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The Effect of Strategy Implementation on Firms' Performance in Kenya a Case of Clearing and Forwarding Firms in Nairobi County

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Abstract-The main objective of the study sought to fill the gap on factors affecting strategy implementation on organizational performance of clearing and forwarding firms in Nairobi Kenya. The study adopted descriptive research study. The target population was 184 managers from operations and general managers in 80 clearing and forwarding firms in Nairobi Kenya. The study majorly targeted 80 operations managers and 104 general managers. Simple random sampling was used to pick 80 clearing and forwarding firms in Nairobi Kenya while census technique to include all 80 operation mangers and 104 general managers in 80 clearing and forwarding firms in Nairobi Kenya. The questionnaires were used to collect the primary data desirable for the study. The study collected primary data using questionnaires. Piloting was also utilized to improve face validity by assisting the researcher in identifying items in the study instrument that may be confusing in eliciting meaningful information. Cronbach's Alpha was used as an internal consistency technique. Quantitative data was analyzed by use of Statistical Package for Social Sciences (SPSS) version 25. Both descriptive and inferential statistics were used in the study. Descriptive statistics involved the use of percentages, frequencies, measures of central tendencies (mean), and measures of dispersion (standard deviation). From the findings, there is a positive significant relationship between organization culture and performance of clearing and forwarding firms in Nairobi as shown by a regression coefficient of 0.083. The results also indicate that there is a positive significant relationship between organization culture and performance of clearing and forwarding firms in Nairobi as shown by a regression coefficient of 0.115. The findings indicated that there is a positive association between organization leadership and performance of clearing and forwarding firms in Nairobi as shown by a correlation coefficient of 0.462 and a p-value of 0.001. The p-value is less than 0.05 and hence the association was significant.

Key Words: Strategy Implementation, clearing and forwarding firms, performance, organization culture and organization leaderships

I. INTRODUCTION

Strategy is the balance of actions and choices between internal abilities of an organization and external environment. Mintzberg and Lampel (2019) perceives strategy as a plan, play, pattern, position and perspective.

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Bateman (2017) defines strategy as a pattern of actions and resource allocations aimed to attain organizational goals. Strategy implementation is the process through which strategies are put into action throughout the organization by deriving short-term objectives from the long term goals (Al Khajeh, 2018). It further involves obtaining functional tactics from the business strategy. This process helps management identify the specific immediate actions that must be taken in the key functional areas to implement the business strategy (Pearce and Robinson, 2018). The process also involves mobilization of resources, restructuring systems and processes, policy, leadership and technological changes (Alusha, 2018). Additionally, strategy implementation may involve significant budget shifts, impacting human resource and capital expenditure (Audia, Brion & Greve, 2015).

Organizational performance is identified with effectiveness and efficiency (Lufthans, 2012). Oni-Ojo, Salau, Odunayo, Olumuyiwa, and Abasilim (2014) argue that effectiveness is the extent to which stakeholders' requirements are met, while efficiency is a measure of how financially the firm resources are used when meeting a given level of customer satisfaction. Generally, research outcomes on performance stay inconclusive, and several reasons have been advanced for the indecisive results including methodological defects, snubbing organizational characteristics in performance relationships, and the related application of models (Munyambu, 2015). Performance is therefore a balanced and multi-dimensional concept better reflecting stockholder interests. Performance is theperfect opportunity to address long-term goals that may not be on the everyday to-do list. Not only does this provide the employee with an opportunity to be of greater use to an organization, the employee feels pleased and valued.

The logistics industry in Kenya is well diversified and includes firms specializing in sensitive or perishable goods, for example exports of fresh fish to countries in the European Union. Most horticultural products are air-freighted. Kenya has a large number of clearing and forwarding firms based primarily in Nairobi and Mombasa. Large international courier services, such as UPS and DHL, operate in the country alongside smaller, local firms. The major global consultancy firm Deloitte is in operation, alongside local firms such as Strategic Training and Logistics Consultants Limited. The Kenya International Freight and Warehousing Association is the industry body. Development and regulation of the sector is overseen by the Ministry of Transport.

