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ABSTRACT

The performance of organizations can be influenced by strategic decisions it makes in conducting its business. To improve performance in a competitive environment companies are required to put in place strategies that position itself in market dominance and improve the firm's overall performance. Study objectives were to establish the influence of cost positioning, competitive positioning, quality positioning and value positioning on organizational performance of long distance public service vehicle in Mombasa County. The study found out that strategic positioning, competitive positioning, and quality positioning positively and significantly influence the performance of Long Distance Public Service Vehicles in Mombasa County while, cost positioning negative but significant effect performance of long distance public service vehicles in Mombasa County. It concluded that management should cultivate cost positioning, competitive positioning, quality positioning and value positioning so as to improve on the performance of long distance public service vehicle in Mombasa County.

Key Words: *Strategic Decisions, Cost Positioning, Competitive Positioning, Quality Positioning, Value Positioning*

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INTRODUCTION

Baraza & Arasa (2018) indicated that performance of an organization is the capacity of an organization in accomplishing its objectives successfully by use of the accessible physical and human resources. A business organization must produce the right products and services and it must produce them using the fewest possible inputs if it is to have a strong performance. Businesses aim at performing well in various areas of the organization (Basuony, 2018). They strive to do well financially in terms of achieving high profitability and good returns on investment. Performance is also concerned with areas where companies strive to achieve high market share by producing products that are on demand and offer them at competitive prices in the market (Muia, 2018). They also strive towards value creation for their shareholders by ensuring continuous and sustainable value of growth and shareholders return. According to Gachimu & Njuguna (2017) performance of an organization covers the performance of the organization that involves customer satisfaction, quality service and efficiency of operation, volume of sales, return to shareholders, market share, profits, return on investment and return on assets (Mangan, 2018).

Statement of the Problem

The performance of an organization can be influenced by strategic decisions it makes in conducting business in the external and internal environment (Nasution & Hidayat, 2019). For performance to be improved in a competitive environment companies are required to put in place strategies that position itself in market dominance and improve the firm's overall performance. However, there are many strategic positioning failures that are attributed to compatibility problems among stakeholders (Maheshwari, 2021). These might include partners of unequal size, collaboration experience, or managerial style hence the need for ensuring that there are good plans for strategic position. The long distance companies have realized that increased competition in this industry dictates the development of strategies to compete so as to enhance performance (Kramberger, Potocan & Ipavec, 2018). In the recent past, performance of long distance bus companies has been put to the test with the introduction of SGR passenger train and the growing low-cost airlines which offer more safe and comfortable travel with reduced time duration (Song & Panayides, 2018). This has brought about stiff competition in the subsector hence a greater need for changing the way passenger bus companies are managed. For the bus companies to be effective and successful, they must find ways of dealing with this challenge and to respond appropriately to changes in the market (Song & Panayides, 2018). The bus transport companies' management must therefore come up with appropriate positioning strategies to attract and retain customers so as to remain profitable and even experience growth (White & Kitimbo, 2018). Tharamba, Rotich & Anyango (2018) established that marketing, research and development, resource availability and multiple products had a positive relationship on performance. Gachimu & Njuguna (2018) market segmentation, product focus strategy, technological innovation and location strategies improve firm competitiveness. Lastly, Malika & Kising'u (2019) noted that cost leadership strategy, differentiation strategy, focus strategy and innovation strategy improve firm performance.

Objectives of the Study

The general objective was to determine the effect of strategic positioning on organizational performance of long distance public service vehicle in Mombasa County. The specific objectives were;

- To establish the influence of cost positioning on organizational performance of long distance public service vehicle in Mombasa County.
- To determine the influence of competitive positioning on organizational performance of long distance public service vehicle in

Mombasa County.

- To investigate the influence of quality positioning on organizational performance of long distance public service vehicle in Mombasa County.
- To investigate the influence of value positioning on organizational performance of long distance public service vehicle in Mombasa County.

The study was guided by the following research hypotheses

- **H_{01}:** There is no significant influence of cost positioning on organizational performance for long distance public service vehicles in Mombasa County.
- **H_{02}:** There is no significant influence of competitive positioning on organizational performance for long distance public service vehicles in Mombasa County.
- **H_{03}:** There is no significant influence of quality positioning on organizational performance for long distance public service vehicles in Mombasa County.
- **H_{04}:** There is no significant influence of value positioning on organizational performance for long distance public service vehicles in Mombasa County.

