# LEADERSHIP PROCESS, FOLLOWERSHIP, ORGANIZATIONAL CONTEXT AND EFFECTIVENESS IN FREIGHT FORWARDING FIRMS IN NAIROBI CITY COUNTY, KENYA

NDONYE DAVIES MUTUKU

A DISSERTATION SUBMITTED TO THE GRADUATE SCHOOL IN PARTIAL FULFILMENT OF THE REQUIREMENTS FOR THE AWARD OF THE DEGREE OF DOCTOR OF PHILOSOPHY IN ORGANIZATIONAL LEADERSHIP

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## DECLARATION

I declare that this dissertation is my original work and has not been presented for the award of any degree in this university or any other institution of higher learning.

Signed: …………………………………....      Date: ………………………………

NDONYE DAVIES MUTUKU
POLD/13171/0/19
Organizational Leadership Department

SUPERVISORS:

We confirm that this dissertation has been submitted for examination with our approval as the appointed university supervisors.

Signed: …………………………………....      Date: ………………………………

EUNICE NGINA WANDIGA, PhD
Department of Business Administration & Management
St. Paul's University

Signed: …………………………………....      Date: ………………………………

WILSON J.O. ODIYO, PhD
Department of Business Studies
Pan Africa Christian University

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# DEDICATION

For the immeasurable work on and through me, I dedicate this work to Jesus Christ, my Lord and Saviour – who is before all things, and in whom all things hold together. I also dedicate the work to my wife: Christine Amboka, and my son: Adam Nthusi, for their unwavering support and encouragement.

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# ABSTRACT

High uncertainties in the 21st century globalised business environment are forcing many organizations to consider every possible way to increase effectiveness. Previous studies have identified challenges facing freight forwarding firms in Kenya, which include high operational costs, poor co-ordination, and rapid developments and insecurity in information technology. Literature on organizational leadership has neither addressed the dimensions of effectiveness of freight forwarding firms nor empirically tested the dimensions used by the practicing firms. Previous research has also concentrated on organizational performance as the dependent variable. There is lack of empirical investigation linking leadership process with effectiveness among freight forwarding firms. This study sought to investigate the effect of leadership process on the effectiveness of freight forwarding firms in Nairobi City County, Kenya. Specifically, it assessed the effect of leadership process elements, namely tactical, strategic, and situational influence on the effectiveness of the freight forwarding firms. It also sought to establish the mediating and moderating effect of followership and organizational context respectively on the relationship between leadership process and organizational effectiveness. Theoretical pillars of Leader-Member Exchange Theory, Situational Leadership Theory, Institutional Theory, Balanced Scorecard Model, and Structuralism Theory anchored the study. From a pragmatic philosophical view, the study adopted explanatory sequential design. The target population was 400 freight forwarding firms practicing in Nairobi City County, out of which 92 were selected using simple random sampling technique. The response rate was 84.06% for quantitative data with 232 questionnaires returned. Ten key informants from 10 selected freight forwarding firms took part in in-depth interviews. Descriptive statistics used were the means and standard deviation, while regression analysis was used to test hypotheses. In extracting factors for the study variables, factor analysis was used. Qualitative data was analysed thematically. Results indicated that organizational effectiveness correlated with tactical influence, strategic influence and situational influence at ($r=0.295$, $p<.001$), ($r=0.275$, $p<.001$), and ($r=0.364$, $p<.001$) respectively. Its correlation with followership and external organizational context was ($r=0.341$, $p<.001$) and ($r=0.313$, $p<.001$) respectively. Regression results established that tactical influence, strategic influence and situational influence have a significant positive effect on the effectiveness of the freight forwarding firms. Followership was found to have a significant partial mediating effect, while external organizational context had a significant moderating effect on the relationship between leadership process and firm effectiveness. The study findings extend previous research by integrating the set of attributes of leadership process applicable to the freight forwarding sector. It recommends that management should entrench effective leadership process in their firms through active deployment of tactical, strategic and situational influence strategies and practices to generate the right followership capabilities and organizational contexts for effectiveness. Government policies should aim at promoting collaborative approaches with partners in the supply chain network for general effectiveness. The study calls on future research to expand the methodological and contextual scope. The effect of other forms of influence strategies such as motivation and idealized influence on organizational effectiveness can also be investigated.

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## ABBREVIATIONS AND ACRONYMS

| | | |
|---|---|---|
| 3PL | - | Third Party Logistics Provider |
| ANOVA | - | Analysis of Variance |
| BSC | - | Balanced Scorecard |
| CFA | - | Confirmatory Factor Analysis |
| COMESA | - | Common Market for Eastern and Southern Africa |
| EAC | - | East African Community |
| EACCMA | - | East African Community Customs Management Act, 2004 |
| EFA | - | Exploratory Factor Analysis |
| ERP | - | Enterprise Resource Planning |
| GDP | - | Gross Domestic Product |
| IATA | - | International Air Transport Association |
| IBQ | - | Influence Behaviour Questionnaire |
| ICD | - | Inland Container Depot |
| ICDN | - | Inland Container Depot – Nairobi |
| KEBS | - | Kenya Bureau of Standards |
| KENTRADE | - | Kenya Trade Network Agency |

| | | |
|---|---|---|
| KIFWA | - | Kenya International Freight and Warehousing Association |
| KAM | - | Kenya Association of Manufacturers |
| KPA | - | Kenya Ports Authority |
| KPI | - | Key Performance Indicator |
| KRA | - | Kenya Revenue Authority |
| KRC | - | Kenya Railways Corporation |
| LAPSSET | - | Lamu Port-South Sudan-Ethiopia-Transport |
| LMX | - | Leader-Member Exchange |
| LPI | - | Logistics Performance Index |
| LSQ | - | Leadership Styles Questionnaire |
| NACOSTI | - | The National Commission for Science, Technology and |
| NCTTCA | - | Northern Corridor Transit and Transport Coordination Authority |
| OE | - | Organizational Effectiveness |
| OHS | - | Occupational Health and Safety |
| PAC | - | Pan Africa Christian University |
| SCEA | - | Shippers Council of East Africa |
| SCM | - | Supply Chain Management |

| | | |
|---|---|---|
| SD | - | Standard Deviation |
| SEM | - | Structural Equation Modelling |
| SGR | - | Standard Gauge Railway |
| SLII | - | Situational Leadership II Model |
| SLM | - | Situational Leadership Model |
| SMEs | - | Small and Medium-sized Enterprises |
| SPSS | - | Statistical Package for Social Sciences |

## DEFINITION OF OPERATIONAL TERMS

Followership: It is conceptualized as the characteristics and behaviour of followers, which determine the active roles they play in shaping the interdependency between themselves and others; including leaders, other followers, groups, and organizations (Bullington, 2016; Carsten, et al., 2010; Stanley, 2017).

Tactical Influence: The tactics leaders use to get things done, based mainly on the application of soft personal power (Daft, 2015; Yukl, 2013).

Strategic Influence: Discretional and structural actions used to build influence needed in the future, such as gaining leadership in technical, business, or social aspects; as well as building connections, credibility, knowledge, and key infrastructure (Bloom, 2019; Cortes & Herrmann, 2021; De Kluyver & Pearce, 2015).

Situational Influence: Leaders' behaviours on subordinates consisting of directing, supporting, coaching, and delegating (Al-Khamaiseh et al., 2020; Daft, 2015; Northouse, 2019; Yukl, 2013).

Leadership Process: The nature of the influencing processes and the subsequent outcomes that take place between a leader and a follower, groups of followers, or institutions (Daft, 2015; Northouse, 2019). It entails how the process depends on the "leader's dispositional behaviours and characteristics, follower perceptions and attributions of the leader, and the context in which the process occurs" (Antonakis & Day, 2018, p. 70).

Organizational Effectiveness (OE):

This is the concept regarding how goods or services are produced or provided, designating the efficiencies in employee and organizational performance and achievement, evidenced by the parameters of clear goals and objectives, quality of services, customer satisfaction, operational efficiency, environmental adaptiveness, productivity, and development (Ivancevich et al., 2014; Kareem, 2019).

Organizational Context:

The factors in the immediate external environment of an organization that directly influence its performance including relationships with stakeholders, stakeholder needs and expectations, and the competitive landscape (Camilleri, 2018; Daft, 2016, Muthimi & Kilika, 2018).

Freight Forwarding Firms in Kenya:

Organizations licensed by the Commissioner of Customs and Border Control under EACCMA section 145 as agents for the declaration or clearance of cargo (EAC, 1999-2021).

# CHAPTER ONE

# INTRODUCTION AND BACKGROUND TO THE STUDY

## Introduction

This chapter provides the background to the study. It establishes a framework for the study by laying the foundation upon which subsequent chapters are developed. First, the conceptual and theoretical constructs that form the key variables in the study are identified and explained. The research problem is identified, study objectives outlined and respective hypotheses proposed. Study assumptions, justification and significance are then elaborated. Finally, the scope, as well as the limitations and delimitations of the study are laid out.

## Background to the Study

With the acceleration of globalization and internationalization in recent years and the increasing uncertainty of the evolution of markets, it has become necessary for organizations to fully understand the supply chains in which they participate, including the roles they play in them (Oláh et al., 2018). Moreover, turbulent global economic processes have introduced among other factors: heightened competition; shifts to time-based competition; reduction of suppliers; outsourcing; research, development and innovation; shortened product life cycles; and changes in customer habits (Grant et al., 2017). Generally, the impact of changing trends in the international trade of goods and products has been significant over the years on logistics and supply chain management (SCM) as well as freight forwarding firms.

The concept of organizational effectiveness is founded on the idea that business organizations should have the capability to adapt to changing business environments, such as developing their workforce and optimally utilizing available resources to achieve goals (Kareem, 2019). Shaping organizations to perform well and meet both individual and organizational goals, as well as the needs of the community is within the responsibility of leadership (Daft, 2016; Kasapoglu, 2018). Effective leadership approaches are thus directly linked to organizational effectiveness (Antonakis, 2018).

An important measure of the effectiveness of logistics systems at the country-level is Logistics Performance Index (LPI), which is generated from surveys conducted by World Bank (2021). The index ranges from one to five, and analyses differences between countries in respect to logistics costs, customs procedures, and infrastructure. High indices imply superior performance of a country's logistics system. The latest rating was compiled in 2018 for the period 2012-2018, and according to Ojala et al. (2018), the highest mean LPI globally was 4.2 (Germany) while the lowest was at 2.0 (Afghanstan, Haiti, and Somalia). South Africa topped the African continent with an LPI of 3.51 followed by Egypt at 2.95, while Nigeria stood at 2.59. Mean LPI for Tanzania in East Africa was 2.88 while it stood at 2.63 in Kenya. Indeed, progress in any of the LPI elements predicts significant growth in the country's flows of trade, since efficient logistics services facilitate fast and safe movement of goods and products; hence, reducing the cost of trade between countries (Beysenbaev & Dus, 2020).

The need for effective leadership process in the freight forwarding sector is especially critical given the difficulties, complexities, and cost implications in the international cargo clearance and transport processes. For instance, the World Bank (2017) estimated that the cost of border delays relating to information requirements, procedures and lost business opportunities ranges between 2% and 15 % of the total value of goods globally traded. In China, Rahman et al. (2019) established that freight forwarding firms faced critical challenges of local culture; price pressure to reduce logistics cost, increase profit and to maintain competitive advantage; government regulations; and high transportation costs. Other challenges include underdeveloped infrastructure; lack of expertise; inadequate education and training; dynamic development of new technology and IT security, compatibility and reliability (Brdulak & Brdulak, 2021).

In Africa, Sakyi and Afesorgbor (2019) have stated that poor administration and clearance delays, inefficient or insufficient communication and transport systems, bureaucratic procedures, excessive documentation, poor coordination between agencies, and corruption, are among factors that have continued to impair trade facilitation. Cross-border trade in Sub-Saharan Africa; for instance, is more costly in the region compared with other developing countries because of the long hours and high costs it takes to clear consignments (Abdoulaye, 2020). This implies low quality of trade processes and low trade performance levels of related firms.

East African Community (EAC) economies also face challenges in cargo clearance processes. For instance, in 2017, non-tariff barriers costs were estimated at 1.7% in Rwanda and 2.8% in Kenya of the respective country's GDP (Overseas Development Institute, 2017). Kenya's logistics performance had slowed down significantly as evidenced by the drop in LPI from 3.33 in 2016 to 2.81 in 2018 (World Bank, 2021). According to the same report, Kenya also recorded a fall in rank among the top-performing lower-middle-income economies from number 42 in 2016 to number 68 in 2018. Since LPI performance as the World Bank notes is strongly correlated with quality of service, Kenya's LPI value stands to gain from improved leadership processes in the freight forwarding firms. The challenge however is that LPI is only assessed at the country level while its operationalization at the firm level has not been actualized. This signifies a need for standard measures that can be used by freight forwarding firms to assess their performance.

Grant et al. (2017) argued that the overall performance of logistics service providers essentially depends on many factors, including wide information sharing among stakeholders to reduce costs across supply chains. In intensely unstable and competitive market conditions, there is therefore need for increased collaboration and mutually beneficial relationships not just within and among players in the freight forwarding sector, but with other key stakeholders in the industry and the larger community. Regional blocks, governments, manufacturers, customers, suppliers, and other stakeholders in an increasingly interconnected global environment stand to gain from such collaborations (Grant et al., 2017).

Given the substantial contribution by the logistics sector to national and regional economies (Common Market for Eastern and Southern Africa [COMESA], 2019), leadership among the freight forwarding business organizations is critical to the sector's effectiveness. Effectiveness designates efficiencies in performance and achievement (Asgari et al., 2020; Kulachai et al., 2021). This implies that firms should adopt strategies embracing superior performance in their operations (Madanchian et al., 2017).

Collaborative approaches in organizations need to start with sound leadership processes that promote positive influences among individuals, groups, and organizations in serving shared goals (Northouse, 2019). The study investigated the influence of leadership process on organizational effectiveness of the freight forwarding firms in Nairobi City County in Kenya.

### ***Leadership Process***

Different perspectives on leadership suggest that there is no one common explanation for the construct. The perspectives underscore that the construct has an evolving conceptualization, due to factors including generational differences and growing global influences (Northouse, 2019). Recent conceptualization views leadership as a broader process of shared influence spread among organization members (Liden et al., 2008; Yukl, 2013). This is a departure from the "typical notion of a single person around whom the rest of the group circles and who is the arbiter of decisions and purpose" (Wassenaar & Pearce, 2018, p. 169). This view has however been contested by some scholars. For instance, Rodrigues (2019) argued that this is not always the case given the hierarchical and organizational nature of most organizations, which often pose challenges in the implementation of any form of shared leadership.

Overall, the view of leadership as a process implies that it is not a characteristic or a trait in the leader alone, but an interactive process occurring between the leader and those being led (Bullington, 2016; Holloway, 2012; Northouse, 2019). Northouse (2019) stated that interactions occur between the leader and the followers, and the conditions constituting the organization's environment. For example, proactive followers are passionate in pursuing common goals just as the designated leader. They will therefore influence the behavior of other followers, the leader, and the organization to fulfil goals and purposes (Chaleff, 2009).

Based on the foregoing view, Platow et al. (2015) described leadership as “the process of influencing others in a manner that enhances contribution to the realization of group goals” (p. 20). The current study adopted the meaning of leadership process as the form of the influencing processes and the subsequent results that take place between leaders and followers, groups of followers, or institutions. It also includes how that process depends on the disposition of the leader’s behaviours and characteristics, perceptions of the followers, and the context in which it takes place (Antonakis & Day, 2018; Daft, 2015).

The component common to nearly all leadership conceptualizations is the influence process (Antonakis & Day, 2018; Northouse, 2019). Influence constitutes the core and represents a fundamental mechanism for leadership (Stojanovic-Aleksic & Krstic, 2016; Yukl, 2013). Bacon (2012) viewed influence as “the art of getting others to take your lead - to believe something you want them to believe, think in a way you want them to think, or do something you want them to do” (p. 3). This definition aligns with an earlier assertion by Yukl (1998) and adopted in this study, that influence is “any action or behaviour that leads to changes in attitudes or behaviour of another person or group” (p. 19).

