

INFLUENCE OF INNOVATIVE INFORMATION AND ENTREPRENEURIAL MANAGERIAL SUPPORT ON PERFORMANCE OF CLEARING AND FORWARDING FIRMS IN KENYA

RICHARD OSORO KEROTI

Doctor of Philosophy in Entrepreneurship in the School of Business and Economics of Kenya Methodist University, Kenya

PROFESSOR EVANGELINE GICHUNGE

Lecturer, Kenya Methodist University, Kenya

DR. EUNICE KIRIMI

Lecturer, Kenya Methodist University, Kenya

Available Online at:

https://www.academicresearchinsight.com/baamrj/baamrj_3_2_248_263.pdf

CITATION: Keroti, R. O., Gichunge, E., Kirimi, E. (2021) Influence of innovative information and entrepreneurial managerial support on performance of clearing and forwarding firms in Kenya. *Business Administration and Management Research Journal*, 3(2), 248-263.

ABSTRACT

Sustainable entrepreneurship is used to address issues of social and environmental sustainability and to transform them into business opportunities through the use of sustainable innovations. In Kenya, the clearing and forwarding sector is dominated by large firms such as Bollore, Khuene, and Document Handling Limited (DHL), while SMEs account for 70% of the market. The industry contributes between 5% and 10% of Kenya's Gross Domestic Product (GDP). Moreover, there are 764 clearing and Forwarding(C&F) firms operating in Kenya that serves in more than 25 million tons of goods through logistic practices. Statistics also show that the importance of C&F firms in the economy and production of Kenya require more attention. Owing to the importance that C&F sector play in logistic activities, lack of sustainable entrepreneurship in the sector will result to dwindling of the economy and low employment opportunities. The current study aimed to investigate the effect of innovative entrepreneurship and entrepreneurial managerial support on performance of clearing and forwarding firms. The research design for this study was descriptive. The objective population of the study was 1128 management staff employed by clearing and forwarding companies in the Metropolitan of Nairobi. In the study, 375 respondents from a total 1128 population were selected using stratified samples. The study investigated original data gathered through a survey. The study included support for research to help the respondents receive the questionnaire. SPSS was used for quantitative data collection and code. Pearson correlation coefficient and regression analysis were used to analyze inferential data (multiple regression analysis). The information was provided in tables and figures while the

interpretation was expressed in text. In short, the study showed that factors affecting the performance of clearing and forwarding companies in Kenya had an impact. Each element showed an important positive link with and impact on C&F companies' performance. The study demonstrated that the success of clearing and forwarding enterprises in Kenya is significantly influenced by innovative entrepreneurship and entrepreneurial managerial support. The study contributes to the corpus of knowledge in three ways: first, by providing conceptual clarity on the connection between a sustainable company and the performance of clearing and transportation businesses. Secondly, by providing clarity regarding managers' dispositions toward the variables in determining where to place a greater emphasis. 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.

Key Words: *Sustainable entrepreneurship, Environmental sustainability, Business opportunities, Sustainable innovations, Innovative entrepreneurship, Entrepreneurial managerial support, Performance*

INTRODUCTION

Global developments now prioritize 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 (Parrish & Foxon, 2016). 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 (Hoogendoorn, Van der Zwan & Thurik, 2019). 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 (Belz & Binder, 2017). Thus, sustainable entrepreneurship may offer a social and economic solution for converting and guiding entrepreneurial endeavors toward sustainability. This demonstrates the critical nature of sustainable entrepreneurship and the need of identifying the elements that promote it. Sustainable entrepreneurship is defined as entrepreneurial efforts that benefit the environment and societal well-being while also generating revenue. As such, the objective is to launch actions and processes that generate profit and contribute to sustainable growth (Raut, Cheikhrouhou & Kharat, 2017). Thus, sustainable entrepreneurship has the potential to drive structural socioeconomic changes.

The conceptual development process leads through the combination of ecological and social entrepreneurship into sustainable entrepreneurship and sustainable entrepreneurship (Abrahamsson, 2013). Entrepreneurship can be seen as clearing and forwarding enterprises' engagement in sustainable development. The market for sustainability in developed countries is in its development phase and is still almost non-existent in poor countries. This market not only offers uncertainty, but also possibilities for those who can identify it. In addition, various

studies show that adopting and integrating sustainable strategies in the heart of strategic activity provides stakeholders value and saves capital for future generations (Spence et al., 2011).

Sustainable needs to study the role of entrepreneurship as a vehicle for nature and ecosystems sustainability and provide investors, entrepreneurs and companies with economic and non-economic rewards. To have a beneficial long-term impact, entrepreneurs need to establish a sustainable successful business in order to thrive in their industry and to ensure success for the country. Sustainable business development is increasing in importance in the face of the problems of minimizing detrimental environmental and social repercussions generated by present unsustainable business practices, as this can lead to a socially, economically and environmentally sustainable society.

Across the world, Social entrepreneurship is becoming a key part in 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 order to find the effect related with its goal. Significant and unexpected improvements have been made in the field of social entrepreneurship in recent years, and the field has gained growing interest from a variety of sectors as well. In the founding mission of ventures and market perceptions, the essential difference between social and traditional entrepreneurship is visible. Social enterprises highlight means of alleviating or eradicating societal strain and producing progressive externalities or public property. There is an increasing 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.

Moreover, many people are opting for entrepreneurial jobs and paths simply because they understand and believe that they would bring higher commercial and psychological rewards than the conventional repetitive routes of big business. Social entrepreneurship progressively and gradually becomes a key and essential part in 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 still has to be integrated into a theoretical sustainability framework. Additionally, entrepreneurship is frequently overlooked or misunderstood as a crucial engine of sustainable development. Individuals' freedom to choose entrepreneurship as a means of living is rarely exercised.

Slater and Wilson (2011) looked at the function of overall management support in enabling firms to enhance their inventory management security practices. They claim that if apathy occurs at the board level, management structures and policies are mirrored only partially, the whole exercise and cost becoming inappropriate. Merahi (2011) has carried out comparable studies on the sustainability of the Bus Rapid Transit System (BRT): Dares Salaam Case, Kenya, it is established in this regulation that parcel services are an inherent part of the region's overhead capital and transportation networks. Resettlements and communications

serve as a conduit for interaction between clearing and transferring firms and consumers of commodities, information, and financial services.

International economic structures and policies establish an environment for production, but the real output activities in the manufacture of products and services are the responsibility for the individual business operations. The methods used by clearing and forwarding companies have a significant impact on 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. Environmental issues have grown in prominence throughout the world, as indicated by the founding of the United States Environmental Protection Agency in 1969 and the 1968 UNESCO Intergovernmental Conference on the Rational Use and Conservation of the Biosphere (UNESCO). Ecological non-governmental organizations (NGOs) such as the Environmental Defense Fund, which was founded in 1967, and Greenpeace, which was founded in 1972, have played a critical role in persuading businesses to adopt more environmentally friendly practices. Corporate America began to take environmental issues more seriously in the final quarter of the twentieth century as a result of these external influences.

In accordance with and three fundamental aspects of balanced social, economic and environmental perspectives, Shepherd et al. (2011) set up a kind of entrepreneur who was a sustainable entrepreneur. Crals and Vereeck (2005), who indicated that SE contains three kinds of standards: social, environmental and management support, argue that they are fundamental to SE. Furthermore, Zimmerer and Scarborough (1998) claimed that the absence of adequate management and experience is a primary reason of company failure. Sok et al. (2017) pointed out that in SE innovation allows firms to promote and sustain their market share, not only in local markets, but also on the worldwide market. Covin and Lumpkin (2011) proposed that innovation as a vital capacity and energy should be considered by industry to be their fundamental competence. The current study, based on this information, will use as independent variables social and cultural entrepreneurship, environmental entrepreneurship, business management assistance, and innovative information.

