

**THE EFFECT OF CAREER MANAGEMENT PRACTICES ON
ORGANIZATIONAL PERFORMANCE AMONG LOGISTICS
FIRMS IN MOMBASA COUNTY, KENYA**

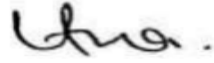
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**A RESEARCH PROJECT SUBMITTED IN PARTIAL FULFILMENT
OF THE REQUIREMENT FOR THE AWARD OF THE DEGREE OF
MASTER OF BUSINESS ADMINISTRATION IN THE FACULTY
OF BUSINESS AND MANAGEMENT SCIENCES, UNIVERSITY OF
NAIROBI.**

2022

DECLARATION

This research report is my original work and has not been presented for any award in any other university for examination.



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This project has been submitted for examination with my approval as University of Nairobi Supervisor.

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ACKNOWLEDGEMENT

Several special people have made it possible for me to complete this research project. My appreciation goes to Prof. Peter K'Obonyo for his dedication, guidance, unselfish support and patience as my project supervisor. Special appreciation goes to all the respondents who took their time to complete the questionnaire which I shared with them. The project would not have been successful without them.

Last but not least, I would like to thank my family for the support, understanding and encouragement they accorded me when undertaking this research. I cannot forget my friend Nayla who supported me tirelessly during the research period.

God bless you all.

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ABBREVIATIONS AND ACRONYMS

HRM	Human Resource Management
KMO	Kaiser-Mayor-Oklin
MHT	Motivation Hygiene Theory
NEMA	National Environmental Management Authority
PHCI	Primary Health Care Institutions
RBT	Resource Based Theory
SPSS	Statistical Package for Social Science

ABSTRACT

Developing the skills and abilities of employees can have a profound effect on a company's performance and employees' fulfilment with work. The current business environment is coupled with ever-changing governmental policies, rapid technological changes and increased customer demands which greatly affects logistics industry in Kenya. The logistics industry has also been greatly influenced by severe competitive business environment which has led to some of the firms experience a challenge in operational efficiency when it comes to maintaining a talent pool and this results to performance gaps when the experienced employees leave the organization as the ones left behind cannot fit the vacant position. The purpose of the study was to determine the effect of career management practices on organizational performance in Mombasa County. The specific objectives were to investigate the effect of career planning, career training, career counselling and succession planning on organizational performance in the context of logistics firms in Mombasa County. The study was grounded on the motivation-hygiene theory, the resource-based perspective theory, and the institutional theory. This study used cross-sectional descriptive survey design. The study targeted all 425 logistics firms in Mombasa County. To accurately represent 425 logistics firms in Mombasa County, the researcher used a sample size of 30% which was 128. The study collected primary data through structured questionnaires which were administered through drop-and-pick later method. Data collected was analysed quantitatively by use of SPSS version 25 as the data analysis tool. Descriptive analysis and multiple regression analysis formed the data analysis techniques adopted. From the results, it was established that there was a positive and significant association between the career management practices and organizational performance. The multiple regression findings indicated that career management practices account for 46.7 percent of the variation on organizational performance. Further, the results of the regression weights showed that career management practices construct of career planning, career training, career counselling and succession planning returned a positive and significant effect on organizational performance. The study recommends that the management of logistics firms should develop programs aimed at assisting employees to articulate career goals while enhancing their capabilities and potential by frequently planning for training workshops and seminars on emerging work-related issues in the market. These initiatives would result into well-versed employees and would translate to improved organizational performance.

CHAPTER ONE: INTRODUCTION

1.1 Background of the Study

Career management is the key to achieving long-term competitive goals. To preserve and strengthen the company's market position, managers use organizational career management approaches to develop people. The requirements of the organization's workforce should be related to the individual's career needs (De Vos & Cambre, 2017). Developing the skills and abilities of one's staff can have a profound effect on a company's productivity, employees' satisfaction with work, and bottom line (Boakye, 2015). High-performing companies are growing increasingly concerned about the validity of their recruitment procedures, as well as their employees' career development, in order to ensure that they perform at their best now and in the future (Mwanje, 2010).

Three theories—the motivation-hygiene theory, the resource-based perspective theory, and the institutional theory—will be used to support of this study. According to (Hezberg, 1964) there are hygiene and motivational factors in a workplace. In this study the career management will be reviewed as motivational factors. The resource-based theory states that the configuration of capabilities and resources and their subsequent deployment in a firm to perform diverse functions determines their efficacy (Helfat & Peteraf, 2013). The study benefits from this theory since for a company to perform well there is need to allocate human resources appropriately. The institution theory shows how the processes through which the structures, which are routines, rules, schemes and norms become set up as reliable guidelines for social behaviour (Clegg, 2018). The process by which employers manage the careers of the employees is better explained by anchoring on this theory.

The logistics industry has been greatly influenced by severe competitive business environment which has led to some of the firms experience a challenge when it comes to maintaining a talent pool and this results to performance gaps when the experienced employees leave the organization. The delay in getting fast replacements can be due to poor internal structure and the absence of systems which facilitate career management (Chmielewska, 2022). According to Seymour (2016), a company's success in the future may hinge on the completeness and energy of their present career management practices for its employees as it would assist to reduce losses and improve the company's worth.

1.1.1 Career Management Practices

Managing one's career entails learning about oneself in terms of their values, interests, talents, strengths, and limitations; setting and working toward a specific goal; and implementing actions that maximize the likelihood of success (Greenhaus et al., 2010). Many businesses nowadays have established systems for adopting career management programs for the employees, in contrast to the past when such programs were rarely if ever considered (Samuel, 2016). However, as Bemardin (2012) pointed out, the career of the 21st century is not judged by linear age and life changes but rather by continual learning and identifying changes. The willingness of employees to be taught, to have skills, to be devoted, motivated, and content for their development, and so on, is an intervention that is needed by most businesses (Samuel, 2016).

Long-term, efficient management of employees is the key to an organization's success in meeting its competitive objectives. In order to retain and further increase the company's position in the market through people, managers seek to develop employees using career management approaches. This is a system-wide intentional development of human resources effort aimed at assisting employees' career success. Efforts like this are a reminder that careers are never developed in seclusion (Sullivan & Baruch, 2009). Businesses should match an employee's skills with available positions. In addition to helping an individual advance in their career, this tactic also boosts the productivity of the business as a whole (Orpen, 2014).

An integral aspect of career management is career planning, which guides an employee's growth based on an analysis of the company's requirements, the company's success profiles for its employees, and the employee's own performance, potential, and personal preferences (Armstrong, 2012). Career counselling, as defined by Ombay, Otuya, and Shiamwama (2013), is the process by which a counsellor (professionals in the fields of human resources, senior management, and/or industry veterans) assists the counselee (an employee) in achieving organizational objectives while realizing his or her own goals. Succession planning, as defined by Schmalzried and Fallon (2007), is "an intentional effort by an organization's leaders to guarantee that leadership continuity is maintained and that key roles are filled from within in the event of a leave." If you want your succession planning efforts

to bear fruit, your company needs a strategy that is both successful and laser-focused on ensuring its continued dominance in the future.

1.1.2 Organizational Performance

Profitability, liquidity, growth, and stock price are some of the metrics used to evaluate an organization's success. The most common type of dependent variable in contemporary organizational studies is the performance of the organizations studied (Carton, 2004). For anything as universal as "performance" in management studies, its structure and description are inclusion and exclusion criteria justified; rather, its suitability, in whatever form, is taken as a given (Richard, Deviney, Yip & Johnson, 2009). Sales, people, and total assets are the three common metrics by which a company's success can be measured.

A company's performance can be measured by how well it meets a variety of objectives, including the creation of superior products, the maintenance of a dominant market share, the achievement of substantial profits and other legitimate financial outcomes, and the maintenance of stability in the face of economic uncertainty (Koontz & Donnell, 2003). Product quality, market share, and profit levels are just few of the metrics that may be utilized in conjunction with a company's performance to gain insight into how a business is doing in comparison to its competitors. It is a valuation of the company's assets based on how they contribute to the company's growth, profits, and success (Johnson et al., 2006). From a purely quantitative perspective, a company's success can be gauged by looking at metrics like return on assets, return on equity, revenue growth, and profitability (Sheriff, Peous & Ali, 2010). Conversely, Ittner and Lacker (2003) claimed that subjective metrics of firm performance, such as client satisfaction, employee satisfaction, and retaining customers, should be used when evaluating the performance of a firm.

There is a more all-encompassing method of measuring a company's success called the balanced scorecard, developed by Kaplan and Norton (2006). The directors can quickly get an overview of the company's status thanks to the balanced scorecard. The financial, customer/stakeholder, internal business, learning and development are the four pillars of the balance scorecard. Remmers (2014) state that a company's financial health can be gauged by using a "financial viewpoint," which considers factors including cost, sales income, and profit. An evaluation of a company's performance from the customer's point of view would consider such metrics as customer satisfaction and continuous business relationship. The

company's internal procedures are assessed using balance scorecard with the goal of bettering the quality of service provided to customers. Finally, the perspective of learning, growth, and development highlights the critical need of creating a setting that encourages the kind of organizational transformation, creativity, and employee growth that underpins successful plan execution. In this analysis, the balanced score card was used to evaluate businesses, as it provides a holistic view of an organization's health by considering both financial and non-financial metrics.

1.1.3 Logistics Firms in Mombasa County

Mombasa's logistics firms contribute considerably to the country's economy by providing jobs and generating cash through multilateral commerce (Datche, 2019). Mombasa's logistics firms contribute significantly to Kenya's GDP and employment levels, as well as the country's capacity to engage in international trade. There are many obstacles that logistic companies must overcome. High fuel costs, inflation, and restrictions on government spending are three major issues. (Murage, 2017).