Scholars have captured core premises of the influence process. For instance, Cohen and Bradford (2017) postulated that influence is about trades whereby something of value is exchanged in return for another. The authors suggested that the better relationships between parties, the greater the possibility of finding the right people with whom to trade and gain goodwill for those trades to continue. They further argued that influence demands competence at the task, as well as sound plans for the ultimate good of the organization. Principally, it is acknowledged that almost everyone is potentially capable of influencing another and that it is the inability to do so that is often the source of ineffectiveness.

Various influence approaches have been advanced. For instance, Bacon (2012) developed a broad framework of approaches consisting of: rational approaches (explaining or telling); social approaches (finding common ground); and emotional approaches (finding inspiration). Within these approaches, seven strategies that are crucial in firm settings have been suggested. The strategies have been described in varied terminologies, including tactical, strategic, situational, reverse, inverted, self-help-based, and unintended influence (Bloom; 2019; Daft, 2015; Yukl, 2013).

A closer look at the strategies however reveals that they can be reduced broadly into three, namely; tactical, strategic and situational. This is because the strategy of inverted influence, which means accepting influence by others to obtain their support; the strategy of self-help influence, which means accepting influence by others for self-gain; and, the strategy of reverse influence, which means influencing others from doing something; are all strategic moves aimed at some future gain. These are therefore all forms of strategic influence. Furthermore, unintended influence, which is an outcome of resistance to influence, cannot be studied as real strategy (Gałkowska et al., 2018; Yukl, 2013).

Based on the foregoing, the study adopted the three influence strategies of tactical, strategic and situational, as the critical indicators of an effective leadership process within firms. Given the dynamic and unpredictable context and the critical role freight forwarders play in the promotion of local and regional economies, these strategies hold promise to generate sustained impact on the perceptions, actions and operations of individuals, groups, and organizations within the sector. Indeed, studies have shown that interventions more likely to be effective are those that are tactical, context specific, tailored to fit those unique contexts, and can guarantee long-term sustainability (Coffman & Niehaus, 2020; Davila et al., 2006; De Kluyver & Pearce II, 2015).

Through tactical influence, leaders use many tactics to assert influence and get things done (Daft, 2015; Yukl, 2013). Tactics include appealing to a higher vision, rational persuasion, liking, reciprocity, developing allies, and making direct appeal. Cohen and Bradford (2017) argued that the common feature in all the categories of influence tactics is exchange, which involves one exchanging something of value for what is needed by others. Further, tactics are based more on the application of soft personal power than hard position power, or the use of punishments and rewards (Daft, 2015).

Strategic influence approach builds the influence needed in the future (Bloom, 2019; De Kluyver & Pearce, 2015). It could include gaining leadership in technical, business, or social aspects; as well as building connections, credibility, knowledge, and key infrastructure. Cortes and Herrmann (2021) identified two major forms of strategic influence: discretional and architectural. Through discretional influence, which is the exercise of individual authority and strategic decision-making, it is possible for one to infuse the firm with individual ideas and conceptions. On the other hand, through architectural decisions, opportunities or contexts in organizations are shaped to either permit or constraint the participation of organizational members in development initiatives. This is attained through structure and organizational processes, job design guidelines, resources allocation, job incentives, monitoring and evaluation schemes, and organizational culture (Muninger et al., 2019).

Situational influence holds that human behaviour is influenced by situational factors, to the extent that how one perceives a matter and interprets events is a function of contextual situations (Brdulak & Brdulak, 2021; Daft, 2016; Varga, 2018). To this end, an effective way to influence others is to first diagnose and understand their world, the forces that shape their needs, concerns, and goals (Cohen & Bradford, 2017). Early works of Blanchard et al. (1993) theorized that competence and commitment levels, referred to as the development levels of followers, are situational factors that moderate the relationship between leaders' behavior and efficiency. Ghazzawi et al. (2017) regarded leadership behaviours as task oriented and relationship oriented, matching employee competence and commitment levels respectively. Follower development level can thus be used to predict the matching leadership influence behavior, which can either be directive or supportive, or both (Daft, 2015; Northouse, 2019; Yukl, 2013). As individuals develop more skills and get committed, directive leadership is minimized, and supportive behavior is increased (Al-Khamaiseh et al., 2020). The study therefore used leadership behaviors of directing (telling), supporting (selling), coaching (participating) and delegating, as measures of situational influence.

Leadership process has been viewed in the sense of input > processing > output logic, also described as cause-mediator-effect logic (Fischer, et al., 2019; Ndonye, 2022; Pietraszewski, 2020). The authors posit that the output of this process is the desired organizational change, and that at the core of the interactions are the influence processes. This means that the inputs of the leadership process in the sense of the Resource-Based View (RBV) are dynamic capabilities firms can develop to generate sustainable competitive advantage for long-term survival (Martin-Rojas et al., 2019). These competitive capabilities are empirical indicators that enable firms to improve effectiveness (Adnan et al., 2018). A key capability derived from deployment of the leadership process is followership. The external environment on the other hand provides other streams of capabilities in terms of inputs, which the system can harness to procure positive outcomes and create a competitive advantage.

### *Followership*

The conceptualization of the followership construct has historically been evolving (Crossman & Crossman, 2011). For instance, in the early 1980's, followership was viewed as the process of attaining individual goals as influenced by a leader to participate in both individual and group efforts in a given situation for the realization of organizational goals (Wortman, 1982). Kelly (1988) stated that followership describes those followers with a clear vision, the ability to work with others and participate in team effort, the character to flourish without high social status, the capacity to pursue goals at no expense to others, and, the desire to accomplish a greater common purpose. A later understanding of followership from a leader's perspective viewed it as a process in which followers take up to the best of their ability, responsibility and appropriate action, in compliance with instructions from leaders, consistent with the situation, in contributing to organizational performance (Townsend & Gebhart, 1997). Describing followership as a relational role, Carsten et al. (2010) perceived it as 'upward leadership' through which followers are capable of influencing leaders and equally contributing to the attainment of goals. Hoopen and Trompenaars (2012) held the conceptualization that followership is the capacity to induce leadership behaviours in others.

More recently, scholars have referred to followership as the processes, behaviors, and characteristics of individuals acting in relation to leaders towards the attainment of common goals in specific contexts (Uhl-Bien et al., 2014). Specifically, it has been understood as "a role (behaviour) played by subordinates in organizational hierarchy, highlighting followers as the active agents of leadership that affect leaders' behavior" (Khan et al., 2020, p. 3). Ogochi (2022) viewed followership as "the actions that an individual in a subservient role assumes including but not limited to skills that complement leadership, a role within a hierarchical organization, a social construct that is integral to the leadership process, or behaviors engaged in while interacting with leaders in an effort to meet objectives" (p. 68).

Clearly, followership is perceived as a function of the leader, followers, and situational factors (Bullington, 2016; Carsten, et al., 2010; Crossman & Crossman, 2011). It thus depicts leadership as a two-way process of relationships, conferring the responsibility for organizational success to both the leader and the follower. Hurwitz and Hurwitz (2015) illustrated the relationship using the basketball game analogy, thus:

> The key is that while the captain is always the formal field leader, any player can assume the actual leadership role at any time. Passing the ball is a physical way of saying: I am passing on the leadership responsibility to another, and now I am taking an equally important, active, dynamic followership role. p. 48

Bastardoz and Vugt (2019) observed that followers actively take part in pursuit of organizational goals if there is some relative pay-off accruing. This means they will work independently and are willing to be accountable by taking ownership of their tasks and actions. The styles followers employ and their capacity to take up roles are therefore useful measures of followership in influencing organizational effectiveness (Bullington, 2016; Stanley, 2017). Consequently, this study conceptualized followership as the behaviours of followers and the active roles they play (characteristics) in shaping the interdependency between themselves and others; including leaders, other followers, groups, and organizations.

Scholars have highlighted the tenets of follower behavior, which include leader-follower reciprocal relationships, deep engagement, and teamwork (Amir, 2019; Setyaningrum et al., 2017). In an empirical study, Ogochi (2022) employed these indicators pointing out that reciprocal service demonstrates the collaborative efforts between parties, team orientation promotes strong work and social networks among parties, while deep engagement is a mindset, demonstrated by high dedication to and strong vigor at work. Followership was thus used in the current study as a mediator in the relationship between leadership process and its outcomes.

***Organizational Context***

Realization of desired organizational goals is effective through the wise utilization of natural, human, financial, and technological resources (Van Wart, 2013). Resources are part of the environment “existing outside of the organization with the potential to affect part or all of the organization” (Daft, 2016, p. 76). Organizations continuously interact with their environment. These contexts influence the social construction of leader and follower roles, as well as how individuals enact those roles (Carsten et al., 2010).

Among external factors specifically affecting operations in the freight forwarding industry include legal regulations, financial resources sector, sociocultural conditions, politics, trade agreements, and international trends (Brdulak & Brdulak, 2021). These factors are either task related when they directly affect the capacity of an organization to realise its goals, or general when they have an indirect influence (Daft, 2016). Since the environment influences outcomes, organizations should be able to develop the capacity to deal with its expectations and related pressures (Awan et al., 2017; Fox-Wolfgramm et al., 1998). The kind and manner of responses to the external environment employed by firms should however be acceptable by all stakeholders (Dillard et al., 2004; Mainardes et al, 2011). This is indeed an issue that remains unaddressed, as evidenced by constant rows among stakeholders (Freight Logistics, 2021; Kenya Association of Manufacturers [KAM], 2020).

Various stakeholders in the freight forwarders industry have raised concerns touching on freight forwarders in Kenya. For instance, the Northern Corridor Transit and Transport Coordination Authority (NCTTCA, 2019) recommended the creation and sensitization of a self-regulatory code among freight forwarders. This was meant to minimize delays experienced in taking delivery of goods out of cargo clearance areas.

Delays in cargo clearance have negative cost implications on traders, and they create port congestion. Indeed, given the magnitude of the costs involved, the situation is critical. Data by Kenya Ports Authority (2020b) shows that in the financial year 2019/2020, about Ksh.8 billion representing 15% of operating revenue came from cargo storage related costs. Although the authority cited improvements in cargo clearance and uptake efficiencies by freight forwarders during the year, the level of storage costs was still significant. In addition, data indicating 40% of import containers having stayed at the ICDN for more than 21 days was a further call for urgent intervention. There is therefore need to explore how the challenges can be addressed through a leadership process which has the capacity to deal with the diverse and fragmented nature of the industry, embracing collaboration, technology uptake and other innovative interventions for overall effectiveness.

The current study conceptualized organizational context as the moderating variable in the relationship between leadership process and organizational effectiveness. It was measured using factors in the firm's task or microenvironment level. A firm interfaces with these factors in the course of its business, which have a direct and immediate impact on the firm (Daft, 2016; Egbunike & Okerekeoti, 2018). They include relationships with stakeholders (suppliers, customers, industry regulators); stakeholder needs and expectations; as well as the competitive landscape (Camilleri, 2018; Muthimi & Kilika, 2018). Firms constantly draw cues from these factors in their immediate external environment when making decisions on the behaviours needed to optimize on the available opportunities.

### *Organizational Effectiveness*

A major role of organizations is to utilize resources in a manner that makes the best use of the firm's ability to create value for its stakeholders (Daft, 2016; Miles, 2012; Robbins, 1990). From this standpoint, organizational effectiveness (OE) has variously been conceptualized. For instance, Robbins (1990) described it as the degree to which an organization realises its objectives; acquires its resources; satisfies all its strategic constituencies; and, emphasises in new-product innovation, market share, return on investment, and job security.  More specifically, the author defined OE "as the degree to which an organization attains its short-term (ends) and long-term (means) goals, the selection of which reflects strategic constituencies, the self-interest of the evaluator, and the life stage of the organization" (p. 77).

Jones (2013) described OE as the organization's ability to function responsively and to innovate fast; secure, manage, and control valued skills and scarce resources; and, efficiently convert skills and resources into goods and services. This conceptualization considers the functioning of the entire input-process-output cycle as well as the interrelationships between the organization and its environment (Robbins, 1990). In the cycle, inputs represent the resources available to the organization; processes represent the mediating mechanisms that convert inputs to outputs, while outputs are the indicators of effectiveness including group performance and member reactions (Psychology Research

& Reference, 2021). OE is thus “an all-encompassing concept about how products or services are produced or provided” (Ivancevich et al., 2014, p. 11).

Debates on the correct measurements of the concept of OE have however remained inconclusive. Scholars have associated this situation with difficulties in identifying the phenomena surrounding the concept (Kareem, 2019, Min, 2023). For instance, majority of previous studies in the freight industry have focused on organizational performance (Dahri et al., 2019; Grant et al., 2017; Mwanthi, 2018). In referring to organizational performance, aspects of effectiveness and efficiency have been considered; with effectiveness meaning setting and the accomplishment of the right goals and objectives, and efficiency meaning the use of the available resources to obtain maximum outputs (Franceschini et al., 2019). Franceschini et al. (2019) however took issue with the use of performance instead of OE indicators. First, performance indicators do not ensure compliance with laws and regulations, and secondly, poor results do not necessarily mean poor execution, but only serve to raise concerns that call for further investigations.

The study conceptualized OE as the broader concept upon which both employee and organizational performance rest, and it designates efficiencies in performance and achievement (Asgari et al., 2020; Jones, 2013; Kulachai et al., 2021; Madanchian et al., 2017). Common approaches in measuring OE include “goal-attainment, system resource, strategic-constituencies, and competing-values” (Robbins, 1990, p. 77).

Goal-attainment approach according to Robbins (1990), measures effectiveness as the extent an organization is capable of achieving its goals. It assumes that the organization has real, clear, visible, and mutually agreeable goals. Emphasis is placed on the organization’s ability to obtain inputs and convert them into outputs, to survive in changing environments, and to maintain strong interdependent relationships among the organization’s constituents (Kulachai et al., 2021).

The focus in the system resource approach according to Cameron (1978; as cited in Kareem, 2019) is “on the organization's ability to exploit its environment to obtain scarce and valuable resources, for the purpose of using it effectively to achieve the goals set and to maintain balance and stability” (p. 33). The higher the ability of an organization to extract resources as inputs from its environment, the higher the degree of its effectiveness. Resource mobilization (inputs) is thus, a basic measure of effectiveness.

Strategic-constituencies approach assumes that a firm is aware of an individual or group of individuals who are critical to the firm. By appealing to that individual or group, it avoids those individuals from taking any action against the organization (Kareem, 2019; Robbins, 1990). For long-term survival, organizations must therefore appropriately respond to the needs of these critical interest groups.

Lastly, according to the competing values approach, OE is determined based on the perspective and values of the individuals doing the evaluation (Quinn & Rohrbaugh, 1981; Robbins, 1990). Robbins (1990) argued that this approach considers the conflicting values of the individuals in the organization on the three areas of the flexibility or control of the organization, focus on people or organizations, and, internal processes such as methods and goals. Kareem (2019) held that measures of competing values approach are productivity, adaptation to changing environment, resource optimization, and efforts towards stabilization.

Other approaches of measuring OE have been suggested. For instance, Jones (2013) outlined the “external resource approach, internal systems approach, and, technical approach” (p. 23). Closely examined, it is evident that these measures relate to and can thus fall within the preceding wider measures advanced by Robbins (1990) and other scholars.

The study used the goal-attainment approach, the system resource approach, and the competing values approach, as measures of OE. A major advantage of the goal-attainment approach is the prominence it gives on long-term goals, and to the relationships within the organization (Kulachai et al., 2021). Moreover, Kulachai et al. (2021) noted that other indicators could also be used to evaluate effectiveness should the organization's goals be ambiguous. The system resource approach on the other hand is appropriate given its focus on the mobilization of inputs through the effective interaction of the organization with its external environment. Lastly, the competing values approach uses the criteria of effectiveness by capturing the critical elements of sustained performance including efficiency, quality, productivity, adaptiveness, and development (Jones, 2013; Ivancevich et al., 2014; Rizvi & Shahzad, 2020). Strategic-constituencies approach faces the limitation of difficulty in identifying those constituent(s) strategic to the organization. Furthermore, there exists challenges in obtaining specific information on the actual needs of the various interest groups.