Coyle, Cruthirds, Naranjo and Nobel (2013) assert that in order 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 in order 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, as well as a great sense of responsibility for their clients and groups' individual administration. However, Chaplowe (2016) noted that the majority of 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 are as a result of corporates' lack of a sustainable entrepreneurial spirit which is necessary for survival in modern environment. Coyle et al. (2013) 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.

Sustainable development addresses the needs of people without sacrificing people's ability to meet their needs in the future (Lutz, 2014). Social, environmental and economic systems are integrated into sustainability. Social factors include observance of relevant legislation and international treaties; the use of open and transparent participatory processes including relevant actors; the establishment of rights and obligations and the implementation of regularly monitored long-term sustainability plans (Mukanga, 2011). Environmental sustainability is achieved through reducing the environmental impacts of processes, systems and activities on the facilities, products and operations of organizations. Economic sustainability is used to establish strategies for the best use of socio-economic resources. An equitable distribution and effective utilization 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 (UNGC-Accenture, 2013).

One way that developing economies can reach the industrialized world has been recognized as the worldwide flow of commodities and services. This is because shipping of about 80% (UNCTAD, 2012) of globally traded goods migrate from acquisition sources to predicted destinations in order to promote the manufacture of extra goods and services and thus serve 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. There is urgency, therefore, to assess how these paperless processes aid or enhance clearance operations at ports as ports move towards electronic systems and cargo clearance processes.

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 Akwasi Yankyera, Deputy Commissioner for Operations of the Customs Division of the Ghana Revenue Agency, pointed 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 (Elkington, 2013).

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 to the promotion of Uganda's international imports and exports. The most important sector of the economy by far is agriculture. Agriculture provides over two-thirds of government income, mostly through the export and import levies on coffee, the largest export of the country. The evolution of the entire economy is therefore highly influenced by the performance of the sector. However,

several challenges are linked to the shipping of commodities which lead to high transit costs. These challenges surely make Uganda's foreign imports and exports less competitive.

The port of Dares 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 behaviors. Port congestion is one of the issues facing clearing and forwarding workers and it affects several ports in Africa and the developing world port congestion. 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 or so, capacity restrictions in port operations have been a key concern. For instance, time release study (2005) 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, in particular cars and containers, has historically exceeded yard capacity against the backdrop of weak freight transport to the hinterland.

The 21st century greatest challenges are environmental issues brought about by the demand of the natural resources and the services they provide to the rapidly increasing population. The pressure is a consequence of intensive industrial activities and increasing levels of prosperity and consumption. It is on this basis the governments and corporate world had to find ways to address these challenges. The government of Kenya, through the implementation of the Kenya constitution 2010, Article 69 specifies the State's environmental obligations and steps to safeguard and preserve the environment. Article 69(2) obliges each individual to participate in the protection, conservation and ecological sustainable development, as well as the use of natural resources, with state organs and other persons. In this respect, organizations take the initiative to establish strategies and methods for protecting and protecting the environment while pursuing economic growth. Carbon budgets, the "cradle to grave" product life cycles, energy and pollution, the utilization of natural resources and consumer concern have influenced corporate sustainability interests (Press & Arnould, 2009). It is due to these emerging challenges that the concept of eco-marketing has gained prominence and has undergone a tremendous transformation as a business strategy (Mwanzia, 2011).

Kenya is largely dependent on its import and export commerce, having the maritime port economy. The Ministry of Transport (MOT) has published a report stating that over 98% of Kenya's freight is delivered by sea. Therefore, clearing and transit enterprises have a very significant economic role. Indeed, only 92% of the domestic market and 52% of the market in the outside countries were owned by private companies. Transport companies Transportation companies TSS, SDV Transami, PN Mashru Ltd, Siginon Logistics, A.O Bayusuf and Sons and Buzeki supply a large range of freight, commodities, materials and packaging/packaging services to their customers via their nationwide network systems. By including warehousing and storage facilities into their services, they obtained a competitive advantage. Through partnership and fusions, these clearing and forwarding organizations further reinforce their strengths. They are purposefully aimed at gaining consulting position in national organizations such as COTU, MOA and TLB to legitimize their actions.

Clearing and forwarding agents operate as a middleman for chain-supply logistics between a shipper (shippers and cargo owners). Clearing and forwarding agents have shown to be a key aspect of the logistics supply chain. Clearing and forwarding agents are in fact third-party logistics service providers which handle and manage cargo shipment operations, that is to say 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. If you plan to deliver products from several countries to Kenya or through Kenya, it would be a wise decision 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.

In Kenya there are 764 licensed clearing agents (Lysons, 2012). The agent performs a variety of logistics services, but mainly the creation of an international shipping invoice, arrangement for picking up shipments and freight reports, arrangement and co-ordination of customs for warehousing attachment, completion of all necessary documentation for shipment, finally 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.

Good Clearing and Transport Agents will always be flawless in terms of logistical skills in ensuring careful shipping of cargo whether they are a dangerous cargo or whether they need any additional help which fulfills the unique needs of shippers all along the routes. The clearing and forwarding agent refers to anyone who is directly or indirectly involved in delivering any service, including a consignment agency, to any other person dealing with clearing and shipping activities. The following activities are generally carried out by a clearing and forwarding agent: receipt of items from the main or his agents' factories or premises; the storage of such products; the receipt of dispatch orders from the principal; the arrangement of the dispatch of goods in accordance with the principal's instructions and the transportation, on its own or by authorized transporters, of the principal.

STATEMENT OF THE PROBLEM

The expanding relevance of logistics stems from businesses globalizing in order to gain access to new markets, increase production efficiencies, and leverage technical capabilities beyond their own geographical borders (Kilasi, Juma, & Mathooko, 2013). In today's extremely competitive world, every business is focused on capturing a portion of the global market and maximizing production and sourcing efficiencies. Clearing and forwarding (CF) firms facilitates the timely delivery of raw material, semi-finished and finished items via diverse transport modes such as sea, land or air, whether externally or internally. In Kenya, clearing and forwarding comprises 30% of large companies such as Bolllore, Khuene and DHL, while 70% are owned by SMEs (KRA, 2017). Clearing and transferring according to the Kenya Economic Survey of 2018 has an impact on all sectors of the economy, and it has a significant potential for stimulating economic growth in Kenya. The industry accounts

approximately 5-10 percent of the GDP (GoK, 2018). Clearing and forwarding are estimated at approximately 5 million jobs. In addition, there are 764 active CFs in Nairobi, which supply more than 25 million tons of goods via logistic practices (KIFWA, 2019). Most (94 percent) are SMEs, second in the manufacturing sector. Statistics also reveal that greater emphasis needs to be paid to the relevance of CF enterprises in Kenya's economy and output. Because the CF industry is vital for logistics, the lack of sustainable enterprise in the sector will lead to a deterioration in the economy and limited employment opportunities.

Despite a thriving clearing and forwarding sector in Kenya, performance in recent years has deteriorated. The country slipped from 76th overall in 2007 to 122nd out of 155 countries on the 2017 Logistics Performance Index (World Bank, 2018). While foreign shipments, infrastructure, and logistics proficiency have all improved marginally since 2017, customs, track & trace, and punctuality have all dropped significantly during the same time period (World Bank 2018). While the needed time to clear the items and the required quantity of paperwork were close to the Sub-Saharan African average, it takes extra time to document imported commodities and to clear the goods. According to the World Bank (2018), the sector's declining performance is attributable to the sector's adoption of social-cultural components while innovation is slowly embraced. Kenya was ranked 99th overall in the study, falling below its main EAC partners Uganda and Tanzania, who were ranked 66th and 95th, respectively, based on a specific logistics performance measure (LPI). Kenya scored 2.59 points in the survey, compared to Uganda's 2.82 and Tanzania's 2.60 points (World Bank, 2018). Such performance was deemed detrimental to trade flow because importers and exporters suffer additional expenditures to mitigate the consequences of unreliable supply networks. Inefficient logistics was a major worry and commercial risk for enterprises importing or exporting to Kenya, as well as the logistics service providers engaged (KSC, 2017).