For logistics firms to adapt to the changing modern world, it is important that they adapt to career management. The transition from being just a logistics firm to an organization with management of careers of the employees creates motivation that leads to broadened thinking, creation of new innovative ideas and efficient knowledge transfer and sharing (Garvin, 2000). When logistics firms embed career management in their operations, its workforce continuously learn new knowledge which enable them to come up with new ideas on how to efficiently perform and attain higher organizational performance (Mrisha, 2017).

According to the Federation of East African Freight Forwarders Associations (www.feaffa.com), there are 425 registered logistics companies operating in Mombasa County, Kenya. The efficiency of moving goods progresses through improved techniques and management principles in the logistics involved in transporting products, delivery speed, the cost of transportation and energy saving (Tseng & Yue, 2005).

1.2 Research Problem

The people that work for a company are its most valuable resource. They contribute in a significant way to the achievement of the organization's goals. To maximize current and potential performance on the job, it is essential to provide these valuable resources with the skills they need through strategic career management (Aseka, 2012). As part of a larger

human asset framework, career management must ensure that company goals are communicated effectively and implemented (De Vos & Cambre 2016). In spite of the size of an organization's resources (financial, material, etc.), it will not be able to effectively achieve its goals if it does not invest in the professional development of its employees as a driving factor (Ewah 2015).

With the current business environment which is coupled with rapid technological changes, globalization, changing governmental policies and increased customer demands has greatly affected logistics in Kenya (Wambui, 2021). The researcher further suggested that there was typically an unmet demand for people strategy and business strategy alignment. 50% of top managers worldwide believe that talent management and organizational growth are not aligned. Because of this, talent management is not just a concern of the human resources department; top managers from other organizations are also involved (Collings, 2010).

In their 2016 study on career management in high-performing American firms, De Vos and Cambre found that the developing eccentrics of careers requires a diverse organizational approach. They noted that while organizations offered supportive and development practices, it was the employee's individual responsibility to ensure their goals were on track and achieved. In a study on career management on organizational performance of firms listed on the Nairobi Security Exchange (Namusonge et al.,2017) concluded that career management practices had widely been adopted by listed firms and as result had led to improved performance. They further recommended that firms wishing to maintain superior organization performance should put in place mechanisms to support career management.

Ivoma (2020) while studying the impact of career management on organisational performance at university of Nigeria teaching hospital in Enugu the researcher concluded that it was necessary that firms have advanced career management that were suitable to their workforce as they assist the firm to reduce the rate of staff turnover. She further suggested that the organization should ensure that they have a career ladder that has growth potential that will enable employees reach their peak and cause their retention in the organization. While several studies have been conducted by previous researchers in different industries there has been inconclusive results as the different career models used entered the employee as the main point of focus while leaving the organization's role and benefits unclear. As such, the purpose of the present research was to bridge this knowledge vacuum by

determining how exactly career management practices affected organizational performance among logistics firms in Mombasa County, Kenya?

1.3 Research Objectives

The main goal of this research was to learn how different career management practices had affected the organizational performance of logistics companies in Mombasa County. Specifically, this research aimed to:

- i. Determine the effect of career planning on organizational performance of logistic firms in Mombasa County.
- ii. Determine the effect of career training on organizational performance of logistic firms in Mombasa County.
- iii. Determine the effect of career counselling on organizational performance of logistics firm in Mombasa County.
- iv. Determine the effect of succession planning on organizational performance of logistics firm in Mombasa County.

1.4 Significance of the Study

The management of the logistics firms would moreover gain knowledge from this research, as it would supply insights about career management and organizational performance at the institutions. Other firms would have ability of putting into practice the suggestions of the study career management. This would in turn reap maximum benefits towards organizational performance.

The findings of this study would equip organizational policy makers with up-to-date information that will guide them in career management. It would also enlighten the human resource experts on the importance of implementing career management practices in their organization as a major tool of improving the organization's performance. The policy makers would find this study useful in fostering an enabling business environment as well as getting a better understanding of the industry.

Those in the know-how about career management and its effect on organizational performance in Kenya could utilize this data to further their grasp of the topic. This research would lay the groundwork for future studies in this area. The research also deepens our comprehension of knowledge on employee perception of the effectiveness of career management practices.

CHAPTER TWO: LITERATURE REVIEW

2.1 Introduction

This chapter addressed the review of existing literature connected to career management and organizational performance. The specific topics covered in this chapter included a theoretical background, an overview of the relevant empirical literature, and a conceptual outline.

2.2 Theoretical Foundation

This section reviewed the theories on which the notion of career management and organization performance was tied up on. This research focused on the following theories: motivation-hygiene theory, resource-based view theory and institutional theory.

2.2.1 Motivation-Hygiene Theory

Employee satisfaction serves as a starting point for investigating Fredrick Herzberg's (1964) Two-Factor hypothesis, commonly known as the motivation hygiene theory. According to the notion, the level of contentment and discontentment among workers stems from intrinsic motivation. Motivating elements are those features of a position that raise workers' awareness of the importance of their work and help them meet the criteria of performance set by the business. Motivating factors are those that have been carefully considered and have a direct bearing on the performance of the task at hand (Carmines, Edward & Richard, 1999). Aspects of the work environment, such as supervisory methods, compensation, corporate policies, and other conditions, are included.

When comparing the causes of job satisfaction and discontent, Herzberg (1964) found that they were distinct. To make sense of his findings, he developed this idea. Since the elements for employee maintenance are typically supposed to keep away employees from unhappiness, but are distant from delivering satisfaction, he referred to the causes generating contentment or dissatisfaction as factors of hygiene in his study. According to Herzberg (1964), the most important contributors to employee happiness are "accomplishment," "the job itself," "advancement," "responsibility," "recognition," and "development."

Herzberg (1964) noted, however, that factors such as business rules, management, the quality of the working environment, the friendliness of co-workers, and the size of the paycheck all have a role in employees' levels of happiness or dissatisfaction.

This theory has been merited for enabling organizations find motivating factors that boost the morale of employees at work. Khalid (2013) criticized the Herzberg's two factor theory in the view that it disregards individual differences such as age, gender, professional levels and so on. This theory is pertinent to the research at hand as the researcher will be finding the aspects of career management practices that tend to motivate employees with different demographic backgrounds and how the process enhances the overall performance of the employee and organization as whole.

2.2.2 Resource Based Theory

According to this concept, an organization's advantage and its overall performance are constrained by its available resources (Peteraf & Barney, 2003). The pursuit of competitive advantage is a common theme in strategic management literature (Liao & Hu, 2007). Barney (1991) examined the relationship between firm assets and managed aggressive focus, based on the assumptions that critical assets would be distributed heterogeneously throughout companies and that these contrasts needed to be maintained ultimately. Non-substitutability, value, inimitability, and rarity are four experimental measures of the potential for company assets to provide focused output.

The resource-based view of competitive advantage makes two key assumptions in its analysis of potential advantages (Peteraf & Barney, 2003). Foremost, the resource-based view (RBV) presupposes heterogeneity among enterprises within a sector or among a group of important tactical factors in terms of resource management. Because of the perfect immobility of resources among enterprises, it is assumed that this heterogeneity will continue to exist and be utilised in the implementation of strategies. The rarity of a company's resources is an essential aspect that boosts its competitive edge. When all enterprises in a market have access to the same resources, competition is inevitable since no firm can employ a tactic that is unavailable to its rivals (Cool, 2002). This hypothesis helps explain how the company's resources will be employed to boost its performance, which is important for the research.

The following are summaries of four criticisms that Priem and Butler (2001) proposed. There are several shortcomings with the resource-based paradigm, including the fact that it repeatedly states the same thing, that diverse mixes of resources may create the same value for firms, and that this may mean they cannot gain a competitive advantage. But Barney

(2001) offered some counterarguments that it's hard to find resources that match the VRIN (Valuable, Rare, Imperfect, Non-Substitutable) criteria. This theory is applicable to this research because it explains how businesses can increase profits in a highly competitive market by allocating resources effectively and how businesses can influence employee performance by directing their careers through a variety of training and support initiatives.

2.2.3 Institutional Theory

This theory helps in understanding the management and organization practices from a social standpoint rather than from an economic view. Its popularity arose because it could justify corporate actions that run counter to standard economic logic. The concept of institutions has explained the reason why managerial innovations were adopted by companies or enhanced diffusion organization wide despite that they are not able to better the effectiveness and efficiency of organizations. The explanation, from this theory, is anchored on the idea that retention and adoption of practices in the organization depend on social pressures to be legitimate and to conform than pressures that are technical that seeks economic performance (Scott, 2014).

With their hidden logics for action, diversity, change, and stability are all moulded by institutions, in both organizations and individuals. Among the many presumptions of this theory is that institutions are both culturally and materially distinct, and that they are endowed with a "appended agency" in which the values, interests, and assumptions of individuals and organizations are integrated in the institutional logics (Peteraf & Barney, 2003). This theory is useful for our purposes because it provides a framework for studying employee behaviour in the workplace from a social perspective.

2.3 Empirical Review

This section analyzed the research that had been done to better the understand of the practical aspects of succession planning, career counselling, career training, and career development.

2.3.1 Career Planning on Organizational Performance

Obeidat, Omari, Aljawarneh, and Alkhoulf (2022) studied the effect of career planning on organisational performance for pharmaceutical companies in Jordan. The researchers suggested that career path planning because of its effective role in professional development and management, and its direct positive impact on organizational performance when used effectively, it attracts the attention of human resource managers in specific and overall

organizational management. They concluded that career path planning had influenced organisational performance in the pharmaceutical companies under review. While this study was done in a foreign background causing a gap the researchers also recommended that more research needed to be done with a viewpoint of other measures of organizational performance.

