

**ORGANIZATIONAL CULTURE AND PERFORMANCE OF TRANSPORT
AND LOGISTICS FIRMS IN MOMBASA COUNTY**

BY

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DECLARATION

Declaration by Candidate

This research project is my original work and has not been submitted for a degree course in this, or any other University. No part of this thesis may be reproduced without prior written permission of the author and or Moi University.

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DEDICATION

I would like to dedicate this research project to my family and children who have been tirelessly encouraging and giving me a lot of support until completion.

ACKNOWLEDGEMENT

My sincere gratitude to the Almighty GOD for granting me health, and guidance in the writing of this Research Project. I would like to acknowledge the support, astute advice, insightful criticism, patience, guidance, and encouragement of my supervisors Dr. Stanley Kavale and Dr. Edwin Kimitei in writing this project. Not forgetting also to acknowledge my fellow classmates for their encouragement during my writing the project until completion.

ABSTRACT

Transport sector in Kenya is facing numerous challenges of low performance in their daily business operations, with most of them indicating retrenching employees to survive. The general objective of the study was to determine the effect of the organizational culture and performance of transport and logistics firms in Mombasa County. The specific objective study was to determine the effect of hierarchy culture, to establish the effect of clan culture, to evaluate the effect of adhocracy culture, and to assess the effect of market culture and performance among the transport and logistics firms in Mombasa County. The study was based on a competing value framework. The theories that guided the study were, the social exchange theory, Hofstede theory of culture and Theory of performance. The study adopted an explanatory research design, and the target population was 892 transport and logistics firms operating in Mombasa County. A simple random sampling method was used. The study applied Yamane's formulae to arrive at a sample size of 276 firms as a unit of analysis to provide data using a structured Likert questionnaire. SPSS version 25 aided in analyzing the data and the significant level set at 0.05. Descriptive results found that at least each of the four competing value culture types were present on average, mean Hierarchy culture (mean= 3.55, SD = 0.86) Clan culture (mean = 3.85, SD = 0.706), Adhocracy culture (mean =3.94, SD = 0.66), Market culture (mean= 4.21, SD=0.68) among the Transport and logistics firms. Correlation results showed that market culture was the most dominant association with performance ($r=.624$, $p<.001$), and hierarchy the weakest association with performance ($r.377$, $p<.001$), clan culture in association with performance indicated ($r.431$, $p<.001$), Adhocracy culture also in association with performance influenced ($r=.380$, $p<.001$). Regression results showed that Clan culture ($B=.169$ $p=.007$), Hierarchy culture ($B=, .088$, $p=.040$) and market culture ($B=.460$, $p=.000$) each had a significant effect on the performance of transport and logistics in Kenya. A key conclusion drawn from these findings shows that the four types of organizational cultural values have a major associated role in the performance of transport and logistics firms in Mombasa County. The study recommends the management of transport and logistics firms in Mombasa County to ensure all cultural values are taken seriously to enhance improved performance in their firms. Future researchers may consider using more than one method of data collection to enhance the credibility of findings. Finally, future researchers will do longitudinal studies to help understand issues of time and cultural changes other than the current cross-sectional study in nature to enable them to determine the effect of time on culture type.

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ACRONYMS

ANOVA	Analysis of Variance
CVF	Competing Value Framework
FA	Factor Analysis
ICT	Information and communication Technology
KMO	Kaiser-Meyer-Olkin
OLS	Ordinary Least Square
RBV	Resource Based View
SME	Small and Medium Enterprise
SPSS	Statistical Package for Social Science
TQM	Total Quality Management
VIF	Variance Inflation Factor

OPERATIONAL DEFINITION OF TERMS

- Adhocracy Culture:** Culture rooted in innovation and adaptability mostly in companies that are on the cutting-edge of their industry looking to develop the next big thing before anyone else has even started asking the right questions (Dom & Ahmad, 2019).
- Clan Culture:** Culture contains an employee-oriented leadership, cohesiveness, participation and teamwork (Smollan & Marrison, this is a highly collaborative work environment where every individual is valued, and communication is a top priority (Kankaew & Treruttanaset, 2021).
- Hierarchy Culture:** A culture focused on internal organization by way of a clear chain of command and multiple management tiers that separate employees and leadership (Kuswati, 2020).
- Market Culture:** A culture that stresses the importance of meeting quotas, reaching targets, and getting results (Setyorini, Manafe & Nino, 2022).
- Culture Change:** Process in which an organization encourages employees to adopt behaviors and mindsets that are consistent with the organization'
- Organization Culture:** Set of Beliefs and behaviors that influence how people act within that organization (Oreg & Berson, 2019).
- Organization Performance:** Organization performance is a process to enhance both the effectiveness of an organization and the well-being of its member through planned interventions (Kim & Choi, 2020).

CHAPTER ONE: INTRODUCTION

1.0 Overview

The chapter presents the background of the study, statement of the problem, objectives of the study, research hypothesis, significance of the study, and the scope of the study.

1.1 Background of the Study

Organization performance is a process to enhance both the effectiveness of an organization and the well-being of its member through planned interventions (Kim & Choi, 2020). One of the three key points of the organizational development that lead to organizational performance is increasing organizational learning. Organizational performance also refers to the actual output or results of an organization as measured against its intended outputs, goals, and objective. There are four types of organizational performance measures, first human resource outcomes, organizational outcomes, financial accounting outcome and lastly capital market outcomes (De-Keyser, Guiette & Vandembemt, 2021).

Fløvik, Knardahl, & Christensen (2019) high performance work system and practices have need identified as playing a key role in the achievement of business goals and improved organizational effectiveness. While there is no agreement on an ideal configuration or bundle of such systems and practices. The logic is that high performance work systems influence and align employee's attitude and behaviors with strategic goal of the organization, and they increase employee commitment and subsequently organizational performance. Performance is also explained as the ability of an object to produce results in a determined priority, in relations to a target or goals (De-Fátima Nery, Franco & Neiva, 2020). Organizational performance may include strategic planning, operations, financial, legal, and organizational development. An organization may achieve its goals when each of the employees understand their roles

and responsibilities for the organization, and there should be continued communication between management, leader, and employee to set performance expectations, monitor program and achieve a good result (Barlette, 2022).

Performance is also related to performing a specific task or set of tasks and it's measured on how successfully an individual or organized group performs such tasks (Rieg, Gatersleben & Christie, (2021). Performance can be in terms of financial performance or market performance. Financial performance focuses on a company's operations and policies regarding monetary terms while market performance measures how good a product or service does within the marketplace. To ensure good performance managers need to examine and improve the organization's work culture. Fløvik, Knardahl & Christensen (2019) firm performance is the overall success of the company in achieving the strategic goals that have been set by the company. These strategic goals are planned through the company's vision, mission, and strategy. Company performance is the result of management activities in utilizing its resources. Performance measurement is an effort made to measure the level of success of business activities based on predetermined standards and criteria, as well as how the level of achievement of company success is in accordance with the target, so that irregularities that occur can be eliminated through a process of continuous improvement (De-Fátima Nery, Franco & Neiva, 2020).

Organizational culture change is an essential element of an organization that has had deep impact and importance on the variety of organizational process (Bustinza, Gomes, Vendrell-Herrero & Tarba, 2018), employees and its performance and an important component to unify various company cultures in the corporate group structure. Organizational culture has increasingly become a major component of daily

organizational functioning since performance has been perceived to depend on the organization's culture. The key to choosing the right approach to management change is knowing how the organization functions. As a social system that consists of jobs, people, formal and informal systems, these organizations by default are resistant to change, therefore it needs to be designed to neutralize the effects (De-Fátima, Franco & Neiva, 2020).

Barlette & Baillette (2022) that management of technological change has affected employee performance because it simplifies the work to be done and also makes the work more efficient. Organizational leaders create a psychological safety atmosphere for all individuals to engage in new behavior and test new management flow and organizational culture (Fiorio, Gorli & Verzillo, 2018). Employees need to be involved to verify the validity of new beliefs, examine the consequences for themselves as individuals and explore how they can contribute to change management efforts. The power of transformational leadership will improve employee performance as evidenced by the attitude of employees who respect and trust qualified leaders with a clear vision that can increase employee morale.

1.1.1 Global View of firm Performance

Haggalla & Jayatilake (2017) organization in Sri Lanka have high culture tolerance and managers have effectively managed change in their processes especially changes in the technological sphere. Managers highly embrace market culture in changes targeting their environment compared to other forms of organizational culture. Shakil (2019) the adoption of culture in organizations is required to be consistent and supported by managers for full advantages to be adopted. Aujla & Mclarney, (2020) insurance firms in Kuwait have also embraced organizational culture although their performance over the years has been wanting and a lot needs to be desired. Managers have invested

heavily in organization training to ensure they improve on acceptability of changing culture.

Deszca, Ingols & Cawsey (2019) the effectiveness of organization culture change and its role on organization performance in Russia varies significantly to that of the American firms. American firms seem to emphasize on organization cultures that promote product quality and high standard firms. American firms are also flexible in their operations, orientations, and adaptability while those in Russia were found to be rigid and took long to adapt to change. Sihoming (2018) attitude being part or organizational culture and performance, it strengthens relationship between culture and performance.

Men, Yue, & Liu, (2020) there is little evidence of the mediating role of leadership in the link between organizational culture change and work outcomes. Change is a process driven by several strategic considerations including the need for more integrated ways of working and need to improve business performance. Xenikou & Simosi (2016) market culture and organizational norms that promote goal setting, productivity, and effectiveness were highly recommended in Greek firms. Market cultures propel organizations towards better performance as it prepares managers to change in the wider market and be able to come up with strategies that enhance market share and level of competitiveness.

1.1.2 Regional view of Firm Performance

Fiorio, Gorli & Verzillo (2018) Irrespective of their cultural backgrounds, workers appeared to have imbibed the industrial way of life in Nigeria. A strong association between the cultural variables and level of commitment, staff attrition, and positive attitude towards work. Aketch et al. (2017) clan culture, market culture is highly used

in small and medium enterprises to enhance productivity as entrepreneurs can easily integrate the approaches to its operations. Klein (2021) that action of the strategic leaders usually spells the direction that employee will follow and plays a major role in determining their commitment and satisfaction to the organization which subsequently impacts the changes and performance in Tanzania. The need to address the ever-changing business environment affecting organizations has forced the strategic leaders to give the appropriate direction at all levels. Tefera & Mutambara (2016) manager's exclusion in decision making participation make employee feel left out in decision making process contribute to their demotivation. This is exacerbated by the poor communication in the organization. Though employee perceived that organizational culture would help attain the organizational goals, the club was not able to achieve its financial targets.

Guali, Obura & Mise (2018) organizational values have the strongest unique contribution to the organizational performance, followed by organizational artifacts and finally individual believes. They further state that organizational culture influences work practices and that culture has a profound impact on the way customer perceive the organization. Joseph & Kibera (2019) argue that organizational culture change can affect the strategies an organization adopts to carry out its mission, strategy implementation, tasks and functions performed by the people within the organization at the same time the relationship between those people.

There are many factors that make organizational culture to take effect, such as evolving competition in the market, new customer demands (Fløvik, Knardahl & Christensen, 2019). Change in new government policies and legislation, social and culture value change, new technology development, change in national and global economic

condition and trade policies and regulation, new methods of production, new products and service design innovation, new taste, and preference of customers (Kim & Choi, 2020). New market trends as well as new strategies for best control of the organizations and motivation of employees are emerging and taking place from time to time since customers are king of the market.

1.1.3 Performance of Transport and Logistics Firms in Mombasa County

The logistics industry in Kenya is a big pillar of the economy and is expected to cross the \$5billion mark by 2023 according to Business Daily (2020). However, the emergence of the Covid-19 pandemic put this into doubt due to supply chain disruptions. Logistic firms in Mombasa account for majority of logistic firms in Kenya and this is due to the proximity to the port of Mombasa (Mwita, 2020). In the last decade the operational efficiency of these firms has increased due to improved transport infrastructure; of significance the Standard Gauge Railway (SGR) Business Daily (2020). However, there still exists glaring challenges among these firms. Currently, there is unsatisfactory collaboration between the SGR cargo operator, clearing agents and truckers, which has resulted in increased waiting time and increased supply chain costs.

Transport and Logistics users occupy the highest market share of approximately 26%, followed by manufacturing and engineering; and, wholesale, at 23% and 22% respectively (Kuswati, 2020). The demand from these users is mainly driven by improved infrastructure; government support with regards to tax incentives and SEZ status; expanding retail platforms; and Mombasa Port's throughput growth. The transport and storage industry registered a slight growth of 5.4% in Q3:2018 compared to 5.3% in the same quarter of 2017. However, this growth declined from 7.8%

registered in Q2:2018 which can be attributed to the increased cost of fuel effected in July 2018 from the introduction of 8% VAT (Onyeneke & Abe, 2021).

The construction of the Standard Gauge Railway (SGR) and the subsequent introduction of passenger train services from Mombasa to Nairobi and planned routes of western and central regions have and will continue to enhance competition in the long-distance passenger transport sector in Kenya (Maina, 2017). The train has reduced both the time and cost of travelling over the same distance as covered by passenger buses, besides providing more comfort and safety during travel, elements that travelers see as better bargains compared to buses (White & Kitimbo, 2017). In fact, some bus companies have reacted by either reducing their transport costs, improving the quality standard of their buses, or improving their customer service, while others have decided to focus on niche of customers in the market. To remain competitive and survive, all these have been introduced as strategies by various bus company

1.2 Statement of the Problem

Organizational culture is powerful, it impacts performance of an organization negatively or positively. In an increasing competitive environment, a great organizational culture attracts people, to work, do business or inspire employees to be more positive and attractive. Kenya's transport and logistics market has seen positive growth in recent years, driven by government programs like the Standard Gauge Railway (SGR), its advantageous location as East Africa's gateway, and thriving retail and import industries. Organizational culture defines how organizations use resources and type of relations among stakeholders that is crucial to foster development in a firm. However, transport and logistics firms in Kenya still faced with inefficiency and underperform (Adan & Muathe, 2018).

Studies have been conducted to investigate the relationship between organizational culture and its effect on firm's performance. Lin & Huang (2020) revealed that, market and adhocracy types of firm culture had affirmative effect on business productivity and sales outcome. Vakola, Petrou & Katsaros (2021) demonstrated that culture could promote novelty of an enterprise in addition to its performance or it could as well be an impediment for both based on ideals upheld by the culture. Setyorini, Manafe & Nino (2022) revealed that a clan culture is a driver of small-firm improved performance through innovativeness, risk-taking and proactiveness. Zacharias, Rahawarin & Yusriadi (2021) discovered that clan culture enhances the long-term benefit of human resources development with high cohesion and morale, but it is also prudent and conservative. Azzolini, Ricciardi & Gray (2018) discovered that in adhocracy culture, leaders mostly have creative and risk-taking attitudes that stimulate and encourage organization members to manifest their creativity and to implement new and useful ideas to anticipate market needs. According to Oreg & Berson (2019) a market culture can be the first contributor for companies to improve their performance in the business environment. In the studies reviewed, it is evident that very little information is available if any, on the "Organizational culture and performance of transport and Logistics firms" in Mombasa County. Therefore, this study sought to seek investigate organizational culture and performance of transport and logistics firms in Mombasa County and fill the gap of knowledge.

1.3 Research Objectives

The study had both the general and specific objectives

1.3.1 General Objective

The study general objective was to determine the effect of organizational culture and performance among Transport and Logistics firms in Mombasa County.

1.3.2 Specific Objectives

- i) To determine the effect of Hierarchy Culture on firm performance among Transport and logistics firms in Mombasa County.
- ii) To establish the effect of Clan Culture on firm performance among Transport firms in Mombasa County.
- iii) To evaluate the effect of Adhocracy Culture on firm performance among Transport and Logistics firms in Mombasa County.
- iv) To assess the effect of Market Culture on firm performance among Transport and Logistics firms in Mombasa County.

1.4 Research Hypothesis

H₀₁: Hierarchy Culture has no significant effect on firm performance among Transport and Logistics firms in Mombasa County.

H₀₂: Organization Clan culture has no significant effect on firm performance among Transport and Logistics firms in Mombasa County.

H₀₃: Adhocracy culture has no significant effect on firm performance among Transport and Logistics firms in Mombasa County.

H₀₄: Market culture has no significant effect on firm performance among Transport and Logistics firms in Mombasa County.

1.5 Significance of the Study

The findings of this study are important in formulating policies that promote understanding of the effect of organizational culture and performance among Transport and Logistics firms in Mombasa County, hence develop policies that improve the transport industry and the economy at large.

Study findings to provide insights on key competencies to transport firm managers by serving as a benchmark for companies that have not effectively addressed the effect of organizational culture namely Hierarchy culture, Clan culture, Adhocracy, Market culture on performance of the firms.

Findings of the study can contribute to literature on effect of organizational Culture on firm performance among Transport and Logistics firms, hence provide avenues for further research in future.

Findings on the effect of culture on logistic firms would contribute to the field of transport and logistic firms on the critical importance of different culture type on growth of firms.

The findings would advance knowledge by providing empirical evidence in the field of sociology and business the importance of culture in development

1.6 The scope of the Study

On conceptual scope, the study focused on effect of organizational culture and performance. Geographically, the study focused on Logistics firms with main base in Mombasa County. In terms of study participants, the target population of the study was senior managers in Transport and Logistics firms in Mombasa County. The time span of the study was between October, 2022 and January 2023. Methodological scope involved use of only quantitative approach.

CHAPTER TWO: LITERATURE REVIEW

2.0 Introduction

This chapter covers the concept of firm performance, organizational culture, theoretical framework, empirical review, critique of literature, research gaps and conceptual framework.