In practice, the freight forwarding industry has generally not adopted common approaches in assessing effectiveness. Measures employed differ based on many factors such as size of the firm and the kind of services offered. For instance, Arnold et al. (2011) observed that while large firms serve big clients with complex shipments, their concerns relate more with offering efficient services in order to increase market share in the long run. On the other hand, smaller firms handle simple shipments from small clients and are more concerned with limiting cash flow and profit maximization. In each case, OE is thus measured differently, demonstrating the existence of a conceptual gap in the understanding and application of OE in the industry. As a general guideline; however, Power (1996) as cited in Francescini et al., 2019) held that organizational effectiveness tends to increase with increasing objectivity and when outcomes are linked to resources.

### *Freight Forwarding Firms*

Freight forwarding is a trade facilitation service in the international supply chain (Huang et al., 2019; Min, 2023). Supply chains consist of many trading partners including manufacture, inventory control, logistics, cargo handling, and management. As Huang et al. (2019) observed, the coordination of these constituents has become more complex, with their effectiveness relying more on the expertise of intermediaries including freight forwarders, also known as Clearing Agents, Third Party Logistics Providers (3PL), or Transport-Forwarding-Logistics (Rahman, et al., 2019). In addition to customs clearance services, freight forwarders also offer a variety of cargo related services including freight consolidation, transport, warehousing, packaging, and supply chain security (Song & Yeo, 2017).

Given the important role of freight forwarders in value and revenue generation, the state of the sector according to Brdulak and Brdulak (2021), is perceived as a strong indicator of the condition of the economy in whole. The authors reported that data on GDP of Poland, for instance, showed that logistics sector generated 5.8% of the GDP. In India, Saripalle (2018) stated that it contributed 13% of the economy, making it one of the highest globally.

Freight forwarders in Kenya are licensed as customs agents for the declaration or clearance of cargo by the Commissioner of Customs and Border Control, under Section 145 of the East African Community Customs Management Act (EAC, 1999-2021). According to Kenya International Freight and Warehousing Association (KIFWA), there were 400 freight forwarding firms duly licensed by the commissioner operating in Nairobi City County in 2023 who were its members. This study considered the 400 firms as the target population. This source was considered valid because only legitimate and operational freight forwarding firms regularly update membership with their umbrella association. The study adopted simple random sampling method to select a sample of 92 firms, representing 23% of the target population. A sample of between 10% and 30 % is an acceptable representation (Kothari, 2004; Mugenda 2009). Through stratified and simple random sampling, a total 276 individuals in top, middle, and lower management levels was selected as study respondents.

Notable firms in Nairobi, Kenya include Bolloré Africa Logistics (K) Ltd, Kuehne + Nagel Ltd, DHL Worldwide Express (K) Ltd, Freight Forwarders Kenya Ltd, Sheffield Cargo Logistics Ltd, Rapid Kate Services Ltd, Acceler Global Logistics, and Ken freight

East Africa Ltd. Most of these firms have a significant level of foreign equity (Arnold et al., 2011). Ken Research (2019) records that international firms control about 70% of the freight forwarding market in Kenya. Indeed, the trend of only few actors dominating a given sector seems to be a global phenomenon, as alluded by Song and Yeo (2017) citing the case in South Korea.

Internal leadership wrangles, a battered public image, and underperformance through delays and unpredictability among others factors, have characterized the Kenya freight forwarding fraternity (KAM, 2020; Kotut & Mugambi, 2014). There have been constant rows with key stakeholders including Kenya Revenue Authority (KRA), its major regulator, leading to perennial alienation from key decision-making processes (Freight Logistics, 2021; Kamau, 2020; KRA, 2021). Still, freight forwarding has yet to be recognized in Kenya as an industry with capacity to regulate its businesses (Arnold et al., 2011; Freight Logistics, 2021). Efforts by the sector players to draft and push into law the proposed "Kenya customs agents and freight forwarders bill 2020" have been slowed down by numerous challenges including lack of funding (KIFWA, 2020). The aim of the bill is to allow freight forwarders attain full accreditation and self-regulation.

Other major sector stakeholders include Kenya Ports Authority (KPA), Kenya Railways Corporation (KRC), Kenya Trade Network Agency (KenTrade), Kenya Transport Association (KTA), Shippers Council of Eastern Africa (SCEA), Shipping lines and Airlines. KPA and KRC are state corporations that operate and regulate seaports and railway transport networks respectively. KenTrade is a state agency that facilitates cross border trade and manages the web-based National Electronic Single Window System. KTA and SCEA are business associations of road transporters and shippers (exporters & importers) respectively.  Shipping lines and Airlines are business entities that offer transport services by sea and air respectively.

Brdulak and Brdulak (2021) stressed the key role played by the various stakeholders in the freight forwarding sector, in respect of prospects for action. This is critical given the need for players to address common challenges, including incoherent regulation (Beysenbaev & Dus, 2020; Ojala et al., 2018). In Kenya, roles duplication and lack of seamless cooperation and coordination among the various agencies are major sources of trade bottlenecks (KAM, 2020). Specifically, a notable challenge in many freight forwarding firms is the absence of a representative leadership structure, largely attributable to the fact the industry has remained unrecognized, and limited research on leadership in the industry (Arnold et al., 2011; Freight Logistics, 2021).

From the foregoing, the need to investigate leadership processes and related effectiveness in freight forwarding firms is dire. This is especially critical if Kenya must maintain its lead as East Africa’s dominant economy, a position primarily dependent upon logistics performance (Freight Logistics, 2021; Kenya Investment Authority, 2019; TradeMark East Africa, 2020). Furthermore, rising domestic manufacturing and international trade volumes, the recent construction of the Standard Gauge Railway (SGR), improved road infrastructure, and the commissioning of Lamu Port and the related LAPSSET corridor linking the port with Ethiopia and Southern Sudan will foster regional economic development growth. This will subsequently increase the demand for freight forwarding services (Ken Research, 2019; Kenya Ports Authority [KPA], 2020a).

Furthermore, practice reveals that no standard leadership system exists presently in the sector, though generally most firms have a managing director, an operations manager, supervisors and clerks (Arnold et al., 2011; Wanda, 2020). The need for a leadership type that can be deployed to best address the critical challenges of coordination and expertise in effectively managing the complex freight forwarding environment is therefore urgent.

## Statement of the Problem

In light of an ever-changing environment, leaders world over have been struggling to learn and lead organizations effectively (Daft, 2015; Northouse, 2019). In the freight forwarding sector, firms face challenges posed by the complexity involved in the coordination of key industry players (Huang et al., 2019), coupled with incoherent regulation (Beysenbaev & Dus, 2020; Ojala et al., 2018). In Kenya, the freight forwarding fraternity must also deal with constant internal leadership wrangles, a battered public image, delays, unpredictability and underperformance (Freight Logistics, 2021; KAM, 2020). These challenges have led to firms' ineffectiveness as reflected in the country's falling trends in LPI scores and ranking (World Bank, 2021), and concerns on service offering raised by stakeholders (KPA, 2020b). The need to address these challenges is critical, and especially in meeting business opportunities emerging from new and improved port and transport infrastructures in the region.

Scholars have pointed to leadership as key to achieving firm effectiveness (Ivancevich et al., 2014, Jones, 2013), but education, research, and practice lack consensus on the meaning of the construct of leadership. Specifically, there has been confusion concerning what characterizes leadership as a process. Focus on leadership has mainly been on the characteristics of the formal leader while other critical factors of the process, which principally relies on the practice of mutual influences, have been ignored (Bullington, 2016; Carsten et al., 2014; Yukl, 2013). Indeed, freight forwarding firms operate in complex businesses environments and require integrated approaches in management. Past empirical data has pointed to positive correlation between leadership process that is tactical (Lu et al., 2019; Rangus & Černe, 2019), strategic (Alayoubi et al., 2020; Dahri et al., 2019), and situational (Ghazzawi et al., 2017; Mwai et al., 2018), and organizational outcomes in varying contexts. There is therefore need to integrate more insights from research discoveries into existing work on the leadership process, including the role played by the various strategies of influence on freight forwarding firms' outcomes.

Follower behaviour has not strongly been advanced as a solution or means through which to deal with organizational failures (Bullington, 2016). For instance, Bligh (2011) and Riggio et al. (2014; as cited in Carsten et al., 2014) held that followership has received little attention from leadership scholars and is less understood, yet it is a critical concept in the leadership process. This situation goes on despite the fact that followers provide the very ground upon which leadership emerges and is exercised (Daft, 2016). Studies have only recently changed from leader-centered to follower-centered leadership approaches (Davila et al., 2006; Northouse, 2019; Yang et al., 2020). Daft (2015) noted that when the leader and followers are not taken as fully interwoven dimensions in a process of producing desirable outcomes, the possibility of attaining strong leadership and high OE is diminished.

At the global level, there is a common trend of low levels of competence and training in most freight forwarding firms (Brdulak & Brdulak, 2021). Arnold et al. (2011) and Wanda (2020) recognized a similar challenge among freight forwarders in Kenya. In addition, the dynamic development of new technology is a challenge firms must deal with in order to transact on web-based platforms in highly digitized economies. Employees equipped with the right competences and attitudes can help a firm attain a better market position. The current study explored how followership bears on the leadership process for effectiveness among the freight forwarding firms.

Externally, freight forwarding firms must deal with many stakeholders including importers, exporters, government agencies, and other parties involved in the facilitation of international flow of cargo. A lack of proper legislation and poor coordination among players however offers challenges to freight forwarders internationally, regionally, and locally (Brdulak & Brdulak, 2021; Sakyi & Afesorgbor, 2019; World Bank, 2021). For instance, inadequate roads and number of entry and exit gates in some cargo clearance points in Kenya have hampered cargo pick-up and drop off by trucks (NCTTCA, 2019). The responsibility to provide access to such points is external to the freight forwarder, just as is the difficulty of having intervening agencies available throughout the day to facilitate cargo clearance. Indeed, scholars have averred that organizational contexts influence firm outcomes (Daft, 2016; Gochhayat, et al., 2017; Schein, 2010), and the need to investigate the role of organizational context in the relationship between leadership process and OE is therefore critical.

Lastly, most empirical studies on leadership process and organizational outcomes were done outside Kenya and Africa, and focus has been on organizational performance as the dependent variable. In Kenya for example, only a few empirical studies have focused on freight forwarding firms, with no attention given to OE. For instance, Kamau (2020) empirically examined the effect of strategy orientation on the performance of freight forwarding and SME enterprises in Nairobi City County, while Karingithi (2020) investigated strategy typology, organizational factors, external environment and performance of freight forwarding companies in Kenya. Muoki and Moronge (2021) studied the influence of logistics optimization on performance of freight forwarding firms in Kenya, and Riitho (2018) investigated the influence of service quality on customer satisfaction among container shipping lines in Kenya from a freight forwarder's perspective.

Furthermore, past empirical studies have used varying approaches to measure organizational effectiveness. For example, Dewi et al. (2023) and Jha et al. (2019) used competing values approach as the only measure. Ali and Anwar (2021) used sustainable competitive advantage, while Mwai et al. (2018) considered goals attainment, stakeholder satisfaction, and process efficiency. This study investigated effectiveness of freight forwarding firms in Nairobi City County, Kenya, using goal-attainment, system resource, strategic-constituencies, and competing-values approaches as the measures.

## Objectives of the Study

### *General Objective*

The general objective of the study was to investigate the effects of leadership process, followership, and organizational context on the effectiveness of freight forwarding firms in Nairobi City County, Kenya.

### *Specific Objectives*

The study sought to achieve the following specific objectives:

1. To determine the effect of leadership process on the effectiveness of freight forwarding firms in Nairobi City County, Kenya.
2. To assess the effect of tactical influence on the effectiveness of freight forwarding firms in Nairobi City County, Kenya.
3. To determine the effect of strategic influence on the effectiveness of freight forwarding firms in Nairobi City County, Kenya.
4. To assess the effect of situational influence on the effectiveness of freight forwarding firms in Nairobi City County, Kenya.
5. To determine the mediating effect of followership on the relationship between leadership process and effectiveness of freight forwarding firms in Nairobi City County, Kenya.
6. To examine the moderating effect of organizational context on the relationship between leadership process and effectiveness of freight forwarding firms in Nairobi City County, Kenya.

## Hypotheses

The study tested the following null hypotheses:

$H_0 1$ Leadership process has no significant effect on the effectiveness of freight forwarding firms in Nairobi City County, Kenya.

$H_0 2$ Tactical influence has no significant effect on the effectiveness of freight forwarding firms in Nairobi City County, Kenya.

$H_0 3$ Strategic influence has no significant effect on the effectiveness of freight forwarding firms in Nairobi City County, Kenya.

$H_0 4$ Situational influence has no significant effect on the effectiveness of freight forwarding firms in Nairobi City County, Kenya.

$H_0 5$ Followership has no significant mediating effect on the relationship between leadership process and effectiveness of freight forwarding firms in Nairobi City County, Kenya.

$H_0 6$ Organizational context has no significant moderating effect on the relationship between leadership process and effectiveness of freight forwarding firms in Nairobi City County, Kenya.

## Assumptions of the Study

In conducting the study, it was assumed that those responding to the questionnaires did so honestly. Validity was enhanced by ensuring that responses were kept anonymous. Secondly, it was assumed that the respondents were capable of understanding and responding freely to the questions asked. To minimize misunderstanding, the researcher used simple language and gave clear instructions. The use of interviews also provided a trusting atmosphere to the respondents. Third was the assumption that an established leadership process exists in the freight-forwarding firms with dimensions that can be identified through routine work practices. Fourth, it was assumed that the firms engage in various initiatives with external stakeholders and other industry players to secure resources needed for survival. Lastly, the study assumed the existence of a positive relationship between leadership process, followership, organizational environment and effectiveness among the firms.

## Justification of the Study

A major reason for the study is to bridge conceptual and empirical gaps in the study area. Many studies on leadership have been carried out but scholars are divided on the conceptualization of the construct of leadership process, which is a critical determinant of organizational effectiveness (Ivancevich et al., 2014). In addition, few studies have been done on the freight forwarding sector in Kenya and most of those carried out have focused on organizational outcomes other than effectiveness. Given the critical role the freight forwarding sector plays in the national economic growth, the need to carry out a study investigating the role of leadership process in firm effectiveness is of paramount importance. Furthermore, data on the study area was obtainable and there exists numerous leadership theories that can be used to improve effectiveness in the sector. The study was achievable within the available period and financial resources, and remained current even after conclusion of the study.

## Significance of the Study

The findings of the study could be significant to several stakeholders. First, they may enable freight forwarders understand the concept of leadership process and its implications on firm effectiveness. Both the leaders and followers will gain knowledge on what and how they could develop strategies to improve individual and group behaviours and actions for positive outcomes, including effective service offering to cargo owners and other industry players. The pressure on the freight forwarding firms to offer services at the high quality levels demanded by customers cannot be overemphasized (Quan et al., 2018; KAM, 2020).

Second, findings of previous studies in different contexts have shown positive relationships between tactical influence (Madigan et al., 2020), strategic influence (Dahri et al., 2019), and situational influence (Titi et al., 2018) and positive employee and organizational outcomes. This study could be significant to managerial practice by establishing whether tactical influence, strategic influence, and situational influence strategies correlate with organizational effectiveness in freight forwarding firms in Nairobi City County, Kenya. Empirical evidence in the various aspects of influence highlighted in this study will therefore enable leaders to make informed operational decisions.

Third, policy makers can use the study findings to revise, develop or enforce policies fostering good stakeholder relationships and work environment enhancing service delivery within the freight forwarding sector. Specifically, the government through its relevant arms and ministries can work on policies to fast track the professionalization of the sector for accountability and effectiveness. Continuing non-recognition of freight forwarders by the government as a body of professionals has been one of the major setbacks in the industry, and professionalization will facilitate growth and development of managerial practice in the sector. This is critical given that all business entities are regulated by the state. For instance, the state collects revenue as licensing fees and taxes from these firms and it is thus of mutual interest that licensing of the firms is expedited for uninterrupted service delivery. Still, other stakeholders, including private enterprises and the larger community within organizations' environment, will develop positive attitudes towards responsibly managed freight forwarding firms, to facilitate smooth business flow. Further, since monitoring the performance of freight forwarding firms is one of the responsibilities of the government through KRA, the study findings can help in the monitoring process, which can be linked to agency license renewal.