In their 2020 study, Awino and Kipsang looked into the impact of the rewards system on the link between career planning and employees' commitment to the company among workers at a sample of manufacturing establishments. The study's goal was to ascertain how strategic career planning influences employee dedication and how incentive programs influence this connection. Finally, the rewards system was found to moderate the connection between professional goals and loyalty to the company in a significant and beneficial way. While the researcher put focus on rewarding system and career planning in manufacturing firms this study seeks to find out how career planning can influence organizational performance of logistics firms.

2.3.2 Career Training on Organizational Performance

Yao and Cui (2019) examined organizational performance and on-the-job training using data from Chinese medical facilities. The findings demonstrated that on-the-job training enhances the performance of medical facilities in various parameters, including an increase in total visits, a decrease in occupational errors, and local competitiveness. Following training, primary health care institutions (PHCIs), which act as a health gatekeeper, saw a decrease in the number of occupational accidents. In general, the medical institutions benefited more from the increasing number of patient visits as a result of enhanced service delivery by taking part in on-the-job training, which raised the institutions' overall revenue. This study aims to fill a vacuum left by the researchers' failure to address how institutions' public perceptions were affected by the development of their human resources.

Daniel (2018) investigated how training affected the performance of Nigerian microfinance institutions. The study found a considerable impact of expertise acquired by a worker as a result of formal training in production levels. Additional research showed that training affected employee commitment because workers valued the investment the company had made. While this research was done on a foreign context and organizational performance in the aspect of efficiency and reduced staff turnover was not considered as a variable under the study therefore, this results to a research gap that needs to be filled.

A review of the literature on the impact of training on organizational performance was conducted by Singh and Jain (2017). Although there are some disadvantages like the high-cost factor involved in training for each employee, but the advantages of training is superseding the cons. Kiima (2015) looked into the impact of training on the professional development of staff at Equity Bank Kenya Limited. The study found that employees' chances of promotion inside the bank increased after they received training. Staff members who invest time and efforts in education advancement and development are more likely to be rewarded with promotions and pay raises as the company moves forward. Workers who invested in their education and development got the knowledge, abilities, and attitudes critical to succeeding in their roles at the bank and advancing their careers. This researcher focused on bank employee's personal achievement of their career goals and productivity the findings cannot be generalized to other sectors of the economy hence need arises to explore logistics firms.

In a case study of drilling businesses in Tanzania's Geita, Shinyanga, and Mara regions, Samuel (2018) investigated the effect of training employees has on output. Workers who had received training reported significantly fewer workplace accidents, suggesting that the training had a direct impact on productivity. The study's findings, however, show that drilling businesses generally lack appropriate training policies and practices. The researcher recommended that future scholars to do further research on the need for companies to develop proper training plans that would maximize employee's potential while achieving organizational efficiency.

2.3.3 Career Counselling on Organizational Performance

Career counseling, as defined by Ombay, Otuya, and Shiamwama (2013), is a collaborative effort between the counselor and the counselee. In this context, "career counseling" refers to any procedure by which a counselor (a career management specialist, senior manager, human resources manager, or someone with extensive experience in the same field) assists an employee in establishing and pursuing professional goals both personal targets and goals which are aligned to the organization's objective. In their studies they discovered that sugar firms that shunned career counselling registered low productivity. They recommended that future studies to explore participative approaches which could be used by an organization to formulate and implement better career counselling policies.

The impact of career guidance on productivity at Murang'a Water and Sanitation Company Limited was analyzed by Kathukya, Mwangi, and Machogu (2022). According to their findings, first-line supervisors are crucial in assisting those under their supervision in developing professionally. The research also recommended providing sufficient career counselling information and implementing a career guidance policy aimed at improving employees' skills was very necessary at a workplace. While this study did focus on the goal setting and achievement of personal career goals through self-discovery the researcher did not focus much on incorporating the company's bottom-line in the process.

Mwova and Lang'at (2021) looked at a case study of workers at a few private institutions in Nairobi County, Kenya, to see how different approaches to professional growth affected worker productivity. Career counselling and advice was found to be a major predictor of employee success in this descriptive research of workers at religiously based private colleges in Kenya (including Daystar, CUEA, St. Paul's, and KeMU). The research found that most of the schools assessed did not provide enough career guidance in the forms of counselling and mentoring. The development of a competent labour force can be aided by further research into how various businesses and industries might improve career counselling for their employees.

2.3.4 Succession Planning on Organizational Performance

Ahmed (2020) used a case study of Family Bank, Kenya to investigate how succession planning affects business outcomes. According to the findings, the bank's succession planning processes guaranteed that high-performing personnel were kept and rewarded while also preparing for a change in leadership. The bank's succession planning relied heavily on employees' self-identified career goals and objectives because doing so helped pinpoint necessary skills for future leaders to nurture. Despite its efforts to ensure its long-term viability, the bank encountered challenges in the areas of succession planning and leadership development.

Kitayi (2017) used a case study of Mara Farming Limited, a family-owned business in the horticulture industry, to investigate the impact of succession planning on company performance. As the results of the findings show, the horticulture organizations in Kenya can improve their performance through better personnel mobilization and management using a succession planning approach. The study's authors advised businesses to use effective retention strategies and upgrade their remuneration systems to attract and keep

valuable employees. While this study focused on compensating employees well for retention purpose it did not focus on how the organization can manage retirement of senior management employees by preparing existing employees to take up such roles when they arise.

Njeri, Ngui, and Mathenge (2019) examined the Catholic Archdiocese of Nairobi as a case study of the succession management and performance of the organization of faith-based organizations. The researchers found that job rotation enabled employees to have better picture of the firm operations and how the different functions of the company integrated. This process enabled them to perform better when appointed in management roles. This case study was conducted in Nairobi with just one religious’ organization under review therefore resulting to a research gap.

2.4 Conceptual Framework

This section illustrated the conceptual model of the independent variables and dependent variable.

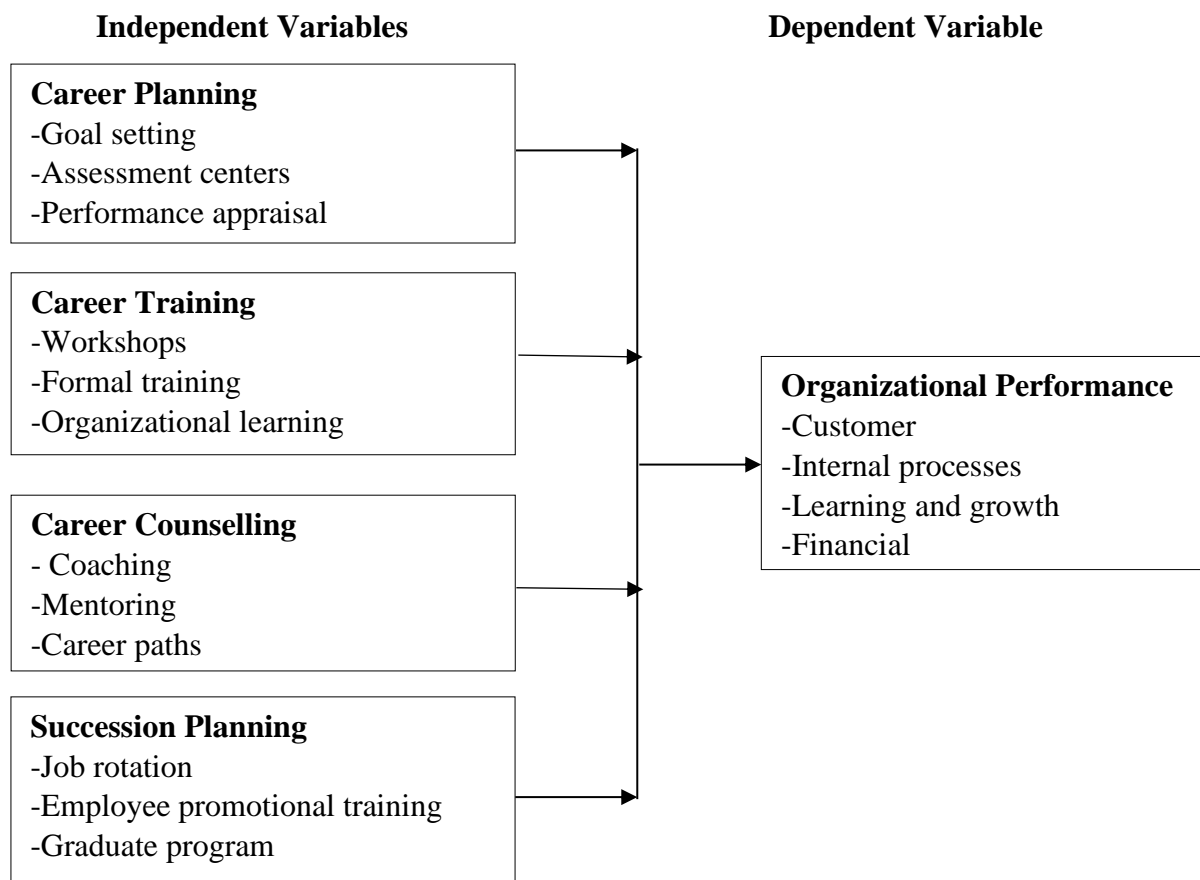


Figure 2.1: Conceptual Framework

CHAPTER THREE: RESEARCH METHODOLOGY

3.1 Introduction

The research methodology, target population, data collection tools and methods, pilot testing, data analysis and presentation strategies are all laid out in this section.

3.2 Research Design

This study was a survey that was cross-sectional and descriptive in nature. According to Mugenda and Mugenda (2008), the proposed design is appropriate if the purpose of the study is to collect data from a cross-section of members of a population at one point in time. The researcher's intention was to explain a known occurrence by asking people about their attitudes, actions, or perceived values at a given point in time. This study used descriptive cross-sectional design because it is the most appropriate design for this study.