Kamau (2020) performed a report on the impact of strategic guidelines on the performance of clearing and transferring SMEs in Kenya (2020). In addition, Nthuni, Mugo and Owako (2018) studied sustainable entrepreneurial strategies to promote a socially sustainable pyramid water base in Kisumu, Germany; Onyango (2016) carried out a study in Mombasa, Kenya, on the adoption of green techniques to provide the overall logistics solution providers with competitive advantage. Oyuko (2015) concentrated on what entrepreneurship could accomplish for sustainable development. None of the research focused on the elements that influence SMEs' performance. This study therefore explores the elements that influence the performance of clearing and forwarding companies in Kenya for sustainable entrepreneurship.

RESEARCH HYPOTHESES

H01: There is no significant relationship between entrepreneurial managerial support and performance of clearing and forwarding firms in Kenya

H02: There is no significant relationship between innovative information and performance of clearing and forwarding firms in Kenya.

THEORETICAL FRAMEWORK

This study is anchored on a competitive theory and resource-based theory. The theories are selected since they argue that the basic competences of the organization are leveraged to build a competitive position that is competitive in the long run.

Competitive Theory

Competitiveness theories were recognized by scientists and leaders in the late 1970s, when the notion of competitiveness was underlined to obtain superior economic results in the changing world stage. However, the overall concept of competitiveness was recognized more by fresh scholar Michael Porter in the 1990's 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 it is defined (Siudek & Zawojka, 2014). The competitive advantage is acquired through the development or acquisition of a collection of characteristics (or the performance of activities) that enable a corporation to outperform its competitors. For more than half a century, the management community has been focused on generating theories that contribute to explaining competitive advantages. The early literature on international trade theories set the groundwork for the theory of competitiveness. It spoke far-sightedly to a lasting competitive advantage much before its time. Concurrence theory emerged from traditional trade theories, particularly "Adam Smith of 1776, the revolutionary wealth of nations" (Translated later in 1937). Adam Smith challenged the then-current commercial theory of Mercantilism in his book, arguing that commerce is a zero-sum game in which one country's trade surplus is countered by another country's trade deficit. In his argument, Smith regarded commerce as a positive game in which all trading partners can profit if countries that have absolute advantages specializing in the production of goods and services. This became known as absolute advantage theory.

Van Marrewijk (2007) 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. In 1919 the Swedish economist Eli Hecksher dressed up the theory of factor proportions (endowment), which was developed in 1933 by his former pupil Bertil Ohlin, who became known as the H-O theory. Both claimed that the comparative advantage derives from distinct variables, an assumption that was almost automatic (Van Marrewijk, 2007).

Theories of competitiveness offer some benefit in order to allow a country to gain more from international commerce. The same is true for the company. If sustainable superior performance is to be attained (equivalent to a sustainable competitive advantage), a company must distinguish itself. Van Marrewijk (2007) pointed out that the specialization of suppliers in order to fulfill fluctuations in purchaser demand is a vital part of the competitive advantage. Later Barney (2010) acknowledged that companies must seek for unique features in order to distinguish themselves in the perspective of consumers from competition. He

suggested that a difference in price decrease, selective advertising and/or product enhancement and innovations may be accomplished (Barney, 2004). 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.

Innovation occurs in stages that include initial knowledge, attitude formation, a decision to adopt or reject, implementation, use, and confirmation. Rogers (1995) proposed that innovation occurs through channels developed over time among members of an organization; these channels include knowledge, persuasion, decision-making, execution, and confirmation. The decision stage seeks commitments on the innovation stage, and adopters evaluate the innovation's qualities before adopting or rejecting it. 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" (Roger, 1995; Knol & Stroeken, 2001).

By implementing the appropriate innovation, a corporate organization can achieve better levels of competency, increase its performance, and assure the retention of its competitive edge. Additionally, in today's business world, having exact information is critical for success, which can only be accomplished through the use of an adequate IT infrastructure. According to Porter and Millar (1985), competitive advantage is defined as a corporate organization's ability to generate value that exceeds the cost of providing a particular product or service. Sustaining a competitive edge requires organizations to possess unusual, valuable, non-replaceable, and imperfectly imitable qualities and resources. To maintain a competitive edge, businesses must be capable of adopting plans based on their internal strengths, their capacity to respond to environmental opportunities, their ability to avoid or rectify internal weaknesses, and their ability to neutralize threats. In other words, information technology is being positioned as a crucial resource that corporate organizations may leverage to obtain a competitive edge. The most significant issue would then be how can businesses develop a sustained competitive advantage. This theory shows therefore that clearing and transport businesses should align their strategic orientation such that they have an edge over their competitors, largely through orientation and client focus.

Resource Based Theory

Barney created resource-based theory in 1991. The idea shows that the presence of strategic resources is a golden chance for a business to establish a strategic competitive advantage over its competitors in its sector (Alvarez, & Barney, 2017). In return, the competitive advantages that an organization has assist the company to benefit from 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 if any, have the same prospects only for a short length of time. It is, nevertheless, noted that for a long time a company from the same industrial sector can be profitable. The success and profits of the

company are not only determined by external forces, but also by internal elements (Brockhaus, 2013). This idea is the source of the theory of resources. This new perspective acknowledges that every company is varied in its own 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 growing opportunities.

A company's distinguishing expertise is particularly well done by a company. Andrews therefore argues believe that a competitive edge is derived from the interaction of external factors with corporate capabilities. The resource theory takes the internal components of a corporation into account. The corporation is considered a link between resources and capacities which have not been openly bought and sold on the spot market. If these corporate resources and skills give economic benefits that cannot be entirely duplicated by competing acts, they can provide powerful sources of competitive advantage (Mahajan & Ramola, 2013).

In general, 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. More specifically, the resources of a corporation can be regarded as the (tangible and intangible) assets inextricably linked with the organization at any time. For example, brand names, in-house technologies, skilled people, contracts for businesses, machinery, efficient processes and capital (Hitt, Xu & Carnes, 2016). Resources are the input to the process of manufacture. Alternatively, resources can be regarded as all factors of input, tangible and intangible, human and non-human, owned or controlled by the Company and involved in the manufacturing of goods and services that meet human needs. Both sorts of resources are tangible and intangible. The easiest to recognize 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.

Capacity needs to be established with the exception of resources. Joint resources are the ability to generate work or activities. Grant has established a hierarchy of resources and capacity. It is necessary to pool resources (at the first level) in order to gain a competitive edge (at the second level) (third level). This view allows the organization to evaluate the ability to generate a competitive advantage from its resources or abilities and maintain that competitive advantage over time (Van Marrewijk, 2007).

Building on the RBV, Kozlenkova, Samaha and Palmatier (2014) suggest a broader study of durable business distinctions and a generic theory of competitive heterogeneity. The RBV seems to assume what it tries to communicate. This dilutes its explanatory value. For example, it may be argued that the RBV defines rather than presupposes that continuing performance discrepancies arise from resource and capability variations between organizations. Although the difference is minor, it stops us from fully comprehending the likely contribution of the resource-based perspective (Hitt, Xu & Carnes, 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. For reasons other than sticky resources (or abilities), competitive heterogeneity may be achieved (Hitt, Xu & Carnes, 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 corporation is an orderly and separate collection of factors called capacity and resources and the RBV concept relates to two related benefits: resources and capacity. Resources are the collected assets of a corporation that contain all that it can use for the development, manufacture and/or marketing of its products. Resources are eligible to be protected by the law as such; businesses can exercise property rights; function independently of members of corporations (Camison, 2013); and act as a factor to transform input into needs-friendly output (Sedera et al., 2016).

Profitability and return on investment have always been used by businesses to evaluate their performance and determine their level of success. These activities are conquered by occurrences since organizations are now looking to grasp talents and skills. The Balanced Scorecard (BSC), which provides quick and thorough insights on your company, is established by Kaplan and Norton (1992). The BSC includes financial and operational data on the satisfaction of its customers, internal procedures, innovation and enhancement activities. This allows organizations to keep track of financial success while at the same time tracking progress in capacity building and acquiring the resources necessary for future growth.

