SUSTAINABLE ENTREPRENEURSHIP FACTORS INFLUENCING PERFORMANCE OF CLEARING AND FORWARDING FIRMS IN NAIROBI, KENYA

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DECLARATION

This thesis is my original work and has not been presented for any award of degree in any other university.

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With our consent as university supervisors, this thesis has been submitted for assessment.

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DEDICATION

This research thesis is dedicated to my father, William Keroti, you are a great pillar to the whole family. To my wife Rebecca Matinde, your encouragement and patience during the long and many hours of my absence, coming home late, eating many late supers, My Sons Humphrey Ndege and Wayne Andrew, My daughter Dr. Yvonne Kwamboka I salute you.

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ABSTRACT

The development of SDGs has presented as opportunity for business across the world to adopt sustainable business practices. The promotion of sustainable practices in business has been strengthened through the adoption of sustainable entrepreneurship practices. Sustainable entrepreneurship practices focus embraces the social, financial and environment principles in pursuing and exploiting business opportunities. The need for firms in various sectors to adopt sustainable entrepreneurship practices has increasingly been championed for the benefits that it offers. Despite this push, the contribution of sustainable entrepreneurship factors on performance of clearing and forwarding firms(C&F) is largely unknown. This current study to investigate the sustainable entrepreneurship factors influencing performance of clearing and forwarding firms in Kenya. Resource based theory, dynamic capability theory, hoselitz socio-cultural theory, competition theory, Schein organization culture and transaction cost theory provided the framework to test the study objectives. 1128 junior, middle level and senior level managers formed the target population from C&F firms operating in the Nairobi Metropolitan. 375 managers formed the sample size of the study. In summary, the study indicated that performance of clearing and forwarding firms is dependent on sustainable entrepreneurship factors. The study showed that performance of C&F firms is determined by the adoption of social, cultural and environmental entrepreneurship. Performance of C&F firms is also dependent on the use of innovative information by business. Furthermore, the study demonstrates that performance of C&F firms is not dependent on the entrepreneurial management support that exists in such organization. Organization culture was also demonstrated to be a moderator to sustainable entrepreneurship performance. The study concludes that the performance of C&F firms is largely dependent on socio-cultural entrepreneurship, environmental entrepreneurship and innovative information and support mechanisms. First contribution is in providing conceptual clarity on sustainable entrepreneurship performance of C&F firms. Secondly, managers are better placed to understand the aspects of sustainable entrepreneurship that they should put emphasis on to improve performance of C&F firms. The third is in methodological contribution-the instruments were tested for validity and reliability and will be used in future studies to test the same variables in other studies. Suggested areas of further study to understand further what caused Simpson paradox which was observed in joint model.

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LIST OF ACRONYMS AND ABBREVIATIONS

AIDS	Acquired Immunodeficiency Syndrome
ASTD	American Society for Training & Development
BMW	BayerischeMotoren Werke
BRT	Bus Rapid Transit
CIPS	Chartered Institute of Procurement & Supply
COTU	Central Organization of Trade Unions
CSR	Corporate Social Responsibility
EMS	Expedited Mail Service
ERP	enterprise resource planning
ESO	Environmental Sustainability Orientation
FAO	Food and Agriculture Organization
GEM	Global Entrepreneurship Monitor
GRA	Ghana Revenue Authority
GSCM	Global supply chain management
HIV	Human Immunodeficiency Virus
KIT	key Intelligence Topics
KIWASCO	Kisumu Water and Sewerage Company
KM	Knowledge Management
LCA	Life-Cycle Analysis
MFIs	Microfinance Institutions
MOA	Memorandum of Association
MOs	Master Operators
MOT	Ministry of Transportation
MSEs	Micro and Small Enterprises
NGOs	Non-Governmental Organizations
RBV	Resource Based View
RL	Reverse Logistics
SARA	Superfund Amendments and Reauthorization Act
SDV	SEAL Delivery Vehicle
SE	Sustainable Entrepreneurship
SME	Small and Medium Enterprises
SPSS	Statistical Package for the Social Sciences
TLB	Transport Licence Board

CHAPTER ONE

INTRODUCTION

1.1 Background to the Study

Entrepreneurship plays a critical role in sustain the economic growth of the economic system globally. Entrepreneurship is regarded as a sustainable development prerequisite and as a critical strategic instrument for creating a balanced and equitable society. Through entrepreneurship citizens develop economic domains by capitalizing on their innovative business concepts. Through sustainable innovations, sustainable entrepreneurship transforms environmental and social sustainability issues into economic opportunities (Dionisio, 2018). Sustainable entrepreneurship, according to Canestrino, et al. (2021) requires behaviours and mindsets that promote goals on sustainable development like eradication of poverty, empowerment, eradication of serious illnesses and developing children. This business model demands a creative problem-solving strategy related to economic, social, and environmental sustainability. The concept focuses on aiding and ensuring that innovative sustainability facilitates economic growth, environmental security and social mobility (Gali et al., 2020).

Businesses, according to Alarifi et al. (2019) are the main drivers of establishing a sustainable world through creativity and innovation. Consequently, creating sustainable organizations is relatively complex matter; however, the implementation of SDGs principles can help in the realization of sustainable entrepreneurial development (SED). The notion constantly informs entrepreneurial communities that corporations are a vital part of society and that their sustainability determined by the presence of an environment and society that is sustainable. It is a provocative practice that decides the agencies responsible for developing business organizations that are sustainable. Since most business operate through profit-driven models, it is important to determine how a sustainable entrepreneurial attitude can be fostered and thus ensure that entrepreneurs seek for sustainable development opportunities and are rewarded for such initiatives (Almajali et al., 2022)

Entrepreneurship playing a dynamic role in the realization of growth and development in a sustainable manner is also seen as quite natural. A goal has been set by the United Nations (UN) concerning economic growth, especially sustainable development, and has set targets in relation to these goals, with authorization from its 193 signatory states.in 2015, these goals,

which are known as the Sustainable Development Goals (SDGs), were finalized and approved. Sustainable development entails a concurrent understanding of three perspectives: social inclusion, economic development and environmental sustainability. Accordingly, entrepreneurship is associated with sustainable business development that concentrates on these dimensions (Dionisio, 2018).

The concept of sustainable entrepreneurship is a combination of two notions: sustainability and entrepreneurship. It is a value creation based on ecologically or socially beneficial ideas and products that last beyond a firm's start-up period. Spence et al. (2011) states that sustainable entrepreneurship closely resembles strategic CSR than the altruistic or ethical CSR dimension, which entails demonstrating accountable creativity while achieving profitable, equitable and sustainable development (SD) through the management and integration of human and natural resources.

Through sustainable business organizations solve environmental and social sustainability concerns. It is the "social enterprise" committed to the resolution of global matters through the instillation of sustainable development inventions (SDI) to business opportunities. Therefore, the sustainable business notion entails innovation. Innovation is considered as one of the solutions for enterprises that are seeking sustainable development but uncertainty still remains how it can effectively contribute to sustainable entrepreneurship. A significant component in determining the sustainability of entrepreneurship uncertainty is the organizational and personal culture that affects the improved innovative capacities of business (Do Adro et al., 2021)

Global developments now priorities sustainability as a primary objective, and sustainable entrepreneurship has emerged as a distinct subfield of entrepreneurship, bridging the divide between sustainability management, entrepreneurial activities, and sustainable development. Sustainable entrepreneurship is a multifaceted concept that encompasses economic considerations such as profits and product competitiveness, environmental considerations such as environmental preservation and stewardship, and social considerations such as the protection of people's health and well-being. Simultaneously, by focusing on the environment and social well-being, sustainable entrepreneurship has the potential to impact systemic societal changes and promote sustainable technology connected with these sustainable efforts. These findings have been recorded in countries such as Spain, Finland, Germany, and the United States. Therefore, sustainable entrepreneurship can provide an economic and social solution for

guiding and converting entrepreneurial endeavors toward sustainability. This demonstrates the critical nature of sustainable entrepreneurship and the need to identify the elements that promote it (El Chaarani & Raimi, 2021).

Sustainable entrepreneurship (SE) is defined as entrepreneurial efforts that are beneficial to the well-being of the society and environment while also generating revenue. Through this entrepreneurship, profit generating and sustainable growth facilitating actions and opportunities are launched. Resultantly, the SE can create structural changes that are socio-economic in nature. Sustainable enterprise is a relatively new notion among businesspersons. The notion is based on three key SD pillars: society, economics and the environment. Though few studies are comparing sustainable and traditional entrepreneurs, it is obvious that sustainable entrepreneurs place a higher premium on the environment and society than conventional entrepreneurs do (Gauthier et al., 2021).

1.1.1 Global Perspective

Across the world, social entrepreneurship is becoming a key part of the worldwide debate on voluntary work and civic engagement gradually. It interconnects the enthusiasm for a shared cause with industrial ethics and is remarkable and different from other types of entrepreneurship models in finding the effect related to its goal. The last few years have seen significant and surprising advances in social entrepreneurship and have increased attention across various sectors (Rosário et al., 2022).

The essential difference between social and traditional entrepreneurship is visible in the founding mission of ventures and market perceptions. Social enterprises highlight means of alleviating or eradicating societal strain and producing progressive externalities or public property. There has been an increased overall focus on entrepreneurship in recent years due in particular to the conclusions and realization by economic experts worldwide that small enterprises make a big contribution to the improvement in economic development and vitality of any community or country in general (Kamaludin, et al., 2021).

Moreover, many people opt for entrepreneurial jobs and paths simply because they understand and believe they would bring higher commercial and psychological rewards than the conventional repetitive routes of big business. Social entrepreneurship has become a key and essential part of the global discussion on voluntary work and civic engagement. Sustainable enterprise or sustainable enterprise aims to generate environmental, social and economic value.

In most market situations, however, entrepreneurship must be integrated into a theoretical sustainability framework. In addition, entrepreneurship is hardly understood or recognized as an essential SD driver. The sovereignty of individuals to select entrepreneurship as a means of living is rarely exercised (Lehtimäki et al., 2021).

International economic structures and policies establish an environment for production, but the real output activities in manufacturing products and services are the responsibility of the individual business operations. The methods used by clearing and forwarding companies impact the quantity and type of materials used throughout the extraction, production, use, and waste processes. The mounting evidence of major environmental and human health repercussions sparked community indignation and prompted governments to compel businesses to clean up their operations (Fichter & Tiemann, 2020).

Environmental concerns have increased across the globe, as evidenced by the 1969 establishment of the United States Environmental Protection Agency and the "1968 UNESCO Intergovernmental Conference on the Rational Use and Conservation of the Biosphere (UNESCO)". Environmental NGOs such as the Environmental Defense Fund, founded in 1967, and Greenpeace, founded in 1972, played a significant role in persuading businesses to be more environmentally friendly. Due to these external influences, corporate America began to take environmental issues more seriously towards end of twentieth century (Pohludka et al., 2018).

Real et al. (2014) pointed out that SE innovation allows firms to promote and sustain their market share in local and worldwide markets. Stubbs (2017) proposed that the industry should consider innovation as a vital capacity and energy to be their fundamental competence. The current study will use social and cultural entrepreneurship, environmental entrepreneurship, business management assistance, and innovative information as independent variables based on this information.

Sarango-Lalangui et al. (2018) asserts that for a corporation to establish a competitive edge, there must be a movement away from the status quo and a willingness to make rapid changes to the system to achieve rapid results. As a result, a crucial concept is that the product or service be client-centric. This necessitates the establishment of a quality-conscious institution-wide culture. Such businesses build an entrepreneurial culture that motivates them to establish and flourish in areas where others perceive danger and a great sense of responsibility for their

clients and groups' administration. However, Cortes and Lee (2021) noted that most businesses are perpetually lacking strategies or systematic procedures to assure the synchronization of various systems within their operations, which could result in synergy and support for high performance. These deficiencies result from corporates' lack of a sustainable entrepreneurial spirit necessary for survival in modern surroundings. EbabuEngidaw (2021) emphasized that increasing supply chain optimization requires creativity and innovation. Along with goods and cash, data should flow rapidly across supply chain channels to effectively aid the arrangement, execution, and evaluation of critical capacity. It is critical to align innovation with manufacturing network processes and data requirements.

Veleva (2021) states that for sustainable entrepreneurship, management should identify values that maximize the firm's profit. Here the management entrepreneurship support should pervade all business units, enhancing the firm's performance. Moreover, sustainable entrepreneurship is lacking in most logistic enterprises because most firms are physically and environmentally constrained to allow infrastructure upgrades and expansion, as they are frequently located near dense urban areas. Based on Umrani et al. (2018) observation of the sustainable components that influence firm performance, such as a social-cultural factor of the firm, environmental, management support and innovativeness, the current study will investigate how this component affects the performance of clearing and forward firms in Kenyan context.

1.1.2 Regional Perspective

Sustainable development addresses people's needs without sacrificing their ability to meet their needs in the future. Social, environmental and economic systems are integrated into sustainability. Social factors include observance of international treaties and relevant legislation, using transparent and open participatory processes including relevant actors, establishing obligations and rights and implementing regularly monitored long-term sustainability plans. (Bridge, 2017).

Environmental sustainability is achieved by reducing the environmental impacts of processes, systems and activities on organisations products, facilities and operations. The purpose of economic sustainability is the establishment of strategies for the best use of socio-economic resources. Equitable distribution and effective utilisation of resources are proposed as a sustainable economic paradigm. The objective is to promote the efficient and responsible use of these resources, which will bring long-term advantages and improve profitability (Bird, 2019).

One way that developing economies can reach the industrialized world has been recognised as the worldwide flow of commodities and services. This is because the shipping of about 80% (80%) of globally traded goods migrate from acquisition sources to predicted destinations and thus promote the manufacture of extra products, which will act as a stimulant for the global economy's economic growth process. Therefore, ports, which serve as the logistics platform for international trade, play a vital role. Ports generally serve as loading and unloading hubs for internationally traded items, such as consumables, automobiles and equipment. Therefore, assessing how these paperless processes aid or enhance clearance operations at ports as they move towards electronic systems and cargo clearance processes is important (Fatoki, 2021).

The Customs Division of the Ghana Revenue Authority (GRA) suggested the notion of paperless clearance of products via the Ghanaian Ports with help from numerous partners, such as the Ghana Port Authority. Taking part in a seminar organized by the Ghana Shipping Authority in 2012, Mr Sam AkwasiYankyera, Deputy Commissioner for Operations of the Customs Division of the Ghana Revenue Agency, pointed out that electronic systems and cargo clearance processes were intended to improve efficiencies and efficiency by reducing m He added claimed that the establishment of an electronic freight clearing platform was intended to use all parties at the Tema and Takoradi ports in Ghana (Eesley et al., 2014).

Uganda is a land-bound country in East Africa and shipping has historically been the major form of international commercial transportation. Uganda must rely largely on maritime activities, which contribute considerably to the promotion of trade and the promotion of Uganda's international imports and exports. Agriculture is the backbone of the economy. Agriculture provides over two-thirds of government income, mostly through the export and import levies on coffee, the country's largest export. The evolution of the entire economy is therefore highly influenced by the sector's performance. However, several challenges are linked to the shipping of commodities, leading to high transit costs. These challenges surely make Uganda's imports and exports less competitive (The African Economic Research Consortium's [AERC], 2021).

The port of Dar es Salaam was congested in that mess because the system was not bandaged before the jam. Ships that reached randomly caused the demand for port facilities and services to fluctuate. In the logistics sector, individual agents have generally been involved in professional and bad behaviours. Buckingham and Goodall (2015) states that port congestion is one of the issues facing clearing and forwarding workers, affecting several ports in Africa.

Port congestion can range from bad port infrastructure, inadequate road and rail networks and poorly linked supply chains to low productivity. Congestion is not a new phenomenon at Dares Salaam port. Over the last five years, capacity restrictions in port operations have been a key concern. For instance, a time-release study by Chege and Wang (2020) suggests an increase in customer complaints and certain customers have begun to transfer their commodities, including cars, to the port of Mombasa; theft, corruption and traffic jams are all on the rise. Importation, particularly cars and containers, has historically exceeded yard capacity against weak freight transport to the hinterland.

Entrepreneurship in Africa has been a significant driver for sustainable processes and products, and new businesses in clearing and forwarding companies are being touted as a panacea for many environmental and social challenges. However, role and nature of entrepreneurship in terms of its development and nature is shrouded in uncertainty. Currently, sustainable business growth involves integrating principles of sustainability into corporate operations. As such, sustainability entails several factors like social sustainability, ecological sustainability as well as economic sustainability (Castaño et al., 2015).

1.1.3 Local Perspective

The greatest challenges in the 21st century are environmental issues emanating from the demand for natural resources as well as the services they offer to population that is increasingly rapidly. The pressure arises from intensive industrial activities and rising levels of consumption and prosperity. As such, the corporate world and the government must devise methods for solving these concerns. Through the process of implementing the 2010 constitution of Kenya, the government has re-emphasized the role of dealing with environmental issues. Notably, Article 69 of the constitution specifies the environmental obligations of the State to preserve and protect the environment (Juma, et al., 2017).

Article 69(2) of the constitution states all citizens must conserve and protect the environment and participate in an ecologically sustainable environment and the utilization of natural resources with other persons as well as with state organs. As such, organizations are supposed to spearhead the establishment of methods and strategies for environmental protection while pursuing profits. Pollution, carbon budgets, consumer concern and energy are some of the factors that have pushed corporations to take the issue of sustainability seriously. Because of these arising issues, eco-marketing has become prominent concept that is currently witnessing a great revolution as an entrepreneurial tactic (Mureithi, &Mwanzia 2017).

Kenya mainly relies on its export and import commerce, particularly through its maritime port economy as cited in report by Ministry of Transportation (MOT, 2010). As a result, clearing and transit organizations play a vital economic role, with majority of the firms owned locally. Clearing and transit firms provide a wide range of cargo, commodities and materials as well as packaging/packaging services over their national network systems. They obtained a competitive edge by integrating storage and warehouse services into their offerings. These firms further capitalize on collaborations and mergers to augment their strengths. They are strategically oriented to gain advisory status in national organisations like the MOA, COTU and the TLB to legitimise their acts (Makworo & Kyalo, 2021).

Organizations from different industries and associations in the country have embraced similar concepts to create their version of their SED. Most adjustments have been conducted through innovative approaches to meet the customer needs while production has been modified so as to deal with environmental issues. Procedures like preventative engineering, environmental design and environmental protection design and life cycle design have contributed in assisting enterprises to shift towards sustainable operations (Lüdeke-Freund, 2020).

1.1.4 Clearing and Forwarding Firms in Kenya

Clearing and forwarding agents operate as a middleman for chain-supply logistics between a shipper (shippers and cargo owners). Clearing and forwarding agents are a key aspect of the logistics supply chain. Clearing and forwarding agents are, in fact, third-party logistics service providers who handle and manage cargo shipment operations. They are parties that support the international logistics supply chain. Clearing & Forwarding Agents recognize and comprehend the key laws and regulations in Kenya, East Africa and their international trading partners in the international clearance and forwarding process. Generally, delivering products from several countries to Kenya or through Kenya requires firms to hire a clearance and forwarding agent. In certain nations, Kenya and eastern African states are an example of their obligation to employ customs declarations with clearing & forwarding agents for import and export (Aineya, 2019).

In Kenya, there are 764 licensed clearing agents. The agent performs various logistics services, but mainly the creation of an international shipping invoice, arrangement for picking up shipments and freight reports, arrangement and coordination of customs for warehousing attachment, completion of all necessary documentation for shipment, and confirmation of delivery. In Kenya, they have created relationships with shipping lines, sea, air and land,

including rail, trucking and maritime shipping. Upon transfer of shipments to Clearing & Forwarding Agencies, the shipper or the cargo owner can use clearing and transportation agents to deliver the freight quickly and securely (AERC, 2021).

Good Clearing and Transport Agents will always be flawless in terms of logistical skills in ensuring careful cargo shipping, regardless of whether they are fragile or require additional help to fulfil the unique needs of shippers all along the routes. The clearing and forwarding agent" refer to anyone directly or indirectly in delivering any service to any other person concerned with clearing and shipping operations and includes a consignment agency. Their function is normally tied to receiving products from principal; the storage of such products; the receipt of dispatch orders from the principal; the arrangement of the dispatch of goods under the principal's instructions and the transportation, on its own or by authorised transporters, of the principal (Aineya, 2019).

1.2 Statement of the Problem

The Kenya Vision 2030 contains 3 main pillars: Social, Economic and Political pillars, which provide the basis for the incorporation of the three perspectives of sustainable development and by extension sustainable entrepreneurship. Sustainable entrepreneurship in Kenya is realized through the social and economic pillar. The aim of the economic pillar is to attain and sustain an average economic performance whereas the purpose of the social pillar is to develop a cohesive and just society that will operate in an environment that is clean and secure. The Kenya vision 2030 represents a mapping of the 17 sustainable development goals in Kenya. The implementation of the SDGs in Kenya through vision 2030 is considered as platform for the principles of sustainable entrepreneurship to be adopted by SMEs.

The Micro, Small and Medium Enterprises (MSMEs) provide enormous opportunities for the realization of sustainable entrepreneurship. While the sector has received significant support from the government and other international donors, it is yet to fully adopt sustainable entrepreneurship. According to Kenya Micro and Small Enterprises Policy report of 2020, only 8% of the MSMEs have adopted environment sustainability, with worsening scenario in sectors such as transport and logistics. This situation may slow the realization of vision 2030 social pillars and SDGs but also negatively affect the sustainable performance of MSMEs. The overall financial performance of Kenya’s clearing and forwarding sector has been on decline demonstrating financial unsustainability.

Reviewed studies locally have indicated that the sustainable entrepreneurship of firms in Kenya is still not yet fully known (Kamau, 2020; Nthuni, et al., 2018). These studies focused on factors influencing social entrepreneurship and environmental entrepreneurship, aspects of sustainable entrepreneurship without understanding how the components influence performance of firms in Kenya. This study intended to address the gap on how sustainable entrepreneurship factors influence the performance of clearing and forwarding firms. In Kenya, the sustainability of clearing and forwarding firms, an industry that is central to the realization of vision 2030 is still lacking. In this respect, the purpose of this study was to examine the components that influence CFF's performance in Kenya for SE.

1.3ObjectivesoftheStudy

1.3.1 General Objective

The main research objective was to examine sustainable entrepreneurship factors influencing the performance of clearing and forwarding firms in Kenya.

1.3.2 Specific Objectives

The main objective is divided into four specific objectives as follows.

i. To establish the influence of social-cultural entrepreneurship on the performance of clearing and forwarding firms in Kenya.
ii. To determine the influence of environmental entrepreneurship on the performance of clearing and forwarding firms in Kenya.
iii. To assess the influence of entrepreneurial managerial support on the performance of clearing and forwarding firms in Kenya.
iv. To investigate the influence of innovative information on the performance of clearing and forwarding firms in Kenya.
v. Moderating effect of organization culture on the relationship between sustainable entrepreneurship and performance of clearing and forwarding firms in Kenya.

1.4 Research Hypotheses

H_{01}: There is no significant relationship between social-cultural entrepreneurship and the performance of clearing and forwarding firms in Kenya

H_{02}: There is no significant relationship between environmental entrepreneurship and the performance of clearing and forwarding firms in Kenya

H_{03}: There is no significant relationship between entrepreneurial managerial support and the performance of clearing and forwarding firms in Kenya

H_{04}: There is no significant relationship between innovative information and the performance of clearing and forwarding firms in Kenya.

H_{05}: There is no significant moderating effect between organisational culture on the relationship between sustainable entrepreneurship and the performance of clearing and forwarding firms in Kenya.

1.5SignificanceoftheStudy

1.5.1 Clearing and Forwarding Agencies

The findings of this study are beneficial to clearing and forwarding agencies because they may aid in determining the sustainable entrepreneurial variables affecting the performance of clearing and forwarding firms and analysing how they may be enhanced. The outcomes of this investigation will allow clearing and forwarding managers in Nairobi Metropolitan to understand how their operations can be optimised sustainably to improve their customer service. By studying sustainable enterprise elements that influence performance, TPL will uncover cost reductions, increased efficiency and customer satisfaction prospects that will increase the enterprise's competitive edge. Other third-party warehouses might draw on study findings to build and implement logistics and export strategies to assure the achievement of organisational objectives.

1.5.2 Policymakers

The study will allow policymakers to implement port operations to help clear cargo for national development in time. The results of the research will be crucial in the formulation and implementation of TPLs and in bettering the overall performance of export services and logistics for users around the world. This study could be valuable to the government in revealing TPL's value to users, enabling the government to make strategic decisions on TPL infrastructure in the country and to take steps to attract investors. This would increase IT investment and economic performance inside the country.

1.5.3 Investors

This research will presumably increase investors' awareness of the TPLS sector. As a burgeoning and dynamic sector, TPL is acknowledged as one of the vehicles for achieving the 2030 vision of Kenya and continues to be of great interest to investors and scholars in the developing world.

1.5.4 Researchers and academicians

The researcher thoroughly understood the issues that clearing and forwarding agencies encounter in clearing consignments. The study will expand the existing literature and academic discourse, providing academics and researchers with a great resource to enhance their business abilities. The study results help develop the groundwork for research in the same area or other connected fields.

1.6ScopeoftheStudy

This study evaluates factors of SE that influence the CFFs' performance in Kenya. The study focuses on the management of clearing and forwarding firms in Kenya with a limited focus on CFFs in Nairobi Metropolitan. The performance was tied to financial and operational performance of clearance and forwarding firms. The research was conducted for a period of 6 months.

1.7LimitationsoftheStudy

Some participants in the investigation were unwilling to provide information considered confidential. In order to combat this constraint, the researcher promised the respondents that the findings were accepted and used for proprietary measures. In addition, the researcher promised the respondents that the information they provided was kept anonymous and utilized solely for academic purposes.

Some survey respondents did not stick to the questionnaires' transmission dates, while some provided erroneous data, which could contradict the research finding. With this constraint, the researcher convinced the respondents that the study was important, which helped to lessen the limitation strength and make the study successful.

1.8 Operational Definition of Terms

Environmental Entrepreneurship: is the type of entrepreneurship that address environmental challenges in its operations. (Vedula et al., 2022). In the current study this refers to business operations that incorporates environment sustainability in its performance.

Innovation. refers to the use the improvement of organization performance by adoption of technology or new management practices (Teece, 2016). In the current study information innovation is the sharing of information on new business practices or technology to improve the sustainability of SMEs.

Managerial support provides managers with adequate information when needed and helps managers make decisions (North & Kumta, 2018).

Organization Culture is the collection of business values and practices that informs its operations (Lechner & Gudmundsson, 2018). In the current study, this refers to SMEs values and practices that informs its business operations.

Social-cultural entrepreneurship: These refers to the capacity of business to address social problems in consideration of cultural context (Greve & Salaff, 2013). In the current study, this refers to SMEs that deploy cultural wealth in addressing social problems through their business operations.

SMEs This refer to a business activity whose annual turnover is below KShs. 1 million to over 5 million and with employees ranging from 2 to 50 employees. In the current study SMEs was defined as having employees between 2 to 50.

Sustainability is the ability to meet both present and future needs without compromising either (López-Pérez, et al., 2018). In the study sustainable development refers to the ability to meet present and future needs in a sustainable manner.

Sustainable entrepreneurship is the tapping of business opportunities to meet economic, social and environmental gains both for present and future needs (Mazzei et al, 2017). In the study this refers to the ability of SMEs to gain economically, financially and socially for existing business opportunities without compromising future opportunities.

CHAPTER TWO

LITERATUREREVIEW

2.1Introduction

The pertinent literature information relating to and congruent with the study's objectives is discussed in this second chapter. Important challenges and practical concerns are identified and extensively studied to identify current facts. This part is crucial in determining the information linked to previous research and what studies in the future still require to be explored to improve knowledge. This chapter covers the contributions of different academics to clearing and forwarding companies and, in particular, the sustainable entrepreneurial characteristics impacting Kenya's CFFs' performance. The chapter consists of theoretical examination, empirical evaluation and conceptualization, the study critics the existing literature, literature summaries and research gaps.

2.2 Theoretical Framework

This research is underpinned by the dynamic capacity theory and was supplemented other theories like the competitive, socio-cultural, Schein's corporate and the resource-based theory. The dynamic capacity theory is appropriate for the study because it contends that basic organization competencies are to develop a long-term competitive position. In the research, the anchor theory was used to deal with the sustainability dimension and the aim of support for entrepreneurial management.

2.2.1 Dynamic Capability Theory

The dynamic capacities theory (DCT) was developed in 1997 by Teece and Pisano (Dangelico, et al., 2017). The theory primarily assumes that an organization's competencies ought to be exploited so as to develop immediate positions that will later be transformed into long-term competitive advantages in the long-term. Furthermore, the DCT holds that firms that have more capacities that are dynamic are more likely to outdo organizations with less dynamic capacity. This theory seeks to determine how firms use dynamic capabilities (DC) to develop sustainable operations that incorporates all the aspects of SED. Capacities are a group of high-level, learned, structured, and repetitive behaviours that an organisation can accomplish to outdo its rivals. Zero-level capabilities is the ability of an organization to continue offering the identical commodities to clients at the similar level (Wright & Westhead, 2016).

The concept of dynamic capacity arose due to a severe shortcoming in the company's resource viewpoint. The RBV has been castigated for failing to account for resource factors and supposing they exist. Dangelico et al. (2017), literature has optimized on considerations like resource generation, their incorporation, and disclosure. Dynamic capabilities seek to fill the gaps by embracing the process approach: by acting as a cushion between the resources of an organization and the evolving business environment. As such, the resource mix of firms is adjusted through dynamic resources and thus the operating performance is maintained, which is likely to detiorate rapidly. While the main emphasis of the RBV is on the selection of resources; the focus of dynamic capacity is on resource refurbishment and resource development.

Through dynamic capabilities an organization is able to reconfigure and use its existing assets and competencies in a way that it creates value to customers but cannot be emulated by competitors. Dynamic skills, according to Dangelico et al. (2017) enable firms to determine their projection and then assign resources successfully, either through the creation of new resources or through the existing ones. Unlike past strategy frameworks that were basically static, dynamic capacity advances that it is necessary for firms to alter assets and create new sets of skills as technologies and markets develop. The increase in talent raises top managers' capacity to address two important responsibilities. First, they must effectively evaluate change in their competitive environment, including competition, technical advancements, legislation and customers. Second, it is necessary to exploit these hazards and possibilities by reconfiguring both intangible and tangible assets and thus deal with new challenges.

These two basic capabilities are essential for the success of a business in the long run. Winners in the global market were companies that showed adaptive product innovation and agility as well as internal and external competencies emanating from management capabilities (Teece, 2016). In case a business does not have the expertise and resources but has these dynamic capabilities, it is able to develop a short-term competitive edge (Dangelico et al., 2017).

The aim of each strategy in the DC approach is to develop unique resources that will enable a company to create value that will provide it with an edge against its competitors. The DC approach focus on the need for firms to continuously develop unique capabilities in line with the changing business environment as a way of maintaining their competitive advantage (Teece, 2016). Innovation is thus central to maintaining a company competitive advantage. The

dynamic capacity as developed by Teece (2016) enables firms to restructure present functional capabilities and thus develop products that efficiently meet the growing needs of clients.

Pisano (2017) designs a framework that has two levels and is based on five dynamic capacities in context coordination and organisational integration: resource restructuring, environmental sensing, learning, coordinating activities and integrating interaction patterns. It is vital not only to distinguish between dynamic capabilities from (basic) organisational and functional capabilities but also to unlock the 'black box' and discern between dynamic capacity development and impact and efficiency. Apart from the skills on inventory of technology dynamic capacity building with organisational and functional capacities entails complex and interconnected self-supported systems. These instruments are formed by managers' decisions and actions in an existing organisation's framework, which can affect cognitive and social structures at various levels. Organisational skills, according to Pisano (2017) support knowledge-based innovation's core cognitive and social activities.

Dynamic capabilities theory is central in mapping the study objectives through the scanning of information, identification of opportunities and reconfiguration of functional capabilities. Scanning capabilities are crucial for the clearing and forwarding firms to scan for innovation information that can best contribute to their sustainable entrepreneurship. In identification of opportunities, entrepreneurial managerial support plays determine the selection of capabilities that can best contribute to sustainable entrepreneurship of clearing and forwarding firms (Dangelico et al., 2017). Reconfiguration of capabilities highlights the role of building the socio-cultural entrepreneurship, environmental entrepreneurship and organization routines and practices that effectively realize sustainable entrepreneurship. To date, dynamic capabilities has been the anchor theory of studies on sustainable development and entrepreneurship further demonstrating its ability to effectively predict sustainable entrepreneurship (Karman & Savanevičienė, 2021; Knoppen & Knight, 2022). Dynamic capabilities theory proved central in explaining the sustainable entrepreneurship components of clearing and forwarding companies in the study.

2.2.2 Hoselitz Socio-Cultural Theory

The social and cultural theory was developed by Hoselitz (1963). The theory holds that some individuals across all cultures or societies are creative and develop different outlooks in terms of undertaking social behavior. Developed cultural base, according to Hoselitz (1963) is the only source of entrepreneurial activity. for marginalized groups to become eligible for business,

they must become culturally developed. The proponent defines populations that are under presented as "pariah entrepreneurship." As such, it is assumed that entrepreurship in a given firm emanates from social groups that are marginalized. For this theory, the cultural development theory is ambiguous and hypothetically difficult. However, it is important to culture emerged from the idiosyncratic perspective of a dominant group in a community (Katialem et al., 2018).

The main premises of the Hoselitz's theory is that each individual has cultural and social power. Based on this approach, a company can be successfully developed through the formation of entrepreneurs. Hofstede (1993) state that these segments of society uphold economic and business growth. The theory by Hoselitz's is based on the notion that each person has cultural and social power. Entrepreneurs, therefore, can be established once a firm is developed successfully. The main emphasis of Hoselez is that people who are culturally marginalized belong to a civilization that is well-developed and are thus regarded as businesspeople (Keszey, 2020)

Based on the viewpoint outlined above Hoselitz forms the basis of the theory. Hoselitz noted the marginalised people have the potential to adapt to varied settings despite their dubious social and cultural position. During the adaptation phase, they innovate their social behaviour. The need for leadership and management skills: entrepreneurs have outstanding leadership and management skills to benefit from. Hoselitz emphasises that the management and management skills are crucial to the organisation because they assist the business to succeed and drive business people to lead. Entepreneurship, according to Khedhaouria et al. (2015) is a cultural product. The authors also demonstrates Hoselitz's notion that cultural variables regulate business supply is often linked to environment protection by business.

Social and cultural theory is suitable for this study, particularly because it supports the features of social enterprise. Notably, for a society to establish entrepreneurial activities, the existing cultural norms must act as enablers for different lifestyles and ensure that the process of socializing individuals is not fully uniform. In such an environment, the attitude of employers focus on creative integration and productivity. For entrepreneurialism to thrive, the culture of an organization must create room for decision making that is based on the best option. Such an environment will enable cultural groups that are marginalized to promote economic development and business entrepreneurship in a context that prioritizes adoption of innovation as a way to promote sustainable development (Knoppen & Knight, 2022).

The theory of Socio-cultural is mainly designed to explore the role of cultural marginal groups in the economic development of firms or nations. The theory emphasis that social entrepreneurship is based on social progress of firm and their cultural adaptiveness explain the role of socio-cultural entrepreneurship on clearing and forwarding sustainability. The theory also gives great importance to managerial ability and leadership quality as a key factor in sustainable entrepreneurship, an aspect of the study seen in managerial support. The importance of Hoseliz socio-cultural theory in sustainable entrepreneurship research is well documented (Katialem et al., 2018; Okonkwo et al., 2022) further highlighting its role in the current study. Hoseliz socio-cultural framework was useful in understanding how socio-cultural entrepreneurship impacts on sustainable entrepreneurship of clearing and forwarding firms.

2.2.3 Competitive Theory

Competitiveness theories were recognised by scientists and leaders in the late 1970s when the notion of competitiveness was underlined to obtain superior economic results on the changing world stage. However, the overall concept of competitiveness was recognised more by fresh scholar Michael Porter in the 1990s when he published his landmark book "Competitive advantage of nations." With this publication, the competition component has garnered prompt recognition worldwide. Competitiveness is, in this respect, considered prosperity or even suitable superior performance, based on the degree to which it is defined (Macias, 2016). The competitive advantage is acquired through developing or acquiring a collection of characteristics (or the performance of activities) that enable a corporation to outperform its competitors. Hence, the early theories on business were focused more on attempting to explain the business advantage leading to the early theories to be labelled advantage theories. (Lonial & Carter, 2015).

Marchet et al. (2014) notes that the absolute advantage idea has been extended to a comparative advantage where he states that while a country has no absolute advantage in any good, that country and others nonetheless profit from international commerce. Ricardo, however, did not adequately explain why comparative advantages differed between countries. The Swedish economist Eli Hecksher drew out in 1919 the theory of factor proportions (endowment), which his former student, Bertil Ohlin, elaborated in 1933 and was then called the H-O theory. Both suggested that the comparative advantage stems from different factors, a virtually self-evident hypothesis (Mthanti & Ojah, 2018).

Competitiveness theories offer advantages to enable a company gain from business opportunities. A company must distinguish itself if superior performance is attained (equivalent to a sustainable competitive advantage. Mureithi (2017) pointed out that the specialization of suppliers to fulfil fluctuations in purchaser demand is a vital part of the competitive advantage. Later, Newman et al. (2021) acknowledged that companies must seek unique features to distinguish themselves from the consumers' perspective of the competition. It was suggested that a difference in price decrease, selective advertising, product enhancement, and innovations might be accomplished. Although these concepts establish the foundation for enterprises to have a sustained competitive advantage, the intense nature of competitiveness now forces companies to be more entrepreneurial and imaginative in their strategy planning than simply cutting prices or upgrading existing products (Newth & Woods, 2014).

Innovation occurs in stages that include initial knowledge, attitude formation, a decision to adopt or reject, implementation, use, and confirmation. Ng (2022) proposed that innovation occurs through channels developed over time among members of an organization. Adoption of innovation is defined as "the process through which an individual or another decision-making unit passes on knowledge about an invention, develops an attitude toward it, makes a decision to embrace or reject it, implements the new concept, and confirms this decision". Implementing the appropriate innovation enables organisations to achieve better competency levels, increase performance, and assure the retention of their competitive edge (Onyango, 2016).

According to the theory, sustaining a competitive edge depend on the ability of firms to achieve competitive advantage through responsive innovation, adaptive innovation and flexible innovation. In the dynamic business environment, information innovation is considered an important tool for the sustainable advantage of clearing and forwarding firms. Hence the theory shed more light on the important place of information innovation and how it contributes to sustainable entrepreneurship. Extant review shows that the propensity of firm to innovate determines their sustainable entrepreneurship (Anning-Dorson, 2018; Arsawan et al., 2020). Therefore, this theory was helpful in locating the place of innovation information on the sustainable entrepreneurship of clearing and forwarding firms in Kenya.

2.2.4 Resource Based Theory

Barney created a resource-based theory in 1991. The idea shows that strategic resources are a golden chance for a business to establish a strategic competitive advantage over its competitors in its sector (Alvarez & Barney, 2017). In return, an organisation's competitive advantages ensure that a company benefits from its strong profits compared to its competitors. Strategic management, influenced by Porter's 1980s studies, explains a company's success in terms of industrial sector characteristics. From this point of view, companies in the same industrial sector with minimal distinctions have the same prospects only for a short time.

Nevertheless, it is noted that a company from the same industrial sector can be profitable for a long time. The company's success and profits are determined by external forces and internal elements. This idea is the source of the theory of resources. This new perspective acknowledges that every company is varied in its history and has various developed resources. Heterogeneous nature with long-term income can be maintained over a long time. Penrose finds the roots of the resource-based theory (1994). This author characterized the company as a shared productive resource providing numerous services to identify the company's growth opportunities (Bansal et al., 2019).

A company particularly well does a company's distinguishing expertise. Therefore, Andrews believes that competitive advantage depends on the interaction between environmental opportunities and the specific competencies of a company. The resource-based theory takes into account the internal components of a company. The company is seen as a link of resources and capacities not freely purchased and sold on the spot market. As these business-specific resources and competencies provide economic benefits that competing actions cannot completely reproduce, they can provide strong sources of competitive advantage (Vijay & Ramola, 2013).

Resource and capacity are two of this theory's core concepts. A resource implies anything that could be considered a company's strength or weakness (Hitt, Xu & Carnes, 2016). Resources are the input to the manufacturing process. Resources may be described as all input factors, tangible and incorporeal, human and non-human, owned or controlled by the company and involved in the manufacture of goods and services to meet human demands. The two resource categories are tangible and immaterial. The easiest to recognise and evaluate tangible resources. They are recorded in the company's balance statements and are assessed using

accounting criteria. It is harder to identify and evaluate immaterial resources. There is no clear definition of rights because they are not based on codified information (Cortes & Lee, 2021).

Capacity needs to be established except for resources. Joint resources are the ability to produce any work or activity. Grant constructed a resource and capacity hierarchy. Resources (first level) are pooled to provide (second level) capabilities to build a competitive advantage (third level). This view makes it possible to assess the company's capacity to develop a competitive advantage from resources or abilities and to preserve that competitive advantage over time (Chege & Wang, 2020).

Building on the RBV, Kozlenkova et al. (2014) propose a broader exploration of the lasting distinctions between companies and construct a general theory about competitive heterogeneity. The RBV appears to presume what it is trying to convey. This dilutes its power of explanation. For example, it can be claimed that the RBV defines, rather than assumes, that ongoing differences in performance originate from variations in resources and capabilities between companies. The difference is small, but it hinders the comprehension of the probable contribution of the resource-based view (Hitt et al., 2016). The lack of clarity about its fundamental premise and the absence of a distinct limit impede constructive discourse by the Resource Based View. Given the absence of specificity of theory, one can use the reasoning based on definition or hypothesis at any point. Again, resources are only one potential cause of variability in competitiveness. Competitive heterogeneity may be achieved for reasons other than sticky resources (or abilities) (Hitt et al., 2016). Competitive heterogeneity means lasting and systematic differences in performance between close competitors.

The internal features of RBV companies are used to explain the variability of companies in strategy and performance. A company is an ordered and distinct collection of factors known as resources and capacity and the notion of RBV refers to two linked benefits: resources and capacity. Resources are accumulated assets of a company, containing everything it may utilise to develop, produce and provide its products to the market. Resources are eligible for legal protection; companies can exercise property rights; function independently of the members of companies; and take action as a factor in the production process to transform input into needs-friendly output (Sedera et al., 2016).

Organisations have traditionally measured their success using financial measurements such as profitability and return on investment. Events have overcome these actions since organisations

are now seeking to master skills and competencies. Kaplan and Norton (1992) have developed the Balanced Scorecard (BSC), which gives managers quick and comprehensive insights into their organisation. The BSC covers financial and operational indicators on customer satisfaction, internal procedures and innovation and improvement initiatives of the firm. Organisations, therefore, track their financial success while at the same time tracking progress in capacity building and acquiring the resources necessary for future growth (Engelen et al., 2015).

Therefore, RGB tries to rigorously examine the insight that an organisation with valuable, rare, inimitable and well-organised resources in terms of intellectual capital and central competencies can operate superiorly. In essence, the resource-based concept is based on the idea that the effectiveness and efficiency of usable resources such as risk management skills, computerisation, crime management and a decentralized organisational structure the insurance business may draw up can assist decide its performance. Despite its critical analysis of how resources are essential to enhancing competitively in an organisation, it is a fundamental drawback that the theory is that the word "resources" is a common phrase used in many different ways within the common language of everyday life. This means that "resources," as regards "strategic resources," must be considered to distinguish them from other common resources such as cash and motor vehicles that are not deemed strategic for analysing an organisation.

The hypothesis relates to innovative information and support variables because an organisation with rare and valuable innovative information may generate more inventive products and services and compete at a higher level. Resource-based theory in this study claims that innovations strengthen the competitive edge of sustainable development through the accumulation and use of resources in ways difficult to replace or mimic. Due to the competitiveness of the clearing and forwarding sector, companies need to use the available resources to develop methods to business to gain market share (Hubbard, 2016).

The theory views sustainable entrepreneurship as an integral part of its framework. The theory provided understanding of how entrepreneurial actions herein viewed as socio-cultural and environmental entrepreneurship through combination of resources can lead to development of sustainable enterprises. The theory explained the role that bundle of resources from socio-cultural and environmental entrepreneurship differentiate sustainable enterprises from those that are not sustainable. Sustainable entrepreneurial opportunities as outputs of resource-based

theory have been documented in the research by Alvarez & Busenitz (2015) and Khanra et al.(2022). RBT is beneficial for understanding how clearing and forwarding firms are sustainable based on the socio-cultural and environment factors.

2.2.5 Schein's Theory of Organizational Culture

Edgar Schein suggested a concept of an organisational culture in which the fundamental assumptions shape values and the values that are evident in the culture. Organisations do not acquire culture in a single day and learn from prior experiences and begin to practice each day, thereby shaping workplace culture. Jardioui et al. (2019) posits three basic levels in organisational cultures: artefacts and conduct, spouses and assumptions.

According to Isensee et al. (2020), the fundamental assumptions are the basic level of corporate culture and the deep, unconscious beliefs that are shared with others and taken for granted. Any challenge to such preconceptions will lead to fear and defence. This theory was chosen to guide this research because it states that the fundamental assumptions, values and artefacts that underlie the organisational culture should be expressed to boost performance.

Edgar Schein proposed model of an organizational culture provides the framework through which the study explain how organization culture influences sustainable entrepreneurship. The importance of the theory has been supported in other studies. For example, Ferro-Soto, Macías-Quintana and Vázquez-Rodríguez (2018) in their study concludes that the values of organization is an important determinant of sustainable development. This supports the use of the theory in the study as it explains the influence of organization culture on sustainable entrepreneurship of clearing and forwarding firms.