Fourth, top level management is expected to formulate policies to guide business operations. A previous study by Muoki and Moronge (2021) reported that proper management of aspects related to information systems, stakeholders and transport planning predicted positive organizational outcomes among freight forwarding firms in Kenya. Firms need relevant policies promoting development of capacity to deal with firm's external expectations and related pressures (Awan et al., 2017). Findings generated by this study can contribute to policy in guiding the realization of effectiveness in Freight forwarding firms in Nairobi City County, Kenya. Specifically, coordination challenges posed by the segmented structure of the logistics actors and bureaucracies can be minimised when individual stakeholder interests are addressed.

Finally, findings may also be significant to researchers and academicians as reference material. Study outcomes will add knowledge to the existing literature on the leadership process and OE. They broaden the understanding of the effect of leadership process on the effectiveness of firms. In addition, researchers can build further from the empirical evidence gathered or critique the methodology applied and bridge any existing gaps.

## Scope of the Study

This study sought to investigate the effects of leadership process, followership, and organizational context on the effectiveness of freight forwarding firms in Nairobi City County, Kenya. It specifically evaluated the effect of tactical, strategic and situational influence strategies on the firm effectiveness. It also examined the mediating effect of followership, and the moderating effect of organizational context on the relationship between leadership process and effectiveness of freight forwarding firms in Nairobi City County, Kenya.

The study was undertaken among freight forwarding firms in Nairobi City County. All the 400 clearing firms duly registered as members of KIFWA Nairobi branch in 2023 comprised the target population. These firms were considered because they form the bulk of freight forwarding firms within the three major contexts of cargo clearance operations: Nairobi and Naivasha ICDs, which are hinterland extensions of Mombasa Port, handling sea freight; Jomo Kenyatta International Airport and Wilson Airport, handling airfreight; and, numerous road freight operators. Furthermore, Nairobi City County being centrally located has offices for many firms with branches in border towns where road freight clearance is carried out. Using the random sampling technique, 92 firms were selected for the quantitative survey. Purposive sampling technique was used to select 10 firms for the qualitative data.

Quantitative data was collected from respondents stratified as firm's top, middle and lower management levels using a closed-ended questionnaire. At the firm's top-level management, either the Chief Executive Officer, Director, or the General Manager, as applicable, were the respondents. At the middle level management, the operations manager was the respondent, whereas supervisors were the respondents at the lower-level management. Ninety-two respondents from each management category, totalling 276, was used to obtain the needed data. The study period lasted for a maximum of three months from the time of statutory authorizations and ended when all the sampled firms were covered.

## Limitations and Delimitations

This study faced several limitations. First on OE, the study did not attempt to investigate all the factors that could possibly contribute to the phenomenon. Scholars have been moving from conceptualizing OE in a single model to applying contingency methods in its definition (Sekaran, 2003). In the study, it was assumed that leadership and by extension followership, and the influence strategies applied were the most important factors determining organizational effectiveness, as conditioned by contextual factors. An investigation focusing on factors other than leadership as well as the organization's historical experiences would perhaps make the study more complete. Drawing respondents from firms with different characteristics such as age, organizational structure, and market focus (export, import or transit); however, minimized the limitation.

A second limitation related to the study's contextual scope. The investigation undertaken in Nairobi City County only, out of the 47 Counties in Kenya. Owing to its location on mainland and hosting two major airports in the region, Nairobi City County's main freight forwarding operations centre on air cargo. Furthermore, freight forwarding firms in the air cargo sub-sector operate under contexts that are somewhat different from those by their counterparts especially in the sea and road cargo sub-sectors. Consequently, the study suffered from generalizability, and conclusions reached may only be extended to other freight forwarding firms with similar characteristics. This limitation was however minimized by the fact that Nairobi and Mombasa are the two major counties in Kenya servings as international hubs for the clearance of shipments of all types of cargo. Furthermore, Mombasa port as the major hub for sea cargo clearance has recently extended its services closer to customers in Nairobi and other mainland locations through the SGR transport system. This has caused freight forwarding firms initially stationed in Mombasa and others in locations close to Nairobi City County to open branches in Nairobi from where they clear cargo at the more accessible ICDN. This implies that firms in Nairobi City County have more or less similar practices and culture to those in Mombasa County.

Lastly, the study approach was cross sectional whereby data was collected at the same time among the freight forwarding firms in Nairobi City County. To this end, study findings suffered from unreliability in making long-term inferences about the effectiveness of freight forwarding firms in general. To increase data reliability, the researcher however observed objectivity throughout the study, including assuring respondents of strict confidentiality and anonymity, especially in dealing with possible difficulty in accessing confidential information.

## Chapter Summary

This chapter has provided the background establishing the context of the study and examined prevalent conceptualization of the variables of leadership process, followership, organizational context, organizational effectiveness, and freight forwarding firms. The statement of the problem was outlined, and study objectives and hypotheses discussed. Study assumptions, justification, significance, scope, limitations and delimitations have been elaborated. A review of related literature and theories on the study variables is provided in Chapter Two.

# CHAPTER TWO

# LITERATURE REVIEW

## Introduction

This chapter provides literature review on the major theories anchoring the study. It also offers an empirical literature review of the study variables that involved a systematic search of relevant information in published books and peer reviewed articles. A summary of the empirical review, and the gaps identified is provided. Finally, the conceptual framework and the study hypotheses are explained.

## Empirical Literature Review

### *Tactical Influence and Organizational Effectiveness*

Scholars have described leadership as an interactive process occurring between the leader and the followers, with influence being central to the process (Bullington, 2016; Holloway, 2012; Northouse, 2019; Platow et al., 2015). Influence constitutes getting others to take lead in believing something, thinking in certain ways, or taking certain actions. Tactical and context specific behaviors or actions are effective and can guarantee long-term sustainability (Coffman & Niehaus, 2020; Daft, 2016). Sustainability as a desired goal is an indicator of OE (Kareem, 2019). Leaders have therefore used many tactics to influence their followers to attain desired goals. Tactical influence is based on the use of personal power and includes soft approaches like making direct appeals, rational persuasion, great visions, reciprocity, and developing allies.

In an empirical study, Chaturvedi et al. (2019) investigated the effect of tactics on the relationship between transformational leadership and followers' organizational commitment. Quantitative data was obtained from a sample of 352 respondents in Indian steel firms using questionnaires. Target Influence Behaviour Questionnaire (IBQ-T) was used with 44 items to show follower preferences of influence tactics used by leaders. Data analysis revealed that influence tactics used by leaders had a significant positive relationship with followers' affective organizational commitment. Specifically, it was established that inspirational appeal and rational tactics "partially mediated the relationship between transformational leadership and affective organizational commitment". The study faced single-method bias and the relationships derived may have been the result of the response bias by the respondents. In addition, only two influence tactics were considered, yet other forms of tactics exist that are capable of influencing the relationships. Conceptually, the study used tactic influence as a mediating variable while the present study considered it as a component of the independent variable.

To explore behaviours used to influence decision making in organizations, Madigan et al. (2020) conducted a cross-sectional survey among 385 Australian OHS professionals. Data was collected using IBQ while inferential and descriptive statistics were used in the analysis. Findings showed that individual factors including work experience, age, and gender; as well as organizational factors such as safety maturity level and size of the organization influenced the kind of tactics employed. In addition, inspirational appeal and rational persuasion were found to positively influence effectiveness, while exchange and legitimating tactics displayed a negative relationship. The study focused on influence tactics that were effective when influencing organizational decision-making in an upward direction only while it was possible that the same tactics were less effective for motivating workers and peers. The current study sought to fill this conceptual gap by investigating influence tactics that apply in all directions in determining organizational effectiveness.

Lu et al. (2019) carried out two quantitative studies to establish how employees used enactment behaviours and influence tactics in their organizations for their ideas to be accepted and implemented. The study was fuelled by the fact that managers do not always give positive assessments to employees' creative ideas, meaning that employees' ideas often never are implemented. Data was collected from a field study of 54 supervisors and 192 employees in a Chinese firm and from an experimental study with 264 respondents in a US university. Fifteen items from IBQ were used to measure influence tactics of inspirational appeals, consultation, rational persuasion, and collaboration. Data was analysed using three-way ANOVA. Findings in both studies revealed that the effective use of upward influence tactics by employees affected the extent to which managers evaluated their creative ideas and implemented them for organizational effectiveness. A conceptual gap in the study was that influence tactics were used as moderators of the relationships, while the present study viewed them as indicators of the independent variable. Further, the study did not use any method to verify the actual projects implementation of the dependent variable, but the current study employed tested measures to confirm organizational effectiveness.

Rangus and Černe (2019) undertook a quantitative study to establish the effect of leadership influence tactics and employee openness toward others on the performance of innovation. Data was collected from 85 employees and 15 of their direct supervisors in a European manufacturer of automotive, electronics, and industrial products. Through multilevel data analysis, results showed that the relationship between openness and innovative behaviour was more positive when the level of leaders' building open-innovation coalitions was high. The implication was that leaders needed to pay close attention to tactics of coalition formation and the creation of interrelated tasks that stimulated employees' interaction and collaboration for improved organizational outcomes. Findings were however based on a sample of respondents drawn from one organization and their replication in other organizations suffers poor generalizability. In addition, the study examined the influence of leadership tactics and employee openness on individual and team level innovation, and was not directly related to innovation effectiveness at the firm level. The current study explored linkages between influence tactics and organizational effectiveness with data collected using mixed method techniques from selected freight forwarding firms in Nairobi City County, Kenya.

Kim and Gausdal (2020) undertook a qualitative exploration of leaders' influence tactics for safety in a maritime context. Forty-one managers in the safety operation of ships and related machinery were selected for the study. Data was collected using individual interviews and focus group discussions. Sets of frequent and consistent influence behavioural categories in the data responses were developed by coding and directed content analyses. Through the abstract categories, emerging patterns and similarities revealed that leaders effectively used five core tactics to influence their staff for safety compliance and participation. The tactics included consultation, role modelling, coaching, exchange, and pressure. The study also established a three-way use of tactics amongst leaders and followers, namely downward influence tactics to influence subordinates, upward tactics to influence superiors, and lateral tactics used in influencing peers. A methodological gap was that the study was qualitative, using interviews and focus groups in data collection. The study did not clarify the sampling method used while the current study selected respondents using stratified and simple random sampling methods to collect quantitative data. Key informants for qualitative data in the current study were selected through purposive sampling method. External context factors that influence organizational effectiveness were also investigated.

In two separate studies, Gerpott et al. (2020) investigated how followers' willingness to share knowledge was influenced by respectful leadership. The researchers viewed sharing of knowledge as a discretionary behaviour that allowed others to use shared knowledge. In the first study, time-lagged data was collected from selected German employees as part of a larger study. A data collection firm invited 34 panellists to participate out of which 1436 completed the study at Time One, 330 at Time Two, and 275 at Time Three. Confirmatory factor analysis was used to test discriminant validity of the study measures, while Structural Equation Modelling (SEM) demonstrated the relationships between model constructs.

In the second study, Gerpott et al. (2020) aimed at replicating findings from the first study using multiple data sources to minimize common-method bias. Data was collected using 89 questionnaires completed by participants working in various industries in Netherlands. Across the two studies, path analysis findings revealed that followers' perspective taking mediated a positive relationship between respectful leadership and knowledge sharing by followers. A mediating effect of empathic concern in the relationship was found in the first study. Moreover, the first study identified an interaction effect of the mediators, to the extent that "followers' perspective taking was positive for their knowledge sharing at high levels of empathic concern and vice versa" (p. 802). In sum, findings revealed that leaders who were respectful positively exerted influence on followers' willingness to share knowledge, through the mediating techniques of increased empathic concern and perspective taking. The strategies examined in the study were emotional and rational influence while the present study additionally examined the effect of other forms of influence strategies on organizational effectiveness.

### *Strategic Influence and Organizational Effectiveness*

A second major form of leadership influence is strategic approach. The goal of strategic approach is to attain leadership in technical, business, and social areas, and build credible networks and key infrastructure (Cortes & Herrmann, 2021). Broadly categorized as discretional and architectural, strategic influence involves the exercise of individual authority and strategic decision-making at firm level, and the creation of structures and processes permitting the realization of goals (Muninger et al., 2019). This means that top management that empowers teams, cultivates support, and promotes agile processes for quick knowledge flows and decision making across teams creates adaptive environments and can attain, among other things, resource optimization and guarantee firm's long-term stability.

An empirical study to explore the link between strategic leadership approaches and organizational effectiveness in small and medium sized firms in Kurdistan region, Iraq, was undertaken by Ali and Anwar (2021) using a quantitative approach. The exploration conceptualized strategic influence in terms of managerial wisdom, capacity to adjust to change, and absorptive strategies or ability. Hundred and fifty-two respondents selected through random sampling provided data through questionnaires. Regression and correlation techniques were used “to measure the influence of each variable on organizational effectiveness.” Findings revealed “a significant positive relationship between absorptive strategies and organizational effectiveness; a significant positive relationship between the capacity to change and organizational effectiveness; and a strong correlation between managerial wisdom and organizational effectiveness.” The study considered self-leadership skills touching on strategies, change, and wisdom, as the tools that influence organizational competitiveness, yet, other factors impact on performance as well. For instance, the business or social environment, credibility, and key infrastructure are strategic factors that affect effectiveness (De Kluyver & Pearce, 2015; Cortes & Herrmann, 2021). The present study considered the effects of both discretional and architectural strategic influences on organizational effectiveness using a mixed methods approach.

A study to assess strategic leadership influence on organizational performance through knowledge management was conducted in Pakistan, by Dahri et al. (2019). A cross-sectional design based on random sampling was adopted for 129 bank managers. Data was collected using questionnaires and analysed through Smart-PLS. Findings revealed significant relationships as follows: strategic leadership positively influenced knowledge management, knowledge management positively influenced organizational performance, and knowledge management positively mediated between strategic influence and organizational performance. The study did not consider the effect of followership in the relationship between the independent and dependent variables. In addition, data was collected from a single unit, hence limiting generalizability of findings. The current study considered organizational effectiveness and not performance as the dependent variable.

Alayoubi et al. (2020) carried out a quantitative study to identify the relationship between strategic leadership practices and the quality of education service among universities in Gaza, Palestine. Through random sampling, 177 respondents were selected with half of the study population consisting of supervisors. Strategic leadership practices were considered as "investment of strategic capabilities and talents, strategic orientation, strengthening of organizational culture, emphasis on ethical practices, implementation of balanced regulatory control, and the development of human capital." A questionnaire was used in collecting data. Descriptive and inferential statistics were used to analyse data. Findings revealed a strong and statistically significant relationship between strategic leadership practices and improvement of quality of educational service (p. 11). The study focused on quality of service as the dependent variable and not organizational effectiveness. Data was drawn from only three educational institutions and could not be generalized to other contexts.

Olfat et al. (2020) undertook an empirical study in the Iranian automotive industry to establish the relationship between strategic decisions, competitive priorities and firm performance. Competitive priorities were perceived as quality, flexibility, cost and delivery capabilities. Strategic decisions were those decisions made by firms within the competitive priorities. The study employed a quantitative approach using a questionnaire to collect data from 48 respondents. Data was analysed through inferential and descriptive statistics. Results revealed that some strategic decisions had significant effects on the various firm competitive priorities. In addition, it was established that priorities for more profit influenced strategic decisions. The study however focused on firm performance based on profitability measures. Other measures needed consideration in order to establish the full effect of strategic decisions, especially on firm effectiveness. The focus on automotive manufacturing firms also limited generalizability of study findings to other settings.

Mwanthi (2018) conducted a descriptive study to determine whether strategy communication, resource allocation, organization leadership, and employee participation in Kenyan universities had a positive impact on strategy implementation in the organizations. Additionally, the cross-sectional study sought to establish whether the institutions implemented their strategic plans successfully, and what the resultant impact on organizational performance was. Ten local universities were selected by criterion sampling and data was obtained using a semi-structured questionnaire from 384 employees who took part in the study. Through descriptive data analysis, findings revealed that strategy communication, resource allocation, organizational leadership, as well employee participation had a positive influence on strategy implementation. In addition, success in strategy implementation was found to improve organizational performance. Although it was established that positive relationship existed between strategy communication and implementation, and subsequent organizational performance, the study employed only descriptive design and was short in establishing the overall effectiveness of the processes. The present study employed both descriptive and explanatory designs to investigate the relationship between leadership process and organizational effectiveness in freight forwarding firms in Nairobi City County, Kenya.