RBT consequently strives to study thoroughly the insight into the fact that an organization with precious, rare, inimitable and well-organized resources can function superior in terms of intellectual capital and central competences. Essentially, this resource-based model relies on the assumption that the efficacy and efficiency of usable resources can help the insurance company decide its performance, such as risk management skills, computerization, criminal management, and a decentralized organizational structure. Despite its critical analysis of how resources are essential to enhancing competitiveness in an organization, 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 taken into account in order to distinguish them from other common resources such as cash and motor vehicles that are not deemed to be strategic for analyzing an organization.

The hypothesis is related to innovative information and support variable because an organization with rare and valuable innovative information may generate more inventive products and services and so 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.

RESEARCH METHODOLOGY

Research Philosophy

Research philosophy is the core belief behind the choices to be made in the course of research. The philosophy will influence what, how and why research has been conducted (Carson, Gilmore, Perry & Gronhaug, 2001). The determination and justification of the selected research philosophy embraced by the researcher is a key step in conducting social science research. Scientific research is initiated by interrelated paradigm assumptions regarding the nature of reality, the role of researchers and the research process.

The philosophy of research can also be classified as positivism, interpretation and realism, and choices depend on the philosophical orientation of the researcher. Individuals develop subjective interpretations for their experiences in interpretative philosophy, and the purpose of this study is to rely as much as possible on participants' perceptions of the circumstance under consideration (Saunders, Lewis & Thornhill, 2007). Positivism and Phenomenology are both philosophical systems that guide social science study (Saunders et al., 2007). This study studied the two philosophical traditions and considered positivism as the more suited studies tradition. The foundations of the tradition of positivism are empiricism (Kerlinger, 2002).

Positivism's research strategy is centered on data collection and the formulation of hypotheses (Von, Bernstein & Newton, 1951). The positive researcher follows a highly regimented method in order to simplify the hypothesis. Positivism, like other schools of thought, is founded on quantitative observations and thorough statistical research. Authentic truth is the primary goal of realism, and the existence of objects is universally acknowledged in the human mind on its own terms, regardless of the philosophy that underpins them (Dean, Joseph, Roberts & Wight, 2006). Realistic directness and critical realism are the two sorts of realism that are recognized. Direct realism takes into account both what our senses see and what the researcher conducts in his or her investigation. Critical realism, on the other hand, maintains that our sensations are images of the real world rather than representations of reality. According to Willis (1995) the interpreter is an epistemological branch that focuses on assessing the differences between people as social agents.

A constructive approach to philosophy was chosen in the course of the research. Observation and measurement of objective reality provide the foundation for the information gathered in this study. Because each of the topics under investigation is considered independent and distinct, the study's goal is to test hypotheses in order to determine the relationship between the various variables (Blumberg, Cooper & Schindler, 2014). It allows the use of qualitative as well as quantitative data to test hypotheses taken from the theoretical conceptual framework because of its deduction and its objective nature.

Research Design

The elements influencing the success of clearing and forwarding enterprises in Kenya were identified through the use of a descriptive research approach in this study. Using a descriptive design, researchers can determine the frequency with which specific variables occur or their relationship to one another (Bryman & Bell, 2007). Therefore, this strategy is perfect for this study, which has as its primary goal the collection of thorough data through descriptive narratives that assist in the identification of component parts. According to Bryman and Bell (2007), a descriptive design is one that attempts to obtain knowledge about current events by providing questions about human perceptions and attitudes about those events. According to Polit and Beck (2013), researchers observe, count, outline and classify in a descriptive study. They also classify descriptive research as studies that aim to accurately illustrate the features of individuals, situations, groups and/or the frequency at which particular events occur.

Target Population

Population means groups of people or subjects that are the focus of a scientific investigation (Castillo, 2009). The target population is described according to Pole and Lampard (2010) as all members of a certain group to which the research is linked. The target population of the study was 521 clearing and forwarding enterprises operating in the metropolitan area of Nairobi. From the 521 clearing and forwarding firms within Nairobi metropolitan area, there are 1128 employees working in different units as shown in Table 1. Kenya is home to 764 clearing and forwarding companies according to Kenya International Freight and Warehousing Association (2020). The reason why these companies are selected is because many of them have branches across the country and make up at least 60% of the overall players in the industry. The analytical unit included senior, middle and low-level managers in various divisions. Table 3.1 illustrates the distribution of each of these target categories and total up to 1128 respondents from clearing and shipping companies working in Nairobi Metropolitan.

Table 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

Sample Frame and Sampling Technique

The sampling technique specifies the sampling unit, the sampling frame, the sampling operations, and the sample size for a given study or investigation. The sample frame provides a list of all of the population units from which the sample should be drawn, as well as the sample frame itself (Cooper & Schindler, 2003). The sample frame specifies the maximum

number of individuals from whom a researcher can choose (Jankowicz, 2010). As the population is finite, the use of the statistical formula is necessary to determine the sample size. This investigation was carried out utilizing the simplified Yamane (1967) formulation to calculate the sample size and how many answers the equation should provide.

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

Where:

- n* = sample size
- N* = population size
- e* = the level of precision (0.05)
- 1 = Constant

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

$$= 375 \text{ respondents}$$

Table 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

Research Instrument

Self-administered questionnaires were the main data gathering instrument. The questionnaire comprises questions about the clearing and forwarding industry in Kenya that are both open and closed. The open questions are intended to enable respondents to provide an in-depth and felt response without fear of being rejected based on the facts provided, and to answer the closed questions using the specified restricted possibilities. Open or unstructured questions allow for more thorough responses, while closed or ordered questions are often easier to analyse. The surveys have been utilized to save time, money and analyses since they may be used immediately.

Pre-Testing of the Instrument

Pilot testing was conducted in order to evaluate the validity, reliability, and application of the research instrument under consideration, among other things (Joppe, 2009). The pilot data was utilized to assess the model's reliability and validity, and the results were positive. The pilot testing was performed by 20 management of the clearing and forwarding company utilizing the questionnaire. The pilot group was sampled randomly. Sekaran and Bougie (2010) urge that personal interviews be conducted with the questionnaire to assess the reactions and attitudes of the respondent. All questions, including content of questions, language, sequence, shape and layout, question difficulties and directions were pre-tested. The feedback received was utilized to review the questionnaire before the study respondents

were administered it.

Validity

Golafshani (2003) states that validity is the correctness and relevance of the inferences are reliant on the outcomes of the investigation. One of the key reasons for conducting a pilot research is to ensure that the questionnaire is valid. The validity of the questionnaires was assessed utilizing both face and content validity in this study. Examining a vast field of items that are similar to those on the exam allows for the determination of validity of content. The validity of the material is determined by the sample population's representativeness. According to Gillham (2008), the knowledge and abilities included in assessment items should be representative of a broader field of knowledge and abilities.

Reliability

A research instrument's reliability, on the other hand, is defined as the amount to which the research instrument consistently produces similar results under similar conditions on multiple occasions. It assesses the extent to which it is designed to measure anything (Bell, 2010). The question of whether the results of a study can be reproduced is the question of confidence. It is considered appropriate for this study to have a composite coefficient (Cronbach alpha) of 0.6 or higher for all structural types (Rousson, Gasser & Seifer, 2012). The reliability of the study device is assessed using the Cronbach alpha (α) as calculated below:

$$A = k/k-1 \times [1 - \sum (S^2) / \sum S^2 \text{sum}]$$

Where: α = Cronbach's alpha

k = Number of responses

$\sum (S^2)$ = Variance of individual items summed up

$\sum S^2 \text{sum}$ = Variance of summed up scores

Data Collection Procedure

The researcher received a letter from the institution, which was then disseminated to each management team in order to collect the necessary information from those who responded to the survey questionnaire. Drop-and-select is the mode of administration selected in order to ensure that respondents have adequate time to make thorough responses to the survey questionnaire. Research assistants have been trained to interview skills, including report development, persuade the respondents to offer useful information and request clarifications where appropriate. Research assistants reserved appointments for questionnaires with answering organizations at least two days before visits. The respondents were administered the study tools by the research assistants in a personal manner. This allows the researcher to draw together a report, explain the objective and significance of the elements that Best and Khan (2007) have not noticed.