II. THE PROBLEM

The effect of strategy implementation on organizational performance continues to be singled out as important in research and practice Gaya (2013). At KCB, Ochieng (2017) conducted research on the factors that influence strategy execution. His conclusion was that senior leadership has a critical role in plan execution Githaiga (2016). Approximately 60% of organizations do not link strategy to budgeting, 75% of organizations do not link employee incentives to strategy, 86% of business owners and managers spend less than one hour per month discussing strategy, 95% of a typical workforce do not understand their organization's strategy Implementation of strategy. Therefore it is important to examine effect of strategy implementation on organization performance. Fewer researchers like Kemboi (2013) focused on strategic plan implementation in state corporations. However, there is no empirical evidence that has been conducted on effect of strategy implementation on organization performance in logistics industries in Nairobi Kenya. Just like previous studies have shown, implementation of strategy is not easy and in most cases they have remained on paper for many organizations which have managed to formulate. Which create a gap on strategy implementation on organization performance specifically in clearing and forwarding firms in Nairobi Kenya which this study sought to fill on assessment of factors affecting strategy implementation on organizational performance of clearing and forwarding firms in Nairobi Kenya.

III. LITERATURE REVIEW

Theoretical literature Review

A. Dynamic Capabilities Theory

The theory of dynamic capabilities of an organization was inaugurated by Teece (1989) and later the theory was advance and its concept defined by Teece, Pisano and Shuen (1997). Dynamic capabilities refer to the behavior patterns in the firm and which can be modified so as to change the mode of operations, in bid to become more effective. The theory of dynamic capability is hinged on the conception that firms are ever seeking to adjust their firm resource and aligned to environmental changes. In the context of this study, the dynamic capability theory underpinned three independent variables. For instance, leadership approaches in essence, encompass change of leadership skills that are needed whenever there are desirable chances in business. Secondly, the second variable, organizational structures borrowed from the theory especially the manner in which they keep on changing in accordance with changes in key strategies that are necessitated by varying market changes. The final variable, organization culture is also a dynamic capability that it useful and keeps on changing as the business environment keeps on changing.

C. Resource-Based View Theory

This theory was postulated by Wernerfelt (1984) stating that firms should be analyzed based on the resources they own and not just on the product side at the level of industry while Barney (1986) argues that a firm has the potential to generate sustained competitive advantage from resources that are valuable, rare, inimitable, and non-substitutable (VRIN). Organizations should develop and implement distinctive competencies, which can be kept unique to the firm and be used to develop a competitive advantage leading to performance enhancement. The Resource-Based Theory is where resources are inputs in a firm's production process and can be classified into three categories as; physical capital, human capital, and organizational capital (Currie, 2009). Management is involved in deploying resources to perform various activities so that strategy implementation is achieved successfully.

RBV explains the role played by resources possessed by an organization in differentiating it from other organizations in the industry through superior performance giving it competitive advantage (Baumol, Litan & Schramm, 2009). These different resources and capacities have positive implications on the performance of an organization. Organizations which allocate adequate resources to assets such as machinery, plant and equipment have a higher chance of premium performance than those that overlook such allocation (Ainuddin, Beamish, Hulland, & Rouse,2007). Similarly, organizations that allocate resources to development of their personnel improve the human resources' skills and competencies. This in turn influences how decisions are made and implemented affecting the overall performance of organizations (Rose & Kumar, 2007).Allocation of financial resources such as money in hand and bank, stocks and other derivatives affects how a firm invests and even takes advantage of the new opportunities (Morgan, Kaleka,& Katsikeas, 2004) Therefore, by integrating RBV theory into this study‟s framework, service strategy implementation practices for the County governments in Kenya should have positive impact on the organizational performance if the resources and capabilities are conditioned into sustaining strategy implementation practices. This theory is based on the depended variable of the study which is the organizational performance