2.1 The Concept of Firm Performance

Firm performance is regarded as a reflection of success and particularly as an indicator of continuity, growth and trans-generational wealth creation over a given period (Islam, Furuoka & Idris, 2020). According to overviews in the performance literature, a positive business performance does not happen by accident in a firm, but it is a result from internal strategic factors taken within the firm to improve business performance. This can be based on the following indicators: the quality of company products and services, the development of new products, the company's potential to attract and retain talent, customer satisfaction, management-employee relationships, and relationships among employees (Barlette & Baillette, 2022).

Firm performance is usually affected by different factors among them, organizational behavior and culture, quality of management, organizational size in terms of their capital base, technology, information flow, access to new markets and inattentiveness (Bustinza, Gomes, Vendrell-Herrero, & Tarba, 2018). Globally, the management of organizations is a matter of concern to the government as well as the community in general. The common challenges impacting performance of organizations include insufficient funds, undue political interference, lack of qualified staff, poor training of staff and lack of critical equipment.

2.2 The Concept of Organizational Culture

Organizational culture is a system of shared assumptions, values, and beliefs, which governs how people behave in organizations (Tsai, (2011)). These shared values have a strong influence on the people in the organization and dictate how they compete, act, and perform their roles which is unique for every organization. It shapes and guides boundaries for the behavior of the members of the organization. Robert Quinn and Kim Cameron (2020) identified four distinct but competing corporate culture types, which model how a company operates, how employees collaborate and what the corporate values are. The model is known as a “competing values framework” because it compares these competing priorities that organizations can have. (Figure 2.1).



Figure 2.1: The competing Value framework

Source: Quinn (1983)

The framework is a quadrant of four culture types: Hierarchy Culture, Clan culture, Adhocracy culture and Market Culture. There is no "best" or "worst" quadrant to be in. Most organizations show all of these cultures to some degree, though characteristics of

one, or perhaps two, of the quadrants will be clearly dominant. The "right" quadrant for an organization at a particular time will depend on what it produces or does, where it is in its life cycle, the conditions in which it operates, its position within the marketplace, and its source of competitive advantage. Thus, transport and logistics firms, the model shows the need for management balancing the competing needs of external focus versus internal focus and between flexibility and predictability. Each culture is discussed in detail.

2.2.1 The Concept of Hierarchy Culture

In this Competing Value Framework, Hierarchy culture is all about internal focus and predictability quadrant. It spells a clear organizational structure with standardized rules and procedures, strict control, and distinct tasks. The main characteristics of hierarchy culture is well articulated standard operating procedures, and formal regulations. Leadership and management demonstrated in hierarchy culture firm is consistency, certainty, and good reputable organization (Fiorio, Gorli & Verzillo, 2018). The decision-making lines of authority, standard rules and procedures, control and accountability mechanisms are maintained as key to success. There is no space for personal decision making and innovation. These organizations are as well in need of control and the top management makes the crucial decisions that are later communicated to the employees (Øygarden, Olsen & Mikkelsen, 2020).

Hierarchy culture is normally described as extremely bureaucratic, rule driven, by the book and top down directed. This culture type traditionally embraces an approach that highlights structure and control that emanates from a strict chain of command as in Max Weber's original theory of bureaucracy (Rieg, Gatersleben & Christie, 2021). This culture stresses the minimization of ambiguity levels and the promotion of an intense sense of security, certainty, predictability, effectiveness, stability, formalization, and

standardization. This culture type endorses a long-lasting concern for order and control mechanisms, embodied in an explicit and very precise range of norms, rules, instructions and procedures. The key values for hierarchy culture are efficient systems and processes, focused planning, adherence to norms and regulations (Cui & Jiao, 2019).

The driving purpose for hierarchy culture is mainly to obtain optimization also termed as predictability or productivity (Gilstrap & Hart, 2020). This type of culture is therefore emphasizing internal efficiency, uniformity, coordination, and evaluation with a significant role in achieving efficient leaders in an organization whose individual qualities and skills can determine organizational strategy, goals, and results to achieve. Islam, Furuoka & Idris (2021) argues that more formalized firms normally possess prescribed controls and processes, hence results better developed organizational performance due to their effective management.

2.3 The Concept of Clan Culture

In the Competing Value framework, CVF, Clan culture is in the quadrant of Internal focus and flexibility. It focuses on human relations demonstrated through internal cohesiveness with flexibility and concern for people, employee welfare and employee commitment to the organization. Clan culture contains an employee-oriented leadership, cohesiveness, participation, and teamwork (Smollan & Morrison, 2019). Vakola, Petrou & Katsaros (2021) view clan culture as a homely and family like working environment, characterized with royalty, morale, commitment, tradition, collaboration, teamwork, participation, consensus, and individual development.

Smollan & Morrison (2019) argued that clan culture emphasizes the long-term benefit of human resources development with high cohesion and morale, but it is also prudent

and conservative. Employees in clan culture value participatory engagement, teamwork, and consensus building. In a clan culture, managers need to act in a democratic manner to inspire, motivate employees to establish an excellence culture in the organization. Organization members behave appropriately and develop a sense of ownership in the organization (Klein, 2021). The goal of clan culture is to improve employees' performance through commitment, ownership, and responsibility.

Sparr (2018) noted that this type of culture is primarily oriented to its human capital, individual emphasizes level of development and fosters a positive working atmosphere over optimizing financial ratios and market goals. Goal achievements is characterized in respect of an enabling work environment and high regard to employees that make them committed, satisfactory, and high morale in the organization. Leaders build organizations by encouraging trust relationships, nurturing, and empowering employees hence forms unified behavior that produces a strong organization image in the marketplace.

Kuipers & Procter (2018) argue that organizations having clan type of culture underscore durable advantages in respect of well trained and developed employees who have unity and high self-esteem. This culture has a positive relation to performance of companies. With adoption of clan culture, organizations put more emphasis to focus on less strict rules and procedures that makes firm's members to be driven through vision, outputs, and outcomes. The focus is very internal, and the emphasis is put on interaction between the people in the firm. This collaboration eliminates individual work and takes a level where communication resembles to a family set up, team oriented with the emphasis on loyalty.

2.3.1 The Concept of Adhocracy Culture

In the competing value framework (CVF), Adhocracy cultures in the flexibility and External focus quadrant that favor innovative, creative, and adaptable characteristics. Its core tradition is to cut across normal routines, capture opportunities, solve problems, and get results. This is a culture which thrives on modeling new ideas in an aggressive way where risk taking, innovation, adaptability, and creativity is much appreciated and mostly encouraged (Stouten, Rousseau & De-Cremer, 2018). Strategic plans of adhocracy type of culture are fixed on continuous eagerness for change, acquisition of new knowledge and resources pegged on producing unique and value-added products and services.

Managers build an organization by emphasizing new ideas and technologies, flexibility, and adaptability. Nothing is more important than being unique, above all progress and constantly gaining new ways and resources for future differentiation (Tharp, 2019). These characteristics reflect external orientation and have better developed knowledge conversion and corporate performance. Organizations transacting business through internet defined as new economy and using advanced technology are examples of adhocracy culture (Sinaga, Asmawi, Madhakomala, & Suratman, 2018).

2.3.2 The Concept of Market Culture

Finally, the Market culture external focused and about stability or predictability in an organization. It is recognized as being a type of corporate culture that emphasizes competitiveness between the organization and its market competitors and employees (Pathiranage, Jayatilake, V., & Abeysekera, 2020). This type of culture is goal oriented with primary focus of profitability, consistency, competitiveness, effectiveness, productivity, and result optimization. These organizations normally stress gaining

prestige, status and profitability and their main purpose is to end in transaction with other parties, in the hope of achieving competitive advantage (Men, Yue & Liu, 2020). The basic assumptions in market culture, organizations view those external transactions are not friendly but hostile in that, consumers are choosy and interested in value as an organization is in the business of ever improving performance.

Market culture includes competition and organizational goal achievement. A market culture is regarded as a result-oriented workplace with emphasis on winning, outpacing the competition, escalating share price, and market leadership (Aslam, Muqadas & Imran, 2018). Staying close to one's customer can result in timely market information, joint product development activities, and intense brand loyalties, leading to better financial performance. A firm having a market-oriented culture formation has as a very good information about their competitors as well as their customers which allows them to adjust to current needs (Dom & Ahmad, 2019). However, one must be very sure if this type of culture is appropriate for the company because of its very regulating nature.

2.4 Theoretical Framework

The study theoretical framework comprises of the social exchange theory, Hofstede theory of culture, and performance theory.

2.4.1 The Social Exchange Theory

Social exchange theory was developed by a sociologist George Homans in 1958, it's a sociological and psychological theory that studies social behavior between two interacting parties that implement cost benefit analysis to determine risks and benefits (Klein, 2021). Homans believed in his studies that, any society, community, or group was best seen as a social system. He knew that the only way to study that social system, was first necessary to look at an individual's behavior, instead of the social structures

individuals created. On studying the small groups, Homans began to see the rewards and punishments each member of the group got from other members of the group (Kuipers & Procter, 2018).

Social exchange theory is used by workers or employees to help their clients repeat positive interactions and behaviors (Palumbo, Vezzosi, Picciolli, Landini, Annarumma & Manna, 2018). Managers must understand that every person is looking for rewards within a relationship. Firms want more positive outcomes from their relationship within the social work than negative outcomes. In social exchange theory, people tend to make comparisons, often they compare relationship to their expectation similar relationships and alternative relationships. The point of comparison is to assist a person decide when receiving enough of a net benefit. Social exchange theory is understood by social workers through their interactions with their clients by identifying the intrinsic rewards that they receive from assisting their clients, workers gain motivation to continue their work (Klein, 2021). This theory is relevant in explaining the role of clan culture to performance of transport and logistics firms in Mombasa.

2.4.2 Hofstede Theory of Culture

According to Hofstede, an individual's culture is programmed as a software in the early childhood, as a child grows, he/she is told what appropriate behaviour is (Aujla & Mclarney, 2020). Through this program a child learns whether it was good or bad to ask questions, to speak up, to fight, to cry, to work hard, to lie or to be impolite. This set of behaviour and of values, unique in each culture, is formed unconsciously and then transmitted to the next generation, as parents tend to reproduce the education they received, whether they want to or not. The software is so powerful that it does not change while growing up and it remains stable over time since it is transmitted from

generation to generation. In Hofstede's point of view, a national culture is therefore determined in advance and cannot be changed by the individual (Gilstrap & Hart, 2020).

Proponents of the theory emphasize the existence and the importance of cultural differences across national borders and this paradigm has become an integral part of intercultural communication studies (Smollan & Morrison, 2019). In an organization, employee's values reflect a given national culture, defined as the collective programming of the mind that distinguishes the members of one group or category of people from another based on four dimensions of national culture i.e power distance, uncertainty avoidance, individualism/collectivism, and masculinity/femininity. In the large power distance situation, superiors and subordinates consider each other as existentially unequal; the hierarchical system is based on this existential inequality while in the small power distance situation, subordinates and superiors consider each other as existentially equal; the hierarchical system is just an equality of roles, established for convenience, and roles may be changed, so that someone who today is a subordinate may become the boss (Palumbo, et al. 2018).

The theory further states that individuals do not carry separate mental programs for work and non-work situations and that dominant work values in a society have their roots in the family and at school, and they are also reflected in political systems and in dominant ideas, philosophies, and theories (Dom & Ahmad, 2019). In that case, an individual holds the same cultural values and behaves in the same way in all social contexts. The theory has been criticized in its application to international business because national cultures are not rigid any longer but are becoming increasingly transparent, fluid, elastic, virtual and noble. In many societies today, gender is a more powerful parameter for predicting work-related cultural differences therefore it's difficult to talk about a national essence that would be common to both men and women

of a given country (Kankaew & Treruttanaset, 2021). This theory is relevant in explaining the role of hierarchy culture to performance of transport and logistics firms in Mombasa.

The theory is relevant to this study because it is a basis to explain why businesses can adapt their products and marketing plans to various cultures by using Hofstede's cultural dimensions. For instance, a business targeting a nation with a high level of collectivism might need to create packaging and advertising that appeals to specific groups. Additionally, by taking into account employees' cultural backgrounds and collectivist levels, Hofstede's framework can help managers better understand employee behavior, such as issues with teamwork.

2.4.3 Performance Theory

Elger's theory of performance is based on the belief that developing performance is a journey and level of performance describes location in the journey (Øygarden, Olsen, & Mikkelsen, 2020). Current level of performance depends holistically on six components: context, level of knowledge, levels of skills, level of identity, personal factors, and fixed factors on individuals. For performance to be effectively improved, there is need for enhancement of a performer's mindset, immersion in an enriching environment and engagement in reflective practice. The theory further informs learning by organizations through the idea of examining the level of performance of the organization. Performer's mindset includes actions that engage positive emotions (Fiorio, Gorli & Verzillo, 2018). Examples include setting challenging goals, allowing failure as a natural part of attaining high performance and providing conditions in which the performer feels a right amount of safety.

According to Aujla and Mclarney (2020), immersion in a physical, social, and intellectual environment can elevate performance and stimulate personal as well as professional development. Elements include social interactions, disciplinary knowledge, active learning, emotions, and spiritual alignment (Aujla & Mclarney, 2020). Reflective practice involves actions that help people pay attention to and learn from experiences (De-Fátima, Franco & Neiva, 2020). Examples include observing the present level of performance, noting accomplishments, analyzing strengths and areas for improvements, analyzing and develop identity, and improving levels of knowledge. Assessment offers a variety of strategies for cultivating reflective practice. As individuals mature in a discipline, they take on the shared identity of the professional community while elevating their own uniqueness (Islam, Furuoka & Idris, 2020). As an organization matures, it develops its mission, its way of doing business, and its uniqueness (Bustinza, Gomes, Vendrell-Herrero & Tarba, 2018). The theory is relevant in understanding how organization culture makes individuals contribute to better organizational performance.

2.5 Empirical Review

This section covers the empirical review for hierarchy culture, clan culture, adhocracy culture, market culture, and organization culture.

2.5.1 Effect of Hierarchy Culture on Firm Performance

Kankaew & Treruttanaset (2021) found that hierarchical organizations suffer from rigid hierarchical structures due to their increased control and monitoring, thus reducing autonomy, eroding trust between organizational departments, and hampering the knowledge sharing necessary for entrepreneurial behaviors. Internally orientated governance and practice may slow risk-taking and idea generation, which may hamper innovation. Hence, innovation requires reducing control. The study concluded

that hierarchical culture maybe negatively related to innovativeness, risk-taking and proactiveness.

Felipe (2017) examined the effect of firm culture ethics on organizational agility on 172 Spain-based companies. Contrary to expectations did not find a negative link between hierarchy culture and organizational agility but positive significant effect. The researchers found these findings was certainly unexpected and suggested that certain features inherent to hierarchy culture led to more agile organizations. Panuwatwanich and Nguyen (2017) investigated the effect of hierarchical culture of firm on total quality management (TQM) execution and firm performance, evidence from Vietnamese construction sector. It was found out that Vietnamese construction companies were dominated by hierarchy and clan types of culture.

Dom & Ahmad (2019) established that a hierarchical culture is oriented towards regulation, focusing on effectiveness, and doing things right. It is oriented towards security and stability, and it emphasizes control and monitoring by means of process formalization, activity routinization, communication centralization, and leadership coordination. Furthermore, they found that a hierarchical culture in firms may result in rigid, formalized processes that typically hamper the creative processes necessary for organizational growth.

According to Setyorini, Manafe & Nino, (2022) hierarchy culture observed in Korean organizations follows Confucian values that regulate relationships in the larger society. Korea is seen to be a highly hierarchical society where people have great respect for authority. This hierarchical culture of Korean society is in line with hierarchically structured organizations in Korea. For example, most leading enterprise groups in Korea, or chaebol are operated and controlled by founding family groups and organized

through a central holding company that is structured hierarchically. These types of enterprise groups still serve as one of the main organizational frameworks in the Korean context. Zacharias, Rahawarin & Yusriadi (2021) observed that British organizations tend to be structured in a flat hierarchy where British managers work under a relatively high degree of decentralization of authority and influence and subordinates expect to be consulted before decisions are made that affect their work, whilst accepting that managers have the right to make final decisions. Furthermore, British organizations may be more effective at tasks demanding subordinate initiative, whilst Korean organizations may be more effective at tasks demanding discipline. Thus, differences between organizational cultures can reflect differences between national cultures.

Kim & Choi (2020) state that Korean organizations specifically highlight that high-ranking individuals recognize the effect that the power and status they hold might influence junior employees' behaviors and attitudes by interacting with them. The study further states that managerial position or seniority may affect others' acceptance of his/her conduct. Individuals in organizations are always required to be cautious in what they say and do to people of more junior status. Some Korean organizations also stressed the role of low-ranking individuals to prescribe rules that individuals holding a lower status should abide by and follow the business instructions by those who hold a higher status:

2.5.2 Effect of Clan Culture on Firm Performance

Setyorini, Manafe & Nino (2022) revealed that a clan culture is a driver of small-firm improved performance through innovativeness, risk-taking and proactiveness. The culture facilitates entrepreneurial processes because it increases the communication and integration of organization members who share common goals, perceptions, and a strong sense of interdependence. A clan culture is also associated with detrimental

effects on entrepreneurial processes. Malhotra (2019) reported that normative pressures resulting from strong shared perceptions may encourage conformity, which does not usually generate risk-taking or creative behaviors within a clan culture or encourage proactive behaviors. However, a clan culture may foster firms' innovativeness, risk-taking and proactiveness by fostering individual's absorptive capacity and their ability to learn through shared knowledge.

Devotedness to the organization, loyalty and tradition are the underlying factors behind this positive relationship. Zacharias, Rahawarin & Yusriadi (2021) discovered that clan culture enhances the long-term benefit of human resources development with high cohesion and morale, but it is also prudent and conservative. It is related to corporate performance yet its impact on corporate performance is not the best, compared to the other dimensions. Firm performance comes from interdependent behavior like cooperation, knowledge sharing, and mutual assistance. The study concluded that clan culture is positively related to financial performance of firms.

