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ABSTRACT

This study aimed at investigating the effect of corporate strategies on performance of logistics organizations in Nairobi County. The research objectives were to establish the effect of turnaround strategy on the performance of logistics organizations in Nairobi County, to analyze the effect of business process re-engineering strategy on the performance of logistics organizations in Nairobi County, to determine the effect of business process outsourcing strategy on the performance of logistics organizations in Nairobi County, to establish the effect of total quality management strategy on the performance of logistic organizations in Nairobi County. The study was carried out through a descriptive research design. The population of study included multi-level management staffs of logistics organizations in Nairobi County. The study was carried out through a descriptive and quantitative research design. The study applied regression analysis and used coefficient of determination to evaluate the model fit of which it was found that the adjusted R² was 0.78. This implied that 78.0% of the variations on performance of logistics organizations in Nairobi County were explained by turnaround strategy, business process re-engineering strategy, business process outsourcing strategy, as well as total quality management strategy at a confidence level of 95%. The R value which was the correlation coefficient was 0.883 which showed that there was a strong correlation between the study variables turnaround strategy, business process re-engineering strategy, business process outsourcing strategy, as well as total quality management strategy. The study recommended that other studies should be done on the effect of corporate strategies on performance of logistics organizations and other industry organizations of the county.

Key Words: Logistics Organizations, Corporate Strategies, Outsourcing

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INTRODUCTION

Corporate strategies deal with the major intended and emergent initiatives taken by general managers on behalf of owners, involving utilization of resources, to enhance the performance of logistic organizations in their external environments (Hahn, Preuss, Pinkse & Figge, 2014). It entails specifying the organization's mission, vision and objectives, developing policies and plans, often in terms of projects and programs, which are designed to achieve these objectives, and then allocating resources to implement the policies and plans, projects and programs. Corporate strategy includes not only the management team but also the Board of Directors and other stakeholders of the organization depending on the organization structure (Njoya, 2016). In the globalization era, corporate strategies have been considered as the most important practice which distinguishes organizations from each other (Sharabati & Fuqaha, 2014).

Corporate strategies are the key processes to achieve organizational vision, strategic objectives and goal. All organizations should undertake corporate practices to ensure that they fit within their immediate environment and beyond. Strategic management permits the systematic management of change. It enables organization to purposefully mobilize resources towards a desired future. Corporate management practices such as business process outsourcing strategy, business process re-engineering strategy and total quality management strategy and turnaround strategy enables organizations define their strategies which provide a central purpose and direction to its activities, to people who work in the organization and often to the outside world. Organizations can and often do create their environment besides reacting to it (Giannakis & Louis, 2016).

Well justified decisions and clearly defined strategies are vital if the organization is to achieve its goals and objectives while optimizing the use of its resources.

Logistics system is made up of logistics services, information systems and infrastructure/resources (Behera, 2017). Logistics is 'part of the supply chain process that plans, implements, and controls the efficient, effective forward and reverse flow and storage of goods, services, and related information between the point of origin and the point of consumption in order to meet customers' requirements.' (Dubey & Jain, 2014) Logistics organization is the management of the flow of resources between the point of origin and the point of destination in order to meet some requirements. Logistics services are made up of activities such as warehousing and transportation that support the movement of materials and products. Information systems include modeling and management of decision making, and more important issues are tracking and tracing. On the other hand, infrastructure comprises human resources, financial resources, packaging materials, warehouses, transport and communications (Christopher, 2016).

Statement of the Problem

In most logistics organizations, there has been a management crisis. The logistics managers have encountered processing enormous amounts of information, challenges related to offering segmented, customized services and challenges related to compliance with regulations. Unavailability of effective corporate strategies is a major challenge in most logistics organizations.

Many logistics organizations in Nairobi County are now increasingly pursuing a continuous decline in leaned up production, re-engineered business processes and integrated supply chains. The logistics organizations have faced an increasing competitive pressure that force them to concentrate not only on the output process but also on an effective corporate strategy. This is seen in the increasing number of the organization's ineffective strategic tools. One of the

trends affecting logistics organizations is continuously increasing the client's dissatisfaction.

According to Edwards (2018) logistics organizations in Kenya and poor coordination of the strategic resources among other factors have resulted to poor return on assets, dividends, among other investments. The inability of the logistics organizations to respond to the changing requirements and lack of understanding of the customers' business goal, challenges of changing providers are potential problems by their users. Logistics organizations have come of age and as such, competition has alerted logistics organizations to relook into corporate strategies that will maintain their market and even win more (Kogoh, 2015).