2.2.6 Transaction Cost Economics

The theory of transaction costs provides a rationale for the existence of enterprises and the reason why the firms seek for resources from the external environment and simultaneously expand. The theory holds that organizations seek to reduce the resource exchange costs with the external environment and also try to minimize the bureaucratic exchange costs within the firm. Therefore, the theory measures the cost of performing activities and exchanging resources with environment (Yousuf, 2017).

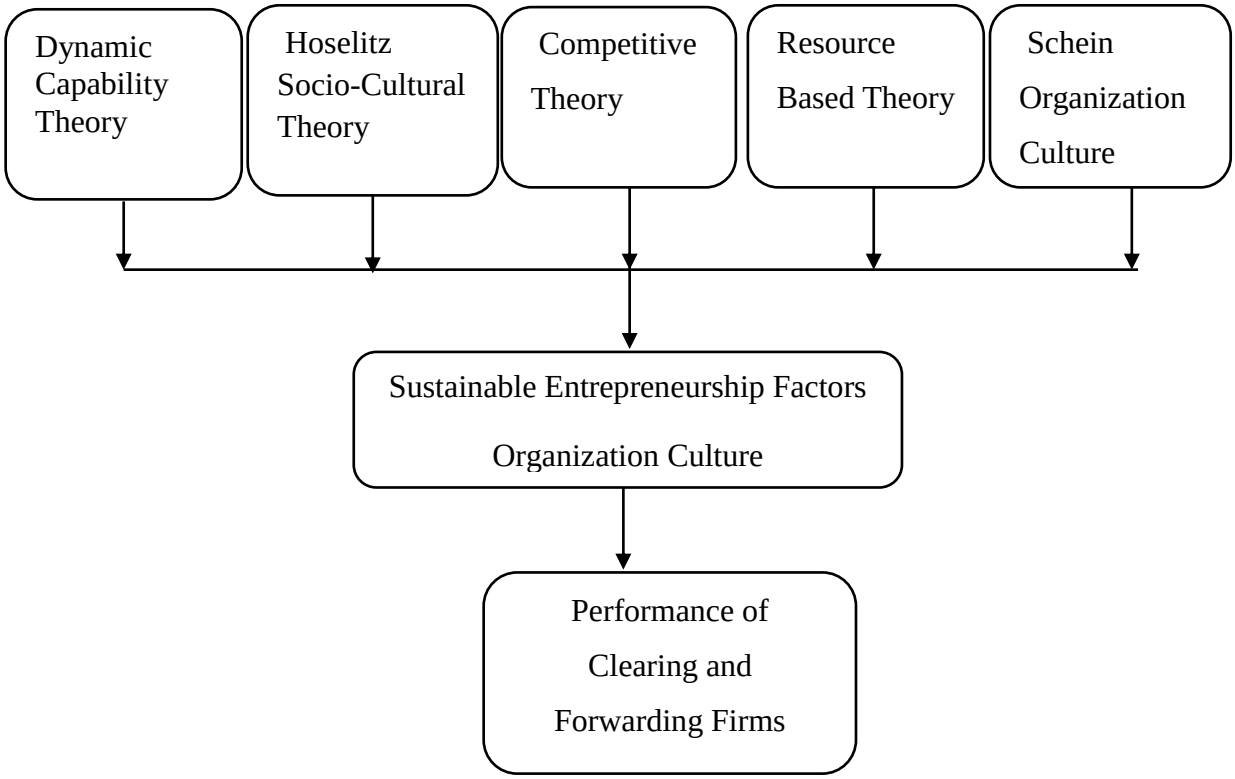
Based on the transaction cost theory markets and institutions offers ways through which costs of transactions are measured. In cases where internal costs of bureaucracy are less than the transaction costs from environment, an organization will realize success as they are better placed to operate at minimum costs. The contrary will happen in cases where transaction costs from environment outweigh the bureaucracy costs (Schmidt & Wagner, 2019).

The transaction costs emanating from bureaucracy and external environment are reflected in environmental risks, social risks and economic risks that are reflected in business risks. These risks increase the challenges for business to manage their transaction costs for their advantage to develop sustainable business. This implies that uncertainty in transaction costs may compel business to forfeit sustainable business practices (Um & Kim, 2019).

The transaction cost theory was useful to the study in explaining how environmental entrepreneurship through reduction in transaction cost helps in realizing sustainable entrepreneurship and enhancing CFFs' performance. The theory also helps to analyze how through innovation in information, clearing and forwarding entrepreneurs creates, or develops markets that support environmental sustainability by removing market inefficiencies through transaction costs. This theory therefore was in line with the sustainable entrepreneurship factors as contributors to the performance of clearing and forwarding firms.

Figure 2.1:

Theoretical Framework

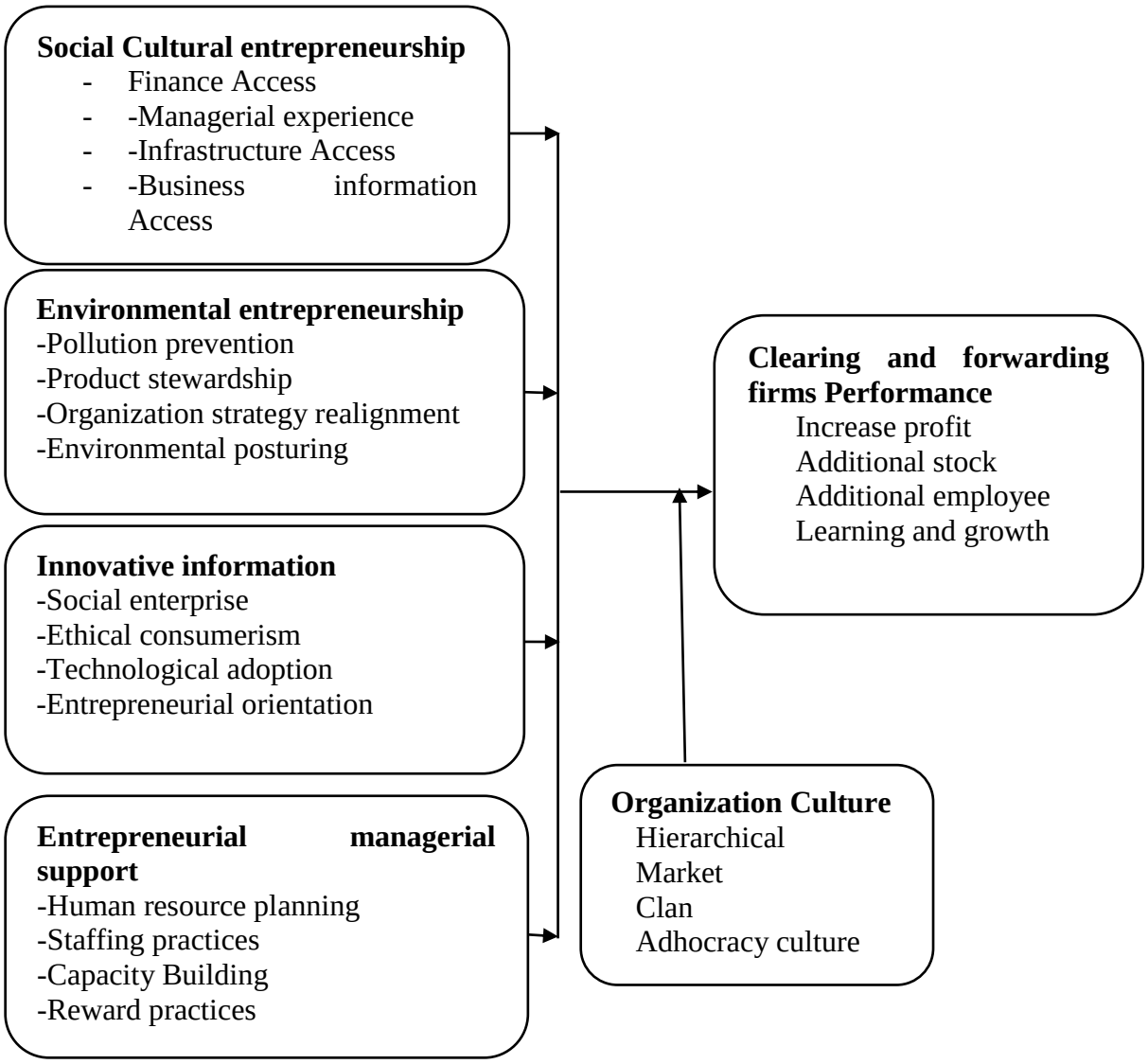


2.3 Conceptual Framework

A conceptual framework is a model that describes and illustrates the link between different factors. There are two types of variables in a conceptual framework: the dependent and independent variables. This study includes socio-cultural entrepreneurship, environmental entrepreneurship, innovative entrepreneurship, and entrepreneurial managerial support are the independent variables, while the dependent variable is the performance of clearing and forwarding companies in Kenya. Finally, organisation culture is moderating variable.

Figure 2.2

Conceptual Framework



Source: Author (2021)

2.4 Empirical Review

2.4.1 Social Cultural Entrepreneurship

Each entrepreneurship, according to Bygrave and Minniti (2017) has a social purpose; nonetheless, SE is different from conventional counterpart in the sense that focus on social value generation rather than maximizing profits (Bedi & Yadav 2019). Schramm (2010) states that it is not completely possible to separate entrepreneurial venture from the social benefits because commercial and social activities are intertwined at the continuum center. Social

enterprises combine the pursuit of public social goods and market-aligned tools and techniques for profit-centered organizations. Resultantly, social enterprises, function at the centre of meeting the needs of under privileged in the society (Mamabolo & Myres 2019). Generally, SE can be regarded as a unique activity that seeks to generate producer surplus through the reduction of negative externalities or the creation of positive externalities through the integration of the entrepreneurship principle and social constructs (Bansal et al., 2019).

Social entrepreneurship distinguishes itself from business entrepreneurship through its mission. For social entrepreneurs the mission always proceeds the monetary gains: creating impact through mission rather than wealth creation, therefore becomes the central criterion. Consequently, for social entrepreneurs, wealth is just the means of reaching the desired end. The creation of wealth, according to business entrepreneurs is just a means of measuring the creation of value (Dees 1998: 6). The most significant concerns for business entrepreneurs is to increase market growth and share; on the hand, the primary focus of social entrepreneurs is solving a noteworthy social problem/issue. The interests of social entrepreneurs, therefore, prioritizes transformation rather than monitization. Through social entrepreneurship, citizens are able to transform or build institutions that can be used to develop solutions to social issues like environmental destruction, poverty, human rights abuse, illness and corruption and thus improve life for the majority (Birnkraut, 2018).

Social entrepreneurship plays an important role in peoples' wellbeing. It combines the resourcefulness of conventional entrepreneurs with a mission to change society. The social entrepreneurs isolate a particular social issue as the primary agenda of their activity. As such entrepreneurial strategies are applied to their operations and provide a sustainable remedy to the identified social issue. Generally, these companies are institutionalized and have all the characteristics of a business organization. The organizations are commercially viable and have been witnessed worldwide (Bedi & Yadav, 2019).

Social mission or enterprises is one of the most important aspects of sociocultural entrepreneurship. Companies as well as individuals are expected to demonstrate a social commitment to the needs of the society. These types of social organizations are highly motivated to complete their tasks; thus, they cannot be distracted from fulfilling their social mission by market forces. Social mission is also positive predictor for sustainable enterprise development, and our outcomes are in harmony with the findings of previous studies (Muscat & Whitty, 2009). In addition, a cross-sectional quantitative study that was conducted in the

recent past investigated the how sustainable enterprise development is affected by social mission and established that sustainable enterprise development is positively influenced by social mission.

Sustainable social development is strongly influenced by social mission and outcomes are commented, (Javed et al., 2019), which showed that social enterprises help social entrepreneurs in dealing with social and economic issues. In the meantime, we discovered that sustainable enterprise development is positively influenced by social innovation. In fact, the dynamic component of social entrepreneurship is social innovation.

Social innovation is key component to the measurement and development of economic sustainability. Social innovation encompasses both social and profit mission of a compny while also paying attention to addressing environmental challenges (Melville, 2010). This outcome is in line with existing findings (Aksoy et al., 2019; Dawson & Daniel, 2010). Moreover, our findings indicate that sustainable enterprise development is positively affected by social network and the outcomes are in line with Littlewood and Holt (2018) and Dempsey et al. (2011) who outlined that social entrepreneurship must incorporate social network so as to attain a competitive advantage. (Jiatong & Murad, 2021).

Social Entrepreneurship initially undertook a study in the 1990s (Galaskiewicz, 2013; Waddock & Post, 2014). Since then, authors have continued to strive to establish a precise description and comprehension. As with ecopreneurship, social enterprise has garnered more attention in academic journals and other media (Newth & Woods, 2014). There are four primary reasons social enterprise has emerged in society and thereby raised public awareness: movements on corporate social responsibility, global wealth gap, state, institutional and market failures, shared accountability and technical advancements.

Furthermore, this can be explained by the fact that between 1987 and 1997, the number of non-profit organizations in America increased by 31% to 1,2 million, accounting for almost 26% of new corporate construction (Castano et al., 2015). These data are accurate for the American and Australian market. Opportunity International Australia developed a report in 2012 showing that social entrepreneurship has doubled in Australia as compared to USA. The doubled of social enterprises is a reflection of the company attitude towards social innovation and the legal framework of states compelling firms to pursues social mission.

Leadbetter (2013) concluded that the primary purpose of social entrepreneurship is not generation of profit and that the profits emanating from market operations should be used to support a specific disadvantaged business. According to Anggadwita et al. (2017), 'although economic value generation is necessary, financial sustainability and longevity are more critical to ensure.' Numerous formulations reflect the recognition that profit is as important as the social mission of a company. Business schools have accomplished this by balancing the social (people) and economic (profit) returns on investment (Anggadwita et al., 2017). The double bottom line is unmistakably related to the TBL. On the other hand, social entrepreneurship is more critical than balancing profit and social aims.

According to Dees (2014), social entrepreneurs "act as change agents in the social sector by adopting a mission to create and sustain social value (not just private value), identifying and relentlessly pursuing new opportunities to serve that mission, engaging in the process of continuous innovation, adaptation, and learning, and acting boldly without regard for current resources." The focus of Dees (2014) is therefore on social value, without the available resources being restricted. In his subsequent work though, Dees (2014) revised his understanding of social enterprise to "one that stresses creativity and effect rather than income when addressing social challenges." Dees' understanding of social enterprise has evolved along the lines of "conventional" entrepreneurship, which includes the potential to create new opportunities. The contractor continually seeks change, answers and exploits it (Dees, 2014).

Moving along entrepreneurial lines, Dees (2014) emphasizes innovation and effect in his understanding of social entrepreneurship, meaning that social enterprise aims to provide a new, innovative technology or strategy designed to achieve social impacts. This notion is congruent with Schumpeter's ideas about entrepreneurship related to social innovation (Leadbetter, 2013). Therefore, in the literature on entrepreneurship and ecopreneurship, the focus is predominantly on innovation. For the same reason, its significance has also been discovered in the literature on social enterprise. Other authors made the same idea (Mort et al., 2012; Spigel, 2017). In his important work on Social Entrepreneurship in Bornstein (2014), the author suggested that social innovation is an important aspect of modern business environment that cannot be ignored by corporation anymore.

Spigel (2017), as a motivator for Social Entrepreneurs, is committed to 'changing the world.' This is also an accurate concept for Ecopreneurs. While establishing a relationship with a non-profit organisation is simple, the term "social entrepreneurship" should not be limited to this

group. For example, Jiao (2011) demonstrates that social enterprises handle diverse societal demands and are not restricted to traditionally non-profit groups. Social entrepreneurs operate in various organisations, large and small, new and established, religious and secular, non-profit and hybrid (Spigel, 2017). As a result, social enterprise is not defined legally, as it can take on various forms and be managed in various ways.

The information available to business has been identified as important factors in the success of business. Access to information provided by the government and other business stakeholder helps business plan their operations with the sole purpose of achieving sustainable growth and development. The lack of access to information among African businesses is linked to low investment in ICT technology and support systems (Lober, 2018). However, access to information has not received the same level of attention as other hurdles to SME expansion, such as access to money, markets, technology, or training.

Over the years, the development of different information and communication technologies has significantly expanded commercial information services. In advanced countries, read access to relevant business information to SMEs has been made possible by the well-established ICT system. ICT infrastructure and IT gear and software costs are a concern in developing economies. This has created a slew of issues for small and medium-sized firms in the commercial information services sector. To address the multiple challenges confronting the small business sector, governments and service providers must also ascertain the existing use of ICTs is targeted for the business that needs information for their development (Lee & Chung, 2020).

Access to credit/financing is almost universally cited as a significant challenge for small and medium-sized businesses. Credit constraints operate in numerous ways in Kenya, where underdeveloped capital markets force business people to rely on self-financing or borrowing from friends or family, which are insufficient to allow SMEs to operate optimally. Small firms' inability to obtain long-term credit forces them to rely on high-cost short-term borrowing. Small firms face numerous financial challenges. They include hefty credit prices, bank charges, and other fees (Iwara et al., 2019).

Kenya's situation, particularly during the 2008 peak season, demonstrates the desire for loans among ordinary and low-income entrepreneurs. Numerous money lenders have sprung up in support of Pyramid schemes, promising "little investors" the opportunity to achieve financial

independence through soft borrowing. The primary reason that many entrepreneurs utilise these programs is to locate alternate and soft funding at cheap interest rates while still earning a profit. Financial constraints continue to be a major challenge for SMEs in Kenya (Igielski, 2022)

Literature focusing on managerial ability states that corporate decision making has various facets that facilitate firm value enhancement. Besides enabling organizations to obtain greater premiums during IPOs, it also helps the companies in improving market and operating performance. Ting et al. (2021) also highlight the avenues that quality and reputed managers use to increase the value of firms. In particular, organizations that have quality management increase value by paying lower dividends, relying on low leverage and lowering their information asymmetry. According to Ting et al. (2021), quality managers can obtain funds through internal and external sources and thus generate substantial investments in higher positive NPV projects.

Additionally, Simamora (2021) states that able managers are more informed in terms of product demand and business operations. The judgement of such managers is also better in terms of technological advancements and prevailing trends in the industry. The managers equally enhance the quality of earnings through the development of efficient internal controls to observe the financial reporting. Besides, the able managers broadcast quality information and relay better signals by providing accurate predictions and rarely fabricate financial reports. Literate also points out that quality managers make investments that are more efficient they are high risk takers, more innovative and invest R&D intensive projects.

Capable managers enhance quality disclosure and thus mitigate asymmetries of information, which in turn enable them to obtain low-cost loans from banks to fund their investments. Consequently, organizations with superior managerial ability have comparative advantage in the identification, allocation and use of their resources for sustainability. The concept of managerial ability is important for firms aiming to become high growth firms as well as small and medium enterprises aiming to become corporates. These opinions concur with the RBV, which states that essential resources play a significant role in attaining sustainable operating profitability (Huang et al., 2022).

From the RBV perspective, quality managers are considered as intangible assets due to their knowledge on the business environment and how to take advantage of existing opportunities

for the success of firms. Their prowess in communication enables them to develop the market participants' trust by displaying positive features of the future stable revenue of an organization at a minimum level of manageable risks. Resultantly, firms aim for improvement in the competencies of top management team as a strategy to improve the market performance of firms (Ting et al., 2021)

Managerial quality is essential in establishing, developing and attaining organization success, which is measured by investment decisions, productivity and compensation as well as the overall performance of the organization. Extant literature highlights specific traits of managers including skills, talent and ability affect aspects of company's performance like accounting, finance and managerial practice and research. Naheed, et al. (2021) points out that managers who are more abled focus on innovative actions and take initiatives to capitalize on the resources of a firm for long-term financial stability. Furthermore, the competencies and personality traits of a manager drive the optimal utilization of resources. Managers with high ability are also receptive to taking risks, which is linked with increase in an organization's value According to Sedyastuti, et al. (2021), able managers have a better understanding of the operating environment of their firm, enabling them to make more informed investment decisions and enhance the performance of their firms.

The main focus of managerial abilities is the creation and change of operational capabilities. Such abilities rely on the processes and evolutionary paths of a firm and are learning-based. High-ability managers can also accrue reputational capital, inspire the trust of stakeholders and relay positive signs on an organization's quality to investors. This positively impacts the performance of a firm and minimizes information asymmetry. High-ability managers also concentrate on increasing productivity and innovation, while low-ability managers make decisions that are ineffective. High managerial capability prompts scanning the environment of an organization to identify opportunities, competitive advantages and threats (Gan, 2019).

High-ability CEOs facilitate increased investment, making their organizations less susceptible to financial restraints during a crisis. Phan (2021) link managerial ability with effective monitoring structures that enhance firm value and the quality of earnings. Aljuhmani et al. (2021) established that the greater a manager's strategic ability, the more they prioritize opportunities, thus enhancing the innovativeness of a firm. High managerial abilities facilitate enable organizations to increase their value by creating opportunities for raising funds. However, firms with such managers raise funds through the consistent creation of cash flow

through their operations. Therefore, good management abilities act as a sign for high organization value and operation consistency. Organizations with high managerial abilities are able to make good decisions that result in effective performance of companies, as shown in financial reports. Resultantly, the efficient and effective performance of firms is determined by managerial abilities (Rahman & Chen, 2022).

A strong relationship exists between access to funds and SMEs performance. Lack of capital and credit is major stumbling block on the SMEs development, especially because hinders them from accessing emerging technologies that would make them more competitive and productive. Financial access assists SMEs in various areas including financial management, accounting and entrepreneurship that adheres to the best practices and/or national accounting requirements, which in turn enhances the SMEs performance. Small business owners and entrepreneurs often rely on access to funds to expand or establish their entrepreneurial ventures (Abbasi et al., 2021).

Businesses that focus on this approach to obtain funds, which is commonly known as debt financing, must be aware of all the components of such loan arrangements, including interests. Access to finance is associated with profit motive and operating expenses, which greatly determine the financial performance of firms. These studies also indicate that access to finance is determine by various factors including a country's inflation rate, which affects small scale enterprises' performance. The impact is measured based on level of output, revenue and employment in conjunction with how the borrowed funds are utilized (Khan et al., 2021).

Lüdeke-Freund (2020) states accessing funds is not a major issue; the problem is investing the borrowed funds in high-rate return ventures. However, to make such investments, the borrowers must access sizeable capital and thus increase their investment levels so as to enjoy scale economies. Luo and Cheng (2022) confirmed these findings by stating that loan repayment period and loan size are the main factors that influence loan performance. Notably, organizations are to have a higher liquid flow and attain high profit levels once they obtain sizeable funds through loans with a longer repayment period.

On the contrary, Sibanda et al. (2018) states that regimes that are charge high interests' rates and require repayments of loans within short durations weaken small scale enterprises' financial performance through increased non-performing assets and increased probability of default that affect their liquidity. Such a regime also the long-term financial solvency of

businesses in the private sector and particularly the small-scale local enterprises. Moreover, because of compounding, interest rates that rise continuously increase the repayment obligation of loans over time and constraints the operations of small-scale businesses. Besides affecting businesses in the private sector by increasing operation costs, the small loans available to small scale enterprises at high interest rates also impact production performance, which in turn negatively affects the profitability and liquidity of the businesses.

Conversely, Wagner (2019) argues that instead of making credit expensive, high interest rates create commitment in terms of using loans in a creative way so as to repay. In turn, the commitment improves the organizations' financial performance. This notion is supported by empirical literature as pointed out by Fataki (2021) who states that the subsidized loans in prompted borrowers in South Africa to engage in activities that are less productive, which in turn negatively affected the financial performance of their enterprises. The presence of this divergent views in extant literature will be the foundation of this research so as to highlight the existing situation.

As a key driver of sustainable entrepreneurship, finance is regarded as paramount. In 2019, South Africa enabled businesspeople to access funds through the introduction of the Small Business Innovation Fund (SBIF) to other existing financial kitties (Fataki, 2021). Alharbi et al. (2022) conducted a study in Saudi Arabia on the association between financial literacy and finance accessibility and confirmed the two variables have a positive relationship. The success of an enterprise's operation is determined by availability of funds. In fact, the authors argued that enterprise and finance are synonymous. While dealing with the issue of when, how and where to obtain optimal funds for a business operation, it was further argued that inadequate finance in an enterprise's operation could lead to insolvency, insufficient working capital, debt accumulation as well as failing to honor financial onuses of an organization. Besides affecting an enterprise's credit ratings, all these issues linked with finance may lead to employee turnover and ultimate closure of an organization. Finance, therefore, plays a critical role in facilitating the success of any organization. Essentially, the ease of financial success a critical drive of the existence and success of SMEs (Fombang & Adjasi, 2018). This is sufficient justification for the current study.

Examining entrepreneurship from the social phenomenon perspective enables scholars to draw from the well-established literature on social networks and social capital. Social capital refers to the virtual and tangible resources that enable players to achieve objectives and that

accumulate to them through social structure. Because of the suggestion that relationship networks constitute a valuable resource, most of the social capital theory insights relative to entrepreneurship are available in the literature on social network. Generally, social networks is a group of players (organizations or individuals) who are interconnected. They are the associations that enable actors to receive opportunities for using human and financial capital-associations where ownership does not belong to a single individual, but is mutually held among the network members. Social networks also refer to a group of relationships that can define a communities' perception, whether in the general term or as a business community (Kadam et al., 2019).

Naturally, societies have distinct physical environment endowments; therefore, it is necessary for society members to become successful by embracing behavior patterns that are environmentally relevant. These behavior patterns create distinct cultural values in various societies, some of which influence new venture creation decisions. Culture, therefore, distinct from social, economic, political and technological contexts, has an impact on entrepreneurship and economic behavior. The main challenge of evaluating the effect of culture in the context of entrepreneurship is the lack of a commonly understood and precise definition of culture (Iwara et al., 2019).

Cultural values refer to the collective mental programming that differentiates the members of one given human group from others and their corresponding reactions to the environments. Numerous studies have emphasized the impact of cultural factors on entrepreneurial activities using different dimensions. Kadam et al. (2019)), for instance, conducted a literature review associating culture and entrepreneurship to three research streams. The first stream examines how national culture affects the aggregate entrepreneurship measures like creation of new ventures or national innovative output. The second one focuses on the relationship between national culture and the individual entrepreneur's qualities. The third stream explores how national culture affects corporate entrepreneurship performance. Resultantly, when a business is created in a particular cultural environment, that venture mirrors the characteristics of that particular cultural environment, for instance, strategic growth and orientation expectations for the enterprise (EbabuEngidaw, 2021).

According to Kimuli et al. (2021), funding is one of the biggest hurdles to small business growth. This is worsened in developing nations by the absence of financial markets. Small business entrepreneurs cannot readily obtain capital to develop their operations; they frequently encounter collateral issues, feasibility studies, and unexplained bank fees. As a result, they cannot obtain the funds necessary to expand. Ngobo (2014) conducts a comprehensive financial study on small business growth constraints, including "collateral, interest rates, additional bank charges, inability to examine financial offers, and a lack of financial management skills". Existing financial markets are subjected to further restrictions. There are no financial instruments and no market-based funding sources available.

According to a study by Knoppen and Knight (2022), three elements impacting entrepreneurship influence the influences of entrepreneurship, including "background factors such as working capital and genetic characteristics affecting motivation, skills, and knowledge". According to research from around the world, women and men differ on several of the above criteria. While many countries face several of these financial challenges, Kenya faces several of them more acutely (Barrett & Weinstein, 2015).

Women's financial inclusion is critical. Access to capital is one of the female entrepreneurs' most significant barriers, particularly when starting a business. Women as compared to men face challenges in access finances due to reason relating to lack of collateral and unfavourable attitudes toward women entrepreneurs by loan officers. Women in Kenya receive less than 10% of commercial finance, often invisible to official financial institutions. When women have access to finance, it is frequently limited, regardless of whether it suits their requirements (Lee, & Chung, 2020).

According to Lehtimäki et al. (2021), selecting a source of money is not easy. Several sources include the following: MSEs are attributed to suppliers for more than 80% of all businesses, enabling them to obtain twice the amount of short-term loans as banks, provided they have adequate cash or financial management and so act as financial intermediates. Companies make late payments to extract additional credit for an unlawful overdraft from suppliers as commercial credit equipment.

Most people who start SMEs are ordinary people with a lack of education. They may not be adequately suited to perform company management procedures (North & Kumta, 2018). The owner/manager and the company have management skills. Bennet (2015) describes

management in relation to the deployment, organisational structure, human, and financial resources. Haimann (2013) looks at management as a process of directing and inspiring people to complete tasks with and through them.

A study on the failure of small businesses by Lumpkin and Dess (2018) points out that entrepreneurs typically have strong ideas and are skilled but do not have an indication of running a firm and do not appreciate the business principles. Professional experience was recognised as a key factor affecting various facets of business enterprises. Experience covers numerous aspects and a wealth of experience has proved a significant driver of company performance, as the number of past positions is favourably linked to new company performance (Mazzei et al., 2017).

Sabharwal (2014) revealed a positive link between education and the success of small businesses. The likelihood of failure was also connected with the work experience of the owner/manager before start-up and education. Human capital is the key agent for the performance of SMEs. Recruitment of skilled staff is crucial for sustained human capital development in all organisations. Human capacity has become a vital competitive index in business in that developing such capacities through training is a major priority in formulating corporate strategic plans (Sabharwal, 2014).

Harper (2012) notes that the poor growth of many companies of all sizes suggests a more substantial restriction on economic development due to the scarcity of skilled managers. As the company grows, managers need to plan, organize and control the activities of the company more. The owner who is likely to be the manager of the small firm cannot be trained, skilled and experienced to manage its operations successfully and therefore affect its business performance. The scarcity of management skills amongst business owners is determined by the social cultural standards. Business operations are thus affected by the contextual factors that determine the level of human resource skills from which companies can tap into for growth.

Masadeh et al. (2014) argue that a project's success requires achieving objectives on time and within budgets. As a result, many projects are completed on time and within the budget but fail to meet the long-term expectations of end users and sponsors. A Project Manager must interact with several project divisions to anticipate lead times to satisfy the needs of the critical chain. Reiss (2013) believes that a project is a human activity with a clear target against a schedule and project management involves a combination of people management and change

management. Masadeh et al. (2014) also suggested that project management will transform vision into reality. Sabharwal (2014) observed that it is important for the team to function effectively and efficiently to accomplish its vital success criteria in a project. Such elements require daily attention, operate throughout the project life, and are restricted to the number of areas that would ensure successful project completion if fully handled.

Low investments and poor performance of small and micro-enterprises are major reasons for the lack of physical infrastructure. The strategy document for economic recovery (2014) listed bad infrastructure as a major problem limiting viable business in Kenya. The problem of infrastructure relates to the poor road conditions and existing supporting road network and facilities. In most urban and rural locations, another barrier to the growth and development of business relates to limited availability of land that can be used to provide support services to SMEs (Rosario et al., 2022).

Nthuni et al. (2018) emphasises the importance of networks as efficient tools for network economies. Infrastructure and related services help to establish, feed and sustain industrial clusters, decrease costs, and boost competitiveness. A space planning strategy optimises land usage by balancing competing needs within the context of sustainable development. It evolves into a continuous, sustainable process in which a diverse set of stakeholders manages changes to promote sustainable development. This underscores the critical nature of industrial development initiatives, particularly in rural areas (Otache & Mahmood, 2015).

As Negrutiu et al. (2020) noted, culture impacts many facets of a business, including management, leadership, decision-making, and the process of sustainable entrepreneurship. Additionally, Newman et al. (2021) discovered that societal norms influenced entrepreneurs that engaged in sustainable behaviour. Additionally, individuals' decision to start a sustainable firm was influenced by social pressures from their spouses or other industry players (Newth & Woods, 2014). However, cultural issues continue to receive scant attention and discussion in the literature. Specifically, the discussion of cultural variables' role in sustainable entrepreneurship development continues to be limited.

2.4.2 Environmental Entrepreneurship

Varennikova states that environmental entrepreneurship ought to be include included in proactive economic activities that consider environmental restrictions and requirements, whose objective is to reduce (avoid) the negative effects on the environment and improve the

performance of the environment to maximize profits. The criteria for categorizing entrepreneurs as environmentally focused is to facilitate the introduction management systems of the environment into their economic activities. Besides the rise of noteworthy environmental innovations, environmental sustainability also focuses on the utility of these innovation on sustainable development (Varennikova, 2011). Anisimov and Matytsin (2022) conducted a study that distinguishes three environmental entrepreneurship development areas. The first part contains environmental work performance and the provision of environmental services. The second section contains research activities that seek to enhance environemntal performance of organizations while the third segment is on ensuring that enterprise strictly follow the environmental interests outlined in environmental requirements.

Sarango -Lalangui et al. (2018) and Mohsin et al. (2019) propose that environmental entrepreneurship deals with environmental and social problems; more importantly, Piwowar-Sulej et al. (2021) state that the environment entrepreneurship consists of factors or situation that when embraced can result to the wellbeing of both society and company in the long run.

Sun et al. (2020) substantiates this position by explaining that these external factors provide risks, prospects and information that impacts all businesspeople withing that environment, irrespective of their business concept or personal history. Wei et al. (2022), however, identifies several external factors including markets, socioeconomic, economic, institutional, political, cultural, productive, technological infrastructure, legal as well as other physical factors within that particular environment. Nonetheless, Anisimov and Matytsin (2022) state that it is not easy to deal with these environmental factors and the realization of ES depends largely on the capacity of SMEs and capability of the management team. These two factors determine greatly the success of SMEs in contributing to achievement of SDGs (Sullivan et al., 2018; Sundin et al., 2015; UNCTAD 2017; Urbaniec 2017).

Soleyman et al. (2020) conducted one of the most recent reviews in Iran where three main indicators of sustainable development were identified: rural dwellers, economic interest and the environment. Soleyman et al. (2020) relied on the Delphi technique sensitized business managers and politicians on the necessity of stabilizing the indicators particularly for agricultural famers in the rural parts of Iran. Greco and De Jong (2017) states that "environmental and social challenges are some of the primary targets of enterprises towards a successful sustainable entrepreneurship". Arguments have also emerged in the context of the role of Industrial Ecology (IE) to entrepreneurship sustainability. Here, the environmantal

entrepreneurship principles act as breakthrough mechanisms or as methodologies for supporting and aiding the delivery of sustainable business activities (Sullivan et al., 2018). According to Sundin et al. (2015), "environmental factor is the main component of sustainable entrepreneurship as outlined in research that a set of driving indicators to the success of entrepreneurial activities". The negative environmental impacts are an unavoidable repercussion of resource and product innovation (Sullivan et al., 2018).

An analysis on the impact of the environment as component that affects enterpreneurship sustainability was conducted by Moya-Clemente (2020). The findings of this research highlight the existence of positive relationship between the two variables. The research "which relied on the partial least square approach on data collected for fifty (50) countries also reported that countries with high investment in consolidating economic and environmental drivers have greater and durable sustainable entrepreneurship rates". Moreover, issues that are bother to clean water, climate, energy and deforestations were classified in the research as environmental factor components (Moya-Clemente et al., 2020).

A study was conducted by Dos Santos et al. (2013) evaluating how the three main indicators of sustainability: economic, environmental and social, were used by Woolworths in South Africa. The findings show that the three indicators play a significant duty in the sustainability of the retailer's operations. The research, which summed up the success factors of sustainable business into three further identified six ecological issues. Sun et al. (2020) emphasized the necessity of minimizing the impact of environmental pollution in a research on the combined effects of environmental entrepreneurship and environmental pollution The need to reduce the effect of environmental pollution was emphasized by Sun et al. (2020) in a study on the combined impacts of environmental entrepreneurship and pollution on business environment in 35 countries selected from the sub-Saharan region. Environmental entrepreneurship and pollution and evaluated as two leading factors for entrepreneurship sustainability success in the region. The study classified these nations into middle and low income -income through the PMG estimator of the ARDL to further allude to the Kuznets curve support for the aggregated SSA panel.

The environmental sustainability orientation of a firm takes into account the organisation's strategy and demonstrates its awareness, engagement and commitment to environmental and sustainable development challenges, actions and programmes (Shirokova et al., 2016). The philosophy of doing business in an environmentally sustainable manner is examined.

Environmental sustainability A SME goes considerably deeper into the level at which environmental issues are integrated into their culture, decision making, strategy and business operations, and its engagement with stakeholders beyond environmental practices (Eesley et al., 2014). ESO is a multidimensional structure that considers SMEs' knowledge, practice and commitment to environmental sustainability.

In a study by Sine and Lee (2017), the problem of green entrepreneurship triggers was addressed while the rise of the wind energy sector was empirically explored. They find that the presence of large social movements – assumed to be present when there are a large number of members in environmental movements – has a major positive impact on nascent green entrepreneurship because they propagate distinctive norms, values and regulatory structures leading to the former. Sine and Lee (2016) also discover that this effect is mediated by a favourable regulatory policy approximating the number of regulatory policies issued by a state to promote renewable energies and energy conservation. It seems, then, that research from the renewable energy sector may provide, first of all, interesting insights into hurdles and triggers to green enterprise, but they are not yet able to give policymakers a deeper grasp of the topic. However, Linnanen makes an interesting theoretical contribution to impediments to green entrepreneurship (2012). In particular, it promotes a fundamental foundation for impediments to the green enterprise. Linnanen (2012) believes that all green companies must address three types of barriers so that organisations can successfully introduce green product offers. Interestingly, he states that the obstacles to other entrepreneurship are different.

In Zahra (2017), business angels play a crucial role in funding green ventures as they may match environmental and social views and so have a "double dividend" understanding (Randjelovic et al., 2014). Finally, the final hurdle Zahra (2017) noted is the ethical justification of green businesses for their existence. He discusses how many green entrepreneurs stand out for their ideals, i.e. their stated concern for the environment and their ethical rationale. Linnanen (2014) says that high ethical standards have undoubtedly positive effects but can also complicate business transactions such as hiring and firing processes or capital attraction since investors usually define the venture's financial returns on success, whereas the green business owner can apply multidimensional success criteria.

Linnanen (2014) gives case examples to support his thinking, although his insights come from a much larger sample of situations. Zahra, in particular (2017), gathered more than ten years of valuable expertise in green business by working at the major Finnish energy and environmental

management consultancy before moving to academia in 2000. The study uses experience to create a framework for green entrepreneurship. Therefore, the results may be broader than the conclusions of other qualitative case studies with a limited scope, but they lack the quality of empirical data. Moreover, the obstacles outlined by Zahra (2017) are quite wide, and the question remains of how scholars may approximate them in an empirical study designed to assess their validity without any response.

Nearly every industrialised country regulates toxic waste and emissions nowadays. Pollution control is a typical procedure undertaken by companies to abide by the law" (Zahra, 2017). Organisations using a non-compliant strategy choose whether they are detected in breach of the law or escape sanctions. If environmental laws are violated, the penalty's degree depends on the environmental violation's severity (Berry & Rondinelli, 2013). The link between environmental rules and environmental performance is more varied and complex for compliant and proactive firms.

In a continuum, Aragon-Correa and Sharma (2013) talked about the two techniques that are reactive to proactive. Strategies for this continuum could range from minimal compliance to sustainable movement. Each item in the continuum reflects various investments, strategies and ways of view (Zahra, 2017). The resources and capacity to implement a company's environmental policy vary dramatically (Dollinger, 2016). This exercise is significant in the current business landscape, where most organisations are involved in environmental management (Sharma & Henriques, 2015). The impacts of compliance with environmental regulations and improvements to environmental performance were discussed in the existing literature. The financial effects of compliance and compliance on organisations form the basis of these discussions. On the one hand, the discussion argues that compliance with environmental laws and environmental performance improvements affect the profitability and competitiveness of firms (Dollinger, 2016).

In many circumstances, this can eliminate the usual pollution-control expenditures and lead to total savings throughout the value chain. If a new resource is exploited to take advantage of its internal pollution reduction processes and increase operating and fuel efficiency, these benefits will be easier to see (Calia et al., 2019). This practice is common in organisations that do not pursue a pollution management strategy. The prevention strategy is also likely to be causally ambiguous, as they typically need changes to the rest of the value chain and vertical linkages that make it harder for competitors to copy a process that can provide the business with a

durable competitive advantage (Calia et al., 2019). For instance, Dow Chemical estimates that end-of-pipe solutions will lose 16% of every dollar invested. Instead, efforts aimed at pollution control have saved 60 per cent over 10 years (Buzzelli, 2014). However, when environmental performance in businesses improves, additional reductions in emissions become more challenging and may involve substantial processes or product changes (Lober, 2018). Pollution prevention also frequently generates unanticipated innovation compensation (process improvements leading to further savings), whereas pollution control often leads to unforeseen expenditures (Lober, 2018).

Other product stewardship measures include abandoning environmental-hazardous companies, restructuring products and their value chain to minimise environmental liabilities and producing new products with lower lifespan costs. Although the innovative design of environmental products may not immediately produce substantial commercial advantages, environmental product innovation could provide a sustainable competitive edge to organisations (Kanayo et al., 2021). In particular, competitive (first-mover benefits) preemption can be obtained by new product innovation in gradual areas such as environmental product engineering. In particular, first moving advantages can be achieved by obtaining preferred or exclusive access to valuable and rare resources such as raw materials, sites, production capacity and the disadvantageous customer basis, as well as by laying down rules, regulations or standards that are unique to that organisation's capabilities (Lober, 2018). For example, to prevent the German government from proposing a policy revision rule, BMW designed a design for its automobiles that allowed them to disassemble and recycle their components. This approach also called for a decommissioning infrastructure that links a substantial part of the existing German recycling infrastructure. Competitors, therefore, had to rely on smaller, costlier organisations or construct their infrastructure to achieve the same objectives that now form part of the government's regulation. BMW also benefited from being the first man in a major environmental programme, gaining a huge market reputation (Hervani et al., 2015).

Menguc and Ozanne (2014) were understated by suggesting that this is sure to bring new issues for business if future customer needs are to be met. Menguc and Ozanne (2012) looked at their perspective for businesses; given the grave environmental warnings they made, one of the challenges facing public opinion environmentalists is their often overblown future projections, which fortunately have not come to fruition. These failures do not mean that contemporary

environmental alerts are not substantiated. However, the public has become dubious about many of its claims with the serious rhetoric accompanying environmental warnings and the impending doom that follows them (Lauer, 2013). However, the environment is at risk, and corporations can take measures to limit their environmental impact by creating a sustainable development strategy. This strategy can be achieved by developing markets for their products in the southern hemisphere while minimising the environmental load caused by their economic activities (Hubbard, 2016).

All organisations live in an environment that affects the formulation and implementation of strategies and associated procedures. The strategy refers to the environmental mechanism of the resources and activities of an organisation. According to Davies and Walters (2014), a company can position itself and relate to the environment through strategic management to ensure its continued success and protect itself against surprises created by a changing environment. Entrepreneurship has historically been associated with wealth creation and economic growth in contemporary culture (Tilley & Young, 2009). However, entrepreneurial efforts have contributed to environmental damage due to market failure (Cohen & Winn, 2007). This erosion could have a catastrophic effect on both ourselves and future generations. Thus, the connection between entrepreneurship and sustainable development has been encouraged to resolve environmental issues (Dean & McMullen, 2007). Nowadays, business operators must strike a balance between economic benefit and environmental concerns (Palazzi & Starcher, 2006), and all business executives should pay close attention to this (Schaltegger & Synnestvedt, 2001).

The strategy aims to provide directional guidance for the business to achieve its objectives while responding to environmental opportunities and risks (Pearce & Robinson, 2014). Wu and Straub Liang (2015) view strategic re-alignment as an organisation's long-term direction and scope, which benefits the organisation by configuring resources in a changing environment and satisfies stakeholders' expectations. A rigid approach that inhibits the usage of the most appropriate tools and processes should be avoided. A strategy that describes the plan (or roadmap) for introducing phases of the continuous improvement program is vital for the personnel. As part of the plan, a major action plan should be produced (Wu, et al., 2015).

An important component of enhanced environmental performance is an integration of environmental challenges with an organisation's strategic plan (Amores et al., 2014). An earlier study shows that proactive organisations support top management in environmental matters,

use environment reporting standards that are ISO based and promote environmental awareness and employee involvement (Menguc & Ozanne, 2014). Environmental organisations often have a formal environmental plan and communicate it to their stakeholders in the company, product markets and capital markets. Such a commitment also demands organisations to have a long-term view of their policies and strategies to support their environmental objectives (Menguc & Ozanne, 2013).

Due to the growing number of environmental challenges, there is a need to promote these entrepreneurs since they have the potential to develop more effective solutions (Bansal & Roth, 2000). Sustainable entrepreneurship can benefit by mitigating the negative effects on our natural environment (Pauli, 2010). On the other hand, sustainable entrepreneurship is difficult because it requires considering numerous factors to make the business green (Zeyen et al., 2013). Governments and businesses are becoming more interested in the environment and sustainable growth (Dean & McMullen, 2007). These changes occur due to consumers' changing consumption patterns and escalating environmental challenges (Grimmer & Wooley, 2014). The selling of environmentally friendly products and services has expanded significantly over the previous decade (Nielsen, 2014). This environmentally conscious corporate climate presents new opportunities and difficulties for businesses (Mishra & Sharma, 2012).

The environment mainly consists of factors external to an organization; such factors offer situational variables that can impede or facilitate entrepreneurship at the start-up level as well as during the lifecycle of the SME. External factors provide risks, prospects and information that affects all businesspersons within that given environment, irrespective of their business concept or personal background. Some of the external elements include markets, technological, economic, cultural, institutional, productive, legal, infrastructure, political as well as other physical aspects within that landscape (Anisimov & Matytsin, 2022).

Environmental components are complex and SME success relies on the ability of managers to deal with them. The environmental index concept is primarily viewed as an indicator of SE success. Antolin Lopez et al. (2020) conducted a review recently where three significant sustainable entrepreneurship indicators were identified in Iran. These indicators include economic interest, rural dwellers as well as the environment as an approach for dealing with sustainable values. The research, which relied on the Delphi technique beckoned business managers and politicians on the necessity of stabilizing these indicators, particularly for

farmers in the remote parts of Iran. Social and environmental matters are vital business targets for a successful SE. The association between Industrial Ecology (IE) and SE has also become contentious. As such, the IE principles can operate as the methodology and breakthrough mechanism for assisting and supporting business activities that are sustainable (Gregori & Holzmann, 2020).