LITERATURE REVIEW

Theoretical Review

The study used the following theories; Porter's Generic Competitive Model and Theory of Brand Loyalty, Pricing Theory and the Balanced Scorecard Theory in explaining the relationship that existed between the study variables.

Porter's 5 Force Model of Competitive Advantage

The model describes a sustainable competitive advantage as the prolonged benefit of implementing some unique value-creating strategy not simultaneously being implemented by current or potential competitors along with the inability to duplicate the benefit of this strategy (Chouaabi, et al. 2018). A business attempting to combine more than two approaches invariably ends up stuck in the middle. It is argued that the competitive strategies and positioning are based on incompatible assumptions and thereby create trade-offs within the organization. In an effort to improve organizations profitability, and the overall performance, managers continuously make decision whether to launch new strategic initiatives as well as how to respond or counter other competitors' moves. The theory was adopted for this study to explain competitive positioning strategies that have been adopted by long distance vehicles in Mombasa County.

Theory of Brand Loyalty

The theory is attributed to Oliver (developed in 1999) and emphasizes on two main dimensions when explaining loyalty; behavioural and attitudinal loyalty. This theory presents a framework which associates brand loyalty with a hierarchy of effects model with cognitive, affective, and cognitive and action dimensions (Wey & Huang, 2018). It integrates the constructs of customer satisfaction and holds that consumers will develop intent to re-acquire or re-purchase a particular product or service regardless of all other market forces designed to induce switching behaviour. The traditional conceptualization of attitudinal brand loyalty incorporates cognitive, affective and behavioural purchase intent dimensions. It focusses on how customers feel about a particular brand, depending on the available information about the product. It shows one's commitment and attitudes towards future purchases (Han, Yu, Lee, & Kim, 2019).

Price Theory

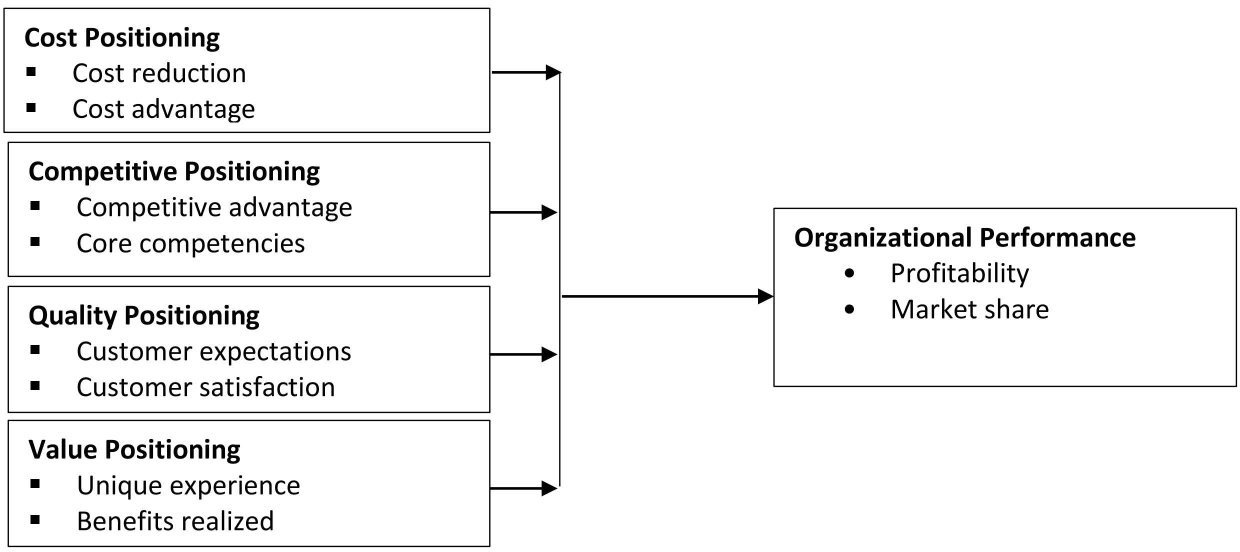
Price theory accredited to Professor Leftwich deals with how managers should act and behave in order to model market behavior (Tahanisaz, 2020). A typical marketing analysis will simplify the model of the market mechanism in order to study the essential profit impacts of the actions by the marketing manager (Miller, 2018). Price response may not be separable from consumer information processing. Price carries cues that influence consumers' perceptions and agendas;

price helps consumers frame decisions and price may be more than just time and money (Miller, 2018). Marketing strategists recognize that pricing decisions are particularly important and difficult to make because price changes may cause changes directly in multiple goals such as; customer retention, profit, sales, and market share (Mangan, 2018). Indeed, pricing decisions have significant leverage to achieve competing dimensions of organizational success that are often tactically and short-term oriented.