Logistics organizations today are unable to strictly align the mission statement/corporate mission with the corporate strategies. Most of the corporate strategies do not meet the service quality and security of goods (Wambua, 2017). A number of studies on corporate strategies such as one done by Kogoh (2015) who established the effect of outsourcing on performance of logistics industry in Kenya, Muogbo (2013) who investigated the impact of strategic management on organizational growth and development of selected manufacturing organizations, Musau (2016) who established the impact of strategic outsourcing on organizational performance based on a case study of Bidco East Africa Limited have been carried out.

The study by Musau on the impact of strategic outsourcing on organizational performance revealed that effective corporate strategic processes improve the company's internal and external processes. However, none of these studies reviewed focused on the effect of corporate strategies on performance of logistics organizations. Therefore, this study sought to bridge this research gap by answering the question; what is the effect of corporate strategies on

performance of logistics organizations in Nairobi County?

Objectives of the Study

The general objective of this study was to establish the effect of corporate strategies on the performance of logistics organizations in Nairobi County. The specific objectives were: -

- To establish the effect of turnaround strategy on the performance of logistics organizations in Nairobi County
- To analyze the effect of business process re-engineering strategy on the performance of logistics organizations in Nairobi County
- To determine the effect of business process outsourcing strategy on the performance of logistics organizations in Nairobi County
- To establish the effect of total quality management strategy on the performance of logistic organizations in Nairobi County

LITERATURE REVIEW

Strategic Choice Theory

The strategic choice perspective was originally advanced by John Child in 1972 as a corrective to the view that the way in which organizations are designed and structured is determined by their strategic contingencies. The strategic choice perspective proposes that strategy, structure and processes must fit the strategic circumstances and that these may change over time (Thompson et al, 2015). This assumes that corporate management have the discretion to act of their own free will. It is further grounded on the assumption that top managerial decisions about how organizations respond to strategic challenges are essential determinants of the logistical effective performance and this underlies the strategic orientation enquiry. The strategic choice perspective argues that some organizations are endowed with capable strategic leaders who can select a new strategic direction for

the logistics organization and then lead it in that direction. Planning is therefore designed as an ongoing process in which problem formulation, analysis and decision making proceed hand in hand.

Resource Based Theory

The resource-based theory was introduced by Barney in 1991. The theory is a model that sees resources as key to superior organization performance. This theory combines concepts from organizational decision making and strategic management. In this theory, competitive advantage and outsourcing of an organization's activities / operations is explained by the distinctiveness of its capabilities (Opano et al, 2015). Madhani (2010) holds the view that the theory provides for analysis and interpretation of internal resources in formulating strategy to achieve sustainable competitive advantages. According to resource-based theory, not all the organization resources form basis for strategic decision making but those that are valuable, rare, imperfectly imitable and imperfectly substitutable. The resource-based theory focuses on the internal resources rather than analyzing performance in terms of the external context (Waiganjo, 2013).

