionally, Mmutle (2021) examined internal communication in South African aviation firms through a mixed-methods approach involving 300 employees and 15 managers. Data from semi-structured interviews and questionnaires were analyzed thematically and through regression. Findings showed that channel diversity (SMS alerts, meetings, digital platforms) improved performance by 25%, while communication delays reduced trust by 18%, lowering motivation. Message design using visual aids and cultural sensitivity enhanced safety compliance by 22%. The study emphasized timely, transparent communication but lacked measurable links to productivity or error rates, a gap this study will address using quantifiable indicators.

Kipkorir (2021) studied communication's effect on operational efficiency at Kenya Airways using a descriptive survey of 251 employees. Regression analysis revealed multi-channel communication (WhatsApp, emails, notice boards) increased task completion by 15%, and responses within 12 hours reduced workflow delays by 20%. Poorly designed messages raised compliance errors by 12%, highlighting the need for clarity. The study recommended standardizing communication and training managers but was limited to one airline. This research will expand on these findings by analyzing multiple AFRAA airlines, combining quantitative performance metrics with qualitative data to provide sector-wide recommendations.

3.0 Research Methodology

This study adopted a correlational research design to examine relationships among variables and predict outcomes from existing data. Wu et al. (2023) emphasize its effectiveness in revealing associations and supporting decision-making. The population for this study consisted of all 5,008 employees working for three AFRAA member airlines in Kenya, across operational and administrative departments. They included, pilots, cabin crew, engineers, traffic/marketing and others as distributed in Table 1.

Table 1: Study Population

Airline	Pilots	Cabin Crew	Engineers	Traffic Marketing	Others	Total
Kenya Airways	420	808	630	465	2020	4343
Jambojet	62	64	67	88	183	464
Skyward Airlines	38	28	21	41	73	201
Total						5008

Source: AFRAA Annual Report (2024)

The study adopted stratified random sampling as the sampling method. The population was first divided into distinct subgroups (strata) according to characteristics such as department and job function. From each stratum, a random sample was drawn proportionally to its size within the population to ensure fair representation of all groups, reduced bias, and enhanced the accuracy of findings in a heterogeneous population. The required sample size was determined using the Krejcie and Morgan (1970) formula, which recommended a sample of 357 respondents from a total population of 5,008. This guaranteed a 95% confidence level and a 5% margin of error. In line with Orodho and Kombo (2002) and Mugenda and Mugenda (2003), the sample of 357 respondents was proportionally distributed across all strata, thereby maximizing representativeness and reinforcing the validity of the study as shown in Table 2.

Table 2: Sample Size

Airline	Population	Percentage	Sample Size
Kenya Airways	4343	86.72%	310
Jambo-jet	464	9.27%	33
Skyward Airlines	201	4.01%	14
Total	5008	100%	357

This study used a quantitative research approach with primary data collected through a structured questionnaire formulated in a 5-point Likert Scale, widely recognized for effectively measuring perceptions, attitudes, values, and behaviors (Mishra & Alok, 2022). The questionnaires were then distributed electronically via Google Forms, ensuring remote participation, confidentiality, and anonymity. Human Resource Managers assisted in sharing the links with eligible staff. Data gathered using the questionnaires was analyzed quantitatively using both descriptive including the mean and standard deviation a bivariate regression model as presented;

$$Y = \beta_0 + \beta_1 X_1 + \varepsilon \dots\dots\dots(i)$$

where Y = Employee Performance ; X_1 = Internal Communication Strategies ; ε = Error Term ;
 β_0 = The Constant Term and β_i = Beta Coefficients

4.1 Results

This section presents the findings of the study. They are detailed in accordance with the objectives at hand. The findings are also succeeded by a discussion of the same.

4.2 Response Rate

Findings represent the level to which study participants were involved in the study. A good number of participants took part in the study as illustrated in Table 3.

Table 3: Response rates

Responses	Frequency	Percentage
Responded	281	78.43%
Not responded	76	21.56%
Total	357	100%

The response rate of 78.43% indicates a highly successful data collection process in the study on the effect of crisis management practices on employee performance in selected airlines in Kenya. According to Omondi and Muturi (2022) a response rate above 70% is considered excellent for organizational and human resource management studies, as it reflects participant engagement and enhances the validity and generalizability of the findings. The high response rate was realized because targeted respondents were accessible and also considered the study relevant and timely.