3.3 Target Population

The entire pool from which a statistical sample was drawn is referred to as a population. It could be applied to a huge number of individuals, items, activities, visits or measurements. Therefore, population is defined as a set of individuals that share some similar defining feature (Gordon-Scott 2020). According to the Federation of East African Freight Forwarders, the study's population of interest consisted of 425 Mombasa-based businesses with similar characteristics (www.feaffa.com).

3.4 Sample Design

In order to accurately represent 425 logistics firms in Mombasa County, the researcher used a sample size of 30% which was 128. A sample size of 30% is enough, according to Mugenda & Mugenda (2003), for populations of less than 500. Purposive sampling was used to pick human resource managers across all 128 businesses to participate in the study as they were in best position to provide useful information for the study.

3.5 Data Collection Instruments and Procedures

In this research, a questionnaire served as the primary source for information gathering. This was utilized for the primary quantitative data collection. The questionnaire was used since it could reach fast collection of responses from many people, the ability to give respondents plenty of time to think about their answers, and the assurance of privacy and anonymity to those who used it. Bias based on respondents' individual traits was also reduced using the questionnaire. (Owens, 2002)

Questions were answered in a variety of ways, from very general to very specific. The researchers could quickly quantify data from closed-ended questions using SPSS version 25, while open-ended questions persuaded respondents and provided sufficient detail.

3.6 Pilot Testing

At the time of final sampling, a subset of the population was used to evaluate the data gathering tools outside of the full population. Pilot testing made use of two procedures: a validity test and a reliability test. The objective of doing pilot studies was to verify the accuracy of measurement tools before collecting final data.

3.6.1 Reliability and Validity of Research Instruments

According to Mugenda (2012), the concept of reliability is focused on determining how well a research tool maintains its accuracy over time. A pilot test was used to test the final questionnaire's reliability. The validity of the data collection tool was assessed using Cronbach's alpha on the collected information. A Cronbach's alpha of 0.70 or above suggests that the collected data is credible, as it has reasonably high internal consistency and may be extrapolated to reflect the opinions of all respondents in the target demographic. Nonetheless, the dependability of the scale increases as the score goes up (Zikmund, 2000).

The results of the pilot study informed revisions to the final questionnaire that was used. It has been suggested by Pallant (2001) that if the Cronbach alpha index for internal consistency is over 0.7, then the study can be considered to have a high degree of reliability. If the Cronbach alpha is less than 0.7, the reliability of the survey is poor (Nunnally & Bernstein, 1994). Alpha Cronbach alpha scores between 0.60 and 0.80 are considered fair.

Validity, as defined by Mugenda & Mugenda (2012), is the reliability and significance of conclusions drawn from research. The questionnaire was well-framed in order to get to the heart of the matter. The instruments employed in this study were evaluated based on their content validity. Achieving content validity in data collection ensured that the information obtained accurately reflects the subject matter of a given notion. A reliable instrument was developed and tested using representative data sets. Content validity was tested by Kaiser-Meyer-Olkin (KMO) and Bartlett's test of sphericity.

3.7 Operationalization of Variables

Variables operationalizing is a way which depicts how the study defines and measures variables. The significance of variables operationalization is its capability to assist the other researchers replicate the research and it also serves the purpose of consistency in research results (Creswell, 2015). The predictor variable considered was career management practices as measured by career planning, career training, career counselling and succession planning. The dependent variable was organizational performance as measured by the balanced score card metrics of customer, internal processes, learning and growth and financial. These have been operationalized as shown in Table 3.1.

Table 3.1 Operationalization of Study Variables

Variable	Sub-variable	Indicators
Career Management Practices	Career planning	-Goal setting -Assessment Centers -Performance Appraisal
	Career training	-Workshops -Formal training -Organizational learning
	Career counselling	- Coaching -Mentoring -Career paths
	Succession planning	-Job rotation -Employee promotional training -Graduate program
Organizational performance		-Customer -Internal processes -Learning and growth -Financial

Source: Researcher (2022)

3.8 Data Analysis and Presentation

The data was analyzed by employing descriptive and inferential statistics. Descriptive statistics was used to analyze data by computing the mean and standard deviation of the responses. Multiple regression was further computed to enable inferences to be made on the data. The analytical model used by the researcher was:

$$Y = \beta_0 + \beta_1x_1 + \beta_2x_2 + \beta_3x_3 + \beta_4x_4 + \varepsilon$$

Where

Y = Organizational Performance

X_1 = Career Planning

X_2 = Career Training

X_3 = Career Counselling

X_4 = Succession Planning

α , Constant term indicating the level of performance in the absence of any independent variables.

$\beta_1, \beta_2, \beta_3$ and β_4 coefficients of the independent variables

ε = error or noise term indicating the unexplained variation outside the model.

CHAPTER FOUR: DATA ANALYSIS, FINDINGS AND DISCUSSION

4.1 Introduction

A total of 128 logistics firms in Mombasa County were targeted with the respondents being Human Resource managers. Out of the 128 questionnaires distributed, 128 usable ones were received back. This represents a response rate of 100%. The pilot results, data analysis, findings and discussions are as presented in the following subsections.

4.2 Pilot Results

To determine the reliability and internal consistency of the data gathering methods, the research carried out a pilot study. Thirteen respondents participated in the pilot study, which was the recommended 10% of the population according to Riel (2010). Respondents for the pilot study were chosen at random from logistics firms outside the sampling frame. The participants from the pilot research were not included in the analysis (Kothari, 2014). The following subsections contain a presentation of the outcomes of the pilot test.

4.2.1 Validity Results

Construct and face validities of the research instrument were tested by the researcher. For face validity and construct validity, the researcher sought research supervisor's views on the suitability of measurement scales adopted in the study. Content validity was tested by Kaiser-Meyer-Olkin (KMO) and Bartlett's test of sphericity as shown in Table 4.1.

Table 4.1 Validity Results

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		0.897
Bartlett's Test of Sphericity	Approx. Chi-square	20047.01
	Df	12
	Sig.	0.00

Source: Researcher (2022)

As shown in Table 4.1, Kaiser-Meyer-Olkin (KMO) measures of sampling adequacy and Bartlett's test of sphericity was applied to examine the degree of attributes relationship. Bartlett's test of sphericity and the Kaiser-Meyer-Olkin (KMO) measures of sampling adequacy were used to determine whether exploratory and confirmatory factor analyses were appropriate for the data analysis. Bartlett's test of sphericity showed a good KMO coefficient for the study of 0.897 and a chi square value of 20047.01 and a p value of 0.00.

Based on the KMO test, it is determined that there is a significant partial correlation between the study variables.

4.2.2 Reliability Results

Reliability of the questionnaire was tested using Cronbach Alpha whose coefficient ranges from 0 to 1, and the closer it's to 1, the better the research instrument (Kothari, 2014).

Table 4.2 Reliability Results

Constructs	N of Items	Cronbach's Alpha	Decision
Career planning	4	0.841	Reliable
Career training	4	0.898	Reliable
Career counselling	3	0.734	Reliable
Succession planning	4	0.762	Reliable
Organizational performance	4	0.855	Reliable

Source: Researcher (2022)

The reliability findings for all five theoretical constructs were presented in Table 4.2. The four questionnaire items used to measure career planning had a Cronbach's Alpha index of 0.841. This suggested that the scale was accurate, the items were related and they all measured the same thing. Similar results were found for the other variables career training, career counselling, succession planning and organizational performance, which had Cronbach's Alpha index of above the 0.7 cut-off selected for this study at 0.898, 0.734, 0.762, and 0.855, respectively. These results implied that the scale used in this study was reliable and it was adequate for data collection.

4.3 Demographic Characteristics of Respondents

The researcher sought general information concerning respondents being studied. The results are discussed in the following subsections.

4.3.1 Duration Worked in the Firm

The respondents were asked to indicate the duration they had worked with the logistic firms. The results are shown in the Table 4.3.

Table 4.3 Experience of Respondents

	Frequency	Percent	Cumulative Percent
1-5 years	9	7.0	7.0
5-10 years	21	16.4	23.4

10-15 years	56	43.8	67.2
15 years and Above	42	32.8	100.0
Total	128	100.0	

Source: Research data (2022)

From Table 4.3 it was observed that majority of respondents (43.8%) had worked in the logistic firms for between 10 and 15 years. 32.8% respondents had worked in the logistic firms for more than 15 years and other 16.4% respondents have been engaged in the firms for between 5 and 10 years. Only 7% of the respondents had working experience of less than 5 years. Overall, 76.4% of respondents had work experience of above 10 years. This implies that majority of the respondents had worked long enough to be familiar with the career management practices adopted by their respective firms hence increased chance that they provided more reliable information.

4.3.2 Level of Education

Next, the respondents were to indicate their level of education. The results are displayed in Table 4.4.

Table 4.4 Respondents' Education Level

	Frequency	Percent	Cumulative Percent
Certificate	2	1.6	1.6
Diploma	12	9.4	11.0
Degree	59	46.1	57.1
Post Graduate Diploma	44	34.3	91.4
Masters' Degree	11	8.6	100.0
Total	128	100.0	

Source: Research data (2022)

From Table 4.4 it is observed that majority of respondents (46.1%) had degree level of education. 34.3% of the respondents had Post graduate diploma and other 9.4% possessed Diploma qualification and only 8.6% of respondents had Masters' degree qualification. Overall, 89% had education level of degree and above. This implies that majority of the respondents had knowledge on career management practices and its implication on organizational performance of logistics firms.

4.4 Descriptive Analysis

Descriptive analysis was conducted on the study variables to check the mean and standard deviation. The results are presented in the following sub-sections.