Stakeholders Theory

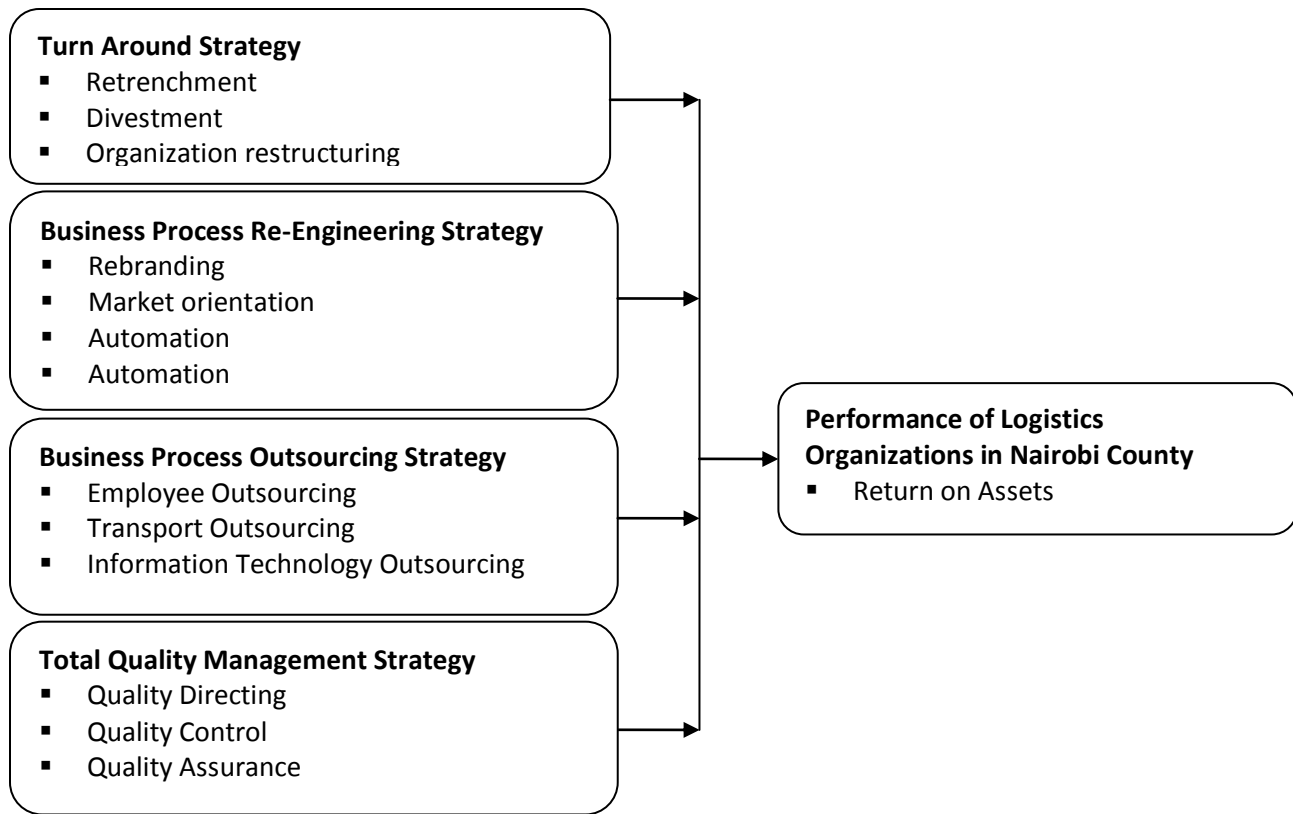
This theory was advanced by R. Edward Freeman in 2002. The stakeholder theory has been described as a powerful means of understanding an organization's operations in its industry (Oakley, 2011). This approach is intended to broaden the management's vision of its roles and responsibilities beyond the profit maximization function and stakeholders identified. Overall, a central and original purpose of stakeholder theory is to enable managers to understand stakeholders and strategically manage them (Gibson, 2014). This theory emphasizes the significance of the relationship between the top management staff with the stakeholders. Specifically, corporate managers should understand that the success of the logistics process can be influenced

greatly by the participation of various stakeholders and the flow of management decision making hence improving on the quality of service delivery. Stakeholder theory argues that logistics organizations need to pay attention to all their stakeholders such as customers and investors. Hence, stakeholder management entails allocating logistics organizations in a manner which considers the effect of those allocations on various groups within and outside (Wagner Mainardes, Alves & Raposo, 2011).

Theory of Constraints

The theory of constraints (TOC) had been widely known as a management philosophy coined by Goldratt, (Cyplik, Hadaś, & Domański, 2009) that aimed to initiate and implement breakthrough improvement through focusing on a constraint that prevented a system from achieving a higher level of performance.

The fundamental goal of most logistics organizations is to make money then and in the future (Simatupang, *et al.*, 2014). Other stakeholders may have developed necessary conditions that should be met to allow the system to continue operating. The theory of constraints thus encourages managers to identify what prevents them from moving towards their goals as well as necessary conditions and find solutions to overcome these limitation (Cyplik, *et al.*, 2009). Despite the noticeable worldwide management improvements of the logistics processes, the main problems observed is that logistics activities have not been achieving better results related to profitability and efficiency, because most of the time, each one of them just consider its local constraints, when they should have been considering all capabilities constraints related to logistics as a whole Flores & Primo (2008). In fact, the design and analysis of the logistics as a whole is critical in developing an efficient logistics management.



Dependent variable

Independent variable

Figure 1: Conceptual Framework

EMPIRICAL REVIEW

A study done by Muogbo (2013) investigated the impact of corporate strategy on organizational growth and development of selected manufacturing organizations in Anambra State. Results from the analysis indicated that corporate strategy is not common among the manufacturing organizations in Anambra State; that the adoption of corporate strategies has a significant effect on competitiveness and also influences manufacturing organizations, that corporate strategy has an effect on employee’s performance and that its adoption has significantly increased organizational productivity of manufacturing organizations and enhances the structural development of manufacturing organizations.