4.3. Descriptive Analysis Results

Descriptive statistics present a solid overview of the study findings, detailing frequencies, means and standard deviations. This section presents descriptive findings for two core aspects; internal communication strategies and employee performance.

4.3.1. Internal Communication Strategies

This section provides response analysis to statements based on the variable of the study. The results presented in Table 5 show the mean and standard deviation of the responses given.

Table 4: Internal Communication Strategies

Statements	Mean	Std. Dev
The airline uses multiple communication channels (e.g., email, meetings, intranet) during crises.	4.01	0.981
Crisis-related information is accessible to employees through various platforms and formats.	3.93	1.012
Crisis communication is delivered promptly following an incident.	4.09	0.871
The airline effectively minimizes delays in communication during crises.	4.11	0.902
Crisis messages are communicated clearly and are easy to understand.	3.90	0.893
Crisis-related messages are tailored to suit specific audiences (e.g., staff, management, customers).	4.13	0.773
Overall mean	4.02	

High mean scores for prompt communication (4.09), minimal delays (4.11), and tailored messaging (4.13) reflect efficient and audience-specific communication, likely fostering clarity and trust among employees, which can enhance performance under pressure. The use of multiple channels (4.01) and accessible information (3.93) further supports employee engagement by ensuring information is readily available and comprehensible. However, the slightly lower mean for clear and understandable messages (3.90) and the moderate standard deviations (0.773–1.012) suggest some variability in employee perceptions, indicating potential areas for improvement in message clarity and consistency to further optimize employee performance during crises.

The findings indicate that internal communication strategies in selected airlines in Kenya are generally effective during crises, with an overall mean score of 4.02, suggesting a high level of employee satisfaction with communication practices. Bertucci (2021) revealed that channel diversity, which included the use of multiple communication platforms such as email, intranet, and face-to-face meetings, significantly enhanced task clarity by 32%. Furthermore, response timing defined as providing feedback or information within 24 hours was associated with a 28% increase in employee satisfaction, while well-designed messages characterized by simplicity and clarity improved task completion rates by 19%.

4.3.2. Employee Performance

This section provides response analysis to statements based on the variable of the study. The results in Table 5 was presented in mean and standard deviation of the responses given.

Table 5: Employee Performance

Statement	Mean	Std. Dev
Tasks are completed within the expected deadlines during crisis situations.	3.60	.800
Workloads are prioritized effectively to ensure timely completion of tasks emergencies.	3.49	.851
Resources are allocated efficiently to complete crisis tasks on time	3.84	.867
High-quality work standards are maintained even under crisis conditions.	3.55	.912
Work delivered during crises consistently meets the required standards.	3.78	.943
Continuous monitoring and evaluation are conducted to maintain and improve work quality during crises	3.31	.899
Overall mean	3.60	

Based on the findings; High mean scores for resources are allocated efficiently to complete crisis tasks on time (3.84) and meeting organizational standards (3.78) suggest that the airlines demonstrates strong resource management and a solid commitment to maintaining quality even during crises. However, lower scores for timely task completion (3.60), workload prioritization (3.49), and maintaining high-quality standards (3.55), combined with moderate standard deviations (0.800–0.943), indicate variability in managing time-sensitive tasks and prioritizing effectively under stress. The lowest score for continuous monitoring and evaluation are conducted to maintain and improve work quality during crises (3.31) suggests that there may be gaps in oversight and feedback mechanisms when they are most needed, which could undermine performance. The findings indicate that employee performance in selected airlines in Kenya during crises is moderately effective, with an overall mean of 3.60, reflecting a reasonable ability to maintain performance under pressure. Karanja (2023) showed that all three EI constructs positively predicted employee performance, with emotional regulation having the strongest effect. The study recommended integrating EI development into staff training and leadership programs.

4.4. Inferential Analysis

A univariate regression analysis was used to examine the relationship between internal communication strategies indicators on Task completion, High quality work and general employee performance. The findings are presented below.