Islam, Furuoka & Idris (2020) state that most organizations are a tribal organization due to clan culture. Individuals in organization think of ourselves as antagonists and rivals. Tribal relations are there, they're real, they're insidious and managers have found it difficult to find a consensus on the best way to move forward. It's all about factions, it's all about turf battles and the politics around people's patch or their territory. And it's never about moving forward as a corporate body for the benefit of all the staff. In the business environment different professional factions adopt a tribal outlook and dedicate themselves to winning gains for their 'patch' regard-less of the harm this inflicts on other parts of the organization. The long-term result is that the left hand no longer knows what the right hand is doing.

Aujla & Mclarney (2020) are of the view that organization groups end up resisting group causing a grid locked organization, where issues get log-jammed and endlessly delayed by resistance organizational politics. Clan culture also creates a separatist organization, where sub-cultures live out their lives in glorious isolation one from the other, with no-go areas reinforcing the separation between them. Trying to introduce anything that involves more than one department is like banging a head against a brick wall. In this regard the management must do what every other group is doing or develop an open policy plan where individuals can easily share their grievances and unite as a team.

2.5.3 Effect of Adhocracy Culture on Firm Performance

Lin & Huang (2020) discovered that the richness of an adhocracy culture is that it creates a work environment that is completely free from normative pressures and that encourages organization members to take risks and to manifest their creativity by exploring and exploiting new opportunities. Within an adhocracy culture, organization members usually work within informal project teams and enjoy a significant degree of autonomy in relation to formal procedures and hierarchical relationships.

Kuswati (2020) established that adhocracy culture emphasizes on new product and service development, adaptability, growth, change, productivity, efficiency, and experimentation. These characteristics reflect external orientation and have better developed knowledge conversion and corporate performance. Organizational culture that is characterized with adaptability to its external environment has the potential to positively affect performance outcomes. Adhocracy culture related characteristics seem to have the great potential to affect performance outcomes.

Lin & Huang (2020) revealed that, market and adhocracy types of firm culture had affirmative effect on business productivity and sales outcome, hierarchy and clan categories of firm culture and not have affirmative consequence on company efficiency but market and adhocracy categories of enterprise culture had considerable consequence on firm productivity in China. In Spain, Vakola, Petrou & Katsaros (2021) demonstrated that culture could promote novelty of an enterprise in addition to its performance or it could as well be an impediment for both based on ideals upheld by the culture. Additionally, it was established that adhocracy type of culture was unsurpassed performance predictor.

Gilstrap & Hart (2020) found that Adhocratic organizations value flexibility, adaptability, and thrive in what would have earlier been viewed as unmanageable chaos. Google develops innovative web tools, taking advantage of entrepreneurial software engineers and cutting-edge processes and technologies. Their ability to quickly develop new services and capture market share has made them leaders in the marketplace and forced less nimble competition to play catch-up. A commitment to experimentation and thinking differently are what unify the organization. They strive to be on the leading edge. The long-term emphasis is on growth and acquiring new resources. Being an industry leader is important. Individual initiative and freedom are encouraged.

Deszca, Ingols, & Cawsey (2019), in Adhocracy culture managers of organizations often endeavor to develop and implement strategies to position their business with a view to improving performance. Organizations that have the ability to adjust to changes in their environment will be more sustainable than those that do not have such ability. Adhocracy culture encourages employees to focus on client contentment and support initiatives that will keep pace with changes in their environment. This result implies

that the water companies need to pay more attention to adhocracy culture related characteristics and endeavor to implement them.

According to Smollan & Morrison, (2019), organizations with strong adhocracy culture where employees focus on customer contentment and share the larger vision for their company are more likely to have a cohesive workforce which promotes productivity. Organizational culture such as adhocracy culture is considered as one of the most vital aspects in achieving and maintaining employees' high commitment in an organization. This is because adhocracy culture among other factors plays a significant role in a firm's performance and success as it affects job contentment and performance of employees.

2.5.4 Effect of Market Culture on Firm Performance

Neil, Morgan, Douglas & Vorhies (2018) established that market culture has an important direct effect on firms' financial performance as well as an indirect effect via marketing organization behaviors and innovations. Findings suggest that marketing culture facilitates value-creating behaviors, it also plays a critical role in determining its market orientation and thereby the firm's ability to successfully adapt to its environment to achieve superior business performance. The study concluded that there exists a positive connection between market orientation and business performance.

According to Oreg & Berson (2019) a market culture can be the first contributor for companies to improve their performance in the business environment. It's the most effective and efficient way to create behavior in creating special value for customers. Companies that adhere to the concept of market culture can develop customer satisfaction and create superior customer value to achieve extraordinary organizational performance. Market culture guarantees a customer centric approach for generating

market information, which is managed through coordinated cross-functional marketing initiatives to promote a long-term corporate success.

Errida & Lotfi (2021) stated that market culture is an intangible resource that is recognized as the ability to understand the business situation and use this information to provide appropriate actions, and this is considered a key success factor for an organization. It gives firm managers the ability the ability to understand customer demands by providing appropriate actions in customer service to win the competition. Market culture has a favorable and considerable influence on organizational performance.

Onyeneke & Abe (2021) found that a market culture does not exert strong normative pressure, which may encourage innovative, risk-taking, and proactive behaviors. The role of the leader as a mentor is less effective, and the absence of normative pressure increases competitive attitudes. This high level of competition among members stimulates creative behaviors and generates the personal initiative necessary for innovativeness in small businesses. The study concluded that a market culture relates positively to firm's because it stimulates innovative, risk-taking and proactive behaviors.

Kim & Choi (2020) stated that market-oriented corporate culture has been increasingly considered a key element of superior corporate performance. The study found that market-oriented corporate culture facilitates organizational innovativeness, which in turn affect firm performance. Furthermore, market culture was found to emphasize outer surroundings and focused on effectiveness, efficiency, and competitiveness, which in turn improved the performance outcomes.

De-Keyser, Guiette & Vandembemt (2021) discovered that Companies with a predominantly market type of firm culture or clan type of firm culture were a greater extent probably to be expressly linked with productivity, whereas companies with adhocracy type of firm culture or hierarchy type of firm culture were more probably to indirectly associated with performance, depending on their alignment with differentiation strategy or cost leadership strategy. The proportions of culture a firm and high-performance human resource practices do interact to impact on firm performance. The findings also indicated that adaptability and involvement clan types of culture were significantly and positively correlated with organizational performance.

2.6 Critique of Literature

The review of empirical literature in the previous section have shown the mythologies used and the findings of studies in various parts of the world. Most of these past studies have reported the design and sample sizes used for their study. However, equally a significant proportion did not report the design and sample sizes used so as to fairly compare their results with the current results. Again, a number of these previous studies have not reported the instrument used to collect the data so the measurement of culture and performance variables in those studies is known. Valid and reliable conclusions are drawn when the measurement of the variables is the same.

Most of these previous studies have shown consistent findings regarding the effect of each culture type and on performance. Example most of these studies have found a positive significant association between Hierarchy Culture and performance of various organizations. However, studies on culture using the CVF in Transport & logistics firms in Kenya, and Mombasa in particular, are grossly scanty. Thus, comprehensive studies conducted on culture using the four culture types of the Quinn's CVF are scanty.

Table 2.1: Research Gaps

Author	Study	Finding	Gap
Dom & Ahmad (2019)	Hierarchy culture and Performance	Hierarchy culture influence performance	Missing clan, adhocracy and market culture
Kankaew & Treruttanaset (2021)	Hierarchy culture and Performance	Hierarchy culture influence performance	Missing clan, adhocracy and market culture
Felipe (2017)	Firm culture ethics on organizational agility	Culture influence performance	Missing clan, adhocracy and market culture
Setyorini, Manafe & Nino (2022)	Clan culture and Performance	Clan culture influence performance	Missing Hierarchy, adhocracy and market culture
Malhotra (2019)	Culture and behaviour	Culture influences behaviour	Missing Hierarchy, adhocracy, and market culture
Zacharias, Rahawarin & Yusriadi (2021)	Culture & Human development	Culture influence human development	Missing Hierarchy, adhocracy, and market culture
Lin & Huang (2020)	Factors affecting Adhocracy	Adhocracy influence performance	Missing Hierarchy, clan, and market culture
Kuswati (2020)	Adhocracy and Culture improvement	Adhocracy Culture influence performance	Missing Hierarchy, clan, and market culture
Neil, Morgan, Douglas & Vorhies (2018)	Market culture and Financial performance	Market Culture influence performance	Missing hierarchy, clan, and adhocracy culture
Oreg & Berson (2019)	Market culture and performance	Market Culture influence performance	Missing hierarchy, clan, and adhocracy culture
Errida & Lotfi (2021)	Market culture and performance	Market culture is an intangible resource that is recognized as the ability to understand the business situation	Missing hierarchy, clan, and adhocracy culture
Onyeneke & Abe (2021)	Importance of market culture	Market Culture influence performance	Missing Hierarchy, clan, and Adhocracy culture
Kim & Choi (2020)	Market culture & performance	Market Culture influence performance	Missing Hierarchy, clan, and Adhocracy culture

The chapter covered the concepts of performance, concept of organizational culture i.e concept of hierarchy culture, clan culture, adhocracy culture and market culture. The theories reviewed in this section includes social exchange theory, Hofstede theory of culture, and performance theory. Furthermore, the chapter covers an empirical review on hierarchy culture, clan culture, adhocracy culture and market culture. Lastly, it covered the critique of the literature, research gaps, summary, and the conceptual framework.

2.6 Conceptual Framework

A conceptual framework is a set of broad ideas that is used to explain the relationship between the dependent variable and independent variables. The conceptual framework of the research study is presented as shown in figure below

Independent Variables

Dependent variable

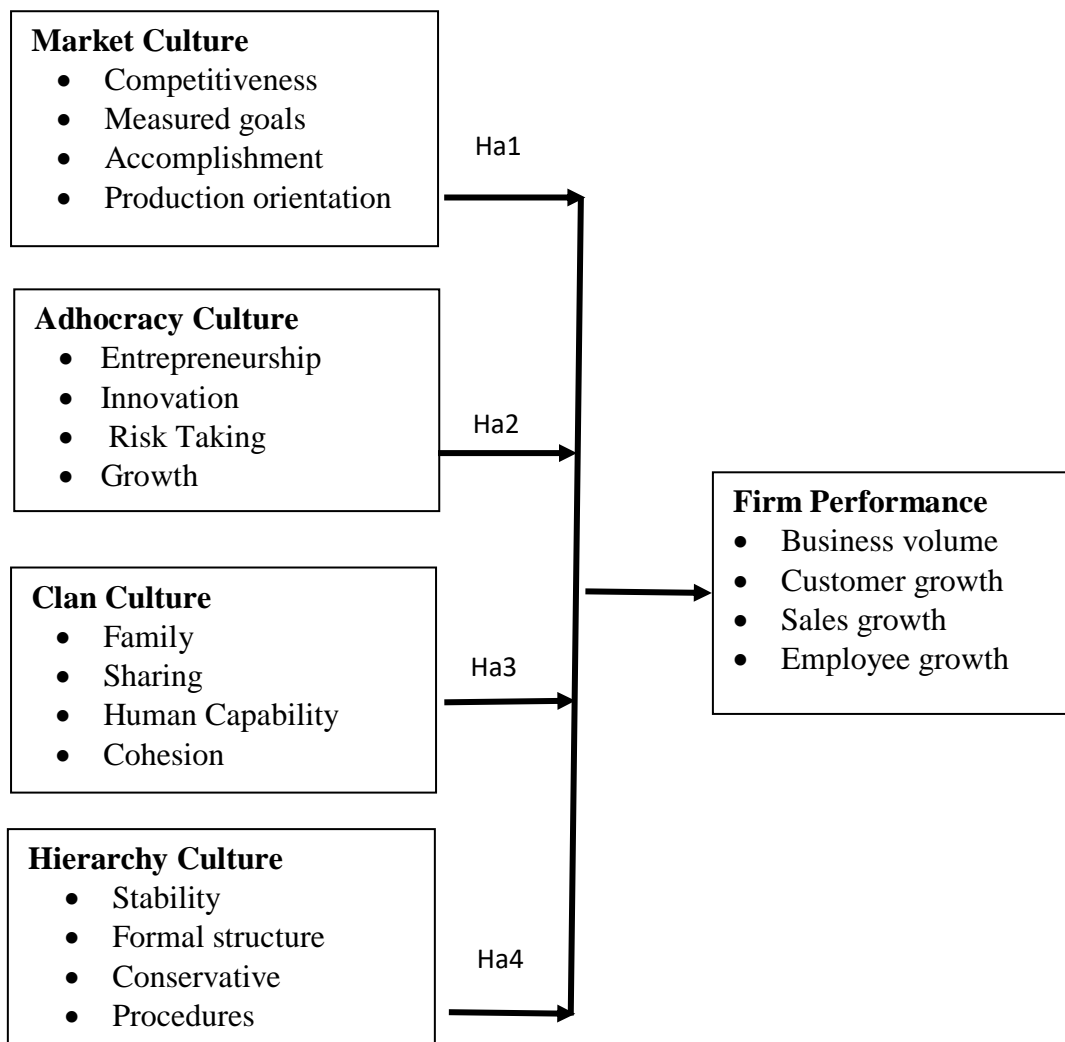


Figure 2.2: Conceptual framework

Source: Research data (2022)

CHAPTER THREE: RESEARCH METHODOLOGY

3.0 Introduction

In this chapter, the methodology of research is covered. Specifically, it covered the research design, study area, target population, sampling frame, sampling technique, data collection and data analysis techniques.

3.1 Research Design

According to Bell, Bryman, and Harley (2018) a research design is an overall strategy or plan for conducting research aimed at examining definite testable research questions. According to Grey (2014) research design sets the procedure on the required data, the methods to be applied and to collect and analyze this data, and how all of this going to answer the research question. Unlike in experimental design where some conditions are manipulated, in this study, the descriptive research design was used to find out effect of culture and performance without manipulating any factor.

3.2 Study Area

This study was conducted in Mombasa County because Mombasa is host of many where transport and logistics firms are located. Mombasa has a centuries-old history is a host of the Kilindini Harbour; the largest, natural deep-water inlet extending inland from Mombasa, Kenya. Mombasa is a very important transportation hub because it serves cargo to many eastern and central African landlocked Countries such as Uganda, DRC Congo, Burundi, Rwanda and Southern Sudan.

3.3 Target Population

Target population is defined as a universal set of all individuals, cases, objects that possess some common observable characteristics to which a researcher wishes to generalize the research finding (Bryman, 2012). The study targeted 892 Transport and

logistics firms in Mombasa County registered under umbrella body Kenya International Freight & Warehousing Association (KIFWA). For detail see appendix 3

3.4 Sampling, Sampling Frame, Sample Design and Sample Size

3.4.1 Sampling

Sampling is a process of selecting a subset of a population of interest for purposes of making observations and statistical inferences about that population (Bell, Bryman, & Harley, 2018), the sampling is important in helping a researcher; identify the population of interest, specify a sampling frame, specify a sampling method, and determine the sample size.

3.4.2 Sampling Frame

According to McCombes (2019) a Sampling Frame is a list or other such device that a researcher uses to specify the population of interest. It's a group of components that a researcher can use to select a sample from the population. The sampling frame for this study is the registered transport and logistics firms by Kenya International Freight & Warehousing Association.

3.4.3 Sampling Design

Sampling is a process or technique of choosing a sub-group from a population to participate in the study to make inferences about the population (Zikmud et al., 2010). This study used a Simple Random Sampling method so that each item had an equal chance of being picked for the study.

3.4.4 Sample size

The sample size is a subset of a population which determines the statistical accuracy of the findings. Sample size is a function of change in the population parameters under study and the estimation of the quality that is needed by the study (Zikmound et al.,

2013). The study used Yamane's formulae to arrive at a sample size of 276 firms from the total population of 892 Transport and Logistics firms in Mombasa County. The number of 276 firms was considered satisfactory for an explanatory research design. The sample size of this study was computed based on Yamane's (1967) formulae.

$$n = \frac{N}{1 + Ne^2}$$

Where. n = Sample size, N = Total population size (known or estimated) (892), e = Precision level (0.05 %)

$$n = \frac{892}{1 + 892 * 0.05^2}$$

$$= 276$$

Therefore, data was collected from 276 managers on performance and culture types in each of the selected transport and logistics firms in Mombasa, Kenya.

3.4.5 Unit of Analysis and Unit of Observation

The unit of analysis was the Transport and Logistics firms in Mombasa County. These objects the study intended to find out the influence on performance of these firms. The unit of observation for this study was senior management staff working in Transport and Logistics firms in Mombasa County.

3.5 Data Collection, Instruments and Procedures

3.5.1 Data Source

The research collected primary data through structured questionnaires from the senior managers of the transport & Logistics firms in Mombasa County. The managers provided the data regarding the culture in the firms. Primary data is the original raw data received direct from the field of study

3.5.2 Data Collection Instrument

A structured questionnaire was used scored on likert scale because it gives the respondent a common margin of response. The Likert- type scales are most convenient for descriptive studies as they rate the respondent's perception about the subject under study (Saunders *et al.*, 2019). The instrument ensures a high completion rate of filling the responses in the questionnaire because each respondent just selects one or more than one of the options (Gimoi, 2017).

3.5.3 Data Collection Procedure

The researcher obtained approval letter of authorization from Moi University and official permit from Nacosti to enhance data collection from the targeted Transport and logistics organizations. The researcher engaged two assistants on data collection where drop and pick later method was used because of its efficiency, simple, easily administered, and quick for the respondent to complete and collection of data in a standardized way (Kothari, 2008).

3.6 Pilot Study

The questionnaire was piloted before the actual data collection in the field. It involved only 28 transport and logistics firms operating in Kilifi County. The purpose of the pilot study was to find out any difficulties in the questionnaires that may hinder collecting a reliable and validity information. The difficulties maybe due to unclear questions or double interpretation of questions. In this pilot study, the questionnaire comprised of thirty-three questions. Connelly (2008) suggests a pilot study sample should be 10% of the larger parent study's sample. However, Hertzog (2008) warns that this is a complex issue due to various factors. Other studies suggest 10-30 participants, with 10-30 in survey research, 12 in medical, and 10-10 in project sample size. A minimum of 10 is recommended, with 30 considered for a 300-person project.