The study on business process re-engineering practices and performance of Kenya Commercial Banks by Achieng’ (2014) adopted a case study approach that is used with specific focus on Kenya Commercial Banks. The study found that business process re-engineering strategy has become a useful weapon for any corporate organization that is seeking for improvement in their current performance. It recommended that business process re-engineering remain an effective tool for organizations striving to operate as effectively and efficiently as possible. Organizations are required to re-engineer their business processes in order to achieve breakthrough performance and long-term strategy for their growth (Arvis & Naula, 2016).

The study on the impact of strategic business process outsourcing on organization performance based on a

case study of Bidco Africa Limited by Musau (2016). The findings of the study included cost-driven business process outsourcing, innovation-driven business process outsourcing, and focus-driven business process outsourcing that had a significant influence on organization performance at Bidco Africa Ltd. The study found out that cost-driven business process outsourcing led to an improved organization performance by reducing costs and risks while increasing operational efficiency, both in the short term and long term. Further, the study found that innovation-driven business process outsourcing improved organization performance by enabling it to create, develop and deliver value to the market faster than its competitors.

Mohamed (2016) did a study which focused on the effect of total quality management strategy on the competitive advantage of transport and logistics organizations in Mombasa County, Kenya. The results showed that research has been implemented to a great extent followed by leadership and top management commitment while learning organization and teamwork and employee commitment have been implemented to a small extent. Overall, total quality management has been adopted to a moderate extent and the impact of total quality management on competitive advantage is also moderate. The study recommends that managers should look at total quality management as a management strategy that is more than leadership, research, public relations, teamwork or supplier relationship. It is a combination of all the total quality management strategies and successful implementation implies that effort and endurance are compulsory to find harmony for each organization.

METHODOLOGY

This study used descriptive research design because it is not only confined to the collection and description of data but sought to examine and establish the existence of certain relationships among the variables

under study. The study population was narrowed to comprise of multi-level management staffs of logistics organizations in Nairobi County. The target respondents included the one hundred fifty seven management staffs from the Logistics Organizations in Nairobi County. For purpose of this study the target population was stratified through senior level, mid - level and low level management. The study took forty seven participants of the Logistics Organizations as the sample size and this was arrived at by using stratified random sampling. Stratified random sampling method was used to sample respondent into senior, middle and lower level staffs from the Logistics Organizations in Nairobi County. Both descriptive survey and correlational research designs were adopted in this study because it is informed by pragmatism paradigm. The design was appropriate for gathering information by use of questionnaires and interviews, and also allowed the measure of correlation between the key variables of the study or testing of hypothesis.

Data was analyzed using the Statistical Package for Social Sciences (SPSS Version 24.0). The qualitative data from the open-ended questions were analyzed using conceptual content analysis. Inferential data analysis was done using multiple regression analysis. Multiple regression analysis was used to establish the relations between the independent and dependent variables. The multiple regression model assumed the equation;

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \epsilon$$

Where: - Y= Performance of Logistics Organizations in Nairobi County

β_0 =constant

$\beta_1, \beta_2, \beta_3,$ and β_4 = Regression Coefficients

X_1 = Turn Around Strategy

X_2 = Business Process Re-Engineering Strategy

X_3 = Business Process Outsourcing Strategy

X_4 = Total Quality Management Strategy

ϵ =Error Term

FINDINGS AND DISCUSSIONS

Descriptive Statistics of the response and independent variables

This study discussed the findings obtained from the primary instrument used in the study. It discusses the characteristics of the respondents, their opinions on effect of corporate strategies on performance of logistics organizations in Nairobi County. Out of forty seven questionnaires administered, a total of forty four filled questionnaires were returned giving a response rate of 93.6% which is within what Creswell (2012) prescribed as a significant response rate for statistical analysis that is established at a minimal value of 50%.

Turn Turnaround Strategy and Performance

The first objective of this study was to assess the effect of turnaround strategy on performance of logistics organizations in Nairobi County. Accordingly, the respondents were requested to rate the effectiveness of turnaround strategy on the performance of Logistics organizations in Nairobi County. According to the results depicted, majority of the respondents rated knowledge management and retrenchment affecting performance of Logistics Organizations in Nairobi County to a great extent. Another 78.3% of them rated divestment to affect performance of logistics organizations in Nairobi County to a low extent while 87.3% of them rated organization restructuring as to affect the performance of logistics organizations to a high extent too.