The Balanced Scorecard Theory

Kaplan and Norton developed the concept of the Balanced Scorecard in 1992. The objective was to overcome the inadequacies of the traditional financial-based performance measurement tools, (Basuony, 2018). Compared to the traditional performance measurement tools that focused on financial metrics alone, the BSC focuses on three additional performance metrics which include; customer, internal process, learning and growth to provide a holistic performance outlook (Oyewobi, et al. 2019). The Balanced Scorecard (BSC) is a mutually supportive measure of performance that aligns organizations strategy without creating a focus on one area of activity at the expense of another. BSC derives its benefits from overcoming the inadequacies of the traditional financial-based performance measurement tools, (Paladino & Williams, 2018). The traditional performance measurement methods such as the return on investment, net present value, internal rate of return, and payback period focused exclusively on financial metrics. These methods faced two serious limitations. First, financial metrics measures past performance and uses the findings to inform future business strategies. Measuring past performance does not take into account current changes in the business environment and risks a firm missing potentially lucrative emerging opportunities, (Kaplan & Norton, 2018). By overcoming the two inadequacies, the BSC provided this study with three additional performance metrics to evaluate the overall organization performance as well as the past, present and future performance.

Conceptual Framework



Independent variables **Dependent variable**

Figure 2.1: Conceptual Framework

Source: Researcher (2023)

Review of Variables

This section reviews the study independent variables i.e cost position and performance, competitive positioning and performance, quality positioning and performance and value positioning and performance.

Cost Positioning and Performance

Costing strategy involves the firm winning market share by appealing to cost-conscious or price-sensitive customers. This is achieved by having the lowest cost in the target market segment, or at least the lowest cost to value ratio (Okumus, 2018). To succeed at offering the lowest price while still achieving profitability and a high return on investment, the firm must be able to operate at a lower cost than its rivals. When a firm design, produces and markets a product more efficiently than its competitors such a firm has implemented a cost leadership strategy. Cost reduction strategies across the activity cost chain will represent low cost leadership. Attempts to reduce costs will spread through the whole business process from product design to the final stage of selling the product. Any processes that do not contribute towards minimization of cost base should be outsourced to other organizations with the view of maintaining a low cost base (Kramberger, Potocan & Ipavec, 2018). Low costs will permit a firm to sell relatively standardized products that offer features acceptable to many customers at the lowest competitive price and such low prices will gain competitive advantage and increase market share. Sources of cost advantage depend on industry structure (Hemani & Rashidi, 2018). Cost advantages may come from economies of scale, economies of scope, propriety technology, and preferential access to materials among other factors.

With cost advantages, firms are able to have above average return or can command price. Common to the success of Japanese companies in consumer goods industries such as cars, motorcycles, consumer electronics, and musical instruments has been the ability to reconcile low cost with high quality and technological progressiveness (Kerama & Simba, 2019). The risk of following the cost leadership strategy however, is that the company's focus on reducing costs even sometimes at the expense of other vital factors may become so dominant that the company loses vision of why it embarked on one such strategy in the first place.