Environmental factors were singled out by Jiang et al., (2018) as the key SE elements in research that identified several indicators that propel entrepreneurial activities success. Adverse environmental repercussions during the innovation of both resources and products. As such, the landscape where businesspersons operate is an indicator of a business entity's success. An analysis conducted by De Bernardi and Sydow (2022) examined the impact of the environment of the sustainability of entrepreneurship and demonstrated the variables have a positive association. Through data obtained from fifty nations, the research demonstrated that nations prioritize the amalgamation of environmental and economic drivers have better and resilient SE rate. Issues affecting clean water, climate, energy and deforestation are also classified in the research as environmental components.

Soomro et al. (2020) assessed how the three main sustainable indicators: social, environmental and economic, were used by the Woolworths in its South Africa operations and realized that the indicators were essential in facilitating the company's operations. The research, which grouped the success factors of businesses into three others, recognized six challenges linked to the ecology. While conducting research examining the combined effect of environmental entrepreneurship and environmental pollution on the business landscape in thirty-five countries selected across the Sub-Saharan region, Sun et al. (2020) emphasized it is necessary to minimize pollution. Entrepreneurship and environmental entrepreneurship (EE) were surveyed as two key factors of the environment that facilitate the success of SE in the region. The PSG estimator was used to classify these nations into middle and low-income countries.

EE facilitates the adoption of green technological innovation, thus approving their practices in innovation to improve the quality of the environment. EE motivates entrepreneurs to embrace social and corporate environmental responsibilities. Environmental entrepreneurs rely on green technologies that are eco-friendly to do green production in each economic sector. This entrepreneurship also inspires businesspeople to invest investment in R&D and inspires technological innovation, thus intensifying green growth. EE reduces environmental pollution and thus encourages economic growth. EE can be embraced as means of dealing with

environmental issues that promote economic growth. Entrepreneurship facilitates transformation towards sustainable processes and products, which in turn solve numerous environmental and social matters (Wei et al., 2022).

Entrepreneurship makes a massive contribution towards climate change, ecosystem preservation mitigating environmental degradation as well as augmenting green growth. EE is a significant component in attaining the goals of sustainable development. EE with social accountability is swayed to achieve a win-win situation of environmental protection and economic benefits. EE can easily encourage and upgrade the industrial structure and improve the expansion of business in a direction that is greener and cleaner. EE may boost sustainable green growth. It is also denoted as 'green entrepreneurship' since it is linked with cleaner products and technologies that have great potential to reduce environmental pollution. Environmental problems can also be mitigated through greenways adoption in businesses. EE advancement and environment-linked goods can eliminate environmental degradation. Green entrepreneurship enhances green growth and thus creates businesses that endeavor to reduce the pollution burden. They embrace customs that are environmentally friendly because of their intrinsic values and motivation; thus, they are aware of their enterprises. Therefore, green entrepreneurs can maintain green growth by familiarizing with green technologies and promoting green products (Aleksin & Kalbakk-Bøhler, 2022).

The literature discussing EE asserts that its main emphasis of green or environmental entrepreneurship is a double bottom line of profitable opportunities and environmental responsibility. Dean and McMullen also reflects this notion while describing EE as the process of discovering, examining and developing economic prospects available in environmentally significant market failures. Based on this definition, economic opportunities highlight the profit maximizing nature linked with environmental entrepreneurship while market failures that are environmentally relevant signify the source of opportunities, indicating that the present market opportunities are not adequate, and connecting to the Kirznerian school of thought (Luo & Cheng, 2022).

Just like social entrepreneurship, EE can be classified as entrepreneurship that is mission-driven. The difference, however, is that in EE, creation of economic value is equally important. This difference is startling because EE often underscores the creation of economic value; however, literature on environmental entrepreneurs contends that this phenomenon is driven

by the double-notion of creating profits and environmental protection. As such, EE can be present in for-profit ventures.

The environmental sustainability field has become popular in the operation discipline field (Dai et al., 2017). A study on water sustainability was conducted by Aljuwaiber (2020). in the middle east and quantified the need for water resource system sustainability. The study primarily focused on the agricultural sector. Li et al. (2020) contended that emerging economies like China ought to promote strategies on the conservation of energy for residential builds and thus encourage sustainable development.

In a recent study, Piwowar-Sulej et al. (2021) provided a comprehensive systematic review depicting the connections of various operations journals and environmental sustainability. The article contends that operational practitioners and scholars are becoming more interested on the issue of environmental sustainability. Vedula et al. (2022) examined the connection between environmental activities and financial performance by considering corporate reputation, customer satisfaction and organizational commitment as the mediator variable while competitive advantage was considered to be a second-tier mediator. The authors reported that environment sustainability contributes to the overall performance of firms.

Moreover, the examination of the firm performance drivers has been the primary focus of literature. Economic performance is generally the inherent motivating factor for all entities. Jiang et al. (2018) relied in the dynamic capability perspective to argue that the green entrepreneurial orientation influenced the performance of China based firms positively. The behavior of firms is influenced by governments to control and prevent pollution. The main reason that compels managers to focus on social and environmental contributions is the legitimacy. Alternatively, the legitimacy is viewed as the fear and compliance of litigation costs. The regulations of governments have been viewed as main drivers of corporate sustainability. As a prime motivator, the legitimacy, causes communication function and PR (public relations) to be actively involved in sustainability activities (Zhang et al., 2019).

Extensive literature on CSR exists in both developed and developing countries. In this literature, the multiple dimensions of CSR have been thoroughly studied by scholars. The CSR umbrella examines the environment as one of its dimensions. The focusing on the environment, CSR mainly concentrates that organizations take for the sake of external stakeholders. When environmental measures are taken to enhance the performance of organizations, such measures

regarded as TBL rather than CSR. The present study distinguishes between environmental perspectives under TBL and those under CSR. In this study, the literature review focuses on the environmental perspective under TBL, which can directly affect the performance of the company or various aspects of performance.

Environmental sustainability and the different perspectives of organizational performance have been examined by scholars in the corporate sustainability (CS) context. A series relevant literature on corporate sustainability will be reviewed as shown below. A comprehensive, multi-dimensional and concrete dimension of CS based on a thorough review of sustainable literature was conducted by He et al. (2020). The review defined CS in the corporate communication and TBL context among supply chain partners, and the interaction between legitimacy, innovation and strategy. Tseng, et al. (2019). likewise conducted comprehensive research on two decades corporate sustainability literature and quantified the study on environmental strategy, TBL and CSR. The definitions of CS were also reviewed and it was concluded extant literature lacks a standard definition.

The environment debate is rampant in the 21st century particularly because of the impact of industrialization. Life on the planet has been drastically affected and further deterioration is expected in the future as the ecosystem declines, natural resources become exhausted, pollution intensifies and biodiversity continues to be degraded. The negative impacts of firms on climate vary from one organization to another because of their distinct businesses or operations. Besides, some companies can gain from climate change by capitalizing on the available opportunities. Therefore, environmental sustainability (ES) is integral for organizations to obtain varying benefits. ES includes the endeavors of a company to ensure that their final products or business operations either eliminate or completely minimize any negative impact on the natural environment including land, air, water and the ecosystem. It encourages the eco-friendly practices of organizations to integrate or preserve the natural environment for the sake of future generations (Muangmee et al., 2021).

ES compels organizations to minimize resource consumption, pollution of the environment and enhance the environmental footsteps. However, ES has not been fully explored in terms of its diverse impacts and objective measurement, with various components such as firm performance still evolving. Furthermore, most literature focusing on ES is subjective and based on case studies and surveys. Therefore, an explicit literature gap still exists, particularly in emerging economies because most extant literature on ES and organizational performance is

based on developed countries. Few studies examined the effect of environmental sustainability and financial performance and found mixed findings. Some studies, for instance, established that ES impacts financial performance positively by helping organizations to attain a competitive edge, improve operational efficiency, achieve environmental innovation, achieving legitimacy, minimizing cost and license to operate. On the contrary, few studies pointed out that ES negatively affects financial performance because environment and eco-friendly manufacturing process require modern and cleaner technologies, which are expensive and do not generate immediate profits for the company (Keszey, 2020).

Strategy alignment role as a component of environmental entrepreneurship has also been mentioned in the literature. The subject of strategy alignment has several definitions, with Zaridis et al. (2021) viewing it as the level to which a business is supported by the capabilities and activities of IT. While citing Feng et al. (2021) states that the original definition of the alignment focuses on the inherent dynamic fit between internal and external domains like strategy administrative structures, market/product, business processes, administrative structures and IT. Likewise, it is defined as the extent to which the objectives, demands, needs, goals and structures complement each other. , Based on this definition, the strategic alignment of an organization entails both the external and internal processes across a firms or firms. Sustainable competitive advantage where a company operates is enhanced through an alignment with the external and internal environment. Based on this position, is pegged on alignment with the external landscape as well as identifying the internal resources required to enable an organization attain its objectives (Yoshikuni et al., 2021).

Through strategic alignment, the value chain of an organization is aligned accordingly, and thus creates manufacturing, human resource and marketing strategies. Through these strategies, organizations are able to allocate budgets and set financial targets. When a firm's structural conditions are attractive and it has the capabilities and resources to develop a competitive position that is viable, the approach of strategic alignment is likely to enhance performance (Sabherwal et al., 2019).

In the contemporary environment that is characterized a challenging economic landscape, it is necessary for organizations to have a re-constructionist alternative. Therefore, the leadership of an organization must choose the strategic approach that is appropriate in the context of the challenges that firms encounter. Here, the alignment of an organization's culture alignment of an organization involves the manifestation of a firm's beliefs, common systems, philosophies,

expectations, myths and rituals. Besides being a source of inspiration, they can be a valuable source of success and productivity (Al-Surmi et al., 2020).

According to Srinivasan et al. (2020), a solid culture is generally used as the primary impetus to support worker's confidence and enhance the engagement and self-confidence of workers, minimizing work stress and improving the ethical behavior of workers. The capacity to identify the cultural characteristics of an organization provides an avenue for a better understanding of the activities of an organization. Resource alignment involves all the tasks involved in obtaining adequate and fresh capital for the firm and optimal and effective use of the resources that have been established. The mobilization of resources is essential to every organization because it guarantees continuity of delivering a firm's services to customers and enables the company to improve and extend the present resources (Kamariotou & Kitsios, 2022).

The success of an organization requires multiple resources to operate effectively including human resources, financial capital, furniture, skills and facilities. The alignment of the business environment involves the acquisition of the relevant information by managers to facilitate an understanding of the course of action that is supposed to be taken. It is a present and essential practice of managing an organization where the collection of accurate information is paramount in facilitating strategic planning. Realizing that scanning the environment enables an institution to learn about events or problems that are likely to threaten the opportunities and performance to benefit by embracing a definition of strategy that is meant for conditions of the environment. Consequently, the extent to which the success of an organization is attained seems to be function of the level of effectiveness of an interactive system that an enterprise has with its landscape (Saldanha et al., 2020).

In the context of organizational performance, strategic alignment involves two generic and fundamental objectives: facilitating effectiveness by ensuring that the right things are done and promoting efficiency by ensuring that things are done in the right way. Organizations that operate in a placid or stable environment do not primarily focus on effectiveness. Nonetheless, noteworthy changes in the environment of a business environment, which are caused by technological change, globalization and deregulation intensify turbulence and necessitate continuous change within the firm. This creates an issue of constant effectiveness, with organizations being compelled to continually examine whether they are doing the right thing. This type of challenge makes it necessary for organizations to be creative, take risks, become

entrepreneurial and determine how uncertainty can be managed; this needs a flexible, dynamic, adaptable and learning organization (Panda, 2021).

The process of strategic management is the guiding principle in both the private and public sector and focuses on understanding the necessary changes, the management and implementation of such changes, and the development of a roadmap for maintaining improvements, successively enhancing performance, ought to be treated. Strategic management often faces the challenge of developing a roadmap for successes in the future by dealing the present challenges. This offers a dynamic approach for both the planning model involved with evaluating the success of organizations in the public sector in terms of meeting the demand of their clients in the new public management (Kurtz et al., 2021).

The purpose of strategic control is to facilitate progress in terms of implementing the corporate plan. The balanced scorecard approach is one of the tactics for examining the performance of organizations and ensuring that strategy is actualized. Most organizations now establish that there is no a single measure that offers sufficient insight on all significant sectors of an organization. Generally, the balance scorecard measures the performance of organizations using for aspects: customer, people, financial and internal processes (Nair et al., 2021). Resultantly, it is necessary for the management to set objectives and goals linked to each facet, and successively measure this facet through the attainment of those goals. Therefore, the balanced scorecard seeks to develop a group of measures that generate a balanced view of firms. Nonetheless, as modern companies become more responsible towards the society and the environment, leaders are under intense pressure to measure sustainability, particularly in the context of sustainable development (Almajali et al., 2022).

Precisely, sustainable development involves determining whether the current actions of an organization will compromise with the ability of future generations to meet their needs. Sustainability in organizations can be measured using several frameworks including the Triple bottom line, which concentrates on three aspects: planet, people and profit to examine the social, financial and environmental performance of an organization. However, the TBL faces some limitations including lack of correspondence between the intentions and actions of an organization in terms of sustainability. Despite firms promising to become more ecologically and socially accountable on paper, their actions contradict the principles of the TBL. Sustainability reports are often manipulated or fabricated by the leadership of the corporation; thus, the application of the approach may be unrealistic in most situations (Jukka, 2021).

2.4.3 Innovative Information and Support

Technology innovation according to Schumpeter (1942) is an approach that provides organizations with a competitive advantage through the creation of commercial opportunities and market diversification. Apulu and Latham (2010) observed the ongoing revolution on information technology has impacted business both negatively through cost implications and positive through creation of opportunities for growth. Resultantly, it is mandatory for managers to determine how to adapt as well as maximize on the ICT benefits while protecting themselves from the potential threats (Brynjolfsson & Saunders 2010).The competitive environment, as pointed out by Me (2018) has been levelled by ensuring that a world without ICT system is not tenable but also unavoidable for the companies that seek growth (AlBar & Hoque 2017).

The adoption of information technology enhances the efficiency of SMEs by expanding markets and reducing costs. The effect of these elements has been felt on employee outcomes, income generation activities and strengthening the competitiveness of business in the unpredictable environment. In developed and developing countries, SMEs share a common interest in ensuring that their activities are more sustainable and profitable. Globalisation provides SMEs the opportunity to be involved in international and regional markets through the use of information innovation. It facilitates the expansion of the potential of markets, minimizes transaction cost and enhances price transparency. Information innovation plays a significant role in enhancing work productivity as well as the efficiency of certain functions of an organization by facilitating business processes automation. It also plays an important role in knowledge exchange and transfer within organizations and between organizations (Chege & Wang, 2020).

Entrepreneurs see sustainable entrepreneurship as an opportunity for businesses that believe in adopting new technologies and have a flexible organisational culture. It is a challenge for businesses that are not properly addressing these new developments (Sharma & Kushwaha, 2015). On the other side, these prospects attract entrepreneurial aspirants who believe in the importance of innovation in all facets of a company (Cohen & Winn, 2007).

Most entrepreneurial studies underline its significant association with innovation. Innovation is the main action and a specific entrepreneurship instrument (Drucker, 2012). Enterprise and innovation are almost synonymous (Acs & Audretsch, 2013). Many innovation-related businesses also have high rates of new entrepreneurship (Cooper, 2015). Enterprise generates new commodities, processes, and products, accelerates human development, and renders existing technologies obsolete, resulting in the extinction of entire sectors and the emergence of new ones (Mellor, 2009). Entrepreneurship enables new businesses to be formed when no existing industry or company exists. Companies also enable existing business processes to be recombined to generate new value chains (Han & Li, 2015).

A sustainable economy, as an enterprise, has been recognised as a vehicle of societal transition for a long time, particularly as an economy moves from one technology period to another. Entrepreneurship and sustainable development are solutions to ensure the future development of society as a whole (Wu. et al., 2015).

Wu et al., (2015) also discuss the need to analyse the role of sustainable entrepreneurs in achieving sustainable development from an innovative perspective. The focus is on sustainability-enhancing innovations. Successful sustainable innovation is "achieved through the success of entrepreneurial players, i.e. economic success with innovative environmental and social practices". Small and medium-sized companies. As a driving force for innovation, entrepreneurship and competitiveness are widely acknowledged as the cornerstones of sustainable development.

Most studies on social companies focus exclusively on NGOs (Emerson & Twersky, 2013). Some argue that only non-profit organisations can develop or consider social enterprises a good business practice. Others debate if social enterprises are good or good for non-profit groups. While this emphasis on social businesses prevails in non-profit organisations, grasping what these efforts are helping comprehend hybrid organisations.

While corporate social responsibility is not a new notion, it has recently gained much study interest. Many writers have tried to explain that business is a driving force for change in social and environmental challenges and maybe a major engine for a fairer and more sustainable world (Petrenko et al., 2016). The research was theoretical and empirical, emphasising how corporate social responsibility affects an organisation's financial performance. Empirical data on the connection between social focus and financial achievement is equivocal. Some offer a

compromise between the two (Petrenko et al., 2016), whereas others do not see it so easily. Social corporate responsibility is a predecessor to hybrid organisational theory, and their study helps give hybrid companies preliminary knowledge. An empirical and theoretical study has spent almost 50 years exploring corporate social responsibility. Early empirical scientists embraced the idea of higher business practice as social responsibility (Davis, 2013). More recently, some scholars have agreed that companies should respond to social issues to be sustainable, while others regard it as just a good economic sense (Saeidi et al., 2015).

This consumer advocacy pushed laws in the European Union to phase out conventional hen cages (Appleby, 2014). The function of information as the mechanism by which the company's ethical, environmental and social credentials and consumer preferences are indicated on the market is central to an ethical consumer study. Ethical consumption is consequently helped to resolve market failures by developing and providing relevant information (i.e., advertising, marking, branding and promotion) (Nyilasy et al., 2014)). However, there is a weak understanding of the relationship between ethical consumption, information and market failure. Although many customers are worried about animal welfare, environmental sustainability, human health and the economic exploitation of labour, these remain complex issues with varying effects on individuals.

Research into the concerns and preferences of ethical consumers has mostly focused on specific contexts. Research has looked, for instance, at ethical consumer choice in food procurement situations (Harper & Makatouni, 2014; Nyilasy et al., 2014) and at footwear and cosmetics. Furthermore, studies of the ethical behaviour of consumers nearly exclusively focused on examining consumer attitudes to one or two ethical matters, such as the exploitation of labour (Harper & Makatouni, 2014) and sustainability for the environment (Fu, & Deshpande, 2014), or animal welfare (Harper & Makatouni, 2014). A small number of ethical consumption research have demonstrated that consumers consider, prioritise and compromise a range of ethical concerns (Nyilasy et al., 2014).

Computer technology is used in BPI to “validate data, identify problems and needs, design an experiment, plan, or model that systematically identifies a problem, identify sources of information that address specific needs or problems, and formulate pertinent questions for clarification of a particular issue”. According to Soto-Acosta, et al. (2016), modern businesses rely heavily on high-tech technologies to design, build and sustain their products and services. Businesses must be adaptive, aligned with, and supportive of their organisation's business

objectives and strategies to maintain a competitive edge in a globalised, rapidly changing, and technological environment. People, procedures, technology, and culture all work in concert to support the firm's values, policies, processes, and strategic business goals.

Several factors contribute to this, including the entrepreneur's availability of idle capital, motivation to apply acquired skills, prior competence in the same field, the support of friends or relatives, and heritage. Additionally, business information, relationships, working knowledge of raw material sources, and adequate education and training contribute to entrepreneurship. According to Engelen et al. (2015), women frequently start businesses for three reasons: independence, stability, and fulfilment. According to studies, women entrepreneurs in business starts are motivated by freedom, job fulfilment, economic necessity, and personal circumstances. According to the National Knowledge Commission's Entrepreneurship study, a single factor does not motivate the decision to become an entrepreneur. According to the NKC poll, the primary motivators were independence, a market opportunity, a family business base, a novel idea with entrepreneurial potential, the promise of entrepreneurship, and a long-defined 'dream goal to become an entrepreneur.'

The previous study has established that the owner's perceptions of abilities, demands, and possibilities for growth motivate a business to grow (Engelen et al., 2015). According to (Real et al., 2014), five elements influence owners' growth motivation: will to achieve, goal to be a sole proprietor, active risk-taking, family and investing friends, and competitive dynamics. As mentioned in Small Research and Policy Canada's studies, indicators of entrepreneurial attitudes and motivation to grow to include the owner's entrepreneurialism (active risk-taking), the owner's desire for independence, whether the owner is "pushed" into unemployment, and whether the owner lives a "lifestyle." Considering each aspect's importance in the business's development compels business owners to analyse different variables for growth: owners' entrepreneurial zeal, desire for independence, support for family, dissatisfaction with previous work, education, and goals.

Zhang and Zhou (2014) define fear as the degree to which culture members feel threatened by uncertain or unknown events. In countries with a high UA, there is a greater sense of unease and uncertainty about the future. The workforce is less aspirational and is more likely to work in larger firms to ensure a high level of job security and loyal citizens through standard regulations and practices. As a result, the inherent uncertainty of life activities, such as quitting a good job to start a new business, was threatened and underlined. These individuals prefer

making group decisions, avoiding conflict, and resisting change wherever feasible. There is a decreased desire to take risks, a greater fear of failure, and less ambiguity (Zhang & Zhou, 2014). Individuals have a preconceived notion that new enterprise creation is a game for geniuses who account for a very small proportion of the population in such cultural circumstances. As a result, individuals gravitate toward the crowd to escape ambiguity and increase the hazard in a particular setting.

In countries with a low UA, there is less fear and uncertainty about the future. Young people are more ambitious in their careers, and individual accomplishments are defined to create a difference and distinguish themselves from others. As a result, these individuals are more willing to take on difficulties in the future in exchange for more and better results, even when the chance of failure is high. Rather than working for a large corporation, many choose to work for themselves or in smaller, self-employed firms where disputes, change, and dangers are organically decided. Generally, there is a heightened willingness to take risks, a greater expectation of success, and a greater tolerance for ambiguity (Zhang & Zhou, 2014). Due to their desire to succeed and their proclivity to tolerate uncertainty, people in such societies tend to believe in low risk and high success rates.

Gender is likely to influence risk perception, even more so in this cross-cultural scenario. Macias (2016), for example, examined male vs female and white vs non-white risk perceptions. They revealed that white men consistently demonstrated lower risk ratings across a broad range of social threats. Additionally, Mueller and Thomas' (2013) findings show that entrepreneurial orientation differences between men and women are possible. Greve and Salaff (2013) discovered intriguing differences between men and women in their relationship with their families while starting a business through their cross-cultural research on social networks. This conclusion can be explained by the fact that parents' expectations of their children are shaped by unique cultural standards (male and female). Because women in China are allegedly catered for by their husband's families when they marry, their parents are less likely to encourage their daughters to start a business. On the other hand, in China, males are carefully raised in the expectation of becoming successful business people, as two families (their own and their wives) are expected to be maintained in the future. Given that the rate of female entrepreneurs is increasing in many nations, the implications of gender on entrepreneurship may be highly complex.

Social innovation issues associated with sustainable entrepreneurship include child labor, measurement of liberty, basic human needs, social recognition, age, empowerment and education, among others. Other studies examining social reasons behind sustainable entrepreneurship mainly focus on the CSR concept as an indicator of business enterprises survival. CSR differs from SE in the sense that the former is a means that businesses use to attain sustainability particularly the economic gains. Despite the assumption that businesses mainly prioritize profit maximization, it is also important to emphasize significance of social ethics in organizations. Moreover, factors linked to the social and environmental issues are also classified as indicators of entrepreneurship success. In another research, Guerrero and Urbano (2019) conducted a study analyzing sustainable entrepreneurship in the context of environmental and social issues for several companies based in Europe. Here, the main drivers of SE success were considered to be environmental and social issues. Consequently, it was proposed that invention should be used develop actions for counteracting the adverse effects associated with environmental and social factors (Domanski et al., 2020).

An innovative framework that would ascertain business enterprises that are sustainable business enterprise was developed by Egade (2019), who concluded that the advantages from investment outlays that focused on social development would accrue to organizations. The gains can abound in several areas including marketing services and goods that are sustainable. Instead of viewing social, environmental and economic elements as entrepreneurship drivers, Dhahri and Omri (2018) examined how these three variables interact with entrepreneurial activities and indicated the existence of a causal link between them. The research further established that entrepreneurship activities have a negative impact on the environment but a positive one on social and economic factors. An enterprise was equally linked to a social economy and it was contended that a business governed by this economic system features can perform better in terms of organizational efficiency and marketing competency. Therefore, an enterprise is driven by social factors to the extent of guaranteeing entrepreneurship sustainability while enhancing its performance.

Generally, social factor contributes towards entrepreneurship sustainability via the organizational success path. Neumeyer and Santos (2017) further alludes to this by arguing that constructing the model of entrepreneurship sustainability is a complex activity in case social factors are not captured. Xiahou et al. (2018) investigated how social factors affect entrepreneurship activities in the construction industry. Here, it was established that social

factor can lead to reduction of social impacts in the operations of an organization firm's operation. The success of social entrepreneurship can be influenced by the environment through factors like social background, education, experience, people relations, training, age, values and customs.

The social entrepreneur qualities create a positive environment in a firm, which in turn facilitate the generation of unique marketing competencies that generate competitive advantages that are sustainable. Global vision and client orientation enable companies generate capacities that enable business people to obtain information about present markets and customers and thus identify business trends and opportunities. Moreover, supporting competitiveness as well as making decisions that are efficient about different policies for marketing requires the maintenance of resources and systems efficiency and thus facilitate the acquisition of significant, constant, and updated information about a firm's macro-environment (Farinha et al., 2020).

Innovation and ethics meet in the social entrepreneurship process. Risk tolerance and innovation are essential social entrepreneurship process constructs and more significant than legal forms and organizational structures. According to Gauthier et al. (2021), social entrepreneurs can manage opposing demands that emanate from multiple logics, including capacity for paradoxical and counterfactual thinking can be best suited in the effective management of multiple logics. This indicates that it is necessary for social entrepreneurs to be open to innovative methods that at the offset may appear unnecessarily complex and confused (that is tactics that can be regarded as rebellious or unorthodox) (Pinheiro et al., 2021).

The dual logic strategy development notion is complex and compels social entrepreneurs to be open to problem-solving attitudes that are riskier. Accordingly, social entrepreneurs must focus on overcoming resistance and participating in social innovations that result in creative destruction. To extend this approach, the social bricolage theory states that social entrepreneurs consistently and consciously tested traditional limitations that their environment impose. This highlights the social entrepreneur's predisposition on the refusal to be confined by limitations, and to be defiant agents of age who depend on improvisation and exploit the readily available resources (Halberstadt et al., 2021).

Social entrepreneurs, therefore, are still creative even when under pressure and continue working with the materials at their disposal, to convert insights or materials into innovative

combinations. This debate is further extended by Majumdar and Guha (2021), who argue that nature of rebellion is a significant facet of stakeholder strategic management. In their research, the authors expound on the interaction between social enterprises and external environment and indicate that social enterprises embrace the decoupling concept as a tactic that be used to tactfully follow the strategic ambition of an individual while seemingly conforming to the logics that the external environment promotes. Under the competing institutional logics conditions, social enterprises, that is organizations, figuratively endorse practices recommended by one logic while in actual sense they apply the practices that another logic promotes, often one that is more affiliated with the goals of an organization. Accordingly, social enterprises that embrace the decoupling approach can rebel against existing logics and concurrently reduce legitimacy threats (Lortie et al., 2021).

In the context of the innovativeness that is inherent in the process of social entrepreneurship, literature review emphasizes the significance of establishing a culture of innovation at different organizational levels and in the development of strategy and thus enable entrepreneurs to engage with the external environment. Social innovation according to Do Adro et al. (2021) requires social entrepreneurs to be imaginative and combine new capabilities in organizations. Literature review equally states that the ability of a social enterprise to develop blended value using external constructs, that is, to collaborate with external players, can be boosted through a higher perception of innovation in an organization.

Likewise, Nascimento et al. (2021) points out that social entrepreneurs who adopt creative thinking and innovative approaches create win-win conditions between the objectives of an organization. Social venture capitalists, as pointed out by Ribeiro et al. (2021), prefer funding more innovative social enterprises that deviate from existing practices. Sufficient evidence also indicates that one of the focuses of the entrepreneurial mindset is collaboration with stakeholders that are innovative. In their opportunity identification research, El Chaarani and Raimi (2021) contends that the social enterprise ecosystem must embrace collective action because there is no single individual that poses the knowledge required in each innovation activity. Business model, service and product innovation is significant for social enterprise to obtain the initial attention from customers, investors and partners; thus, the innovation mindset is essential in absorbing and acquiring resources in a given ecosystem (Naveed et al., 2021).

Extant literature has also constantly emphasized that social entrepreneurship a significant social change driver through selfless motivation and it determines the ability of social entrepreneurs

to instill the new motivation amongst stakeholders, including employees through culture building. These intrinsic qualities; understanding an individual's motivation together with the development of culture that is based on the passion of a person to solve social-cultural issues, are considered as important social enterprise components that must be embedded in their strategies through the value approach (Zulkefly et al., 2021).

According to Prasetyo et al. (2022), the impact entrepreneurs that are motivated by compassion increases the probability of beginning a social enterprise. Accordingly, the social value perspective of social enterprise enables prospective social entrepreneurs to develop enterprises. Moreover, once a social enterprise has been established, social entrepreneurs rely on social value orientation to develop better innovative solutions to social issues in a more challenging circumstance. In situations where social enterprises face the mission drift threat, the social entrepreneur's integrity can assist in reducing the risk (Liu & Xi,2021).

The main dimension that informs an enterprise's economic and social mission is the self and other-regarding values of the social entrepreneur. In the absence of the other-orientation element, a rational cost-benefit analysis is unable to produce adequate motivation to develop a social enterprise (Osabohien et al., 2022). According to Alarifi et al. (2019), social enterprises must craft an identity that is strong mobilize distinct response strategies to deal with internal conflicts. In their investigation on the traits of social entrepreneurial that are active in social enterprises in South Africa, Littlewood and Holt (2018) indicate that the social entrepreneurs in this African region are zealous in participating in a social enterprise and have co-opted the entrepreneurship as part of their organizations. This study demonstrates the significance of the ability of social entrepreneurs to inject their internal motivation and identity into the corporate culture. However, this is often complex.

The strains between values can create identity struggle and disharmony to the social entrepreneur. Social entrepreneurs with a passion for and remarkable commitment to the social mission and have a care ethic to sustain the social welfare focus on social welfare, are more suited to embrace divergent logics. Intention is a significant factor for driving the moral engagement of entrepreneurs. This shows the significance of a committed and passionate mind-set that social entrepreneurs hold (Canestrino et al., 2020). As such, Dionisio (2018) suggest that the imprint of the founder, that is, the values and goals of the founder, have an enduring impact on the routines and practices of an organization.

Resultantly, the social imprint of organizations can be enhanced in case the founder prioritizes mission. Moreover, it is necessary for social enterprises to initiate a structural approach that assigns the commercial and social responsibilities to different groups. As such, the enterprises create an equilibrium and thus avoids an overemphasis on either the commercial or social responsibility. Therefore, this approach is supposed to be accompanied room for negotiation, which refers to the interaction arenas that allow workers to agree and discuss on how to deal with daily trade-offs that they encounter across commercial and social activities (Kruse et al., 2019).

The negation spaces maintain a beneficial strain between the personnel in charge of social and commercial activities. Sengupta et al. (2018) states that compassionate social entrepreneurs can foster integrative solutions to social issues that seem to be intractable, misrepresent cost-benefit analysis in other-serving wats, and promote the requisite commitment for undertaking difficult and demanding tasks. Likewise, Alarifi et al. (2019) contend that the passion of social entrepreneurs results in three solid outcomes: resource mobilization, developing in-house commitment and creating the perception of attractiveness. As such, it is important to have a strong correlation between the identity of social entrepreneurs, organizational performance and organizational culture with regard to both commercial and social value creation. This notion is reiterated by Dionisio (2018) in their development of the 'BRAC-Model' and propose that "competent management with visionary leadership with appropriate foundation at the organizational level help the firm in its endeavor to become a successful and sustainable social enterprise.

The social imprinting concept also extends to various teams within an organization and is described as the early emphasis of the founding team to attain the social mission of an organization and encourage recruitment of permanent employees that have a social work background and the design of social-mission oriented processes and systems While examining tensions, Naderi et al. (2019) include belonging tensions; denoting to the struggle of the internal leadership to express who they and what they both collectively and at the individual level. A frail understanding of identity result in the creation conflict in the organization and subgroups. This belonging tension generates a spin off impact because it can equally surface within stakeholder relations. This situation occurs as stakeholders relate and respond differently to various value orientations displayed by a social enterprise. For instance, a supplier can primarily focus on timely payment and reliability (values that are commercially oriented) while

the main concern of local municipality or NGOs could be the prospective social impact (values that are social-oriented) (Lortie & Cox, 2018).

Irrespective of whether the social enterprise opts for the integrated or differentiated approach to emphasize their various identities to stakeholders, the enterprises must constantly seek to find/rediscover their equilibrium and thus position the in distinct manner towards stakeholders. While examining the nascent social entrepreneurs' concept, Majumdar and Guha (2021) state that it is necessary to stakeholders through the motivation of social entrepreneurs to make a social-based difference. The entrepreneurs must also share a sentimental commitment to their cause and demonstrate the commercial feasibility of their initiative before committing various resources including funds and investing their time. Therefore, the social entrepreneurship process highlights the significance of ethical value as a prompting force.

Social entrepreneurs can generate specific moral sentiments that genuinely seek to deal with the issue of inequality and simultaneously encourage social ventures to go beyond their egocentric concerns. This influence can go beyond the social enterprise to obtain support from stakeholders in negotiation deals where relationships refer to more than profits. According to Sengupta et al. (2018), this culture of organizations that is driven by passion can become a strong resource for positive change in the community, by strengthening stakeholder strategy and external communication. Persuasion is viewed as strategic construct that is readily available to the entrepreneurs that engage stakeholders in an active manner. As such, persuasion is a useful social construct that preserves the commercial imperative. However, strong external legitimacy is seen as a precondition for a social venture that seeks to be persuasive. Nonetheless, the creation and fostering of external legitimacy needs, is a higher degree of self-awareness and the embedding of an organizational culture that is strong and that conveys both reliability and trust (Zulkefly et al., 2021)

Social entrepreneurs who convey passion are in a position to create awareness in a more effective manner, which in turn ensures that social enterprises become attractive to external agents and community members. According to the research, media engagement, one-on-one communication, public relations and communication with the general society are some of strategies that raise social entrepreneurs' awareness. It can be assumed that this type of strategies facilitate collaboration the social enterprise's ability to acquire resources Kimakwa et al. (2021). While examining the active role of venture capitalist in the investment of social enterprises Miller et al. (2010) propose that social entrepreneurs that have a personal mission

that is strong, are committed and are enthusiastic in terms of seeking to change the society are considered by capitalists of social ventures to have a high propensity of success. Again, this emanates from the position of external funding (which can contribute to both commercial and social value), the worth of entrenching the social mission into a firm as well as its actions in efforts to generate blended value (Lall & Park, 2022)

In the entrepreneurship and strategic management literature, entrepreneurial orientation (EO) has emerged as an important construct. Entrepreneurship centers on penetrating new markets so as to create economic wealth. Entrepreneurship can be approached from various perspectives. Individual level entrepreneurship was examined in one of the approaches, evaluating the businesspersons' role in instituting and developing internal change in organizations. The other dimension, employed in this research, involved the evaluation of entrepreneurship at the level of the organization (Abu-Rumman, et al., 2021).

Entrepreneurial organisations refer to entities where styles of the top managers are evinced through the strategic decisions of organizations as well as operating management philosophies. Organizational EO, is therefore, based on top management's entrepreneurial style. It focuses on the decision-making styles, practices and methods within firms to operate entrepreneurially and thus attain a competitive advantage that is sustainable. The impacts of liberalization and globalisation have created a business environment that is increasingly challenging and requires firms, especially SMEs to improve their competitiveness and efficiency and thus boost firm performance. To overcome size and resource disadvantages, SMEs rely on several competitive strategies to maintain their competitiveness, of which EO is one. EO is a highly explored business strategy dimension that significantly influences the performance of firms (Wales et al., 2021).

Researchers do not concur in terms of the level to which the dimensions of EO ought to exist in organization so that it can be regarded as entrepreneurial. Only companies that have the perspectives of proactiveness, innovativeness and risk-taking to similar degrees can be regarded entrepreneurial. Susanto et al. (2021) supported this notion by arguing that entrepreneurial firms are supposed to have the five perspectives to coexist. On the other hand, Ferreira et al. (2021), contended that companies involved in all five EO perspectives can be regarded as entrepreneurial. Studies embracing a complex conceptualization of EO have been on the rise in the recent past, showing a greater acceptance individual dimensions of EO demonstrate unique contributions to the outcomes of the organization. Therefore, examining

the five EO perspectives offer a more detailed analysis of EO. A study involving a meta-analysis on EO and performance relationship was conducted by Simpson and Sariol (2022). Only 35 studies were found to have examined EO as a multilayered notion and requested for other studies to be conducted on this complex EO notion.

As a dimension of EO, innovativeness "is the tendency of organizations to engage in as well as support novelty, new ideas, creative processes and experimentation that results in the development of new commodities and services as well as technological processes". According to Hizarci et al. (2022) innovation characterizes the eagerness of a firm to shift from present practices, develop new products/ideas or services and expand in research. Innovation, according Wójcik-Karpacz et al. (2021) was the principal entrepreneurial activity while innovation was highlighted by Basco et al. (2020) as the economic growth engine. It is the most significant element of a firm's scheme because of its contribution to wealth creation and business performance. In an organization, innovation can be presented in various ways, and the management can control innovativeness.

Innovativeness contributes to the success of an organization by enhancing the opportunities of developing new services/products, applying new technologies or developing new processes and thus creating the first mover advantage. This permits firms to revamp their offerings in the market, and thus promote growth and sustainability in a rapidly evolving and super competitive business landscape. Therefore, innovativeness enables enterprises to succeed in dealing with business issues and problems. Furthermore, effective innovativeness aids in creating a competitive advantage that is sustainable by generating new value for clients. Greater EO levels are therefore necessary for greater innovativeness (Wahyuni & Sara, 2020).

As the second dimension, risk taking is the process where organizations incur make massive resource commitments or incur heavy debt so as to capitalize on opportunities in the market place. Risk-taking is one of the main entrepreneurship attributes. It emphasizes the willingness of an organization to be involved in marketplace calculated risks that are associated with the business, despite the uncertainty of their outcomes. Typically, firms encounter three types of risk: financial risk, business risk and personal risk. Business risk refers to the risk of entering markets that have not been tested or committing to technologies that have not been tested. Financial risk entails committing a sizeable resource for growth. In personal risk, the executive favors a given strategic course of action, with failure in such a path resulting in personal consequence. It is necessary for organizations to undertake decisions that are risky so as to

compete in the present dynamic and turbulent business landscape. Firms that fail to take risks in an environment that is dynamic will ultimately lose market share in relation to competitors who are more aggressive (Al Mamun & Fazal, 2018).

Based on research, organizations that take bigger risk are considered to be more entrepreneurial and can yield more returns. In contrast, an organization that is risk-averse avoids undertaking activities with uncertain outcomes and are thus less responsive to the evolving environment, which reduces shareholder value. Therefore, lower risk-taking levels weaken the performance of firms. However, Rauch et al. (2004) demonstrated risk taking makes minimal impact on the performance of firms in comparison other dimensions of EO. Levels of risk-taking might resemble each other in both non-entrepreneurial and entrepreneurial organizations.

Proactiveness is the EO dimension where organizations/managers seek for opportunities to introduce services and goods before the competition and looking forward to demand in the future to influence the environment and create change. Pro-activeness is established through the application of an aggressive attitude towards competition and pursuing beneficial opportunities. As such, organizations pursue and anticipate new openings linked to impending demand and become engaged in surfacing markets (Fadda, 2018).

Firms that are proactive organizations seem to have the first-mover advantage and thus obtain maximum profits from new commodities and services before the introduction of rival products. The organizations, therefore, can be referred as pioneers, with the unique ability of exploiting arising opportunities. The organizations also generate competitive advantage through the identification of future needs of the present and prospective clients, anticipating change in demand and monitoring trends (Okangi, 2019).

Consequently, organizations that are proactive begin by analyzing the external environment through environmental scanning (ES). ES entails the assessment of the physical and social components inside and outside an organization’s boundaries. This implies that organizations which are proactive scan the landscape more comprehensively in comparison to their less proactive counterparts and thus identify prospects in their external environment (Al Mamun & Fazal, 2018).

Organizations that are proactive demonstrate responsiveness to and awareness of signals in the market. Resultantly, these firms are more knowledgeable in terms of information and resource acquisition than their peers who are less proactive. Through environmental scanning and other

similar activities, organizations that are proactive manage to introduce new commodities in the market before their rivals. Proactive organizations are therefore considered to be leaders than followers because they have the foresight to grasp new opportunities (Nakku et al., 2020).

Autonomy refers to the independent that individuals or groups take to propose a vision or an idea and bring it to culmination. Autonomy entails the ability of workers to direct themselves as seek opportunities as they take actions without being stifled by their organizations. Generally, autonomy mirrors an individual's strong desire to freely develop and implement an idea without any restriction. Autonomy is the EO's internal element because it determines an organization's EO climate. It is highly significant for enhancing the performance of a firm across sectors because it is impossible for enterprises to operate entrepreneurially without worker autonomy (Cho & Lee, 2018).

According to Migliori et al. (2019), to attain high EO levels, autonomy ought to occur at strategic levels within a firm. Teams and individuals would therefore exercise autonomy as they seek to develop a new business idea, concept or vision. When autonomy is encouraged in organizations, workers become more motivated and thus enhance firm performance. Nonetheless, other studies point out that autonomy does not necessarily create positive outcomes for all companies. Likewise, higher levels of autonomy reduce the degrees of innovativeness. The autocratic management approach is more likely to be applied in firms that concentrate on growth.

Competitive aggressiveness (CA) refers to the ability of company to challenge and outdo its competitors in the market. Entrepreneurship and CA are greatly linked. Firms with CA assume a bellicose attitude towards competitors and thus outdo rivals that threaten their market position or survival in the sector. The aggressiveness can include reliance on approaches that are confrontational like the reactive approach or fast follower strategy when competitive challenges exist (Cho & Lee, 2018).

The aggressiveness of an organization can be applied through reactive or responsive behavior. Responsiveness can assume the head-to-head form of competition or the direct attack approach on rivals, like when a firm enters a market where a rival is already present. On the contrary, reactiveness entails a direct response to the action of a rival. For instance, a company can lower prices and sacrifice profits so as to retain its market share when a rival introduces a new commodity to a given market (Fadda, 2018).

Aggressiveness can enhance the performance of firms because it concentrates on undermining and out-maneuvering rivals strengthens the competitiveness of organizations at the rival's expense. Being combative in competition enables a company to enhance its position in the market by weakening its rivals. Equally, it allows companies to swiftly react to the actions of competitors that are regarded as harmful. Generally, it is clear that swift changes that arise in the business landscape, where the life cycle of business model and products are shortened, and prospective proceeds from prevailing operations are indeterminate, require companies to constantly pursue new prospects, and develop more entrepreneurial strategies (Mantok et al., 2019).

2.4.4 Entrepreneurial Management Support

The management team should be willing to embrace innovation and provide the appropriate resources, knowledge, and protection. MacMillan, Block, and colleagues (2002) attribute the failure of numerous attempts to establish new companies in the 1970s to a lack of senior management support and dedication. This aspect is critical in fostering entrepreneurialism in businesses. Carter and Jones-Evans (2006) describe that management support is not a preserve of the top management but also include the support of junior managers in an organization (Carter & Jones-Evans, 2006). As Carter and Jones-Evans (2006) define them, 'sponsors' must encourage creative activity and its associated failures and be flexible in developing new aims and orientations. This description implies that the management support should encourage employees to share their ideas freely without fear of intimidation or rejection but with the hope that their ideas can readily be embraced by management for company's success.

With a sponsor assuming all of these responsibilities, an intrapreneur can thrive. Entrepreneurship requires access to resources. Managers must be aware of the existing resources and allocate them accordingly for experimentation in the entrepreneurial activities of a company (Stopford & Baden-Fuller, 1994). According to MacMillan et al. (2002), experimentation and innovation is a continuous activity that involves various iteration and does not stop after the failure of first attempts. The development of business products with greatest impact to the company bottom line is tied to the iteration process of innovation. Resultantly, modest starting companies with low resource requirements should learn how best to use their minimal resources to spur experimentation (MacMillan et al., 2002).

Senior management should be willing to embrace innovation and give the required resources, knowledge, and protection. MacMillan et al. (2002) attribute the failure of numerous attempts to establish new companies throughout the 1970s to a lack of senior management support and dedication. As a result, they consider this factor to be critical. Carter and Jones-Evans (2006) describe that management support can be obtained from CEO to other managers in a company (Carter & Jones-Evans, 2006). As Carter and Jones-Evans (2006) argues that sponsor of innovative ideas can only be encourage and strengthened to help in the development of the company if top management exists that is flexible to try different ideas. According to Carter and Jones-Evans (2006), these sponsors of innovative ideas may should encourage management teams to set up meeting for review of ideas, provide more capacity building and avail finance resources to test new ideas.