4.4.1 Career Planning and Organizational Performance

The first objective of this study was to determine the extent of adoption of career planning in the logistics firms in Mombasa County. The respondents were required to indicate the extent to which the firms had adopted the career planning practices on a Likert scale of 1 to 5 with 1 representing strongly disagree and 5 representing strongly agree. The results are shown in Table 4.5.

Table 4.5 Career Planning

	N	Mean	Std. Deviation
Our employees career goals are clear	128	4.25	1.032
The management assists employees in linking personal goals to opportunities available within the organization	128	4.39	1.021
Availability of assessments centers for frequent testing of employee's capabilities	128	4.21	.932
There is good flow of information concerning feedback on set goals during appraisals	128	4.60	.833
Average	128	4.36	.955

Source: Research data (2022)

From Table 4.5 it can be observed that respondents agreed with the claim that employees' career goals are clear as shown by a mean of 4.25 and a standard deviation of 1.032. According to the study findings, respondents agreed to the statement that the management assisted employees in linking personal goals to opportunities available within the organization by a mean of 4.39 and a standard deviation of 1.021. Further, respondents agreed to the statement that availability of assessments centers for frequent testing of employee's capabilities as indicated by a mean of 4.21 and standard deviation of 0.932. Respondents also agreed with the statement that there was good flow of information concerning feedback on set goals during appraisals by a mean 4.6. The overall mean of career planning was 4.36 indicating that the practice was practiced to a large extent in logistic firms.

4.4.2 Career Training

The respondents were required to indicate the extent to which the logistics firms offered career training to their employees. The results are displayed in Table 4.6.

Table 4.6 Career Training

	N	Mean	Std. Deviation
Workshops organized by the organization can enhance employees' capabilities and potential	128	3.92	1.139
The organization makes arrangement for seminars on emerging work-related issues	128	4.11	1.349
The company sees training as a reward for good performance	128	4.17	1.007
Training need analysis is conducted impartially	128	4.19	.628
Average	128	4.09	1.031

Source: Research data (2022)

From Table 4.6 it can be observed that the respondents agreed to the statement that workshops organized by the organization can enhance employees' capabilities and potential as shown by a mean of 3.92 and standard deviation of 1.139. Further, respondents agreed to the statement that the organization made arrangement for seminars on emerging work-related issues as evidenced by a mean of 4.11 and a standard deviation of 1.349. In addition, the respondents agreed with the assertion that the company saw training as a reward for good performance as revealed by a mean of 4.17 and a standard deviation of 1.007. The respondents also concurred with the statements that training need analysis was conducted impartially giving a mean of 4.19 and a standard deviation of 0.628. The overall mean of career training was 4.09 indicating that career training was practiced to a large extent in the logistics under study.

4.4.3 Career Counselling

The respondents were required to indicate the extent to which the logistics firms in Mombasa County offered career counselling to their staff. The results are displayed in Table 4.7.

Table 4.7 Career Counselling

	N	Mean	Std. Deviation
The firm counselors are experienced to provide guidance and support to employees facing challenging task	128	4.33	1.049
The mentorship program is well established for employees in any level	128	4.00	1.142
A career coach gave you a sense of direction in your career path	128	4.21	1.250
Average	128	4.18	1.112

Source: Research data (2022)

From Table 4.7 it is established that respondents agreed with the assertion that the firm counselors are experienced to provide guidance and support to employees facing challenging task as shown by a mean of 4.33 and a standard deviation of 1.049. On the assertion that mentorship program is well established for employees in any level, respondents agreed as indicated by a mean of 4.00 and a standard deviation of 1.142. Respondents agreed with the statement that a career coach gave you a sense of direction in your career path by a mean of 4.21 and a standard deviation of 0.672. The overall mean of career counselling was 4.18 indicating that career counselling was practiced to a large extent in logistics firms.

4.4.4 Succession Planning

The respondents were required to indicate the extent to which the logistics firms adopt succession planning. The results are displayed in Table 4.8.

Table 4.8 Succession Planning

	N	Mean	Std. Deviation
Job rotation program is adequate to facilitate a learning experience all-round the organization	128	4.57	.824
The firm has an established program for internal employees to succeed the retiring ones	128	4.62	.917
The graduate recruitment program has satisfactorily assisted the company in hiring entry-level employees	128	3.41	.565
Vacant positions can be filled within the organization	128	4.34	.830
Average	128	4.235	.784

Results in Table 4.8 show that respondents agreed to the statement that job rotation program is adequate to facilitate a learning experience all-round the organization as indicated by a mean of 4.57 and standard deviation of 0.824. Respondents agreed with the assertion that the firm has an established program for internal employees to succeed the retiring ones as shown by a mean of 4.62 and a standard deviation of 0.917. However, results further demonstrated that respondents were indifferent with the claim that the graduate recruitment program has satisfactorily assisted the company in hiring entry-level employees by mean of 3.4. Respondents agreed to the statement that vacant positions can be filled within the organization vacant positions can be filled within the organization by a mean of 4.34. The overall mean of succession planning was 4.235 indicating that succession planning was practiced to a large extent in logistics firms.

4.5 Diagnostic Tests

Multiple linear regression makes assumptions regarding the data to be used for modelling to ascertain whether the data is normally distributed, its linearity, and whether there's multi-collinearity problems. This study tested only two assumptions, i.e. multi-collinearity and normality tests as presented in the following sub-sections.

4.5.1 Normality Test

The normality test on data was conducted using Kolmogorov-Smirnov where if the value $\text{asypm. Sig.} > 0.05$, then the data is normally distributed research. Kolmogorov-Smirnov test came in hand in this study as one of its benefits is that the distribution of statistic does not depend on cumulative distribution function being tested. The results are presented in the Table 4.9.

Table 4.9 Kolmogorov-Smirnov Test

Construct	K-S Test Statistic	DF	Sig.
Career Planning	2.639	127	0.0731
Career Training	2.311	127	0.0592
Career Counselling	3.009	127	0.0816
Succession Planning	3.620	127	0.0619
Organizational Performance	2.054	127	0.0957

Normality test depicted in Table 4.9 shows that study constructs had p-values larger than 0.05 hence the null hypothesis that the data is normally distributed was not rejected. The study concludes that the study variables had a normal distribution to the mean.

4.5.2 Multi-collinearity Test

The study assessed multi-collinearity diagnostic by adopting the measures of the Tolerance and Variance Inflation Factor (VIF) as presented in Table 4.10.

Table 4.10 Multi-collinearity Test Results

Model	Collinearity Statistics	
	Tolerance	VIF
1		
Career planning	.371	2.694
Career training	.447	2.235
Career counselling	.331	3.017
Succession planning	.619	1.614

Results in Table 4.10 revealed that the Variance Inflation Factor is less than 5, i.e., $VIF < 5$ and Tolerance statistic is greater than 0.2 indicating that the study constructs were not highly correlated, hence there's no multi-collinearity issues. The threshold for dropping out variables is when their VIF index is more than 10. In this case all the study variables have a Variance Inflation Factor of less than 10 hence none was dropped.

4.6 Multiple Regression Results

The relationship between career management practices and organizational performance was addressed by multiple regression analysis. The following sub-sections discuss multiple regression results.

Table 4.11 Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.683 ^a	.467	.349	.76329	2.335

a. Predictors: (Constant), Career training, Career planning, Career counselling, Succession planning

b. Dependent Variable: Organizational performance

From Table 4.11, the correlation coefficient (R) for career management practices and organizational performance is 0.683 indicating that there was a positive correlation. The coefficient of determination (R^2) is 0.467 which indicates that 46.7% change in organizational performance is explained by the career management practices.

Table 4.12 ANOVA

Model	Sum of Squares	Df	Mean Square	F	Sig.
Regression	7.845	4	1.961	26.863	.007 ^b
1 Residual	8.959	123	.073		
Total	16.804	127			

a. Dependent Variable: Organizational performance

b. Predictors: (Constant), Career planning, Career training, Career counselling, Succession planning

The ANOVA results in Table 4.12 show the P-value as 0.007 which is less than 0.05 significance level. This implies that career management practices used in the study are statistically significant in predicting organizational performance of logistics firms in Mombasa County.

Table 4.13 Regression Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
(Constant)	2.423	1.090		2.223	.007		
Career planning	.494	.221	.128	2.235	.000	.371	2.694
Career training	.565	.259	.179	2.181	.004	.447	2.235
1 Career counselling	.379	.162	.116	2.339	.000	.331	3.017
Succession planning	.488	.295	.227	1.654	.000	.619	1.614

a. Dependent Variable: Organizational performance

Regression coefficients are displayed in Table 4.13 and based on the results, beta coefficients for all the predictors are all significant at $p < 0.05$.

The regression results further revealed that with all other predictors held constant at zero, organizational performance would increase by 2.423. Results show that for a unit increase

in the career planning, organizational performance is predicted to increase by 0.494. Further in the model it shows that a unit increase in career training would lead to an increase in organizational performance by 0.565. A unit increase in career counselling would lead to a positive increase in organizational performance by 0.379, and a unit increase in succession planning would lead to a positive increase in organizational performance by 0.488. The significance threshold was established at $P < 0.05$. Based on the regression results, the following multiple regression equation was developed:

$$Y = 2.423 + 0.494X_1 + 0.565X_2 + 0.379X_3 + 0.488X_4$$

4.7 Discussion of Key Findings

The regression coefficients formed the basis for answering research questions. This was ensured by taking into account the p-values that corresponded to the appropriate regression coefficients and t-values as depicted in Table 4.13. The first research question was what is the effect of career planning on organizational performance? The regression results for career planning were $\beta_1=0.494$, $t=2.235$, and $p<0.05$ indicating that there was a positively significant relationship between career planning and organizational performance. The study concludes that a unit increase in career planning would lead to 0.494 change in organizational performance. The results agree with Obeidat, Omari, Aljawarneh, and Alkhoulf (2022) whose study established that career planning played a key role in professional development and management and had a direct positive impact on organizational performance when used effectively.