Competitive Positioning and Performance

Competitive positioning has been defined differently by different authors but all of them agree that it related to strategy formulation and implementation in organizations (Mangan, 2018). Organizations that desire to perform must select strategies that give them a competitive advantage over their competitors based on their core competencies. Organizations can do strategic analysis to achieve competitive advantage using tools such as SWOT analysis, Porter’s five forces Model and the RBT of the firm. Porters Five Forces Model determines the firms’ abilities to position and compete in the industry. Generic strategies which help organizations cope with competitive forces and these include focus, cost leadership and differentiations (Miller, 2018). Various researchers have stated core competencies of organizations to be processes, skills and assets that influence organizations to achieve competitive advantage (Muia, 2018). Sources that have also been mentioned to contribute to core competencies are location, brand, facilities, employee, customer loyalties, market coverage, market share, service quality, technology, leadership, systems and procedures and organizational culture. Transport companies are dynamic organizations which are affected by diverse variables hence the application of Competitive advantage will help them to sustain exemplary performance (Neirotti, Raguseo & Paolucci, 2018). Porters’ generic strategy can create competitive advantage for a firm through the adoption of differentiation and cost-leadership. These strategies give a firm a better chance of outperforming other firms in a homogeneous industry (Paladino & Williams, 2018). Porter’s five forces include the threat of new entrants, threat of substitutes, bargaining power of suppliers and buyers and the intensity of rivalry. Firms in a particular industry need to adopt these five drivers in order to improve their performance. For a firm to achieve high performance it has to achieve one of the basic competitive advantages which are lower cost and differentiation. A firm which does not adopt any one of these strategies is geared towards failure. Differentiation can take different forms such as various marketing strategies, better product image, better market awareness, low prices, higher product quality and better customer service or availability of goods

Quality Positioning and Performance

Provision of quality services should exceed customer's expectation as customers' compare the perceived service with the expected service. If the perceived service is below expectation; they lose interest with the provider while the opposite creates loyalty (Odhiambo & Wanjira, 2019). The five determinants of service quality by order of importance are reliability, responsiveness, the ability to convey trust, empathy and individualized attention to customers. Studies have found that well managed service companies have the following practices; strategic concept and top management support, high standards of service delivery, service monitoring systems, satisfying customer's complaints and an emphasis on employee satisfaction. Service companies face three tasks i.e. competitive differentiation, service quality, and productivity. Companies that encourage customers to complain achieve higher profits. Well managed service companies carry internal marketing and provide employees with support and rewards for good performance (Mungania, Waiganjo & Kihoro, 2018). In order to exceed customer expectation, companies need to present a realistic picture of their service to customers by checking the promotional messages for accuracy, performing the service right to customers by stressing to employees to provide reliable service, effectively communicating with customer to ascertain their needs by using the service delivery process as an opportunity to impress on customers and also continuously evaluating and improving their performance against customer expectations.

Value Positioning and Performance

In the service dominant logic, it has become a major importance to pose an appealing value proposition to the customers. The new paradigm advocates the notion that value is not anymore embedded in things, as it was the standard for the goods-dominant logic (Maina, 2018). In the service-dominant logic value rather comes from business activities with management functioning as the organization of those activities. Another important change in definition is the way value is assessed. Instead of measuring value as the value-in-exchange, which customers receive in exchange for their financial commitment, value is measured as the value-in-use the subjective value a customer derives from a product or service. Value-in-exchange can be defined as the negotiated evaluation that buyers and sellers offer and receive among themselves. It is important for managers to note that value cannot solely be determined by the value-in-use, as this concept depends to a high degree on the corresponding actors, engaging in a value proposition. This implies that the concept of determining value based on financial figures and accounting practices remains relevant for the service-dominant logic, but is very limited in capturing value (Malika & Kising'u, 2019). Value-in-exchange thus is an integral, although limited, part of value creation since the most relevant concept is value in-use. Value-in-use is one of the most important concepts of value propositions, as it captures the actual value a product or service offers a customer. Value-in use is always determined by the beneficiary of service in the unique experience of that benefit and, thus it is inherently customer oriented. This definition implies that the value of a product or service is always created during in-use experience.

Organizational Performance

Organizational performance encompasses three specific areas of firm outcomes; financial performance; profits, return on assets, return on investment, product market performance; sales, market share and shareholder return; total shareholder return and economic value added. Organizational performance can be described as the actual output or results of an organization as measured against its intended outputs, that is; goals and objectives (Hitt, et. al. 2020). The predetermined indicators serve the purpose of comparing the present as well as constant performance in contrast to the over-arching firm goals that would ideally are the indices to determine the desired performance level. The most common measurements of performance that are used are financial indicators like return on investments and profits. If it is efficient enough then it should show profits and thus profitability of the firm is an efficiency indicator of an economy (Mangâ et al., 2018). Several studies have measured organizational performance using financial and market criteria, including return on investment (ROI), market share, profit margin on sales, the growth of ROI, the growth of sales, the growth of market share, and overall competitive position. Gwadiva (2017) proposed that an increased profitability level in a real estate sector may imply an increase in financial stability, hence the wellness of the real estate sector. In this study, profit and market share will be used to measure real estate firm performance.