In a study investigating how strategic operations affected the performance of consultancy firms in Nairobi, Kenya, Wandiga et al (2019) found a significant positive effect of the operations of knowledge-based value chain, resource management, and value proposition on performance. However, facility as a strategy had no significant effect on performance of the firms. Through stratified random sampling technique, 144 respondents were selected to participate in the study, which utilized questionnaires to collect primary data. Data was analysed through descriptive and explanatory statistics. The current study had organizational effectiveness as the dependent variable and was undertaken among freight forwarding firms in Nairobi City County using a mixed methods approach.

*Situational Influence and Organizational Effectiveness*

Scholars generally agree that human behaviour is a function of contextual realities. Forming part of organizational context is the level of development of employees in respect of their competences and attitudes towards tasks (Northouse, 2019). Cohen and Bradford (2017) hold that by first understanding the forces that drive followers' needs and concerns, leaders could effectively influence followers for better performance. Consequently, it can be argued that a given follower's development level requires a matching leadership style (Blanchard et al., 1993; Daft, 2015; Northouse, 2019). Effective firms therefore need competent and highly committed subordinates and top management that is strong in being supportive, but low in giving directives (Al-Khamaiseh et al., 2020).

Veliu et al. (2017) empirically investigated how leaders influenced employees for better performance in business organizations in Kosovo. The quantitative study viewed a leader's style as the manner in which a leader interacted with subordinates using a combination of individual characteristics, traits, skills and behaviours. The study covered 150 low, middle, and top managers sampled through convenient sampling technique from 50 private organizations. Leadership Styles Questionnaire (LSQ) was used in data collection. Through correlation and multiple regression analyses, findings revealed that transformational, democratic, and autocratic leadership styles influenced employee performance positively; while bureaucratic, laissez-faire, charismatic, and transactional leadership styles had a negative impact on employee performance in a statistically insignificant way. Overall, findings revealed that different leadership styles were necessary for positive influences subject to the characteristics of the situation, including the kind of followers. Moreover, the leader needed to know when to apply a given influence approach for best outcomes. Since the study relied on responses given by managers in evaluating employee performance levels, this may have invited subjectivity in the measures. Still, the study focused on influence of leadership styles on employee performance, necessitating further enquiry to establish the effect of such influences on organizational effectiveness. Convenient sampling method used presented a gap in the study with potential to introduce bias and inability to generalize the findings. The current study sampled respondents from different management categories using stratified, simple random and purposive sampling methods. This minimized bias in findings.

In a study on leadership behaviour, leader values, and the perceptions of followers, Groves and LaRocca (2011) assessed how leaders advanced responsible leadership and organizational outcomes through influence using a longitudinal design. Data was collected from 122 managers and 458 of their direct reports through the split-sample methodology. Organizations were drawn from government services, aerospace, education service, and consulting services. Through structural equation modelling analysis, findings suggested that by creating strong follower perceptions of shared values, leaders had the capability to influence follower beliefs, perspective and follower willingness to engage in extra-role citizenship behaviours that address organizational and community problems. The longitudinal design employed offered a stronger case of the mediating role of follower values congruence. However, since leaders identified their direct reports to take part in the study, this may have presented bias on follower responses through giving positive ratings on performance and leadership behaviour. Additionally, the small sample size used could not generalize findings to the whole populations of organizational leaders. The study also failed to state the context in which it was undertaken.

Ghazzawi et al. (2017) studied how situational leadership affected employee productivity in organizations. The relationship between study variables was investigated through a quantitative approach. One hundred and fifty participants employed across six hospitals in North Lebanon were selected through simple random sampling. A questionnaire covering different aspects of situational leadership was used in data collection. Using SPSS, information collected was analysed through factor reduction and regression techniques. Results unveiled a positive relationship between situational leadership influences and employee productivity. In congruence with the claims of Situational Leadership Theories, the researchers laid more emphasis on the leader understanding subordinates' needs in making them more productive, but the study shifted focus to consider both leaders and followers as determinants of the influence behaviours necessary under different situations. In addition, employee productivity might not always translate into organizational effectiveness.

The aim of a quantitative research undertaken by Titi et al. (2018) was among other things to investigate the influence of competence and situational leadership on employee performance in Indonesia. Using probability sampling with proportional stratified random sampling technique, 210 employees in service companies working in oil and gas industry were selected for the study. Both primary and secondary data was collected and analysed using linear regression analysis. Findings indicated that situational leadership influences and competence had a significant positive effect on employee performance. The focus of the study was the effect of situational leadership influences on employee performance while the current study had situational influence as one of the indicators of leadership process, which affects organizational effectiveness. This study was conducted in the context of freight forwarding industry in Kenya.

Mwai et al. (2018) undertook a study to establish the relationship between leadership style and organizational effectiveness, through explanatory and descriptive research designs. Respondents were 374 managers sampled from non-Governmental Organizations' (NGOs) in Kenya. Data was collected using a questionnaire and analysed using descriptive and inferential statistics. Descriptive statistics included standard deviation, mean, and variance. Inferential statistics were ANOVA and standardized coefficients. The construct of leadership style comprised the factors of giving clear instructions, showing concern, and consulting with employees. Results revealed that leadership style had a significant influence on organizational effectiveness. Giving clear instructions and showing concern to employees significantly and positively influenced the attainment of organizational goals. Concern for employees significantly and negatively influenced organizational process efficiency. The study was undertaken among managers in NGOs operating in Kenya while the current study comprised the management at the top, middle, and lower levels in the freight forwarding firms operating in Nairobi City County, Kenya, using a mixed methods approach.

Mwesigwa (2018) conducted a quantitative case study in hotels in Uganda to investigate the success of employee performance using selected leadership styles of middle level managers. A sample of 196 respondents was selected first using proportionate stratified method to ensure heterogeneity and then through simple random sampling. Data was collected using a questionnaire for the measures of autocratic (directive), democratic (participative), and laissez faire leadership styles, and employee performance. Regression matrices and bivariate correlations were used to test the relationships of the variables. Findings revealed that a given leadership style explained the degree of employee performance. Specifically, it was established that while employee performance was higher under leadership and work situations that accorded employees freedom to exercise their abilities, employee performance also existed in the other leadership styles. The study found that the choice of a leadership style had a significant effect on employee performance level.

The study by Mwesigwa (2018) was however conducted in the hospitality industry and findings may not apply in other sectors. Additionally, the outcome of application of a given leadership style on employee performance may not have necessarily translated to greater organizational effectiveness. As the researcher observed, a combination of participative, directive, and supportive styles could have greater impact on the employees' behaviour for increased performance.

*Followership in Leadership Process and Organizational Effectiveness*

Followership comprises followers with clear vision, the ability to participate in team effort, the character to flourish without recognition, the capacity to pursue goals, and the desire to accomplish a greater common purpose (Kelly, 1988). As Uhl-Bien et al. (2014) elaborated; followership pertains to the characteristics and behaviours of subordinates acting in relation to their leaders and other individuals in goal attainment. Recent studies suggest that in most cases, the behaviour exhibited by followers is a reflection of behaviours modelled by their leaders (Carsten et al., 2018). The authors implied that leadership process emerges from the relationship between the leader and followers. In the attainment of higher organizational goals, it is therefore imperative followers' behaviours demonstrate an understanding that they are members with others in a social group having common goals.

Carsten et al. (2010) mounted a qualitative study in various organizations in Canada and the U.S to establish the meaning of followership by investigating how follower roles were socially constructed. Semi-structured interviews were used with 31 participants in different roles selected through cross-sectional qualitative sampling. Findings revealed a positive relationship between followership schema, social constructions, and the role the context played in followership behaviour. It was suggested that followership was socially constructed as either proactive, active, or passive. Individuals who viewed followership as an active role sought to give input in decisions, but only did so whenever given the opportunity; passive followers sought obedience and deference; while proactive followers sought to challenge leaders and voice their concerns or ideas. Followers also affirmed the role leadership styles and organizational climate played in their ability to act and behave in accordance with their proactive and active followership schema. The researchers could however not draw firm conclusions about how proactive or passive followers would "deal with organizational constraints or the strength of the interaction between followership schema and leadership or organizational context" (p. 557). This could be attributed to the small sample size used that was not adequately representative of the population. Further, the qualitative study was limited in the number of respondents. The present study conceptualized followership as a mediating variable in the relationship between leadership process and organizational effectiveness.

Bourgoin et al. (2020) observed that the stable and conventional bases of authority including position, expertise, or acceptance were fast eroding. In a qualitative study investigating the performative perspective on authority in organizations, the researchers collected data through observations, field documents, and informal conversations from episodes enacted by consultants in several French organizations over a period of time. Data was analysed using open coding techniques. Findings revealed that the performance of authority involved not just people, but also a wider range of actants including tools, and principles. It implied that authority lies in the practical enactment of relations between individuals, and between those individuals and elements of their environment. Consequently, it was argued that followers could exercise authority in their circumstances even if they did not possess the usual features of authority. The findings were especially useful for proactive followers who must seek to transform others and the organizations for higher goals. The study did not however consider the implications of the performative perspective on other critical factors such as power and effectiveness. It also did not specify the context under which it was conducted. The current study employed both qualitative and quantitative approaches in data collection and analyses.

Saqib and Arif (2017) undertook a quantitative cross-sectional study, examining the impact of toxic leadership behaviours on organizational performance, with the mediating role of employee silence. A stratified random sampling technique was employed to pick 445 respondents working in different banks in Pakistan. Data was collected using self-administered questionnaires. Through exploratory factor analysis, confirmatory factor analysis, and mediation analysis of the data, findings showed that employee silence was negatively related to organizational performance. The study established that employee silence mediated the relationship between toxic leadership and organizational performance. In addition, toxic leadership behaviours significantly had negative impact on organizational performance. The investigation was however concerned with measuring the impact of employee behaviour (silence) on organizational performance, while the present study sought to establish the mediating effect of followership types on the relationship between leadership process and organizational effectiveness. The study context in relation to culture and business sector was different in this study, which focused on freight forwarding firms in Nairobi City County, Kenya.

To examine among others, the relationship between dyadic relations between leaders and followers, and organizational commitment, Ishak et al. (2018) conducted a quantitative study in East Malaysia. Through purposive sampling, 200 employees were selected from a municipal office. Data from 115 questionnaires was analysed using SmartPLS. Confirmatory factor analysis was used to determine instrument validity and reliability. Path coefficients of standardized betas (β) and t-statistics were used to inspect the structural model. Findings revealed a mediating relationship in the dyadic relationships between leaders and followers and organizational commitment. Further, findings affirmed a direct correlation between leader-follower dyadic relationships and personal outcomes of job satisfaction as mediated by social justice. However, the findings failed to clarify whether the mediated relationship translated into positive organizational outcomes. Furthermore, the sample size was small and selected through purposive sampling, while data was collected from one organization, all of which limited generalizability of the findings.

Jha et al. (2019) undertook a cross-sectional study investigating the mediating role of employee engagement in the relationship between employee voice and organizational effectiveness. Information was collected through online survey from 232 respondents drawn using snowball sampling method. Respondents were all millennials from three IT companies in the Indian city of Bangalore. Data was displayed through descriptive analysis while the hypothesized model of mediation was tested using Standard Error of the Mean.

Data was fitted through confirmatory factor analysis. Findings revealed the existence of a significant association, mediated by employee engagement, between employee voice and organizational effectiveness. Results also revealed a significant and positive relationship between employee engagement and organizational effectiveness. The sample group was limited to IT firms' employees, and respondents were drawn using snowball sampling method, meaning that results could not be generalized to other settings. Additionally, the study did not consider employee categorization in respect of their characteristics and the capacity to take up roles.

*Organizational Context in Leadership Process and Organizational Effectiveness*

It is not always possible to separate peoples' actions and behaviours from the places in which they do them. Creswell and Poth (2017) argued that the processes people experience, their contexts, and deeper thoughts and behaviours influence their actions. A changing external environment may determine an organization's failure or survival, and firms must therefore develop the capacity to interact successfully with their environment in extracting the right information and needed resources (Awan et al., 2017; Chege et al., 2020; Robbins, 1990). The authors argued that in changing environments, eventually new organizational forms fitting the prevailing external environment usually emerge to occupy new niches.

Stakeholders affect an organization's achievement of its goals and objectives (Awan et al., 2017; Quan et al., 2018). Through a quantitative approach, Awan et al. (2017) sought to understand from manufacturing firms in Pakistan the effect of pressure from stakeholders and adoption of sustainable practices in supply chain on sustainability performance. Data was obtained using a survey from 272 manufacturing firms selected through stratified sampling. Descriptive and inferential statistics were used in data analysis. Findings established that the implementation of sustainable SCM practices in the firms was increased by stakeholder pressure. This meant that stakeholders could help firms acquire and develop vital capabilities in response to the requirements for social sustainability. Working jointly with stakeholders is thus important to a firm's management of its environmental and social aspects through designing effective policies. The study was however limited in that data was obtained from single participants, few firms and in a given time frame, which introduced common source bias for the results. Stakeholder pressure was considered as an independent variable while the current study conceptualized it as a moderating variable under the organizational context.

Wang and Sengupta (2016) through a quantitative research investigated the relationships between stakeholder relationships, corporate brand equity, and firm performance. Secondary data was obtained from 81 multinational firms in 282 firm-year observations. Descriptive statistics and correlations were used to analyse continuous variables including multi-stakeholder relations, while simultaneous equations method was used in analysing firm performance. A positive correlation was identified between stakeholder relationships and brand equity, which mediated the relationship between stakeholder relationships and firm performance. While the study analysed secondary data from existing databases and conceptualized stakeholder relationships as the independent variable, the current study relied on primary sources only to gather data, and stakeholders were regarded as a factor under organizational context, moderating the relationship between leadership process and organizational effectiveness.

A study by Quan et al. (2018) examined firms' sustainable development in the context of the government policies supporting green initiatives in China. From 646 firms selected with data for a 5 years period, 3357 firm-year observations were made. The firms ranged from those dealing in mining, food manufacturing, textile, printing, and media. Data was analysed using both descriptive and multiple regression techniques. Results established a positive relationship between sustainable development and economic performance. Specifically, it established that resources controlled by the government, including tax benefits and bank loans, were the means for transforming effects of investments into gains. However, it was discovered that the positive association only held for state-owned firms, owing to the preferential treatment they received from the government. The study focused on organization's economic performance and not organizational effectiveness as the dependent variable. Additionally, environmental performance was the independent variable, unlike leadership process in the current study. The study's sample consisting of only those firms with the needed data was restrictive and findings therefore not representative of other firms and sectors. The current study was cross-sectional and sampled firms through simple random and purposeful sampling techniques.

Peter et al. (2018) undertook a mixed methods study exploring the impact of government financial support on the performance of Nigerian SMEs. Data collection was through survey and semi-structured interviews. Using stratified and simple random techniques, 360 respondents who were either SME owners or managers were sampled for the study. The quantitative data was analysed using multiple regression and descriptive statistics while the interviews were subjected to thematic analysis. Findings established that the effect of government financial assistance on the performance of SMEs was significant. The current study sought to establish the relationship between leadership process and organizational effectiveness among the freight forwarding firms in Nairobi City County, Kenya.

Egbunike and Okerekeoti (2018) explored the interrelationships between macroeconomic factors, firm characteristics and financial performance in manufacturing firms listed on the Nigerian Stock Exchange. Within the macroeconomic factors, the study specifically investigated the effect of inflation rates, interest rates, exchange rates, and the rate of GDP growth, on financial performance. Based on *ex post facto* research design, 163 firms were sampled through non-probability method, and multiple linear regression was used to validate study hypotheses. The findings showed no significant effect on financial performance for interest rate and exchange rate, but a significant effect was recorded for inflation rate and rate of GDP growth. The study used factors both in the firm's internal and external context as independent variables in determining the interrelationships with financial performance, but the current study explored factors in the firms' external microenvironment as moderating variables in the relationship between leadership process and the effectiveness of freight forwarding firms.