D. Organization culture on Strategy Implementation

Goromonzi (2016) conducted a study on organizational culture, strategy implementation and commercial bank performance. Using a four factor, six dimensional organizational culture indexes and an eight dimensional strategy implementation index to statistically measure culture and strategy implementation impact, the study employed ordinary least regression method to quantify and econometrically model the impact of the two variables on commercial bank performance. Data collection was achieved through questionnaire administration. The results of the study showed that culture and strategy implementation have a statistically significant and positive impact on commercial bank performance. For banks regarded as performing (both average and high), organizational culture had strong positive effect on their performance while for smaller and poor performing banks, the effect of organizational culture was nearly neutral. Strategy implementation was also found to have strong positive effect in high performing banks and between neutral to negative effect in non-performing bank. This study did not focus on organization culture in strategy implementation on organization performance of logistics industries in Nairobi County.

Wanjiru (2015) conducted a study on organizational culture and the implementation of strategy using a case of Nakumatt Holdings Limited in Kenya. The study identified the dominant cultures as innovative culture and clan culture. These two cultures have been very instrumental in providing a healthy work environment that drives commitment and loyalty to the implementation of strategy. The study determined that there is a direct link between organizational culture and the implementation of strategy and that there is need for managers to know and understand the underlying cultural assumptions in their organizations before embarking on any strategic initiatives. This prevents improper implementation of strategy and failures, while reducing conflict and resistance.

Nyariki (2012) in his study on Challenges of Strategy Implementation at the University of Nairobi identified culture as a component of strategy implementation indicating that the university has put in place measured to recruit and constant training of staff in all operational areas to build capacity as well as the right culture. The study also established that University of Nairobi adopts a formal strategic planning process which involves members of the management team, while other staff members are represented by respective trade unions.

In his study on organizational culture and strategy implementation at Airtel Kenya, Mutai (2015) established that culture determines the attitude of staff towards implementation of strategic plans. This finding is similar to one by Bateta (2015) in her study on the influence of culture on implementation of strategic plans in Non-governmental organizations in Nakuru County Kenya. Another study done by Isaboke (2015) on the influence of organization culture on strategy implementation in selected universities in Kenya indicated that organization culture should be streamlined with the objectives to produce expected results. In other words, culture that does not rhyme with the objectives of an organization is detrimental to successful implementation of strategic plans in that organization.

E.Organization leadership on Strategy Implementation

Rahman et al., (2018) studied the impact of strategic leadership on operational strategy and organizational performance of the automobile industry in Malaysia using self-administered questionnaire survey distributed to selected senior executives, chief executive officers and members of the senior executive group. The study revealed a direct and positive relationship between strategic leadership operational excellence, strategic orientation and business performance. The study also proposed that strategic competitiveness would give companies an advantage to survive in an uncertain and turbulent era by formulating and executing their strategies successfully.

Irtaimeh(2018) conducted a study to explore the impact of Strategic leadership competencies dimensions on core competency in AlManaseer Group for Industrial and Trading. Employing a questionnaire to collect data from 180 leaders, the study revealed that there was a statistically significant impact of Strategic leadership competencies with its dimensions on core competency. It recommended that it is necessary for the company to evaluate the core competencies; periodically and continuously in order to rebuild the critical resources which are the pillars of core competencies and in line with the requirements and conditions of strategic thinking and leadership competencies. Al-Zoubi (2012) examined the impact of leadership competencies on competitive advantage in the Jordanian telecommunications industry. Questionnaires were administered on the middle line departments' mangers, supervisors and team leaders. The study indicated that leadership competences had a significant impact on competitive advantage on the Jordanian elecommunication companies as well as existence of relationship between leadership competences and competitive advantage.