According to MacMillan et al. (2002), companies must not give up all efforts when one or two failed entrepreneurial ventures. Venture managers gain experience and are better in the initial venture stage. Companies should be aware that "first endeavours are probably not very profitable on their own, but that the benefits of experience can be significant. This situation encourages the use of modest starting projects with relatively minimal resource requirements as a vehicle to learn to do something (MacMillan et al., 2002). Not just from the manager's point of view should these resources be available.

Top management support is required for any success of the strategic program (Hamel & Prahalad, 2013). Support for top management is particularly useful for environmental policies like GSCM. The top management has an important capacity to influence and promote actual training and implementation of green initiatives throughout the company (Al-Dhaafri et al., 2016). Top management gives GSCM constant support to implement strategic strategies and action plans (Ravi & Shankar, 2014). Therefore, it is assumed that the lack of top management support in the Indian automotive industry impedes the implementation of GSCM.

Real et al. (2014) mentioned the quality of management, which outlines the ineffectiveness of senior management in several ways. Senior management sometimes bypasses middle management, seeks direct information from and directs the lower personnel, and leads to inefficient communication lines within the implementation team. In addition, this leads to conflict avoidance and loss of value-added debates on decision-making. Real, et al. (2014) say leadership does not make the essential compromises in many teams during adoption. Rather, they produce unclear strategic objectives that do not provide an effective direction for sound

process adoption or formulation. GSCM has been a significant environmental strategy for firms for over two decades to gain profit and increase market share in a way that lowers environmental risks and raises environmental efficiency. García-Morales et al. (2014) have developed a strategic decision-making framework that helps managers to decide on the alternatives and product life cycle and the life cycle of their business operations (including procurement, manufacture, distribution and reverse logistics (RL), organisational performances measurements.

Felício et al. (2016) recognise the role of middle managers who argue that they are crucial players in the communication strategy that leads to attaining organisational goals. Management commitment to ensuring successful strategy adoption has also received substantial attention because of the impact of an organisation's current adoption controls, especially its budgetary mechanisms. Gatenby et al. (2015) define three further control types: results controls analogous to output controls, behavioural controls and human or cultural controls. Personnel or cultural controls are linked to personal controls, albeit they involve more than influencing personal interaction behaviour.

Gatenby et al. (2015) reaffirmed the essence of top management assistance to manage the green supply chain in an efficient decision-making process and to authorise a change in business processes. A key aspect of a successful plan is assistance for senior management to improve decision-making to manage the strategy. Management at the top-level answers corporate operations and manages strategy. Successful strategy mitigation or implementation depends on top management commitment and support. In addition, commitment and support from senior management play an important role in affecting the success of practically any company endeavour. Top management formulates and decides objectives and strategies for GSCM management, mission and general targets for organisational operations (Felício et al., 2016).

Human resources planning includes analysis, forecasting, planning and utility, according to Whittaker and Marchington (2013). The external labour market is scanned during the analysis phase and internal plans are modified to match the circumstances in the external environment. The forecasting phase provides a prognosis of future human resources requirements based on an internal and external work supply audit. The planning process focuses on developing policies and practices based on generated forecasts. Human resource planning includes recruitment and selection, training and development, incentives and advantages and absence

control. Finally, use is made to compare human resources policies and practices with crucial success measures like product quality and customer happiness (Akangoa, 2014).

Recruitment is a human resources function involving searching for the proper personnel for different organisational responsibilities. On the other hand, the choice is the process through which the correct person or individuals are selected to occupy different roles inside the business. The recruitment and selection process comprises four main steps. The first process is the definition of requirements for preparing work roles and personal specifications. The terms and circumstances under which selected candidates abide are also laid down. The second phase of recruitment and selection is recruitment advertising. The third phase attracts the ideal applicants by screening and examining candidate applications. The final element of the recruitment and selection process is the choice of individuals with the relevant skills and expertise to fill the advertised openings. The exercise involves screening and interviewing applicants before offering job letters (Armstrong, 2014).

Taylor et al., (2015) emphasise that staff recruitment is one of the global difficulties affecting businesses across industries regarding human resources. Global companies find that tests before employment are vital. Recruitment and selection professionals in human resources are finding it challenging to identify the right applicants in a global context.The management of human resources also entails a frequent evaluation of normal work in order to integrate contemporary technology. Additionally, human resources management encompasses the performance and identification of personnel and improving important skills, especially for employees. Other tasks include the study of needs and the creation of careers. The Human Resources function is responsible for reviewing employee performance and offering opportunities to improve skills through training and promotion (Collings et al., 2018).

According to Gudu (2015), Kenya's educational system is divided into primary, secondary, tertiary, college, and university levels. The government has outlined goals to incorporate early childhood education into primary education, reform secondary education, upgrade educational training, and strengthen collaborations with the private sector. Additionally, the government intends to enhance special education and adult education programs and update the curriculum. The 2012 education project will “increase the number of secondary schools by establishing 560 new secondary schools, establishing a teacher recruitment program for an additional 28 000 teachers, establishing a computer program to equip students with modern ICT skills, and establishing at least one primary school in each pastoral district”. Awakening to awareness as

a result of) a single transitory experience. Additionally, one can make distinctions between physical, mental, emotional, spiritual, vicarious, and virtual experiences (Gudu, 2015).

Kenya's education system is undergoing rapid change due to social and economic upheavals. Currently, the government does not subsidise pre-primary school education, despite mounting pressure for the government to take over and pay for such schools. While primary school enrollment is close to 100%, there are significant qualitative difficulties due to overcrowding and teacher shortages. Secondary school enrollment remains extremely low (less than 50%), even lower for girls. This situation is urgent and requires immediate attention. At the university level, enrollment is expected to be only 3%, although the number of universities has exploded recently. Universities also need financing for research and innovation. One solution is to establish contacts with other universities to do research together. Thus, researchers can benefit from one another, and over time, Kenya will develop a pool of talented and experienced investigators capable of addressing the country's challenges, notably those associated with the 2030 vision and the Millennium Goals (Mugi et al., 2016).

Bird (2019) asserts that entrepreneurial abilities, regardless of their depth and complexity, are critical to the success of any organisation. Individuals require a diverse variety of abilities to contribute to a modern economy and to assume their place in the technological society of the twenty-first century. A combined ASTD-US Department of Labor study discovered that technology was changing the workplace and highlighted sixteen critical skills that employees must be able to adapt to. In the workplace, "hard skills" refer to “technical or administrative procedures critical to an organisation's core business”. “Examples are machine operation, computer protocols, safety requirements, and financial and sales management procedures”. Generally, these abilities are simple to monitor, define, and assess.

Additionally, they are simple to train, as most of the time, the skills are completely new, necessitating no unlearning (Lonial & Cardinal, 2015). In comparison, "soft competencies," also called "people competencies," are frequently difficult to observe, define, and quantify. Individuals' abilities are just as vital for daily life as they are for work. They are concerned with the interconnectedness of people: communication, listening, dialogue, feedback, teamwork, problem-solving, participation in meetings, and dispute resolution. Additionally, leaders at all levels rely heavily on people's abilities to demonstrate, establish teams, manage meetings, foster innovation, solve problems, decide, plan, delegate, observe, train, train, encourage, and motivate. Of course, individuals enter businesses with deeply ingrained interpersonal

behavioural habits not acquired in the classroom. Rather than that, people learn how to deal with relationships and other life challenges at a young age (Lonial & Carter, 2015).

Teece (2016) noted that one of the primary issues confronting many transitioning businesses is the inadequacy of managerial abilities among new hires. He claimed unequivocally that more than 60% of family businesses lose a major amount of their market share due to technical abilities and skills concerns upon succession.

According to Gurau and Torres (2015), behavioural patterns at the neuronal level are physically established. Every new meaningful pattern will appear extremely unsettling, even sought and expected. The only way to replace an existing pattern is to design a new one that produces superior outcomes. If the new pattern is more appealing than the old pattern and the reinforcing period is long enough, new connections will form. If the new path is a superhighway, it has the potential to become the most popular, and even an ancient path with many memories will eventually go out of usage.

Buckingham and Goodall (2015) propose that performance management is an integrated approach that ensures employee performance improvement achieves the operational and strategic objectives of the organisation. Performance management focuses on contributing to the corporate performance of individuals and teams. The objective of performance management is to ensure long-term sustainability. Effective performance management is characterised by the capability of the company strategy to communicate the performance management system. It should also provide all employees with project management functionalities and be able to monitor their success in real-time. Effective management of performance should link individual performance to corporate performance. Individual performance commitment is an emotional contract that is crucial to the achievement of companies' desired objectives. Performance evaluation professionals insist on the key aspect of human resources operations being emotional contracting (Mone & London, 2018).

Furthermore, Mone and London (2018) claim that performance management has become vital in managing human resources and often integrates human resources tasks with the organisation's business strategies. However, Armstrong and Baron (2013) define the main difficulty encountered by human resource specialists as the choice of which criteria to utilise in assessing performance. The method for classifying average, good and indifferent staff is an important subject for discussion among scholars.

Price (2014) notes that, although there has been various research on performance management, there are few practical recommendations on how to build and execute effective assessment systems that can lead to significant improvements in the performance of employees. Price (2013) contends that most research has focused on performance measurement criteria and disregarded the process' management side.

Incentive management is the process through which rules and practices are developed and implemented, ensuring that employees receive compensation and reward following their contribution to the company. The management of rewards is intended to guarantee that staff are rewarded properly, reasonably and consistently. It focuses on the design, implementation and sustainability of award systems to meet the needs of different stakeholders inside the company. According to Perkins, the incentive for White and Jones (2016) is a vital part of employer-employee relations. In addition, wages and payments are crucial for managing human resources. However, at both academic and practical levels, the subject has always been controversial and one of the most sensitive. The reason for working in a given organisation is compensation. It represents the return for the effort done by the employee (Perkins et al., 2016). Compensation might be monetary or non-monetary. It is vital to remember that compensation affects an organisation's capacity to attract, recruit and retain outstanding personnel (Budhwar, 2014). Wages and non-monetary perks constitute an important portion of an organisation's budget.

Perkins et al. (2016) claim that employee relationships no longer focus on collective agreements but deal with all problems that employees in the firm encounter. Griffin et al. (2015) also believe that employee relations cover all facets of staff-employee relationships. The relationship between the employee and the employer is a power relationship in which remuneration for work is exchanged. The employer has the power to direct the organisation's objectives. On the other side, the employee can decide to obstruct the attainment of these objectives and therefore create a conflict of interest. It should be noted that the employer-employee relationship includes non-monetary items such as working time, working environment, workers' health and health and vacation time (Price, 2010).

The management and leadership of organizations offer and incorporate capabilities and resources required to sustainably produce commodities and services. Sustainability responsibilities ought to be spread across the entire organization to ensure the success and efficiency of the initiatives being implemented. For instance, managers at the middle level can

report to senior managers who in turn inform the CEO regarding sustainability performance, while as a team, they make decisions on sustainability while factoring tradeoffs on environmental and social impacts versus financial ones. It is necessary for the top leadership to also ensure that middle and senior-managers have the requisite guidance and support on making tradeoffs and decisions. Such support and guidance minimize the probable conflicts that are likely to occur from different approaches and interests. The presence of supportive leaders encourages department managers and employees to share innovative ideas and make innovative services and products. Therefore, leadership support is the main determinant of sustainability success. The main responsibility of managers and leaders is developing a corporate culture that supports sustainability (Newman et al., 2021).

Various managerial practices like fostering environmental beliefs and values can create a culture that prioritizes sustainability. Managers and leaders can create and share with their subordinates a corporate sustainability vision that is rooted in the organization's mission and vision to establish a mutual corporate identity. It is necessary for these leaders to promote principles on sustainability to influence the attitudes and perceptions of employees towards sustainable entrepreneurship. For instance, they can offer workers with guidelines and training to attain corporate sustainability and improve their capacity to embrace and understand changes. Because of the ambiguity and complexities of the concept of sustainability, most individuals are hesitant to incorporate economic, environmental and social dimensions into their core business strategies and processes. Resultantly, programs on training can lessen this issue by providing relevant sustainability information as well as related repercussions and issues. Resultantly, the skills and knowledge gained will enable workers to understand the necessity of innovation and change to enhance profitability and business performance while promoting social and environmental wellness (Park et al., 2016).

2.4.5 Organisation Culture

Over the years, the concept of organizational culture has been described in various ways, with scientists offering many dimensions and typologies for researching organisational culture. This culture, according to Schein's (1992) paradigm is the shared ideals expressed by standards and manifested through behavioural patterns. Organisational culture based on the paradigm has three levels: artefacts, that is the visible organisational processes and structures that are difficult to decipher or comprehend but can be discerned easily; embraced values, which comprise strategies and goals; as well as basic assumptions, which comprise thoughts, beliefs,

perceptions, feelings and thoughts. Conversely, Hofstede (1997) states that organisational culture consists of values, symbols, rituals and heroes, as well as five dimensions influencing organisational behaviour: femininity verses masculinity, power distance, collectivism verses individualism, long-term orientation and uncertainty avoidance.

From the model, it is clear that the value system of an organization is affected by acquisition of knowledge, decision-making, and interpretation of information. Norms, on the other hand, are societal expectations founded on fundamental values and serve as instructions for expected behaviour, complete with explicit correction and punishments (Hogan & Coote, 2014). Quinn and Robert (2011) on the converse use the competing value framework (CVF) to divides the culture into four dimensions: market, adhocracy, hierarchy and clan. Clan refers to innovation, entrepreneurship and self-motivation; a competitive environment defines market culture; and hierarchical culture is defined by an explicit structure, formal procedures and policies, strict control, and responsibilities that are clearly defined (Tseng, 2010).

Robbins (2003) identifies numerous aspects of each organisation's unique culture. These variables include creativity, integration, leadership, risk-taking, control, management support, reward system, identity, communication patterns and conflict resolution. These features are referred to as indicators of a business's culture. A holistic picture of organisational culture is presented by Robbins and Judge (2013) through the lens of a framework that identifies seven key aspects of organisational culture. These characteristics include creativity and risk-taking, a mindset that prioritizes goals, people and the team, attention to detail, assertiveness, and stability. The framework on organisational cultural developed by Cameron and Quinn (2011) will be employed in this research. The framework is based on the CVF paradigm and pinpoints cultures: market, adhocracy hierarchy and clan culture.

Hierarchy/control culture, according to Acar and Acar (2014) is at the heart of the internal organisation and control/stability perspective. It reflects bureaucratic rules and principles (Quinn & Spreitzer, 1991). It focuses on internal control of structured and codified jobs with rules and guidelines tasks (Cameron & Quinn, 2006). However, it is not clear whether the norms and procedures in those cultures maintain the company together because stability and predictability are perceived as promoting efficiency (Hartnel et al., 2011).

The hierarchical culture is a codified and structured workplace. Procedures govern what people do. This culture is internally oriented and characterised by structural and regulatory

mechanisms. Structure and codified work place is the mainstay of an organization. The underlying concept is efficiency is fostered through predictability, control and stability foster efficiency. Leaders that are effective are good organisers and coordinators. It is crucial to keep an organisation working smoothly. The organisation's long-term aims are stability, predictability, and efficiency. The business adheres to official laws and policies (Cameron et al., 2014).

The main focus of hierarchical cultures is efficiency. As such, the culture focuses on elimination of redundancies and waste and simplification of services, products and processes so as to minimize costs and thus attain corporate sustainability. Efficiency and compliance are the bureaucracy cultures' sustainability strategy. Here, the cultures clearly define the responsibilities and tasks, which are delegated from the top to the bottom. Nonetheless, the focus of the culture is considered to be a bit narrow and thus offers a competitive advantage that is limited because it can be easily imitated by rivals (Anning-Dorson, 2021).

The narrowness can also interfere with the implementation of changes, new technologies or innovations that are integral for corporate environment management activities' success. However, firms that are established in the market experience minimal pressure in terms of implementing change and mainly focus of efficiency, stability and process that run smoothly. Such firms can therefore embrace bureaucracy culture to steer efficiently into business directions that are sustainable through the adoption and expansion of organizational guidelines (Wu et al., 2019).

Clan culture is centered on a welcoming work environment that seems like an extended family. Tradition and loyalty are the guiding principles of the business. Clan culture is inward-looking and is characterised by an adaptable organisational structure. It is a friendly workplace that feels like a giant family. "Leaders are viewed as mentors and, in certain cases, parents". The level of commitment is quite great. The company emphasises the long-term significance of individual improvement and the necessity of cohesion and morality. The organisation values collaboration, involvement, and consensus. The fundamental belief is that businesses' trust in and commitment to their employees enables open communication and employee participation (Cameron & Ettington, 1988).

Clan culture concentrates on the internal environment. Clan culture. The (supporting) culture is formed between the organisational emphasis and the flexibility/dynamic (Sak & Acar, 2014).

This culture is highly related to teamwork and participation (Quinn & Spreitzer, 1991). Aktas et al. (2011) state that it is the “type of culture in which a strong family sense exists, and the organisation's objective is to maintain stability, allegiance, cohesion and participation”. These elements are viewed as essential to success. The focus of clan cultures is on interpersonal relations, social interaction, learning employee development and capacity building, such as safety initiatives and corporate environmental health, to enable corporate sustainability. Nonetheless, the group thinking that is inherent in these cultures can impede innovation and development of novel ideas because most corporate staff value consensus over unique ideas (Shuaib & He, 2021).

Organisations develop in this manner and are characterised by inventiveness, risk-taking and risk-taking. This culture is (Quinn & Spreitzer, 1991). In an organisation, it describes a culture that invents, is adaptable to new ideas and is enterprising and creative as an outward and dynamic structure (Acar & Acar, 2014). According to Aktas et al. (2011), adhocracy provides significantly greater opportunity for individual development on its own as long as this is in keeping with organisational objectives. They also declare that the firm aims to obtain as many outside innovation opportunities as possible. An example of this culture is the usage of the Internet in business.

The Adhocracy culture is defined by a fast-paced, entrepreneurial, and creative work environment. Externally focused, a flexible organisational culture backs up the Adhocracy culture. It is defined by a dynamic, entrepreneurial, and creative environment. Individuals risk their necks and take calculated risks. Effective leadership is forward-thinking, imaginative, and risk-taking. A fundamental tenet of the adhocracy culture is that the idealistic and inspiring vision inspires members to be creative and take risks. Their commitment to exploration and innovation is the organisation's glue. The emphasis will be on cutting-edge information, products, and services. It is vital to prepare for change and to confront new obstacles. The organisation's long-term strategy is focused on rapid growth and resource acquisition. Risk take-out, innovation and flexibility are behaviours derived from these values (Kimberly & Quinn, 1984).

Finally, there is a market culture based on results. Focus on winning is the adhesive of the company. Market culture is an organisational structure which is outwardly oriented and backed by control systems. It is an outcome-focused workplace. The leaders, who are tough and demanding are the competitors and producers

The main focus of the adhocracy cultures is experimentation, innovation and risk-taking to attain corporate sustainability with a cohesive, comprehensive strategy on corporate sustainability. In turn, this entails a process or change and organizational learning, which can enhance the corporate environmental performance on various dimensions and may create a competitive edge. Adhocracy cultures disintegrate existing norms, are appropriate for business environments that are dynamic and are expected to encourage corporate sustainability. These cultures are more appropriate for incumbent firms and startups that operate in sectors characterized by a dynamic market environment because they encourage pioneering initiatives, flexible processes and working atmosphere that is innovative (Frantz & Jain, 2017).

Finally, there is a market culture based on results. The glue that holds the company together is a concentration on winning. Market culture is an organizational structure which is outwardly oriented and backed by control systems. It is an outcome-focused workplace. The leaders are tough producers and competitors. They are difficult and demanding. The glue that holds the company together is a concentration on winning (Jardioui et al., 2019).

Market cultures pursue process improvement, cost reduction, competitor orientation and resource efficiency (maximizing output and minimizing input), as their strategy for corporate sustainability. Nonetheless, such a tactic is inadequate in attaining true sustainability because it fails to openly emphasize the application of change, innovation and new technologies and primarily focuses on responding to competitors and meeting the legal environmental requirements (Čuček & Mlaker Kač, 2020). Studies have shown that market and clan cultures are not appropriate for promoting corporate sustainability; depending on external and internal stakeholders and the market environment firms, firms ought to adopt either bureaucracy or adhocracy culture (Anning-Dorson, 2021).

The emphasis of this culture, which is externally-oriented is control and stability. The behavior calls for rationality and stresses efficiency and performance (Quinn & Spreitzer, 1991). Objective attainment is, to a large part, the major focus of this culture. Competition between persons is very widespread and hence makes personal ties less flexible. Employees are looking for success. The criteria for success are dependent on the achievement of the aim. The culture basically assumes that productivity and competitiveness emanate from attaining the set goals and that workers are often motivated through defined objectives. The main concern for organizations is competitive measures and the achievement of the set targets. It is vital to overcome rivalry and market leadership.

Organizations adopt multiple types of corporate cultures because of lack of an autonomous understanding of corporate sustainability and varying cultural practices within firms. Each firm has a unique culture because of varying shared values, beliefs, business practices and leadership approaches. Nonetheless, four categories of cultures that facilitate corporate sustainability. These cultures include bureaucracy, adhocracy, market cultures and clan. These corporate cultures have varying methods to sustainability because of their varying norms, values, organizational philosophies, norms, strategies and managerial styles (Ng, 2022).

Organizational culture affects the decision making and behavior of managers and thus the strategic orientation of the firm, its procedures, performance and attitudes towards innovation and change. On the contrary, managers can equally determine the corporate culture. They can nurture the beliefs and values of an organization and include a corporate sustainability vision that is ingrained into a business mission and vision that generates a common corporate identity. Here, organizational culture is controlled explicitly (Soetjipto et al., 2021)

The support and promotion of initiatives on corporate environmental management by the top leadership is highly essential. The adoption of the principles of corporate sustainability implores employees and managers to change their beliefs and values as they seek to emphasize the significance of initiatives on corporate environmental management. It also facilitates change in the entire organization in terms of the sustainability practice. Furthermore, a learning environment in the organization is necessary and is promoted by tools like worker training and guidelines that be adjusted based on the evolving conditions (Ponnuswamy & Manohar, 2016).

Environmental goals and values must be entrenched in and pursued by all departments in an organization so as to attain corporate sustainability. Such a comprehensive culture that concentrates on sustainability is regarded as a competitive advantage, for instance, in developing new innovative services and products or increasing recognition by and reputation among customers as well as other external stakeholders. Nonetheless, firms that have different subcultures within different departments may find it difficult to implement the comprehensive sustainability culture. For instance, the R&D and sales department in an organization can have different subcultures, which cannot be changed easily. Such situations require top-managers to be persistence and the enactment of extensive change efforts incorporated into corporate strategy (Singer et al., 2019).

An organizational culture that is internal is pervasive and goes beyond evaluating social norms, tasks, and routines. It also seeks to clarify four major perspectives: people, systems, structure and custom, that impact the external and internal commitments and obligations that are not based on goals, objectives or authority. Based on this approach, organizational culture systematically describes the interconnection of informal social norms that direct exceptional relationships between members of organizations that are not captured by positions of power or organizational charts. Based on studies examining informal norms, argue that tasks and people are arranged in an organization through both explicit and tacit rules. This is significant since the informal rules play a significant role in various industries and coworkers generally consists of friends and relatives that have strong relations that are beyond job descriptions (Polychroniou & Trivellas, 2018).

In particular environments, informal norms are more beneficial that formal norms because they can generate responsiveness and flexibility to evolving conditions. The mainstay of this argument is the notion that life and work experiences are proximal influenced on the emotional episodes and subjective moods of people. Therefore, it can be concluded that in situations where workers work and live away from work impacts their feelings, actions and thoughts both while in and way from the office. These events produce affective and cognitive experiences that affect emotions, judgement, sensory process, cognitive thoughts and moods. In companies, these happenings develop the Affective events theory. This theory includes several assumptions like the assumption that emotions and moods emanate from affective states and that affective commitment is determined by attitudinal constructs (Balaji et al., 2020).

The affective response emanating from these events determines satisfaction, moods, commitments and the emotions in an organization. Consequently, it is argued that the social environment of the workplace generates informal norms, which in turn, create affective influences on employees; subjective emotional experiences in the office and that intervallic structure the experiences determine the level of affective commitment that workers have for their job. Literally, in particular environments, viewing informal norms as responsive and flexible to evolving conditions is beneficial over formal rules in creating affective commitment in the workplace (Tan, 2019).

Organizational culture importance was acknowledged for the first time during the early 1950s. Industrial firms used the culture expound on the low productivity environment and why procedures and rules were not successful in enhancing unhealthy relationships between

subordinates and supervisors. About three decades later, a new organizational culture concept was introduced: the notion of culture as an organization's social fabric, contributing to the mutual process of instituting a distinct organizational character. Since then, organizational culture has been defined in various ways including the culture being regarded as the component that creates a distinction between firms based on the mindset of workers, or the collective mind programming that distinguishes the members of one firm from another. Other studies examined culture in the context of persistent beliefs that characterize companies and groups. Conceivably, organizational culture is usually defined as the pattern of values, norms, assumptions, attitudes and beliefs that influence behavior in a firm (Almutairi & Alenezi, 2021).

Organizational culture is also conceptualized in different ways in literature. According to some investigators, culture consists of a series of levels. For instance, three levels were identified by Murugan and Sujatha (2020): artifacts and symbols, underlying assumptions and espoused values. Culture can equally be intellectualized as an analysis unit. When a group of people that have similar goals collaborate, they produce an exceptional culture. Depending on the analysis level, the phenomenon arising from these relationships can be articulated using different terms. For instance, in case it happens at the state or country level, it is called "ethnic culture"; and in case it happens at the firm level, it is referred as "organizational culture." Here, the culture is an instrument that is developed and used people to enable them to survive and attain their set objectives (Hazem & Zehou, 2019).

Equally, culture can be classified on the professional level; here, each profession develops specific behaviors that are exhibited by practitioners of that profession. Occupational culture is above the organizational one but beneath the national culture; however, some occupations can come up with develop cultures that integrate national and organizational level culture components, like the management culture. The classification of organizational culture can also include differentiation, integration and fragmentation dimensions. Based on the integration dimension, individual workers agree about some components of the organization's culture and thus define it similarly, at least to some degree (Shuaib et al., 2021).

Organizational culture can also be operationalized in several ways, for instance, metaphorically, holistically and quantitatively. The holistic approach is often used by researchers to gain a profound understanding of culture by contributing and noticing, almost endeavoring to become "native" to the firm, as this provides them with a chance for deeper

understanding and the ability to define culture in a more accurate way. Investigators that use the language or metaphorical approach apply tactics to identify patterns of culture in conversations, documents as well as other languages. Generally, this is more obvious; however, the quantitative method is still the easiest approach that provides the quickest outcomes (Eniola et al., 2019).

Organizational culture can be assessed through different models including the Competing Values framework and the Denison Model, among others. The Denison model is distinct from models of organizational culture in the sense that is based on the field rather than the culture effectiveness theory. The field theory is generally used to define different organizational level behaviors; however, it is equally applicable to individuals and groups. The Denison model is based on four qualities that enable firms to enhance their performance: mission, adaptability, consistency and involvement. This model's work construct is used for both qualitative and quantitative methods and the outcomes indicate that generally, organizations that are top achievers find ways to involve and empower their workers, endorse behaviors that are consistent and enable harmonized activities that show commitment towards the main values of their organizations. These firms are also able to respond to business environment changes, offering a vision that is clear and future direction for workers (Senja & Pharmasetiawan, 2017).

The Denison model's structure are arranged into a structure that is in line with modern dynamic tension theories that are key components of organizational effectiveness. These are clustered primarily by external and internal focus, and also by stability and flexibility. Through the consideration of the four model traits, adaptability and involvement cultures can be classified based on the focus on mission, flexibility, consistency and mission. Both the Competing values framework and the Denison model have similar roots. However, there are clear distinctions like the Denison model assessing culture through the profiling approach. Equally, the Denison model contends that organizations that perform exceptionally show a balanced or complete profile or high levels of the four cultural characteristics (Smircich, 2017).

A firm can manifest different types of organization culture such as mission culture, adaptability culture, involvement culture, consistency culture and counter culture. A firm that adopts the mission culture has clear goals and vision and a robust sense of organizational direction. A mission culture entails the establishment of strategic intent and direction and setting strategic vision, goals and objectives for the firm. Organizations with a high mission culture score can deal with their external environment by attaining stability. A company's social contribution

and its external focus are conspicuously outlined, and with good performance being determined by the ability of the firm to encourage workers and firm to concentrate on goals (Abu Mahfouz & Muhumed, 2020).

An adaptability culture focuses on organizational learning, customers and necessitates the creation of change. Firms with high adaptability scores perceive and respond to their customers, environment and redesign their processes and behaviors to facilitate adaptation. The firms perceive and respond to signals from the external business landscape, especially competitors and clients to adjust their internal behavior and facilitate more growth and improvements. The organization will equally respond to its worker's needs because employees are regarded as "internal clients" across all sectors and levels as well as responsibilities, sections and levels (Silwal,2022).

Organizations with high involvement culture scores often encourage workers to be more engaged with their colleagues and work. They provide employees with more responsibility and thus increase the sense of ownership. Workers in such organizations operate informally and attend to more tasks voluntarily and there is minimal bureaucracy. Employees are highly committed to the organization and have a strong ownership feeling. Decision making in these type of firms is also considered to be a collective process and ought to be conducted through the involvement of workers, to increase accuracy and wisdom of decisions. Also believe Companies with an involvement culture believe that decision-making is a collective process and should be carried out in participation with employees, to ease implementation and increase the wisdom and accuracy of decisions (Dorval et al., 2019).

Consistency culture is prevalent in organizations that have solid cultures. These firms demonstrate constancy, that is, workers always agree with each other. The attribute of consistency includes agreement, values, integration and coordination and workers that operate in a consistency culture show high commitment levels and have clear instructions in terms of how to work, with strong guidance and roles and a clear conduct code. Building consistency enables firms to develop high internal promotion levels. Organizations that are based on this attribute have implicit control and the workers have common values that enable them to be highly committed. When workers encounter conditions that are not familiar, they react in predictable ways (Ong et al., 2021).

Counter culture refers to shared values and beliefs that are directly contrary to beliefs and values of the wider organization and often occurs around a leader or manager that is coercive.

The firm can always challenge this culture when it is seeking to positively enhance its performance. However, the culture is regarded as a threat to the original culture of the organization. Schein (1995) states that subculture is the fragment of a culture that depicts different values, norms, behavior and beliefs of people because of variations in departmental goals, geographical areas or job requirements. Employee's perception on the subculture is linked to their level of organization commitment. Some groups can have an analogous culture at the internal level to facilitate social interaction outside the organizations (Silwal, 2022).

Organization culture is strong when most of the workers have similar values and beliefs and thus have high concerns on the firm. Employees operating in an organization with a strong culture concur that managers must seek to minimize the gap between workers and thus create a strong relationship. The management must also understand that workers are more significant than organizational rules. On the contrary, a weak culture is loosely knit. At times, such a culture can push the contribution and though of individuals and in firm that require innovation to grow, it can be a prized asset, though at other times it is not valuable (Fischer et al., 2022).

2.5 Critique of the Existing Literature

Although several types of research have been conducted on the influence of sustainable entrepreneurship and its aspects on performance, nobody has examined how these factors affect performance in sustainable entrepreneurship. Rajasekaran (2014) has carried out a study on sustainable entrepreneurship in Nigeria. The study dealt with entrepreneurial tools and not sustainability factors.

Kazi (2016), on the other hand, conducted a study on sustainable entrepreneurship at the tertiary level: a case study at south Bangladesh University. The study understands the need for an academic curriculum that enhances the entrepreneurial abilities of the graduates in the light of conceptual entrepreneurship. The study's primary objective is to build a sustainable entrepreneurial model that may be used to enhance the existing university-level entrepreneurship development curricula. The current study is based on experience in the classroom at Bangladesh Southern University. In addition, Oyuko (2015) has studied what Entrepreneurship could do for sustainable development? An approach based on corporate social responsibility. The study provides an impetus for multidisciplinary research and to further analyse of CSR's business implications for sustainable development. Based on the

positive social impacts of businesses that cater to the necessities of societies, the study emphasises the crucial role they play in efficiently contributing to sustainable development.

The relationship between entrepreneurship, innovation and sustainable development has been studied by Mihaela (2012). This study can be considered among the pioneer research on this subject with tremendous interest developed by European scholars on the sustainable entrepreneurship process. Nonetheless, the spurred interest has only been witnessed in the western world with developing countries still lagging behind on sustainable entrepreneurship areas. In this sense, the study strives to link sustainable entrepreneurship and sustainable development from both literature philosophical reflection and research into the developing countries.

Anders (2007) studied sustainable entrepreneurship - conditions, concepts, techniques, and questions. This study proposes a research agenda to explore further the concept of sustainable entrepreneurship and an invitation to authentic forces to take the idea, applied interaction and reflective practice further. The concept was presented in 2000; the phenomena were developed in 2003, evolved, and provisionally described in 2006. The sustainable setting generates conditions of complexity, demands urgency, and needs tangible, real-world results, delivered through creative organisation and a holistic approach of forces ready to face this problem.

2.6 Summary of Literature

The use and relevance of clearing and forwarding are increasing in most economies worldwide. The capacity to clarify and forward is vital to the work as the supply chain is based on its ability to appreciate customers. Like other companies, CF companies confront increasing competitive constraints, which drives them to focus not just on business procedures but also on an efficient and effective supply chain. Langley et al. (2017) suggest that one way to address the issue of rapid growth and expansion is for sustainable entrepreneurship to concentrate on its operations. In pursuit of expected opportunities to develop future products, processes and services for the benefit of individuals, the economy and society, the sustainable firm focuses on preserving nature and supporting life and community.

The study is based on dynamic capability theory, hoselitz socio-cultural theory, competitive theory and Schein's organisational culture theory. According to the reviewed literature, “clearing and forwarding companies should ensure that high-quality services increase customer retention, attract new customers via word of mouth advertising, boost productivity, and market

shares, lower employee turnover, lower operating costs, and enhance the moral standards of employees, financial performance and ratability". Incremental technological advancements help improve companies' competitiveness with the ultimate objective of enhancing their value. Core competency has developed as a crucial notion for competitive strategy in a highly competitive market.

For a sustained competitive advantage to be achieved, a company must aim to offer what purchasers want at a higher value. Only companies with particular features such as distinguishing aspects will get competitive advantages and achieve greater performance. A strategic architecture highlights key building skills and their component technologies. It provides a framework for the planning and management of innovation. The analysis also found that organisations may boost their total productivity by transferring employees from mediocre to exceptional performance to development and by promoting the right people.

The goal of a KM system is to give employees fast access to the documented base of facts, information sources and solutions provided by the firm. The knowledge management system can be characterised as a key source of competence to absorb new technology and the growth of in-house technology. The literature underlined the close link between IC and company success. Values are inherent social ideas, beliefs, aims and standards. It was also obvious that organizational culture is essential in molding an organization's behaviour and performance.

2.7 Research Gaps

Although international and national development programs have given sustainable micro-enterprise groups great emphasis for many years, the performance of clearing and forwarding firms does not look encouraging. The overall business environment has become increasingly chaotic, unpredictable, varied and highly competitive since the turn of the millennium. Consequently, companies have been urged to reflect on their response strategies in the organisational structure and culture in a more diverse and competitive environment (Hatch, 2013).

In South American and Asian countries, much empirical investigation on the performance (particularly sustainability and success) of clearing and transport companies have been carried out (Nevajas et al., 2009). Very few studies have assessed the sustainability and performance of clearing and forwarding companies in sub-Saharan Africa. Very few studies of Kenya's performance have empirically assessed the durability and success of SMEs. This study aims to

fill the research gap by concentrating on sustainability entrepreneurship elements as the relate to clearing and forwarding firm's performance in the country.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1Introduction

The focus of this chapter is on the methodology used to operationalize the study and meet its goals. It includes a plan for collecting, measuring and analysing data. This part is a general strategy, structure or plan designed to help the investigator respond to the study topic addressed. In this phase, the majority of decisions on how to conduct research and how to reach respondents, and when, where, and how the research was done have been taken. In this section, therefore, the research identifies the methods and strategies used to acquire and analyse data. The following paragraphs were specifically adopted: "research design, targeted population and sample, data collection tools, techniques for gathering data gathering and data analyses".

3.2 Research Philosophy

Research philosophy refers to that underpins the choices that the researcher made in the course of the study. The philosophy, as pointed out by Carson et al. (2001) will influence how, what and why research has been undertaken. The research philosophy consists of interpretivism, positivism and realism with the philosophical orientation of the researcher determining the preferred epistemology. Interpretivism concerns itself with constructing meaning from participant's opinions and experiences (Cooper & Schindler, 2014). According to the authors, both phenomenology and positivism are both epistemologies that guide social science study. This research examined these two paradigms and considered positivism to be more suitable for the study. Kerlinger (2002) states that empiricism is the main foundation of positivism.

The positivism philosophy is based on hypothesis formulation and data collection (Von et al., 1951). As such, research that is guided by this paradigm embraces a highly regimented approach so as to simplify the hypothesis. The philosophy is equally founded on statistical analysis and quantitative observations. Realism primarily seeks to reveal authentic truth and the presence of objects is widely accepted in the human mind on its own (Dean et al., 2006). Realism is classified into two: realistic directness and critical realism. Direct realism accounts for both what our senses see and what the researcher does. On the other hand, critical realism asserts peoples' sensations are not reality but images of the real world, not reality. Willis (1995) states that the interpreter is a philosophical branch that concentrates on examining the differences between social agents and people.

The study adopted the positivism philosophy. This study takes a stance on the fact that the development of knowledge in the research is based on observation of measurement in line with the test hypotheses to establish the association between various measures (Cooper & Schindler, 2014). The paradigm facilitates the use of both quantitative and qualitative data while testing the hypothesis from the conceptual and theoretical framework because of its objective and deduction nature.

3.3 Research Design

The descriptive research method was use in the study to determine the factors that affect clearing and forwarding businesses' performance in Kenya. A descriptive design is used to ascertain the frequency of occurrence of variables or their association to each other (Bryman & Bell, 2007). This approach is thus ideal for this research because the study's objective is to collect comprehensive data via descriptive narratives that aid in the identification of components. Bryman and Bell (2007) claim that a descriptive design tries to gather knowledge on the present occurrences by posing questions regarding human attitudes and perceptions.

3.4 Target Population

Population refers to subjects or group of individuals that are being investigated in research (Castillo, 2009). "521 clearing and forwarding companies that operate within Nairobi metropolitan area consisted the target population as shown in Table 3.1 below shows". A total of 1128 employees from the 521 companies represented the population of the study, with specific emphasis made to the junior, middle and senior managers as captured in table 3.1.

Table 3.1

Target Population

Department	Top level	Middle level	Low level	Total
Finance	38	86	115	239
Marketing	29	68	96	193
Operations	19	38	67	124
Human Resources	24	48	73	145
Risk and Compliance	55	110	165	330
ICT	14	26	57	98
Total	**179**	**376**	**573**	**1128**

3.5 Sample Frame and Sampling Technique

The sampling technique stipulates the sampling frame, unit, processes and the size of the sample. The sample frame lists all units of the population from which the sample is selected (Cooper & Schindler, 2003). The sample frame outlines the number of participants that can be selected by a researcher (Jankowicz, 2010). Since the population of the research is finite, it is necessary to identify the sample size through a statistical formula. This study employed the simplified yamane formulation (1967) to compute the sample size and the number of answers to be obtained using the equation.

$$n = \frac{N}{1 + N(e)^2}$$

Where:

n = sample size

N = population size

e = the level of precision (0.05)

1 = Constant

$$n = \mathbf{1128}/\{1+\mathbf{1128}(0.05)^2\}$$

= 375 respondents

Table 3.2

Sample Size

Department	Top level	Middle level	Low level	Total
Finance	13	28	38	79
Marketing	10	22	32	64
Operations	6	13	22	41
Human Resources	8	16	24	48
Risk and Compliance	18	36	54	109
ICT	5	10	19	32
Total	**59**	**125**	**189**	**375**

3.6 Research Instrument

The primary data collection instrument was self-administered questionnaires. This consisted of both close and open-ended questionnaire about the clearing and forwarding industry in Kenya. The purpose of the open questions is to enable participants to provide detailed answers without limiting their response capacity and ability. Saunders (2012) states that unstructured or open questions enable respondents to deliver responses that are more detailed, whereas the analysis of ordered or closed questions is much easier.

3.7 Pre-Testing of the Instrument

The purpose of the pilot test was to determine the reliability and validity of the study as well as the research instrument's validity (Joppe, 2009). Pilot data was used to test both validity and reliability. Twenty managers of the firms utilizing the questionnaires were involved in the pilot test. Sampling of the pilot group was conducted randomly. According to Sekaran and Bougie (2010), it is important to conduct personal interviews using questionnaires so as to determine the attitudes and reactions of the respondents. All questions, including the language, content, shape, layout, difficulties, sequence and directions of questions were pre-tested. Based on the feedback, the questionnaire was improved in regard to its validity and reliability.

3.7.1 Validity

According to Golafshani (2003), validity refers to the relevance and correctness inferences in the study and ensures they are reliant on the investigation's outcomes. The questionnaire's validity was studied using both content and face validity. Content validity is determined by evaluating a wide range of items that are related to the ones being examined. The material's validity is determined through the representativeness of the sample population. Gillham (2008) points out that the abilities and knowledge included in evaluating items ought to representative the broader abilities and knowledge field.

3.7.2 Reliability

The reliability of the instrument, however, is the extent to which the instruments of the research give similar outcomes under same circumstances when tested under multiple times. There are different strategies used to test reliability. However, the study used the Cronbach Alpha measure with results presented in section 4.4.1

3.8 Data Collection Procedure

The process of data collection was carried out in stages. The first stage was to obtain letter of introduction from the university and institutional review body-NACOSTI. The second stage involve seeking permission from selected firms. The third stage was training of selected research assistants on interviewing skills to minimize response and interviewer bias. The fourth stage was the collection of data through drop and select strategy as it allowed for respondent's time to fill the questionnaire at their own convenience.

3.9 Data Analysis

Version twenty one of Social Sciences Statistical Package (SPSS Version 21.0) was used for analysis. All the received questionnaires were referenced and their items coded for data entry purposes. Descriptive statistics like percentages, frequencies, standard deviation and average score to obtain quantitative variables and information was sifted before being presented using graphs and tables. As Mugenda and Mugenda (2003) point out, descriptive statistics was appropriate for the research because it enables the researcher to characterize the measurements or scores distributed in a meaningful manner through measurements or scores. The conceptual content analysis was used to analyze qualitative data obtained through open questions. As

suggested by Zina (2010), the qualitative data that obtained was structured, coded, and classified to reveal emergent themes in line with objectives.

Inferential data analysis was conducted through multiple regression analysis and Pearson correlation coefficient. Tanton (2007) states that in most statistical procedures, it is assumed (at least approximately) that variables are distributed normally, particularly in parametric measurements. Resultantly, parametric statistics like regression analysis and Pearson correlation relies on the normal distribution of the variables, therefore the variables have been internally standardized. The factor analysis to select the parameters that are of the highest weight is a necessary step in computing the inferential statistics. Factor analysis, which entails the identification of correlation between several variables through a systemic statistical process was also conducted. Multiple regression analysis was conducted to test the relationship between variables was established. Given the presence of four distinct variables in this inquiry, the multiple regression model assumed the following equation;

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

Where: -

Y= represents the dependent variable, performance of clearing and forwarding firms

β_0=constant

X_1= social and cultural entrepreneurship

X_2= environmental-entrepreneurship

X_3= Innovative information and support

X_4= Entrepreneurial managerial support

€=Error Term

3.10 Ethical Considerations

Permits were obtained from the appropriate institutions, including the university and the National Commission for Science, Technology, and Innovation (NACOSTI). In this study, ethical norms were followed to guarantee that respondents' dignity and emotions were protected when probing questions were asked.

The research study maintains respondents' anonymity, which Sekaran and Bougie (2010) define as the practice of maintaining secrecy by not identifying respondents' cultural or ethnic origins, refraining from referring to them by their given names, or disclosing any other sensitive information about a respondent. This was accomplished by developing, delivering, and evaluating the surveys in such a way that no sensitive personal data/information is collected. The researcher assured that all relevant organizations provided clear written authorization to conduct this study, as well as that all data collected, analyzed, and reported would be used solely for academic reasons.

CHAPTER FOUR

DATA ANALYSIS AND PRESENTATION

4.0 Introduction

Chapter four summarizes the findings from the study of the data collected. The analysis attempted to satisfy the study's purpose of examining the factors affecting the performance of clearing and forwarding firms in Kenya. It comprises the pilot study results, which explain the assessment of validity and reliability, as well as the analysis of the primary data acquired to address the study variables' objectives. The analysis employed both descriptive and inferential techniques, relying on the Ordinary Least Square (OLS) method to ascertain the effect of sustainable entrepreneurship determinants on the performance of clearing and forwarding firms in Kenya. OLS analysis incorporates the findings of measurement and structural models that were fitted and used to evaluate scientific hypotheses and to draw conclusions about the study's aims.

4.1 Response rate

The study targeted 375 participants, where 304 returned questionnaires, as indicated in Table 4.1, generating an overall response rate of 80.1 percent. Response rates are indicative of the effectiveness of the survey methodologies used. According to Richardson (2005), a response rate greater than 50% is considered acceptable, while a response rate greater than 50% is considered adequate. Thus, the 80.1 percent response rate achieved in this study was deemed satisfactory and acceptable.

Table 4.1

Response rate

Department	Target	Returned	Response rate
Finance	79	65	82.3%
Marketing	64	52	81.3%
Operations	41	34	82.9%
Human Resources	48	38	79.2%
Risk & Compliance	109	88	80.7%
ICT	32	27	84.4%
Total	375	304	81.1%

4.4.1 Pilot Study Result

The pilot study data was also used in assessing the reliability of the quantitative data collection instruments. Reliability of the dimensions used in measuring the study variables in the questionnaires was through internal consistency measures of Cronbach Alpha. All internal consistency measurement above 0.7 are considered reliable and this was confirmed from the measures where scores above the cut-off were realized in table 4.2.