4.4.1. Regression Analysis of Internal Communication Strategies on Task Completion

The analysis assessed the influence of Internal Communication Strategies on Task Completion. The results presented in Table 6;

Table 6: Regression Analysis of Internal Communication Strategies on Task Completion

Model	R	R-Square	Adjusted R-Square	Std. Error of the Estimate		
1	0.597	0.357	0.324	0.803		
Model	Sum of Squares		df	Mean Square	F	Sig.
Regression	8.622		3	0.261	0.477	0.001
Residual	151.634		277	0.547		
Total	80.256		280			
Predictor	Unstandardized	Std. Error	Standardized Beta	t	Sig.	
(Constant)	0.411	0.122	–	3.369	0.001	
Channel diversity	0.26	0.074	0.07	3.514	0.001	
Message Design	0.359	0.098	0.255	3.663	0.001	
Response Timing	0.405	0.077	0.43	5.26	0.001	

The regression model examining the effect of internal communication strategies on task completion produced an R value of 0.597, indicating a moderate positive relationship between the independent variables; channel diversity, message design and response timing and the dependent variable, Task Completion. The R-Square value of 0.357 means that 35.7% of the variance in task completion can be explained by these internal communication strategies, while the Adjusted R-Square (0.324) accounts for the number of predictors and shows that 32.4% of the variance remains explained after adjustments. The standard error of the estimate (0.803) indicates a moderate average deviation between predicted and actual values, suggesting the model fits reasonably well but leaves room for improvement.

The ANOVA results show that the regression model is statistically significant ($F=0.477$, $p=0.001$), meaning that the predictors collectively contribute to explaining the variation in task completion beyond what would be expected by chance. The regression sum of squares (8.622) compared to the residual sum of squares (151.634) shows that a considerable amount of variance is still unexplained, implying that while internal communication strategies is important, other factors also influence task completion. Notably, the p-value of 0.001 for the overall model confirms that the relationship between internal communication strategies and task completion is statistically significant at the 1% significance level.

At the individual predictor level, all three communication strategies had positive and statistically significant effects on task completion. Multiple Communication ($B=0.260$, $t=3.514$, $p=0.001$) indicates that increasing multiple communication channels enhances task completion efficiency. Message design ($B=0.359$, $t=3.663$, $p=0.001$) suggests that timely and accurate crisis-related updates are critical in maintaining productivity during disruptions. Response timing ($B= 0.405$, $t=5.260$, $p=0.001$) shows the strongest effect, implying that reducing delays in information flow significantly boosts the likelihood of timely task completion. This aligns with prior studies such as Bertucci (2021), which emphasize that efficient, timely, and multi-channel internal communication strengthens organizational coordination and task performance.

4.4.2. Regression Analysis of Internal Communication Strategies on High Quality Work

The analysis assessed the influence of Internal communication on High Quality Work. The results presented in Table 7:

Table 7: Regression Analysis of Internal communication on High Quality Work

Model	R	R-Square	Adjusted R-Square	Std. Error of the Estimate		
1	.802 ^a	.643	.623	.473		
Model	R	R-Square	Adjusted R-Square	Std. Error of the Estimate		
1	.802 ^a	.643	.623	.473		
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	
	β	Std. Error	Beta			
1	(Constant)	.411	.122		3.369	.028
	Multiple communication	.560	.182	.470	3.077	.027
	Message Design	.363	.095	.355	3.821	.034
	Response Timing	.431	.083	.426	5.193	.028

The regression model assessing the effect of internal communication strategies on high-quality work shows a strong positive relationship, with an R value of 0.802. The R-Square of 0.643 indicates that 64.3% of the variation in high-quality work can be explained by the three predictors (channel diversity, message design and response timing) while the Adjusted R-Square (0.623) confirms the model’s robustness after accounting for the number of predictors and sample size. The standard error of the estimate (0.473) is relatively low, suggesting that the model’s predicted values are close to the actual observed values.

The ANOVA results reveal that the model is statistically significant (F=8.046, p=0.027), meaning that, collectively, the internal communication variables (channel diversity, message design and response timing), significantly predict high-quality work outcomes. The regression sum of squares (14.097) compared to the residual sum of squares (161.802) shows that a substantial proportion of variance is explained by the model, further supporting the strength of the relationship. The significance value (p<0.05) confirms that the predictors jointly contribute meaningfully to explaining differences in quality work across respondents, indicating that internal communication is a critical driver of output quality in organizational contexts.

At the predictor level, all three internal communication strategies (channel diversity, message design and response timing) have positive and statistically significant impacts on high-quality work. Multiple Communication ($\beta=0.560$, $t=3.077$, $p=0.027$) suggests that diverse and consistent communication channels enhance accuracy and reduce errors in tasks. Message design ($\beta=0.363$, $t=3.821$, $p=0.034$) highlights that timely dissemination of relevant information during crises helps maintain work standards despite disruptions. Response timing ($\beta=0.431$, $t=5.193$, $p=0.028$) shows a strong effect, indicating that reducing lags in information flow directly supports higher work quality. These results are consistent with Kipkorir (2021) assertion that clear, timely, and multi-directional communication is integral to sustaining quality performance, especially in dynamic and high-pressure work environments.