On assessment of the pilot feedback from the field, the pilot study was found quite crucial in refining the questionnaire for the final survey. It provided the feedback on the questionnaire items that needed modification for clarity. The feedback from the survey was implemented and the final questionnaire comprised of thirty-three items (four demographic and 29) main variables.

3.6.1 Validity Test

Patino & Ferreira (2018) validity is the accuracy and a meaningful of inferences which are based on the research results. In research, Validity of a questionnaire explains well how the collected data actualizes the coverage area of investigation (Zikmund et al., 2013). Construct Validity of research instruments is assessed from the Factor Analysis, FA, results. In FA, when items meant to measure a particular construct coalesce together is an indication of Construct Validity. KMO measure and Bartlett's test was used to ascertain whether the data was tenable for Factor analysis.

Content validity is the degree to which elements of an assessment instrument are relevant to and representative of the targeted construct. One of the ways this research worked towards achieving this construct validity is constructing the research instrument from the review of literature and involving experts in organizational culture studies. In this regard, the review of literature on organizational culture was handy in the development of the items that measure the four culture typologies used in this study

3.6.2 Reliability Test

Reliability is a measure of the extent to which a research instrument yields consistent results from the data after repeated trials (Flick 2020). Bryman & Bell, (2015) asserts that reliability is done using Cronbach's Alpha test. The alpha coefficient in magnitude varies from 0 to 1 (Rovai, 2020). The higher the alpha coefficient of Cronbach, the

greater the internal accuracy of the artifacts on the scale. The Cronbach Alpha Coefficient value of 0.7 was used a cutoff point and all objects with a value \leq than 0.7 were considered.

3.7 Data Processing, Analysis and Presentation

This section covers data processing, Analysis and Presentation

3.7.1 Data Processing

Data processing is the conversion of raw data into usable and desired form. This conversion or processing was carried out using predefined sequence of operations either manually or automatically. Data collected from the field was edited, coded, cleaned, summarized, checked for completeness, tabulated then entered the computer for analysis using SPSS 25.

3.7.2 Data analysis

Data analysis is the process of cleaning, analyzing transforming and modeling data collected to determine the effect of independent variables on dependent variable. The study used descriptive statistics which included the use of mean and standard deviation, inferential statistics such as regression, correlation, ANOVA, and model summary was also used to assess the relationship between the independent variables and dependent variable. Data was presented using tables, charts, and graphs. This study used analysis of variance to test the level of significance on the relationship between each of the independent variables and the dependent variable at 95% confidence level.

3.7.3 Multiple Regression Analysis

The study adopted a multiple linear regression model to test the relationship between dependent and independent variables. The multiple regression model is as stated below.

$$\text{Performance} = \beta_0 + \beta_1 * \text{Hierarchy} + \beta_2 * \text{Clan} + \beta_3 * \text{Adhocracy} + \beta_4 * \text{Market}$$

Where β_1 , β_2 , β_3 and β_4 are the regression coefficient of the independent variables and $\beta_0 = \text{Constant}$ β_0 is the regression constant representing the mean performance at zero level of culture, which are estimated using the Ordinary Least Squares method, OLS. Ordinary Least Squares (OLS) is a commonly used technique for linear regression analysis. OLS makes certain assumptions about the data like linearity, no multicollinearity, homoscedasticity, normal distribution of errors. Violating these assumptions may reduce the validity of the results produced by the model.

3.7.4 Assumptions of Regression Model

The OLS assumptions of the multiple regression model are assessed to ensure the data fits into a linear regression model. These assumptions include the assumptions of normality of residuals, linearity, no heteroskedasticity and no multicollinearity.

Normality test was tested using histogram to inspect whether the shape of the distribution curve conform to the bell shape curve similar to the normal curve. Linearity is tested by creating a scatter plot of residuals of predicted values. The residuals should be evenly distributed below and above the zero line to conclude linearity. Multicollinearity was tested through an examination of tolerance and Variance Inflation Factor (VIF) with the thresholds of more than 0.1 and VIF of 10. Homoscedasticity was tested using a plot of standardized residuals versus predicted values which show whether points are equally distributed across all values of the independent variables.

Table 3.1: Hypothesis Testing

Objective	Null Hypotheses	test	Interpretation
1	H₀₁ : Hierarchy culture has no significant effect on firm performance	Regression Analysis	If p-value < 0.05, Reject the null hypothesis.
2	H₀₂ : Organization Clan culture has no significant effect on firm performance	Regression Analysis	If p-value < 0.05, Reject the null hypothesis.
3	H₀₃ : Adhocracy culture has no significant effect on firm performance	Regression Analysis Regression Analysis	If p-value < 0.05, Reject the null hypothesis.
4	H₀₄ : Market culture has no significant effect on firm performance		If p-value < 0.05, Reject the null hypothesis.

3.8 Ethical Consideration

The research was conducted in a free and transparent way, to uphold integrity and honesty. The data was collected in a transparent manner and was not changed with an intention to skew results. The independence of the research was upheld and there was not any conflict of interest. Furthermore, participants received total closure of the nature and purpose of the study, the risks, benefits, and alternatives. The research respondent's privacy guaranteed through collection of data in official and agreed setting. All questionnaires were attached with an introduction letter and a copy of NACOSTI permit to prove authenticity of the study.

CHAPTER FOUR: DATA PRESENTATION AND ANALYSIS

4.1 Introduction

The chapter presents the results of the analysis of the effect of Organizational Culture and performance of Transport and Logistics firms in Mombasa County. The first section presents the preliminary information regarding the response rate, the demographic profile of respondents and firms are presented. The descriptive statistics is then presented to describe the study variables. The final section presents the correlation and regression results.

4.2 Response Rate

Table 4.1 response rate

Number sent out	Number returned	Response rate,%
276	219	79.3

Source: Research data. (2022)

Two hundred and seventy-six (276) questionnaires were sent out to Transport and logistics firms in Mombasa County. However, out of these questionnaires distributed to the respondents, two hundred and nineteen (219) were returned translating to 79.3 percent response rate. This response rate is considered adequate in social survey (Jones, *et al.* 2013). In the next, the demographic characteristics of these respondents is presented.

4.3 Demographic Information

Table 4.2 Demographic Information

Characteristic		Number, n	Percentage, %
Gender of respondent	Male	166	75.8%
	Female	53	24.2%
Age of Respondent	less 30Years	8	3.7%
	30- 40 years	24	11.0%
	41-50 years	74	33.8%
	Over 50	113	51.6%
Highest Education Level attained	Secondary	35	16.0%
	Diploma	75	34.2%
	University	109	49.8%
Experience in years worked	Less 5years	1	0.5%
	5-10 years	22	10.0%
	10-15 years	110	50.2%
	over 15 years	86	39.3%

Source research data (2022)

Out of the 219 respondents surveyed, 166 (75.8 %) were male and 53 (24.2%) respondents were female. It thus supports the notion that most positions in the Transport and Logistics sector in Kenya are male dominated. This is in consistent with expectations. Transport and logistics tasks are traditionally male dominated because of the perceived risk associated with the sector.

Respondents were requested to indicate their age group in years which were classified into four categories less 30 years, 30-40 years, 41-50 years, and over 50 years representing 3.7%, 11.00%, 33.8% and 51.6% respectively. The survey further indicates that more than half of the respondents, were aged over 50 years

Regarding the education level, the survey findings shows that majority of the respondents were university degree holders (49.8%, n=109). however, Diploma holders were 34.2%, n=75) and secondary certificate levels were (16%, n=35) which is the basic grade for employment in the public sector in Kenya. The respondents' education level

was considered important in the study because, they were required to fill the questionnaire individually and objectively. The finding, therefore, show that all the respondents were able to understand and fill the questionnaire correctly. This also implied that the respondents had relatively understanding of organizational culture and performance in their respective organizations.

Regarding the experience at workplace, findings showed that about half of the respondents had experience ranging from 10 to 15 years in the current business. This is a sign of employee stability necessary in nurturing market culture and hierarchical culture which are all built on stability. This therefore is assumed that the longer employees serve in a firm, the better they understand the organization hence has the capacity to articulate issues pertaining to the same (Afande, 2013). The descriptive result of each variable is discussed in the next sections. Validity and Reliability test is done on below table.

4.4 Validity and Reliability

Table: 4.3 Reliability Test Results

Construct	Number of items	Alpha
Clan	5	.839
Performance	5	.822
Hierarchy	5	.888
Adhocracy	5	.830
Market	5	.844

Source research data (2022)

The Cronbach's test results confirmed internal consistent by showing alpha coefficients greater than 0.7. The next section presents the description of these constructs, the aim is to present the preference of each culture in the studied firms. The descriptive result of each variable is discussed in the next sections.

4.5 Descriptive Results of Study Variables

The objective of descriptive statistics was to facilitate a study to significantly describe the distribution of measurements of scores by means of statistics or indices. The kind of statistics or indices utilized depends on the class of variables in study and the levels of dimensions. In this study, the mean and standard deviation were used to describe the culture and performance in Transport and Logistics firms.

4.5.1 Descriptive Results of Hierarchy Culture

Table 4.4 Descriptive Results of Hierarchy Culture

Hierarchy culture indicators	Mean	Sds	skewnwss	Kurtosis
Your firm emphasizes permanence and stability of employees	3.49	.911	.924	.144
Your firm is a very formalized and structured place with strict policies and procedures	3.50	.890	.720	-.115
Your firm's strategic posture is conservative of teamwork among employees	3.58	.865	.916	.804
Your firm is a champion of Consistency in operations execution.	3.79	.718	.751	.028
Your firm focuses on doing things right.	3.38	.918	1.016	1.088

Source research data (2022)

The descriptive of the five Hierarchy culture items is shown in Table 4.4. The measures of the distributions of data that is skewness and kurtosis are within the normal range. The skewness is within -2 to +2 and kurtosis is between -3 and +3 (Sanchez, 2015). Thus, most the responses were normally distributed around the mean. The mean ranges from minimum mean of 3.38 on indicator the firm focuses on doing things right and maximum of standard deviation showed 0.918 to a maximum mean of 3.79 on indicator this firm is a champion of consistency and the standard deviation of same indicator

showed 0.718. Respondents indicated that their firms emphasize permanence and stability of employees by illustrating with mean score of 3.49 and standard deviation showed a value of 0.911. Respondents indicated that managements of the firms were very formalized and structured with strict policies and procedures with mean score of 3.50 and standard deviation of 0.890. respondents concurred that teamwork was key to success in their firms as illustrated by a mean of 3.58 and standard deviation of 0.865. Respondents were of the view that, this deviation shows that hierarchy culture more practiced in some firms than in others. Together, the results showed that transport and logistics firms will perform well if there are champions of consistency between the values of her employees hence prefer internal focus and stability. The results support the findings by Acar and Acar (2014) who found that the most common type of organizational culture in hospitals in Turkey was hierarchy culture both in private and public sector.

4.5.2 Descriptive Results of Clan Culture

The second study objective examined the effect of organizational clan culture and performance among Transport and logistics firms in Mombasa County. In this study, clan culture was operationalized by teamwork, human resource development, commitment, mentoring and nurturing of individual behaviors, cohesiveness among employees.

Table 4.5 Descriptive Results of Clan culture

Clan culture indicators	Mean	Sd	skewness	Kurtosis
Your firms' values, ideals, beliefs are illustrated by teamwork.	3.57	.707	-.656	1.135
Your firm emphasizes human resource development as a success factor.	4.01	.713	-1.062	1.720
Your firm defines commitment great importance to growth.	4.00	.720	-.857	2.397
Your firm's leadership emphasizes mentoring and nurturing individual's behavior.	3.60	.704	-.748	2.138
Your firm is reputed in its cohesiveness among all the employees	4.08	.686	-.635	1.657

Source research data (2022)

A five- point Likert type of scale was utilized to analyze each of the five constructs in table 4.5 clan culture. The skewness statistics are within normal range of ± 2 and the kurtosis are within the ± 3 . The responses on clan culture were symmetric around the mean. The mean results and standard deviation of the five Clan Culture construct are also shown in table 4.5. The respondents' results showed that firms offer employees to act genuinely, to freely critique management and respect their own values and beliefs. The findings indicated that the firms illustrated collaboration of teamwork by mean score 3.57 and standard deviation of 0.707. The respondents concurred that the firm's management emphasized human resource development as one of the success factors with a mean score 4.01 and a standard deviation of 0.713. Respondents indicated that firms' management granted significance to commitments for growth as indicating a mean of 4.00 and standard deviation of 0.720. The leadership in the firms emphasizes mentoring and nurturing individuals' behaviors by showing a mean 3.60 and a standard deviation 0.704. Respondents showed that the management style illustrated

cohesiveness among employees as signified by a mean of 4.08 and standard deviation of 0.686. This is interpreted to mean that, overall, Clan culture is also present in the transport and logistics firms also concerned with flexibility and internal focus. Respondents agreed that their organizations defined success through commitment for people by a mean 4.00 and standard deviation of 0.720. the results support the study of findings by Thomas et al. (2002) that clan culture places a premium on team cohesion, consensus, and morale.

4.5.3 Descriptive results of Adhocracy Culture

Table 4.6: Descriptive Adhocracy culture.

Adhocracy culture indicators	Mean	Sd	skewness	Kurosis
Your firm is very dynamic with entrepreneurial operations spirit.	3.73	.781	-.666	.488
Your firm is committed in improving services to meet new customer demands.	3.86	.684	-1.073	2.012
Your firm's management emphasizes growth and acquiring new resources to meet new challenges.	3.94	.674	-.262	-.406
Your firm management is committed to innovations.	4.04	.593	-1.208	2.624
Your firm stresses expansion and promptness to encounter any new challenges.	4.13	.592	-.845	1.545

Source research data (2022)

Third objective was to evaluate the effect of Adhocracy culture on performance among transport and logistics firms in Mombasa County. Adhocracy contains a concrete form of creativity in nature. Adhocracy culture in the study was operationalized by promotion of dynamic and entrepreneurial spirit, committed in improving services to meet new customer demands, management emphasizes on growth and acquiring new resources to meet new challenges and management commitment to innovation. A five- point Likert

type of scale was utilized to indicate the level of each item of adhocracy. The skewness and kurtosis statistics are within normal range of ± 2 and ± 3 respectively. The responses on adhocracy culture were symmetric around the mean

Based on the mean, it was observed that dynamic entrepreneurship spirit had a mean of 3.73 and a standard deviation of 0.781. Respondents concurred that management of the firms were committed in improving services to meet customer demands with a mean of 3.86 and standard deviation of 0.684. Respondents supported the management's emphases on growth and acquiring new resources to meet new challenges with a mean of 3.94 and standard deviation of 0.674. Respondents concurred that the firm management is committed to innovation with a mean 4.04 and standard deviation of 0.593. Respondents confirmed that the firm demands for expansion and promptness to encounter any new challenges with a mean of 4.13 and standard deviation of 0.592. These results inform the study that Adhocracy Culture is prevalent among the transport and logistics firms in Mombasa County.

Table 4.7: Descriptive Results Market culture.

Market culture	Mean	Sd	skewness	Kurtosis
Your firm management is illustrated by focusing result orientation	4.59	.514	-1.081	2.036
Your firm management style emphasizes increasing customer base	4.58	.721	-1.020	2.457
Your firm management is characterized by commitment and competitive spirit	3.78	.765	-.546	.830
Your firm management encourages employees to set monitored, achievable and realistic targets.	4.18	.739	-.955	1.868
Your firm management style defines success through employee teamwork and commitment.	3.90	.681	-.944	2.422

Source research data (2022)

The fourth objective of the study was to assess the effect of Market culture on firm performance among Transport and logistics firms in Mombasa County. Market culture

is demonstrated rational culture as efficient and achievement (Acar & Acar, 2014). For the measures of Market culture shown in table 4.7, the mean ranges from minimum mean of 3.90 to a maximum mean of 4.59. Respondents indicated in their response that the firms' management is results oriented by recording a mean of 4.59 and standard deviation of 0.514. Respondents also concurred in the study that the management of the firm encourage employees the benefit of competitiveness spirit in the sector to expand growth by recording a mean of 4.58 and a standard deviation of 0.721. Respondents' firms defined commitments as the most indicator towards the success of achieving her goals by showing a mean scale of 3.78 and standard deviation of 0.765. Asked whether management employees' set achievable and realistic objectives and able to monitor them in regular basis, majority of the respondents concurred as indicated by a mean of 4.18 and standard deviation of 0.739. Most respondents concurred that firms' management style is characterized by improving services to increase customer base as shown by a mean 3.90 and standard deviation of 0.681.

The results support the findings of the study by Feket and Bocskei (2011) that market type of culture has an affirmative consequence on business effectiveness, efficiency, and competitiveness, which in turn improves performance outcomes. The skewness and kurtosis statistics are within normal range of ± 2 and ± 3 respectively indicating that market culture was normally distributed in the sample of the firms.

4.5.4 Performance culture descriptive

Table 4.8 Descriptive result performance.

	Mean	Std.	skewness	kurtosis
Your firm realized increased business volume	2.35	.913	0.739	1.539
Your firm realized enhanced customer satisfaction	2.38	.957	0.861	1.371
Your firm realized above average sales growth	2.15	.818	1.523	2.036
Your firm attained significant employee satisfaction	2.24	.882	1.666	2.058
Your firm making significant profit in the sector	2.26	.878	1.444	1.893
Valid N (listwise)				

Source research data (2022)

Organizational performance was operationalized by increased business volume, customer satisfaction, sales growth, employee satisfaction and firm profitability as the constructs of performance. A five- point Likert type of scale was used to analyze each of the five constructs in table 4.8. The respondents indicated in their response that organizational culture indeed increased the business volume by a mean scale of 2.35 and standard deviation of 0.913. The results of customer satisfaction were significant with an indication mean scale of 2.38 and standard deviation of 0.957. Respondents when asked whether firm realized sales growth, most of them agreed with a mean scale of 2.15 and standard deviation of 0.818. Respondents concurred that employee's satisfaction was attainable with a mean score of 2.24 and standard deviation of 0.882. Respondents also indicated that the firm was making profit with a mean scale of 2.26 and standard deviation of 0.878.