Business Process Re-Engineering Strategy

The second objective of this study was to assess the effect of business process re-engineering strategy on performance of logistics organizations in Nairobi County. The respondents were requested to rate the effectiveness of business process re-engineering strategy on the performance of Logistics Organizations in Nairobi County. According to the results depicted, majority of the respondents rated

automation as affecting performance of logistics organizations in Nairobi County to a great extent. Another 77.4% of them rated the change management moderately affected performance of logistics organizations in Nairobi County while 84.6% of them rated research as to affect the performance of logistics organizations to a high extent too.

Business Process Outsourcing Strategy

The study also sought to assess the effect of business process outsourcing strategy on performance of logistics organizations in Nairobi County. The respondents were requested to rate the effectiveness of business process outsourcing strategy on the performance of Logistics Organizations in Nairobi County. According to the results depicted, majority of the respondents at 80.1% rated employee outsourcing and another 81% of them rated clearing and forwarding outsourcing as affecting the performance of logistics organizations in Nairobi County to a great extent. While 69.3% of them rated information technology outsourcing as to moderately affect the performance of logistics organizations. The least of the respondents at 59.9% of the respondents indicated that transport outsourcing affects the performance of logistics organizations to a low extent.

Total Quality Management Strategy

The study sought to assess the effect of total quality management strategy on performance of logistics organizations in Nairobi County. The respondents were requested to rate the effectiveness of total quality management strategy on the performance of Logistics Organizations in Nairobi County. According to the results depicted, majority of the respondents at 89.1% rated total operational processes improvement and total quality assurance at a rate of 88.1% to greatly affect the performance of logistics organizations in Nairobi County to a great extent. 83.7% of the respondents concurred that total quality directing moderately affects the performance of logistics organizations in Nairobi County. The least of

the respondents at 5.44% of the respondents indicated that total quality control affects the performance of logistics organizations to a low extent.

Inferential Analysis

Inferential analysis was utilized in this study to determine if there is a relationship between an intervention and an outcome, as well as the strength of that relationship. The study conducted inferential analysis to establish the relationship between the independent variables and the dependent variable which involved a coefficient of determination and a multiple regression analysis. The coefficient of determination is a measure of how well a statistical model is likely to predict future outcomes. The coefficient of determination, r^2 is the square of the sample correlation coefficient between outcomes and

predicted values. As such it explains the extent to which changes in the dependent variable can be explained by the change in the independent variables or the percentage of variation in the dependent variable (performance of Logistics organizations in Nairobi County) that is explained by all the three independent variables (Turn Around Strategy, Business Process Re-Engineering Strategy, Business Process Outsourcing Strategy and Total Quality Management Strategy). The four independent variables that were studied, explain 78% of the competitiveness of Logistics Organizations as represented by the R^2 . This therefore means the four independent variables only contribute about 78% to the competitiveness of Logistics Organizations while other factors not studied in this research contributes 22% of the competitiveness.

Table 1: Model Summary

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	206.109	4	51.527	34.573	.000
	Residual	58.126	39	1.490		
	Total	264.235	43			

The researcher conducted a multiple regression analysis so as to determine the relationship between the parameters of corporate strategies of Logistics Organizations in Nairobi County and the four variables of performance. As per the SPSS generated table, the equation

$(Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \epsilon)$ becomes:

$$Y = 0.731 + 0.878X_1 + 0.719X_2 + 0.756X_3 + 0.722X_4 + \epsilon$$

According to the regression equation established, taking all factors (turn around, business process outsourcing, information technology outsourcing, total quality management strategy) constant at zero. The data findings analyzed also showed that taking all other independent variables at zero, a unit increase in turnaround strategy will lead to a 0.878 increase in competitiveness of Logistics Organizations; a unit increase in Business Process Outsourcing will lead to a

0.719 increase in competitiveness of logistics organizations; a unit increase in business process re-engineering strategy will lead to a 0.756 increase in competitiveness of logistics organizations in Nairobi County while a unit increase in total quality management strategy will lead to a 0.722 increase in competitiveness of logistics organizations in Nairobi County.

These results inferred that turnaround strategy contributes more to Logistics Organizations in Nairobi County, followed by business process re-engineering strategy, while Business Process Outsourcing contributes the least at 0.719 to logistics organizations in Nairobi County. At 5% level of significance and 95% level of confidence, total quality management strategy had a 0.017 level of significance, while business process outsourcing strategy had a 0.013 and turnaround strategy had a

0.007 level of significance hence the most significant aspect of logistics organization in Nairobi County in influencing the logistics performance.