Table 4.2

Reliability Test

Construct	Number of Items	Cronbach alpha	Conclusion
Sustainable entrepreneurship	12	0.866	Reliable
Environmental Ent.	12	0.875	Reliable
Innovative info	12	0.908	Reliable
Ent. managerial	12	0.878	Reliable
Organization Culture	12	0.883	Reliable
Performance	12	0.909	Reliable

4.2 Diagnostic Tests

The objectives of the study variables were addressed through the use of ordinary least squares regression analysis. Thus, diagnostic tests on the classical linear model assumptions were conducted. Linear regression models are based on certain assumptions that were tested below.

4.2.1 Outliers

In general, outliers are observations that depart significantly from the dataset's data centroid (Zink et al., 2018). Hadi et al. (2009) defined outliers as data points that deviate significantly from other observations and also discussed the potential of multivariate outliers in datasets containing many independent and dependent variables. Outliers can have a variety of causes, including coding errors, erroneous data, or a sample distribution for certain variables that may have a non-normal distribution (Zink et al., 2018). Beguin and Hulliger (2004) suggest that outliers can be identified by calculating the mahalanobis distances between each observation and the data centroid.

Mahalanobis distances are used to determine the distance between each observation and the centroid, which in the case of a multivariate dataset is an intersection of the means of the variables being evaluated (Beguin & Hulliger, 2004). In this study, Mahalanobis distances were calculated for multivariate observations from the data collected for the study and used to

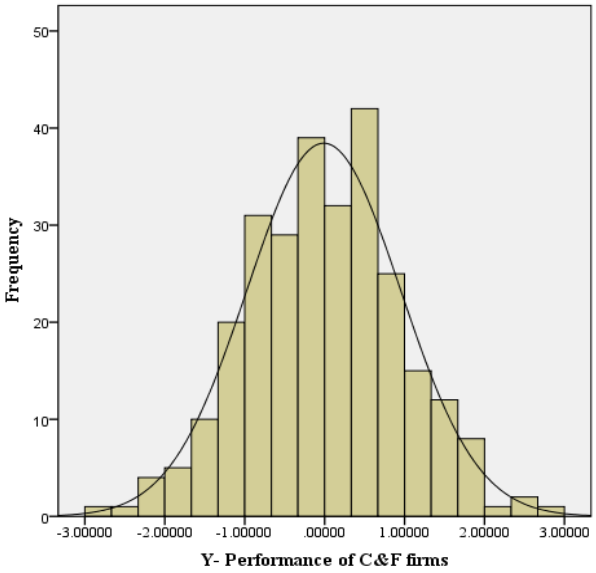
determine the presence of multivariate outliers, taking into account that the calculated distances (Leys et al., 2018). According to Hadi et al. (2009), a significant outlier is an observation or data point with a p-value less than 0.05 for the estimated distance. The mahalanobis distances between the 278 entries in the study revealed that none of the 100 cases with the greatest distance to the centroid were noteworthy outliers. All entries with Mahalanobis distances larger than 0.05 had p-values greater than 0.05, indicating that no outliers were discovered.

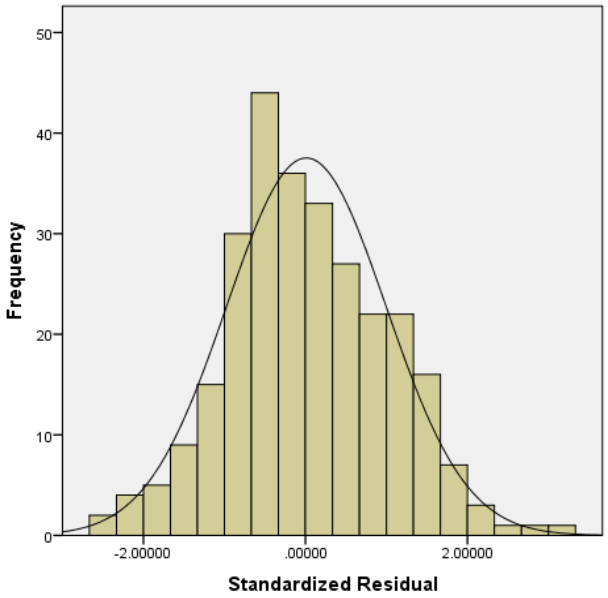
4.2.2 Normality

A variable is considered to have a normal distribution if it has a skewness of zero and a kurtosis of three. Regression models are fitted based on the assumption that the model residuals follow a gaussian distribution. The histogram representations in Figure 4.1 of the dependent variable and the model residuals from the fitted regression model demonstrates visualisations of normal distribution with no skewness.

Figure 4.1

Histogram of model residuals





The Shapiro-Wilk test of normalcy was used to examine and confirm normality. The Shapiro-Wilk statistic was calculated for the dependent variable and for the regression model residuals as shown in Table 4.3. Normality is confirmed through p-value greater than 0.05 which was established in the normal distribution of the fitted models.

Table 4.3

Test for normality of model residuals

	Kolmogorov-Smirnova			**Shapiro-Wilk**		
	Statistic	df	Sig.	Statistic	df	Sig.
Performance of C&F firms	.032	278	.200	.998	278	.982
Model residuals	.053	278	.059	.994	278	.397

4.2.3 Homoscedasticity

The linear models utilized in this work are based on the assumption of homoscedastic residuals. Homoscedasticity (variance homogeneity) of a variable refers to the variable's constant variance (Cohen et al., 2003). Heteroscedasticity refers to a variable that does not exhibit constant variance. The heteroscedasticity of the model residuals was determined using Breusch Pagan statistics. The Breusch Pagan statistic follows a chi-square distribution, with a p-value less than 0.05 implying heteroscedasticity and a p-value larger than 0.05 implying homoscedasticity. The p-value of the Breusch Pagan statistic is greater than 0.05 in Table 4.4, indicating that the model residuals are homoscedastic.

Table 4.4

Test for homogeneity of variance

	Chi-square Statistic	p-value
BP – Test	9.173	0.102

4.2.4 Non-autocorrelation

In linear modelling, the assumption of non-autocorrelation refers to the independence of model residuals that are not expected to be auto correlated. The Durbin Watson test was used to determine whether or not the model residuals of fitted models were auto correlated. The Durbin-Watson statistic is calculated as the sums of squared differences and residual sums of squares and is compared to a tabular value from the Durbin-Watson tables at a 5% level of significance. Small values for the derived statistic imply that autocorrelations are present. The Durbin Watson autocorrelation test results for this investigation are shown in Table 4.5. The estimated Durbin Watson value is greater than the upper limit of the tabulated data, indicating that the residuals are uncorrelated.

Table 4.5

Test for serial correlation

Durbin-Watson	Lower limit	Upper limit
1.987	1.784	1.774

4.2.5 non-Multicollinearity

Multicollinearity is a statistical term that refers to the occurrence in which two or more predictor variables are significantly connected in a multiple regression (Gujarat & Porter, 2009). When a model exhibits a high degree of multicollinearity, the predicted regression coefficients will inevitably change substantially, making them less dependable (Kothari, 2004). The findings of multicollinearity analysis are shown in Table 4.6.

Table 4.6

Test for Multicollinearity

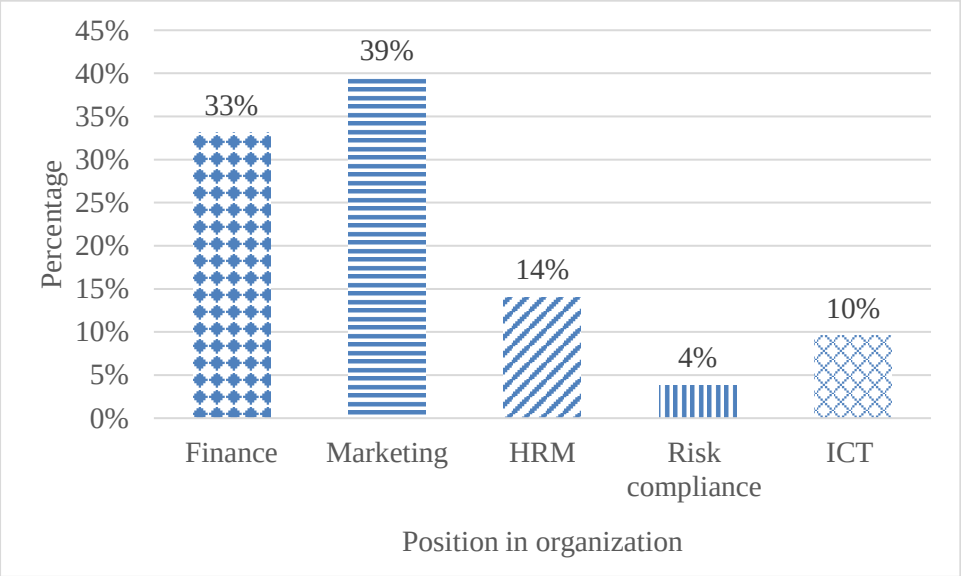
Social-Cultural Factor	Tolerance	VIF
Social-Cultural Factor	0.543	1.841
Environmental Entrepreneurship	0.349	2.866
Innovative information and support	0.311	3.212
Entrepreneurial Managerial Support	0.329	3.040
Organization Culture	0.207	4.835

4.3 Descriptive Analysis of Demographic Variables

To describe characteristic of the respondents, an analysis of their demographic factors was conducted. The examination of demographic characteristics enabled us to gain a broad picture of participants' capacity to provide appropriate reliable impartial information and to assess acceptable unbiased representation of the respondents' numerous significant categories. The depiction of the various positions held by the sampled participants is depicted in Figure 4.2. The majority (39%) worked in marketing. Finance was the second most represented sector at 33%, followed by human resource management at 14%. Ten (10%) of respondents worked in information technology, while only 4% worked in risk management department.

Figure 4.2

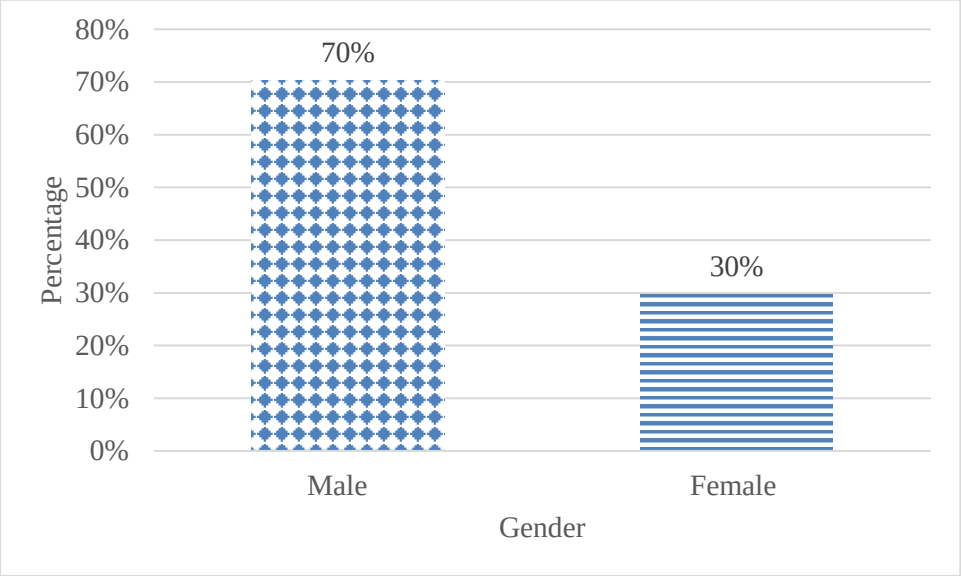
Position held in organization



The gender representation of the sampled respondents is depicted in Figure 4.3. The findings indicate that 70% of respondents were male, which was much greater than the percentage of female respondents.

Figure 4.3

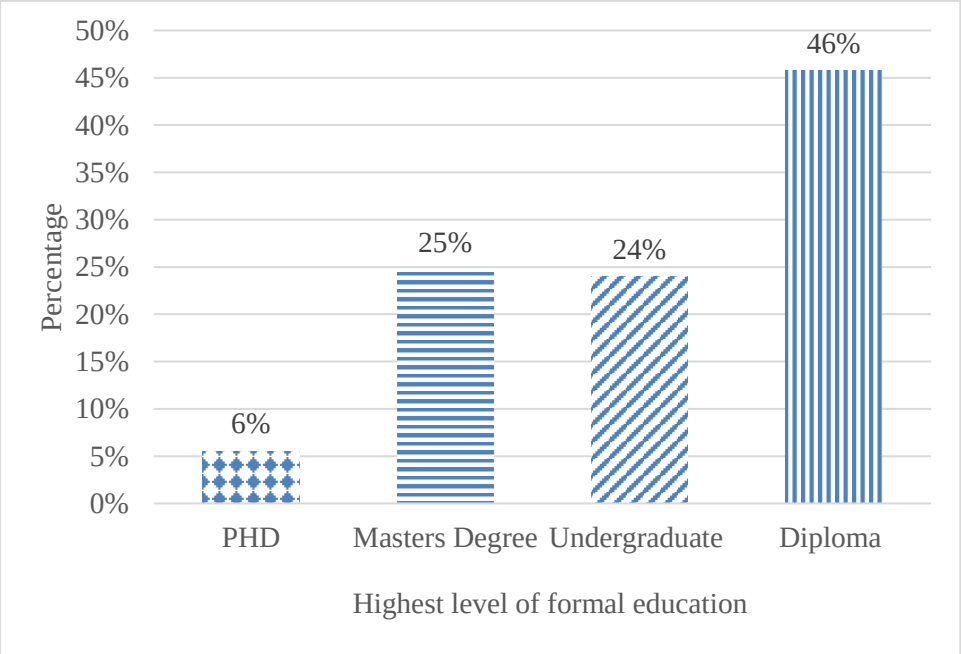
Gender of respondents



The respondents' educational attainment is depicted in Figure 4.4. PhD holders were represented by a very small percentage (6%) of respondents in a random sample. The majority of responders (46%) had Diploma certificates, a far lower level of formal schooling, 25% of respondents held master's degrees, while 24% held bachelor's degrees.

Figure 4.4

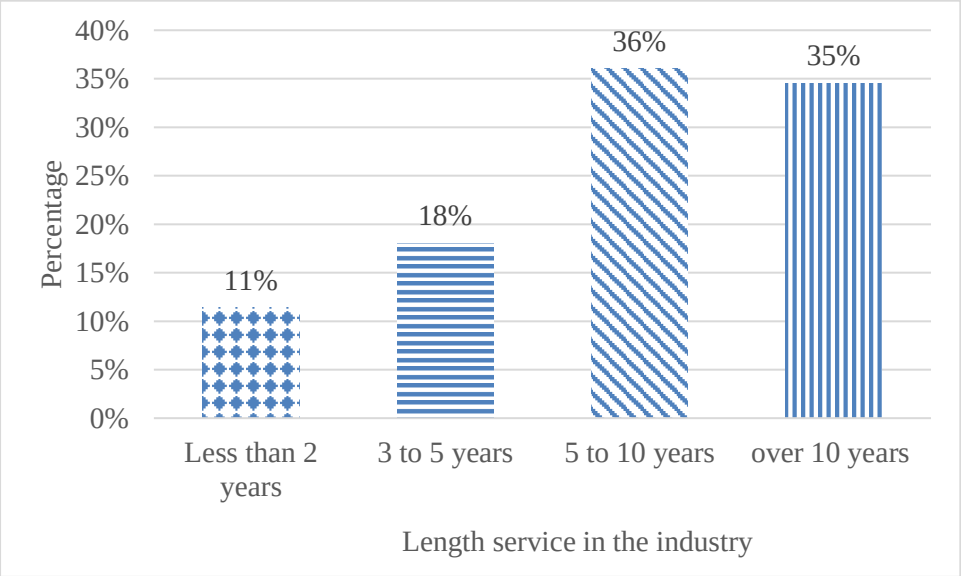
Level of education of Respondents



Years of experience as depicted in Figure 4.5 below reflects the respondents' years of service in the industry. Despite the fact that the majority of respondents hold diplomas and only a few hold advanced academic degrees, work experience compensates for this. The 35 percent of respondents with over ten years of experience had the highest degree of experience, followed by the majority (36 percent) of respondents with five to ten years of experience. Only 18% and 11% of respondents, respectively, had fewer than 3 to 5 years and less than 2 years of service. Respondents with more experience are more knowledgeable about the subject under investigation and hence more capable of providing reliable responses than respondents with less experience.

Figure 4.5

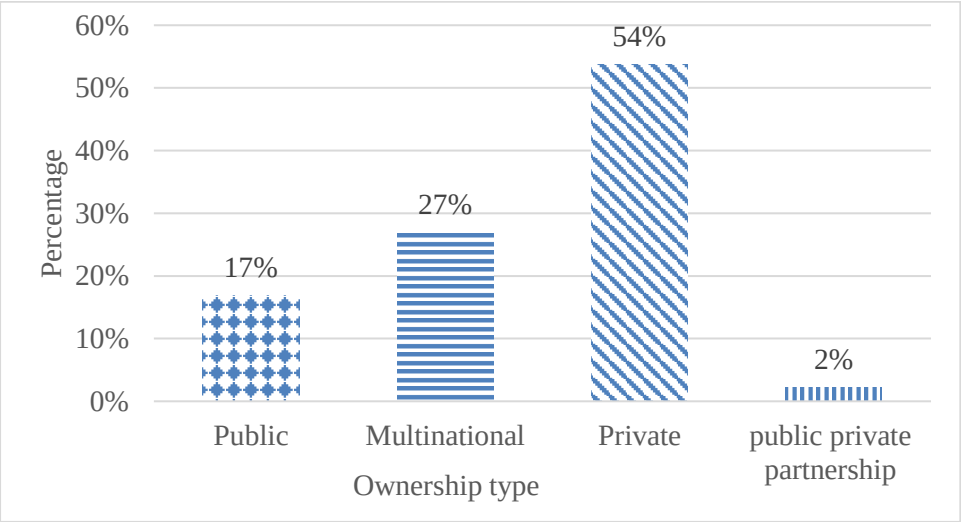
Experience of respondents



According to Figure 4.6, the majority of respondents (54%) worked for private enterprises. Multinational and public enterprises accounted for 27% and 17% of respondents, respectively, while public-private partnership organizations accounted for only 2%.

Figure 4.6

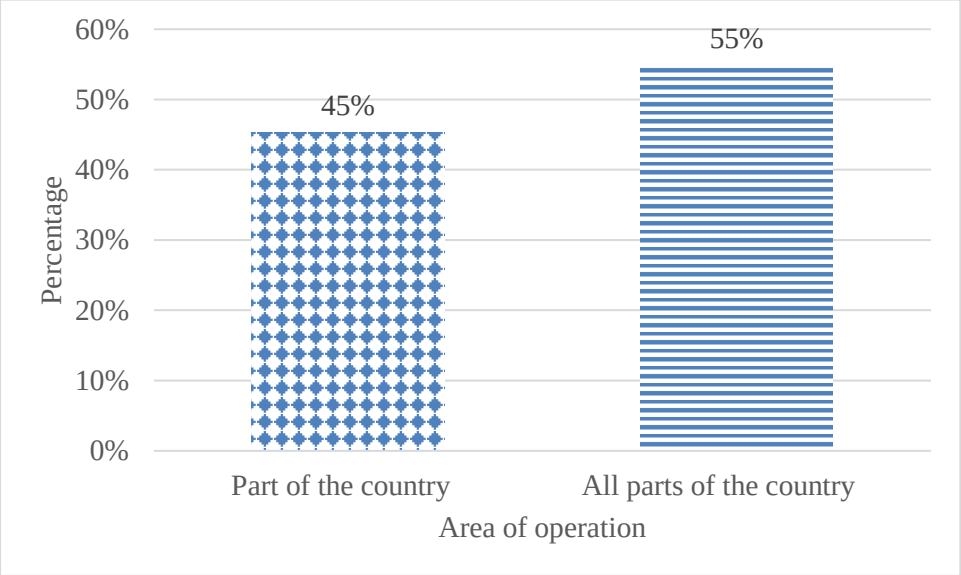
Ownership type



The operations of the sampled C&F enterprises are depicted in Figure 4.7. The majority (55%) of respondents were from enterprises that operate throughout the country, while 45 percent were from firms that do not operate throughout the country but do so in specific regions.

Figure 4.7

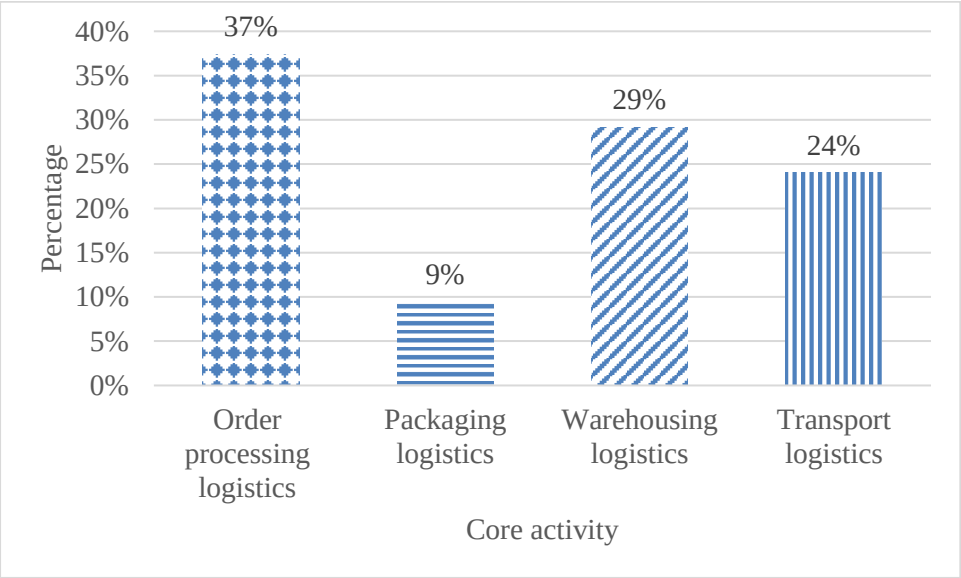
Area of operation



The respondents' and their firms' primary activities are depicted in Figure 4.8. The majority (37%) worked in processing and logistics, 29% in warehouse logistics, 24% in transportation logistics, and only 9% in packaging logistics.

Figure 4.8

Core activity



4.4 Descriptive analysis of study variables.

Descriptive approach was employed in examining the sustainable entrepreneurship factors influence performance of study firms. Central tendency measures for the variables of the study are presented in this section based on 5 point Likert items used in data collection.

4.4.1 Social-Cultural Entrepreneurship

A summary of central tendencies measures for the first variable is presented in table 4.7. The respondent perception of the importance of finance access is the first factor under analysis. (B1 1). Slightly more than half of the respondents agreed (55 percent), while about a third of the respondents agreed to the statement, 9 percent were not sure whether they agree or disagree and 6 percent were in disagreement. From the mean score of 4.29 and standard deviation of 1.02 it can be said that respondents agreed on the importance of finance access improving the competitiveness of the business.

The second item was on the role of diversification of finance access to the performance of CFF (B1 2). Slightly under a half of the respondents agreed (41%) while slightly more than a third (36%) strongly agreed, 17% were not biased to agree or disagree with 6% disagreed on the question. On average it can concluded that diversification of finance access holds an important role on the performance of CFF as supported by the mean score was 4.07and standard deviation of 0.89.

The third item was on initiatives put in place by C&F firms on dealing with finance access challenges from financiers (B1 3). Most of the respondents (41%) agreed while less than a third of respondents strongly agreed (26%) and 27% were impartial. Only four percent strongly disagreed. With a mean score of 3.83 and standard deviation of 0.96 the results show general agreement that the firms have put in place measures to deal with challenges of finance.

The fourth item dwelt on the role of managerial expertise in fostering creativity as a way to spur profitability. (B2 1). Slightly more than half of respondents agreed (52%), a third of respondents strongly agreed, 10 percent of the respondents were not decided on disagreeing or agreeing to the statement. From the mean of 4.08 and standard deviation of 0.8 it can thus be established that on average the respondent agreed that managerial expertise has fostered creativity leading to better performance for the firms.

The fifth item focused on the role of managerial expertise on enabling change within C&F firms (B2 2). Slightly more than a third of the respondents agreed to the statement (38%), 46% were in strong agreement majority, 13% were impartial. The mean score of 4.23 and standard deviation of 0.87 respondents demonstrates agreement to the role of managerial expertise on enabling change in clearing and forwarding firms.

The sixth item was on the managerial experience as a strategic advantage to C&F firms. (B2 3). Forty Four percent of the respondents agreed and strongly agreed to the statement while 8% were impartial to the statement and 3% disagreed with the statement. Given the mean of 4.26, and standard deviation of 0.81 it can be concluded that respondents agreed that management expertise offer strategic advantage to C&F firms.

The seventh item was on the place of availability of infrastructure on enhancing the performance of C&F firms (B3 1). Nearly half of the respondents strongly agreed (49%) while 39% of the respondents being in agreement, 7% of the expressed neutrality while the remaining 2% expressed dissent to the statement. From the mean score of 4.28 and standard deviation of 0.8, it can be seen that there was agreement that infrastructure is critical in improving the performance of C&F firms.

The eight item was on the role of organization resources on strengthening the capabilities of C&F firms. (B3 2). Slightly more than half of the respondents agreed to the statement, less than a third of the respondents were in strong agreement while 11 percent of the respondents were neutral to the item. With the mean of 4.04, and the standard deviation of 0.87 it can be reported

that respondents agreed that organization infrastructure is beneficial to improving organization capabilities and growth.

The ninth item evaluated the place of ICT on integration in the procurement departments at C&F firms. (B3 3). 45% of the respondents agreed while 43 % were in strong agreement agreed. Only 7% were indifferent to agree or disagree and 3 expressed their strong dissatisfaction. The mean of 4.22 and standard deviation of 0.90% demonstrates the respondent's agreement to the role of ICT on integration of procurement management process.

The tenth item assessed how business information helps C&F firms in making objective and evidence-based decision (B4 1). Most of the participants agreed (45%) and strongly agreed (40%) while 13% were neutral to the statement, and 1% expressed their dissatisfaction to the statement. On average, there was general agreement to the contribution of business information on C&F evidence-based decisions as supported by mean of 4.24 and standard deviation of 0.82.

The eleventh item examined the relevance of business information on the performance of C& F firms (B4 2). More than half of the respondents (51%) were in strong agreement to the statement while 41% of respondents agreed to the statement. Only 5% of the participants were neutral to the statement. Averagely, the mean score of 4.30 and standard deviation of 0.77 shows that business information contributes to the performance of the firms.

The twelfth item focused on taking advantage of business information to improve the performance of business. Slightly more than a third of the respondents agreed (38%) to the statement while about a third of the respondents strongly agreed (34%). Eighteen percent were indifferent to agree and disagree choices while 11 percent disagreed. From the mean of 3.88 and standard deviation of 1.12 it can suggest that clearance and forwarding firms use business information to improve their performance.

The overall mean shows that the respondents agreed that clearing and forwarding firms have adopted various aspects of socio-cultural entrepreneurship (mean= 4.16). This suggests that clearing and forwarding seek to achieve social change in pursuing their business. This aligns with the findings reported in other studies (Cortes & Lee, 2021; Crupi et al., 2022). These studies confirms that SMEs seek to generate social value from their business operations.

Table 4.7

Descriptive analysis of Social-Cultural Factor

	SD 1	D 2	N 3	A 4	SA 5	Mean	Std. Deviation
B1_1	4%	2%	9%	29%	55%	4.29	1.02
B1_2	0%	6%	17%	41%	36%	4.06	0.88
B1_3	4%	1%	27%	41%	26%	3.83	0.96
B2_1	3%	2%	10%	52%	33%	4.08	0.8
B2_2	2%	1%	13%	38%	46%	4.24	0.87
B2_3	1%	3%	8%	44%	44%	4.26	0.81
B3_1	2%	3%	7%	39%	49%	4.28	0.9
B3_2	2%	4%	11%	52%	31%	4.04	0.87
B3_3	3%	2%	7%	45%	43%	4.21	0.90
B4_1	1%	2%	12%	40%	45%	4.24	0.82
B4_2	2%	0%	5%	41%	51%	4.3	0.77
B4_3	7%	4%	18%	38%	34%	3.88	1.12
Average Mean						4.15	

4.4.2 Environmental Entrepreneurship

A summary of central tendencies measures for the second variable is presented in table 4.8. The respondent views on switch from compliance pollution to prevention strategies in environment conservation was the first item investigated. (C1 1). Slightly less than half of the respondents agreed (44 percent), while slightly less than a fifth of the respondents strongly agreed to the statement (18%). The mean score of 3.60 and standard deviation of 0.91 shows that the respondents agreed that C&F firms had shifted their environment conservation strategies to prevention mechanism.

The second item was on the establishment of environmental protection measures to enhance the performance of C&F firms. (C1 2). Slightly under a half of the respondents agreed (46%) while slightly more than a fifth (21%) strongly agreed and 24% were not biased to agree or disagree. On average it can be seen that the respondents agreed that implementation of various environment protection measures has impacted positively on the performance of clearance and forwarding firms as supported by mean of 3.73 and standard deviation of 0.96.

The third item was on environment mitigation measures created to mitigate against negative environmental impact. (C1 3). Majority of the respondents (58%) agreed while less than a fifth of respondents strongly agreed (17%) and 14 % were impartial. Only Eight percent strongly disagreed. With a mean score of 3.77 and standard deviation of 0.92 the results show general

agreement that the firms measures put in place by the C&F firms have minimized the negative environment impact of their operations.

The fourth item dwelt on role of reduction in harmful compounds on environmental performance of the C&F firms (B2 1). Fifty four percent of respondents agreed (54%), a fifth of respondents strongly agreed, 16% percent of the respondents were not decided on disagreeing or agreeing to the statement and 2% expressed their disagreement. The mean of 3.82 and standard deviation of 0.90 suggest that C&F firms' reduction in use of harmful compounds has improved the environmental performance of the firm.

The fifth item focused on the development of hazardous waste management strategies by C&F firms. (C2 2). Less than half of respondents agreed to the statement (44%), 24% were in strong agreement, 17% were indifferent to the statement and 2% strongly disagreed. The overall mean empirical evidence suggests that C&F firms have developed waste management strategies as supported by 3.73 and standard deviation of 1.02.

The sixth item was on the development of product safety code to help in environmental protection during transportation. (C2 3). Forty one percent of the respondents agreed and less than a third of the respondents (31%) strongly agreed to the statement. 15% were indifferent to the statement while 13% disagreed to statement. The mean of 3.85, and standard deviation of 1.05 shows that C&F firms have developed product safety code for their transportation operations.

The seventh item was on the alignment of business process and strategy to the dynamic business environment (C3 1). More than half of the respondents agreed (52%) while 25% expressed strong agreement to the statement. 16% were not decided on the statement and 7% disagreed with the statement. From the mean score of 3.92 and standard deviation of 0.86, it can be inferred that there were agreement C&F firms have aligned their business process and strategy to the changing business environment.

The eight item was on the implementation of strategy alignment to capitalize on market opportunities. (C3 2). Slightly less than half of the respondents agreed to the statement (46%), less than a third of the respondents were in strong agreement (27%) while 22 percent of the respondents were neutral to the item. From the mean of 3.93 and standard deviation of 0.86 it can be deduced that there was agreement that C&F firms have aligned their strategies to tap existing market opportunities.

The ninth item evaluated the capacity of C&F firms to deploy resource strategy that can give the firms competitive advantage (C3 3). Approximately half of the respondents agreed to the item (51%), less than a third strongly agreed (31%), 11% of the respondents were impartial and 7 % were in strongly disagreed. The mean of 4.00 and standard deviation of 0.93 demonstrates the respondent's agreement that C&F firms have resource strategy that give their firms competitive advantage.

The tenth item assessed the incorporation of environmental considerations as a strategy for environmental protection (C4 1). Most of the participants agreed (36%) while there was strong agreement from 24% of the participants. A third of the respondents were not decided on whether to agree or disagree (33%) and 7% disagreed to the statement. On average, there was general agreement to the environment consideration put in place by the C&F firm as demonstrated by mean of 3.73 and 0.92.

The eleventh item examined the role of C&F firm top management on promoting environmental issues (C4 2). Less than half of the respondents (47%) were in agreement to the statement while 24% strongly agreed to the item. 20% were impartial to the item while 9% disagreed. Averagely, the mean score of 3.85 and standard deviation of 0.90 shows that the top management of C&F firms have consistently promoted environmental issues.

The twelfth item was on the development of environmental strategy by C&F firms. Slightly less than a third of the respondents agreed (29%) and strongly agreed (27%) while 24% were indifferent to the statement. 14% disagreed while 5% strongly disagreed to the item. From the mean of 3.56 and standard deviation of 1.17 it can be suggested that respondents agreed that C&F have developed environmental strategy.

The overall mean was found to be 3.81. This implies that clearing and forwarding firms have adopted environmental sustainability practices. According to Paul, Bhattacharyya & Anand (2018), firms in various sectors follow business principles that reduce resource use and wastage as a way of saving on costs. The adoption of environmental sustainability by clearing and forwarding firms could be linked to the following factors: human drivers, contingency drivers, technical drivers, regulation drivers, market drivers and benefit drivers (Evangelista et al., 2018). Similar results were documented in the work of (Centobelli et al., 2017; Marchet et al., 2014) where it was concluded that firms in the transport and logistics sectors are adopting environmental sustainability initiatives because of the benefits it offers.

Table 4.8

Descriptive analysis of Environmental Entrepreneurship

	SD 1	D 2	N 3	A 4	SA 5	Mean	Std. Deviation
C1_1	2%	6%	29%	44%	18%	3.7	0.92
C1_2	4%	4%	24%	46%	21%	3.74	0.97
C1_3	3%	8%	14%	58%	17%	3.78	0.93
C2_1	2%	7%	16%	54%	20%	3.83	0.91
C2_2	2%	13%	17%	44%	24%	3.74	1.03
C2_3	3%	10%	15%	41%	31%	3.86	1.06
C3_1	1%	6%	16%	52%	25%	3.93	0.87
C3_2	1%	4%	22%	46%	27%	3.94	0.87
C3_3	3%	4%	11%	51%	31%	4.01	0.94
C4_1	1%	6%	33%	36%	24%	3.74	0.93
C4_2	1%	8%	20%	47%	24%	3.86	0.91
C4_3	5%	14%	24%	29%	27%	3.57	1.18

4.4.3 Innovative information and support

The section provides the results on central tendency findings on the variable of innovation information and support as shown in Table 4.9. The first item was on perceptions of C&F firms to form business alliances that exhibited strong connections between traditional enterprises, environmental, and social issues (D1 1). More than half of the respondents agreed (54 percent), while less than ten percent strongly agreed (9%). The mean score of 3.54 and standard deviation of 3.54 demonstrates that the participants agreed that they had formed business relationships that established strong connections between traditional corporations and environmental and social issues.

Additionally, the survey asked respondents about whether their firm had formed partnerships with other partners to address social and environmental concerns (D1 2). Slightly less than half of the respondents (47%) agreed to item while less than a third strongly agreed (25%), 13% were not decided on the statement. Generally, there was an agreement that their organization has formed connections with other organizations to address social and environmental challenges. The mean score was 3.81.

The third item was on the incorporation of social and environmental concerns into C& F firms. (D1 3). Most of the respondents agreed to the item (47%) of them agreed. 30% of respondents strongly agreed, 13% were indifferent to agree or disagree and 3% strongly disagreed. The

average score of3.94 and a standard deviation of 1.01 demonstrates that respondents agreed that their organization's aims encompass social and environmental considerations.

Additionally, the survey elicited respondents' perceptions of their organization's commitment to selecting products deemed to be less harmful and utilizing them as opportunities to demonstrate their social corporate responsibility credentials (D2 1). Slightly more than a third of the participants agreed (37%), about a third of the participant strongly agreed (32%) of respondents strongly agreed while there was impartiality from 24% of the respondents and 1% strongly disagreed. From the mean of 3.94 and standard deviation of 0.94 it can be inferred that C&F firms are interested in selecting less damaging items and using them to demonstrate their social corporate responsibility credentials.

More than a third of the participants agreed (39%) to the item that their organization operates and conducts its business in accordance with societal ethical standards (D2 2). Nearly a third of the participants (32%) strongly agreed there was neutrality from 17% of the participants and 2% expressed disagreement to the item. The mean score of 4.06, and the standard deviation of 0.95 indicates that the respondents agreed that their organization operates and conducts business in accordance with societal ethical standards.

Additionally, respondents were questioned whether their organization does not violate societal ethical standards in order to attain corporate goals (D2 3). More than a third of the respondents were in strong agreement (38%) and in agreement (36%). Neutrality was reported amongst 15% of the respondents while only 4% of them strongly disagreed to the statement. The mean score of 3.98 and standard deviation of 1.1 demonstrates that respondents agreed that their organization does not violate societal ethical standards in pursuit of corporate objectives.

The seventh item was on the reliance of C&F firms on technology for development of products (D3 1). About half of the respondents (44 percent) of respondents agreed, while slightly more than a third (37%) strongly agreed. The mean score of 4.11and standard deviation of 0.9 show that C&F business is heavily reliant on high-technology for the development, construction, and maintenance of its products and services.

Most of the (39 percent) respondents also agreed that, as a result of technology adoption, WFMS application has resulted in less time spent on logistical chores (D3 2); 20% of respondents reported neutrality to the statement. The mean score was determined to be 4, while

the standard deviation was calculated to be 0.94. On average, respondents agreed that use of WFMS had resulted in decreased time spent on logistical chores.

Additionally, respondents were questioned about how the use of a Document Management System enables easier access to completed orders, resulting in a higher level of service quality (D3 3). Less than half of the participants agreed (46%) to the item while about a third of the participants strongly agreed (34%). Neutrality to the statement was reported by 10% of the participants and 3% strongly disagreed. On average, respondents agreed that using a Document Management System enables easier access to completed orders, resulting in a higher level of service. The mean score was determined to be 4, while the standard deviation was determined to be 1.01.

Additionally, the study intended to ascertain whether EO drives respondents' firms to launch product innovations aggressively, investigating prospects and prioritizing new product development activities (D4 1). About a third of the participants stated their strong agreement (34%) and agreement (32%). 26% of the participants reported neutrality to the statement and 1% were strongly disagreed. On average, respondents agreed that EO pushes their company to launch new products aggressively, investigating prospects and prioritizing new product development operations. The average score was 3.9, with a standard deviation of 1.01.

Additionally, respondents were questioned whether the majority of employees engage in unusual techniques in order to capitalize on new endeavors for the benefit of the firm (D4 2). The majority (34%) of them agreed. 30% of respondents strongly agreed, 16% were neutral, and 9% strongly disagreed. On average, respondents agreed that most employees adopt unusual techniques in order to capitalize on new endeavors for the benefit of the firm. The mean score was 3.64, and the standard deviation was 1.27.

The twelve items market expansion push as a source of innovation for the C&F firms. (D4 3). Less than half of the respondents strongly agreed (42 percent) and agreed (41%) The mean score of 4.11 and the standard deviation of 1.02 indicates that the respondents agreed that the drive to expand their market had resulted in organizational innovation, which has resulted in enhanced organizational performance. Overall mean showed that the respondents agreed that clearing and forwarding firms have embraced innovation information and support. According to Volpi (2017), the motivation of firms to embrace information for innovation is because of the ready accessibility of market-oriented sources of information for innovation and science-

oriented sources of innovation information. The finding agrees with the conclusion by Klein, et al. (2022) that firms in the transport and logistic sector have been at the forefront of adopting innovation information even before the Covid-19 pandemic. The agreement in the study findings is linked to the reason that transport and logistic sector is characterized by great variability in business environment and innovation provides benefit for sustainability.

Table 4.9

Descriptive analysis of Innovative information and support

	SD 1	D 2	N 3	A 4	SA 5	Mean	Std. Deviation
D1_1	1%	15%	22%	54%	9%	3.54	0.89
D1_2	1%	14%	13%	47%	25%	3.81	1.00
D1_3	3%	8%	12%	47%	30%	3.94	1.01
D2_1	1%	5%	24%	37%	32%	3.94	0.94
D2_2	2%	5%	17%	39%	38%	4.06	0.95
D2_3	4%	7%	15%	36%	38%	3.98	1.10
D3_1	1%	6%	11%	44%	37%	4.11	0.90
D3_2	1%	5%	20%	39%	34%	4.00	0.94
D3_3	3%	7%	10%	46%	34%	4.00	1.01
D4_1	1%	8%	26%	32%	34%	3.9	1.01
D4_2	9%	11%	16%	34%	30%	3.64	1.27
D4_3	4%	6%	8%	41%	42%	4.11	1.02

4.4.4 Entrepreneurial Managerial Support

Table 4.10 presents the central tendency statistics for entrepreneurship managerial support. The study's first indicator of Entrepreneurial Managerial Support was to ascertain respondents' perceptions of whether human resource planning is used to ensure that the appropriate number of people with the appropriate skills, in the appropriate job position at the appropriate time are employed in the organization (E1 1). More than a third of the respondents reported their agreement (44%) and strong agreement (39%). 4.16 was reported as the mean score with standard deviation of 0.87. Respondents agreed that human resource planning is used to ensure that the appropriate amount of people with the appropriate abilities, in the appropriate job position at the appropriate time are employed in the firm.

Concerning Entrepreneurial Managerial Support, the survey also examined if strategic human resource activities are taken in their business to ensure long-term organizational performance (E1 2). Less than half of the participants (46%) agreed to the item, slightly more than a third of the participants (37%) of respondents expressed their strong agreement to the item, 14% reported neutrality to the statement and 2% strongly disagreed. On average, respondents agreed

(mean = 4.14, Std= 0.86) that their firm takes strategic human resource measures in order to achieve long-term organizational success.

Slightly more than half of the participants (54 percent) of respondents also agreed that human resource planning enables C&F firms to project their human resource needs and plan appropriately (E1 3). Neutrality to the item was reported by 11% of respondents while four percent expressed their disagreement. Generally, respondents agreed (mean = 4.11, std= 0.76) that human resource planning enables projection of the C&F human resource needs.

The majority (45%) of respondents also agreed that their firm ensures that recruitment and selection processes result in the quantity and quality of employees required to meet the organization's strategic objectives (E2 1); 13% of respondents were neutral, while 8% and 0% of respondents disagreed and strongly disagreed, respectively. On average, respondents agreed (mean = 4.01, Std= 1) that their firm guarantees that the recruiting and selection processes result in the quantity and quality of people required to meet the organization's strategic objectives.

The fifth item was on C&F organization's emphasis on staff selection benefits to the firm's productivity and financial performance (E2 2). Forty two percent reported their agreement while about one third of the participants also strongly agreed (34%). 14% were neutral, and 2% strongly disagreed. It can be generally inferred that respondents agreed (mean = 3.97, Std= 1) that C&F firms places a higher premium on staff selection, which has benefited the firm's productivity and financial success.

The sixth item ascertained respondents' perceptions of their organization's commitment to efficient employee recruitment and selection as a critical approach for acquiring, utilizing, developing, and retaining an effective workforce (E2 3). General agreement was reported by significant portion of (46%) of respondents while slightly above a third expressed their strong agreement (36%). On average, respondents agreed that their organization prioritizes effective recruiting and selection as a critical strategy for acquiring, utilizing, developing, and retaining an effective workforce.

The seventh item was on provision of training to employees as a way of developing their competencies (E3 1). There was agreement to the statement by most of the participants (42%). Less than a third of the respondents strongly agreed to the statement (29%). 11 percent

expressed neutrality, and 6 percent strongly disagreed. On average, respondents agreed that C&F (mean = 3.79, Std = 1.15) provide training to employees to improve their talents.

The eighth item asked if C&F firm's training needs are met more professionally through collaboration between persons involved and human resource personnel (E3 2). More than a third of the respondents (39%) agreed to the statement. Strong agreement was expressed by twenty seven percent of the respondents while only 19 percent expressed their partiality. It can be deduced that respondents agreed (mean = 3.76, Std = 1.07) that training needs are met more professionally in their organization when those involved collaborate with human resource personnel.

On the topic of Entrepreneurial Managerial Support, the study examined whether training and development are effective strategies for boosting employees' efficiency, physical and mental capabilities toward efficient work processes, as well as communicating the business vision to employees (E3 3). 46% of the respondents expressed their agreement while slightly more than a third (35%) strongly agreed and 10 % were neutral to the statement. 3% strongly disagreed. On average, respondents agreed (mean =4.05, Std= 0.97) that training and development are critical strategies for enhancing employees' efficiency, physical and mental capabilities toward effective work processes, as well as communicating the business goal to employees.

Additionally, the study attempted to determine whether rewarding employees is a significant factor in their organizations as a means of compensating them for their contributions or performance to the organization (E4 1). Slightly less than half of the participants (48%) agreed while only 27 percent of respondents were in strong agreement. 10% were impartial, and 5% strongly disagreed. On average, respondents agreed (mean = 3.83, Std = 1.09) that compensating employees is a critical component of their business in exchange for their efforts or performance.

The other indication of the variable tried to ascertain respondents' perceptions of whether employees in their organization are given more rewarding responsibilities for exceptional achievement (E4 2). Slightly more than a third of the respondents strongly agreed (38 percent) and agreed to the statement (37%). On average, respondents agreed (mean =3.8, Std = 1.23) unequivocally that their organization's employees are assigned more rewarding responsibilities in the event of exceptional achievement.

Additionally, respondents were asked whether their organization had created strong and cordial relationships with its employees, hence increasing employee performance (E4 3). Slightly above a third of the participants expressed their agreement (38%) and strong agreement (37%) while only seven percent strongly in disagreement (7%). On average, respondents agreed that their firm has created strong and cordial relationships with its employees, hence increasing employee performance. The mean score was 3.93, and the standard deviation was 1.17. An overall mean of 3.97 was established in the study. This highlights that clearing and forwarding firms have orientations for entrepreneurial managerial support. This echoes the findings of Negrutiu et al. (2020) that entrepreneurial management is central to sustainable entrepreneurship of transport and logistic firms.