The findings in this section on descriptive results has shown that the four culture of the competing value framework (CVF) are identified in the transport and logistics firms. This helps the firms to make proper changes to its organizational culture so that it can move in the right direction. The presence of these cultures underscores the principle of

CVF that an organization must be flexible and adaptable but also controlled and stable at the same time (Zeb, et al.2021). In the next section, the Factor Analysis results are presented to help assess the measurement qualities of the research instrument used to collect the data.

4.6 Factor Analysis

The procedures of running a factor analysis were followed. This included first carrying out a preliminary statistic for assessing the suitability of running a Factor Analysis, (FA) on the data. The KMO and the Bartlett's Chi-square are the statistics commonly used to assess the suitability and were used in this study. The results are given in table 4.9. It is seen that the KMO value is .892 and a significant Bartlett chi-square $\chi^2 = 4083.956$, $df=276$, $p<.001$) an indication that the data was fit for Factor Analysis.

Table 4.9 KMO Test

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.892
Bartlett's Test of Sphericity	Approx. Chi-Square	4083.956
	df	276
	Sig.	.000

Source: Research data (2022)

After ascertaining the fitness of the data for Factor Analysis, the FA was run on the data with Varimax Rotation of the components to make the interpretation of the components clear (One of the outputs of the FA is the rotated component output, shown in Table 4.10. This output results shows the factor loadings of each item to a given construct or component. The factor loading is equivalent to correlation coefficients, higher loadings of an item to one and only one construct is a desirable quality of a measurement instrument.

Table 4.10: Rotated Component Matrix

	Clan	Component 3			
		2-performance	hierarchy	4-market	Adhocracy
Your firm values, ideas, beliefs are illustrated by teamwork	.887				
Your firm emphasizes human resource development as a success factor	.866				
Your firm defines commitment and teamwork great importance to growth	.859				
Your firm's leadership emphasizes mentoring and nurturing individual's behavior.	.818				
Your firm is reputed in its cohesiveness among all the employees	.803				
Your firm realized increased business volume		.898			
Your firm realized good customer satisfaction		.886			
Your firm realized above average sales growth		.881			
Your firm realized significant employee satisfaction.		.868			
Our company is the most profitable in the sector		.844			
Your firm emphasizes permanence and stability of employees			.904		
Your firm is very formalized and structured place with strict policies and procedures			.861		
Your firm's strategic posture is conservative of teamwork among employees			.830		
Your firm is a champion of Consistency in operations execution.			.787		
Your firm focuses on doing things right.			.730		
Your firm management is illustrated by focusing results orientation.				.859	
Your firm management style emphasizes increasing customer base				.807	
Your firm management is characterized by commitment and competitive spirit.				.707	
Your firm management encourages employees to set monitored, achievable and realistic targets.				.652	
Your firm is very dynamic with entrepreneurial spirit.					.778
Your firm is committed in improving services to meet new customer demands.					.713
Your firm's management emphasizes growth and acquiring new resources to meet new challenge.					.701
Your firm management is committed to innovations.					.686
Your firm stresses expansion and promptness to encounter any new challenges,					.564

The rotated component shows that the 24 culture and performance items separated out into five distinct clear components as seen in the table 4.10. The loading ranging from .887 to .594 which are within recommended range of above 0.5. (Peterson, 2000). the strong loading is an indication of construct reliability (Peterson, (2000))

Factor analysis is one method that is useful for establishing evidence for construct Validity. Based on the clear structure that emerged in Table 4.11. It is evident of Construct Validity (Kang 2013) implying that the five different constructs are distinct from each other and were measured as different constructs/variables. Therefore, they are validly used to represent the components culture and performance and their relationships.

Table 4.11: Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	8.764	36.516	36.516	8.764	36.516	36.516	4.136	17.232	17.232
2	3.494	14.558	51.074	3.494	14.558	51.074	3.988	16.617	33.849
3	2.493	10.389	61.463	2.493	10.389	61.463	3.821	15.922	49.771
4	2.011	8.378	69.841	2.011	8.378	69.841	3.025	12.605	62.375
5	1.169	4.869	74.710	1.169	4.869	74.710	2.960	12.335	74.710
6	.756	3.150	77.860						
7	.629	2.621	80.481						
8	.534	2.224	82.705						
9	.479	1.994	84.700						
10	.428	1.783	86.483						
11	.415	1.730	88.213						
12	.364	1.517	89.730						
13	.320	1.335	91.065						
14	.307	1.281	92.346						
15	.296	1.234	93.580						
16	.259	1.080	94.660						
17	.233	.972	95.632						
18	.210	.874	96.506						
19	.192	.798	97.304						
20	.164	.681	97.985						
21	.153	.637	98.622						
22	.139	.577	99.199						
23	.119	.494	99.694						
24	.074	.306	100.000						

Extraction Method: Principal Component Analysis.

Extraction Method: Principal Component Analysis

One more Factor Analysis output is the Total Variance Explained which shows the proportion of the original variance explained in the FA extraction. The results shows that the final components represent 74.7% variance of the original data. This is sufficient and well about the recommended of 68% minimum (Jyoti & Jeevan. (2015).

Using these results in Table 4.11, items in each component were combined to form a variable representing the 4 construct of culture and one for performance. These variables were used in subsequent analysis to evaluate the effect of culture on performance of the transport and logistics firms. Finally, items in the FA model are assessed for reliability using the Cronbach's alpha test results indicating satisfactory level of internal consistency. That is, all the Cronbach's alpha are greater than the required minimum value of 0.7 (Ghosh, & Srivastava, 2014)). Thus, from hereon, it is noted that the instrument demonstrated adequate validity and reliability. Descriptive results of the five constructs are discussed in the net section.

4.7 Correlation Analysis.

4.7.1 Relation Between Variables

Table 4.12 Correlation Results

		Clan	Hierarchy	Adhocracy	Market	Performance
Clan	Pearson Correlation	1				
	Sig. (2-tailed)					
Hierarchy	Pearson Correlation	.308**	1			
	Sig. (2-tailed)	.000				
Adhocracy	Pearson Correlation	.390**	.283**	1		
	Sig. (2-tailed)	.000	.000			
Market	Pearson Correlation	.429**	.410**	.426**	1	
	Sig. (2-tailed)	.000	.000	.000		
Performance	Pearson Correlation	.431**	.377**	.380**	.624**	1
	Sig. (2-tailed)	.000	.000	.000	.000	

** . Correlation is significant at the 0.01 level (2-tailed).

Correlation is used to test relationships between quantitative variables. In this study, the correlation between culture and performance was computed to assess the relation between them. The results are given in Table 4.12.

The correlations between culture and performance reveal that culture and performance are positively related. This is an important finding because it is an indication that culture is important in enhancing performance of transport and logistics firms in Mombasa County. Particularly, Market culture has indicated strongest association with performance ($r=.624, p<.001$) and Hierarchy Culture, has the weakest association with performance of logistics firms ($r=.377, p<.001$). the strong association between market culture and performance is in consistent with the aim of Market Culture which is goal-oriented with a primary focus on profitability. In such companies that are results-oriented, leaders typically prioritize the success of the company over internal satisfaction characterized by hierarchy culture. Similar findings were noted by Ergün, & Tasgit, 2013).

It is also observed that the association between Clan Culture, which is concerned with internal focus and integration, and performance ($r=.431, p<.001$), is relatively positive indicating that an increase in clan culture practices has a positive impact on performance as well. The Adhocracy Culture, which is concerned with external and focus and differentiation has a positive significant influence on performance ($r=.380, p<.001$).

The correlation results in this section have shown that culture and performance are positively related. It is also noted that, out of the four culture types, Market Culture is the strongest association with performance of transport and logistics firms. The association between Clan culture and performance is the second in strength and

Adhocracy is third. Considered together, these positive correlation results reveal that both internal and external focus are critical and, also the stability and flexibility concerns of an organization is critical as well in boosting organizational performance. Now, in the next section, the regression analysis results are presented to assess the influence of each of these four culture variables on performance. However, the regression assumptions are first presented to assess if the assumptions are actually met.

4.8 Regression Assumptions Test

In regression, a model must meet the model assumption as an indication of the credibility of the model findings. The no Multicollinearity, no heteroskedasticity, linearity and normality of residual assumptions were tested. This is important to ensure that the results are reliable.

Multicollinearity Assumption Test

Table 4.13: No Multicollinearity test results

	Statistics	
	Tolerance	VIF
Hierarchy culture	.355	2.813
Clan culture	.249	4.008
Adhocracy culture	.307	3.254
Market culture	.338	2.961

Source research data (2022)

The findings in table 4.13 indicate that the data does not suffer from multicollinearity as revealed by low values of Variance inflation Factor, VIF, is below the 5. indication that the regression coefficients are not inflated. The presence of multicollinearity in multiple regression inflates regression coefficients (Daoud, 2017)

Normality assumption test

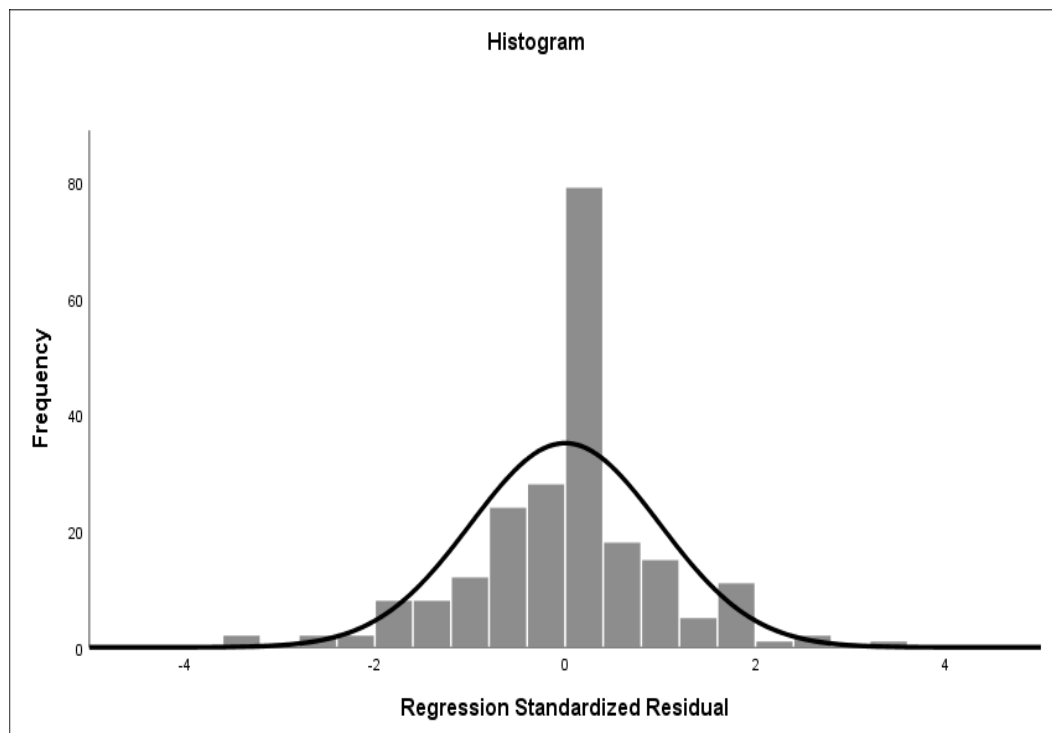


Figure 4.1: Graph of residuals to test for normality assumptions

The normality assumption is also met as indicated by the shape of the histogram of residuals 4.1 since the distribution is like normal curve. This implies that the IV's and the DV data adequately fit into a linear model. The figure 4.2 plots are fairly distributed round the point (0,0) with no apparent pattern emerging. This confirm that the constant variance assumption is achieved as well. Finally, on the linearity assumption, the figure 4.21 results reveal that the residuals are distributed almost evenly along the regression line ($y=0$ line) an indication that the linearity assumption is met.

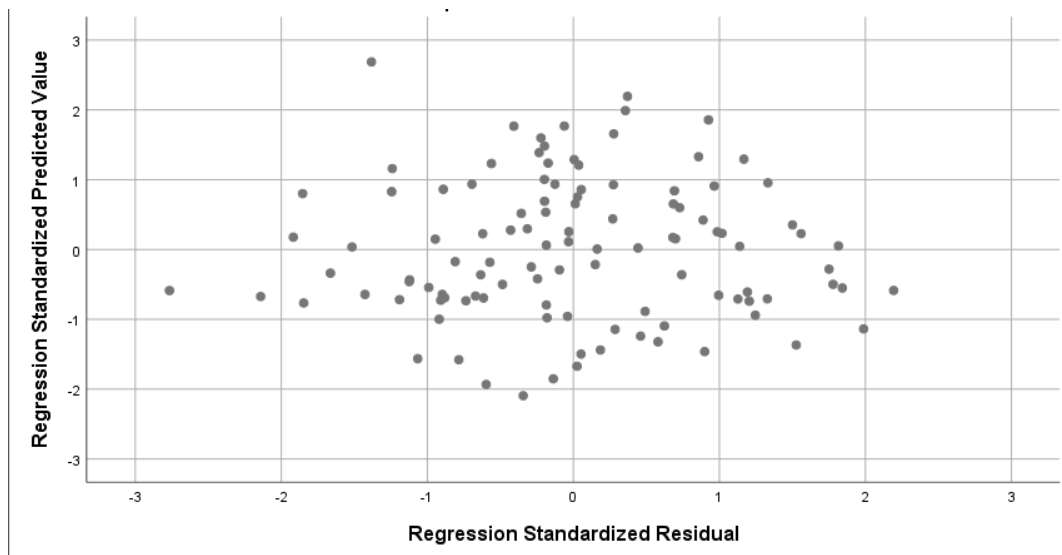


Figure 4.2: Scatter plot of predicted versus regression residuals to assess constant variance assumption

To this end, it is evident that the ordinary least square (OLS) assumptions have been checked and found to be met therefore fitting a multiple regression model to the data is a valid procedure.

In the next section, the Multiple Linear regression analysis results are presented to study the effect of culture on performance of transport and logistics firms.

4.9 Regression Analysis

The multiple regression was run using four independent variables on performance as the dependent variable for hypothesis testing. Findings of the regression analysis are presented as model summary, ANOVA, and regression coefficient results.

Table 4.14: Model Summary; effect of culture on performance

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.662 ^a	.439	.428	.560

a. Dependent

b. Predictor (constant) hierarchy, clan, adhocracy, market.

The model summary results (Table 4.14) reveal that a significant proportion of variance in performance of transport and logistics firms are accounted for by the four

culture types alone. The proportion is 43.9% and is an indication of the huge role culture plays in the performance of the transport and logistics firms. The remaining proportion 56.1% variance in performance is accounted for by other variables other than the 4 culture types.

Table 4.15: ANOVA; Effect of Culture and Performance

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	52.271	4	13.068	41.624	.000 ^b
	Residual	66.871	213	.314		
	Total	119.142	217			

^a Dependent,

^b Predictors (constant) hierarchy, clan, adhocracy market

The regression degrees of freedom are four representing the number of IV variables in the model (K). The residual degrees of freedom on the other hand represent the number of variables (n) minus k in the model. The total degrees of freedom are n-1. In the results the total Degrees of Freedom are 217 instead of expected 218 indicating that one case was deleted. From the F value, it is seen that the fitted linear model and the data had a good fit (F=41.624, df= (4, 213), p<.001). This meant that the transport and logistics firms' culture have a linear relation with its performance.

Table 4.16: Regression Coefficient

Model	Standardized Coefficients		Standardized Coefficients Beta	t	Sig.
	B	Std. Error			
(Constant)	.705	.298		2.366	.019
Hierarchy	.088	.044	.108	2.000	.040
Clan	.169	.062	.162	2.724	.007
Adhocracy	.105	.074	.084	1.425	.156
Market	.460	.060	.475	7.610	.000

Dependent Variable: performance

The effective fitted culture-performance model in the transport and Logistics firms in Mombasa County form:

$$\text{Performance} = .705 + .088\text{Hierarchy} + .105\text{Adhocracy} + .169\text{Clan} + .460\text{Market}$$

Finally, the regression coefficient results in Table 4.16 provides the key findings as regards the four research objectives and hypothesis testing. It is noted that the coefficients of each of the four culture types is positive. Thus, it confirms that culture enhances performance in transport and logistics firms in Kenya.

These regression results have shown that the Competing value framework (CVF) culture components, except Adhocracy culture, have a positive impact on performance, further, it is shown that market culture has the strongest effect and Hierarchy the least effect on performance. Two conclusions are therefore drawn from these results. First, culture is an important performance driver. This is consistent with theory that culture is a significant driver of positive outcomes including organizational performance. Second, a combination of more than one culture has superior performance as opposed to only one culture.