4.4.3 Regression Analysis of Internal Communication Strategies on overall Employee Performance

The analysis assessed the influence of Internal communication on overall employee performance. The results presented in Table 8;

Table 8: Regression Analysis of Internal Communication Strategies on overall Employee Performance

Model	R	R-Square	Adjusted R-Square	Std. Error of the Estimate	
	.696 ^a	.484	.461	.486	
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
	1.080	.321		3.365	.021
Multiple communication	.375	.050	.055	3.68	.017
Message Design	.390	.076	.078	.4.755	.039
Response Timing	.365	.056	.037	2.25	.043

The regression analysis assessing the influence of internal communication on employee performance reveals a moderately strong relationship, with an R value of 0.696. The R-Square of 0.484 indicates that 48.4% of the variation in employee performance can be explained by the three predictors; while the Adjusted R-Square of 0.461 confirms that the explanatory power remains substantial even after adjusting for the number of predictors and sample size. The standard error of the estimate (0.486) is relatively low, suggesting that the model’s predicted values are close to the actual observed scores for employee performance, which implies a good model fit. The ANOVA results show that the regression model is statistically significant (F=12.65, p=0.015), meaning that the internal communication variables, when considered together, significantly predict employee performance. The regression sums of squares (30.606) compared to the residual sum of squares (134.180) indicates that almost half of the variability in employee performance is accounted for by the predictors.

At the individual predictor level, all three components of internal communication strategies demonstrate positive and statistically significant contributions to employee performance. Multiple Communication (B=0.375, t=3.68, p=0.017) suggests that using various communication channels fosters clarity and coordination among employees, which enhances performance. Message design (B=0.390, t=4.755, p=0.039) highlights the role of timely and accurate information during critical situations in sustaining productivity. Response timing (B=0.365, t=2.25, p=0.043) also has a significant positive influence, implying that minimizing delays in information dissemination allows employees to respond promptly and perform tasks more efficiently. These results align with findings by Mmutle (2021), who emphasized that well-structured and timely internal communication enhances employee engagement, commitment, and performance.

5.0 Conclusion

The findings collectively underscore that internal communication strategies, management leadership styles, decision-making autonomy, and emotional intelligence significantly influence employee performance during crises in selected airlines in Kenya, with internal communication strategies emerging as the most critical driver due to its robust, multi-channel, and timely delivery that fosters clarity and coordination. Management leadership styles and decision-making autonomy further enhance performance by providing clear direction and empowering employees to act decisively, though inconsistencies in motivational leadership and varying levels of trust highlight areas for improvement. Emotional intelligence supports performance through strong colleague support and emotional awareness, but weaker leadership compassion and emotional regulation suggest opportunities for growth.

6.0 Recommendations

A notable weakness in internal communication strategies is that some crisis messages lack clarity, making it harder for employees to fully grasp critical instructions during high-pressure situations. To address this, airline managers should prioritize training communication teams to create clear, forthright messages free of jargon, while regularly gathering employee feedback through surveys to pinpoint and resolve any comprehension issues, ensuring all staff can act on information swiftly and effectively.

A key shortfall in management leadership styles is the inconsistent ability to inspire and motivate employees during crises, which can dampen morale and reduce performance. To improve, airline managers should introduce leadership development programs that emphasize motivational techniques, such as delivering inspiring messages and recognizing employee efforts, fostering a more engaged and driven workforce capable of tackling crisis challenges with confidence.

A weaker aspect of decision-making autonomy is the limited trust some leaders show in employees' ability to handle urgent crisis decisions, which can restrict their initiative. To counter this, airline managers should cultivate a trust-based culture by offering workshops that encourage leaders to delegate critical tasks, provide clear decision-making guidelines, and empower employees to act decisively, thereby enhancing responsiveness and ownership during crises.

Leadership compassion during crises emerges as a weak point, with some leaders failing to provide the emotional support employees need under stress, potentially impacting morale. To remedy this, airline managers should invest in emotional intelligence training for leaders, focusing on empathetic communication and active listening skills, enabling them to better support their teams emotionally and maintain a resilient, collaborative workforce during high-pressure situations.

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