Data Analysis

Saunders et al. (2007) report that quantitative data is based on numbers, standardized data and data is analysed using collected figure where presentation is done through the use of

diagrams, tables or figures. Nevertheless, qualitative data are based on meanings represented in words, results collected in non-standardized data require categorization and analysis by means of conceptualisation.

The social science statistical package has been used for analysing the data (SPSS Version 21.0). The surveys and questionnaire items were all referenced and categorized for the purpose of data entry. In all quantitative variables and information was provided for all tables and charts after data were cleaned, which include inspection of input mistakes, in this study, a number of descriptive data, such as frequencies and percentages, were generated, as well as the standard deviation. Description statistics were used because they allow the researcher to characterize scores or measurements that are distributed meaningfully using only a small number of variables (Mugenda & Mugenda, 2003). A conceptual content analysis was performed to better comprehend the qualitative data collected from the open question. On the basis of the Zina (2010) suggestion on qualitative data analysis, the information gathered was structured, categorized, coded and analysed in a thematic way, searching for significance, interpreting and making conclusions based on concept.

Inferential data analyses were carried out using the Pearson correlation coefficient and the regression method (multiple regression analysis). According to Tanton (2007), in many statistical procedures, one assumes (at least approximate) normal distribution of variables, especially in parametric measurements. Therefore, normal distribution of the variables is needed to use parametric statistics like Pearson correlation and regression analysis, so the variables have been internally standardized. To be able to compute inferential statistics, it is necessary to first do factor analysis in order to establish which parameters will be given the most importance.

Factor analysis was also undertaken which is a systemic statistical process used to identify correlations between numerous variables. This approach makes it possible to reduce several associated variables into less dimensions known as factors. The variables in this research represent the degree to which various specific claims of perception are agreed, whereas the factors are the underlying general constructions. A statistical tool, SPSS, was used to analyse the factor for this research. Factor analysis is intended to identify simple patterns in relationship patterns between variables. Rotation is used to identify relevant factor names or descriptions in its approach. An orthogonal rotation requires that the factors remain unrelated, whereas a rotation that requires correlations of the factors is called an oblique rotation. The researcher decided to use Promax to perform the oblique rotation in this study since the proposed framework reveals that the underlying constructs and variables are interconnected. Factor rotation is used to reorient the loading of a factor in order to make factors more easily understood. Because several variables of the attitude are genuinely likely to be associated, using Oblique rotation allows for correlations between factors. Only the pattern matrix is examined to make it easier to interpret the factors. For this study, the factor extraction method is the main axis factor. In contrast to primary component analysis, Axis Factoring mostly relaxes the premise that a community is equal to one. This method allows for higher factor loads, leading to greater interpretability.

According to Creswell (2006), the correlation technique is used to determine the degree to which two variables are related to one another. When the correlation coefficient is computed, a number in the range of -1 to +1 is obtained. This value is referred to as a coefficient of correlation (r), and it illustrates the relationship between the two factors under consideration. The direction of the relationship is also essential in that if the relationship between the two variables is positive, i.e. if one of the variables increases more and more, the other is increased or decreased, the other lowers. A negative relation (-) means that the other variable grows and the other variable decreases. The coefficient is zero if no association is formed (0). In order to determine size and direction of relations between dependent variables, Pearson's correlation coefficient was used. During the calculation of the Pearson's product moment correlation, it was assumed that the data was normally distributed and that the variables were discrete and continuous.

The link between the independent and dependent variables was investigated through the use of multiple regression. Several regression models have been chosen because they allow a dependent variable to be predicted by two or more other factors, which is what we were looking for. In order to evaluate the sustainable business aspects affecting the profits of clearing and shipping companies in Kenya, a large number of regression models have been used to examine the data collected. Multiple regression is a technique used to determine whether a group of variables combined predicts a specific variable (Babbie, 2004). Given the presence of four different variables in this study, the following is often taken from the multiple regression model;

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \epsilon$$

Where: - Y= performance of clearing and forwarding firms

β_0 =constant

X1= Innovative information and support

X2= Entrepreneurial managerial support

ϵ =Error Term

To determine the importance of the model, the determination coefficient (R²) was used to estimate how much the variation in the characteristics of sustainable entrepreneurship explained variation of the performance of clearing and transport companies in Kenya. In addition, the F-statistic was calculated at a 95% trust level to examine whether criteria related to sustainable enterprise and the performance of clearing and forwarding undertakings are significantly related. When conducting the analysis, the researchers employed SPSS software, and the findings were presented in the form of a research report. All appropriate diagnostic procedures were carried out.

The p-value was used for hypothesis testing in the instance of a Chi-square test since it not only assists in making a decision about the null hypothesis, but also provides extra information about the decision's strength. Because the 0.05 level of significance is the most frequently employed in business and social research, it was chosen for this study (Mugenda & Mugenda, 2003). This indicates that the results are 95 percent certain, which is the level of confidence used by the researcher in this study. The p-value was calculated using the alpha or significance threshold.

RESEARCH FINDINGS AND DISCUSSION

Innovative information and support

The descriptive analysis in Table 3 is based on the indicators of Organization Culture, which was hypothesized to be a moderating variable in this study. The first indication tried to ascertain respondents' perceptions of their ability to form business alliances that exhibited strong connections between traditional enterprises, environmental, and social issues (D1 1). The majority (54 percent) of respondents agreed, while 9% strongly agreed. The mean score was 3.54, while the standard deviation was 0.89. On average, respondents 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). The majority (47%) of them agreed. 25% of respondents strongly agreed, 13% were impartial, and 1% were strongly disagreed. On average, respondents agreed that their organization has formed connections with other organizations to address social and environmental challenges. The mean score was 3.81, with a standard deviation of one.

Additionally, the study intended to ascertain how respondents evaluated the incorporation of social and environmental concerns into their organization's aims (D1 3). The majority (47%) of them agreed. 30% of respondents strongly agreed, 13% were neutral, and 3% strongly disagreed. On average, respondents agreed that their organization's aims encompass social and environmental considerations. The study obtained a standard deviation of 1.01 and an average of 3.94 points.

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). The majority (37%) of them agreed. 32% of respondents strongly agreed, 24% were impartial, and 1% were strongly disagreed. On average, respondents agreed that their organization is interested in selecting less damaging items and using them to demonstrate their social corporate responsibility credentials. It was determined that the mean score was 3.94 and that the standard deviation was 0.94.

The majority (39%) of respondents also agreed that their organization operates and conducts its business in accordance with societal ethical standards (D2 2); 17% of respondents were neutral, while 5% and 2% of respondents disagreed and strongly objected, respectively. The mean score was 4.06, and the standard deviation was 0.95. On average, 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). The majority (38%) of

them were in complete agreement. 36% of respondents agreed, 15% were impartial, and 4% were strongly disagreed. On average, respondents agreed that their organization does not violate societal ethical standards in pursuit of corporate objectives. The mean score was 3.98, while the standard deviation was 1.1.

The other indication of the variable tried to ascertain respondents' perceptions of their organization's reliance on high-technology for product development, construction, and maintenance (D3 1). The majority (44 percent) of respondents agreed, while 37% strongly agreed. The mean score was 4.11, with a standard deviation of 0.9. The standard deviation was 0.9. Overwhelmingly, respondents agreed that high-tech equipment, techniques, and procedures are essential to the development, construction, and maintenance of their company's products and services.