Heracleous (2017) identified various roles played by leaders during strategy implementation process and classified them as a commander (a leader who attempts to formulate an optimum strategy), an architect (a leader who tries to designs the best way to implement a given strategy), a coordinator (a leader who attempts to involve other managers to get committed to a given strategy, a coach (a leader who attempts to involve everybody in the strategy implementation efforts) and a premise-setter (a leader who encourages other managers to come forward as champions of sound strategies)

Zaribaf and Hamid (2018) carried out a study on the factors affecting implementation of strategic plans in commercial banks in Tehran Iran. The study focused on leadership, organizational structure, human resources, information systems and technology. The study conclude that top management leadership affects implementation of strategic plans of an organization. Maiche and Oloko (2016) carried out a study on the factors affecting. implementation of strategic plans in Co-operative Societies in Turkana County in Kenya. They examined the effect of top leadership commitment, availability of resources, level of risks and monitoring and evaluation on implementation of strategic plans in Co-operatives Societies. The study conclude that top leadership commitment affects implementation of strategic plans. Top leadership commitment and support factors include: delegation of duties; establishment of staff training programmes; adherence to Co-operative policies, guidelines and governance; prioritization of activities in he strategic plan; maintaining membership consensus on strategic decisions; decision making process; competences of board and senior executives; communication of strategic changes; involving lower-level managers in the formulation and implementation of strategic plans; gaining employees “buy-in of board’s ideas on the implementation of strategic plan.

A study by Slabbert and Mukhongo (2018) found no significant relationship between strategic leadership practices and the performance of United Nations development programs in Mogadishu. Another study by Mui et al (2018) revealed that leadership vision had no positive significant impact on the performance of an organization. This was because performance depends on how themembers of the organization embrace and own their esteem towards the growth and success of that particular institution. Therefore, such voluntary alignment compels them to drive the desired performance. Makori and Kinyua (2019) established a positive impact of leadership on organizational performance. They noted that leadership that fosters dyadic communication and commitment among the members of the organization drives success and that leaders who coach their members to know to strengths and weaknesses and how those strengths and weaknesses could be maximized and minimized generates optimism in such individuals. The study recommended that leaders create a culture that empowers and values every effort exerted by every employee in meeting the objectives of the organization.

IV. CONCEPTUAL FRAMEWORK

Independent Variable
Dependent Variable

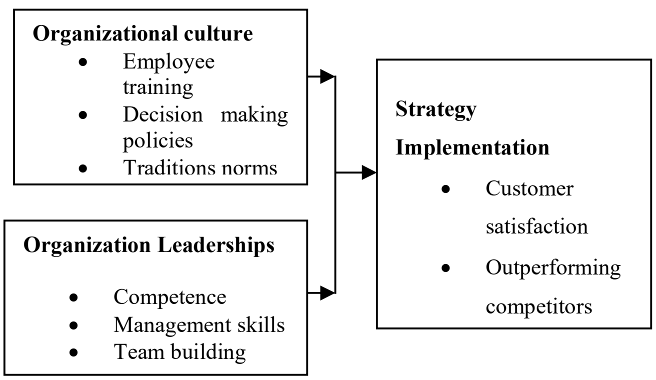

Figure 1: Conceptual Framework

V. METHODOLOGY

A. Research Design

The study adopted descriptive research study. Descriptive research design employs analytical approaches in which the researcher examines existing data, assesses the situation, and collects data that is categorically nominal and qualitative in nature.

B. Study Area

The study was conducted in Nairobi. Nairobi is the capital city of Kenya, with a population of 4.4 million according to the 2019 Kenya census (Kenya Bureau of Statistics, 2019), but this expands during the day to over 6 million people due to incoming workers (Nairobi City County, 2019). The city was founded in 1899 as part of the colonial British government's development of a railway. It attracted a greater population due to the cooling effects of altitude and the availability of a continuous water supply, owing to its location on swampland. Logistics Companies in Nairobi are 112 in total

B. Study Population

Target population refers to the entire group of individuals or objects to which the researcher is interested in generalizing the conclusions. The target population was 184 managers from operations and general managers in 80 clearing and forwarding firms in Nairobi Kenya. The study majorly targeted 80 operations managers and 104 general managers.