4.10 Summary of Hypothesis Test Results

Table 4.17: Summary of Hypotheses Test Results

Null Hypotheses	test	Interpretation	decision
H₀₁ : Hierarchy culture has no significant effect on firm performance	Regression Analysis	Beta=.088, p<.05	Reject H₀₁
H₀₂ : Organization Clan culture has no significant effect on firm performance	Regression Analysis	Beta=.169, p<.05	Reject H₀₂
H₀₃ : Adhocracy culture has no significant effect on firm performance	Regression Analysis	Beta=.105, p>.05	Fail to Reject H₀₃
H₀₄ : Market culture has no significant effect on firm performance	Regression Analysis	Beta=.460 p<.05	Reject H₀₄

Source research data (2022)

Specifically, Hierarchy Culture has a significant effect on firm performance among Transport and Logistics firms in Mombasa County (B=.088, p=.040). The hypothesis H₀₁ is thus rejected at 5 percent level of significant. Also, Clan culture (B=.169, p<.001) has positive significant effect on performance the hypothesis H₀₂ is thus rejected. Studies by Sackmann, 2011).and Kim, & Chang, J. (2018). Also found a positive association between clan culture and performance but studies by Xiong, Wang, Cui & Wang, (2021) found that the strength of clan culture inhibits performance. Adhocracy culture has positive influence on performance of transport and logistics firms in Mombasa County, however, the effect is not significant (B=.105, p=.156). This is because the p value is less than greater than 0.05, the hypothesis H₀₃ is not rejected. However, Market Culture has the positive significant influence on performance (B=.460, p<.001) thus the hypothesis H₀₄ is rejected at five percent significant level. Studies by Gallagher, Brown, Brown, (2008) and Naranjo-Valencia, Jiménez-Jiménez, and Sanz-Valle, (2016). Also found similar results.

4.11 Discussion of Findings

Descriptive results showed that hierarchy culture is one of the cultures practiced in the transport and Logistics firms. It is also seen that Hierarchy culture is positively associated with performance of transport and logistics firms. Correlation results showed Hierarchy Culture has a significant effect on performance. In this Competing Value Framework, Hierarchy culture is about internal focus and predictability quadrant. The main characteristics of hierarchy culture is well articulated standard operating procedures, and formal regulations.

Hierarchy culture is extremely bureaucratic, rule driven. It highlights structure and control that emanates from a strict chain of command that aims at no ambiguity and the promotion of an intense sense of security, certainty, predictability, effectiveness, stability, formalization, and standardization. Hierarchy Culture has indicated positive association with performance of logistics firms ($r=.377$, $p<.001$). According to Setyorini, Manafe & Nino, (2022) hierarchy culture observed in Korean organizations follows Confucian values that regulate relationships in the larger society. Korea is seen to be a highly hierarchical society where people have great respect for authority. This hierarchical culture of Korean society is in line with hierarchically structured organizations in Korea.

The study found that Clan Culture has a significant effect on performance. In the Competing Value framework, (CVF) Clan Culture is about internal focus and flexibility which emphasizes on human relations, internal cohesiveness with flexibility and concern for people, employee welfare and employee commitment to the organization. Zacharias, Rahawarian & Yusriadi (2021). This culture is about participation, and teamwork that creates a family like working environment, characterized with royalty, morale, commitment, collaboration, teamwork, participation, consensus, and individual

development Islam, Faruoka & Idris (2020). It is also observed that the association between Clan Culture, which is concerned with internal focus and integration, and performance ($r = .431, p < .001$), is relatively positive indicating that an increase in clan culture practices has a positive impact on performance as well (Klein, 2021). The goal of clan culture is to improve employees' performance through commitment, ownership, and responsibility. Goal achievements is characterized in respect of an enabling work environment and high regard to employees that make them committed, satisfactory, and high morale in the organization. Leaders build organizations by encouraging trust relationships, nurturing, and empowering employees hence forms unified behavior that produces a strong organization image in the marketplace. The focus is very internal, and the emphasis is put on interaction between the people in the firm. This collaboration eliminates individual work and takes a level where communication resembles to a family set up, team oriented with the emphasis on loyalty.

Key findings are that Adhocracy Culture and performance are positively related and the effect of Adhocracy Culture on performance is positive but not significant. The Adhocracy Culture, which is concerned with external focus and differentiation has a positive significant influence on performance ($r = .380, p < .001$). According to Gilstrap & Hart (2020), Adhocracy cultures emphasize Flexibility and External focus that favour innovative, creative, and adaptable characteristics. Its core tradition is to cut across normal routines, capture opportunities, solve problems, and get results. This is a culture which thrives on modeling new ideas in an aggressive way where risk taking, innovation, adaptability, and creativity is much appreciated and mostly encouraged.

Managers build an organization by emphasizing new ideas and technologies, flexibility, and adaptability. These characteristics reflect external orientation and have better developed knowledge conversion and corporate performance.

Other key findings are that Market culture has positive association with performance. Market culture has positive significant effect on performance of logistics firms. In the CVF, Market Culture is external focused and about stability or predictability in an organization. The culture is a goal oriented with primary focus of profitability, consistency, competitiveness, effectiveness, productivity, and result optimization Kim & Choi (2020). Market culture is based on competition and goal achievement. A market culture is regarded as a result-oriented workplace with emphasis on winning, outpacing the competition. Market culture has indicated strongest association with performance ($r=.624$, $p<.001$). De- Keyser, Guiette & Vanenbempt (2021) discovered that Companies with a predominantly market type of firm culture were greater in an extent expressly linked with productivity.

CHAPTER FIVE: SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

The chapter presents the summary of the study outcomes and inferences based on the research objectives. It also presents the conclusions drawn from the study on each culture variable. The recommendations are also presented. Finally, The recommendation for further research is given at the end of the chapter

5.2 Summary of Key Findings

The aim of this study was to determine the effect of organizational culture and firm performance among Transport and Logistics firms in Mombasa County. This was important because transport and logistics sector plays a major role in the development of the economy in Kenya.

The first objective was to determine the effect of Hierarchy culture on firm performance among transport and logistics firms in Mombasa County. The indicators taken were stability, formal structure, conservative and procedure. Descriptive and inferential statistical methods were used to analyze the results and findings of the study objective. The Pearson's correlation analysis results showed 0.377, an indication that Hierarchy Culture had a significant weak positivity association with performance suggesting that strong Hierarchy Culture organization perform better than weak hierarchy culture firms. The multiple regression results showed 43.9% of variation in performance. The other 56.1% of variation could be explained by other causes in relation to the performance of Transport and logistics firms in Mombasa County. The findings, therefore, indicated that Hierarchy Culture had a significant effect on performance of transport and Logistics firms in Kenya.

The second objective was to establish the effect of clan culture on firm performance among transport and logistics firms in Mombasa County. The indicators were family, teamwork set up, ideas sharing, human capability, cohesiveness. Descriptive and inferential statistical methodologies were utilized to analyze the findings of the study objective. The results indicated therefore, that was a family-like feel culture which if well nurtured leads to cohesive, closely connected group where members feel like they belong and look out for each other. The clan culture was adaptable to the environment, and this explained its positive effect on performance of Transport and logistics firms in Mombasa County. The study found that Clan Culture had a Pearson correlation of 0.431 an indication of significant positive performance. The aggregate results, therefore, indicate that clan culture had a significant positive correlation with performance among transport and logistics firms in Mombasa County.

The third objective of the study was to evaluate the effect of adhocracy culture on performance with indicators entrepreneurship, innovation, risk taking growth among transport and logistics firms in Mombasa County. Descriptive and inferential statistical methods were used to analyze the results and findings of the study objective. The results showed that Adhocracy Culture had significant effect on firm Performance among transport and Logistics firms in Mombasa County. The correlation was carried out to establish the association involving adhocracy culture and performance on transport and logistics firms in Mombasa County. The study found out that Adhocracy culture and performance are positively and significantly related with a Pearson correlation of 0.380. Firms with strong Adhocracy Culture outperform firms with weak Adhocracy culture. Regression results showed a positive but nonsignificant effect of Adhocracy Culture on performance of logistic firms. Adhocracy Cultures emphasize flexibility and External

focus that favor innovative, creative, and adaptable characteristics. Its core tradition is to cut across normal routines, capture opportunities, solve problems, and get results.

The fourth objective of the study was to assess the effect of market culture on performance of the transport and logistics firms in Mombasa County. The indicators associated with Market culture was competitive spirit, measured goals, accomplishments, and production orientation. Descriptive and inferential statistical methods were utilized to assess the findings of the study objective. The results showed most dominant of the cultures indicating that the logistics firms are on average, focuses on results and are highly competitive. Correlation analysis was carried out to assess the association involving Market culture and performance. The study indicated that Market culture has a Pearson correlation of 0.624 being the strongest positive association with performance of Transport and logistic firms.

Market Culture has a significant positive effect on performance of logistics firms. Market Culture focuses on competitiveness and outward looking for opportunities and increasing market share by working to attract new and retain old customers, competitiveness not only between the organization and its market competitors but also between employees. Because it is a result-driven culture and market oriented, is by no surprise one of the most significant determinants of performance.

5.3 Conclusion

The study general objective was to determine the effect of organizational culture and performance among the Transport and logistics firms in Mombasa County. The results of the research revealed that organizational culture has a considerable association with performance of transport and logistics firms. The specific objectives showed that each of the four culture types of the Competing Value Framework showed positive impact

on performance. It is therefore evident now that organizational culture is an important development factor among the logistics firms which the firms can henceforth use and create a competitive advantage. It is also evident that firms can perform well if they have a strong internal focus (clan and hierarchy) as well as external focus (Adhocracy and market). Moreover, the desire for Flexibility discretion (inherent in both clan and adhocracy cultures) and stability & control (inherent in both Hierarchy and market culture) is important as well.

A strong Hierarchy Culture is important factor for the logistics firms to realize significant performance. It is therefore critical that the logistics firms avoid ambiguity, encouraging order, efficiency, and consistency and internal focus. This helps in creating a relatively fixed organizational structure through the implementation of certain processes and rules in an organization. The internal focus is important in in fostering positive feel of each member feels free to express their thoughts and opinions and bonding by praising good work and constructively criticized to help them improve.

The second conclusion is shown from the study that encouraging and strengthening Clan Culture practices in logistic firms is important in addressing their performance challenges. Correlation and hypothesis analysis results indicated that the transport and logistics firms foster a family-like feel culture that promote cohesiveness, group connections and care for each other. It is based on flexibility and internal focus. The clan culture was adaptable to the environment, and this explained its positive effect on performance of Transport and logistics firms in Mombasa County.

The third objective of the study was to evaluate the effect of adhocracy culture on performance of transport and logistics firms with indicators entrepreneurship, innovation, risk taking growth among transport and logistics firms in Mombasa County.

Correlation and hypothesis analysis results found out that Adhocracy culture and performance had a positive but nonsignificant effect of Adhocracy Culture on performance of logistics firms. Adhocracy Cultures emphasize flexibility and External focus that favor innovative, creative, and adaptable characteristics

It is also important that the Market culture is encouraged to flourish so that the firms can realize significant growth. Investing in technologies that increase market share through encouraging competitiveness, ability to exploit opportunities to attract new and retain old customers. The investment in HR that have the proven result-driven culture is one of the ways to steer the firms on the right performance direction. It further requires the need for organizations to create an environment for healthy competition between employees to foster innovation, healthy growth, and competitive ideas.

5.4 Recommendations

Organizational culture is one key aspect underlying beliefs, assumptions, values needed not only to enhance performance but also to attract and retain talented employees, creating a positive image in the society.

5.4.1 Managerial Recommendations

- i. There is need for the transport and logistics firms to nurture a strong Hierarchy Culture to enable them to realize significant performance. Transport and logistics firms should give priority to permanency and stability of employees to improve efficient service delivery. There should be a formalized and structured with strict policies, procedures, and processes for smooth running activities of the firm as often mainly characterized of hierarchy culture. Conservation of teamwork among employees and consistency in executing operations and always doing things right is major concern for the success of the organization.

When these firms perform well, they can create the much-needed revenue for the economy hence create job opportunities for the unemployed.

- ii. Transport and logistics firms need to pay more attention to shared values, ideals, beliefs, more so teamwork, emphasize human resource development where employee's progression is encouraged. Clan culture emphasizes on cohesiveness, atmosphere of unity and mutual help, a family-like feel culture is nurtured characteristics. Clan culture type needs management to encourage employees use their skill and knowledge together that makes the firm stronger and succeeds to achieve or fulfill its goals in the business.
- iii. Adhocracy culture in transport and logistics firms has shown some significant positivity though weak but should put more attention on entrepreneurial spirit, Risk taking, emphasis on firm growth and acquirement of new resources to meet new competition challenges, ensuring commitment from employees on innovation and creating a conducive environment for expansion and promptness to encounter new challenges in the industry. Desire to improved service delivery, performance of the firm will fulfil the objective of customer satisfaction hence customer retention will be realized, and business become more resilient.
- iv. Transport and logistics firms' management should put more attention and focus on result orientation for sustainable performance, increasing customer base, encourage employees to have a sense of competitive spirit to spur growth of the firm, put more attention on employees setting achievable and realistic targets that efficiency can be monitored and measured regularly and evaluation done for improvement to be achieved for sustainability and overall performance.

The management should also nurture a Market Culture by investing in resources and capabilities that foster an organization's competitiveness and ability to exploit emerging market opportunities. The investment should be directed towards attracting and retaining talented and skilled employees. These employees should at the same time be agents of a healthy competition that foster innovation and healthy growth. Creating a strong market culture has cost implications but it is the best option if the transport and logistics firms must survive the competition.

- v. Finally, these empirical results have shown the importance of culture in performance agenda of logistics firms. The results showed that culture alone accounts for a significant proportion of 43.9% of performance variance. It is therefore recommended that each firm management identify its strong culture and keep reinforcing it to maximize on it and therefore compensate on their weakest culture. Culture shapes an organization and as the results have shown, culture has the power to see organization prosper or perish.

5.4.2 Policy Recommendations

- i. Regarding organizational culture, Managers of Transport and logistics firms in Mombasa County need to understand that culture is an essential component to attain high and sustainable performance in their firms. The managers need to maintain hierarchy culture characterized by internal focus and predictability quadrant. It spells a clear organizational structure with standardized rules and procedures, strict control, and distinct tasks. This culture stresses the minimization of ambiguity levels and the promotion of an intense sense of security, certainty, predictability, effectiveness, stability, formalization, and standardization. This type of culture is therefore emphasizing internal

efficiency, uniformity, coordination, and evaluation with a significant role in achieving efficient leaders in an organization whose individual qualities and skills can determine organizational strategy, goals, and results to achieve

- ii. The managers need to put attention on Clan culture also characterized in the quadrant of Internal focus and flexibility. It focuses on human relations demonstrated through internal cohesiveness with flexibility and concern for people, employee welfare and employee commitment to the organization. Clan culture contains an employee-oriented leadership, cohesiveness, participation, and teamwork. Leaders build organizations by encouraging trust relationships, nurturing, and empowering employees hence forms unified behavior that produces a strong organization image in the marketplace.
- iii. Transport and logistics managers should ensure that Adhocracy cultures is characterized in the flexibility and External focus quadrant that favour innovative, creative, and adaptable. Managers build an organization by emphasizing new ideas and technologies, flexibility, and adaptability. Nothing is more important than being unique, above all progress and constantly gaining new ways and resources for future differentiation. These characteristics also reflect external orientation and have better developed knowledge conversion and corporate performance.
- iv. Finally, the Market culture external focused and about stability or predictability in an organization. Managers should recognize it as being a type of corporate culture that emphasizes competitiveness between the organization and its market competitors and employees. The managers with this type of culture ought to be goal oriented with primary focus of profitability, consistency, competitiveness, effectiveness, productivity, and result optimization. They

(managers) should stress gaining prestige, status and profitability and their main purpose is to end transaction with other parties with the hope of achieving competitive advantage.

5.5 Areas for Further Study

The current study adopted only quantitative approach and therefore it lacks the depth inherent in qualitative design. Studies in future should adopt a mixed design to find out deeper understanding of the culture in transport and logistics firms and their effect on performance.

The current study used only one method of data collection which has a disadvantage of bias. Future studies should use more than one method to enhance credibility of the findings. For example, future studies should consider using questionnaire and interview method.

Finally, the current study was cross-sectional in nature and therefore unable to determine the effect of time on culture type. The study is therefore not able to explain the changes in culture as an organization grow or age. It is therefore important to carry out longitudinal research to help understand these issues of time and culture change.

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APPENDICES

Appendix 1: Introduction Letter

ENOCH M RIANG'A
P.O. BOX 90263-80100,
MOMBASA.,
KENYA.

To all Top Managers of Transport and Logististics Firms,
Mombasa County.

Dear Sir/Madam

RE: REQUEST FOR PERMISSION TO COLLECT RESEARCH DATA

I am a student at Moi University Coast Campus pursuing a Degree of Masters in Business Administration. Pursuant to the pre-requisite course work, I would like to conduct a research on the effects of organizational culture change on firm performance. The focus of my research will be in Transport and Logistics firms operating in Mombasa and this will involve use of questionnaires administered to the management team.

I kindly seek your permission to conduct the research at your company through questionnaires and use of relevant documents. Data collected shall be treated as confidential and strictly be used for academic purposes.

Thanking you in advance as I look forward for your cooperation.

Yours faithfully,

Enoch Mochiemo Rianga

Student, School of Business and Economic

Appendix 2: Survey Questionnaire

Please read each question carefully and follow the instructions given. Kindly answer the questions by ticking in the box that best describes your answer or writing in the spaces provided where applicable. The answers provided will be used for academic purpose only and will be treated with confidentiality.

PART 1: BACKGROUND INFORMATION

a) Please indicate your gender

Male Female

b) What is your age in years? (Tick one)

less 30 31-40 41-50 over 50

c) what is the highest level of learning you have attained? (Tick one)

Secondary certificate Diploma certificate Bachelor's degree master's degree

d) Experience attained at your current organization? (Tick one)

Below 5 years 5-10 years 11-15 years over 15 years

PART 2: CULTURE

Please indicate tick your level of concurrence or disagreement with each other of the following statements on a scale of 1 to 5 (1- for strongly disagree, 2- for disagree, 3- for neutral, 4- for agree, and 5 – for strongly agree)

2.1 HIERARCHY CULTURE.

Hierarchy culture indicators	1	2	3	4	5
Your firm emphasizes permanence and stability of employees					
Your firm is a very formalized and structured place with strict policies and procedures					
Your firm's strategic posture is conservative of teamwork among employees					
Your firm is a champion of consistency in operation execution.					
Your firm focuses on doing things right					

2.2 CLAN CULTURE

Clan culture indicators	1	2	3	4	5
Your firm values, ideals, beliefs are illustrated by teamwork					
Your firm emphasizes human resource development as a success factor					
Your firm defines commitment and teamwork great importance to growth					
Your firm's leadership emphasizes mentoring and nurturing individual's behavior.					
Your firm is reputed in its cohesiveness among all the employees.					