Critique of Reviewed Literature

Porter's five forces have several limitations. The first is in its composition. As a static model, it provides a snapshot of the wider industry at some point in the past. This can be useful for informing short-term strategy, but the window of applicability for the information coming out of Porter's five forces has also been narrowed by rapidly evolving external factors (Hu & Trivedi, 2020). These are trends like globalization and rapid technological advances that weren't as prominent when Porter devised his framework. The other weakness is that a lot of people use Porter's five forces in ways it was never intended. Trying to apply Porter's five forces to a specific company rather than an industry as a whole is the most common mistake. Porter's five forces can provide information to enlighten strategic discussions, but it isn't an individual-company analysis tool (Teece, Pisano & Shuen, 2018). Business owners are better off using a SWOT analysis for their specific business and Porter's five forces as data input, if at all. Investors can use Porter's five forces to look at the attractiveness of taking a position in an industry. Another challenge in applying Porter's five forces is defining the industry clearly. Companies can straddle multiple industries, depending on their business lines. They can't group companies with similar business lines and call it an industry (Grant, 2018). Instead, Porter's five forces would be done for each business line and then amalgamated. This is one reason investors tend to frown upon a company that spreads itself too widely because it is challenging for companies to succeed in so many different sectors.

METHODOLOGY

Research Design*:* According to Bell, Bryman and Harley (2018) a research design is an overall strategy or plan for conducting a research aimed at examining definite testable research questions. The study employed a descriptive research design which helps in discovering information that can build up correct character of a cluster and give a clear overview in finding solutions to questions from a substantial group of people.

Target Population*:* Smith (2018) defines target population as a selected sample from the total population in a universe. The research targeted 233 top management including Head of Departments in long distance public service vehicles with operations in Mombasa (Kenya Transporters Association, 2021).

Sample and Sampling Technique: The study used purposive sampling method. According to Litosseliti (2018) purposive sampling is meant for a particular purpose, where people are chosen who are relevant to the research topic and who the researcher believes can provide the best information to achieve the objectives of the study. The sample size was derived using Yamane- 1967 formula as shown below:

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

n = Sample size

N = Target population

e= margin of error (5%)

$$n = \frac{233}{1 + 233(0.05)^2}$$

$$n = \frac{233}{1.5825} = 147$$

Data Collection Instruments: Primary data was collected from primary sources by use of structured questionnaires. The study used structured questions to make it easy for respondents to give their responses hence take lesser time to fill. Additionally, these types of questions made it easy to interpret and analyses data collected from the field.

Data Analysis & Presentation: Data was analyzed both qualitatively and quantitively. Descriptive statistics (mean and standard deviation) and inferential statistics (correlation analysis, regression analysis and ANOVA) were generated.

Model Summary: The Multiple linear regression model was used to test the relationship between dependent and independent variables. The regression equation is as stated below;

$$Y=\beta_0 +\beta_1X_1+ \beta_2X_2+ \beta_3X_3+ \beta_4X_4 + \varepsilon$$

Where β_1, β_2, β_3 and β_4 is the regression coefficient of the independent variables

Y = Organizational Performance

$\boldsymbol{\beta_0}$ = Constant

$\mathbf{X_1}$ = Cost Positioning

$\mathbf{X_2}$ = Competitive Positioning

$\mathbf{X_3}$ = Quality Positioning

$\mathbf{X_4}$ = Value Positioning

ε is the error term normally distributed about a mean of zero.

DATA ANALYSIS AND PRESENTATION

Factor Analysis

Factor analysis was conducted to obtain the value that could be extracted from the four variables, the analysis was useful in extracting unobservable variables from 18 observable items. The results were as explained in the table below.