The significant majority of respondents (39 percent) agreed that the use of the WFMS application has resulted in less time spent on logistical chores as a result of technology adoption (D3 2); 20 percent of respondents were neutral, while 5 percent and 1 percent of respondents opposed and strongly disagreed with this statement, respectively. 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). The majority (46%) of them agreed. 34% of respondents strongly agreed, 10% were neutral, 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). The majority (34%) of them were in complete agreement. 32% of respondents agreed, 26% were neutral, 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. It was determined that the mean score was 3.64 and that the standard deviation was 1.27.

The other indication of the variable aimed to ascertain respondents' perceptions of how their ambition to expand their market has resulted in organizational innovation, which has resulted in increased organizational performance (D4 3). While the majority (42 percent) of respondents strongly agreed, 42 percent strongly agreed. The mean score was 4.11, and the standard deviation was 1.02. On average, respondents agreed that the drive to expand their market had resulted in organizational innovation, which has resulted in enhanced organizational performance.

Table 3: 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

Entrepreneurial Managerial Support

The descriptive analysis in Table 4 is based on the indicators of Organization Culture, which was hypothesized to be a moderating variable in this study. 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). The majority (44 percent) of respondents agreed, while 39% strongly agreed. The mean score was 4.16, and the standard deviation was 0.87. On average, 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). The majority (46%) of them agreed. 37% of respondents strongly agreed, 14% were impartial, and 2% strongly disagreed. On average, respondents agreed that their firm takes strategic human resource measures in order to achieve long-term organizational success. It was calculated that the mean score was 4.14 and that the standard deviation was 0.86.

The majority (54 percent) of respondents also agreed that human resource planning enables an organization to maintain a desirable human resource position while projecting future needs

in order to have the appropriate quality and quantity of employees (E1 3). Eleven percent of respondents were neutral, while four percent and zero percent of respondents disagreed and strongly disagreed, respectively. The mean score was 4.11, and the standard deviation was 0.76. On average, respondents agreed that human resource planning enables a business to maintain a desirable human resource position while forecasting future needs in order to have the appropriate quality and quantity of people.

According to the results of the survey, the vast majority (45 percent) of respondents agreed that their company ensures that its recruitment and selection processes produce the quantity and quality of employees necessary to achieve the organization's strategic objectives (E2 1); 13% of respondents were neutral, 8% disagreed and 0% disagreed strongly. The average score was 4.01, the standard difference being 1. On average, respondents agreed 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.

Additionally, the survey intended to ascertain how respondents believed their organization's emphasis on staff selection had benefited the firm's productivity and financial performance (E2 2). The majority (42%) of them agreed. 34% of respondents strongly agreed, 14% were neutral, and 2% strongly disagreed. On average, respondents agreed that their business places a higher premium on staff selection, which has benefited the firm's productivity and financial success. The mean score was 3.97, with a standard deviation of one.

Another indicator of the variable aimed to ascertain 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). The majority (46%) of respondents agreed, while 36% strongly agreed. The mean score was 4.03, and the standard deviation was 1.04. 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.

Additionally, respondents were asked whether their firm provides training to employees in order to develop their competencies (E3 1). The majority (42%) of them agreed. 29 percent of respondents strongly agreed, 11 percent were impartial, and 6 percent strongly disagreed. On average, respondents agreed that their organization should provide training to employees in order to improve their talents. The mean score was 3.79, while the standard deviation was 1.15.

Additionally, respondents were asked if their organization's training needs are met more professionally through collaboration between persons involved and human resource personnel (E3 2). The majority (39%) of them agreed. 27 percent of respondents strongly agreed, 19 percent were impartial, and 3 percent strongly disagreed. On average, respondents agreed that training needs are met more professionally in their organization when those involved collaborate with human resource personnel. The mean score was 3.76, and the standard deviation was 1.07.

On the objective 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). The majority (46%) of them agreed. 35% of respondents strongly agreed, 10% were neutral, and 3% strongly disagreed. On average, respondents agreed 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. The mean score was 4.05, with a standard deviation of 0.97.

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). The majority (48%) of them agreed. 27 percent of respondents strongly agreed, 10% were impartial, and 5% strongly disagreed. On average, respondents agreed that compensating employees is a critical component of their business in exchange for their efforts or performance. The average score was 3.83, with a standard deviation of 1.09.

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). The majority (37 percent) of respondents strongly agreed, while 37% strongly agreed. A mean score of 3.8 was discovered, with a standard deviation of 1.23. On average, respondents agreed 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). The majority (38%) of them agreed. 37% of respondents strongly agreed, 11% were neutral, and 7% strongly disagreed. On average, respondents agreed that their firm has created strong and cordial relationships with its employees, hence increasing employee performance. In this study, the mean score was 3.93, while the standard deviation was 1.17 points.

Table 4: 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

Inferential statistics

Model Summary

The aim of this study was to investigate the effects of clearing and forwarding firms in Kenya. This was done by building a multiple model of the regression using the ordinary least square regression (OLS) to estimate the performance effect of each independent research variable. The regression model was not fitted directly from the large dimensions of the observed variables as measured in the questionnaire. Confirmatory factor analysis was used for dimension reduction of the data collected from the large dimensions of observed variables in the questionnaires to 6 study latent variables as hypothesized for the objectives. Factor analysis yielded factor scores which were used as scores of for the study variables. The observed indicators in the questionnaire were measured on an ordinal scale however, the latent variables used in the regression model were continuous scale variables considering the use of the scores from factor analysis.

Table 5 shows that the R and R-square values for the multiple regressions are 0.663 and 0.440, respectively. The square of 0.44 shows that 44% of the variance in Kenya's performance of clearing and forwarding companies is explained by variations in the independent variables of this study (sustainable entrepreneurship parameters). Other variables (non-sustainable entrepreneurial variables) not part of this study and hence not included in the model explain the rest of the 56%.

Table 5 Model Summary of the multiple regression

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

a. Predictors: (Constant), X₁, X₂

Analysis of Variance (ANOVA)

The analysis of variance (ANOVA), as shown in Table 6 demonstrates the regression model's relevance. The significance of the variance explained by the regression model is determined using ANOVA in this model. The analysis of variance's F-statistic is 53.3354 with a p-value of 0.000. The p-value is less than 0.05, indicating that the parameters of the model predictors are not jointly equal to zero in a significant way. This indicates that at least one of the model's predictors has a significant parameter, implying that the model's predictors (sustainable entrepreneurship variables) have a cumulative effect on the performance of Kenya's clearing and forwarding enterprises.

Table 6 ANOVA Table for the Multiple Regression

	Sum of Squares	df	Mean Square	F	Sig.
Regression	121.765	2	30.441	53.354	.000 ^b
Residual	155.190	272	.571		
Total	276.955	276			

a. Dependent Variable: Performance

b. Predictors: (Constant), X₁, X₂

Regression Coefficients

Table 7 summarizes the model coefficient estimation results from the OLS multiple regression study. It includes a presentation of the coefficient estimates for each independent variable (X1 to X4) as well as an assessment of the significance of each coefficient estimate for performance. The findings reveal that the performance of clearing and forwarding companies in Kenya has been significantly affected by three variables of the model for sustainable enterprise. The p-values of the t-statistics showed statistically significant estimates for the social cultural component (=,-.214; t = -3,500; p-value=0.001), environmental entrepreneurial activity (=,.227; t = 3,296; p-value=0,001), and innovative support for information (=,.523; t=6,877; p-value=0,000).

As stated in p-value by 0,100, which is above 0.05, entrepreneurial managerial Support (=,.111; t=1.649, p-value=0.100) had a small coefficient estimate of 0.100. Consequently, the variable in the model was declared ineffective and the model equation was ignored. The model's constant term (=,.227; t=.048, p-value=0.962) is also insignificant, implying that the model equation does not contain an intercept (constant term) as it passes through the origin. As a result, the model is defined by the equation below.

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

Table 7 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 ₄ - Entrepreneurial Managerial Support	.111	.067	.110	1.649	.100

a. Dependent Variable: performance

The results of the OLS multiple regression models were used to evaluate research hypotheses for the four objectives of the study at a 5% significant level and to draw conclusions regarding the goals.