Table 4.10

Descriptive analysis of Entrepreneurial Managerial Support

	SD 1	D 2	N 3	A 4	SA 5	Mean	Std. Deviation
E1_1	1%	5%	11%	44%	39%	4.16	0.87
E1_2	2%	1%	14%	46%	37%	4.14	0.86
E1_3	0%	4%	11%	54%	31%	4.11	0.76
E2_1	0%	8%	13%	45%	33%	4.01	1.00
E2_2	2%	8%	14%	42%	34%	3.97	1.00
E2_3	5%	6%	7%	46%	36%	4.03	1.04
E3_1	6%	11%	11%	42%	29%	3.79	1.15
E3_2	3%	11%	19%	39%	27%	3.76	1.07
E3_3	3%	6%	10%	46%	35%	4.05	0.97
E4_1	5%	9%	10%	48%	27%	3.83	1.09
E4_2	7%	10%	17%	30%	37%	3.80	1.23
E4_3	7%	6%	11%	38%	37%	3.93	1.17

4.4.5 Organization Culture

The descriptive analysis in Table 4.11 depicts the central tendency statistics for the organization culture. The first item, aimed to ascertain the presence of internal control system in C&F firms (F1 1). Less than half of the respondents (46%) agreed, while 28% expressed their strong agreement. On average, respondents agreed (mean = 3.95, Std = 0.9) that their firm had established internal controls organized around predefined principles and procedures for what employees must accomplish.

The majority (50%) of respondents also agreed that their organization's hierarchical culture includes defined regulations and procedures that ensure the organization's smooth operation (F1 2); 13% of respondents were neutral, while 5% and 2% of respondents disagreed and

strongly disagreed, respectively. The mean score was determined to be 3.99, while the standard deviation was determined to be 0.92. The respondents agreed that their organization's hierarchical culture has defined rules and procedures that ensure the organization's smooth operation.

The third item ascertained the respondents' perceptions about their leaders as coordinators (F1 3). Most of the participants (41%) reported strong agreement to the item while a third (33%) of them of them were agreed. Neutrality was reported by 19% of respondents with only 2% disagreeing to the item. On average, respondents agreed (mean =4.08, Std =0.98) that leaders are viewed in their organizations as coordinators and organizers of organizational performance who exhibit a strong sense of control and efficiency.

The fourth item focused on the premium that C&F firms places on long-term value of individual progress, with high cohesion and morale being crucial aspects (F2 1). About half of the respondents (46%) agreed while less than a third strongly agreed (29%) with 18% reporting impartiality. It can be deduced that there was agreement (mean = 3.98, Std =0.86) that their company prioritizes long-term individual growth, emphasizing the importance of cohesion and morale.

Concerning Organizational Culture, the research also inquired as to whether their firms' fundamental conviction is that employee trust and commitment to their work fosters open communication and employee involvement (F2 2). The statement was mostly agreeable to the respondents (46%) while about a third also strongly agreed (32%) and 18% were impartial. The respondents strongly agreed (mean =4.06, Std= 0.82) that their organization's core concept is that employee trust and commitment to their work fosters open communication and employee involvement.

Additionally, the role of strong family culture as part of corporate was also investigated (F2 3). It was reported that forty six percent agreed (46%) to the statement, twenty seven percent strongly agreed (27%) while impartiality to the statement was shown by 18%. 3 percent strongly disagreed. On average, respondents agreed (mean= 3.86, Std= 0.99) that their organization has a strong family culture in which they focus their efforts on sustaining stability, allegiance, cohesiveness, and involvement in organizational performance.

Additionally, the study intended to ascertain respondents' impressions of their organization's ability to foster individual growth in their own style as long as it is consistent with the

organization's objectives (F3 1). A third of participants strongly agreed (33%) while more than a third (40%) strongly agreed with 18% expressing their neutrality to the statement. On average, respondents agreed (mean = 3.97, Std =0.97) that their organization fosters individual development in their own unique way, as long as it is consistent with the organization's objectives.

The eighth item focused on whether C&F firms makes use of existing opportunities in the external environment to boost productivity. (F3 2). About half of the participants (44%) of agreed to the statement while 29 percent reported their strong agreement with only 18% showing their indifference to the statement. On average, respondents agreed (mean =4.07, Std = 1.03) that their business should take use of existing opportunities in the external environment to boost productivity.

Additionally, respondents were asked about their organization's long-term priority on rapid growth and acquisition of new resources (F3 3). More than a third of the participants strongly agreed (44%) while about a third of them were in agreement (35). Neutrality was reported by 14% while 3% strongly disagreed. On average, respondents agreed (mean =4.03, Std =0.97) that their organization's long-term focus should be on rapid growth and acquisition of new resources.

Additionally, the survey intended to ascertain respondents' perceptions of whether rivalry is prevalent among individuals in their business, resulting in less flexibility in personal interactions (F4 1). About a third of participants agreed (34%) while twenty six percent of them strongly agreed (26%). Nearly a third of the participants were neutral (30%) and 3%strongly disagreed. On average, respondents agreed (mean = 3.73, Std =1.03) that rivalry is prevalent among individuals in their organization, resulting in less flexibility in personal interactions.

The majority (36%) of respondents also agreed that their organization is focused on results with an emphasis on doing the job in an environment where colleagues clamour for competition and achievement (F4 2). Neutrality to the statement was reported among 23% of participants while a tenth of the participants disagreed to the statement (10%). On average, respondents agreed (mean = 3.88, Std= 0.99) that their organization is focused on results with an emphasis on getting the job done in an environment where colleagues yearn for competition and achievement.

The majority (39 percent) of respondents also strongly agreed that their organization places a premium on competitive action and accomplishments where exceeding stretch goals and winning in the market place are critical (F4 3). 17% of the participants were indifferent to either agree or disagree while 9 percent were in disagreement. On average, respondents agreed (mean = 4.04, Std = 0.98) that their firm places a premium on competitive activity and accomplishments, emphasizing the importance of exceeding stretch objectives and winning in the market. The results indicated an overall mean of 3.97. This suggests that the dominant culture among clearing and forwarding firms is clan type that is characterized with supportive systems, open minded environment, employee understanding of each other and personal relationship. Čuček and MlakerKač (2020) confirmed the study findings when they concluded that the organization culture in logistic sector firms is largely clan culture in Slovenia.

Table 4.11

Descriptive analysis of Organization Culture

	SD 1	D 2	N 3	A 4	SA 5	Mean	Std. Deviation
F1_1	1%	6%	18%	46%	28%	3.95	0.90
F1_2	2%	5%	13%	50%	29%	3.99	0.92
F1_3	2%	4%	19%	33%	41%	4.08	0.98
F2_1	0%	6%	18%	46%	29%	3.98	0.86
F2_2	0%	4%	18%	46%	32%	4.06	0.82
F2_3	3%	6%	18%	46%	27%	3.86	0.99
F3_1	1%	8%	18%	40%	33%	3.97	0.96
F3_2	2%	6%	18%	29%	44%	4.07	1.03
F3_3	3%	4%	14%	44%	35%	4.03	0.97
F4_1	3%	7%	30%	34%	26%	3.73	1.03
F4_2	1%	9%	23%	36%	31%	3.88	0.99
F4_3	1%	8%	17%	36%	39%	4.04	0.98

4.4.6 Performance of C&F firms in Kenya

The dependent variable in this study was the performance of C&F enterprises in Kenya, which was hypothesized to be influenced by sustainable entrepreneurship. Thirteen indicators were measured on an ordinal 5-point Likert scale, analysed and presented in a frequency table as the dependent variable (Table 4.12) the mean serves as a proxy for central tendency, whereas the standard deviation serves as a proxy for dispersion.

The first item was on the firm's return on assets over the last five years (G1 1). The majority (42 percent) of respondents believed it had, while 18 percent believed it had to a large amount.

On average, respondents believed that their firm's return on assets had grown significantly during the last five years (mean = 3.64, Std =0.97).

The second item was focused on C&F profit increase in the last five years (G1 2). The plurality (41%) agreed to a great extent, 21% agreed to a large extent, 28% agreed to a moderate level and 2% agreed to a very low extent. On average, respondents said that their profit increased significantly over the last five years (mean = 3.69, Std = 0.96).

The third items focused on the firm's return on equity over the last five years (G1 3). The majority (41%) agreed to a considerable extent, 20% agreed to a very great extent, 28% agreed to a moderate amount, and 4% agreed to a very low extent. On average, respondents said that their firm's return on equity had improved significantly during the last five years (mean = 3.64, Std = 1.02).

The fourth item was on C&F sales volumes over the last five years (G2 1). The majority (36%) of respondents believed it had to a significant extent, while 26% believed it had to a very significant amount. On average, respondents believed that their sales volumes had increased significantly in comparison to five years before (mean =3.67, Std = 1.13).

The fifth was on stocks. The majority (36%) of respondents also believed that their stock's carrying cost had decreased significantly (G2 2), while 23% believed it had decreased moderately and 15% and 5% believed it had decreased significantly. On average, respondents believed that their stock's carrying cost had decreased significantly (mean =3.54, Std = 1.13).

The sixth item was on stock order cycle. The majority (31%) of respondents also believed that their organization's average stock order cycle time had decreased to a moderate amount (G2 3); 31% of respondents believed this to a considerable extent, whereas 18% and 2% of respondents believed this to a low or very low extent, respectively. On average, respondents believed that their firms' average stock order cycle time had decreased significantly (mean = 3.46, Std = 1.05).

The seventh item focused on C&F ability to sustain a low rate of employee turnover (G3 1). The majority (41%) agreed to a considerable extent, 19% agreed to a very great extent, 28% agreed to a moderate amount, and 4% agreed to a very low extent. On average, respondents expressed satisfaction with their organization's low staff turnover rate (mean = 3.63, Std = 1.01).

The eight item was on recruitment of new employees (G3 2). The majority (33%) agreed to a considerable extent, 14% agreed to a very large extent, 28% agreed to a moderate amount, and 13% agreed to a very low extent. On average, respondents indicated that their organization has seen an increase in new employee recruiting (mean = 3.24, Std = 1.21).

The ninth item was on C&F firm's departmental employee count has increased significantly (G3 3). The majority (35%) agreed to a large extent, 14% agreed to a very great extent, 30% agreed to a moderate amount, and 12% agreed to a very low extent. On average, respondents indicated that their organization's departmental personnel count has increased significantly (mean = 3.3, Std = 1.17).

The tenth item was on organization's ability to meet specified goals and growth targets (G4 1). The majority (50%) agreed to a considerable extent, 19% agreed to a very great extent, 19% agreed to a moderate amount, and 3% agreed to a very low extent. On average, respondents expressed satisfaction with their organization's ability to meet specified goals and growth targets (mean = 3.73, Std = 0.97).

The eleventh item was limited to C&F firms' commitment to continuous work training (G4 2). The majority (42 percent) agreed to a large extent, 24 percent agreed to a very great extent, 21% agreed to a moderate amount, and 1% agreed to a very low extent. On average, respondents indicated that their firm had been investing heavily in ongoing employee training (mean = 3.76, Std = 1).

The twelfth item was limited to organization's employees' participation in various decision-making processes that affect them (G4 3). The majority (38%) agreed to a considerable extent, 32% agreed to a very great extent, 14% agreed to a moderate amount, and 5% agreed to a very low extent. On average, respondents indicated that employees within their firm were actively involved in various decision-making processes that affected them (mean = 3.83, Std = 1.15).

The overall mean of performance of clearing and forwarding firms was 3.59. This implies that there was agreement that performance of C&F firms is positive. This contradict the AERC (2021) report that indicated that the overall financial performance of clearing and forwarding sector in Kenya has been on decline. The difference in findings could be attributed to the reason that the latter study was conducted during COVID-19 while the former was conducted before the pandemic.

Table 4.12

Descriptive analysis of Performance of C&F firms in Kenya

	SD 1	D 2	N 3	A 4	SA 5	Mean	Std. Deviation
G1_1	2%	11%	26%	42%	18%	3.64	0.97
G1_2	2%	9%	28%	41%	21%	3.69	0.96
G1_3	4%	8%	28%	41%	20%	3.64	1.02
G2_1	5%	10%	22%	36%	26%	3.67	1.13
G2_2	5%	15%	23%	36%	22%	3.54	1.13
G2_3	2%	18%	31%	31%	19%	3.46	1.05
G3_1	4%	8%	28%	41%	19%	3.63	1.01
G3_2	13%	12%	28%	33%	14%	3.24	1.21
G3_3	12%	10%	30%	35%	14%	3.30	1.17
G4_1	3%	9%	19%	50%	19%	3.73	0.97
G4_2	1%	12%	21%	42%	24%	3.76	1.00
G4_3	5%	10%	14%	38%	32%	3.83	1.15

4.5 Factor Analysis on Sustainable Entreprenurship Factors and Performance of Clearing and Fowarding Firms

Factor analysis is a tool used for dimension reduction where the dimension of several observed variables is reduced to few latent constructs by assess the underlying structure of the latent constructs that are unobservable directly. There are 2 approaches to factor analysis that were both used to for the assessment of the underlying structures of the study latent variables and ultimately used in reducing the dimensions of the indicators in the questionnaire to few constructs presented in the study objectives.

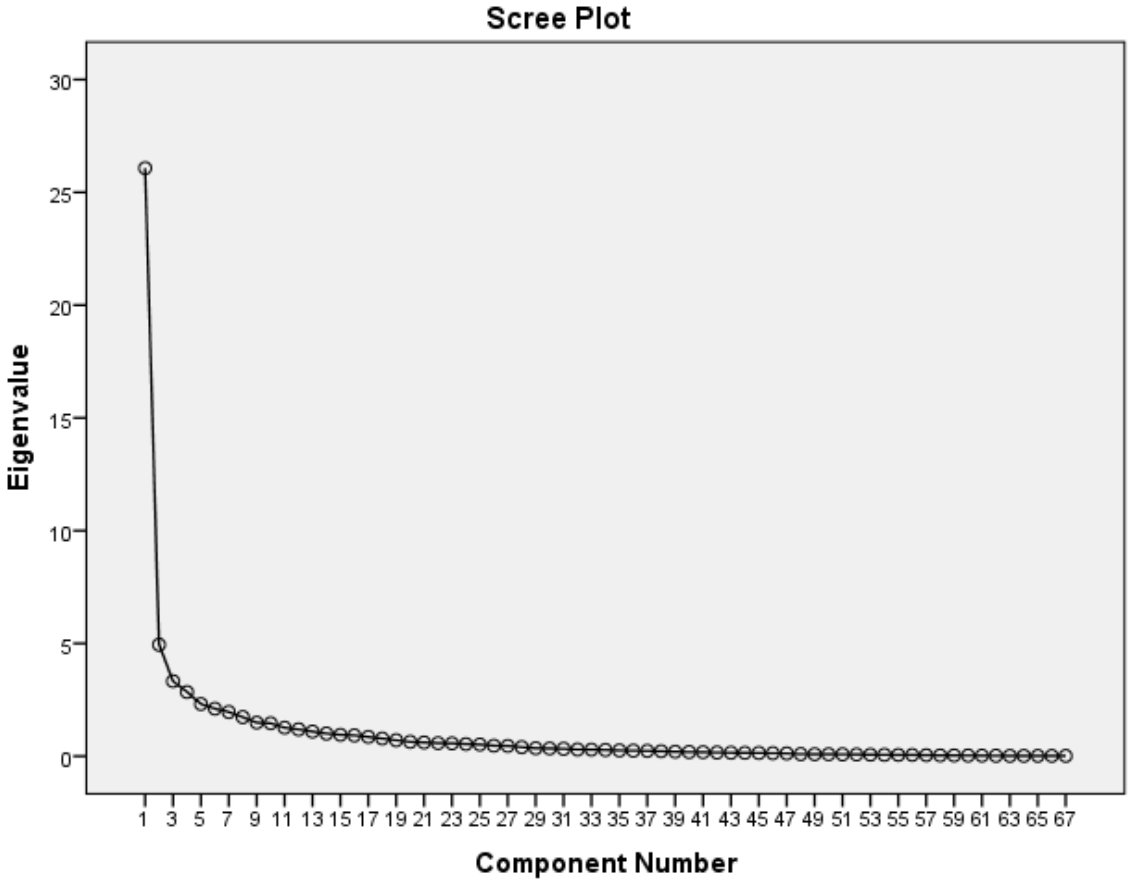
4.5.1 Exploratory factor analysis

Exploratory factor analysis (EFA) is an unrestricted factor analysis model that assesses the multidimensionality of latent constructs and the observed indicators (Kaplan, 2009). Multidimensionality is an exploration of a set of indicators that measure independent constructs without considering any hypothesised empirical or theoretical models to inform the item measurements. In an unrestricted model, all the indicators were jointly subjected to dimension reduction by factor analysis without limiting the number of plausible factors and an exploration of the possible number of factors that can be generated from the set of indicators was assessed.

Figure 4.1displays the scree plot of the data from all the 67 observed indicators from which is a graphical presentation of the Eigen values against the factors that can be stated from factor analysis. The graph shows that the from the initial factor extraction, a large amount of variance in the observed variables is explained by factor 1. Factors with high Eigen are an implication that much variance from the indicators is explained by the factor explains. From the data collected for this study, the largest eigen value was that of the first component (factor) compared to the other factors which means that much of the variance from the 67 indicators can be explained by one factor.

Figure 4.9:

Exploratory factor analysis scree plot



The results in Table 4.13 show that the reduced of 14 latent factors from the observed study items can be said to account for greater variation of the indicators (78%). More than a third of the variation can be explained by the first factors (38.916) with the remaining 12 factors accosting for the approximately 40 percent of the variation. The factor loading matrix and the rotated factor loading matrix are shown in the appendix. In the rotated factor solution, it was noted that the first 6 factors all have relatively explain large % of the variance and the factor with the largest variance explained does not explain most of the variance, this is an indication that there was no common method bias (CMB) with the research instrument. A further test of common method variance was carried out based on Confirmatory factor analysis (CFA).

Table 4. 13

EFA Initial variances extracted

Comp-onent	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumu-lative %	Total	% of Variance	Cumu-lative %	Total	% of Variance	Cumu-lative %
1	26.074	38.916	38.916	26.074	38.916	38.916	6.18	9.224	9.224
2	4.942	7.376	46.292	4.942	7.376	46.292	6.026	8.994	18.218
3	3.325	4.963	51.255	3.325	4.963	51.255	5.603	8.363	26.581
4	2.849	4.252	55.507	2.849	4.252	55.507	5.05	7.537	34.118
5	2.313	3.452	58.959	2.313	3.452	58.959	4.804	7.171	41.289
6	2.109	3.147	62.106	2.109	3.147	62.106	4.048	6.041	47.33
7	1.959	2.924	65.03	1.959	2.924	65.03	3.516	5.248	52.578
8	1.734	2.588	67.618	1.734	2.588	67.618	3.161	4.718	57.296
9	1.49	2.225	69.843	1.49	2.225	69.843	3.046	4.546	61.842
10	1.458	2.176	72.019	1.458	2.176	72.019	2.694	4.021	65.864
11	1.265	1.888	73.907	1.265	1.888	73.907	2.672	3.988	69.852
12	1.19	1.777	75.683	1.19	1.777	75.683	2.299	3.431	73.283
13	1.089	1.626	77.309	1.089	1.626	77.309	2.167	3.234	76.517
14	1.004	1.499	78.809	1.004	1.499	78.809	1.535	2.291	78.809
15	0.949	1.417	80.226						
13	0.922	1.376	81.602						
16	0.854	1.275	82.877						
17	0.784	1.17	84.047						
18	0.706	1.054	85.101						
19	0.636	0.95	86.051						
20	0.608	0.907	86.958						
21	0.579	0.864	87.822						
22	0.567	0.846	88.668						
23	0.949	1.417	80.226						
…									
66	0.013	0.02	99.981						
67	0.012	0.019	100						

Extraction Method: Principal Component Analysis.

Table 4.1 shows the Kaiser-Meyer-Olkin (KMO) Measures of Sampling Adequacy and Bartlett's tests of Sphericity for the EFA model. The KMO (0.819) is greater 0.6 implying suitability of data for the EFA model. The results of the Bartlett’s test of sphericity also showed adequacy considering the Bartlett’s statistic of 22889.721 with a p-value of 0.000 which is less than 0.05.

Table 4.14

KMO and Bartlett's test for the EFA measurement model

KMO and Bartlett's Test		Values
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.819
Bartlett's Test of Sphericity	Approx. Chi-Square	22889.721
	df	2211
	Sig.	.000

Hayton et. al (2004), further explained that only observed variables (indicators) that at least loads a latent factor with more than 0.4 variance (factor loadings) belong to the factors they load highest while indicators that do not load any factor above 0.4 do not belong. The EFA rotated factor loading matrix in appendix I shows the patterns of loading by each of the 67 indicators on the 14 possible latent factors. From the results it was noted that the rotated factor loadings matrix portrayed groupings of indicators based on the factors they loaded highest that reflect similarity to the hypothesised conceptual model. It was noted that all the 14 latent at least factors had one or more factors loading above 0.4 however, the largest loadings of the indicators were mainly grouped to 6 latent factors that is also reflected on by the first 6 factor all explaining large variances (>6%) and is also a reflection of the conceptual model. All of the 67 indicators loaded at least one factor above 0.4 and thus all belonged.

4.5.2 Confirmatory factor analysis

Confirmatory factory factor analysis (CFA) is a restricted factor model for dimension reduction unlike EFA which is unrestricted. CFA is often used for uni-dimensionality where the dimension reduction is based on a theoretical hypothesised model allocating indicator items to study contracts. (Kaplan, 2009). The Kaiser-Meyer-Olkin (KMO) Measures of Sampling Adequacy and Bartlett's tests of Sphericity carried out for the CFA modes for each construct are shown in Table 4.15. The KMO statistics were all within the acceptance level suggesting suitability of the items for CFA.

Table 4.15

KMO and Bartlett's tests for the CFA measurement model

	Kaiser-Meyer-Olkin Measure of Sampling Adequacy.	**Bartlett's Test of Sphericity**		
		Approx. Chi-Square	df	Sig.
Social-Cultural Factor	0.752	228.431	55	0.000
Environmental Entrepreneurship	0.601	97.194	28	0.000
Innovative information and support	0.603	193.090	55	0.000
Entrepreneurial Managerial Support	0.603	193.090	55	0.000
Organization Culture	0.681	110.520	21	0.000
Performance of C&F firms in Kenya	0.665	85.516	15	0.000

In CFA models the indicator items for each construct are restricted to only one factor to confirm that the indicator items hypothesised to measure the construct belong to that construct. Indicators are confirmed to belong to the construct if they load the construct with a factor loading is greater than 0.4 (Hayton et al., 2004). In table 4.2, the measurements of the CFA is presented including the factor loadings of each construct and the validity assessment of the CFA measurement model. The measurement model showed all the indicators adequately load their relative constructs and were therefore all included in further analysis involving structural equation modelling. The table also includes an assessment of construct validity of the indicators retained for further use in structural equation modelling. The AVEs of all the constructs were found to be above 0.5 implying convergent validity and were all above the relative squared multiple correlations to imply discriminant validity.

Table 4. 16

Construct validity summary results

Latent Construct	Indicator	Factor loadings	AVE	Squared correlations
Social-Cultural Factor			0.667	0.632
	B1_1	.591		
	B1_2	.394		
	B1_3	.302		
	B2_1	.758		
	B2_2	.723		
	B2_3	.844		
	B3_1	.761		
	B3_2	.714		
	B3_3	.774		
	B4_1	.747		
	B4_2	.787		
	B4_3	.604		
Environmental Entrepreneurship			0.725	0.716
	C1_1	.669		
	C1_2	.751		
	C1_3	.787		
	C2_1	.721		
	C2_3	.749		
	C3_1	.695		
	C3_2	.725		
	C3_3	.775		
	C4_1	.714		
	C4_2	.767		
	C4_3	.623		
Innovative information and support			0.719	0.700
	D1_1	.728		
	D1_2	.694		
	D2_1	.800		
	D2_2	.777		
	D2_3	.792		
	D3_1	.747		
	D3_2	.764		
	D3_3	.789		
	D4_1	.729		
	D4_2	.435		
	D4_3	.725		
Entrepreneurial Managerial Support			0.751	0.721
	E1_2	.649		
	E1_3	.711		
	E2_1	.741		
	E2_2	.856		

Latent Construct	Indicator	Factor loadings	AVE	Squared correlations
	E2_3	.772		
	E3_1	.813		
	E3_2	.845		
	E3_3	.747		
	E4_1	.705		
	E4_2	.679		
	E4_3	.717		
Organization Culture			0.800	0.776
	F1_2	.779		
	F1_3	.758		
	F2_1	.754		
	F2_2	.806		
	F2_3	.865		
	F3_1	.825		
	F3_2	.876		
	F3_3	.837		
	F4_1	.733		
	F4_2	.801		
	F4_3	.762		
Performance of C&F firms in Kenya			0.758	0.663
	G1_1	.802		
	G1_2	.842		
	G1_3	.857		
	G2_1	.829		
	G2_2	.736		
	G3_1	.699		
	G3_2	.645		
	G3_3	.695		
	G4_1	.835		
	G4_2	.694		
	G4_3	.709		

4.6 Ordinary Least Square Regression Results

The main goal of the study focused on examining the sustainable entrepreneurship effects on the performance of C&F firms in Kenya. Multiple regression model (MRM) was used to test the supposed relationships as expressed through the objectives. The variables of the model were only fitted from the results of the confirmatory factor analysis. Table 4.13 revealed R squared

(R^2) of 44% indicating that performance of C&F firms in Kenya can be accounted by 44% of factors emanating from sustainable entrepreneurship factors. Non-sustainable entrepreneurship factors not included in the study can be concluded to account for 56%.

Table 4.17

Overall effect of Sustainable entrepreneurship factors on performance of C&F firms

R	R Square	Adjusted R Square	Std. Error of the Estimate
.663[a]	.440	.431	.755

4.7 Analysis of Variance (ANOVA)

The model fit of the regression model was captured by the analysis of variance (ANOVA) shown in Table 4.14. The significance of p-value indicated that the study model variable used in determining the performance of the C& Firms were a perfect fit in demonstrating the relationships.

Table 4.18

ANOVA Table for the Multiple Regression

	Sum of Squares	df	Mean Square	F	Sig.
Regression	121.765	4	30.441	53.354	.000[b]
Residual	155.190	272	.571		
Total	276.955	276			

4.8 Regression Coefficients

Table 4.15 the predictor effects of the four independent variables (factors of sustainable entrepreneurship-X1 to X4) on performance of C&F firms. It can be seen from the findings that three out of the four sustainable entrepreneurship factors have a substantial impact on the performance of clearing and forwarding firms in Kenya. "The social cultural factor (=-.214; t= -3.500, p-value=0.001), environmental entrepreneurship (=.227; t= 3.296, p-value=0.001), and innovative information support (=.523; t= 6.877, p-value=0.000) all had statistically significant coefficient estimates, as indicated by the p-values of the t-statistics".

However, Entrepreneurial Managerial Support (=.111; t=1.649, p-value=0.100) had an insignificant coefficient estimate, as indicated by the p-value of 0.100, which is more than 0.05. As a result, the variable was deemed inconsequential in the model and was omitted from the model equation. The model's equation is defined below.

$$Y = -0.214X_1 + 0.227X_2 + 0.523X_3 + \varepsilon$$

Table 4.19

Multiple Regression Coefficient Estimates

	Unstandardized Coefficients		Standardized Coefficients		
	B	**Std. Error**	**Beta**	**t**	**Sig.**
(Constant)	.002	.045		.048	.962
X_3 - Innovative Information Support	.523	.076	.523	6.877	.000
X_2 - Environmental Entrepreneurship	.227	.069	.226	3.296	.001
X_1 - Social cultural factor	-.214	.061	-.214	-3.500	.001
X_4 - Entrepreneurial Managerial Support	.111	.067	.110	1.649	.100

a. Dependent Variable: Performance

The signficance value of Social-Cultural Factor was less than the 0.05 thus the null hypothesis was rejected, and it was concluded that performance of C& Firm fims is signficantly dependent on the social-cultural entrepreneurship factors. The negative value of the estimate (-0.214) shows that the increase in socio-cultural factors leads to decrease in performance.The findings indicates that an increase in social entrepreneurship could results to a reduction in performance of clearing and forwarding firms. This could be explained by the cost associated with the drivers of social entrepreneurship in small and medium firms. According to Bansal, Garg, & Sharma (2019) the main drivers of social enterprises performance are personal factors, institutional factors, organization factors and environment factors. However, the author asserts that these factors may involve costs to the social entrepreural firms at the onset thus leading to decline in performance at the short term. This could be case in the current study as the questionnaire on performance only focused on current performance of the firms. The findings support the results reported in the study by Kanayo et al. (2021) that showed that social-entreprenurship factors is not a signficant predictor of firm performance.

Environmental Entrepreneurship p-value was established to less than 0.05 and hence the rejection of the null hypothesis, and it was concluded that performance of C&F firms is signficantly dependent on Environmental Entrepreneurship. The positive estimate (0.523) showed that an rise in environment entrepreneurship leads to performance improvement of C&F firms. These findings indicates that environmental entreprenurship can be considered a

competitive advantage generator that leads to greater performance of clearance and forwarding firms. An explanation for this is that environmental sustainability may contribute to economic performance by lowering cost, generate strong positve brand for companies, differentiate products that gain market position and increasing productivity (Paul et al., 2018). These findings support the results by (Roxas et al., 2017; Sun et al., 2020) that demonstrated that environmental sustainability positively influence the performance of companies.

The P-value for the estimation of the coefficient for innovative information and support in the model was determined to be 0.000, which is less than the 0.05 threshold. As a result of rejecting the null hypothesis, it was concluded that the performance of C&Firms is signficantly dependent on innovative information. The significant coefficient estimate for innovative information and support was 0.227, indicating that increasing the level of Innovative information and support by one unit should result in an increase in the performance of C&F enterprises in Kenya by.227 units. This findings suggests that clearing and forwarding firms that invest in information innovation and support are more likely to have positive performance. A possible reason is due to the benefits of information innovation to firms as it can increase the efficiency of firms by reducing costs and expanding the market. The impact of these benefits translates to positive performance outcomes and overal competetiveness (Sareen & Pandey, 2022). These findings comfirm the results by Chege et al. (2020) that indicated that information innovation positively impacts firms performance in Kenya.

The P-value for the coefficient estimate of entrepreneurial managerial support in the model was 0.100, which is greater than the threshold value of 0.05. The study was unable to reject this null hypothesis, and thus concluded that entrepreneurial management support has no discernible effect on the performance of C&F enterprises in Kenya. This implies that increase in entrepreneural managerial supports does not gurantee an improvement in performance of clearing and forwarding firms in Kenya. Igielski (2022) argues that benefits of entrepreneurial management only occurs in the situation where all the elements of entrepreneural management are in operation. These elements are: good entrepreneurial behaviour of employees, organization culture, effective information sharing and ownership of organization mission and objectives by the employees. The positive contribution of entreprenurial management support on firm performance can only be realized when the aforementioned elements are met. This supports the assertion by Hafiz and Ismail (2015) that application of entrepreneuirial management does not necessaritly results to better firm performance.

4.9 Assessing the moderating effect of Organization Culture on the relationship between Sustainable entrepreneurship and Performance of C&F firms

Organizational culture was deemed a moderating variable, which served as the basis for the study's final objective, which was to examine the moderating effect of organizational culture on the relationship between sustainable entrepreneurship and C&F business performance. To investigate this moderating impact, a moderated multiple regression (MMR) was used. MMR is a stepwise hierarchical regression model in which all three independent variables are included in the model simultaneously in the first step (model 1) in order to determine the joint main effects on performance. In step 2, the moderating variable (Organization Culture) is included, generating model 2, and in step 3, the interaction terms between each independent variable and the moderator are simultaneously included, yielding model 3. The term "interaction" refers to the result of the moderator (Organizational Culture) and each of the independent variables. The moderating effect's significance is ascribed to a significant change in the model from model 2 to model 3, which is the result of the inclusion of interaction terms in the model (Muller et al., 2005).

The summary statistics for the hierarchical MMR models are shown in Table 4.20. Which were fitted using standard least squares techniques. In this model, the R-square is used to determine the model's predictive power, which is defined as the proportion of variation in the dependent variable explained by variation in the model's predictors. A sequential study of the changes in the explanatory power (R-square) of the three models was used to determine the moderating effect. Model 1 yields an R-square of 0.44, indicating that differences in Sustainable entrepreneurship account for 44.0 percent of the variance in performance. 56.0 percent of the variance is explained by factors other than the predictors included in model 1.

The R-square increased to 0.493 when the moderating variable Organization Culture was included in model 2. As evidenced by the substantial change in F-change (1,272) = 28.415 with a p=.000, the change in R-square was caused by the inclusion of Organization Culture. The p-value is less than 0.05, indicating that the change statistics are significant.

The R-square increased to 0.511 in model 3. The change in the R-square of model 3 as a result of simultaneously including all the interaction factors was.018. The change in R-square was also significant, as indicated by a substantial F-change (F-change (4,267) =2.461. p=.046) with a p-value less than 0.05. The importance of the change in R-square indicates that organizational

culture has a strong moderating effect on the link between performance and the parameters associated with sustainable entrepreneurship.

Table 4.20

Summary of the MMR model

Model	R	R Square	Adjusted R Square	Std. Error of Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.663[a]	.440	.431	.755	.440	53.354	4	272	.000
2	.702[b]	.493	.483	.720	.053	28.415	1	271	.000
3	.715[c]	.511	.494	.712	.018	2.461	4	267	.046

The coefficient estimates for the MMR model are shown in Table 4.17. When the Sustainable entrepreneurship factors were considered jointly, a moderating effect was discovered. The table of regression coefficients indicates which specific variables are influenced by organizational culture. In model 3, the interaction effect between each significant predictor and organizational culture identifies the points at which the relationship between a specific predictor (independent variable) and performance is moderated by organizational culture. The organization culture coefficients (= 0.467; t= 4.760, p-value=0.000) were found to be statistically significant with a p-value less than 0.05. Environmental entrepreneurship (=0.051; t=0,660, p-value=0.510) and Entrepreneurial Managerial Support (= -0.050; t= -0.605, p-value=0.546) both have non-significant coefficient estimates with p-values greater than 0.05 and thus cannot interact significantly with organizational culture in the model.

The coefficient estimates for the interaction terms between Organization Culture and Social-Cultural Factor (X1*Z) were insignificant (= -0.011; t= -0.018, p-value=0.855). This indicates that there is no significant interaction between Organizational culture and Social-Cultural Factor, as the p-value is greater than 0.05. However, the coefficient estimates for the interaction terms between Organization Culture and Innovative information and support (X3*Z) were significant (= -0.130; t= -2.132, p=0.034). This indicates a significant interaction between organizational culture and innovative information and support, as the p-value is less than 0.05.

Table 4.21

MMR coefficient estimates

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	T	Sig.
1	(Constant)	.002	.045		.048	.962
	X_1 - Social cultural factor	-.214	.061	-.214	-3.500	.001
	X_2 - Environmental Entrepreneurship	.227	.069	.226	3.296	.001
	X_3 - Innovative Information Support	.523	.076	.523	6.877	.000
	X_4 - Entrepreneurial Managerial Support	.111	.067	.110	1.649	.100
2	(Constant)	.000	.043		.007	.994
	X_1 - Social cultural factor	-.174	.059	-.174	-2.971	.003
	X_2 - Environmental Entrepreneurship	.051	.073	.051	.700	.484
	X_3 - Innovative Information Support	.376	.078	.375	4.841	.000
	X_4 - Entrepreneurial Managerial Support	-.104	.076	-.104	-1.380	.169
	Z -					
3	(Constant)	.044	.051		.860	.390
	X_1 - Social cultural factor	-.179	.060	-.179	-2.983	.003
	X_2 - Environmental Entrepreneurship	.051	.077	.050	.660	.510
	X_3 - Innovative Information Support	.313	.093	.312	3.370	.001
	X_4 - Entrepreneurial Managerial Support	-.050	.082	-.050	-.605	.546
	Z - Organization Culture	.467	.098	.467	4.760	.000
	X_1*Z	-.011	.061	-.018	-.183	.855
	X_2*Z	-.082	.074	-.137	-1.106	.270
	X_3*Z	-.130	.061	-.232	-2.132	.034
	X_4*Z	.159	.076	.278	2.104	.036
	a. Dependent Variable: Performance					

The MMR model was used to test the hypothesis that organizational culture has a moderating effect on the link between sustainable entrepreneurship and C&F business performance in Kenya.

H_{04}: The association between sustainability and the performance of clearing and forwarding companies in Kenya is not moderated by organizational culture.

The change in R-square owing to the interaction terms was determined to be significant, as indicated by the significant F-change (F-change (4,267) =2.461. p=.046) with a p-value less than 0.05. The null hypothesis has been ruled out. Thus, the study concluded that Organization Culture acts as a moderator in the relationship between sustainable entrepreneurship and performance of C&F enterprises in Kenya, and more specifically in the relationship between innovative information and support and performance. The mod graph in Figure 4. 9 illustrates the association between innovative information and support and performance as moderated by organizational culture.

Both innovative information and support (0.313) and organizational culture (.467) have positive individual significant coefficient estimates, showing that increases in both Innovative information and support and organizational culture tend to raise performance levels. However, there is a significant negative coefficient estimate for the interaction term between innovative information and support and organizational culture (-0.130). This means that organizational culture acts as a buffer between innovative information and performance. The graph demonstrates a stronger correlation between innovative information support and performance at lower organizational culture levels, which diminishes as organizational culture is increased to medium and low levels. This means that as organizational culture improves, performance improves, but the influence (slope) of innovative information assistance on performance decreases (buffered). This study evidenced that organizational culture helps increase performance of clearing and forwarding firms by interacting with information innovation and support. Organization culture can thus be considered as important driver of sustainable entrepreneurship performance of clearing and forwarding firms. However, the empirical findings revealed that organizations culture can only improve performance of clearing and forwarding firms at low and moderate level of organization culture. This could be attributed to the presence of control orientation culture as opposed to flexible orientation culture (Park et al., 2016). Flexible orientation culture enables improvement in performance at higher and medium level while control orientation culture is associated with authoritarianism and bureaucracy (Acar & Acar, 2014: Ali et al., 2016). The research by Dai et al. (2018) found that the organization culture only moderates the performance of firms to a moderate level.

Figure 4.10

Moderation graph; Innovative information support, Performance and Organization Culture

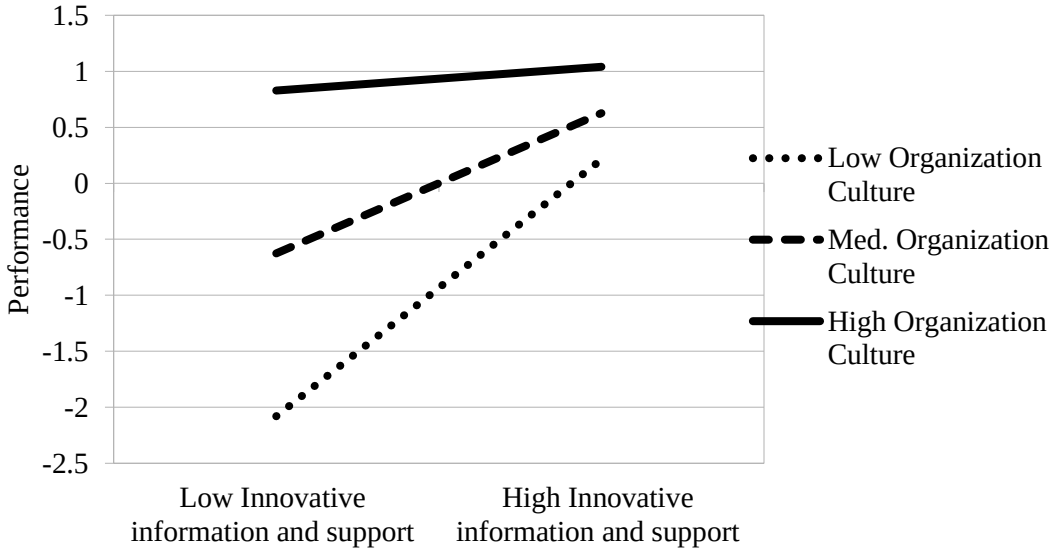


Table 4.22

Summary of hypothesis testing

	Findings	**Verdict**
The extent to which Innovative information support influences Performance of C&F firms	β = 0.523 t = 6.877 Sig. = 0.000	Positive influence p-value is less than 0.05; H_{03} was rejected
The extent to which Environmental Entrepreneurship influences Performance of C&F firms	β = 0.227 t = 3.296 Sig. = 0.001	Positive influence p-value is less than 0.05; H_{02} was Rejected
The extent to which Social-Cultural Factor influences Performance of C&F firms	β = 0.214 t = 3.500 Sig. = 0.001	Positive influence p-value is less than 0.05; H_{01} was Rejected
The extent to which Entrepreneurial managerial support influences Performance of C&F firms	β = 0.111 t = 1.649 Sig. = 0.100	No influence. p-value is greater than 0.05; Failed to reject H_{04}
The moderating effect of Organization Culture in the relationship between Sustainable entrepreneurship and Performance of C&F firms	Change in R-square = 0.018 Change in F-statistic =2.461 P-value of change = 0.046	Significant moderating effect p-value less than 0.05; H_{05} was rejected

4.10 Summary of the Key Findings

Considering the specific sustainable entrepreneurship factors, the study found that performance of C&F firms in Kenya is significantly dependent on social-cultural entrepreneurship. This finding shows that social entrepreneurship plays an important role in realization of performance in clearing and forwarding firms in Kenya. Descriptive analysis on social-cultural entrepreneurship shows that there are variations in the levels to which the C&F firms in Kenya adopt social cultural entrepreneurship; however, the average high scores of 3.84 to 4.29 showing agreement with most of the indicators of the variable. The firms thus generally consider importance aspects of Social-Cultural Entrepreneurship such as access to finance, availability of managerial experience, access to infrastructure and access to business information in their operation activities. The study's findings that performance of C&F firms

is significantly dependent on social-cultural entrepreneurship is in line with other scholars' findings on the importance of different aspects of Social-Cultural Entrepreneurship. For instance, Nwankwere et al. (2017) in their study they explicitly described the benefits that firms can get from socio-cultural factors and help to boost entrepreneurs' culture, which would in turn translate into reducing the level of unemployment and poverty in any economy. Likewise, Wanjohi and Mugure (2009) in their study found that the performance of SMEs was tied to the access to finance.

The study results on environmental entrepreneurship established that the study found that the performance of C&F firms is significantly dependent on environmental entrepreneurship. OLS regression model of fitness established that there was a significant estimate of social-cultural entrepreneurship factor on firm performance. Based on this result, it is clear that environmental entrepreneurship plays a key role on performance of clearing and forwarding firms in Kenya. As per descriptive analysis results depicts the variation level in the indicators used to measure the environmental aspect, however, the average score ranged between 3.57 and 4.01 showing high level of agreement with the constructs used to measure this variable. With these results, it is clear that firms consider environment entrepreneurship aspects as a critical component that enhance their performance such as pollution prevention, product stewardship, organization strategy realignment and environmental posturing. The findings reveal that the environmental entrepreneurship has a significant influence to performance of clearing and forwarding firms in Kenya. These findings conform to Ntakobajiraa (2016) in his study in Kenyan context, pointed that a very rigid environment does not dictate a sound business performance thus hindering growth of small and medium business. Abimbola and Agboola (2011) in their study pointed that the success of enterprises is dependent on business environment. Likewise, Sun et al. (2020) postulates that the adoption of green practices by firms is one sure way for such enterprises to improve their long-term performance. Battilana and Lee (2014) also argued that promotion of environmental protection can be considered as important catalyst for better performance for both SMEs and corporates in the long run.

The study found that innovative information, the study established that the performance of C&F enterprises in Kenya is dependent on the adoption of innovative information. This conclusion was arrived based on the OLS regression fitted result obtained. Descriptive results depict that there was a variation of agreement in the constructs studied in this research, however, respondents agreed with all constructs used influence Clearing and forwarding firms

in Kenya with level of confidence ranging between 3.54 to 4.11. The finding illustrates that the clearing and forwarding firms values the influence that innovative information has to their performance such as ethical consumerism, social enterprise, technology adoption and entrepreneurial orientation as key aspects in their performance ambition. The findings reveal that the adoption of innovative information hold great potential in improving the performance of clearing and forwarding firms in Kenya. The findings agree with Bridge (2017) that availability of innovative information helps in developing an innovative business idea that results to viable business opportunity. Gaddefors and Anderson (2017) asserts that prosperity of enterprises is tied to the innovative practices that they adopt. Al-Askari (2016) in his study pointed out that investment in innovative information provides key resources that improves the competitive position of business. Mureithi (2017) argued that availability of innovative information not only enhances the entrepreneurship of business but its overall performance. Additionally, Tubey et al. (2018) in their study findings showed the existence of positive association between innovative information and performance of enterprises.

To the objective of entrepreneurial managerial support, the study revealed that the performance of C&F enterprises in Kenya is significantly influenced by entrepreneurial managerial supports. This conclusion was reached in relation to OLS regression fitted results obtained. Entrepreneurial managerial support is a key aspects of entrepreneurship sector, clearing and forwarding sector not excluded. The study depicts a variation of level of agreement to the indicators used to measure entrepreneurial managerial support. However, there was a general agreement to the indicators used with average mean ranging between 3.76 to 4.16. thus, entrepreneurial managerial support aspects are considered by the entrepreneurs and more so in clearing and forwarding sector as components that cannot be ignored in business world such human resource practices. The findings reveal that the performance of C&F enterprises is based on the entrepreneurial managerial support and practices. Schachtebeck and Nieuwenhuizen (2015) reported that that managerial support has is a positive predictor of the success of organisation. Filser and Eggers (2014) stress that firm human resource strategies have a direct influence on the growth and success of firms. Additionally, Mthanti and Ojah (2018) in their study the presence of management support in an organization is a facilitator for firms to acquire innovative practices and good organization culture that resultantly leads of improve performance of enterprises.