Table 2: Coefficient of Determination

	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	0.731	0.212	0.984	0.642	.000
Turnaround strategy	0.878	0.307	0.656	2.860	.007
Business process outsourcing strategy	0.719	0.278	0.486	2.586	.013
Business process re-engineering strategy	0.756	0.192	0.612	3.938	.000
Total quality management strategy	0.722	0.289	0.562	2.498	.017

Correlation Analysis

Table 3: Correlation Matrix for the study variables

		Performance of Logistics Organizations in Nairobi County	Turn Around strategy	Business process outsourcing strategy	Business process re-engineering strategy	Total quality management strategy
Performance of logistics organizations	Pearson Correlation Sig. (2 tailed)	1 0.000				
Turn Around strategy	Pearson Correlation Sig. (2 tailed)	.714 0.000	1			
Business process outsourcing strategy	Pearson Correlation Sig. (2 tailed)	.611 0.000	.513 0.000	1		
Business process re-engineering strategy	Pearson Correlation Sig. (2 tailed)	.636 0.000	.423 0.000	.0327 0.000	1	
Total quality management strategy	Pearson Correlation Sig. (2 tailed)	.672 0.000	.533 0.000	.520 0.000	.431 0.000	1

Correlation analysis showed the strength of association between the study variables and also served as a linearity test. Results of the study

revealed a positive and significant relationship between the variables and the return on assets. This implied that an increase in the variables effects an

increase in return on assets. Secondly, there was a positive and significant relationship between variables effect and return on asset.

CONCLUSIONS AND RECOMMENDATIONS

Based on the study findings, the study concluded that corporate strategies are very vital to the performance of logistics organizations in Nairobi County. The study concludes that corporate strategies affect the return on assets and overall performance of logistics organizations in Nairobi County.

This study concluded that turnaround strategy has a positive and significant influence on the performance of logistics organizations in Nairobi County. This is attributed to the fact that organization restructuring and retrenchment were deduced to affect performance of logistics organizations very highly. Knowledge management affects performance of logistics organizations in Nairobi County to a great extent while employee rotation and divestment lowly affect the performance of logistics organizations in Nairobi County.

Business process re-engineering strategy affects performance of logistics organizations in Nairobi County positively and significantly. This was attributed by the fact that automation, research and rebranding greatly affects performance of logistics organization in Nairobi County while change management moderately affect the performance of logistics organizations in Nairobi County. Additionally, it was deduced that market orientation affects performance of logistics organization in Nairobi County to a low extent.

Business process outsourcing strategy significantly affects the performance of logistics organizations in Nairobi County. It was established that employee outsourcing and clearing and forwarding outsourcing greatly affects performance of logistics organization in Nairobi County. Information technology outsourcing, marketing outsourcing affect the performance of logistics organizations to a moderate

extent. Moreover, the study established that transport outsourcing lowly affects performance of logistics organization in Nairobi County.

Moreover, the study concluded that total quality management strategy affects performance of logistics organizations in Nairobi County positively and significantly. This was attributed to the fact that total operational processes improvement and total quality assurance greatly affects performance of logistics organization in Nairobi County. It was also found that total resources allocation and total quality directing moderately affects performance of logistics organization in Nairobi County whereas total quality control affects performance of logistics organization in Nairobi County to a low extent.

The study recommended that the Logistics Organizations should adopt logistics outsourcing to experience improved operational performance at any given time. The management of logistics organizations in Nairobi County will have to build strategy development capacities such as strategy development units and carry out continuous systemic checks that would also call for appropriate and adequate resource mobilization on logistics outsourcing implementation.

Areas for Further Studies

The corporate strategies covered in this study only explained 78% of the variations on performance of logistics organizations in Nairobi County. Therefore the study recommended further studies to cover cross functional integration within an organization, strategic planning, organization participation and leadership practices among others that would affect the performance of logistics organizations in Nairobi County which are accounted for by 22%.

This study was done with a focus on logistics organizations in Nairobi County. Therefore, the study recommended further studies on the effect of corporate strategies on performance of Logistics Organizations in other Counties in Kenya.

The study also focused on Logistics Organizations only. Hence recommended it to be replicated in other service organizations like manufacturing, operations, administration, production and sales & marketing sectors among others to establish the effect of corporate strategies on their performances.

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