H01: Innovative information and support has no significant influence on Performance of C&F firms in Kenya

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 innovative information has a significant impact on the performance of C&F enterprises in Kenya. 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.

H02: Entrepreneurial managerial support has no significant influence on Performance of C&F

firms in Kenya

The P-value for the estimate of the business management support coefficient in the model in the model was 0,100, which is greater than 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.

CONCLUSIONS

Following hypothesis testing, analysis of the acquired data was used to draw conclusions about the study objectives. To summarize, the study showed that the performance of clearing and forwarding firms in Kenya was affected by factors impacting sustainability. The success of C&F firms in each factor is significantly positive and has a considerable impact on the performance of C&F companies.

The study found that entrepreneurial management support has little observable effect on company performance when examining the population of clearing and forwarding companies in Kenya. In addition, no significant beneficial links between business management support and performance were identified in the study. The regression study showed that the estimate coefficient for business management support in the model fitted to the performance of clearing and transmission businesses in Kenya was not significant. The P-value was greater than the 0.05 level, which indicates that the coefficient estimate of managerial support in the model did not reject the null hypothesis, while the conclusion was made that the support from managers did not affect the performance of the C&F companies in Kenya.

The study also showed that the performance of clearing and forwarding companies in Kenya improves as new information becomes accessible. Correlation investigation has shown that creative information and performance are closely and favorably connected. Furthermore, the regression analysis demonstrated that the value estimate was significant at a 0.05 level for innovative information in the fitted model. This rejects the null hypothesis, which has shown that the performance of clearance and forwarding firms in Kenya is significantly influenced by the environmental entrepreneurship.

RECOMMENDATIONS OF STUDY

The study made recommendations based on the conclusions reached and the analysis's findings.

Given the conclusion that entrepreneurial managerial support has no discernible 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 study suggests that clearing and forwarding organizations in Kenya try to improve their innovative information support in order to improve performance. Additionally,

it was discovered that innovative information support had a considerable favorable effect on the performance of clearing and forwarding enterprises in Kenya.

CONTRIBUTION TO THE BODY OF KNOWLEDGE

Theoretical contribution

The current study adds to the current knowledge in the field of sustainable entrepreneurship by investigating the effects on business performance from social-cultural, environmental, innovative information and management support constructs. The primary objective of the supporting study was to assess the performance indicators of clearing and transport companies in Kenya. Alongside a number of criteria, especially in developed countries, several studies explore the impact of sustainable business on business performance, the present study analyses the effect of certain features on the performance of clearing and forwarding companies in Kenya. As a result, this sector contributes between 5 and 10% of the country's gross domestic product (GDP), and it is critical to economic growth (GDP). This study has therefore been carried out in wealthy countries, its contribution can be different than in disadvantaged countries. The current study has been based on five theories: socio-cultural theory of Hoselitz (Hoselitz, 1964); resource-based theory (Barney, 1991); the theory of dynamics (Teece, Pisano & Shuen, 1997); the theory of competition (Porter, 1990); (Schein, 1990). These theories support the goals of the study and can be used for future research.

Practical Implications

The current study not only provides the implications to manager and owners of clearing and forwarding firms but also gives guidelines to policymakers and particularly support the institution such as KIFWA. The findings demonstrate that sustainable entrepreneurship contribute positively to the performance of clearing and forwarding firms. Because our results suggest access to finance is an important factor for companies, allowing them to expand their operations thereby increasing their competitiveness and helping them grow. Therefore, we recommend to government and policymaker to arrange a seminar or business entrepreneurial conferences, which helps the entrepreneurs to create courage and start a business. In addition, according to Achuka (2020), Importers in Mombasa suffered losses of 1.8 billion Kenyan shillings in 2018 as a result of delays in the processing and forwarding of their shipments at the port. Even though this even maybe have been caused by other factors, reflects a scenario whereby failure of this sector, the country will lose huge revenue. Thus, the study suggests to policymakers and government to give the education about sustainable entrepreneurship.

REFERENCES

- Abrahamsson, A. (2013). Sustainopreneurship-business with a cause: conceptualizing entrepreneurship for sustainability.
- Achuka, V. (2020). *Bribes you have to pay to survive "in Kenya"*, Africa Review, March 20.

- Alvarez, S. A. & Barney, J. B. (2017). Resource-based theory and the entrepreneurial firm. *Strategic entrepreneurship: Creating a new mindset*, 87-105.
- Babbie, E. (2004). Sociology: An idea whose time has come. *Sociological Perspectives*, 47(4), 331-338.
- Barney, B. (2010). Introduction to parallel computing. *Lawrence Livermore National Laboratory*, 6(13), 10.
- Barney, D. (2004). *The network society* (Vol. 2). Polity.
- Barney, J. (1991). Firm resources and sustained competitive advantage. *Journal of management*, 17(1), 99-120.
- Bell, E., & Bryman, A. (2007). The ethics of management research: an exploratory content analysis. *British journal of management*, 18(1), 63-77.
- Bell, S. (2010). Project-based learning for the 21st century: Skills for the future. *The clearing house*, 83(2), 39-43.
- Belz, F. M., & Binder, J. K. (2017). Sustainable entrepreneurship: A convergent process model. *Business Strategy and the Environment*, 26(1), 1-17.
- Best, S. & Khan, N. (2007). Qualitative research method: Grounded theory. *International Journal of Business and Management*, 9(11), 224-233.
- Blumberg, B., Cooper, D., & Schindler, P. (2014). *EBOOK: Business Research Methods*. McGraw Hill.
- Brockhaus, S. (2013). *Analyzing the effect of sustainability on supply chain relationships*. BoD—Books on Demand.
- Carson, D., Gilmore, A., Perry, C., & Gronhaug, K. (2001). *Qualitative marketing research*. Sage.
- Castillo, M. (2009). *Employee engagement through effective performance management: A practical guide for managers*. Routledge.
- Chaplowe, S. G.(2016). Top Ten Tips for Evaluation Capacity Building in Organizations.
- Cooper, D. R., & Schindler, P. S. (2003). *Marketing research*. New York: McGraw-Hill/Irwin.
- Covin, J. G., & Lumpkin, G. T. (2011). Entrepreneurial orientation theory and research: Reflections on a needed construct. *Entrepreneurship theory and practice*, 35(5), 855-872.

- Coyle, T., Cruthirds, K., Naranjo, S., & Nobel, K. (2013). Analysis of current customs practices in the United States and a proposed model for world class Customs. *World customs journal*, 8(1), 71-86.
- Crals, E., & Vereeck, L. (2005). The affordability of sustainable entrepreneurship certification for SMEs. *The International Journal of Sustainable Development & World Ecology*, 12(2), 173-183.
- Creswell, M. (2006). *A question of balance: how France and the United States created Cold War Europe* (Vol. 10). Harvard University Press.
- Dean, K., Joseph, J., Roberts, J. M., & Wight, C. (2006). *Realism, philosophy and social science*. New York: Palgrave Macmillan.
- Elkington, J. (2013). Enter the triple bottom line. In *The triple bottom line* (pp. 23-38). Routledge.
- Gillham, B. (2008). *Developing a questionnaire*. A&C Black.
- GoK (2018). *Kenya Overview*. World Bank Group
- Golafshani, N. (2003). Understanding reliability and validity in qualitative research. *The qualitative report*, 8(4), 597-607.
- Hitt, M. A., Xu, K., & Carnes, C. M. (2016). Resource based theory in operations management research. *Journal of Operations Management*, 41, 77-94.
- Hoogendoorn, B., Van der Zwan, P., & Thurik, R. (2019). Sustainable entrepreneurship: The role of perceived barriers and risk. *Journal of Business Ethics*, 157(4), 1133-1154.
- Hoselitz, B. F. (1964). Capital formation, saving and credit in Indian agricultural society. *Capital formation, saving and credit in Indian agricultural society*.
- Jankowicz, B. (2010). Fotogrametryczne niskopułapowe naloty platform autonomicznych. *Infrastruktura i Ekologia Terenów Wiejskich*, (03).
- Joppe, M. (2009). Book Review: *Tourism Policy and Planning: Yesterday, Today and Tomorrow* by David L. Edgell, Sr., Maria DelMastro Allen, Ginger Smith and Jason R. Swanson. *International Journal of Tourism Policy*, 2(1-2), 155-157.
- K. R.A (2017, June). Alternative dispute resolution. Presentation to ICPAK IPSAS Workshop Forum on.
- Kamau, D. K. (2020). *Effect of strategy orientation on the performance of clearing and*

forwarding small and medium enterprises In Kenya. A Case Of Nairobi County (Doctoral dissertation, United States International University-Africa).