Table 1: Total Variance Explained

	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	23.390	79.831	79.831	23.390	79.831	79.831	12.992	44.343	44.343
2	3.611	12.324	92.155	3.611	12.324	92.155	9.616	32.818	77.161
3	.875	2.988	95.143	.875	2.988	95.143	3.777	12.891	90.052
4	.670	2.286	97.429	.670	2.286	97.429	2.161	7.377	97.429
5	.345	1.176	98.605						
6	.124	.423	99.029						
7	.076	.259	99.288						
8	.062	.211	99.499						
9	.038	.131	99.629						
10	.033	.112	99.741						
11	.022	.074	99.815						
12	.017	.058	99.874						
13	.015	.052	99.925						
14	.009	.031	99.956						
15	.006	.022	99.978						
16	.004	.014	99.992						
17	.002	.006	99.998						
18	.000	.002	100.000						

Source: Research Data (2023)

Based on the factor analysis values presented above, all factors are to be retained for it accounts for 97.429% of all variations. All constructs were retained for further analysis. The results of principle component analysis further show that Initial Eigen values exceed 1.0 with the first factor Eigen Value at 23.390.

Descriptive Results of Variables

Descriptive analysis was based on level of agreement on statement provided in a questionnaire based on a 5-Likert scale. The overall mean responses, standard deviation, Skewness and Kurtosis are presented in the table below;

Table 2: Descriptive Results

	Mean	Std. Dv	Skewness		Kurtosis	
Variable	Statistic	Statistic	Statistic	Std. Error	Statistic	Std. Error
Cost Positioning	3.57	1.041	.068	.146	-1.201	.291
Competitive positioning	3.41	.914	-.046	.146	-.848	.291
Quality positioning	3.34	.908	.154	.146	-.767	.291
Value positioning	3.35	.878	.237	.148	-.607	.295

Source: Research Data (2023)

As shown in table 2; Cost Positioning had a mean of 3.57 and Std. Dv = 1.041; Competitive positioning had a mean of 3.41 and Std. Dv = .914; Quality positioning had a mean of 3.34 and Std. Dv = .908 while Value positioning had a mean of 3.35 and Std. Dv = .878. Generally, majority of the study participants agreed that cost positioning, competitive positioning, quality positioning and value positioning influence organizational performance of Long distance vehicles. The most influencing positioning strategy on performance was cost positioning and competitive positioning. Skewness and kurtosis organization values are indicative of negative skewed data for competitive positioning.

Inferential Analysis

The analysis comprised of correlational analysis, Analysis of Variance, Model summary and Regression co-efficient. Key consideration for the analysis was to check the nature and magnitude of the relationship between strategic positioning and performance of Long distance public service vehicles in Mombasa County. Furthermore, model summary checked on the fitness of the regression model in analysing the relationship between the variables. The results for each analysis are presented below;

Correlational Results

The analysis was done with an aim to show the relationships that exists between the study variables. The analysis revealed varied association between the study variables as shown in table 3 below.

Table 3: Correlation Results

		Y	CP	CP	QP	VP
Y	Pearson Correlation	1.000				
	Sig. (2-tailed)					
CP	Pearson Correlation	-.560**	1.000			
	Sig. (2-tailed)	.012				
CP	Pearson Correlations	.413**	.802**	1.000		
	Sig. (2-tailed)	.001	.020			
QP	Pearson Correlations	.695**	.776**	1.000**	1.000	
	Sig. (2-tailed)	.001	.011	.022		
VP	Pearson Correlation	.645**	.686**	.524**	.502**	1.000**
	Sig. (2-tailed)	.006	.012	.031	.036	.043

Source: Research Data (2023)

Y = Organizational performance

CP = Cost positioning

CP= Competitive positioning

QP= Quality positioning

VP= Value positioning

From the findings shown; Competitive positioning, Quality positioning and Value positioning are positively correlated with organizational performance while cost positioning is negatively correlated with organizational performance. From analysis; Cost positioning (r = -.560**; P ≤ .012); Competitive positioning (r = .413**; P ≤ .001); Quality positioning (r = .695**; P ≤ .001) while Value positioning (r = .645**; P ≤ .006). Strategic managers have achieved great benefits with competitive positioning by creating unique preferences for their clients, value positioning by constant improvement with the brands and ensuring that the quality of services is of the highest standards, safety travels and guaranteed comfort when travelling. Cost positioning has a negative effect on performance because of an unrealistic price wars that deprive companies of good profits.

Analysis of Variance

This was done with an aim to reveal the importance of the model, the value obtained was then compared to a 0.05 which is the standard p-value.