Daferighe et al. (2019) undertook a study in Nigeria to establish the effect of social activity practices and firm profitability employing a descriptive research design. Social activity reporting involved a firm investing in social welfare activities that benefit stakeholders within firm's immediate environment and reporting the same to all its stakeholders. Data was collected from 15 firms listed on the Nigerian Stock Exchange in the manufacturing, oil and gas, and building and construction sectors. The firms were selected using purposive sampling method. Data was analysed using descriptive statistics and multiple regression. Hypothesis formulation and testing was done using F statistics. Findings established that social welfare activities and accounting had insignificant positive relationship with firm profitability. Although the study reported insignificant positive relationship between investment in social activities and profitability, and recommended that firms should cautiously support these activities, it was observed that only health related social activities were considered. Further, the study focused on organizational profitability (Return on Equity) and not effectiveness. Study findings cannot therefore be replicated in other contexts.

In Kenya, a quantitative study by Chege et al. (2020) examined the relationship between technology and firm performance, considering the role of innovativeness. Using a semi-structured questionnaire, data was collected from 240 randomly sampled local enterprises comprising of small-scale farmers and SMEs. Structural equation modeling technique was used in data analysis. Findings indicated that firm performance was positively influenced by technology innovation; hence, the recommendation that entrepreneurs needed to embrace technology innovation for enhanced firm performance. The study used technology as the independent variable in determining firm performance while the current study considered technology as an element of organizational context moderating the relationship between leadership process and organizational effectiveness. Further, while the study was undertaken among farmers and SMEs in Tharaka-Nithi

County, the present enquiry targeted freight forwarding firms in Nairobi City County, Kenya, employing a mixed methods approach.

## Summary of Literature Review and Research Gaps

Based on the conceptual and empirical literature reviewed, it is clear the state of leadership process and effectiveness in the freight forwarding industry has not been adequately explored. It emerged that most contemporary studies have approached leadership focusing on the individual leader as the party solely responsible for organizational outcomes. Similarly, many studies have concentrated on organizational performance as the dependent variable, which together organizational effectiveness have been linked with the characteristics of the leader at the expense of the dyadic influences that take place between leaders and their followers, and conditioned by contextual factors. This perception has persisted while explaining the relationships among the constructs including leadership styles, follower behaviours, stakeholders, technology, and government interventions. Along these lines, Aleksic (2016) posits that leadership cannot be interpreted through the lens of the characteristics of the leader alone, but also through the other elements that constitute the leadership process. Leadership as a process must consider the needs of the system, environment, network, and community (Pearce et al., 2014; Van Wart, 2013). The authors held that there is limited literature on all the elements of leadership process, hence the need to consolidate them and determine their effect on organizational effectiveness among the freight forwarding firms in Nairobi City County, Kenya.

The overemphasis in leadership research on the individual holding the role of leader has led to most studies on organizational effectiveness drawing study samples mainly from leaders. Graen and Uhl-Bien (1995) observed the need for more studies recognizing followers not merely as moderators of leader influence or as outcomes of the leadership process, but as factors that directly influence organizational outcomes. Followers and other key stakeholders should constitute a significant part of samples drawn in leadership and organizational studies. Importantly, there is need to explore the antecedents and outcomes of leadership process to cover adequately the components of followership and organizational contexts.

While many past studies have sought to understand the effects of leadership and related constructs on organizational outcomes using varied methodologies, there is limited research on the different types of influence strategies on organizational effectiveness in freight forwarding firms in Kenya. Furthermore, studies on the mediating effect of followership and the moderating effect of organizational context on the relationship between leadership process and organizational effectiveness are limited and inconclusive. Specifically, there is lack of empirical studies that have sought to investigate the role of followership in the leadership process in addressing operational concerns among the freight forwarding firms in Kenya. Overall, the available literature suffers from the generalizability of study findings in the current context.

Table 2.1 presents a summary of the empirical studies on the main variables of the study. The variables comprise of tactical influences, strategic influences, situational influences, followership and organizational context.

Table 2.1:
*Summary of Research Gaps*

| Authors & Year | Study Title | Finding | Gaps Identified | Focus of the Present Study |
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| Chaturvedi et al. (2019) | "How leaders make their followers to commit to the organization: The importance of influence tactics." | Influence tactics by leaders had "a significant positive relationship with followers' affective organizational commitment. The relationship between transformational leadership and affective organizational commitment was partially mediated by inspirational appeal and rationality influence tactics". | The study faced common method variance or single-method bias. Resultant relationships may be attributable to the respondent's response bias.<br><br>There was a conceptual gap in the use of tactic influence as a mediating variable.<br><br>Used quantitative approaches to measure leadership which is not a quantifiable variable | The study employed both quantitative and qualitative approaches to collect and analyse data. Both leaders and followers were sampled for study.<br><br>Tactic influence was conceptualized as a component of the leadership process, the independent variable. |

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| Madigan et al. (2020) | "Influence tactics Occupational Health and Safety professionals use to influence organizational decision-makers." | Rational persuasion and inspirational appeal tactics were positively correlated with influence effectiveness. | A conceptual gap in that focus was on tactics that were effective when influencing organizational decision-makers in an upward direction while it may have been possible that the tactics were less effective for motivating workers and peers. | In addition to inspirational appeal and rational persuasion tactics, study considered other tactics including liking, reciprocity, developing allies, and making direct appeal as indicators of leadership process (the independent variable) |
| Lu et al. (2019) | "Pitching novel ideas to the boss: The interactive effects of employees' idea enactment and influence tactics on creativity assessment and implementation." | The use by employees of "high levels of upward influence tactics was found to have an interactive effect on the extent to which employee innovative ideas were positively assessed by their seniors and in turn implemented." | A methodological gap existed in that verification of the actual implementation of particular projects was not done.<br><br>Influence tactics were used as moderators in the relationship between the | The study employed tested measures to confirm the dependent variable (organizational effectiveness)<br><br>The study conceptualizes influence tactics |

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| | | | independent and dependent variables.<br><br>Creativity assessment and intention to implement data was collected at the same time from the same supervisors and employees hence the presence of common source bias, and a methodological gap. | as an element of the independent variable.<br><br>Data was collected from the three levels of management (top, middle and lower) in freight forwarding firms. |
| Rangus and Černe (2019) | "The impact of leadership influence tactics and employee openness toward others on innovation performance" | "The relationship between openness toward others and innovative behaviour is more positive when the level of leaders' building open-innovation coalitions is high." This implied that leaders needed to pay close attention to the formation of | Contextual and methodological gaps in that study findings were based on a sample of respondents drawn from only one organization, and their replication in other organizations therefore suffers poor generalizability. | Data was collected from freight forwarding firms in Nairobi City County, Kenya, using a mixed methods approach.<br><br>The study explored the linkages between |

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| | | coalition "tactics and the creation of interrelated tasks in order to stimulate employees' interaction and collaboration for improved organizational effectiveness." | The study examined the influence of leadership tactics and employee openness toward others on team and individual level innovation. Leadership influence tactics were not directly linked to open innovation effectiveness at the organizational level. | tactical influence, (as a factor of leadership process) and organizational effectiveness |
| Kim and Gausdal (2020) | "Leaders' influence tactics for safety: An exploratory study in the maritime context." | Findings revealed that leaders' used five core tactics to effectively influence subordinates for compliance and participation: role modelling, coaching, consultation, pressure, and exchange. Downward influence tactics were used to influence subordinates, upward tactics were used to influence superiors, and lateral tactics were used in influencing peers. | The study was qualitative and employed interviews and focus group in data collection.<br><br>Sampling method was not clarified.<br><br>A theoretical gap in that the study did not consider the role of contingent factors in understanding the impact of influence | The study adopted mixed methods. It used stratified, simple random, and purposive sampling techniques in selecting respondents.<br><br>The study considered contingent (organizational context) as factors influencing the relationship between |

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| | | | tactics on performance and vice versa. | leadership process and organizational effectiveness. |
| Gerpott et al. (2020) | "Respectful leadership and followers' knowledge sharing: A social mindfulness lens." | Findings from two studies established "that followers' perspective taking mediated the positive relationship between respectful leadership and followers' knowledge sharing. A mediating effect of empathic concern in the relationship was only found in the first study." The first study "identified an interaction effect of the mediators, in that followers' perspective taking was positive for their knowledge sharing at high levels of empathic concern and vice versa". | A conceptual gap in that the forms of influence investigated were largely emotional, and rational.<br><br>A methodological gap in using time-lagged data. | In addition to emotional and logical influences, the study considered the effect of other forms of influences including persuasion, liking, reciprocity, developing allies, and making direct appeals, as indicators of the leadership process that affect organizational effectiveness.<br><br>A cross-sectional survey was used in collecting primary data on more than one case and at a |

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| | | | | single point in time. |
| Mwanthi (2018) | "Linking strategy implementation with organizational performance in Kenyan universities". | Analysis revealed that strategy communication, resource allocation, organizational leadership, as well employee participation positively influenced strategy implementation.<br><br>Success in strategy implementation was found to improve organizational performance. | Although positive relationship was found to exist between strategy communication and implementation, and subsequent organizational performance, the study did not establish the effectiveness of these processes, hence a gap in methodology.<br><br>The focus was on performance in Kenyan universities.<br><br>The study employed only descriptive design in data collection | Study focused on the relationship between strategic influence and organizational effectiveness.<br><br>The study employed both descriptive and explanatory designs in collecting primary data |
| Ali and Anwar (2021) | "Strategic leadership effectiveness and its influence on organizational effectiveness." | Results established a significantly positive relationship between capacity to change and organizational effectiveness; a significant positive relationship between | A conceptual gap in that the study considered "self-leadership skills of capacity to change, absorptive strategies, and managerial wisdom" as the tools | The study considered the effect of both discretional and architectural strategic influences (as independent |

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| | | absorptive strategies with organizational effectiveness; and a strong correlation between managerial wisdom and organizational effectiveness. | that influence organizational competitiveness. Other factors such as credibility, business or social environment, and key infrastructure are considered critical strategic influences for effectiveness, hence needed consideration as well. | variables) on organizational effectiveness.<br><br>The mediating role of followership and the moderating role of organizational context in the relationship was examined. |
| Dahri et al. (2019) | "Effect of strategic leadership on organizational performance through knowledge management" | Findings established that "strategic leadership positively influenced knowledge management; knowledge management positively influenced organizational performance; and knowledge management in turn positively mediated between strategic influence and | A conceptual gap in that "the mediating effect of followership in the relationship between strategic influence and organizational performance" was not considered.<br><br>Conceptually, the focus was on organizational | Study examined the influence of strategic influence on organizational effectiveness, with the mediating role of followership in freight forwarding firms in Nairobi City County, Kenya. |

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| | | organizational performance." | performance and not effectiveness.<br><br>The study was conducted from a single unit hence limiting results generalizability. | |
| Alayoubi et al. (2020) | "Strategic leadership practices and their relationship to improving the quality of educational service in Palestinian Universities" | Results revealed a strong and statistically significant "relationship between strategic leadership practices and improvement of quality of educational service". | Quality of service was the dependent variable.<br><br>A contextual gap existed in that data was drawn from only three educational institutions and cannot therefore be generalized. | "Organizational effectiveness was the dependent variable in the study".<br><br>Data was drawn from various firms across the freight forwarding industry in Nairobi City County, Kenya. |
| Olfat et al. (2020) | "The relationship between manufacturing strategic decisions, competitive priorities and firm performance in the automotive supply industry of Iran." | Some strategic decisions had significant effects on the various firm competitive priorities.<br><br>It was established that "strategic decisions were influenced by | The study focused more on profitability as the measure of firm performance.<br><br>The focus on automotive manufacturing firms | The study focused on measures of organizational effectiveness used in influencing strategic decisions, including goal attainment approach, system |

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| | | competitive priorities for more profit”. | also limited the generalization of the study findings in other contexts. | resource approach, strategic-constituencies approach, and competing-values approach.<br><br>The study context was the freight forwarding firms in Nairobi City County. |
| Veliu et al. (2017) | “Influence of leadership styles on employee's performance” | Subject to the characteristics of the situation as well as followers, different leadership styles were needed for positive influences. | A methodological gap exists in that only managers gave responses. This invited subjectivity in the measures used. Subordinates were not included in sampling. The convenient sampling method used in the study presented a methodological gap | Study respondents were both leaders and subordinates selected using stratified and simple random sampling techniques.<br><br>Key informants were selected through purposive sampling method. |

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| Groves and LaRocca (2011) | "Responsible leadership outcomes via stakeholder CSR values: Testing a values-cantered model of transformational leadership." | By "creating strong follower perceptions of shared values, leaders had the capability to influence follower beliefs, perspective and follower willingness to engage in extra-role citizenship behaviours that address organizational and community problems" | A methodological gap in having leaders identify their direct reports to participate in the study. This may have introduced bias on follower responses in the study. | Followers as well as leaders were selected as respondents through stratified and simple random sampling techniques from among the study population. |
| Ghazzawi et al. (2017) | "Situational leadership and its effectiveness in rising employee productivity: A study on north Lebanon organization." | Findings "unveiled a positive relationship between situational leadership approaches and employee productivity." | Conceptually, the study laid more emphasis on the leader understanding subordinates' needs in making them more productive, while not considering followers' perspective.<br><br>In addition, employee productivity may not always translate into organizational effectiveness. | The study shifted focus to consider both leaders and followers as determinants of influence behaviours necessary for organizational effectiveness in given situations.<br><br>Tested measures of organizational effectiveness was applied. |

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| Titi et al. (2018) | "Situational leadership and competency toward work motivation and its impact on employee performance of Service Company working at well intervention division of Pertamina Hulu Mahakam, Indonesia". | Situational leadership influences and competence had a significant positive effect on employee performance. | The study focused on the role of situational leadership on employee performance. There is a contextual gap in that the study was undertaken among service firms in the oil and gas industry in Indonesia. | The study had organizational effectiveness as the dependent variable, conducted in the context of freight forwarding firms in Nairobi City County, Kenya. |
| Mwai et al. (2018) | "Does leadership style influence organizational effectiveness in non-governmental organizations?" | Results revealed that leadership style had a significant influence on organizational effectiveness. Clear instructions and concern for employees were found to positively influence the attainment of organizational goals. Concern for employees was found to negatively influence organizational process efficiency. | Contextually, the study investigated NGOs in Kenya and therefore findings may not be applicable in freight forwarding firms.<br><br>Data was collected from managers using quantitative approach.<br><br>Organization goals attainment, stakeholder satisfaction, and process efficiency were the measures of OE | The study focused on freight forwarding firms operating in Nairobi City County, Kenya.<br><br>It adopted a mixed method approach involving both managers and subordinates as respondents.<br><br>Measures of OE were goal attainment approach, system resource approach, |

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| | | | | strategic-constituencies approach, and competing-values approach |
| Mwesigwa (2018) | "Enhancing employee performance using selected leadership styles of middle-line managers in the hospitality industry in Mid-Western Uganda." | Findings revealed that a leadership style explains the degree of employee performance. Specifically, while employee performance was higher under leadership and work situations that accorded employees freedom to exercise their abilities, employee performance also existed in every other leadership style. From the employee perspective, the study found that the choice of leadership style had a significant effect on the degree of | The study focused on employee performance in the hospitality industry in Uganda and so findings may not apply in other settings.<br><br>Conceptually, the study face d a gap in that only measures of autocratic (directive), democratic (participative), and laissez faire leadership styles were used<br><br>Study employed quantitative methods | The dependent variable in the study was organizational effectiveness in the freight-forwarding firms in Nairobi City County, Kenya.<br><br>The combination of directing, supporting, coaching, and delegating styles is conceptualized as the set of situational influences constituting the leadership process affecting organizational effectiveness. |

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| | | employee performance. | | The study used both quantitative and qualitative methods. |
| Carsten et al. (2010) | “Exploring social constructions of followership.” | Followership is socially constructed as either proactive, active, or passive. Active followers sought to give input in decisions, but only whenever given the opportunity; passive followers sought obedience and deference, while active and proactive followers challenge leaders and voice their concerns or ideas | Due to the qualitative study design, firm conclusions about how proactive or passive followers would deal with organizational constraints or the strength of the interaction between followership schema and leadership or organizational context could not be drawn.<br><br>A methodological gap in having a small sample size to afford generalizability of results. | The study employed a mixed method approach in data collection and analyses.<br><br>In addition, it considered other aspects of followership including follower behaviours.<br><br>Followership was conceptualized as a mediating variable in the relationship between leadership process |