On moderating effect of organization culture, it was established that the relationship between sustainable entrepreneurship factors and performance of clearing and forwarding firms is moderated by organization culture. The descriptive statistic was established to have an average mean of between 3.73 and 4.07. the finding of the study revealed that indeed the organization culture aspects such hierarchical, market, clan and adhocracy culture moderate the performance of clearing and forwarding firms in Kenya. The finding was in line with Umrani (2016) that organizational culture was positively related with moderating the relationship between social entrepreneurship practices and the performance of business. In another study by Yiing and Ahmad (2019) pointed that organizational culture in moderating the relationship between entrepreneurship and business success by facilitating the adoption of good business practices, principles and values that encourage greater firm performance. Shi et al. (2017) pointed that corporate culture and organizational technology positively moderates the influence business performance.

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMEDATIONS

5.1 Introduction

Chapter five summarizes the study's findings, draws implications from the findings, and makes recommendations regarding the sustainable entrepreneurship elements affecting the performance of clearing and forwarding firms in Kenya.

5.2 Summary of findings

The purpose of this study was to determine the factors affecting the performance of clearing and forwarding firms in Kenya. Four independent variables ("social-cultural entrepreneurship, environmental entrepreneurship, innovative information, and entrepreneurial management support") were evaluated as dimensions (factors) of sustainable entrepreneurship in order to affect the dependent variable ("performance of clearing and forwarding firms in Kenya"). Additionally, the moderating role of study organizational culture on sustainable entrepreneurship performance was analysed.

5.2.1 Descriptive Statistics

The variables were all quantified using ordinal scale proxy indicators. For each variable, descriptive statistics were given as frequency tables, illustrated through the central tendency of mean and standard deviation.

The descriptive analysis reveals that, on average, respondents have a favourable impression of their firms' implementation of sustainable entrepreneurship. According to Chabari (2010), business organizations implement sustainable entrepreneurship due to the dynamic environment which they operate that demands innovation and creativity. On average, respondents agreed with the assertions asked, with the majority of respondents giving the indicators a score of 4 or 5. The majority of respondents agreed (score 4) or strongly agreed (score 1) out of score of 5. The mean scores for the majority of measures of social cultural elements were greater than 4, with relatively little variation (standard deviations less than 1). The findings corroborate the studies by (Cortes & Lee, 2021; Crupi et al., 2022) that showed that firm seek to generate social value from their business operations.

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All indicators of environmental entrepreneurship received a score of 4 from the majority of respondents, indicating that they were generally in agreement with comments about environmental entrepreneurship adoption in businesses. Environmental sustainability orientation demonstrates the firm's idea of ecologically sustainable business practices (Lechner, & Gudmundsson, 2018). The mean scores were all greater than 3.5, ranging from 4.01 to 3.7, however none of the factors had strong agreement with the entrepreneurial environment indicators.

The majority of respondents gave innovative information and support indicators a score of 4 (agreement), however three indicators received the lowest score from the majority of respondents. Numerous industries with a high pace of innovation also have a high rate of new venture development (Cooper, 2015). Entrepreneurship develops new commodities, procedures and objects, propels human development and eradicates the outmoded ones, causing whole industries to disappear and new ones to develop. The mean ratings, which varied from 3.54 to 4.11, are likewise all greater than 3.5, indicating that respondents were generally in favour of the use of innovative information and support indicators in clearing and forwarding organizations. Wu et al. (2015) emphasize the need of tackling sustainable entrepreneur role analysis from an innovation perspective. The findings of the study evidences this.

The majority of respondents awarded a score of 4 to the Business Management Support Indications. Felcio et al. (2016) regard middle managers as key players in strategic communication, offering direction for the aims of the firm. This shows that the majority of interviewees supported the presence and use of entrepreneurial support metrics. This was mirrored in the mean scores, which were all greater than 3.5, ranging from 3.76 to 4.16. The study concurs with Real et al. (2014) that entrepreneurial leadership is central to implementation of sustainable entrepreneurship practices.

The indicators moderating variable organization culture received scores of 4 and 5 from the majority of respondents, indicating that respondents were generally in agreement with and strongly agreed with the indicators' levels of organization culture. The mean scores, which ranged from 3.73 to 4.08, were also all greater than 3.5. One of the performance measures received an overall score of 3 from the majority of respondents, with a mean score of 3.59, indicating that firms performed well in relation to that indicator. However, some of the respondents (3 in total) scored less than 3.5 indicating neutrality on certain aspects of organization culture.

5.2.2 Sustainable entrepreneurship Factor and Clearing and Forwarding Firm Performance in Kenya.

A regression analysis was conducted to examine the links between variables and the contribution of sustainable entrepreneurship to the clearing and forwarding firm's performance. The regular regression analysis for every independent variable impact on clearing and forwarding firm's performance was employed. Normality, non-autocorrelation, non-multicollinearity, homoscedasticity, and the absence of outliers were used as diagnostics for the linear model assumptions. None of the assumptions were determined to have been broken in their entirety as OLS requirements.

Three of the sustainable entrepreneurship criteria (independent variables) had a significant effect on the performance of clearing and forwarding firms in Kenya, according to the OLS regression model fitted. The R-square of the OLS multiple regression model indicated that variability in characteristics associated with sustainable entrepreneurship accounting about 44% of the performance changes for clearing and forwarding firms in Kenya. The ANOVA for the regression model revealed that it is statistically significant in general. The regression model coefficient estimates demonstrated the impact of each component on the performance of clearing and forwarding firms in Kenya. According to the coefficient estimates, three of the sustainable entrepreneurship factors variables had a significant effect on performance: "Social-Cultural Factor (= -.214; t= -3.500, p-value=0.001), Environmental Entrepreneurship (=.227; t= 3.296, p-value=0.001), and Innovative information and support (=.523; t= 6.877, p-value=0.000"). However, entrepreneurial management assistance did not have a statistically significant coefficient estimate ("=.111; t=1.649, p-value=0.100"), as indicated by the p-value of 0.100, which is more than 0.05. The fitted models' results served as the basis for testing hypotheses and developing conclusions about the study's aims.

5.2.3 Moderating effect of Organization Culture on the relationship between Sustainable entrepreneurship and Performance of C&F firms

A moderated multiple regression model was fitted to determine the moderating effect of organizational culture on the link between sustainable entrepreneurship and C&F business performance. The MMR model consisted of three steps: incorporating the moderating variable organization culture into the joint regression model in step 2, create and evaluate the impact of model changes between the independent variables and the moderator in step 3. The change data were used to evaluate hypothesis 5 and to draw conclusions about goal 5.

The R-square was found to have improved as a result of the addition of Organization Culture (R-square change = 0.053; F-change= 28.415, p-value=0.00), implying that integrating organization culture resulted in a significant improvement of the model. The model also improved significantly upon interaction term inclusion (R-square change = 0.018; F-change= 2.461, p-value=0.046). Cameron and Quinn (2011) asserted that organizational culture can be considered as important determinants of sustainable entrepreneurship performance. The major transformation brought about by the introduction of the interaction terms revealed a strong relationship between sustainable entrepreneurship and organizational culture. Additional investigation found that the specific factor of sustainable entrepreneurship in the model that has a substantial interaction with organizational culture is creative information assistance.

5.3 Conclusions

In summary, the study indicated that sustainable entrepreneurship performance outcomes for clearing and forwarding firms in Kenya is positive. However, the results also demonstrate that the performance outcome linked to sustainable entrepreneurship is moderate.

Social-cultural entrepreneurship is a critical determinant of the success of clearing and forwarding firms in Kenya. The study also discovered that social-cultural entrepreneurship reduces the success of clearing and forwarding firms. The research concludes that performance of C&F firms in Kenya is significantly dependent on social-cultural entrepreneurship.

Additionally, the study indicated that increasing environmental entrepreneurship results in an increase in positive outcomes for C&F firms in Kenya. Additionally, a strong and favourable association was discovered between environmental entrepreneurship and performance. The regression analysis revealed that the coefficient estimates for environmental entrepreneurship in the model fitted for the aim was statistically significant. Given that the null hypothesis is rejected, it is demonstrated the environmental sustainability is a positive contributor to the performance of clearing and forwarding firms in Kenya.

However, the study observed and concludes that, for clearing and forwarding firms in Kenya, entrepreneurial managerial support has no discernible effect on the firms' performance. Additionally, the study suggests that entrepreneurial management support has a positive relationship with C&F performance in general but may not be significant within the Kenyan context. Following the p values obtained, the null hypothesis is not rejected; entrepreneurial managerial support has no significant effect on the performance of C&F firms in Kenya.

The study also highlighted the significant positive influence of innovative information supports on the performance of clearing and forwarding firms in Kenya improves. Hence in reference to the null hypothesis; innovative information support has no significant relationship on the performance of clearing and forwarding firms in Kenya, the hypothesis was rejected.

Additionally, the study determined the moderating influence of organization culture on sustainable entrepreneurship performance of Kenya's clearing and forwarding firms. From the findings of the study, it can be concluded hat Clearing and forwarding firms that practice sustainable entrepreneurship as well as have low to medium organization culture can be a performing company. In view of the analysis, the null hypothesis; organizational culture has a moderating role in the association between sustainable entrepreneurship and C&F business performance is rejected.

5.4 Recommendations of Study

From the findings, performance of C&F firms in Kenya is negatively associated with social-cultural entrepreneurship. Hence it is suggested that clearing and forwarding firms minimize on social initiatives as a way to improving their performance.

The findings from the study confirmed the positive influence of environmental sustainability on the performance of clearance and forwarding firms. Based on the results, it can be recommended that clearing and forwarding firms should focus on such environmental sustainability initiatives to enhance their efficiency, productivity and performance.

Given the conclusion that entrepreneurial managerial support has no positive effect on the performance of clearing and forwarding firms in Kenya, it is recommended that clearing and forwarding firms in Kenya not place a high premium on improving their entrepreneurial managerial support in order to improve their performance.

Additionally, the findings revealed the positive influence of innovation information support on performance of clearing and forwarding firms. Therefore, it is suggested that clearing and forwarding firms should develop sources of innovation information as way of improving the success of such firms.

Additionally, the study reported that organizational culture affects sustainable entrepreneurship performance. It is recommended that clearing and forwarding firm maximizes on their performance by strengthening the existing managerial practices that exists within their firms.

5.5 Contribution to the body of Knowledge

5.5.1 Theoretical contribution

The existing body of knowledge on sustainable entrepreneurship performance (SEP) field is enhanced by examining the effect of social-cultural, environmental, innovative information, and managerial support factors on business performance. The field of SEP area is still under researched and hence the findings represent an important contribution to multiple mechanisms of sustainable entrepreneurship performance in developing countries. In this sense, the study results are crucial in that they confirm that the sustainable entrepreneurship factors (SEF) predictors of firm's performance are multiple in nature.

Alongside the findings on SEP, the analysis provides opportunities to understand and document the SEP factors that have important weights in determining the performance of firms in Africa and beyond. This allows for the development of theories that can provide possible explanation for the important factors. The finding of the study provides empirical relevance to the theories of Hoselitz Socio-Cultural Theory, Resource-Based Theory, Dynamic Capability Theory, Competitiveness Theory, Transaction cost theory and Schein's Organizational Culture Theory.

5.5.2 Practical implications

The study brings to the fore various practical implication of the findings from sustainable entrepreneurship performance C&F firms. First, the findings suggested that sustainable entrepreneurial practices need to be considered by the managers of clearing and forwarding firms as a strategy to improving their performance. Managers of clearing and forwarding firms should take considerable efforts to maximize performance by adopting green practices, developing new sources of innovation information and undertaking capacity building programmes on entrepreneurial leadership.

Specifically, sustainable entrepreneurial practices help clearing and forwarding companies to prosper in the dynamic business environment. Therefore, the results of the present study suggested that transport sector policy makers in Pakistan should give attention serious to developing policies that will encourage the transition of enterprises to sustainable enterprises. Specifically, the moderating role of organization culture suggests that managers should consider how to align the culture with sustainable entrepreneurship practices to enhance firm performance. Therefore, the managers of clearing and performance firms should pay-attention to sustainable entrepreneurship to foster positive performance in the transport and logistics service sector.

5.6 Suggested Areas for Further Research

It is suggested that more research on the aspects of the sustainable factors be conducted in order to understand the factors with the greatest influence from sub-component analysis of factors. It is also suggested that further a further study on sustainable entrepreneurship and performance be carried out to assess possible mediation among the dimensions of sustainable entrepreneurship. On carrying out a joint regression analysis, a Simpson's paradox was observed where, some independent variables that had significant coefficient estimates on performance from the bivariate analyses showed insignificant coefficients in the joint model. This is due to a Simpson's paradox that could be an element of mediation among the variable which however requires further tests of mediation or other analysis beyond the scope of this study to unravel the mystery behind the paradox.

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APENDICES

Appendix III: Authorization Letter

KENYA METHODIST UNIVERSITY

P. O. Box 267 Meru - 60200, Kenya
Tel: 254-064-30301/31229/30367/31171
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Our ref: NAC/PHD/1/2021/3

27th JANUARY 2021

Commission Secretary,
National Commission for Science, Technology and Innovations,
P.O. Box 30623-00100,
NAIROBI.

Dear Sir/ Madam,

RE: RICHARD OSORO KEROTI (BUS-4- 1853-3/2019)

This is to confirm that the above named is a bona fide student of Kenya Methodist University undertaking a PhD in BUSINESS ADMINISTRATION. He is conducting a research titled : SUISTAINOPRENEURSHIP FACTORS INFLUENCING PERFORMANCE OF CLEARING AND FOWARDING FIRMS IN KENYA.

We confirm that his thesis proposal has been defended and approved by the university.

In this regard, we are requesting your office to issue a permit to enable him collect data for his Ph.D. dissertation.

Any assistance accorded to him will be appreciated.

Yours faithfully,

Prof. Evangeline Gichunge PhD.
ASS DIRECTOR, RESEARCH DEVELOPMENT AND POSTGRADUATE STUDIES

Encl.

Appendix IV: NACOSTI Research Permit

REPUBLIC OF KENYA

NATIONAL COMMISSION FOR SCIENCE,TECHNOLOGY & INNOVATION

Ref No: **554244**

Date of Issue: **19/February/2021**

RESEARCH LICENSE

This is to Certify that Mr.. RICHARD OSORO KEROTI of Kenya Methodist University, has been licensed to conduct research in Nairobi on the topic: SUSTAINOPRENEURSHIP FACTORS INFLUENCING PERFORMANCE OF CLEARING AND FORWARDING FIRMS IN KENYA for the period ending : 19/February/2022.

License No: **NACOSTI/P/21/8995**

554244

Applicant Identification Number

Director General
NATIONAL COMMISSION FOR SCIENCE,TECHNOLOGY & INNOVATION

Verification QR Code

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Appendix VI: Pilot Study CFA factor loading matrix

	Component					
	1	2	3	4	5	6
B1_1	0.638					
B1_2	0.662					
B1_3	0.414					
B2_1	0.684					
B2_2	0.55					
B2_3	0.782					
B3_1	0.661					
B3_2	0.731					
B3_3	0.606					
B4_1	0.897					
B4_2	0.615					
B4_3	0.621					
C1_1		0.731				
C1_2		0.722				
C1_3		0.722				
C2_1		0.575				
C2_2		0.174				
C2_3		0.507				
C3_1		0.646				
C3_2		0.625				
C3_3		0.668				
C4_1		0.777				
C4_2		0.819				
C4_3		0.728				
D1_1			0.804			
D1_2			0.457			
D1_3			0.23			
D2_1			0.853			
D2_2			0.77			
D2_3			0.86			
D3_1			0.852			
D3_2			0.775			
D3_3			0.725			
D4_1			0.768			
D4_2			0.735			
D4_3			0.433			
E1_1				0.311		
E1_2				0.656		
E1_3				0.497		
E2_1				0.735		
E2_2				0.714		

E2_3				0.585		
E3_1				0.732		
E3_2				0.75		
E3_3				0.701		
E4_1				0.646		
E4_2				0.726		
E4_3				0.754		
F1_1					0.355	
F1_2					0.566	
F1_3					0.76	
F2_1					0.72	
F2_2					0.477	
F2_3					0.799	
F3_1					0.823	
F3_2					0.655	
F3_3					0.686	
F4_1					0.676	
F4_2					0.727	
F4_3					0.7	
G1_1						0.822
G1_2						0.871
G1_3						0.772
G2_1						0.808
G2_2						0.596
G2_3						0.313
G3_1						0.625
G3_2						0.7
G3_3						0.915
G4_1						0.67
G4_2						0.755
G4_3						0.787

Appendix VII: Mahalanobis D-square for 60 observations furthest from the centroid

Observation number	Mahalanobis d-squared	p1
271	73.548	.058
66	73.538	.058
157	73.518	.058
18	73.498	.058
99	73.458	.059
155	73.428	.059
7	73.388	.059
13	73.378	.059
28	73.328	.060
263	73.318	.060
208	73.288	.060
206	73.228	.061
12	73.188	.061
35	73.168	.061
177	73.108	.062
65	73.068	.062
91	73.028	.063
166	72.988	.063
225	72.978	.063
83	72.928	.064
33	72.918	.064
198	72.878	.064
80	72.818	.065

140	72.808	.065
31	72.788	.065
238	72.738	.066
64	72.688	.066
136	72.678	.066
175	72.638	.067
61	72.618	.067
69	72.608	.067
88	72.578	.067
8	72.548	.068
268	72.528	.068
86	72.508	.068
24	72.498	.068
183	72.478	.068
146	72.418	.069
172	72.388	.069
212	72.378	.069
255	71.878	.075
240	71.778	.076
250	71.678	.077
56	71.378	.081
277	71.078	.084
106	70.968	.086
114	70.968	.086

184	70.968	.086
152	70.302	.095
84	70.176	.096
139	69.738	.103
209	69.644	.104
278	69.586	.105
227	69.479	.106
70	69.372	.108
27	69.191	.111
51	69.191	.111
219	69.191	.111
159	68.880	.116
234	68.517	.122
244	68.517	.122
264	68.517	.122
249	68.408	.124
196	68.337	.125
68	68.005	.130
100	68.003	.131
77	67.958	.131
97	67.901	.132
104	67.477	.140
214	67.165	.146
138	67.032	.148

267	66.228	.165
85	66.152	.166
113	66.152	.166
235	66.152	.166
42	66.055	.168
202	65.912	.171
118	65.752	.175
269	65.654	.177
230	65.346	.184
260	65.329	.184
30	65.314	.185
236	65.298	.185
248	65.298	.185
251	65.298	.185
78	65.178	.188
213	64.642	.200
221	64.642	.200
243	64.642	.200
93	64.138	.213
144	64.138	.213
145	64.138	.213
216	64.109	.213
67	63.893	.219
2	63.801	.221

52	63.560	.228
10	63.303	.234
25	63.303	.234
233	63.303	.234
36	62.763	.249

Appendix VIII: CMB Common factor loadings

			Estimate	S.E.	C.R.	P
B1_1	<---	CF	.373	.016	23.851	***
B4_3	<---	CF	.373	.016	23.851	***
D1_2	<---	CF	.373	.016	23.851	***
E1_2	<---	CF	.373	.016	23.851	***
B1_2	<---	CF	.373	.016	23.851	***
B1_3	<---	CF	.373	.016	23.851	***
B2_1	<---	CF	.373	.016	23.851	***
B2_2	<---	CF	.373	.016	23.851	***
B2_3	<---	CF	.373	.016	23.851	***
C1_1	<---	CF	.373	.016	23.851	***
D1_1	<---	CF	.373	.016	23.851	***
C4_2	<---	CF	.373	.016	23.851	***
C1_2	<---	CF	.373	.016	23.851	***
C4_1	<---	CF	.373	.016	23.851	***
C1_3	<---	CF	.373	.016	23.851	***
C2_1	<---	CF	.373	.016	23.851	***
C3_3	<---	CF	.373	.016	23.851	***
C2_3	<---	CF	.373	.016	23.851	***
C3_2	<---	CF	.373	.016	23.851	***
C3_1	<---	CF	.373	.016	23.851	***
D4_3	<---	CF	.373	.016	23.851	***
D4_2	<---	CF	.373	.016	23.851	***
D4_1	<---	CF	.373	.016	23.851	***
D3_3	<---	CF	.373	.016	23.851	***
D3_2	<---	CF	.373	.016	23.851	***
D3_1	<---	CF	.373	.016	23.851	***
D2_3	<---	CF	.373	.016	23.851	***
D2_2	<---	CF	.373	.027	14.382	***
D2_1	<---	CF	.373	.016	23.851	***
B3_1	<---	CF	.373	.016	23.851	***
B3_2	<---	CF	.373	.016	23.851	***
B3_3	<---	CF	.373	.016	23.851	***
B4_1	<---	CF	.373	.016	23.851	***
E1_3	<---	CF	.373	.016	23.851	***
E2_1	<---	CF	.373	.016	23.851	***
E2_2	<---	CF	.373	.016	23.851	***
E2_3	<---	CF	.373	.016	23.851	***
E3_1	<---	CF	.373	.016	23.851	***
E3_2	<---	CF	.373	.016	23.851	***
E3_3	<---	CF	.373	.016	23.851	***
E4_1	<---	CF	.373	.016	23.851	***
E4_2	<---	CF	.373	.016	23.851	***
E4_3	<---	CF	.373	.016	23.851	***
F1_2	<---	CF	.373	.016	23.851	***
F1_3	<---	CF	.373	.016	23.851	***
F2_1	<---	CF	.373	.016	23.851	***

			Estimate	S.E.	C.R.	P
F2_2	<---	CF	.373	.016	23.851	***
F2_3	<---	CF	.373	.016	23.851	***
F3_1	<---	CF	.373	.016	23.851	***
F3_2	<---	CF	.373	.016	23.851	***
F3_3	<---	CF	.373	.016	23.851	***
F4_1	<---	CF	.373	.016	23.851	***
F4_2	<---	CF	.373	.016	23.851	***
F4_3	<---	CF	.373	.016	23.851	***
B4_2	<---	CF	.373	.016	23.851	***
C4_3	<---	CF	.373	.016	23.851	***
G1_1	<---	CF	.373	.016	23.851	***
G1_2	<---	CF	.373	.016	23.851	***
G1_3	<---	CF	.373	.016	23.851	***
G2_1	<---	CF	.373	.016	23.851	***
G2_2	<---	CF	.373	.016	23.851	***
G3_1	<---	CF	.373	.016	23.851	***
G3_2	<---	CF	.373	.016	23.851	***
G3_3	<---	CF	.373	.016	23.851	***
G4_1	<---	CF	.373	.016	23.851	***
G4_2	<---	CF	.373	.016	23.851	***
G4_3	<---	CF	.373	.016	23.851	***

Appendix IX: Durbin-Watson Table

n is the sample size and k is the number of independent variables excluding the intercept.

Alpha = .05

n\k	1		2		3		4		5		6		7		8		9		10	
6	0.610	1.400																		
7	0.700	1.356	0.467	1.896																
8	0.763	1.332	0.559	1.777	0.367	2.287														
9	0.824	1.320	0.629	1.699	0.455	2.128	0.296	2.588												
10	0.879	1.320	0.697	1.641	0.525	2.016	0.376	2.414	0.243	2.822										
11	0.927	1.324	0.758	1.604	0.595	1.928	0.444	2.283	0.315	2.645	0.203	3.004								
12	0.971	1.331	0.812	1.579	0.658	1.864	0.512	2.177	0.380	2.506	0.268	2.832	0.171	3.149						
13	1.010	1.340	0.861	1.562	0.715	1.816	0.574	2.094	0.444	2.390	0.328	2.692	0.230	2.985	0.147	3.266				
14	1.045	1.350	0.905	1.551	0.767	1.779	0.632	2.030	0.505	2.296	0.389	2.572	0.286	2.848	0.200	3.111	0.127	3.360		
15	1.077	1.361	0.946	1.543	0.814	1.750	0.685	1.977	0.562	2.220	0.447	2.471	0.343	2.727	0.251	2.979	0.175	3.216	0.111	3.438
16	1.106	1.371	0.982	1.539	0.857	1.728	0.734	1.935	0.615	2.157	0.502	2.388	0.398	2.624	0.304	2.860	0.222	3.090	0.155	3.304
17	1.133	1.381	1.015	1.536	0.897	1.710	0.779	1.900	0.664	2.104	0.554	2.318	0.451	2.537	0.356	2.757	0.272	2.975	0.198	3.184
18	1.158	1.391	1.046	1.535	0.933	1.696	0.820	1.872	0.710	2.060	0.603	2.258	0.502	2.461	0.407	2.668	0.321	2.873	0.244	3.073
19	1.180	1.401	1.074	1.536	0.967	1.685	0.859	1.848	0.752	2.023	0.649	2.206	0.549	2.396	0.456	2.589	0.369	2.783	0.290	2.974
20	1.201	1.411	1.100	1.537	0.998	1.676	0.894	1.828	0.792	1.991	0.691	2.162	0.595	2.339	0.502	2.521	0.416	2.704	0.336	2.885
21	1.221	1.420	1.125	1.538	1.026	1.669	0.927	1.812	0.829	1.964	0.731	2.124	0.637	2.290	0.546	2.461	0.461	2.633	0.380	2.806
22	1.239	1.429	1.147	1.541	1.053	1.664	0.958	1.797	0.863	1.940	0.769	2.090	0.677	2.246	0.588	2.407	0.504	2.571	0.424	2.735
23	1.257	1.437	1.168	1.543	1.078	1.660	0.986	1.785	0.895	1.920	0.804	2.061	0.715	2.208	0.628	2.360	0.545	2.514	0.465	2.670
24	1.273	1.446	1.188	1.546	1.101	1.656	1.013	1.775	0.925	1.902	0.837	2.035	0.750	2.174	0.666	2.318	0.584	2.464	0.506	2.613
25	1.288	1.454	1.206	1.550	1.123	1.654	1.038	1.767	0.953	1.886	0.868	2.013	0.784	2.144	0.702	2.280	0.621	2.419	0.544	2.560
26	1.302	1.461	1.224	1.553	1.143	1.652	1.062	1.759	0.979	1.873	0.897	1.992	0.816	2.117	0.735	2.246	0.657	2.379	0.581	2.513
27	1.316	1.469	1.240	1.556	1.162	1.651	1.084	1.753	1.004	1.861	0.925	1.974	0.845	2.093	0.767	2.216	0.691	2.342	0.616	2.470
28	1.328	1.476	1.255	1.560	1.181	1.650	1.104	1.747	1.028	1.850	0.951	1.959	0.874	2.071	0.798	2.188	0.723	2.309	0.649	2.431
29	1.341	1.483	1.270	1.563	1.198	1.650	1.124	1.743	1.050	1.841	0.975	1.944	0.900	2.052	0.826	2.164	0.753	2.278	0.681	2.396
30	1.352	1.489	1.284	1.567	1.214	1.650	1.143	1.739	1.071	1.833	0.998	1.931	0.926	2.034	0.854	2.141	0.782	2.251	0.712	2.363

n\k	1		2		3		4		5		6		7		8		9		10	
31	1.363	1.496	1.297	1.570	1.229	1.650	1.160	1.735	1.090	1.825	1.020	1.920	0.950	2.018	0.879	2.120	0.810	2.226	0.741	2.333
32	1.373	1.502	1.309	1.574	1.244	1.650	1.177	1.732	1.109	1.819	1.041	1.909	0.972	2.004	0.904	2.102	0.836	2.203	0.769	2.306
33	1.383	1.508	1.321	1.577	1.258	1.651	1.193	1.730	1.127	1.813	1.061	1.900	0.994	1.991	0.927	2.085	0.861	2.181	0.796	2.281
34	1.393	1.514	1.333	1.580	1.271	1.652	1.208	1.728	1.144	1.808	1.079	1.891	1.015	1.978	0.950	2.069	0.885	2.162	0.821	2.257
35	1.402	1.519	1.343	1.584	1.283	1.653	1.222	1.726	1.160	1.803	1.097	1.884	1.034	1.967	0.971	2.054	0.908	2.144	0.845	2.236
36	1.411	1.525	1.354	1.587	1.295	1.654	1.236	1.724	1.175	1.799	1.114	1.876	1.053	1.957	0.991	2.041	0.930	2.127	0.868	2.216
37	1.419	1.530	1.364	1.590	1.307	1.655	1.249	1.723	1.190	1.795	1.131	1.870	1.071	1.948	1.011	2.029	0.951	2.112	0.891	2.197
38	1.427	1.535	1.373	1.594	1.318	1.656	1.261	1.722	1.204	1.792	1.146	1.864	1.088	1.939	1.029	2.017	0.970	2.098	0.912	2.180
39	1.435	1.540	1.382	1.597	1.328	1.658	1.273	1.722	1.218	1.789	1.161	1.859	1.104	1.932	1.047	2.007	0.990	2.085	0.932	2.164
40	1.442	1.544	1.391	1.600	1.338	1.659	1.285	1.721	1.230	1.786	1.175	1.854	1.120	1.924	1.064	1.997	1.008	2.072	0.952	2.149
45	1.475	1.566	1.430	1.615	1.383	1.666	1.336	1.720	1.287	1.776	1.238	1.835	1.189	1.895	1.139	1.958	1.089	2.022	1.038	2.088
50	1.503	1.585	1.462	1.628	1.421	1.674	1.378	1.721	1.335	1.771	1.291	1.822	1.246	1.875	1.201	1.930	1.156	1.986	1.110	2.044
55	1.528	1.601	1.490	1.641	1.452	1.681	1.414	1.724	1.374	1.768	1.334	1.814	1.294	1.861	1.253	1.909	1.212	1.959	1.170	2.010
60	1.549	1.616	1.514	1.652	1.480	1.689	1.444	1.727	1.408	1.767	1.372	1.808	1.335	1.850	1.298	1.894	1.260	1.939	1.222	1.984
65	1.567	1.629	1.536	1.662	1.503	1.696	1.471	1.731	1.438	1.767	1.404	1.805	1.370	1.843	1.336	1.882	1.301	1.923	1.266	1.964
70	1.583	1.641	1.554	1.672	1.525	1.703	1.494	1.735	1.464	1.768	1.433	1.802	1.401	1.838	1.369	1.874	1.337	1.910	1.305	1.948
75	1.598	1.652	1.571	1.680	1.543	1.709	1.515	1.739	1.487	1.770	1.458	1.801	1.428	1.834	1.399	1.867	1.369	1.901	1.339	1.935
80	1.611	1.662	1.586	1.688	1.560	1.715	1.534	1.743	1.507	1.772	1.480	1.801	1.453	1.831	1.425	1.861	1.397	1.893	1.369	1.925
85	1.624	1.671	1.600	1.696	1.575	1.721	1.550	1.747	1.525	1.774	1.500	1.801	1.474	1.829	1.448	1.857	1.422	1.886	1.396	1.916
90	1.635	1.679	1.612	1.703	1.589	1.726	1.566	1.751	1.542	1.776	1.518	1.801	1.494	1.827	1.469	1.854	1.445	1.881	1.420	1.909
95	1.645	1.687	1.623	1.709	1.602	1.732	1.579	1.755	1.557	1.778	1.535	1.802	1.512	1.827	1.489	1.852	1.465	1.877	1.442	1.903
100	1.654	1.694	1.634	1.715	1.613	1.736	1.592	1.758	1.571	1.780	1.550	1.803	1.528	1.826	1.506	1.850	1.484	1.874	1.462	1.898
150	1.720	1.747	1.706	1.760	1.693	1.774	1.679	1.788	1.665	1.802	1.651	1.817	1.637	1.832	1.622	1.846	1.608	1.862	1.593	1.877
200	1.758	1.779	1.748	1.789	1.738	1.799	1.728	1.809	1.718	1.820	1.707	1.831	1.697	1.841	1.686	1.852	1.675	1.863	1.665	1.874

n\k	1		2		3		4		5		6		7		8		9		10	
250	1.785	1.801	1.777	1.809	1.769	1.817	1.760	1.825	1.752	1.834	1.744	1.842	1.736	1.851	1.727	1.859	1.719	1.868	1.710	1.876
300	1.804	1.817	1.797	1.824	1.791	1.831	1.784	1.838	1.777	1.845	1.770	1.852	1.763	1.859	1.756	1.866	1.749	1.873	1.742	1.880
350	1.819	1.830	1.813	1.836	1.807	1.842	1.802	1.848	1.796	1.854	1.790	1.860	1.784	1.866	1.778	1.872	1.772	1.878	1.766	1.884
400	1.831	1.841	1.826	1.846	1.821	1.851	1.816	1.856	1.811	1.861	1.806	1.866	1.800	1.872	1.795	1.877	1.790	1.882	1.785	1.887
450	1.841	1.850	1.836	1.854	1.832	1.859	1.827	1.863	1.823	1.868	1.818	1.872	1.814	1.877	1.809	1.882	1.805	1.886	1.800	1.891
500	1.849	1.857	1.845	1.861	1.841	1.865	1.837	1.869	1.833	1.873	1.829	1.877	1.825	1.882	1.821	1.886	1.817	1.890	1.812	1.894
550	1.856	1.864	1.853	1.867	1.849	1.871	1.845	1.875	1.842	1.878	1.838	1.882	1.834	1.886	1.831	1.890	1.827	1.893	1.823	1.897
600	1.863	1.869	1.859	1.873	1.856	1.876	1.853	1.879	1.849	1.883	1.846	1.886	1.842	1.890	1.839	1.893	1.836	1.896	1.832	1.900

Appendix X: List of Clearing and Forwarding Firms Licensed by Kenya International Freight and Warehousing Association

	LICENCE NUMBER	NAME
1	CAL/000001/20	BECOZI INVESTMENTS
2	CAL/000003/20	GLADIN LOGISTIC KENYA LIMITED
3	CAL/000005/20	SOTE FORWARDERS LIMITED
4	CAL/000006/20	BOGANI FREIGHT SERVICES LIMITED
5	CAL/000007/20	RUMAN LIMITED
6	CAL/000008/20	FLOWERPORT LOGISTICS LIMITED
7	CAL/000009/20	CARGOMASTERS (E.A) LIMITED
8	CAL/000010/20	KAABA INVESTMENTS LIMITED
9	CAL/000011/20	JUWELLS TRADING COMPANY LIMITED
10	CAL/000012/20	MOHABAB ENTERPRISES
11	CAL/000013/20	SAHARRY LIMITED
12	CAL/000014/20	STEKAR LOGISTICS LIMITED
13	CAL/000016/20	BLUERANGE LOGISTICS LIMITED
14	CAL/000017/20	SKYLIGHT LOGISTICS LIMITED
15	CAL/000018/20	SALMIR CLEARING AND FORWARDING COMPANY LIMITED
16	CAL/000019/20	CHABS TRADE CONNECTIONS LIMITED
17	CAL/000020/20	UNION CLEARING & FORWARDING LIMITED
18	CAL/000021/20	BONFIDE CLEARING AND FORWARDING COMPANY LIMITED
19	CAL/000022/20	METEOR FREIGHT FORWARDERS COMPANY LIMITED
20	CAL/000023/20	GEMINI GLOBAL EXPRESS LIMITED
21	CAL/000024/20	KEIHIN MARITIME SERVICES LIMITED
22	CAL/000025/20	ICEBERG MOVERS ENTERPRISES
23	CAL/000026/20	MESOHLINK LIMITED
24	CAL/000027/20	MOMO CLEARING AND FORWARDING COMPANY LIMITED
25	CAL/000028/20	FOCUS INITIATIVE IMPORT AND EXPORT COMPANY LIMITED
26	CAL/000029/20	MOMBASA LOGISTICS LIMITED
27	CAL/000030/20	KENYA GENERAL INDUSTRIES LTD
28	CAL/000031/20	WAKULIMA AGRIBUSINESS AND IRRIGATION SUPPLIES LIMITED
29	CAL/000032/20	OCEAN PACIFIC INTERNATIONAL LINES LIMITED
30	CAL/000034/20	PROME TECH LIMITED
31	CAL/000035/20	SEALINE FORWARDERS LIMITED
32	CAL/000036/20	VISHAMMAH ENTERPRISES LIMITED
33	CAL/000037/20	ONE LINK LIMITED
34	CAL/000038/20	GLOBAL BUSINESS COMMANDERS LIMITED
35	CAL/000039/20	JOPUKA LOGISTICS LIMITED
36	CAL/000040/20	KIMM FREIGHTERS (K) LIMITED
37	CAL/000041/20	CARIBBEAN FREIGHT LIMITED
38	CAL/000042/20	ROBIAM CARGO FREIGHTERS LIMITED

39	CAL/000044/20	HORIZON FREIGHT FORWARDERS LIMITED
40	CAL/000045/20	ZANAA FREIGHT LIMITED
41	CAL/000046/20	SYLKA KENYA LIMITED
42	CAL/000047/20	SEASHORE SHIPPING SERVICES COMPANY LIMITED
43	CAL/000048/20	RENAISSANCE LIMITED
44	CAL/000049/20	GALAXY LOGISTICS LIMITED
45	CAL/000051/20	SPRING LOGISTICS LIMITED
46	CAL/000052/20	ADROIT LOGISTICS LIMITED
47	CAL/000053/20	DENALI LOGISTICS LIMITED
48	CAL/000056/20	DANLINK FREIGHTERS LIMITED
49	CAL/000057/20	TRIBERTOO (K) LIMITED
50	CAL/000059/20	KENYA BONDED WAREHOUSE COMPANY
51	CAL/000060/20	PRIORITY AIR EXPRESS LIMITED
52	CAL/000063/20	OCEANIC CARGO AGENCY LIMITED
53	CAL/000064/20	STELLAR LOGISTICS LIMITED
54	CAL/000065/20	TATU LIMITED
55	CAL/000068/20	BAYLAND FREIGHT AGENCIES
56	CAL/000069/20	WORLD TRADE FREIGHT LOGISTICS LIMITED
57	CAL/000070/20	KIAMBA CLEARING AND FORWARDING LIMITED
58	CAL/000071/20	BOON FREIGHT INTERNATIONAL LOGISTICS LIMITED
59	CAL/000072/20	HOMELAND FREIGHT LIMITED
60	CAL/000073/20	CARGO NEST KENYA LIMITED
61	CAL/000074/20	HURRICANE EXPRESS KENYA LIMITED
62	CAL/000076/20	DOSHI & COMPANY (HARDWARE) LIMITED
63	CAL/000077/20	SHAMSCO LOGISTICS INTERNATIONAL LIMITED
64	CAL/000078/20	UNICK COMPANY LIMITED
65	CAL/000079/20	RIGE LIMITED
66	CAL/000080/20	BOSMAR CLEARING & FORWARDING ENTERPRISES LIMITED
67	CAL/000081/20	NIBAL FREIGHTERS LIMITED
68	CAL/000082/20	KARSIS GLOBAL LOGISTICS LIMITED
69	CAL/000083/20	ROMAX FORWARDERS LIMITED
70	CAL/000084/20	DIKENS LOGISTICS LIMITED
71	CAL/000085/20	BLUE PLUS FLIGHTERS LIMITED
72	CAL/000087/20	MBARAKI PORT WAREHOUSES (KENYA) LIMITED
73	CAL/000088/20	DESTINY CONVEYORS LIMITED
74	CAL/000089/20	GATLINK INVESTMENTS LIMITED
75	CAL/000090/20	STEJA GENERAL AGENCIES COMPANY LIMITED
76	CAL/000091/20	BENELI FREIGHTERS LIMITED
77	CAL/000092/20	KIND LOGISTICS LIMITED
78	CAL/000094/20	MAYA DUTY FREE LIMITED
79	CAL/000095/20	INTERSCOPE AIRMARITIME LOGISTICS LIMITED
80	CAL/000096/20	NEO SEALAND REGIONAL FREIGHTERS LIMITED
81	CAL/000098/20	CARMEL MOUNT FREIGHT LOGISTICS K LIMITED
82	CAL/000099/20	SHAQSHAN FREIGHT LIMITED
83	CAL/000100/20	CARGOLOG (E.A) LIMITED
84	CAL/000101/20	JAAV GLOBAL CARGO LIMITED
85	CAL/000102/20	RUMESYA FREIGHT LIMITED

86	CAL/000103/20	WATER FRONT TRANSNET LIMITED
87	CAL/000104/20	ECU WORLDWIDE (KENYA) LIMITED
88	CAL/000105/20	SUNA FREIGHTERS LIMITED
89	CAL/000106/20	CORONET CARGO LIMITED
90	CAL/000109/20	BAABZ FREIGHT FORWARDERS LIMITED
91	CAL/000111/20	REGAL FREIGHTERS
92	CAL/000112/20	LINKAGE CONVEYORS LIMITED
93	CAL/000113/20	ELMON AGENCIES LIMITED
94	CAL/000114/20	DERRICKSON SYSTEMS LIMITED
95	CAL/000116/20	EVESCON GLOBAL LOGISTICS LIMITED
96	CAL/000118/20	MTAPANGA AGENCIES LIMITED
97	CAL/000119/20	PORTWOXS CARGO FORWARDERS LIMITED
98	CAL/000120/20	MOSMAC ENTERPRISES LIMITED
99	CAL/000121/20	RAS CARGO FREIGHT LIMITED
100	CAL/000122/20	IMAAN LOGISTICS LIMITED
101	CAL/000123/20	ECHKEN AGENCIES LIMITED
102	CAL/000124/20	DAVELINE NETWORK COMPANY LIMITED
103	CAL/000126/20	APEX STEEL LIMITED
104	CAL/000128/20	SANDEK AGENCIES LIMITED
105	CAL/000129/20	TRANSNET FREIGHT INTERNATIONAL LIMITED
106	CAL/000132/20	SILVER SILICON LIMITED
107	CAL/000133/20	FELICLEARCON COMPANY LIMITED
108	CAL/000134/20	MULTCARGO FREIGHTERS LIMITED
109	CAL/000135/20	DEL RAY CARGO SERVICES LIMITED
110	CAL/000136/20	PAN AFRICAN SYNDICATE LIMITED
111	CAL/000139/20	AMEY TRADING COM. LIMITED
112	CAL/000141/20	SOUTHERN SHIPPING SERVICES LIMITED
113	CAL/000144/20	TOPLINE LOGISTICS LIMITED
114	CAL/000145/20	GIMBCO FREIGHT LIMITED
115	CAL/000146/20	WORLD DOMAIN LIMITED
116	CAL/000147/20	SEA-SKY EXPRESS LIMITED
117	CAL/000149/20	WILCKO FREIGHT SERVICES LIMITED
118	CAL/000150/20	COLLINS AND TIFANY LIMITED
119	CAL/000152/20	ALL CARGO GLOBAL LOGISTICS LIMITED
120	CAL/000153/20	UNITED FREIGHT LOGISTICS LIMITED
121	CAL/000154/20	GARDEN FREIGHT LOGISTICS LIMITED
122	CAL/000155/20	MUCHEBA SERVICES
123	CAL/000158/20	ROCHESTER GROUP LIMITED
124	CAL/000159/20	HANSOL LOGISTICS KENYA LIMITED
125	CAL/000162/20	BIG WAYS LIMITED
126	CAL/000163/20	FREIGHT COMMANDOS LIMITED
127	CAL/000165/20	ONE ON ONE LOGISTICS LIMITED
128	CAL/000166/20	ECS LOGISTICS KENYA LIMITED
129	CAL/000167/20	DAVKIT ENTERPRISES LIMITED
130	CAL/000168/20	EXPORT CONSOLIDATION SERVICES KENYA LIMITED
131	CAL/000169/20	SKYLARK CONVEYORS (K)
132	CAL/000171/20	CARGO DECK EAST AFRICA LIMITED
133	CAL/000172/20	DELTA HANDLING SERVICES LIMITED

134	CAL/000175/20	FREIGHT REACH SERVICES LIMITED
135	CAL/000176/20	WESTERN LOGISTICS SERVICES LIMITED
136	CAL/000178/20	EVERLAST ENTERPRISES LIMITED
137	CAL/000179/20	INTERNET TRADE CONVEYORS LIMITED
138	CAL/000180/20	SEALINE LOGISTICS LIMITED
139	CAL/000181/20	OZONE FREIGHT FORWARDERS LIMITED
140	CAL/000182/20	TRADE BASE COMPANY LIMITED
141	CAL/000183/20	BENAFRICA KENYA LIMITED
142	CAL/000185/20	QUICK MOVERS KENYA LIMITED
143	CAL/000186/20	MARICHOR MARKETING SERVICES LIMITED
144	CAL/000187/20	SUPERCARE FREIGHT SERVICES LIMITED
145	CAL/000188/20	AFRIQ FREIGHT SERVICES LIMITED
146	CAL/000189/20	SILVER ANCHOR (FREIGHTERS) LIMITED
147	CAL/000191/20	DECENT LOGISTICS LIMITED
148	CAL/000192/20	LILY LOGISTICS LIMITED
149	CAL/000193/20	INLAND AFRICA LOGISTICS LIMITED
150	CAL/000194/20	BLACKSTONE LOGISTICS LIMITED
151	CAL/000196/20	AKAMAI FREIGHT FORWARDERS LIMITED
152	CAL/000197/20	ARNOP LOGISTICS COMPANY LIMITED
153	CAL/000198/20	DELTA EXPRESS
154	CAL/000199/20	AMARANTHA AGENCY LIMITED
155	CAL/000200/20	TANDEM SOLUTIONS LIMITED
156	CAL/000201/20	SHABA AFRICA LOGISTICS LIMITED
157	CAL/000203/20	QUEENS CARGO INTERNATIONAL LIMITED
158	CAL/000204/20	ALL FREIGHT LOGISTICS LIMITED
159	CAL/000207/20	RAY CARGO SERVICES LIMITED
160	CAL/000209/20	YOUNGLINE CARGO FORWARDERS LIMITED
161	CAL/000210/20	SIDOMAN INVESTMENT LIMITED
162	CAL/000211/20	CARES CLEARING AND FORWARDING COMPANY LIMITED
163	CAL/000213/20	INTERPORT CLEARING SERVICES LIMITED
164	CAL/000214/20	DESTINY FREIGHT SERVICES LIMITED
165	CAL/000215/20	TREASURE CARGO SERVICES LIMITED
166	CAL/000217/20	EAST GLOBAL LOGISTICS KENYA LIMITED
167	CAL/000218/20	PRAFULLA ENTERPRISES LIMITED
168	CAL/000220/20	INDEX CARGO LOGISTICS LIMITED
169	CAL/000221/20	SPECIAL COLLECTION SERVICES LIMITED
170	CAL/000222/20	OKAMOTO FREIGHT SERVICES LIMITED
171	CAL/000223/20	SHARDI EXPRESS LIMITED
172	CAL/000226/20	YEAR 2000 FREIGHTERS LIMITED
173	CAL/000227/20	FRESH GLOBAL LOGISTICS LIMITED
174	CAL/000228/20	SIMBA APPAREL (EPZ) LIMITED
175	CAL/000229/20	LIKONI FREIGHTERS (K) LIMITED
176	CAL/000230/20	JOWAKA SUPER LINKS LIMITED
177	CAL/000233/20	SAM AND SAN LOGISTICS
178	CAL/000234/20	COUNTY CLEARANCE & FORWARDING LIMITED
179	CAL/000235/20	REFCO FORWARDERS LIMITED
180	CAL/000238/20	PIONEER FREIGHT FORWARDERS LIMITED