2.3 AHDOCRACY CULTURE

Adhocracy Culture indicators	1	2	3	4	5
Your firm is very dynamic with entrepreneurial spirit.					
Your firm is committed in improving services to meet new customer demands.					
Your firm's management emphasizes growth and acquiring new resources to meet new challenge.					
Your firm management is committed to innovations					
Your firm stresses expansion and promptness to encounter any new challenges,					

2.4 MARKET CULTURE INDICATORS

Market Culture indicators	1	2	3	4	5
Your firm management is illustrated by focusing results orientation.					
Your firm management style emphasizes increasing customer base.					
Your firm management is characterized by commitment and competitive spirit.					
Your firm management style encourages employees to set monitored, achievable and realistic targets.					

2.5 PERFORMANCE INDICATORS

	1	2	3	4	5
Performance indicators					
Your firm realized increased business volume					
Your firm realized enhanced customer growth					
Your firm realized increased sales growth					
Your firm attained significant employee satisfaction.					

THANK YOU

Appendix 3: Moi University Authority Letter



**SCHOOL OF BUSINESS AND ECONOMICS
DEAN'S OFFICE**

P.O. Box 3900
Ext.434
ELDORET

Tel./Fax 254-053-43153/43620

11th, October, 2022

Attn; NACOSTI
PO Box
Nairobi

Dear Sir/Madam,

RE: ENOCK MOCHIEMO RIANG'A- PGM/019/18

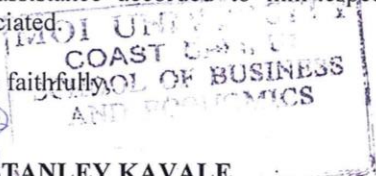
This is to confirm that the above named person is a postgraduate student in the School of Business & Economics where he is pursuing a Master of Business Administration (Strategic Mgt Option).

He is expected to collect research data in Kenya. His research thesis is titled: 'OGANIZATIONAL CULTRE AND PERFORMANCE OF TRANSPORT AND LOGISTICS FIRMS IN MOMBASA COUNTY'






Any assistance accorded to him especially on the issuance of research permit is highly appreciated.

Yours faithfully,

DR. STANLEY KAVALE
POST GRADUATES COORDINATOR/ SBE COAST CAMPUS



Appendix 4: NACOSTI Research License

 REPUBLIC OF KENYA	 NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY & INNOVATION
Ref No: 300310	Date of Issue: 28/October/2022
RESEARCH LICENSE	
	
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Appendix 5: List of Firms

1	Aber Paul Limited
2	Acceler Global Logs. Ltd
3	Ace Freight Ltd
4	Acts Business Systems
5	Adair Freight Services
6	Adonai Trading & Logistics Ltd
7	Adroit Logistics Limited
8	Aeropath Kenya Ltd
9	Affairs Afrique Ltd
10	Africa Direct Ltd
11	Africair Management & Logistics
12	Afriqfreight Services Ltd
13	Afrique Shipping Services
14	Agility Logistics Ltd
15	Ags Worldwide Movers Ltd
16	Air Connection Ltd
17	Air Sea Logistics Limited
18	Airband Cargo Forw. Ltd
19	Aircom Cargo Logistics
20	Airfreight & Logistics WorldWide Ltd
21	Airmarine And Land Trading Ltd
22	Airwagon Cargo Movers Ltd
23	Akamai Freight Forwarders Ltd
24	Alexandria Freight Forwarders Ltd
25	All Scope Logistics Ltd
26	Alliance Logistics
27	Almeo Logistics Ltd
28	Alpha Impex Logistics Int Ltd
29	Alpha Worldwide Freight Ltd
30	Amazon Freight Ltd
31	Anisa Agencies (K) Ltd
32	Ankey Freight F. Ltd
33	Apple Logistics Ltd
34	Aramex Kenya Ltd
35	Arbiters Enterprises Ltd
36	Armco Kenya
37	Arnet Consult E.A. Limited
38	Ask Cargo Ltd
39	Atlantic Logistics International Ltd
40	Attis Logsol Ltd
41	Azusa Limited
42	Bakriz Holdings Ltd
43	Bargaaba Busines Agency Ltd
44	Be Energy (K) Ltd
45	Bedi Investments Ltd
46	Bee Gee Key Inv. Ltd
47	Benairs Logistics Ltd
48	Benjoe Logistics

49	Bestfast Cargo
50	Bestfreight Conveyors Ltd
51	Beyond Africa Freighters Ltd
52	Bigways Ltd
53	Bima Clearing & Forwarding Ltd
54	Birdwell Ventures Ltd
55	Blink Logistics Ltd
56	Blitz Logistics Ltd
57	Blue Ocean (Ea) Co. Ltd
58	Blue Pearl Logistics Ltd
59	Blue Seal Freighters Ltd
60	Bluehill Investments Ltd
61	Blueplus Freighters Ltd
62	Bluerange Logistics Ltd
63	Bluetide Freight Logistics
64	Bluewave Logistics Ltd
65	Bluewave Logistics Services Ltd
66	Bollore Transport & Logistics Ltd
67	Bolt Speed Cargo Forwarders Ltd
68	Bonfide C & F Co Ltd
69	Boon Trade Agencies Ltd
70	Borabu Freight & Transport Services
71	Bran San C & F Ltd
72	Bridge Land International
73	Broadvision Logistics Ltd
74	Buchero Enterprises
75	Burhani Express Logistics Ltd
76	Buyers Logistics Ltd
77	Callfast Services Ltd
78	Candid Freighters Ltd
79	Car And General Ltd
80	Care Logistics Kenya
81	Cares Clearing & Forwarding Co. Ltd
82	Cargo Care Int. Ltd
83	Cargo Conveyors Ltd
84	Cargo Nest (K) Ltd
85	Cargo News Express Ltd
86	Cargo Plan Movers & Forwarders Ltd
87	Cargo World Conveyors
88	Cargomania Ltd
89	Cargomasters E.A. Ltd
90	Carramure International
91	Catesam Enterprises Ltd
92	Cebit Cargo Ltd
93	Central Cargo Services Ltd
94	Chairmans Holdings
95	Chandaria Industries Ltd
96	Chanel Atlantic Ltd
97	Chasefast Logistics Ltd
98	Chem Labs Ltd

99	Chershire Freight Ltd
100	Comfy Logistics Ltd
101	Complast Industries Ltd
102	Continental Freighters Ltd
103	Continental Logistics Network Ltd
104	Conventional Cargo Conveyors Ltd
105	Conventional Cargo Conveyors Ltd
106	Cornerstone Ltd
107	Coronet Cargo Ltd
108	Corporate Aviation Ltd
109	Corporate Legends Ltd
110	Cosmos Int. Logistics Ltd
111	Cross Border Cargo Ltd
112	Cross Border Networks Ltd
113	Cross Ocean Limited
114	Crown Industries Ltd
115	Crucial Cargo Movers
116	Culzenberg Forwarders Ltd
117	Damasa Freight Forwarders Ltd
118	Danros (K) Ltd
119	Dansaf Logistics
120	Davis & Shirtliff
121	Davmat Company Ltd
122	Db Schenker Limited
123	Deepmark Cargo Ltd
124	Delfast Logistics
125	Delta Cargo Connections
126	Delta Handling Services Ltd
127	Destiny Conveyors
128	Destiny Freight Services Ltd
129	DHL Global Forwarding
130	DHL Worldwide Express (K) Ltd
131	Digital Cargo Forwarders Ltd
132	Dikens Logistics Ltd
133	Direct Wheelers Express Ltd
134	Dodhia Packaging Ltd
135	Doric Enterprises
136	Dortal Services Ltd
137	Duke Express E.A Ltd
138	Duty Logistics Limited
139	East African Chains Ltd
140	Ecu Worldwide (K) Ltd
141	Emasa Kenya Clearing & Forwarding Ltd
142	Empire Logistics Services Ltd
143	Enerlog Limited
144	Equirak Logistics Ltd
145	Eremo Stores Ltd
146	Eston Diamond Logistics
147	Euro One Kenya
148	Everlast Ent. Ltd

149	Excellent Logistics
150	Expidite Logistics Ltd
151	Expolanka Freight Ltd
152	Export Trading Ltd
153	Express Kenya Ltd
154	Faida Cargo Services Ltd
155	Fairways Consolidators
156	Fantash Freighters & Logistics
157	Feliben International Ltd
158	Filmline Ltd
159	Firsthand Cargo Handlers Ltd
160	Fleet Freighters Ltd
161	Floweport Logistics (K) Ltd
162	Flowerwings Express (K) Ltd
163	Foam Mattress
164	Focus Initiatives Import
165	Fox International Logistics Ltd
166	Framic Cargo Agencies Ltd
167	Frank & Geoffrey Cargo Ltd
168	Freight Commandos Ltd
169	Freight Consultants Ltd
170	Freight In Time Ltd
171	Freight Power Logs. Ltd
172	Freight Reach Services
173	Freight Solutions
174	Freight Wings Ltd
175	Freightsore Agencies Ltd
176	Fresh Global Logistics Ltd
177	Freva Logistics Services
178	Frontier Links Co. Ltd
179	G.N Cargo Kenya
180	Gallion Logistics
181	Garden Freight Logistics Ltd
182	Gefsons Clearing & Forwarding
183	General Freighters Ltd
184	Gibron Limited
185	Giraffe Forwarders Ltd
186	Glinter Logistics Ltd
187	Global Freight Logistics Ltd
188	Global Reach Logistics Ltd
189	Good Freight International Co. Ltd
190	Goodman International Ltd
191	Hamdi International Ltd
192	Happy world Freighters
193	Hass Petroleum (K) Ltd
194	Henatullah Brothers
195	Hi- Tech Impex Ltd
196	Highlands Forwarders
197	Hima Freight Forwarders Ltd
198	Homeland Freight Ltd

199	Horizon Express Co. Ltd
200	Horizon Freight Forwarders Ltd
201	Iceberg Movers Enterprises Ltd
202	Imperial Cargo International
203	Impex Freight Ltd
204	Impex Logistics
205	In Time Forwarders Ltd
206	Index Cargo Logistics Ltd
207	Index Cargo Logistics Ltd
208	Indus Logistics Ltd
209	Inspire Cargo Logistics Ltd
210	Insta Products Epz Ltd
211	Instant Freight Forwarders Ltd
212	Instant Solutions
213	Inter Logistics Ltd
214	Intercities Freight & Shipping Ltd
215	Intergrated Logistics Co. Ltd
216	Internationa Commercial Co. Ltd
217	International Foreign Trade Co. Ltd
218	Interspeed Logistics Ltd
219	Intime Freight Cargo Ltd
220	Isuzu East Africa Limited
221	Jaav Global Cargo Ltd
222	Jaha Kenya Ltd
223	Jambo Logistics E.A.
224	Jamusa Enterprises Ltd
225	Jaspa Logistics
226	Jasper Freight Ltd
227	Jay And Jay Logistics Ltd
228	Jedima Trade Agencies Ltd
229	Jemi Freight Ltd
230	Jipe Holdings Ltd
231	Jires Ltd
232	Jopuka Logistics
233	Jowaka Super Links Ltd
234	Jowam Cargo Co. Ltd
235	Juatech Agencies
236	Kankam Exporters Ltd
237	Kansei Clearing & Forwarding Co. Ltd
238	Karsis Global Logistics Ltd
239	Kate Freight & Travel Ltd
240	Kawaison International Ltd
241	Kearsley Freight Services Ltd
242	Kelvin And Hannington
243	Kenafric Industries Ltd
244	Kenton Freighters
245	Kenya Duty Free Complex
246	Kenya General Industries Ltd
247	Kenya Vehicles Manufacturers Ltd
248	Kenya Wine Agencies

249	Kevian Kenya Ltd
250	Keynaught Logistics Ltd
251	Keynote Logistics Ltd
252	Keywave Logistics
253	Kiamba C & F Ltd
254	Kind Logistics Ltd
255	Kings Cargo Agencies Ltd
256	Kuehe + Nagel Limited
257	Laboratory & Allied Ltd
258	Landmark Port Conveyors Ltd
259	Leadtime Cargo Logistics
260	Lemco Freight Forward
261	Lift Cargo
262	Link Afrique Kenya
263	Lino Stationers K. Ltd
264	Logenix International
265	Logistic Freight Limited
266	Logistic Link
267	Logwin Air & Ocean K. Ltd
268	Longrange Trading
269	Longroad Logistics Ltd
270	Longrock Ltd
271	Macsim Cargo Services Ltd
272	Magnate Logistics Ltd
273	Magnetic Kenya Ltd
274	Makiwani Logistics Ltd
275	Manufacturers & Suppliers Ltd
276	Maraca Enterprises
277	Mardav Logistics
278	Margie Agencies
279	Marichor Marketing Services Ltd
280	Marks Enterprises Ltd
281	Mascot Holdings Ltd
282	Masterpiece Courier S. Ltd
283	Matisngberg C&F
284	Maya Duty Free
285	Menengai Oil Refinery Ltd
286	Mentap Resources Freight Ltd
287	Meteor Freight Forwarders Ltd
288	Mid Ocean Ltd
289	Mid-Africa Services Ltd
290	Midwave Freighters Ltd
291	Mig Forwarders Ltd
292	Milano Logistics Ltd
293	Millennium Sols. Ltd
294	Mohabab Enterprises
295	Momo Clearing & Forwarding Co. Ltd
296	Moniks Agencies Ltd
297	Montera Cargo Ltd
298	Morgan Air Cargo Ltd

299	Move And Pick
300	Muchebeba Services
301	Muller Logistics Ltd
302	Multipackaging Ltd - Printpa
303	Munshiram Business Machines Ltd
304	Mustafa Freight Forwarders Ltd
305	Mwando Logistics
306	Naash Africa Logs. Ltd
307	Nafast Ltd
308	Nafenet Logistics Ltd
309	Nairobi Cargo Logistics Ltd
310	Najmi Clearing & Forwarding Ltd
311	Nas Airport Services Ltd
312	National Media Group
313	Neighbours Logistics
314	Neline Shipping &Logistics Ent. Ltd
315	Neo Sealand Regional Freighters Ltd
316	Neoserve Logistics Ltd
317	New Wide Garments Kenya Epz
318	Noashs Ark Enterprises
319	Nodor Kenya Epz Kenya
320	Nyagaka Forwarders Ltd
321	Oceanic Cargo Agencies Ltd
322	Oceanline Freighters Ltd
323	Oceanlines Freight Forwarders
324	Okamoto Freight Services Ltd
325	One Link Ltd
326	One On One Logistics Ltd
327	One Touch Cargo Services
328	One Touch Logistics Ltd
329	Ongoing Cargo Serv. Ltd
330	Onward Cargo Systems C. Ltd
331	Optimax Kenya Ltd
332	Oserian Development Co. Ltd
333	Panalpina Airflo Ltd
334	Pantel Chemicals Ltd
335	Panworld Logistics
336	Pedwin Ltd
337	Pejon Freight Movers Ltd
338	Pentagon Logistics Ltd
339	Phil Logistics Co
340	Philsam Agencies Ltd
341	Pillar Freight Forwarders
342	Pinnaco Logistics Ltd
343	Plainlands Inter Freight Logistics Ltd
344	Plains Logistics Ltd
345	Plans freight Ltd
346	Polygon Logistics Ltd
347	Port Conveyors Ltd
348	Portal Corporation

349	Portway E.A. Ltd
350	Precise Logistics Ltd
351	Prim Cargo Ltd
352	Priority Air Express Ltd
353	Priority Logistics Ltd
354	Queens Cargo International Ltd
355	Quick Cargo Serv. Ltd
356	Rahma Logistics Ltd
357	Rai Plywoods K Ltd
358	Ramsford Freight Forwarders Ltd
359	Rapat Freight Kenya Ltd
360	Ray Cargo Services Ltd
361	Real Dream Int. Ltd
362	Realtime Cargo Ltd
363	Realtime Freight Performance Ltd
364	Red Anchor Freight Ltd
365	Regent Freight Systems Ltd
366	Regional Entrepreneurs (K) Ltd
367	Relay Cargo Services Ltd
368	Remarc Logistics
369	Removal Goods Services (K) Ltd
370	Renaissance Limited
371	Reza Logistics Ltd
372	Richens Logistics Ltd
373	Rift Cargo Handling Ltd
374	Rige Limited
375	Rioma Freighter Ltd
376	Rising Freight Ltd
377	Rolling Cargo Ltd
378	Romark Freighters Ltd
379	Roto Moulders Ltd
380	Rukanoti Wood Dealer Ltd
381	Rusinga International
382	Ryce East Africa Ltd
383	Sag Forwarders Ltd
384	Saharry Ltd
385	Sai Cargo Masters Ltd
386	Salaah Freight Services
387	Salimond Freight Serv.
388	Salmar Clearing & Forwarding Ltd
389	Sam And San Logistics
390	Samphy Logistics Services
391	Sea - Sky Express Ltd
392	Seabridge Forwarders Ltd
393	Sealine Logistics Ltd
394	Seatec Global Logistics
395	Seaways (K) Ltd
396	Sedo Logistics Ltd
397	Serenity Services Ltd
398	Servewell Logistics Ltd