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| | | | | and organizational effectiveness.<br><br>Statistically adequate samples were drawn as recommended by scholars |
| Bourgoin et al. (2020) | “And who are you? A performative perspective on authority in organizations” | The performance of authority involves not just people, but also a wider range of actants including tools, and principles. This implies that authority is found in the practical enactment of relationships among individuals, and between those individuals and elements of their environment. | The study employed qualitative method.<br><br>Theoretically, it did not provide the implications of the performative perspective on the power dynamics unfolding in the non-hierarchical work context.<br><br>The study did not investigate the relationship between the different follower perspectives on organizational effectiveness. | The study employed a mixed method approach.<br><br>The study empirically examined both mediating effect of followership and the moderating effect of factors in the organizational context on the relationship between leadership process and organizational effectiveness in the freight forwarding firms |

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| Saqib and Arif (2017) | "Employee silence as a mediator in the relationship between toxic leadership behaviour and organizational performance." | The study established that the relationship between toxic leadership behaviours and organizational performance was mediated by employee silence. On the other hand, toxic leadership behaviours had significantly affected negatively on perceived organizational performance. | The study was conducted in different banks in Pakistan hence limiting generalizability of findings to other contexts.<br><br>The quantitative investigation was concerned with measuring the impact of employee behaviour (silence) on organizational performance | The study focused on effectiveness of freight forwarding firms in Nairobi City County, Kenya.<br><br>The study included both quantitative and qualitative measures to establish the effect of different follower types and behaviours on organizational effectiveness. |
| Ishak et al. (2018) | "Mediation of distributive justice on dyadic relationship between leaders and followers with personal outcomes". | Findings revealed a significant positive relationship between "dyadic relationship between leaders and followers and distributive justice, and a mediating relationship between dyadic relationship | A conceptual gap in that although the study affirmed the direct correlation between leader-follower dyadic relationships and personal outcomes as mediated by social justice, it failed to clarify whether those | Organizational effectiveness was the dependent variable.<br><br>An adequate sample of main respondents were |

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| | | between leaders and followers, distributive justice and personal outcomes of job satisfaction and organizational commitment” | outcomes translated into positive organizational outcomes, including effectiveness.<br><br>Methodological gaps in that the sample size were small and was selected using purposive sampling method.<br>Data was collected from one firm, which limited generalizability of findings. | drawn using stratified and simple random sampling techniques.<br><br>Key informants were selected through purposive sampling |
| Jha et al. (2019) | “Employee voice, engagement, and organizational effectiveness: A mediated model.” | Findings revealed the existence of a significant association “between employee voice and organizational effectiveness when mediated by employee engagement. A significant and positive relationship between employee engagement and organizational | Contextually, sample group was limited to employees working in IT firms, and respondents were drawn using snowball sampling method, meaning that results cannot be generalized to other settings.<br>Additionally, employee categorization in respect of their characteristics and the | The study was conducted among freight forwarding firms in Nairobi City County, Kenya.<br><br>The study considered how other aspects of followership including follower |

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| | | effectiveness was also revealed. No significant association was found between employee voice and organizational effectiveness". | capacity to take up roles were not considered. | characteristics and behaviours mediate the relationship between leadership process and organizational effectiveness.<br><br>Stratified and simple random sampling methods were used to draw study respondents for quantitative data while purposive sampling method was used to select respondents to provide qualitative data. |
| Awan et al. (2017) | "Understanding the relationship between stakeholder pressure and sustainability performance in manufacturing firms in Pakistan" | The extent of implementation of sustainable practices in the organizations was increased by stakeholder pressure. Stakeholders could therefore help | There were both contextual and methodological gaps in that data was obtained from manufacturing firms in Pakistan from single participants, few firms and in limited | The study was conducted among freight forwarding firms in Nairobi City County, Kenya. Relevant data were also |

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| | | organizations to acquire and develop vital capacities for responding to requirements of social sustainability. | period. This latter introduced common source bias for the findings.<br><br>Theoretically, stakeholder pressure considered as an independent variable. | obtained from key stakeholders.<br><br>Stakeholders were factors of the moderating variable. |
| Egbunike and Okerekeoti (2018) | "Macroeconomic factors, firm characteristics and financial performance: A study of selected quoted manufacturing firms in Nigeria". | Findings revealed insignificant effect for interest rate and exchange rate, but significant effect for inflation rate and GDP growth rate on financial performance. | A conceptual gap exists in that the study used factors both in the firm's internal and external environment as independent variables to explain the interrelationships with financial performance as the dependent variable. | The study explored factors in the firm's external environment only as the moderating variable in the relationship between leadership process and organizational effectiveness. |
| Daferighe et al. (2019) | "Social accounting practices and profitability of companies in Nigeria." | Results showed that social welfare activities and accounting had insignificant positive relationship with firm profitability | The study focused on organizational profitability (Return on Equity) and not effectiveness as the dependent variable. | The study used mixed method approach.<br><br>Random and purposive sampling methods was used in the |

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| | | | Study employed purposive sampling method only.<br><br>Findings may not be replicated in other contexts. | selection of firms and respondents.<br><br>The dependent variable was organizational effectiveness. |
| Chege et al. (2020) | “Impact of information technology innovation on firm performance in Kenya.” | Findings indicated that firm performance was positively influenced by technology innovation. | Technology was the independent variable in determining firm performance.<br><br>Contextual gap exists in that the study was undertaken among farmers and SMEs in Tharaka-Nithi County, Kenya | The study considered technology as a factor of organizational environment moderating the relationship between leadership process and organizational effectiveness.<br><br>The current investigation was carried out in the freight forwarding firms in Nairobi City County, Kenya. |

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| Wang and Sengupta (2016) | "Stakeholder relationships, brand equity, firm performance: A resource-based perspective". | Analysis was carried out using secondary data from existing databases.<br>There was "a positive relationship between the quality of stakeholder relations and brand equity, which mediated the relationship between stakeholder relations and firm performance". | The study used secondary data for analysis<br><br>A conceptual gap in considering stakeholder relationships as the independent variable | Only primary data was collected for analysis.<br><br>The study considered stakeholder relationships as a factor of organizational context moderating the relationship between leadership process and organizational effectiveness. |
| Peter et al. (2018) | "Government financial support and financial performance of SMEs" | Findings established that government financial assistance had a significant impact on the performance of SMEs. | Government assistance was used as the independent variable and firm performance as the dependent variable<br><br>The study was undertaken among SMEs in Nigeria. | Government policy was used as a factor of organizational context moderating the relationship between leadership process and organizational effectiveness. |

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| | | | | The study examined organizational effectiveness in freight forwarding firms in Nairobi City County, Kenya. |
| Quan et al. (2018) | "Firm sustainable development and stakeholder engagement: The role of government support." | Overall, positive relationship was established between environmental performance and economic performance." It was found that government-controlled resources, including bank loans and tax benefits were the means through which investments effects were transformed into economic gains." The positive association however only held for state-owned firms due to the preferential | The study focused on organization's economic performance and not effectiveness as the dependent variable. Additionally, environmental performance was the independent variable.<br><br>The study's sample consisting of only those firms for which needed data were available was restrictive and findings therefore not representative of all firms and sectors. | The study investigated the relationship between leadership process and organizational effectiveness as moderated by stakeholder relationships.<br><br>Stratified and simple random sampling techniques was used to constitute |

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| | | treatment they received from the government. | | the sample of respondents for quantitative data.<br><br>Purposive sampling method was used to select respondents for qualitative data. |

Source: Author and literature review (2023)

## Theoretical Literature Review

This study sought to investigate the relationship existing between leadership process, followership, organizational context and organizational effectiveness. A number of theories exist that consider leadership as a process involving various components aimed at achieving a common goal. The study considered the claims and contributions of the Leader–Member Exchange Theory (LMX), Situational Leadership Theory, Institutional Theory, The Balanced Score Card Model, and Structuralism Theory.

### *Leader–Member Exchange Theory*

Leader-Member Exchange (LMX) Theory was initially advanced by Graen and Cashman (1975), Dansereau et al. 1975), and Graen (1976), focusing on types of relationships or connections that leaders establish with individual followers in the work unit to achieve goals. According to Andersen et al. (2020), early researchers identified two types of relationships: one built on increased role responsibilities (in-group); and the other built on the defined roles of the contract (out-group). Leaders accord members in the in-group more support and attention, while those in the out-group are treated based on what the formal engagement contract provides. A leader with an in-group can do more work effectively than working without one, because in-group members unlike those in the out-group are willing to do more through innovative ways and thereby advance organizational goals.

Later researches by Graen and Uhl-Bien (1991, 1995) concentrated on the qualities of LMX relationships in relation to desirable outcomes for the followers, leaders, groups, and the whole organization. The notion was that leaders should find ways to make the entire work unit an in-group by building relationships with all their followers for greater and positive impact. LMX Theory thus operates by laying emphasis on the superior relationships leaders develop with followers. In this regard, goals of the organization and those of the individuals involved are all advanced.

LMX however suffers criticisms. Northouse (2019) observed that the theory's central ideas are not fully developed. For instance, how high-quality leader–member relationships start and develop is not clear in the theory, and even strategies that followers may use to gain access to the in-group have not been elaborated. Further, how contextual factors may affect LMX relationships is not adequately explained. It is also argued that most LMX measures developed are not sufficiently grounded in theory (Andersen et al., 2020).

According to Northouse (2019), the LMX Theory underscores the need for effective communication across the organization, while making two-way relationships central to the leadership process. It also recognizes the exercise of fairness and equality by leaders in dealing with followers for positive organizational outcomes. The type of behaviour exhibited by followers is indeed a reflection of the relationship between leaders and the followers (Bullington, 2016; Carsten et al., 2014). The top leadership behaviour is therefore the one reflected in their followers. LMX theory thus contributes and builds to the intended relationships leaders should have with their followers in enhancing organizational effectiveness. For freight forwarding firms to be effective in-service delivery, there is need for active mutual engagements between leaders and employees for deployment of leadership process. The postulates of the theory are therefore appropriate in anchoring the different influence strategies of the independent variable, as well as the follower characteristics and behaviours of the mediating variable in this study. Furthermore, LMX supports organizational effectiveness in explaining why some firms can be more effective operating in given business environments.

*Situational Leadership Theory*

Hersey and Blanchard, proposing the existence of directing, supporting, coaching, and delegating leadership styles, advanced Situational Leadership Theory (SL) in 1969. The theory provides an understanding of the relationship between an effective leadership style vis-à-vis individuals' level of maturity or readiness. According to Vidal et al. (2017), maturity has reference to "the willingness and ability of a person to take responsibility for directing the behaviour" (p. 2). Different combinations of maturity levels based on the dimensions of willingness and ability give rise to four categories of individuals. They include individuals who are neither willing nor able to take up responsibility; those who are willing but are unable to take up responsibility; those who are able but are unwilling to take up responsibility; and, those who are both willing and able to take up responsibility.

The theory stipulates that depending on the followers' level of maturity, leaders strive to employ the most suitable leadership style in that situation. Where the followers are neither willing nor able to take up responsibility, the leader defines roles and tells them what, how, when, and where to carry out tasks (directing style). Where followers are willing but are unable to take up responsibility, the leader provides both direction and support (coaching style). Where followers are able but are unwilling to take up responsibility, both the leader and the follower participate in decision-making, with the leader offering mainly facilitation and communication (supporting style). Finally, where followers are both willing and able to take up responsibility, the leader delegates tasks and responsibilities, providing little direction or support (delegating style).

SL theory is in two versions namely, Situational Leadership Model (SLM) and Situational Leadership II model (SLII) (Al-Khamaiseh et al., 2020; Blanchard et al., 1993; Northouse, 2019). The earlier SLM postulated that an employee could start in their development from anywhere within the levels of readiness, while SLII indicates that employees begin in the first and progress to level four in their readiness. Further, instead of readiness levels, SLII employs development levels, and describes each of the levels and respective styles of leadership differently.

Scholars have pointed out some difficulties with the Situational Leadership theory. For instance, prescribed behaviours that leaders must demonstrate in given situations tend to lean the theory towards behavioural leadership approaches (Thompson & Glasø, 2018; Northouse, 2019). In addition, relationships between leadership behaviours and particular organizational contexts have not been verified (Vidal et al., 2017). Difficulties in the theory measurement, content, and research design, have also been stated (Thompson & Vecchio, 2009). Specifically, how to determine competence and commitment levels of followers accurately has posed challenges in testing the theory’s validity. In addition, while styles of leadership may relatively be well understood, Thompson and Glasø (2018) argued, "establishing follower need for a specific style of leadership has proven difficult" (p. 528).

In sum, Situational Leadership Theory implies that for organizational effectiveness, how leadership is deployed must be fitting to the prevailing conditions (Daft, 2016). In postulating that leadership style is varied depending on contextual factors, it dispels the notion that there are better or worse leadership styles. Situational leadership is indeed an aspect of the independent variable in the study in the in the sense that there are situations where a leader will need to influence followers in certain ways in order to yield needed outcomes (Ghazzawi et al., 2017; Veliu et al., 2017). Owing to the diversity of situations and employees within the freight forwarding sector, it is important to note that no one leadership style across all the firms can fully deliver the intended outcomes. Some firms deal in clearance of sea freight, others in airfreight, others in transit and road freight, while others engage in all modes of freight clearance operations. Still, others are local while others are global in their operational scope. The requirement of the calibre of employees and skill sets varies across these situations. The theory was therefore beneficial in the study in supporting the suitability of given leadership approaches in varying follower contexts. It was also used to explain followership as it outlines mediating roles and responsibilities followers can assume in order to influence leaders and fellow followers positively for effectiveness.

*Institutional Theory*

Organizations consist of factors such as tradition, culture, economic and legal environment. These factors influence social interactions and other processes by either constraining or enabling decisions and activities. Institutional Theory seeks to explain the processes for organizational behaviour and the effect of the behaviour patterns within a wider inter-organizational context.

Contemporary Institutional Theory finds its origin in the studies by Meyer and Rowan (1977). The authors argued, “Institutional rules function as myths which organizations incorporate to gain legitimacy, resources, stability, and enhanced survival prospects” (p. 340). The implication is that many organizations ritually incorporate the conceived rationality into their policies, techniques, programs, products, and services. Consequently, their organizational structures are aligned with the institutional context for stability and gaining much needed resources.

Elaborating on Meyer and Rowan’s (1977) works, DiMaggio and Powell (1983) paid more attention on the forces that produce high homogeneity among organizations, rather than those producing variation. The authors outlined three key isomorphic forces. They include coercive pressures that often come from the government, powerful, resource-controlling organizations, and communities within the business environment; imitative or mimetic pressures that emanate from reliance on behaviour of other organizations to guide behaviour of own organization; and, normative pressures that originate from social expectations. Professionals and other players generate the social expectations through lobbying for adoption of particular policies and practices. Such factors tend to make organizations similar in structure and policies that over time become their culture.

Among the shortcomings of the Institutional Theory is that the concept of individual agency is not fully explored within the theory's classic formulations (DiMaggio, 1988). The question was whether conformity to social demands was agentic in the sense that organizations must implement orders from authorities, acting as their agents. Tolbert and Zucker (1996) also posited that some key arguments in the theory such as decoupling, (ceremonial conformity) implied the need for strategic actors. Alvesson and Spicer (2019) identified other blind areas as "micro level processes, struggles over legitimacy, the moral element of institutions and material objects" (p. 13).

Institutional Theory as summed up by David et al. (2019), postulates that "social movement actors can promote shared notions of the organizational activities and practices: the broad systems of norms and values that are acceptable within a given industry" (para. 25). It is important to appreciate how the unique contextual features of freight forwarding firms moderate the application of leadership process for effective service delivery. Furthermore, achieving organizational effectiveness is not always easy because different parties expect different things from the organization (Daft, 2016; Robbins, 1990). Managers must therefore ensure a balance of the needs and interests of the respective stakeholders. Since organizational context influences outcomes and leaders need to develop organizational capacity to deal with its expectations and related pressures (Awan, et al., 2017), the postulates of the theory were therefore useful in anchoring the task and general related characteristics of the freight forwarding firms, which were the basis of the study.