The second research question was what is the effect of career training on organizational performance? The results of the regression analysis indicated that career training had a significant effect on organizational performance as shown by $\beta_2 = 0.565$, $t=2.181$, $p<0.05$. It is concluded that a unit increase in career training results in a 0.565 increase in organizational performance. The findings are corroborated by the results of the study by Kiima (2015) which showed that staff members who invest time and efforts in education advancement and development are more likely to increase their potential and undertake more responsibilities in the organization.

Thirdly, the research question was what is the effect of career counselling on organizational performance? The results of the regression analysis demonstrated a significant positive effect of career counselling on organizational performance, as established by $\beta_3 = 0.379$,

$t=2.339$, and $p<0.05$. The results conclude that a unit increase in career counselling would lead to a positive increase in organizational performance by 0.379.

Finally, the research question was what is the effect of succession planning on organizational performance? Regression results revealed that there is a positive significant relationship between succession planning and organizational performance ($\beta_4 = 0.488$, $t=1.654$, and $p<0.05$) implying that a unit increase in succession planning would lead to an increase in operational performance by 0.488. The findings corroborate those of Njeri, Ngui, and Mathenge (2019) whose study on succession management and performance of the organization of faith-based organizations revealed that job rotation enabled employees to have better picture of the firm operations and how the different functions of the company integrated, hence supporting findings of this study.

CHAPTER FIVE: SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter presents the summary of the findings and conclusion of the study as guided by the specific objectives. The chapter also presents the study recommendations and the areas for future research as per the findings of the study.

5.2 Summary of the Findings

The study objective was to investigate the career management practices and organizational performance of logistics firms in Mombasa County. The study was divided into four subsections which include pilot results, demographic information of respondents, descriptive analysis on independent variables and the effects of career management practices on organizational performance. The questionnaire response rate was 100% which was made possible because of the small number of target respondents.

Descriptive results revealed that respondents agreed with the assertion that employees' career goals are clear and to the statement that the management assists employees in linking personal goals to opportunities available within the organization. Further, results showed that respondents agreed to the statement of availability of assessments centers for frequent testing of employee's capabilities. Also, it was revealed that respondents agreed with the statement that there was good flow of information concerning feedback on set goals during appraisals. In a nutshell, results showed that the logistics firms practiced career planning to a large extent.

Descriptive analysis indicated that respondents agreed to the statement that workshops organized by the organization could enhance employees' capabilities and potential. The respondents also agreed to the statement that the organization makes arrangement for seminars on emerging work-related issues. Results showed that respondents were in agreement with the assertion that the company sees training as a reward for good performance and that training need analysis is conducted impartially. Overall, results revealed that career training is practiced moderately in the logistics firms.

The descriptive results showed that respondents agreed with the assertion that the firm counselors are experienced to provide guidance and support to employees facing challenging task. Findings showed that respondents agreed to the statement that mentorship program is well established for employees in any level and that a career coach gave you a sense of direction in your career path. Career counselling was found to be practiced moderately by logistics firms.

On succession planning, descriptive analysis showed that respondents agreed to the statement that job rotation program is adequate to facilitate a learning experience all-round the organization. It was revealed that respondents agreed with the assertion that the firm has an established program for internal employees to succeed the retiring ones. However, results demonstrated that respondents were indifferent with the claim that the graduate recruitment program has satisfactorily assisted the company in hiring entry-level employees. Respondents agreed to the statement that vacant positions can be filled within the organization. It was found that logistics firms practice succession planning to a moderate extent.

On regression results, the study adopted multiple linear regression model to regress organizational performance against career management practices. Based on correlation coefficient index it was revealed that organizational performance had a positive significant correlation with career management practices constructs of career planning, career training, career counselling and succession planning. Furthermore, ANOVA was used to measure the regression model validity and indicated that the model was valid to measure the relationship between the study variables with $p < 0.05$. The coefficient of determination (r^2) results revealed that career management practices had a 46.7% significant and positive effect on organizational performance of logistics firms.

5.3 Conclusions of the Study

The study concludes that the career goals of employees are clear. This implies that the logistics firms assist employees to craft their career goals. It is concluded that the management of logistics firms helps employees in linking personal goals to opportunities available within the organization. This implies that the management takes stock of the employees' career aspirations and rotates them to the tasks befitting these expectations. The logistics firms have developed assessments centers for frequent testing of employee's

capabilities and there is good flow of information concerning feedback on set goals during appraisals. The results agree with Obeidat, Omari, Aljawarneh, and Alkhoulf (2022) whose study established that career path planning played a key role in professional development and management and had a direct positive impact on organizational performance when used effectively.

The study concludes that logistics firms organize workshops with a view to enhance employees' capabilities and potential. In addition, the firms plan for seminars on emerging work-related issues. This helps the employees to stay abreast the emerging workplace trends. The logistics firms' views training as a reward for good performance and as such these firms conduct employee trainings often. Further, it is concluded that need analysis for employee trainings is carried out free from bias. The findings are corroborated by the results of the study by Kiima (2015) which showed that staff members who invest time and efforts in education advancement and development are more likely to be rewarded with promotions and pay raises as the company moves forward.

On career counselling, it is concluded that the logistics firms engage experienced career counselors to offer guidance and support to employees especially those facing challenging tasks. Also, there is mentorship programs well established for employees in any level. The study concludes that employees have been provided with sense of direction in their career path by the career coaches. However, it is concluded that career counselling is practiced moderately in logistics firms. The findings are supported by results of a study carried out by Mwova and Lang'at (2021) which revealed that career counselling and advice was found to be a major predictor of employee success.

The study concludes that the program of job rotation in the firms is adequate to facilitate a learning experience all-round the logistics firms. Further it is concluded that logistics firms have an established program for internal employees to succeed the retiring ones. However, it is concluded that there is uncertainty on the graduate recruitment program contribution in hiring entry-level employees for the firms. The logistics firms give priority to internal employees to fill vacant positions. The results agree with Njeri, Ngui, and Mathenge (2019) whose study on succession management and performance of the organization of faith-based organizations revealed that job rotation enabled employees to have better picture of the firm operations and how the different functions of the company integrated.

5.4 Recommendations of the Study

The study recommends that the management of logistics firms develop programs aimed at assisting employees to articulate their career goals. This would result in having employees with clear career goals. The management should also assist employees to align their personal career goals with real opportunities with the firms. This would be made possible by rationalization of companies' employees. The firms should institute assessment centers for assessing capabilities of employees routinely.

The study recommends that logistics firms' management should embark on enhancing employees' capabilities and potential by frequently planning for training workshops. The firms' management should engage employees in seminars and outdoor inductions to be informed on emerging work-related issues in the market. This initiative would result in to well-informed employees and would translate to improved productivity. These logistics firms should appreciate the significance of employees training as a win-win undertaking which rewards firm performance more. Also, the employee trainings need analysis should be objectively carried out without any bias in the process.

The study recommends that the management of logistics firms should seek to engage experienced career counselors to offer guidance and support to employees especially those facing challenging tasks. It is recommended that the organizations should set up mentorship programs around the organizations and career coaches be involved to provide career guide to the employees of all hierarchies.

The study recommends that the management should design a program to facilitate employees learning experiences such as job rotation and job enlargement. This would offer hands-on experience to the employees who, when promoted to other functional areas, can have a head start of what they are supposed to do. The firms should formalize the program to consider internal employees to succeed retiring employees rather than seeking replacement from the outside. The graduate program for recruiting interns should be enhanced such that once the candidate undergoes through the program can qualify to be dependable employee.

5.5 Limitations of the Study

The researcher invoked various quality checks on the research process to ensure research success, however, despite the instituted research controls, the research experienced several limitations. First, the information accessibility from the respondents was hectic as the Human Resources managers naturally are busy people and to get them fill the questionnaire was not easy. However, this limitation of information accessibility was mitigated by making several calls to the HR managers and scheduling an appointment. This involved taking an introduction letter from the university to clarify the research goals to the respondents. This greatly helped to assure the respondents that the information requested was purely for academic purposes.

5.6 Suggestions for Further Research

This study was limited to career management practices and their effect on organizational performance. However, since only 46.7% of results were explained by the independent variables in this study, the researcher recommends that a study be carried out on other career management practices which can have an effect on not only organizational performance but employee productivity. The study focused on logistics firms, other studies should be carried out in other sectors to investigate how career management practices affects performance in other sectors such as public organizations, parastatals, higher learning institutions, hospitality industry, financial institutions and non-profit making organizations.

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APPENDICES

APPENDIX I: QUESTIONNAIRE

SECTION A: DEMOGRAPHIC INFORMATION

1. Duration you have worked in the logistic firms
 - a. 1-5 years ()
 - b. 6-10 years ()
 - c. 11-15 years ()
 - d. above 16 years ()

2. Kindly specify your education level
 - a. Certificate ()
 - b. Diploma ()
 - c. Bachelors' Degree ()
 - d. Master's Degree ()
 - e. Other, specify (.....)

SECTION B: CAREER MANAGEMENT PRACTICES

2. Please rate the extent to which the following methods of career management are used at your company and how they affect the company's performance. Use the scale: 1= Strongly disagree; 2= Disagree; 3= Neutral; 4 = Agree; 5= Strongly agree.

	1	2	3	4	5
CAREER PLANNING					
Our employees career goals are clear					
The management assists employees in linking personal goals to opportunities available within the organization					
Availability of assessments centers for frequent testing of employee's capabilities.					
There is good flow of information concerning feedback on set goals during appraisals.					