C. Sampling and Sample Size

Simple random sampling was used to pick 80 clearing and forwarding firms in Nairobi Kenya while census technique to include all 80 operation mangers and 104 general managers in 80 clearing and forwarding firms in Nairobi Kenya.

D. Data Collection Instruments

The questionnaires were used to collect the primary data desirable for the study. Documentary check list be considered for secondary data. Questionnaires are any written instruments that present respondents with a series of questions or statements to which they are to react either by writing out their answers or selecting from among existing answers (Jankowicz, 2005).

E. Pilot Study

A pilot study was conducted in Mombasa which is outside the research area. This area was chosen because it has the homogenous characteristics as the study area and handle clearing and forwarding companies as well. Where 10 questionnaires will be given out then analyzed. According Mugenda and Mugenda (2003), 10% of the target population will be used for pilot study.

F. Data Collection Procedure

The data collection process started by getting a formal letter from the University authorizing the field study. The consent letter from KUREC and the consent statement from Kabarak University were then presented to the County Government to seek authority to collect data from the institutions. Data was therefore be collected using questionnaire through a drop and pick method the collection of the questionnaires was done after two weeks. The researcher utilized research assistance to collect data from the respondents. The researcher ensured completeness and integrity of the data during data collection by training of data collectors, the researchers ensured that data collectors were well-trained in the study protocol, including the data collection tools and procedures. This was done through workshops, training sessions, and regular check-ins.

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G. Data Analysis

Statistical Package for Social Sciences (SPSS) version 25 was used to evaluate qualitative data. In this study, descriptive and inferential statistics was used. Percentages, frequencies, mean, and standard deviation was used in descriptive statistics. Inferential statistic involving the use of correlation and multiple regression analysis.

The consent letter from KUREC and the consent statement from the University was then presented to the County Government to seek authority to collect data from the organizations. The university issued a letter and NACOSTI issued a research permission, which was provided to the respondents and the schools engaged in the study. Each responder was asked for their permission. Respondents' names were not utilized to ensure anonymity, and codes were used that were not related to persons or schools. The study's findings were utilized only for academic reasons. The participants were not subjected to any psychological suffering or shame as a result of the research, and they were able to complete the questionnaire in their own time and privacy.

VI. RESULTS

A. Response Rate

To this effect, 184 questionnaires were issued out of which 130 were fully completed representing 71 % response rate while 29% of the questioners were not returned because they were unmarked and distorted. According to Mugenda and Mugenda (2003), a 50% response rate is adequate, 60% good and above 70% rated as very good. This response was therefore rated as very good for the study.

B. Effect of organization culture on organizational performance.

The researcher sought to determine level of agreement on the effect of organization culture on organization performance of clearing and forwarding firms in Nairobi Kenya. Table below shows the respondent's views.

Table 1: Effect of organization culture on organizational performance

Statement	SD	D	U	A	SA	Mean	Std
Frequency (%)	(%)	(%)	(%)	(%)	(%)		
The culture of the organization affects strategy implementation in the organization	9 7%	5 4%	10 8%	43 33%	63 48%	4.123	1.154
The culture can either enhance or impede the successful Strategy implementation	13 10%	5 4%	6 5%	53 41%	53 40%	3.984	1.233
The organizational culture helps the employees become more efficient	9 6%	3 2%	5 4%	53 41%	60 46%	4.169	1.094
The culture enables the employees to share their ideas with the top management.	8 6%	7 5%	4 3%	67 52%	44 33%	4.015	1.071
The success of strategy implementation lies on the firm's ability to rapidly transform learning into action.	10 8%	3 2%	13 10%	49 37%	55 42%	4.046	1.147
All types of organizational cultures have significant relationships with the implementation process.	11 9%	10 8%	6 5%	[illegible]	[illegible]	[illegible]	[illegible]