181	CAL/000239/20	PORTWAY (E.A) LIMITED
182	CAL/000240/20	KALEMU FREIGHTERS LIMITED
183	CAL/000241/20	TROPICAL SKY CARGO LIMITED
184	CAL/000242/20	COMPLAST INDUSTRIES LIMITED
185	CAL/000243/20	GMK EAST AFRICA LIMITED
186	CAL/000244/20	DUTY LOGISTICS LIMITED
187	CAL/000246/20	HI-TECH IMPEX LIMITED
188	CAL/000247/20	ALUJO ENTERPRISES COMPANY LIMITED
189	CAL/000248/20	PANWORLD HOLDINGS LIMITED
190	CAL/000249/20	EMERGENCY RELIEF SUPPLIES LIMITED
191	CAL/000250/20	CLOFFIK FREIGHT (K) LIMITED
192	CAL/000251/20	FREIGHTMAX CO. LIMITED
193	CAL/000252/20	FLORA TIMES FREIGHT LOGISTICS LIMITED
194	CAL/000253/20	PEDWIN LIMITED
195	CAL/000254/20	TOTAL TOUCH EXPRESS LIMITED
196	CAL/000255/20	MANUFACTURERS & SUPPLIERS (K) LIMITED
197	CAL/000257/20	AIRMARINE CONVEYORS (K) LIMITED
198	CAL/000258/20	DHANUSH FORWARDERS K LIMITED
199	CAL/000259/20	CRISPOLL EAST AFRICA LIMITED
200	CAL/000260/20	JIRES LIMITED
201	CAL/000261/20	MACKENZIE MARITIME (EA) LIMITED
202	CAL/000262/20	FANTASHI FREIGHTERS & LOGISTICS LIMITED
203	CAL/000263/20	PINNACO LOGISTICS LIMITED
204	CAL/000264/20	SKYLINE EXPRESS SERVICES LIMITED
205	CAL/000265/20	JOKI VIEW GENERAL KENYA LIMITED
206	CAL/000267/20	BLUE LIME LIMITED
207	CAL/000269/20	NEBULA CONVEYORS LIMITED
208	CAL/000270/20	PESOSI FREIGHTERS LIMITED
209	CAL/000271/20	HIMA FREIGHT FORWARDERS LIMITED
210	CAL/000274/20	INTERFACE AGENCIES LIMITED
211	CAL/000282/20	HORIZON EXPRESS COMPANY LIMITED
212	CAL/000283/20	DECLARE FREIGHT AND LOGISTICS LTD
213	CAL/000284/20	PAK-PACIFIC LTD
214	CAL/000285/20	F Y SIMBA SHIPPING AGENTS
215	CAL/000286/20	SOLSON CLEARING COMPANY
216	CAL/000287/20	CHASE FAST LOGISTICS LIMITED
217	CAL/000288/20	CAMMOSUH LOGISTICS LIMITED
218	CAL/000290/20	DEEPMARK CARGO LIMITED
219	CAL/000292/20	SEATIDE LOGISTICS LIMITED
220	CAL/000293/20	SAFELANDING LOGISTICS LIMITED
221	CAL/000294/20	MERCICO LIMITED
222	CAL/000295/20	EDISA HOLDINGS (K) LIMITED
223	CAL/000296/20	HEROS COMPANY LIMITED
224	CAL/000297/20	GOLDFIELDS LOGISTICS LIMITED
225	CAL/000298/20	SUPER FREIGHT LIMITED
226	CAL/000299/20	EXCELLENT SERVICE FREIGHTERS LIMITED
227	CAL/000301/20	KANDITO INTERNATIONAL COMPANY KENYA LIMITED

228	CAL/000302/20	BORABU FREIGHT & TRANSPORT SERVICES LIMITED
229	CAL/000303/20	VIBRRASI ENTERPRISES LIMITED
230	CAL/000304/20	VENUS KENYA LIMITED
231	CAL/000305/20	TRANS AFRICA LOGISTICS LIMITED
232	CAL/000306/20	MIG FORWARDERS LIMITED
233	CAL/000307/20	WAKI CLEARING & FORWARDING AGENTS LIMITED
234	CAL/000309/20	SONEVA ENTERPRISES
235	CAL/000310/20	SHIPFREIGHT LOGISTICS LIMITED
236	CAL/000311/20	SIVORINE (KENYA) LIMITED
237	CAL/000312/20	SMART TRADERS LIMITED
238	CAL/000314/20	REMOVAL GOODS SERVICES (K) LIMITED
239	CAL/000315/20	QUISSAN ENTERPRISES LIMITED
240	CAL/000316/20	PENTAGON LOGISTICS LIMITED
241	CAL/000318/20	PILLAR FREIGHT FORWARDERS LIMITED
242	CAL/000319/20	PORTLINK HOLDINGS LIMITED
243	CAL/000321/20	LYCHEEWOOD LIMITED
244	CAL/000322/20	GATEWAY MARINE SERVICES LIMITED
245	CAL/000323/20	FILM LINE LIMITED
246	CAL/000324/20	ELKA CARGO KENYA LIMITED
247	CAL/000325/20	BRYSON EXPRESS LIMITED
248	CAL/000326/20	AIR SEA LOGISTICS LIMITED
249	CAL/000327/20	ABSOLUTE FREIGHT SERVICES AND LOGISTICS LIMITED
250	CAL/000329/20	BULE AND SONS FREIGHT SERVICES LIMITED
251	CAL/000330/20	EQUIRAK LOGISTICS LIMITED
252	CAL/000332/20	RAPAT FREIGHT (K) LIMITED
253	CAL/000333/20	CONTINENTAL CARGO SERVICES (KENYA) LIMITED
254	CAL/000334/20	KEARSLEY FREIGHT SERVICES LIMITED
255	CAL/000335/20	MORGAN AIR CARGO LIMITED
256	CAL/000336/20	KELVIN AND HANNINGTON INTERNATIONAL LIMITED
257	CAL/000337/20	STEFRA CONSULTANCY AGENCIES
258	CAL/000338/20	INTRASPAX FREIGHTERS
259	CAL/000339/20	WAMBUKA FREIGHTERS LIMITED
260	CAL/000340/20	MULTI LINKS FORWARDERS LIMITED
261	CAL/000342/20	KIMU FREIGHT AGENCIES LIMITED
262	CAL/000343/20	PLANFREIGHT LIMITED
263	CAL/000344/20	EYEBLINK FREIGHT MANAGEMENT LIMITED
264	CAL/000345/20	SIMPTONS EAST AFRICA HOLDINGS LIMITED
265	CAL/000346/20	CONTINENTAL FREIGHTERS LIMITED
266	CAL/000347/20	WILJONES LOGISTICS LIMITED
267	CAL/000349/20	FRANK AND GEOFFREY CARGO LIMITED
268	CAL/000351/20	SAHA FREIGHTERS COMPANY LIMITED
269	CAL/000352/20	TURNING POINT FREIGHT LIMITED
270	CAL/000353/20	CALWIN LOGISTICS LIMITED
271	CAL/000354/20	SEAWAY MARITIME LIMITED
272	CAL/000356/20	TOTAL PLUS BUREAU COMPANY LIMITED
273	CAL/000357/20	BARGAABA BUSINESS AGENCY LIMITED
274	CAL/000358/20	TEPRA LOGISTICS LIMITED

275	CAL/000360/20	MILANO LOGISTICS LIMITED
276	CAL/000361/20	MUSTAFA FREIGHT FORWARDERS LIMITED
277	CAL/000362/20	DUKE EXPRESS (E.A) LIMITED
278	CAL/000364/20	SAFREIGHT LIMITED
279	CAL/000366/20	ZAMIN ENTERPRISES CO. LIMITED
280	CAL/000367/20	EXXEM EXPRESS CARGO COMPANY LIMITED
281	CAL/000368/20	LONGROAD LOGISTICS (K) LIMITED
282	CAL/000369/20	HARLS CARGO LOGISTICS LIMITED
283	CAL/000370/20	ADELCUS AGENCIES (K) LIMITED
284	CAL/000371/20	AIRCOM CARGO LOGISTICS KENYA LIMITED
285	CAL/000372/20	CEBIT CARGO LIMITED
286	CAL/000374/20	GENERAL FREIGHTERS LIMITED
287	CAL/000375/20	POLYGON LOGISTICS LIMITED
288	CAL/000377/20	BLUE OCEAN (E.A) CO LIMITED
289	CAL/000378/20	SKYWAY CARGO LIMITED
290	CAL/000381/20	UTEX FREIGHT SERVICES LIMITED
291	CAL/000382/20	FREIGHTLOGIX KENYA LIMITED
292	CAL/000384/20	DAVMAT COMPANY LIMITED
293	CAL/000385/20	WILLIMA ENTERPRISES LIMITED
294	CAL/000386/20	SUEKAR FREIGHT LIMITED
295	CAL/000388/20	OCEANWORLD LOGISTICS LIMITED
296	CAL/000392/20	JAMREKS ENTERPRISES
297	CAL/000395/20	GULF CROSS LIMITED
298	CAL/000396/20	WAYTO ASSOCIATES LIMITED
299	CAL/000397/20	NEPTUNE FORWARDERS LIMITED
300	CAL/000398/20	WANSAR KENYA LIMITED
301	CAL/000399/20	WESTON LOGISTICS LIMITED
302	CAL/000400/20	MWANGO CLEARING INVESTMENT LIMITED
303	CAL/000401/20	RIAM LOGISTICS LIMITED
304	CAL/000402/20	BORA FREIGHTERS LIMITED
305	CAL/000403/20	PRIORITY LOGISTICS LIMITED
306	CAL/000405/20	AFRIBASE LOGISTICS LIMITED
307	CAL/000406/20	FREIGHT SOLUTION (K) LIMITED
308	CAL/000407/20	CARGOBROS LOGISTICS LTD
309	CAL/000408/20	CARGO MOVERS LIMITED
310	CAL/000409/20	S.K AMIN LIMITED
311	CAL/000410/20	JASPA FREIGHT LIMITED
312	CAL/000411/20	CAPRICORN FREIGHT FORWARDERS LIMITED
313	CAL/000413/20	SKYLUX LOGISTICS LIMITED
314	CAL/000414/20	DIRECT WHEELERS EXPRESS LIMITED
315	CAL/000416/20	THE NAIROBI CLEARING HOUSE LIMITED
316	CAL/000417/20	MARYMAC FREIGHT COMPANY
317	CAL/000418/20	RABI AGENCY LIMITED
318	CAL/000419/20	TASTIC ENTERPRISES
319	CAL/000420/20	TRADEWINDS LOGISTICS LIMITED
320	CAL/000421/20	AIRBAND CARGO FOWARDERS LIMITED
321	CAL/000422/20	BEYOND CHANCE FREIGHT SERVICES LIMITED
322	CAL/000423/20	SUPER FIRST FORWARDERS LIMITED

323	CAL/000424/20	UNIVERSAL FREIGHTERS LIMITED
324	CAL/000425/20	LANDMARK PORT CONVEYORS LIMITED
325	CAL/000426/20	VASTERGUARD LIMITED
326	CAL/000427/20	ABBAS TRADERS LIMITED
327	CAL/000428/20	NODOR KENYA EPZ LIMITED
328	CAL/000430/20	FREVA LOGISTICS SERVICES
329	CAL/000432/20	CHARLETON AGENCIES LIMITED
330	CAL/000433/20	CHERSHIRE FREIGHT LIMITED
331	CAL/000434/20	ALPHA WORLDWIDE FREIGHT LIMITED
332	CAL/000435/20	MARK RIECH (AFRICA) LIMITED
333	CAL/000436/20	EAST AFRICAN CHAINS LIMITED
334	CAL/000437/20	CHAP CHAP CLEARING & FORWARDING LIMITED
335	CAL/000438/20	TEDICE EXPRESS AGENCIES LIMITED
336	CAL/000439/20	BEEGEE KEY INVESTMENTS LIMITED
337	CAL/000440/20	JIJI EAST AFRICA LIMITED
338	CAL/000443/20	ASHTON APPAREL EPZ LIMITED
339	CAL/000445/20	BIMA CLEARING & FORWARDING LIMITED
340	CAL/000446/20	KARICKO INVESTMENTS LIMITED
341	CAL/000447/20	MID AFRICA SERVICES LIMITED
342	CAL/000448/20	NEW WIDE GARMENTS (K) EPZ LIMITED
343	CAL/000450/20	EXPEDITERS CARGO LOGISTICS LIMITED
344	CAL/000451/20	PAMU SEVICES LIMITED
345	CAL/000452/20	LOGISTICS LINK LIMITED
346	CAL/000453/20	LINO STATIONERS (KENYA) LIMITED
347	CAL/000454/20	INTERNATIONAL HEALTHCARE DISTRIBUTORS (EA) LTD
348	CAL/000456/20	OPTIMAX KENYA LIMITED
349	CAL/000457/20	OCEANLINE FREIGHTERS (E.A) LIMITED
350	CAL/000458/20	HAMBU FREIGHT SERVICES LIMITED
351	CAL/000460/20	SUZAN DUTY FREE
352	CAL/000461/20	PETRUT FREIGHT FORWARDERS LIMITED
353	CAL/000462/20	THAM EXPRESS LIMITED
354	CAL/000463/20	UTMOST FREIGHT MASTERS LIMITED
355	CAL/000464/20	AIR MENZIES INTERNATIONAL
356	CAL/000465/20	FASMU FREIGHT FORWARDERS LIMITED
357	CAL/000468/20	EUGFAVOUR LOGISTICS SOLUTION LIMITED
358	CAL/000469/20	LINKON INVESTMENTS LIMITED
359	CAL/000470/20	EMOTEL KENYA LIMITED
360	CAL/000471/20	CARE LOGISTICS (K) LIMITED
361	CAL/000476/20	CHARITIES LOGISTICS LIMITED
362	CAL/000477/20	UNEECO PAPER PRODUCTS LIMITED
363	CAL/000478/20	BELYNE FREIGHT AND LOGISTICS LIMITED
364	CAL/000479/20	UNITED ARYAN (EPZ) LIMITED
365	CAL/000480/20	MID OCEAN LIMITED
366	CAL/000487/20	WIGGLESWORTH EXPORTERS LIMITED
367	CAL/000481/20	EXPEDITE LOGISTICS LIMITED
368	CAL/000483/20	RADIANT LOGISTICS LIMITED

369	CAL/000488/20	EVERSTAN FREIGHT AND LOGISTICS COMPANY LIMITED
370	CAL/000489/20	FRA ALEX TOP FREIGHTERS
371	CAL/000491/20	NAIROBI CARGO LOGISTICS LIMITED
372	CAL/000492/20	EBMAR INVESTMENTS CO. LIMITED
373	CAL/000494/20	BROADVISION LOGISTICS LIMITED
374	CAL/000495/20	URBAN COAST LOGISTICS KENYA LIMITED
375	CAL/000496/20	JEMI GROUP OF COMPANIES LIMITED
376	CAL/000499/20	BESTFREIGHT CONVEYORS LIMITED
377	CAL/000500/20	REPAY CARGO AGENCIES LIMITED
378	CAL/000503/20	MAGNEX LIMITED
379	CAL/000504/20	CROWN INDUSTRIES LIMITED
380	CAL/000505/20	ATTIS LOGSOL LTD
381	CAL/000506/20	SAWA INTERNATIONAL LIMITED
382	CAL/000513/20	SEABRIDGE FOWARDERS LIMITED
383	CAL/000514/20	IMPEX FREIGHT LIMITED
384	CAL/000516/20	FREIGHTWINGS LIMITED
385	CAL/000517/20	BESTFAST CARGO (KENYA) LIMITED
386	CAL/000520/20	FOOD CHAIN (EA) LIMITED
387	CAL/000521/20	SMOOTHLINE FREIGHTERS LIMITED
388	CAL/000522/20	PALM FREIGHTERS LIMITED
389	CAL/000523/20	SKYMAN FREIGHTERS LIMITED
390	CAL/000526/20	FLOWERWINGS EXPRESS (K) LIMITED
391	CAL/000527/20	INSPIRE AFRICA LOGISTICS LIMITED
392	CAL/000529/20	DELTA CARGO CONNECTIONS TWENTY ELEVEN LIMITED
393	CAL/000531/20	SUPERSONIC CLEARING AND FORWARDING SERVICES LIMITED
394	CAL/000532/20	AFRIFRESH CONVEYORS LIMITED
395	CAL/000533/20	SILVERHAWK CARGO LTD
396	CAL/000534/20	NAFAST FREIGHT SERVICES LIMITED
397	CAL/000536/20	SPEAR LOGISTICS (K) LIMITED
398	CAL/000541/20	KENTAN CONNECTIONS LIMITED
399	CAL/000542/20	TRADE LINK LOGISTICS LIMITED
400	CAL/000543/20	MOMBASA TIMES LOGISTICS LIMITED
401	CAL/000544/20	UTILITY FREIGHT LOGISTICS LIMITED
402	CAL/000545/20	AGRIQUIP AGENCIES (EA) LIMITED
403	CAL/000546/20	UNION GREEN LOGISTICS LIMITED
404	CAL/000550/20	PACMA INVESTMENTS LIMITED
405	CAL/000553/20	LOGWIN AIR AND OCEAN KENYA LTD
406	CAL/000554/20	KENLAND LOGISTICS LIMITED
407	CAL/000559/20	ALEXANDRLIA FREIGHT FORWARDERS LIMITED
408	CAL/000560/20	INTERKEN ENTERPRISES
409	CAL/000564/20	PEERLESS TEA SERVICES LTD
410	CAL/000566/20	LEADTIME CARGO LOGISTICS LIMITED
411	CAL/000567/20	IN TIME FORWARDERS LIMITED
412	CAL/000569/20	LOGISTICS HUB LIMITED
413	CAL/000571/20	MOLO FREIGHTERS LIMITED

414	CAL/000572/20	SASI INTERNATIONAL FREIGHT LOGISTICS LIMITED
415	CAL/000573/20	MOMBASA COFFEE LIMITED
416	CAL/000577/20	CHAI TRADING COMPANY LIMITED
417	CAL/000581/20	AFRICALINK FORWARDERS (KENYA) LIMITED
418	CAL/000582/20	VEROM CLEARING & FORWARDING COMPANY LIMITED
419	CAL/000584/20	BIRDWELL VENTURES LIMITED
420	CAL/000587/20	DRENAL ENTERPRISES LIMITED
421	CAL/000588/20	SAHUSA FREIGHTERS LIMITED
422	CAL/000590/20	FERIDA ENTERPRISES LIMITED
423	CAL/000591/20	PURA LOGISTICS LIMITED
424	CAL/000593/20	REALTIME FREIGHT PERFORMANCE LIMITED
425	CAL/000596/20	ROTO MOULDERS LIMITED
426	CAL/000598/20	SLOPES AGENCIES LIMITED
427	CAL/000599/20	UNAMAK COMPANY LIMITED
428	CAL/000600/20	JASPA LOGISTICS LIMITED
429	CAL/000602/20	EXPORT TRADING COMPANY LIMITED
430	CAL/000604/20	MACA TRADING COMPANY LIMITED
431	CAL/000606/20	MAYA FREIGHT LIMITED
432	CAL/000607/20	RORENE LIMITED
433	CAL/000609/20	DANSAF LOGISTICS LIMITED
434	CAL/000610/20	HAPPY WORLD FREIGHTERS LIMITED
435	CAL/000611/20	MASCOT HOLDINGS LIMITED
436	CAL/000612/20	TECHNO RELIEF SERVICES LIMITED
437	CAL/000613/20	TRANSPORT AND LIFTING SERVICES LIMITED
438	CAL/000614/20	VIBGYOR INVESTMENTS LIMITED
439	CAL/000616/20	PEJON FREIGHT MOVERS LIMITED
440	CAL/000618/20	LIBAAN LIMITED
441	CAL/000619/20	LIFTCARGO LIMITED
442	CAL/000620/20	LONG RANGE TRADING & LOGISTICS LIMITED
443	CAL/000621/20	CRUCIAL CARGO MOVERS
444	CAL/000622/20	POSTAL CORPORATION OF KENYA
445	CAL/000626/20	HASS PETROLEUM (K) LIMITED
446	CAL/000628/20	INCOTERMS LOGISTICS SOLUTIONS (K) LIMITED
447	CAL/000629/20	DEKAM FREIGHTERS LIMITED
448	CAL/000630/20	GIFCO KENYA LIMITED
449	CAL/000634/20	DEJAS ENTERPRISES LIMITED
450	CAL/000635/20	MARITIME FREIGHT COMPANY LIMITED
451	CAL/000636/20	YOLLA FREIGHTERS LIMITED
452	CAL/000639/20	IRIS PORT CONVEYORS (K) LIMITED
453	CAL/000640/20	KENYA AIR FORCE
454	CAL/000641/20	CHANNEL ATLANTIC LTD
455	CAL/000642/20	GALLION LOGISTICS LIMITED
456	CAL/000645/20	JUBILEE CLEARING AND FORWARDING (EAST AFRICA) LIMITED
457	CAL/000646/20	APPLE LOGISTICS LIMITED
458	CAL/000649/20	SKY & SEA CARGO TRACK LIMITED
459	CAL/000652/20	MAGOT FREIGHT SERVICES LIMITED

460	CAL/000653/20	LOGIFIX EAST AFRICA LIMITED
461	CAL/000658/20	OCEAN STAR GENERAL AGENTS LIMITED
462	CAL/000661/20	TRADE HAUS AND GLOBAL LOGISTICS LIMITED
463	CAL/000664/20	HERITAGE CARGO MOVERS LIMITED
464	CAL/000674/20	MEGRIAN ENTERPRISES LIMITED
465	CAL/000682/20	SAHEL FREIGHTERS LIMITED
466	CAL/000684/20	MULTIPLE SOLUTIONS LIMITED
467	CAL/000685/20	SUPERMARK WORLDWIDE FREIGHTERS (K) LIMITED
468	CAL/000686/20	NNITO TRADING LIMITED
469	CAL/000689/20	ARBITERS ENTERPRISES LIMITED
470	CAL/000690/20	CARGOCARE INTERNATIONAL LIMITED
471	CAL/000691/20	ILC CARGO LOGISTICS LIMITED
472	CAL/000693/20	KENVILLA LOGISTICS LIMITED
473	CAL/000694/20	DAVCHARL LOGISTICS LIMITED
474	CAL/000695/20	PAN AFRICA LOGISTICS LIMITED
475	CAL/000696/20	CONVEX COMMERCIAL LOGISTICS LIMITED
476	CAL/000699/20	QUICK CARGO SERVICES LIMITED
477	CAL/000700/20	SALIMOND FREIGHT SERVICES LIMITED
478	CAL/000702/20	SEAWAYS KENYA LIMITED
479	CAL/000705/20	ALIBHAI RAMJI MSA LIMITED
480	CAL/000706/20	ALL SCOPE LOGISTICS LIMITED
481	CAL/000708/20	JOWAM CARGO COMPANY LIMITED
482	CAL/000709/20	ZEFT FREIGHTERS
483	CAL/000714/20	KANKAM EXPORTERS LIMITED
484	CAL/000716/20	REJEIBY CLEARING & FORWARDING LIMITED
485	CAL/000717/20	RIDGEWAYS MERCHANTS LIMITED
486	CAL/000719/20	DECCAN FREIGHT LOGISTICS LIMITED
487	CAL/000721/20	SPART FREIGHT LOGISTICS LIMITED
488	CAL/000722/20	FELIBEN INTERNATIONAL LIMITED
489	CAL/000723/20	INTERNATIONAL COMMITTEE OF THE RED CROSS
490	CAL/000724/20	SLA LOGISTICS LIMITED
491	CAL/000725/20	BE ENERGY LIMITED
492	CAL/000727/20	MENHIR LIMITED
493	CAL/000728/20	MILESTONE CONSULTANTS LIMITED
494	CAL/000731/20	MOMENTUM FREIGHT (KENYA) LIMITED
495	CAL/000734/20	KANSEI CLEARING AND FORWARDING COMPANY LIMITED
496	CAL/000740/20	PERISHABLE MOVEMENTS (K) LIMITED
497	CAL/000742/20	NAASH AFRICA LOGISTICS LTD
498	CAL/000743/20	BOLT SPEED CARGO FORWARDERS LIMITED
499	CAL/000744/20	SONIC FRESH COMPANY LIMITED
500	CAL/000745/20	ADAIR FREIGHT SERVICES LIMITED
501	CAL/000750/20	GLINTER LOGISTICS LIMITED
502	CAL/000757/20	TABAKI FREIGHT SERVICES INTERNATIONAL LIMITED
503	CAL/000758/20	ERI-KENYA LIMITED
504	CAL/000759/20	FAIDA CARGO SERVICES LIMITED
505	CAL/000766/20	TOWFIQ KENYA LIMITED
506	CAL/000767/20	SEATEC GLOBAL LOGISTICS LIMITED

507	CAL/000768/20	IMAJ CARGO LIMITED
508	CAL/000771/20	MID-WAVE FREIGHTERS LIMITED
509	CAL/000772/20	AIR MARINE AND LAND TRADING LIMITED
510	CAL/000778/20	RYCE EAST AFRICA LIMITED
511	CAL/000779/20	JORA LOGISTICS LIMITED
512	CAL/000782/20	GLOBAL CARGO MOVERS LIMITED
513	CAL/000783/20	KAMANGA FREIGHT SERVICES LIMITED
514	CAL/000784/20	NOADAN TRADING COMPANY LIMITED
515	CAL/000787/20	SMERALDO INVESTMENTS LIMITED
516	CAL/000791/20	TRADELINE LOGISTICS LIMITED
517	CAL/000793/20	LOGENIX INTERNATIONAL
518	CAL/000797/20	FORESTER FORWARDERS LIMITED
519	CAL/000798/20	CONSOLIDATED (MSA) LIMITED
520	CAL/000802/20	AIR-GO CONSULTANTS LIMITED
521	CAL/000804/20	LEIGHNICS COMPANY LIMITED
522	CAL/000805/20	HAIKA LOGISTICS SERVICES LTD
523	CAL/000806/20	TIDAL LOGISTICS LIMITED
524	CAL/000811/20	PORTS CONVEYORS LIMITED
525	CAL/000814/20	COAST PROFESSIONAL FREIGHTERS LIMITED
526	CAL/000822/20	AFRIQUE SHIPPING SERVICES LIMITED
527	CAL/000825/20	NEEMA PARCELS LIMITED
528	CAL/000830/20	BLITZ LOGISTICS LIMITED
529	CAL/000834/20	LOGISTIC FREIGHT LIMITED
530	CAL/000845/20	INTERCITIES FREIGHT & SHIPPNG LTD
531	CAL/000847/20	MARYDAVID INVESTMENTS LIMITED
532	CAL/000848/20	BAHARI TRANSPORT COMPANY LIMITED
533	CAL/000850/20	JAMBO LOGISTICS (EA) LIMITED
534	CAL/000853/20	BLINK LOGISTICS (K) LIMITED
535	CAL/000856/20	FLEET FREIGHTERS LIMITED
536	CAL/000858/20	NYAGAKA FORWARDERS
537	CAL/000860/20	ABERPAUL LIMITED
538	CAL/000864/20	BEMACY FREIGHTERS LIMITED
539	CAL/000870/20	LEMCO FREIGHT FORWARDERS LIMITED
540	CAL/000873/20	ACCELER GLOBAL LOGISTICS LIMITED
541	CAL/000874/20	AGILITY LOGISTICS LIMITED
542	CAL/000875/20	ARAMEX KENYA LIMITED
543	CAL/000876/20	BAHARI FORWARDERS LIMITED
544	CAL/000880/20	CORNERSTONE LIMITED
545	CAL/000881/20	CORRUGATED SHEET LIMITED
546	CAL/000882/20	DAVIS & SHIRTLIFF LIMITED
547	CAL/000885/20	DHL WORLWIDE EXPRESS KENYA LIMITED
548	CAL/000886/20	EXPOLANKA FREIGHT LIMITED
549	CAL/000887/20	FOX INTERNATIONAL LOGISTICS LIMITED
550	CAL/000888/20	FREIGHT FORWARDERS KENYA LIMITED
551	CAL/000889/20	FREIGHT IN TIME LIMITED
552	CAL/000890/20	ESL FORWARDERS LIMITED
553	CAL/000891/20	GENERAL CARGO SERVICES LIMITED
554	CAL/000892/20	GLOBAL FREIGHT LOGISTICS LIMITED

555	CAL/000893/20	INDUS LOGISTICS LIMITED
556	CAL/000894/20	INTERNATIONAL COMMERCIAL COMPANY (KENYA) LIMITED
557	CAL/000896/20	KATE FREIGHT AND TRAVEL LIMITED
558	CAL/000899/20	KENYA AIRWAYS PLC
559	CAL/000900/20	KUEHNE +NAGEL LIMITED
560	CAL/000902/20	MAKIWAN LOGISTICS LIMITED
561	CAL/000903/20	MITCHELL COTTS FREIGHT (K) LIMITED
562	CAL/000904/20	OCEAN - LINE FREIGHT FORWARDERS LIMITED
563	CAL/000906/20	PRECISE LOGISTICS LIMITED
564	CAL/000907/20	REGIONAL ENTREPRENEURS KENYA LIMITED
565	CAL/000909/20	SEACON (K) LIMITED
566	CAL/000910/20	SMART CHOICE SERVICES LIMITED
567	CAL/000911/20	SOLLATEK ELECTRONICS (K) LTD
568	CAL/000912/20	SPEDAG INTERFREIGHT KENYA LIMITED
569	CAL/000913/20	SPEEDEX LOGISTICS LIMITED
570	CAL/000914/20	TRANSFREIGHT LOGISTICS LIMITED
571	CAL/000915/20	UFANISI FREIGHTERS(K) LTD
572	CAL/000917/20	UNION LOGISTICS LIMITED
573	CAL/000918/20	UNITED CLEARING COMPANY LIMITED
574	CAL/000919/20	URGENT CARGO HANDLING LIMITED
575	CAL/000920/20	VINEP FORWARDERS LIMITED
576	CAL/000921/20	VISION ENTERPRISES LIMITED
577	CAL/000924/20	VANTAGE POINT CLEARING & FORWARDING COMPANY LIMITED
578	CAL/000925/20	DEPARTMENT OF DEFENCE
579	CAL/000933/20	AMBERTO AGENCIES LIMITED
580	CAL/000934/20	ACTS BUSINESS SYSTEMS LIMITED
581	CAL/000942/20	SENATOR ONE ENTERPRISES LIMITED
582	CAL/000943/20	ALFAS CROSS LOGISTICS LIMITED
583	CAL/000066/20	NAFENET LOGISTICS LIMITED
584	CAL/000110/20	BRIDGE LANE INTERNATIONAL LIMITED
585	CAL/000130/20	MILLEAGE ENTERPRISES LIMITED
586	CAL/000160/20	AFFAIRES AFRIQUE LIMITED
587	CAL/000190/20	DELFAST LOGISTICS LIMITED
588	CAL/000206/20	ALMEO LOGISTICS LIMITED
589	CAL/000291/20	SYSMAX GLOBAL LOGISTICS LIMITED
590	CAL/000331/20	RAMSFORD FREIGHT FORWARDERS LIMITED
591	CAL/000355/20	KENYA VEHICLE MANUFACTURERS LTD
592	CAL/000379/20	G N CARGO KENYA LIMITED
593	CAL/000389/20	RUMAN LOGISTICS
594	CAL/000390/20	MANAQUIM CARGO COMPANY LIMITED
595	CAL/000391/20	NELINE SHIPPING & LOGISTIC ENTERPRISES LIMITED
596	CAL/000431/20	BLUEWAVE LOGISTICS SERVICES LIMITED
597	CAL/000442/20	CAPITAL CARGOFREIGHT LIMITED
598	CAL/000444/20	MENENGAI OIL REFINERIES LIMITED
599	CAL/000449/20	GAMMA VILLA LIMITED
600	CAL/000455/20	BUCHERO ENTERPRISES LIMITED

601	CAL/000472/20	ENERLOG LIMITED
602	CAL/000475/20	BEPAK LOGISTICS LIMITED
603	CAL/000485/20	AMAZON FREIGHT LIMITED
604	CAL/000486/20	SERVE-WELL LOGISTICS LIMITED
605	CAL/000497/20	WILLING FREIGHT SERVICES LIMITED
606	CAL/000507/20	ORIENTAL EXPRESS FORWARDERS LIMITED
607	CAL/000509/20	CALL FAST SERVICES LIMITED
608	CAL/000515/20	DAMASA FREIGHT FORWARDERS LIMITED
609	CAL/000519/20	BENAIRS LOGISTICS LIMITED
610	CAL/000538/20	KEVIAN KENYA LIMITED
611	CAL/000547/20	DODHIA PACKAGING LIMITED
612	CAL/000548/20	SKY WAYS LOGISTICS
613	CAL/000549/20	RESCUE TECH. ENTERPRISES LIMITED
614	CAL/000551/20	MARINE EXPRESS LOGISTICS LIMITED
615	CAL/000557/20	M J CLARKE LIMITED
616	CAL/000558/20	MESHACK GLOBAL ENTERPRISES LIMITED
617	CAL/000561/20	ARNET CONSULT E.A LIMITED
618	CAL/000562/20	ROMARK FREIGHTERS LIMITED
619	CAL/000575/20	NAS AIRPORT SERVICES LTD
620	CAL/000589/20	MARACA ENTERPRISES LIMITED
621	CAL/000592/20	SONGHONG FREIGHT SERVICES LIMITED
622	CAL/000594/20	BLUE PEARL LOGISTICS LIMITED
623	CAL/000595/20	DORIC ENTERPRISES LIMITED
624	CAL/000597/20	ESCOM OIL LIMITED
625	CAL/000601/20	TIMSALES LIMITED
626	CAL/000623/20	CHEM-LABS LIMITED
627	CAL/000624/20	CARGO CONVEYORS LIMITED
628	CAL/000625/20	AIRFLO LIMITED
629	CAL/000633/20	AEROPATH KENYA LIMITED
630	CAL/000637/20	DOCK PORT TRADING & COURIER COMPANY LIMITED
631	CAL/000644/20	JOHAN CLEARING & FORWARDING LIMITED
632	CAL/000647/20	SIMMONDS CARGO SERVICES
633	CAL/000648/20	CULZENBERG FORWARDERS LIMITED
634	CAL/000651/20	HIGHLANDS FORWARDERS LIMITED
635	CAL/000655/20	CATESAM ENTERPRISES
636	CAL/000670/20	REALTIME CARGO LIMITED
637	CAL/000672/20	MARGIE AGENCIES (K) LIMITED
638	CAL/000675/20	INSPIRE CARGO LOGISTICS LIMITED
639	CAL/000676/20	ISUZU EAST AFRICA LIMITED
640	CAL/000678/20	JAY AND JAY LOGISTICS LIMITED
641	CAL/000681/20	PLAINS LOGISTICS LIMITED
642	CAL/000683/20	DALEXY FREIGHTERS LIMITED
643	CAL/000698/20	MAPLE FREIGHT SERVICES
644	CAL/000701/20	GOOD FREIGHT INTERNATIONAL COMPANY LIMITED
645	CAL/000707/20	FREIGHT POWER LOGISTICS LIMITED
646	CAL/000711/20	RAHMA LOGISTICS LIMITED
647	CAL/000715/20	RADISSON LIMITED

648	CAL/000728/20	MILESTONE CONSULTANTS LIMITED
649	CAL/000732/20	BURHANI EXPRESS LOGISTICS LIMITED
650	CAL/000736/20	SPERANZA INTERNATIONAL LIMITED
651	CAL/000739/20	RAI PLYWOODS (KENYA) LIMITED
652	CAL/000741/20	CARGOMANIA LIMITED
653	CAL/000746/20	FASTLANE LOGISTICS SYSTEMS LIMITED
654	CAL/000748/20	MATSINGBERG CLEARING AND FORWARDING LIMITED
655	CAL/000749/20	STECA FREIGHT FORWARDERS CO. LIMITED
656	CAL/000754/20	EXCELLENT LOGISTICS LIMITED
657	CAL/000764/20	ONE TOUCH CARGO SERVICES
658	CAL/000769/20	CAR & GENERAL (KENYA) PLC
659	CAL/000774/20	MAGNETIC KENYA LIMITED
660	CAL/000777/20	ANISA AGENCIES KENYA LIMITED
661	CAL/000781/20	ALLIANCE LOGISTICS KENYA LIMITED
662	CAL/000785/20	VICTORIA INTERNATIONAL LOGISTICS LIMITED
663	CAL/000792/20	HEBATULLAH BROTHERS LIMITED
664	CAL/000799/20	BEDI INVESTMENTS LIMITED
665	CAL/000795/20	CENTRAL CARGO SERVICES LIMITED
666	CAL/000812/20	ADONAI TRADING & LOGISTICS CO. LTD
667	CAL/000815/20	LAMBVAL LOGISTICS LIMITED
668	CAL/000816/20	ANKEY FREIGHT FORWARDERS LIMITED
669	CAL/000818/20	FEYZO LIMITED
670	CAL/000821/20	FIRSTHAND CARGO HANDLERS LIMITED
671	CAL/000828/20	RELAY CARGO SERVICES LIMITED
672	CAL/000829/20	PORTS LOGISTICS LIMITED
673	CAL/000840/20	GHOMBA INTERNATIONAL AGENCIES LIMITED
674	CAL/000841/20	WOLFENBERG INTL LIMITED
675	CAL/000843/20	STERNER LOGISTICS LIMITED
676	CAL/000846/20	SEDO LOGISTICS LIMITED
677	CAL/000859/20	VERODAH FREIGHTERS AND LOGISTICS COMPANY LIMITED
678	CAL/000879/20	CONVENTIONAL CARGO CONVEYORS LIMITED
679	CAL/000897/20	KAWAISON INTERNATIONAL LIMITED
680	CAL/000908/20	RISING FREIGHT LIMITED
681	CAL/000926/20	GULIMEX INTERNATIONAL LIMITED
682	CAL/000927/20	RIOMA FREIGHTERS LIMITED
683	CAL/000928/20	REZA LOGISTICS LIMITED
684	CAL/000936/20	BLUE SEAL FREIGHTERS LIMITED
685	CAL/000941/20	BRUNSWICK FREIGHT LOGISTICS
686	CAL/000944/20	NEXGEN INTERNATIONAL
687	CAL/000142/20	ELDOCOM AUTO SPARES LIMITED
688	CAL/000151/20	SUNSHIP LOGISTICS LIMITED
689	CAL/000157/20	CROSSBORDER NETWORKS LIMITED
690	CAL/000174/20	RELIABLE FREIGHT SERVICES LIMITED
691	CAL/000177/20	ALL PORTS KENYA LIMITED
692	CAL/000205/20	ABBA MOTORS LIMITED
693	CAL/000212/20	ALCORDIA LOGISTICS LIMITED

694	CAL/000231/20	MUZDALIFA CLEARING AND FORWARDING LTD
695	CAL/000237/20	HAMDI INTERNATIONAL LIMITED
696	CAL/000286/20	SOLSON CLEARING COMPANY
697	CAL/000289/20	JOPALM CLEARING & FORWARDING LIMITED
698	CAL/000320/20	REPLAN CARGO HANDLING SERVICES LIMITED
699	CAL/000359/20	CUTTING-EDGE INVESTMENTS LIMITED
700	CAL/000365/20	MONSOON MOVERS ENTERPRISES LIMITED
701	CAL/000380/20	WICKHAM BROS CO. LIMITED
702	CAL/000383/20	MACKENZIE MARITIME FORWARDERS LIMITED
703	CAL/000387/20	KAISER AGENCIES LIMITED
704	CAL/000466/20	GREENLEAF TRADING COMPANY LIMITED
705	CAL/000490/20	ALPINE TRADING LIMITED
706	CAL/000493/20	SAHARA INTERNATIONAL LOGISTICS LIMITED
707	CAL/000502/20	TURNER FREIGHTERS LIMITED
708	CAL/000510/20	BILATERAL SEMITE-SAP LIMITED
709	CAL/000535/20	K B FREIGHTERS LIMITED
710	CAL/000555/20	GEORINE AGENCIES LIMITED
711	CAL/000563/20	SEABASE SOLUTIONS LIMITED
712	CAL/000565/20	KENMONT LOGISTICS LIMITED
713	CAL/000578/20	LAXAT TRADERS LIMITED
714	CAL/000585/20	BLUE-TIDE FREIGHT LOGISTICS LIMITED
715	CAL/000586/20	CARGOMAX LOGISTICS LIMITED
716	CAL/000588/20	SAHUSA FREIGHTERS LIMITED
717	CAL/000605/20	SPEED TRACK CARGO FORWARDERS LIMITED
718	CAL/000631/20	PICKETT LOGISTICS SOLUTION LIMITED
719	CAL/000650/20	FILIKEN TRANSIT FORWARDERS LIMITED
720	CAL/000654/20	GREATSPAN MARITIME SERVICES LIMITED
721	CAL/000656/20	SOKOTA INVESTMENTS LIMITED
722	CAL/000662/20	UNITED E.A WAREHOUSE LIMITED
723	CAL/000665/20	KIMNET AGENCIES
724	CAL/000666/20	MANIZLE AGENCIES LIMITED
725	CAL/000667/20	ZULA GLOBAL DEVELOPMENT LIMITED
726	CAL/000668/20	JMK ENTERPRISES LIMITED
727	CAL/000669/20	SHIPMARC CLEARING AND FORWARDING LIMITED
728	CAL/000671/20	DANROS (KENYA) LIMITED
729	CAL/000677/20	FREMMY FREIGHT INTERNATIONAL LOGISTICS LIMITED
730	CAL/000679/20	ROSMIK TRADING COMPANY LIMITED
731	CAL/000687/20	FIBER FREIGHT FORWARDERS
732	CAL/000688/20	S AND L PORT SOLUTIONS LIMITED
733	CAL/000697/20	EASTHAL LOGISTICS LIMITED
734	CAL/000703/20	CONKEN CARGO FORWARDERS LIMITED
735	CAL/000704/20	RIANAB LOGISTICS LIMITED
736	CAL/000718/20	SHAKAB IMPORTS EXPORTS COMPANY LIMITED
737	CAL/000720/20	KENREVY CARGO LOGISTICS LIMITED
738	CAL/000726/20	MACSIM CARGO SERVICES LIMITED
739	CAL/000730/20	OGAKA FREIGHT LOGISTICS LIMITED
740	CAL/000735/20	AL-EMIR LIMITED

741	CAL/000737/20	TIBA FREIGHT FORWARDERS LIMITED
742	CAL/000738/20	SHIPSIDE GENERAL SERVICES LIMITED
743	CAL/000751/20	TAMANYA FREIGHT AND LOGISTICS SERVICES LIMITED
744	CAL/000760/20	NORTHWEST KENYA LIMITED
745	CAL/000765/20	HABO AGENCIES LIMITED
746	CAL/000780/20	MNET STARS LIMITED
747	CAL/000790/20	MUSTAFA MOHAMED ISSA LIMITED
748	CAL/000796/20	GROUNDLINE INVESTMENT SERVICES LIMITED
749	CAL/000813/20	MARAKIB FREIGHTERS LIMITED
750	CAL/000823/20	GOHOMU AGENCIES LIMITED
751	CAL/000827/20	BRANDED FINE FOODS LIMITED
752	CAL/000831/20	TANDEM FREIGHT SERVICES LIMITED
753	CAL/000835/20	JAGOMA LOGISTICS LIMITED
754	CAL/000837/20	KIPKEBE LIMITED
755	CAL/000851/20	VICTORY FREIGHT SERVICES
756	CAL/000868/20	CHIBE FREIGHTERS LIMITED
757	CAL/000869/20	SONYA EXPORT & IMPORT AGENCY LIMITED
758	CAL/000877/20	CARGILL KENYA LIMITED
759	CAL/000895/20	JAMES FINLAY MOMBASA LIMITED
760	CAL/000898/20	KENFREIGHT EA LIMITED
761	CAL/000901/20	LOGISTICS THREE SIX FIVE LIMITED
762	CAL/000916/20	UMOJA RUBBER PRODUCTS LIMITED
763	CAL/000922/20	TRANSOCEANIC PROJECT DEVELOPMENT (KENYA) LIMITED
764	CAL/000938/20	FAIR LOGISTICS AGENCY LIMITED