CAREER TRAINING				
Workshops organized by the organization can enhance employees' capabilities and potential.				
The organization makes arrangement for seminars on emerging work-related issues.				
The company sees training as a reward for good performance.				
Training need analysis is conducted impartially				
CAREER COUNSELLING				
The firm counselors are experienced to provide guidance and support to employees facing challenging task.				
The mentorship program is well established for employees in any level				
A career coach gave you a sense of direction in your career path				
SUCCESSION PLANNING				
Job rotation program is adequate to facilitate a learning experience all-round the organization.				
The firm has an established program for internal employees to succeed the retiring ones.				
The graduate recruitment program has satisfactorily assisted the company in hiring entry-level employees.				
Vacant positions can be filled within the organization				

SECTION C: ORGANIZATIONAL PERFORMANCE

Please rate how much you agree with each of the following assertions about the organizational performance of your company. Use the scale: 1= strongly disagree; 2= disagree; 3= neutral; 4 = agree; 5= strongly agree.

Organizational Performance	1	2	3	4	5
Internal processes of the firm have improved significantly					
The is improved customer base of the firm					
The firm’s financial growth has improved					
There is improved employee learning and development					

Thanks for your time

APPENDIX II: INTRODUCTION LETTER

Dear Respondent,

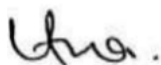
RE: REQUEST FOR RESEARCH ASSISTANCE

I am a postgraduate student at The University of Nairobi, pursuing a Master of Business Administration. I am undertaking a research project in partial fulfillment of the Master's degree on: 'The Effect of Career Management Practices On Organizational Performance Among Logistics Firms In Mombasa County'. It is required that I conduct academic research for me to graduate.

I therefore humbly request you to assist me by filling in the designed questionnaire as accurately as possible. The information you will provide will be used strictly for academic purposes and therefore be treated with utmost confidentiality. In order to ensure that all information remains confidential, do not include your name anywhere on the research questionnaire.

Thank you in advance for your cooperation.

Yours sincerely,



Lucky Mutua.

APPENDIX III: LOGISTICS COMPANIES IN MOMBASA COUNTY

1. Aba Express Logistics Ltd
2. Abaadila Enterprises Ltd
3. Abacy Logistics Ltd
4. Abaex Logistics Limited
5. Absolute Freight Services and Logistics Ltd
6. Acceler Global Logistics Ltd
7. Access Shipping & Logistics (K) Ltd
8. Advantage Logistics Ltd
9. Advent Logistics Ltd
10. Aela Company Ltd
11. Aero-Marine Cargo Services Ltd
12. Aero-Marine Cargo Services Ltd
13. African Salihiya Cargo and Clearing Ltd
14. Afridge Line Logistics
15. Afriton Logistics Co. Ltd
16. Afro Freight Forwarders Ltd
17. Agility Logistics Ltd
18. Ahero Freight Forwarders
19. Al-Iman Trading Company Ltd
20. Alitgan Clearing and Forwarding Company Ltd
21. Alpha Logistics (K) Ltd
22. Alvine Forwarders Co Ltd
23. Amaan Logistics & Trading Co Ltd
24. Amal Frighters and Forwarders Ltd

25. Amer Traders Ltd
26. Annointed Freighters
27. Anytime Clearing and Forwarding Company
28. A-Plus Shipping Logistics Ltd
29. APM Terminals
30. Apokori Logistics Ltd
31. Aquaero Cargo Company Ltd
32. Arc Pro Logistics Ltd
33. Arnop Logistics Company Ltd
34. Aro Cargo Clearing and Forwarding
35. Ascent Freight Logistics Ltd
36. Bahari Forwarders Ltd
37. Bakriz Holdings Ltd
38. Bargaaba Business Agency PTY Ltd
39. Bbp Logistics E.A.Ltd
40. Beach Line Ltd
41. Bell Euro Express (K) Ltd
42. Bem Swift International
43. Benchmark Global Solutions
44. Benjo Cargo Services
45. Bestfast Cargo (K) Ltd
46. Bigmack Agency
47. Bikha Agencies Ltd
48. Bin Zain Logistics Ltd
49. Blackstone Logistics Kenya Limited

50. Blaze Cargo Ltd
51. Blue Bell Freighters Ltd
52. Blue Cat Port Services
53. Bob Morgan Services Ltd
54. Boldline Shipping & Logistics Services Ltd
55. Bolfa Cargo Logistics Ltd
56. Bollore Transport & Logistics Kenya Ltd
57. Bondeni Kaya Ltd
58. Bonfide Clearing and Forwarding Company Ltd
59. Boss Freight Terminal Ltd
60. Box Clever (K) Ltd
61. Bretty Agencies Ltd
62. Bright & Best Ltd, Mombasa
63. Buzeki Group of Companies
64. Cargo & Truck Logistics
65. Cargo Logistics Services Ltd
66. Cargo Star Kenya Ltd
67. Cargo World Aviation Ltd
68. Cargodeck (EA) Ltd
69. Cargofax Ltd
70. Cargolux (Kenya) Ltd
71. Caribbean Freight Limited
72. Casements (A) Ltd
73. Charities Logistics Ltd
74. Chibe Freighters Ltd

75. Chilwe Investments Ltd
76. Clarion International Shipping & Logistics Ltd
77. Clearing and Forwarding Services for South Sudan
78. Coast Professional Freighters Ltd
79. Coastline Agencies
80. Compact Freight System Ltd
81. Conken Cargo Forwarding Ltd
82. Consolbase Limited
83. Consolidated (Msa) Ltd
84. Consolidated Freight Company Ltd
85. Continental Freighters
86. Continental Logistics Network Ltd
87. CPC Freight Services Ltd
88. Crescent Forwarders Ltd
89. Crestwood Logistics Ltd
90. Dahla Kenya Ltd
91. Dalsan Freighters Ltd
92. Damco Logistics (K) Ltd 93. Dap Logistics Ltd
94. Deccan Freight Logistics
95. Decent Freight & Logistics Ltd
96. Denali Logistics Ltd
97. DFS Express Lines Ltd
98. DHL Global Forwarding (K) Ltd
99. Diamond Shipping Services
100. Diverse Cargo Marine and Air C&F Services

101. Dock Suppliers
102. Dodwell and Co. (East Africa) Ltd
103. Dominion Freight (Kenya) Ltd
104. Doshi & Co (Hardware) Ltd
105. Dot Co. Enterprises
106. Dotcom Consultants
107. Dr Horizon World Cargo
108. DSV Air and Sea ltd
109. Dynamite Logistics Ltd
110. East Africa Cargo Logistics Ltd
111. East Cape Enterprises Ltd
112. Easthol logistics Ltd
113. Ebrahimjee, Saleem J A
114. Echken Agencies Ltd
115. Economic Carriers Ltd
116. Eden Transport And Logistics Ltd
117. Ellite Freight Forwarders
118. Eri Kenya Ltd
119. Etako Freighters Ltd
120. Everfast Forwarders
121. Exel Kenya Ltd
122. Export Consolidation Services (K) Ltd
123. Express Kenya Ltd
124. Express Shipping & Logistics (EA) Ltd
125. Exrol Logistics Kenya Limited

126. Eyeblink Freight Management Ltd
127. Faida Cargo Services Ltd
128. Fairways Consolidators Ltd
129. Famo Forwarders Ltd
130. Fast Transit Line (K) Ltd
131. Fastlane Freight Forwarders Ltd
132. Fastrak Logistics Ltd
133. Feederlink Logistics Ltd
134. Fenkel International Logistics Ltd
135. Feri Logistics Ltd
136. Fox International Logistics Ltd
137. Fredtech Forwarders (K) Ltd
138. Free States Enterprise Ltd
139. Freederlink Logistics Ltd
140. Freeport Logistics (K) Ltd
141. Freight Forwarders Kenya Ltd
142. Freight in Time Ltd
143. Freight Well Express Ltd
144. Freight Work Logistics Ltd
145. Freightpoint Ltd
146. Fremmy Freight International Ltd
147. Fremo Freight Logistics
148. Galaxy Logistics Limited
149. Geke Enterprises Ltd
150. Gemini Trading Co.Ltd

151. Genius Clearing and Forwarding Ltd
152. Genuine Movers E A Ltd
153. Geomiko Agencies
154. Georine Agencies Ltd
155. Get Way Clearing House Ltd
156. Gisenya Freight Logistics Ltd
157. Globe Forwarders Ltd
158. Goal Clearing and Forwarding
159. Goldwell Forwarders Ltd
160. Green World Logistics International Ltd 161. Guardforce Group of Companies
162. H H Mody and Company Ltd
163. H H Tharoo and Sons
164. Habo Agencies Ltd
165. Hakika Transport Service Ltd
166. Hamity Group Ltd
167. Harbour City Forwarders Ltd
168. Hasaki Freight Conveyors Ltd
169. Hawala Logistics
170. Heavy Industry Logistics Ltd
171. Homeland Freight Ltd
172. Huaye International Logistics Co.Ltd
173. Ilongo Agencies Ltd
174. Inchcape Shipping Services Kenya Ltd
175. Indian Ocean Forwarders & Logistics Co. (K) Ltd
176. Inet Cargo

177. Inland Africa Logistics Ltd
178. Inspire Africa Logistics Limited
179. Institute of Logistics
180. Interfreight East Africa Ltd
181. International Clearing and Forwarding Company Ltd
182. International Maritime Agency
183. Intra Ship Clearing and Forwarding
184. Intra Shipping & Logistics (K) Ltd
185. Isedal Kenya Ltd
186. Island Freighters Ltd
187. Jade Prime Logistics (EA) Ltd
188. Jap Clearing and Forwarding Company Ltd
189. Jaspa Logistics Ltd
190. Jihan Freighters Ltd
191. Joegraka Enterprises
192. Jordan Freight
193. Juhudi Forwarders Ltd
194. Junic Logistics
195. K B Freighters Ltd
196. Kabimex Freighters Ltd
197. Kadmus Freight Logistics Ltd
198. Kaiser Agencies Ltd
199. Kamar C and F House
200. Kanche Enterprises Ltd
201. Karmat Freighters Ltd