5=Strongly Agree, 4=Agree, 3=undecided, 2=Disagree and 1=Strongly Disagree

From the findings, majority of the respondents agreed with a (mean = 4.123; std = 1.154) that the culture of the organization affects strategy implementation in the organization. The findings agree with Goromonzi (2016) who found that organizational culture had strong positive effect on their performance of banks.

Majority of respondents were in agreement with (mean =.3.984; std = 1.233) that the culture can either enhance or impede the successful Strategy implementation. The findings agrees with Mutai (2015) who conducted a study on organizational culture and strategy implementation at Airtel Kenya and found that organizational culture greatly positively influenced strategy implementation at Airtel Kenya. Majority of the respondents agreed that the organizational culture helps the employees become more efficient (mean = 4.169; std = 1.094).The study concur with Mutai (2015) who established that culture determines the attitude of staff towards implementation of strategic plans.

The respondents agreed that the culture enables the employees to share their ideas with the top management with (mean =.4.015; std = 1.071). Further with a (mean =.4.046; std = 1.147) the respondents agreed that the success of strategy implementation lies on the firm's ability to rapidly transform learning into action. Finally majority of the respondents (mean = 3.977; std= 1.248) agreed that all types of organizational cultures have significant relationships with the implementation process.

C. Pearson Correlation

Table 2: Correlation between organization culture on performance of clearing and forwarding firms.

		Performance of clearing and forwarding firms
Organization Culture	Pearson Correlation	1.00**
	Sig. (2-tailed)	.036
	N	103

**. Correlation is significant at the 0.05 level (2-tailed).

According to the findings, there is a positive association between organization culture and performance of clearing and forwarding firms in Nairobi as shown by a Pearson correlation coefficient of 1.00 and a sig-value of 0.036. The p-value is less than 0.05 and hence the association was significant. However, these study findings were contrary to those of Khedhaouria, Nakara, Gharbi, and Bahri (2020) who found no connection between adhocracy culture and firm performance. The findings are in line with (Childress, 2013) which found that many business managers confirmed that a positive organizational culture as a primary factor in the success of their businesses.

D. Effect of organization leaderships on organizational performance

Table 3: Effect of organizational leaderships on organization performance

Statement Frequency (%)	SD (%)	D (%)	U (%)	A (%)	SA (%)	Mean	Std
The leadership of the business is provided by the owner during strategy implementation.	6 5%	4 3%	6 5%	39 30%	75 58%	4.331	1.029
The organizational leadership helps the employees become more efficient.	11 9%	2 2%	9 7%	45 35%	63 49%	4.131	1.171
Leadership vision has a positive significant impact on the performance of an organization	7 5%	7 5%	6 5%	56 43%	54 42%	4.100	1.077
Good leadership has a strategic vision and is persuasive at implementing a strategy to achieve tangible results	12 9%	11 8%	4 3%	64 49%	39 30%	3.823	1.216
Leadership involvement in strategy implementation led to partial strategy success in the organization.	15 11%	20 15%	5 4%	68 52%	22 17%	4.476	0.265
Strategic leadership is important in inspiring, motivating,and encouraging employees to achieve the desired performance	7 5%	8 6%	16 12%	43 33%	56 [illegible]	4.023	1.137

=Strongly Agree, 4=Agree, 3=undecided, 2=Disagree and 1=Strongly Disagree

From the findings, majority of the respondents agreed with a (mean = 4.331; std = 1.029) that the leadership of the business is provided by the owner during strategy implementation. The findings agree with Akuei (2016) who found that organizational Leadership as a factor under power culture was found to positively influence effective strategy implementation.