399	Shaba Africa Logistics
400	Shamco Logistics International Ltd
401	Shardin Express Ltd
402	Silver Hawk International
403	Silver Silicon Ltd
404	Simmuhds Cargo Service Ltd
405	Site Forwarders Ltd
406	Sky And Sea Cargo Track Ltd
407	Skyfreight Logistics
408	Skylark Conveyors (K) Ltd
409	Skylift Cargo Ltd
410	Skyline Express Services Ltd
411	Skyline Global Services Ltd
412	Skylux Logistics Ltd
413	Skyways Logistics Ltd
414	Smoothline Freighters Ltd
415	Sonddeka Freight Forwarders Ltd
416	Songhong Freight Services Ltd
417	Sonic Fresh Company
418	Sopa Cargo Masters
419	Southlink Services Ltd
420	Speedex Logistics Ltd
421	Speranza International
422	Steel Structures Ltd
423	Stekar Logistics Ltd
424	Stellar Logistics Ltd
425	Sterner Logistics
426	Straightline Cargo Forwarders
427	Sueka Freight Ltd
428	Suna Freighters Ltd
429	Suntron Investments Ltd
430	Supercare Freight Service Ltd
431	Superfirst Forwarders Ltd
432	Superfreight Ltd
433	Superior Cargo Conveyors
434	Superquick Freighters Ltd
435	Supersonic Clearing & Forwarding Ltd
436	Supersonic Clearing & Forwarding Ltd
437	Supersonic Freighters (K) Ltd
438	Suzan Duty Free
439	Tabaki Freight Services International Ltd
440	Tandem Solutions Ltd
441	Techno Relief Services Ltd
442	Tedice Express Agencies Ltd
443	Tepra Logistics Ltd
444	Tham Express Limited
445	The Nairobi Clearing House
446	Timsales Limited
447	Topline Logistics Ltd
448	Total Taouch Express

449	Towfiq Ltd
450	Tradeline Logistics Ltd
451	Tradewinds Logistics
452	Tradewise Agencies (K) Ltd
453	Transcare Services Ltd
454	Transnet Freight International Ltd
455	Transoceanic Project Dev. (K) Ltd
456	Trasonic Logistic Ltd
457	Trasonic Project Development (K) Ltd
458	Trasports Lifting Sevices Ltd
459	Twin Cargo C & F
460	Tyke Logistics
461	Uchale Logistics Ltd
462	Ukwala Freight Forwarders
463	Unamak Company Ltd
464	Unick Company Ltd
465	Union Express Ltd
466	Union Logistics Co. Ltd
467	Union Logistics Ltd
468	United Aryan Epz Ltd
469	United Freight Logistics
470	Urgent Cargo Handling Ltd
471	Utex Freight Services Ltd
472	Verodah Freighters & Logistics Ltd
473	Victoria International Logistics Ltd
474	Victory Freighters
475	Vinep Forwarders Ltd
476	Vision Enterprises Ltd
477	Vitage Warehouse Agencies Ltd
478	Waki Clearing & Forw. A. Ltd
479	Wansar Enterprises Ltd
480	Wansar Enterprises Ltd
481	Warton Agencies
482	Water Front Enterprises
483	Wilcko Freight Services Ltd
484	Willima Enterprises Ltd
485	Willing Freight Services Ltd
486	Willman Freight Agencies
487	Wolfenberg International Ltd
488	World Class Freight Logistics Ltd
489	World Trade Freight Logistics Ltd
490	Worldnet Freight Ltd
491	Wow Beverages Ltd
492	Year 2000 Freighters
493	Yolla Freighters Ltd
494	Zanaa Freight Limited
495	Zeft Freighters
496	A.M.A Al Ammary Ltd
497	Abba Motors Limited
498	Abbas Traders Ltd

499	Absolute Freight & Logistic Ltd
500	Access Africa Logistics Limited
501	Adelcus Agencies (K) Limited
502	Admiral Cargo Concept Limited
503	Aero Marine Cargo Services Limited
504	Africalink Forwarders Limited
505	Air Menzies International
506	Akl Logistics Ltd
507	Al Shog Systems Limited
508	Alcordia Logistics Limited
509	Al-Emir Limited
510	Alfof Enterprise Limited
511	Alibhai Ramji (Msa) Limited
512	All Freight Logistics Limited
513	Allports Kenya Limited
514	Alpine Trading Limited
515	Alujo Enterprises
516	Al-Yum Hauliers Limited
517	Amarantha Agency Ltd
518	Amberto Agencies Limited
519	Amey Trading Com. Ltd
520	Apex Steel Limited
521	Arnop Logistics Company Limited
522	Ashton Apparel Epz Limited
523	Ataco Freight Services Limited
524	Baabz Freight Forwrdrs Ltd
525	Bahari (T) Company Limited
526	Bahari Forwarders Ltd
527	Bakol Freighters
528	Bamburi Shipchandlers (Kenya) Limited
529	Bata Shoe Company Limited
530	Bayland Freight Agencies Limited
531	Becozi Investments
532	Beekay Logistics Limited
533	Belyne Freighters & Logistics
534	Bemms Limited
535	Beneli Freighters Limited
536	Beyond Chance Freighters
537	Bildad Enterprises Limited
538	Black Stallion Shipping Services Ltd
539	Blackstone Logistics Limited
540	Blue Lime Limited
541	Bluestar International Limited
542	Branded Fine Foods Ltd
543	Britex Enterprises Co. Ltd
544	Bryson Express Limited
545	Bulk Trading (K) Ltd
546	Capricorn Freight Forwarders Limited
547	Cargill Kenya Limited
548	Cargo (Ea) Limited

549	Cargo Movers Limited
550	Cargodeck Ea Limited
551	Cargomax Logistics Ltd
552	Caribbean Freight Limited
553	Carmel Mount Freight (K) Limited
554	Chabs Trade Connections Ltd
555	Chai Trading Company Limited
556	Chap Chap Clearing & Forwarding Ltd
557	Charities Logistics Ltd
558	Charleton Agencies Limited
559	Chibe Freighters Limited
560	Chwile Investment Limited
561	Clarence Enterprises Ltd
562	Coast Professional
563	Collins & Tiffany Limited
564	Conken Cargo Forwarders Limited
565	Corrugated Sheets Limited
566	Crispol E.A Ltd
567	Dalsan Freighters Limited
568	Danjam Investments Company Limited
569	Dap Logistics Limited
570	Daveline Network Company Limited
571	Davkit Enterprises Limited
572	Deccan Freight Logistics
573	Dekam Freighters Limited
574	Delmonte Kenya Limited
575	Del-Ray Cargo Services Ltd
576	Delta Express Limited
577	Denali Logistics Limited
578	Derrickson Systems Limited
579	Dhanush Forwarders (K) Ltd
580	Diamond Express Limited
581	Diverse Cargo Marine & Air C&F Services
582	Dodwell & Company (Ea) Ltd
583	Don Simon Limited
584	Doshi & Company(Hardware) Limited
585	Dotcom Consultants Limited
586	Drenal Enterprises Limited
587	Dsv Air And Sea Limited
588	Duniya Forwarders Ltd
589	Duplex Forwarder Limited
590	East Africa Cargo Logistics Ltd
591	East Global Logistics (K) Limited
592	Ebmar Investments Company Ltd
593	Echken Agencies
594	Ecs Logistics K Limited
595	Edisa Holdings (K) Limited
596	Eldocom Auto Spaes Limited
597	Elmon Agencies Ltd
598	Emotel Kenya Limited

599	Erikah Maritime Services Limited
600	Eri-Kenya Limited
601	Esthal Logistics Limited
602	Eugfavour Logistics Solution Limited
603	Euro Marine Logistics
604	Everstan Freight And Logistics Co Ltd
605	Excellent Services Freighters Limited
606	Export Consolidation Services
607	Eyeblink Freight Management
608	Fair Logistics Agency Limited
609	Famo Forwarders Limited
610	Farihma Trading Company Limited
611	Fasmu Freight Forwarders Limited
612	Ferida Enterprises
613	Fiber Freight Forwarders
614	Filiken Transit Forwarders Limited
615	Food Chain (E.A) Ltd
616	Freight Forwarders (K) Limited
617	Freightcare Logistics Limited
618	Freightwell Express Limited
619	Fy Simba Shipping Agents Limited
620	Galaxy Logistics Limited
621	Gateway Marine Services Ltd
622	Gemini Global Express
623	General Cargo Services Limited
624	Geomwa Express Cargo Ltd
625	Georine Agencies Ltd
626	Gifco Kenya Limited
627	Gladin Logistics (K) Limited
628	Global Business Commanders Ltd
629	Global Cargo Movers Limited
630	Gmk East Africa Limited
631	Golden Freight Services Limited
632	Goldwell Forwarders Limited
633	Greatspan Maritime Services Limited
634	Greenbelt Logistics Limited
635	Greenleaf Trading Company Ltd
636	Gulf Cross Ltd
637	Hambufreight Services Ltd
638	Hangool Investment Group Ltd
639	Hansol Logistics (K) Ltd
640	Harls Cargo Logistics Limited
641	Heme Freighters
642	Heros Company Limited
643	Hygiene Africa Limited
644	Incoterms Logistics Solutions Limited
645	Inland Africa Logistics Limited
646	Inspire Africa Logistics Ltd
647	Interface Agencies Limited
648	Interken Enterprises

649	Interscope Airmaritime Logistics Ltd
650	Issa Clearing & Forwarding Limited
651	Jagoma Logistics
652	Jambo Traders Limited
653	James Finlay Mombasa Limited
654	Jamreks Enterprises
655	Jihan Freighters Limited
656	Jiji East Africa Limited
657	Jmk Enterprises Limited
658	Jokiview General (K) Limited
659	Jonerics Cargo Forwarders
660	Jonphix Freight Services Limited
661	Jopalm Clearing & Forwarding Limited
662	Jora Logistics Ltd
663	Jordan Freighters Ltd
664	Jowak Agencies Limited
665	Jubilee C&F (E.A) Ltd
666	Juwells Trading Company Limited
667	K.B Freighters Limited
668	Kaaba Investments Limited
669	Kadmuss Freight Logistics Limited
670	Kaiser Agencies Limited
671	Kalemu Freighters Limited
672	Kamanga Freight Services Ltd
673	Kannon C&F Ltd
674	Keihin Maritime Services Limited
675	Kenfreight Ea Limited
676	Kenkal Ships & General Contractors Ltd
677	Kenmont Logistics Limited
678	Kenrevy Cargo Logistics Limited
679	Kentan Connections Ltd
680	Kenvilla Logistics Limited
681	Kenya Bonded Warehouse Company Ltd
682	Kenya Tradex Company Limited
683	Kimm Freighters (K) Ltd
684	Kimnet Agencies Ltd
685	Kimu Freight Agencies Ltd
686	Kipkebe Limited
687	Kitaka Enterprises Ltd
688	Kodavi Investments Limited
689	Landbridge Freighters Limited
690	Lape Hills Logistics Limited
691	Laxat Traders Limited
692	Leena Apparels Ltd
693	Libaan Limited
694	Lily Logistics Limited
695	Limutti Holdings Limited
696	Linkage Conveyors Limited
697	Linkfreight (Ea) Limited
698	Linkon Investemets Limited

699	Livercot Impex Limited
700	Lloyds Logistics Limited
701	Logistics Services Limited
702	Logistics Solutions Ltd
703	Logistics Three Sixty Five Limited
704	Low Sea International Agencies Ltd
705	Lycheewood Limited
706	Lynx Logistics Limited
707	M.J Clarke Limited
708	Maca Trading Company Limited
709	Macfreight Forwarders Co. Ltd
710	Mackenzie Maritime (Ea) Ltd
711	Mackenzie Maritime Forwarders Ltd
712	Magnex Limited
713	Magot Freight Services Ltd
714	Mak Cargo Handling Services Ltd
715	Manizle Agencies Limited
716	Marakib Freighters Ltd
717	Mar-Frontier Kenya Ltd
718	Maritime Freight Ltd
719	Markens Freight Logistics
720	Markriech (Africa) Limited
721	Maruni Products Company Limited
722	Marydavid Investments Ltd
723	Marymac Freight Co Ltd
724	Matrix Freight Logistic
725	Mbaraki Port Warehouses (K) Limited
726	Menhir Limited
727	Mercico Limited
728	Mitchell Cotts Freight Kenya Limited
729	Mnet Stars Limited
730	Molo Freighters Limited
731	Mombasa Coffee Limited
732	Mombasa Commercial & Industrial Ent. Ltd
733	Mombasa Logistics Limited
734	Monsoon Movers Ltd
735	Morning Glory Freight Services Ltd
736	Mtapanga Agencies Limited
737	Multcargo Freighters Limited
738	Multiple Solutions Limited
739	Mustafa Mohamed Issa Ltd
740	Muzdalifa Clearing & Forwarding Co. Ltd
741	Mwango Clearing Investments Limited
742	Natalya Holdings Ltd
743	Nebula Conveyors Limited
744	Neema Parcels Limited
745	Nibal Freighters Limited
746	Northwest Kenya
747	Ocean Pacific International Ltd
748	Ocean Star General Agents

749	Oceanrock Logistics Limited
750	Oceanworld Logistics Limited
751	Ogaka Freight Logistics Ltd
752	Ozone Freight Forwarders Ltd
753	P.N.Mashru Ltd
754	Pacma Investment Ltd
755	Pak Pacific Limited
756	Pallet Logistics Limited
757	Palm Freighters Limited
758	Pamol Connections
759	Pamu Services
760	Pan African Syndicate Limited
761	Panafrica Logistics Limited
762	Panal Freighters Limited
763	Peerless Tea Services Limited
764	Pesosi Freighters Limited
765	Petrosa General Contractors Ltd
766	Petrut Freight Forwarders Ltd
767	Picket Logistics Limited
768	Polo Autofreight Forwarders Limited
769	Portlink Logistics Limited
770	Portwoxs Cargo Forwarders Ltd
771	Principal Forwarders Limited
772	Provincial Clearing & Forwarding
773	Pura Logistics Limited
774	Quick Movers (K) Ltd
775	Quickline International Limited
776	Quissan Enterprises Ltd
777	Rabi Agency Limited
778	Radiant Logistics Limited
779	Rank Network & Logistics Ltd
780	Refco Forwarders Ltd
781	Regal Freighters
782	Rejeiby Clearing & Forwarding Ltd
783	Reliable Freight Services Limited
784	Replan Cargo Handling Services
785	Rianab Logistics Limited
786	Ripe Freight Services Limited
787	Robiam Cargo Freighters Ltd
788	Romax Forwarders Ltd
789	Rorene Limited
790	Rosmik Trading Company Limited
791	Ruman Limited
792	Rumeysa Freight Limited
793	S & L Port Solutions Ltd
794	S.K Amin Limited
795	Safelanding Logistics Limited
796	Safreight Limited
797	Saha Freighters Company Limited
798	Sahel Freighters Limited

799	Sahusa Freighters Ltd
800	Sandek Agencies Ltd
801	Sasi International Freight Logistics Limited
802	Sawa International Limited
803	Seabase Solutions Limited
804	Seacon Kenya Limited
805	Seacrest Logistics Solution (K) Limited
806	Seagate Logistics Limited
807	Sealine Forwarders Limited
808	Seashore Shipping Services Limited
809	Seatel Investments Ltd
810	Shakab Imports Exports Company Ltd
811	Shaqshan Freight Limited
812	Sharaf Logistics Limited
813	Shelter Conveyors Ltd
814	Shipfreight Logistics Limited
815	Sidoman Investment Limited
816	Siginon Freight Limited
817	Silicon Freight International Company
818	Silver Anchor Freighters Limited
819	Silverhawk Cargo Ltd
820	Simba Apparels (Epz) Ltd
821	Sivorine (K) Limited
822	Skyman Freighters Limited
823	Slopes Agencies Limited
824	Smart Choice Servises Limited
825	Smart Traders Ltd
826	Sokota Investments Ltd
827	Sollatek Electronics (K) Ltd
828	Solson Clearing Company
829	Soneva Enterprises
830	Sonya Exports & Imports Agencies Ltd
831	Southern Shipping Services Limited
832	Spart Freight Logistics Limited
833	Spear Logistics (K) Ltd
834	Special Collection Services
835	Spedag Interfreight Kenya Limited
836	Spring Logistics Limited
837	Starway International Freight & Forwaders Ltd
838	Steja General Agencies
839	Sunrise Investment Group Ltd
840	Sunship Logistics Limited
841	Suntron Investments Ltd
842	Sylka Kenya Limited
843	Syller Impress Company Limited
844	Tallient Logistics Limited
845	Tamanya Freight & Logistics Services Ltd
846	Tandem Freight Services Ltd
847	Tatu Limited
848	Tellam Freight Forwarders Ltd

849	Tidal Logistics Limited
850	Trade Haus & Global Logistics
851	Tradelink Logistics Limited
852	Tranlink Logistics Limited
853	Transafrika Logistics Ltd
854	Transfreight Logistics Limited
855	Transmail International Ltd
856	Transmax Kenya Limited
857	Tribertoo (K) Limited
858	Turner Freighters Ltd
859	Turning Point Freight Ltd
860	Ufanisi Freighters
861	Umoja Rubber Products Limited
862	Underseas Merchants
863	Uneeco Paper Products Ltd
864	Unimar Logistics Limited
865	Union Clearing And Forwarding Ltd
866	United (Ea) Warehouses Ltd
867	United Clearing Company Limited
868	Universal Freighters Limited
869	Upesi Freight Logistics Limited
870	Utility Freight Logistics Limited
871	Utmost Freight Masters Limited
872	Vantage Point C&F Company Ltd
873	Vast Network Logistics Limited
874	Venus (K) Limited
875	Verom Clearing & Forwarding Company Limited
876	Vibgyor Enterprises Limited
877	Vibgyor Freight Services Ltd
878	Vibrasi Enterprises Limited
879	Victory Freight Services
880	Villessy Agency
881	Visan Freight Agencies
882	Vishammah Enterprises Limited
883	Wakulima Agribusiness
884	Wambuka Freighters Limited
885	Way To Associates Limited
886	Weston Logistics Limited
887	Wetaa Investments Ltd
888	Wickham Bros Company Ltd
889	Wigglesworth Exporters Limited
890	Wiljones Logistics Ltd
891	World Class Ent. Co.Ltd
892	Zula Global Development Company Limited