Table 4: ANOVA

Model	Sum of Squares	df	Mean Square	F	Sig
Regression	9.223	4	2.306	3.424	.000b
Residual	42.876	112	0.383		
Total	52.099	106			

Dependent Variable: Organizational performance
Source: Research Data (2023)
Predictors: (Constant); Cost; Competitive; Quality and Value.

Table 4 above; showed that the regression model had a p-value 0.000 < 0.05 hence statistically approved. The probability value of 0.000 indicates that the regression relationship was significant in determining Cost; Competitive; Quality and Value positioning influence on organizational performance. The F calculated at 5% level of significance was 3.424. Since F calculated is greater than F critical value, it shows that the overall model was significant and the study variables affect organizational performance of Long distance public service vehicles in Mombasa County.

Model Summary

Model summary was considered in this study to confirm the fitness of the regression model in explaining the relationships that exists between the study variables.

Table 5: Model Summary

Model	R	R-square	Adjusted R-Square	Std error of estimate
1	.7962a	.6339	.5902	0.6125

Predictors: (Constant), Cost; Competitive; Quality and Value.
Source: Research Data (2023)

The regression model summary presented in table 5 indicated the coefficient determination adjusted R-square as .6339. The R-Squared is the variance proportion in the dependent variable that can be explained by the independent variable. This implies that all the four variables under this study cannot be ignored. In this case 63.39% is used to show the association identified by the analysis based on variables while the remaining percentage of 36.61% indicate that not all issues under study affect organizational performance of Long distance public service vehicles in Mombasa County.

Multiple Regression Results

This section covers the multiple regression analysis and it encompasses both the independent variable and the dependent variable regression co-efficient as shown in table 6.

Table 6: Multiple Regression Results

Model	Unstandardized Coefficients		Standardized Coefficients			Decision
	B	Std. Erro	Bet	t	Sig	
(Constant)	4.643	1.399		3.319	.001	
CP	-.271	.108	.301	2.517	.014	Reject H_{O1}
CP	.356	.219	.423	3.112	.000	Reject H_{O2}
QP	.599	.092	.665	6.498	.000	Reject H_{O3}
VP	.458	.081	.503	5.676	.000	Reject H_{O4}

The general regression Model arrived at was:

$Y=4.643 - 0.271CP+0.356CP+0.599QP+0.458VP_4$

The findings presented also show that, taking all other independent variables at a constant, a unit increase in Cost positioning would lead to a -.271 decrease in organizational performance; a unit increase in Competitive positioning would lead to a 0.356 increase in organizational performance; a unit increases in quality positioning would lead to a 0.599 increase in Organizational performance. Finally, it was found that a unit in value positioning lead to a 0.458 increase in organizational performance. All variables had p-values less than 0.05 hence all null hypotheses were rejected and the alternative hypotheses accepted.

CONCLUSIONS AND RECOMMENDATIONS

Strategic positioning influence the organizational performance of Long Distance Public Service Vehicles in Mombasa County. Cost positioning has a negative but significant effect on performance of Long Distance Public Service Vehicles in Mombasa County. Competitive positioning has a positive significant relationship with performance of Long Distance Public Service Vehicles in Mombasa County. Quality positioning has a positive significant relationship with performance of Long Distance Public Service Vehicles in Mombasa County. Value positioning has a positive significant relationship with performance of Long Distance Public Service Vehicles in Mombasa County.

The study made the following management recommendations

- Bus management should cultivate price positioning to improve on performance of long distance public service vehicles in Mombasa County.
- Bus managers should build competitive positioning to improve on performance of long distance public service vehicles in Mombasa County.
- Bus managers should cultivate quality product positioning to improve on performance of long distance public service vehicles in Mombasa County.
- Bus managers should cultivate value positioning to improve on performance of long distance public service vehicles in Mombasa County.

The study made the following policy recommendations

- Liaison between the bus company's association and the government to ensure transport regulations is streamline and weed out unethical business behavior.
- Key stakeholders in the transport need to work in unison to ensure there are continuous consultation and improvement in the transport services with an aim to reduce the accidents on the road.
- There is need for policy makers to train and

equip bus operators with the legal knowledge related to the transport act and all laws that apply so that bus company operators do not see it as a burden to comply with set rules and regulations.

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