The respondents were in agreement with (mean =.4.131; std = 1.171) that the organizational leadership helps the employees become more efficient. The findings were in line with Rahman et al., (2018) who found that there is direct and positive relationship between strategic leadership operational excellence, strategic orientation and business performance.

From findings the respondents agreed that leadership vision has a positive significant impact on the performance of an organization (mean = 4.100; std = 1.077). The findings agree with Al-Zoubi (2012) who found out that leadership competences had a significant impact on competitive advantage on the Jordanian telecommunication companies as well as existence of relationship between leadership competences and competitive advantage.

Additionally majority of respondents (mean = 3.823; std= 1.216) agreed that good leadership has a strategic vision and is persuasive at implementing a strategy to achieve tangible results. This is in line with Nag, Hambrick and Chen (2014) who postulated that during strategy implementation leadership needs to ensure goal congruency amongst individual, process and organizational goal. This process of ensuring congruency involves linking organizational goals with team and individual goals and performance; communicating the set goals to gain employee commitment; and ensuring the attainment of individual, team and organizational goals.

The respondents agreed that leadership involvement in strategy implementation led to partial strategy success in the organization having (mean = 4.476; std = 0.265) Finally majority of the respondents agreed that strategic leadership is important in inspiring, motivating, and encouraging employees to achieve the desired performance with (mean = 4.023; std= 1.137). These findings agree with Thompson and Strickland (2017) who stated that strategic leadership keeps organizations innovative and responsive by taking special plans to foster, nourish and support people who are willing to champion new ideas, new products, and product applications.

E. Pearson Correlation

Table 4: Correlation between organization leadership on performance of clearing and forwarding firms

		performance of clearing and forwarding firms
Organization leadership	Pearson Correlation	.462**
	Sig. (2-tailed)	.001
	N	103

**. Correlation is significant at the 0.05 level (2-tailed).

The findings indicated that there is a positive association between organization leadership and performance of clearing and forwarding firms in Nairobi as shown by a correlation coefficient of 0.462 and a p-value of 0.001. The p-value is less than 0.05 and hence the association was significant. This was in line with similar studies such as Omoro (2016) said that strategic leadership affects organizational performance.

VII. CONCLUSION

From the study the researcher concluded that the culture of the organization affects strategy implementation in the organization further culture can either enhance or impede the successful Strategy implementation. The organizational culture helps the employees become more efficient in addition the culture enables the employees to

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share their ideas with the top management and success of strategy implementation lies on the firm's ability to rapidly transform learning into action. All types of organizational cultures have significant relationships with the implementation process. On the second objective the researcher concluded that the leadership of the business is provided by the owner during strategy implementation. The organizational leadership helps the employees become more efficient. Leadership vision has a positive significant impact on the performance of an organization and good leadership has a strategic vision and is persuasive at implementing a strategy to achieve tangible results. Leadership involvement in strategy implementation led to partial strategy success in the organization and strategic leadership is important in inspiring, motivating, and encouraging employees to achieve the desired performance

VIII. RECOMMENDATIONS

The study recommends that organizational culture enables managers to solve fundamental organizational problems. Focus therefore should be directed at leaders in different capacities as they play the role of coaches in giving general direction, but further encourage individual decision-making to determine the operating details. The clearing and forwarding firm's should encourage developmental culture which has a high flexibility focus that is able to adapt to the forces of the external environment, since organization intend to delight their customers by offering innovative products and creative solutions to their customer's problems so as to compete well with other players in the logistic industries.

The study demonstrated that it is highly recommended for management in clearing and forwarding firms in Kenya to engage in the following high performance strategic leadership practices: Need to focus on determining corporate strategic direction verified in this study. This aspect will ensure the strategic competitiveness and performance of their organizations. There is also a need to focus on effectively managing the corporate resource portfolio which is the most important task for strategic leaders as it is categorized into financial capital, human capital, social capital and organizational culture.

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