Kenya International Freight and Warehousing Association (2019). *Asia's leading business and networking platform for railway industry* Nairobi, Kenya: KIFWA

Kerlinger, P. (2002). *Assessment of the Impacts of Green Mountain Power Corporation's Wind Power Facility on Breeding and Migrating Birds in Searsburg, Vermont: July 1996--July 1998* (No. NREL/SR-500-28591). National Renewable Energy Lab., Golden, CO.(US).

Kilasi, L. B., Juma, D., & Mathooko, P. M. (2013). The impact of outsourcing of logistics on the competitive advantage strategy of East African breweries limited. *International Journal of Social Sciences and entrepreneurship*, 1(3), 521-529.

Knol, W. H. C. & Stroeken, J. H. M. (2001). The diffusion and adoption of information technology in small-and medium-sized enterprises through IT scenarios. *Technology Analysis & Strategic Management*, 13(2), 227-246.

Kozlenkova, I. V., Samaha, S. A., & Palmatier, R. W. (2014). Resource-based theory in marketing. *Journal of the Academy of Marketing Science*, 42(1), 1-21.

KSC. (2017). *Shippers Council of Eastern Africa*.

Lutz, J. (2014, February). Packaging and reliability of power modules. In *CIPS 2014; 8th International Conference on Integrated Power Electronics Systems* (pp. 1-8). VDE.

Lysons, S. (2012). *Our British Ancestors*. Rarebooksclub Com.

Mahajan, V., & Ramola, B. G. (2013). Financial services for the rural poor and women in India: Access and sustainability. *Journal of International Development*, 8(2), 211-224.

Marguerite, S. (2013). *See America first: Tourism and national identity, 1880-1940*. Smithsonian Institution.

Merahi, R. (2011). Amélioration de la commande P&O par une détection synchrone du courant de batterie. *université des frères mentouri route de Ain el bey de Constantine*.

Mugenda, O. M. & Mugenda, G. A. (2003). *Research methods*.

Mukanga, D. (2011). *Sustainability strategies adopted by International NGOS in Nairobi, Kenya* (Doctoral dissertation).

Mwanzia, N. R. (2011). *Strategies adopted by courier firms to cope with environmental challenges affecting the courier services industry in Kenya* (Doctoral dissertation).

- Nthuni, S., Mugo, K., & Owako, E. (2018). Sustainable entrepreneurship strategies to promote sustainable socially-oriented bottom of pyramid water supply businesses in Kisumu.
- Onyango, V. (2016). *Application of Green Strategies and Competitive Advantage of Total Solution Logistics Service Providers in Mombasa, Kenya* (Doctoral dissertation, University of Nairobi).
- Oyuko, P. I. (2015). *Dynamic Business Model Framework: A Case of Kenya's ICT Service Industry* (Doctoral dissertation, United States International University-Africa).
- Parrish, B. D., & Foxon, T. J. (2016). Sustainability entrepreneurship and equitable transitions to a low-carbon economy. *Greener Management International*, (55).
- Pole, C., & Lampard, R. (2010). *Practical Social Investigations: Qualitative and Quantitative Methods in Social Research Harlow. Essex: Pearson Educational ISBN 0-136-16848-5*.
- Polit, D. F., & Beck, C. T. (2013). Is there still gender bias in nursing research? An update. *Research in nursing & health*, 36(1), 75-83.
- Porter, M. E. (1990). The competitive advantage of nations. *Competitive Intelligence Review*, 1(1), 14-14.
- Porter, M. E., & Millar, V. E. (1985). How information gives you competitive advantage.
- Press, M., & Arnould, E. J. (2009). Constraints on sustainable energy consumption: market system and public policy challenges and opportunities. *Journal of Public Policy & Marketing*, 28(1), 102-113.
- Raut, R., Cheikhrouhou, N., & Kharat, M. (2017). Sustainability in the banking industry: A strategic multi-criterion analysis. *Business Strategy and the Environment*, 26(4), 550-568.
- Rogers, E. M. (1995). Diffusion of Innovations: modifications of a model for telecommunications. In *Die diffusion von innovationen in der telekommunikation* (pp. 25-38). Springer, Berlin, Heidelberg.
- Rousson, L., Gasser, R., & Seifer, K. (2012). Research methodology: A step by step for beginners.
- Saunders, M., Lewis, P. H. I. L. I. P., & Thornhill, A. (2007). Research methods. *Business Students 4th edition Pearson Education Limited, England*.

- Schein, E. H. (1990). *Organizational culture* (Vol. 45, No. 2, p. 109). American Psychological Association.
- Sekaran, U. & Bougie, R. (2010). *Research methods for business: A skill building approach*. John Wiley & sons.
- Shepherd, D. A., & Patzelt, H. (2011). The new field of sustainable entrepreneurship: Studying entrepreneurial action linking “what is to be sustained” with “what is to be developed”. *Entrepreneurship theory and practice*, 35(1), 137-163.
- Siudek, T., & Zawojcka, A. (2014). Competitiveness in the economic concepts, theories and empirical research. *Acta Scientiarum Polonorum. Oeconomia*, 13(1).
- Slater, M., & Wilson, G. (2011). A replication of Hofstede’s uncertainty avoidance dimension across nationally representative samples from Europe. *International Journal of Cross-Cultural Management*, 14(2), 161-171.
- Sok, P., Snell, L., Lee, W. J. T., & Sok, K. M. (2017). Linking entrepreneurial orientation and small service firm performance through marketing resources and marketing capability: A moderated mediation model. *Journal of Service Theory and Practice*.
- Spence, A., Poortinga, W., Butler, C., & Pidgeon, N. F. (2011). Perceptions of climate change and willingness to save energy related to flood experience. *Nature climate change*, 1(1), 46-49.
- Tanton, R. (2007). Spatial microsimulation as a method for estimating different poverty rates in Australia. *Population, Space and Place*, 17(3), 222-235.
- Teece, D. J., Pisano, G., & Shuen, A. (1997). Dynamic capabilities and strategic management. *Strategic management journal*, 18(7), 509-533.
- UNCTAD (2012). *World Investment Report 2012: Towards a New Generation of Investment Policies*. New York and Geneva: United Nations Conference on Trade and Development.
- UNGC-Accenture. (2013). *The UN Global Compact-Accenture CEO Study on Sustainability 2013. Architects of a Better World*.
- Van Marrewijk, A. (2007). Managing project culture: The case of Environ Megaproject. *International Journal of project management*, 25(3), 290-299.
- Von, S. P. J., Bernstein, D. W., & Newton, T. P. (1951). How information technology governance mechanisms and strategic alignment influence organizational performance: Insights from a matched survey of business and IT managers. *Mis Quarterly*, 39(2): 497-518.

- Willis, J. (1995). A recursive, reflective instructional design model based on constructivist-interpretivist theory. *Educational technology*, 35(6), 5-23.
- World Bank. (2018). Poverty and shared prosperity 2018: Piecing together the poverty puzzle.
- Zimmerer, T. W., & Scarborough, N. M. (1998). *Essentials of Entrepreneurship and Small Business Management*, New Jersey: Prentice Hall. *Inc Upper Saddle River*.
- Zina, D. (2010). Optimal distinctiveness: Broadening the interface between institutional theory and strategic management. *Strategic Management Journal*, 38(1), 93-113