202. Kate Freight and Travel Ltd
203. Keihin Maritime Services Ltd
204. Kemostar Logistics
205. Kenfreight (EA) Ltd
206. Kenkal Ship and General Contractors Ltd 207. Kenmark Consultants
208. Kenmont Logistics Limited
209. Kentan Services Ltd
210. Kenuga Agencies Ltd
211. Kenya Haulage Agency Ltd
212. Kenya Ships Agents Association
213. Keron Logistics Ltd
214. Kian Cargo Ltd
215. Kibirigwi Enterprises
216. Kidima Enterprises Ltd
217. Kofexco Ltd
218. Kuehne + Nagel Ltd
219. Kwanjeteka Enterprises
220. Lagoon Freighters
221. Lake Trawling Company Ltd
222. Lakeland Cargo Logistics
223. Last Millenium (E.A) Ltd
224. Leatherhead Freight Ltd
225. Lelo Logistics Solutions Ltd
226. Leonary
227. Libet Forwarders (K) Ltd 228. Lidan Enterprises Ltd

- 229. Likoni Freighters (K) Ltd
- 230. Limutti Holdings Ltd
- 231. Lions Export and Import Agency Ltd
- 232. Livercot Impex Ltd
- 233. Logistics & Procurement Management Centre
- 234. Logistics Container Centre Mombasa EPZ Ltd
- 235. Logistics Expeditors Ltd
- 236. Logistics Link Ltd
- 237. Lyndon Agencies Ltd
- 238. Lyson Logistics Ltd
- 239. Maalox Agencies Ltd
- 240. Machews Providers
- 241. Magot Freight Services
- 242. Mahdi Logistics
- 243. Mahek Parcels & Courier
- 244. Makupa Transit Shade Limited
- 245. Mamba Trade Links Service Ltd
- 246. Mango Vission Freighters Ltd
- 247. Mara Shabba (K) Ltd
- 248. Mareno Company Ltd
- 249. Mar-Frontier (K) Ltd
- 250. Marichor Marketing Services Ltd
- 251. Maritime Freight Company Ltd
- 252. Mark Riech (Africa) Ltd
- 253. Martric Logistics Kenya Ltd

254. Maruni Products Ltd
255. Marymac Freight Company
256. Masihi Logistics
257. Matudawa Freighters Ltd
258. Mearsk Kenya Ltd
259. Menhir Ltd
260. Mepro Trade Ltd
261. Mercantile Freighters
262. Mfanco Agencies Ltd
263. Midwave Freighters Ltd
264. Milan Freight Services (K) Ltd
265. Mitchell Cotts Freight (K) Ltd
266. Moda Freight Forwarders Ltd
267. Modern Logistics Ltd
268. Mombasa Advance Logistics Ltd
269. Mombasa Cargo Tally Organization
270. Mombasa Container Terminals
271. Mona Consolidated Ltd
272. Morning Glory Freight Services Ltd
273. Mtapanga Agencies Ltd
274. Multiple Solutions Ltd
275. Muranga Forwarders Ltd
276. Mwangaza Enterprises
277. Naash Logistics
278. Nairobi Conveyors Ltd

- 279. Najmi Clearing and Forwarding Ltd
- 280. Nedowes Cargo Freight Ltd
- 281. Neema Parcels Ltd
- 282. Networks Freight Company Ltd
- 283. Nibal Freighters Ltd
- 284. Northwest (K) Ltd
- 285. Northwood Freighters
- 286. Oasis Cargo Logistics (OCL) Ltd
- 287. Ocean Atlantic Services Ltd
- 288. Ocean Pacific Lines Ltd
- 289. Oceanrock Logistics Ltd
- 290. Oceanware Tradelinks Ltd
- 291. One2One Logistics Ltd
- 292. Online Authenticity & Logistics Services Ltd
- 293. Onward Cargo Systems Company Ltd
- 294. Ozam Maritime Services Ltd
- 295. Pallet Logistics Ltd
- 296. Pam Freight Agencies Ltd
- 297. Pan Afrique Forwarders Ltd
- 298. Panal Freighters Limited
- 299. Patana Enterprises Ltd
- 300. Paweed Agencies Ltd
- 301. Pearl Forwarders
- 302. Pearl Matrix & Logistics Ltd
- 303. Pepe Ltd

304. Perfect Freight Logistics Ltd
305. Perseus Forwarders Kenya
306. Peserah Clearing and Forwarding Group of Companies Ltd
307. Plus Movers & Logistics
308. Portlink Logistics Ltd
309. Practer Enterprises
310. Prafulla Enterprises Ltd
311. Protax Express Company Ltd
312. Quick Movers Limited
313. Rahma Logistics Ltd
314. Rakai Clearing and Forwarding Ltd
315. Ramisi Maritime Freight Ltd
316. Rapat Freight (K) Ltd
317. Ravi Clearing and Forwarding Company Ltd
318. Red Anchor Freight Forwarders Ltd
319. Regional Logistics Centre Ltd
320. Reliable Freight Services Ltd
321. Renaissance Ltd
322. Renex Global Logistics Ltd
323. Ric Africa Ltd
324. Rift Valley Logistic Ltd
325. Ripe Freight Services Ltd
326. Rising Freight Ltd
327. Rockell International Ltd
328. Ronta Clearing and Forwarding Agents

- 329. Rorene Ltd
- 330. Royal Logistics Ltd
- 331. Ruatech Global Logistics Ltd
- 332. Ruman Ltd
- 333. S K Amin Ltd
- 334. Sadaf Investment Ltd
- 335. Safe Freights Logistics
- 336. Sahara International Logistics Ltd
- 337. Sahel Freighters Ltd
- 338. Samstar International Ltd
- 339. Sanofi (K) Ltd
- 340. Sawjani Clearing Company
- 341. Sea Air Forwarders International Ltd
- 342. Sea Movers Clearing and Forwarders
- 343. Sea Star Forwarders Ltd
- 344. Seacon (K) Ltd
- 345. Seaforth Shipping (K) Ltd
- 346. Seahorse Freighters Ltd
- 347. Sealink Cargo Handling E A
- 348. Seed Global Shipping E.A. Ltd
- 349. Shipmarc Clearing and Forwarding Limited
- 350. Shipline and General Services
- 351. Siggol Logistcs
- 352. Siginon Group
- 353. Simcon Freight Ltd

354. Simpet Global Logistics Ltd
355. Sisco Superior Cargo Handling Services Ltd
356. Site Forwarders Ltd
357. Sky Dive Logistics
358. Skylark C and F Company Ltd
359. Skyman Freighters Ltd
360. Slopes Agencies Ltd
361. Soin Cargo Handlers Ltd, Mombasa
362. Spart Freight Logistics Ltd
363. Spedag Interfreight Kenya Ltd
364. Spedag Spedition (K) Ltd
365. Speedex Logistics Ltd
366. Speedway Clearing Company Ltd
367. Spepg Speditions Ltd
368. Sterner Logistics Limited
369. Supersonic Freighters (K) Ltd
370. Swife Ltd
371. Swift Global Logistics Ltd
372. Swift Royal Conveyors Ltd
373. SwiftStrides Logistics Ltd
374. Tabaki Freight Services International Ltd
375. Tallient Logistics Ltd
376. Tasara Forwarders Ltd
377. Techfreight Logistics Ltd
378. Teos Company Ltd

- 379. Territorial Enterprises
- 380. The Main Maritime Shipping Ltd
- 381. Threeways Shipping Services (K) Ltd
- 382. Tiba Freight Forwarders
- 383. Tohel Agencies
- 384. Top Leader Forwarders Ltd
- 385. Topaz Transport Company Ltd
- 386. Topnotch Clearing & Forwarding Agency
- 387. Total Freight Logistics Limited
- 388. Trading Floor Ltd
- 389. Transeast Group
- 390. Transfreight Goods Services Ltd
- 391. Transfreight Logistics Ltd
- 392. Transitem Ltd
- 393. Transouth Conveyors
- 394. Trevert Express Ltd
- 395. Tudor Services Ltd
- 396. Twin Kith Ltd
- 397. Tyrone Freight Forwarders Ltd
- 398. Ufanisi Freighters (K) Ltd
- 399. Underseas Merchants
- 400. Unigroup Transports Ltd
- 401. Union Clearing and Forwarding Ltd
- 402. United (E A) Warehouses Ltd
- 403. United Clearing Company Ltd

- 404. United Vanlines Ltd
- 405. Urgent Cargo Handling Ltd
- 406. Vantage Point Clearing and Forwarding
- 407. Ventah Freight Logistics
- 408. Venture Africa Company Ltd
- 409. Virchand Virpal and Sons Ltd
- 410. Waki Freight Forwarders
- 411. Walford Meadows Ltd
- 412. Wandey Freight Services
- 413. Waru Enterprises Ltd
- 414. Waterwaves Agencies Ltd
- 415. Webian Imports Logistics
- 416. Westin Enterprises Limited
- 417. Weston Logistics Ltd
- 418. Wigedoje Enterprises Ltd
- 419. Worldnet Freight Limited
- 420. X-Press Freight & Logistics Ltd
- 421. Yorkstar Enterprises
- 422. Yuston Cargo Ltd
- 423. Zafora Investments
- 424. Ziofreight Clearing and Forwarding Company
- 425. Zomark Freighters