*The Balanced Score Card Model*

The Balanced Score Card (BSC) is a tool initially theorized by Kaplan and Norton in 1996 for measuring organizational performance (Kaplan & Norton, 2001). It has since been transformed into a framework supporting the clarification and transmission of strategies (Frederico et al., 2020; Kaplan & Norton, 2001). The framework examines value-creation in organizations from four different strategic perspectives: financial (risk, profitability, and growth from the shareholder's perspective); customer (value creation and differentiation from the customer's perspective), internal business processes (priorities for creating customer and shareholder satisfaction); and learning and growth (support of innovation, change and growth). According to Kaplan and Norton (2001), the model also focuses organizations on strategy through five key principles of strategy operationalization, alignment of the organization to the strategy, making strategy a daily responsibility for everyone, making strategy an ongoing process, and using top leadership to mobilize change.

Despite its wide adoption, BSC application faces several criticisms. For instance, it does not provide for monitoring of competition or developments in technology (Nørreklit, 2003), it lacks flexibility (Molleman, 2007), and has not considered the critical dimension of HR in organizations (Maltz, et al., 2003). Furthermore, its implementation produces work overload, which in turn demands a minimum level of resources to collect and treat new data. To that end, Nielsen et al. (2017) brought up an assumption under BSC that the designer has sufficient information and knowledge to guide the entire process, unless consulting services can be accessed.

Overall, the BSC model was relevant in relating to how freight forwarding firms can measure operational effectiveness (Frederico et al., 2020). The financial strategic perspective of the model is applicable within the goal-attainment approach of measuring firm's organizational effectiveness. The customer perspective and internal business processes perspective examining value creation from customers' and shareholders' viewpoints respectively, provides a measure within the system resource approach, pointing to the firm's ability to exploit the environment for resources needed for sustainability. Finally, through learning and growth perspective that focuses on innovation, change and growth, the goal of attaining flexibility, focus on people, and improved internal processes in freight forwarding firms can be realized.

Furthermore, Kaplan and Norton (2001) recommended that organizations could make their employees feel that effectiveness in their organizations results into shared rewards through appropriate incentive and reward systems. This is particularly relevant in the freight forwarding sector whose operations are normally fraught with high demands from stakeholders, especially cargo owners, for superior performance (Madanchian et al. 2017; World Bank, 2021). The model therefore was used in the study to anchor the dependent variable (organizational effectiveness) in respect of the need for freight forwarding firms to set clear objectives and maintain focused measurement systems to monitor growth and sustainability, recognizing that they operate in complex environments.

### *Structuralism Theory*

Structuralism developed as a method to study the underlying patterns of social life. Structuralists claim that not all human activity is natural or essential but it is constructed (Sanusi, 2012). Its foundations dating 1857-1913 are associated with the Swiss linguist, Ferdinand de Saussure. Other proponents of the theory across research disciplines spanning from 1901 to 1984 include Lévi-Strauss, Jacques Lacan, Roland Barthes, and Michel Foucault.

The structuralism approach is particularly concerned with examining the general laws by which structures work (Javad & Masoud, 2016). It looks at the structures for insights on important human experiences. At its core, the theory contends that objective reality does not exist but that systems can be broken into their elements based on the principle of an infinite set. The singular units of any system make meaning only as they relate with each other in making a determined system (Han, 2021). In other words, the full significance of any entity cannot be understood unless it forms a part. Each system and its elements are not regarded as complete but an integral part of another larger and still incomplete system. Consequently, any modifications in structure of any minor set affects the nature of the whole set.

In social sciences, structuralism goes beyond just identifying relationships and structures. According to Smith (2020), the approach looks at the visible and conscious human designs or patterns expressed in ideas, beliefs, and behaviours to unearth how those designs are actually consequences, effects, or outputs of underlying universal and mental causes, mechanisms, or some deep structures. Lounsbury and Ventresca (2003) observed that in later versions of the theory, social structure was conceptualized as comprising meaning systems, cultural rules and material resources. This was indeed a remarkable development in the claims of the theory given that a major objection was that it isolated the explanation of meaning from social environments and psychological aspects (Han, 2021).

Another criticism of structuralism stems from the notion that the individual disappears more and more in the coding process and on the reliance of the individual categories (Frank, 1989). Further, Han (2021) held that human social activities are not brought into being by social actors but are continually recreated through those means the actors express themselves. In other words, agents reproduce through social activities the conditions that make those activities possible.

Overall, the theory was used to support the qualitative aspects of the study. Specifically, it anchored both the independent and the intervening variables whose deployment with attendant behavioural and cognitive changes are critical in the attainment of effectiveness in organizations. Leadership and followership are human social activities and the understanding of how they are enacted in diverse circumstances can be reinforced by observing patterns expressed in ideas, beliefs, and behaviours (Carsten et al., 2010). The theory therefore enabled the researcher to explore study objectives and develop a detailed understanding of the central phenomenon of leadership process among freight forwarding firms in Nairobi City County.

## Conceptual Framework

A conceptual framework entails a model of theorizing or making logical sense of the relationships among the study variables (Sekaran, 2003). The framework has four variables namely: leadership process with its indicators (the independent variable), followership with its indicators (the mediating variable), organizational context with its indicators (the moderating variable), and organizational effectiveness with its indicators (the dependent variable). In the study, the framework therefore represents the relationship between leadership process, followership and organizational effectiveness. It also explains the significant role played by the organizational context in the relationship between leadership process and organizational effectiveness. The relationship between the variables is shown in the diagram by using arrows. The key in successful leadership process is in nurturing appropriate dyadic relationships between leaders and followers and developing capacity to deal with expectations and pressures of organizational environment for effectiveness. The conceptual framework demonstrating how the research problem will be explored is presented in Figure 2.1.

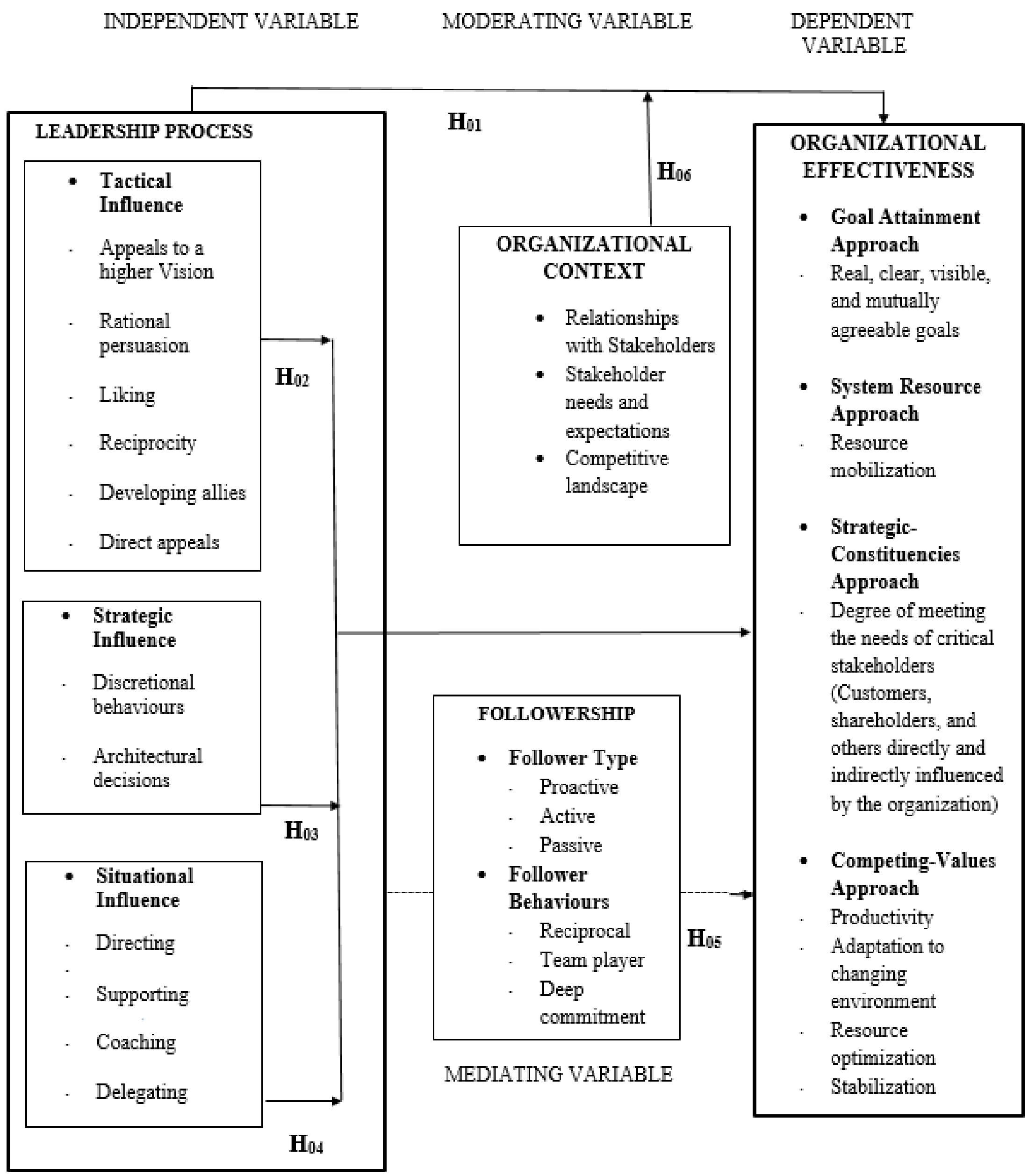


Figure 2.1:
*Conceptual Framework*

Source: Author (2023)

From the conceptual framework, leadership process is the independent variable, operationalized through the indicators of tactical influence, strategic influence and situational influence. Organizational effectiveness is the dependent variable operationalized through “goal attainment approach, system resource approach, strategic-constituencies approach, and competing-values approach” (Robbins, 1990, p. 77). The construct of followership is the mediating variable operationalized through follower type and follower behaviours. Carsten et al. (2014) contended that followership is demonstrated in the followers’ traits and behaviours in the realization of common goals. Changes in the environment imply uncertainty and risk hence external environment conditions the relationship between leadership process and organizational effectiveness. Organizational context as the moderating variable comprises factors in the firm’s immediate environment including stakeholder relationships, stakeholder needs and expectations, and the degree to which technology is employed.

## Chapter Summary

This chapter has reviewed both theoretical and empirical literature on the main study variables. Specifically, LMX Theory, Situational Leadership Theory, Institutional Theory, The Balanced Score Card Model, and Structuralism Theory were considered as key theories underpinning the study. A summary of the empirical literature reviewed was provided highlighting conceptual, methodological or contextual gaps identified. Finally, the conceptual model representing the relationships among the study variables was developed and presented to guide the study. The research methodology is discussed in the next chapter.

# CHAPTER THREE

# RESEARCH METHODOLOGY

## Introduction

This chapter explains the methodology the researcher used in finding answers to the research hypotheses. The research philosophy and design, population studied, sampling procedures, data types, data collection procedures, and the reliability and validity of the research instrument are elaborated. In addition, the chapter explains how data was analyzed to provide information essential for the study. Finally, the chapter addresses the ethical issues.

## Research Philosophy

Research philosophy concerns knowledge development and its nature, and it contains assumptions based on worldviews that support the research strategy and methods chosen (Saunders et al., 2007). Philosophy can be seen through the dimensions of ontology, epistemology and axiology. Ontology relates to the researcher's view of reality while epistemology relates to how the researcher knows reality in a field of study (Creswell, 2014; Sekaran, 2003). Reality can be either single truth, multiple truths, or one that can be debated, negotiated, or interpreted; while knowledge of reality can be attained through measurement using reliable tools, interpretation to discover meanings, and examination using context-specific tools (Pretorius, 2018). Axiology relates to the values researchers bring to a study (Creswell & Poth, 2017).

The study adopted a pragmatic philosophical view. This view holds that both quantitative and qualitative methods are possible and appropriate in a given study, and researchers are therefore free to choose the procedures, techniques, and methods that best meet their research purposes (Creswell, 2014). The main argument for the choice of this philosophy is that "one approach may be better than the other for answering particular questions" (Saunders et al., 2007, p. 110), hence the use of both yields maximum results.

## Research Design

Research design represents the structure or framework that guides the execution of a research method and the analysis of the subsequent data (Bryman, 2012). Furthermore, the choice of a research design is dependent upon the nature of the phenomenon under study, but regardless of the design chosen, the goal is to collect diverse data and generate the best possible insights on the phenomenon (Bhattacherjee, 2012; Henseler, 2018).

This study adopted a mixed methods approach using the explanatory sequential design. In this design, quantitative data is collected first and analyzed, after which qualitative data is collected and analyzed. The design is recommended for fields with a strong quantitative orientation, so that the qualitative aspect builds on the quantitative results obtained in the first phase (Creswell & Creswell, 2018; Lune &Berg (2017). The rationale is that the quantitative data provides a general understanding of the study problem while the qualitative data further explains the statistical results by exploring views from respondents.

Leadership process and organizational effectiveness are constructs with broad literature foundations from which to formulate hypotheses and theoretical frameworks.

According to Saunders et al. (2007), such topics lend themselves more readily to the more scientific and objective quantitative approaches (Sekaran, 2003). In acknowledging that numbers and words are both necessary in better understanding the world (Miles et al., 2014), the study however exploited the advantages of both quantitative and qualitative approaches for synergistic and complementary effects in establishing the effect of leadership process on organizational effectiveness in the freight forwarding firms in Nairobi City County, Kenya.

## Target Population

Population refers to "the full set of cases from which a study sample is taken" (Saunders et al., 2007, p. 205). The target population for the study consisted of 400 freight forwarding firms operating in Nairobi City County. These firms were selected because their businesses are located at the major hub of the four main forms of cargo transportation systems in Kenya, namely sea, air, rail, and road. These transport systems feed cargo to and from the businesses that contract the services of the freight forwarding firms.

According to KIFWA, there were 400 freight forwarding firms who were its members operating in Nairobi City County in 2023 as shown in Appendix VI. These were all firms licensed by KRA Commissioner of Customs to carry out clearance procedures on behalf of organizations or individuals in Kenya. The East African Community Customs Management Act (EAC, 1999-2021) which regulates customs within the EAC provides that no person shall operate as a clearing agent unless the Commissioner of Customs in the respective country has duly given license. The approach to target members of professional bodies is consistent with past studies. For instance, Quan et al. (2018) targeted listed firms on the China Stock Market, Egbunike and Okerekeoti (2018) examined listed firms on the Nigerian Stock Exchange, while Wandiga et al. (2019) studied firms classified in Yellowpageskenya.com as the target population. The approach is satisfactory because only legitimate and operational freight forwarding firms would keep updating membership with their umbrella association. The unit of analysis in the study was the freight forwarding firms operating in Nairobi City County, and the unit of observation comprised the top-level management, middle level management and lower level management. Study respondents were the director, CEO, or the general manager as could be applicable at the top-level management; operations manager at the middle level management; and supervisors at the lower level management. The targeted population of respondents from the 400 firms was therefore 1200, as presented in Table 3.1.

Table 3.1:
*Target Respondents*

| Management Category | Target Respondents | Percentage |
| --- | --- | --- |
| Top Level Management (Director, Chief Executive Officer, General Manager) | 400 | 33.33 |
| Middle Level Management (Operations Manager) | 400 | 33.33 |
| Lower Level Management (Supervisor) | 400 | 33.33 |
| Total | 1200 | 100.00 |

Source: Author (2023)

## Sampling Design

The study needed sampling in order to meet time and budgetary constraints. Sampling entails the selection of "a sufficient number of the right elements from the population, so that a study of the sample and an understanding of its properties or characteristics makes it possible to generalize such properties or characteristics to the population elements" (Sekaran & Bougie, 2016, p. 239). Bhattacherjee (2012) advanced that defining the target population begins by choosing a sampling frame and then selecting the sample. Sampling frame of the study were the 400 freight forwarding firms in Nairobi City County, being "the complete list of all the cases in the population, from which a probability sample is drawn" (Saunders et al., 2007, p. 610).

Sample size determination before data collection is important to ensure that confidence interval is narrow enough for making useful decisions (Creswell & Creswell, 2018). The study determined the sample size (n) of the unit of analysis (freight forwarding firms) using Cochran's (1977; as cited in Ahmad & Halim, 2017) formula. The formula considers heterogeneity or variance of the population, the magnitude of the acceptable error or precision level, and the confidence intervals. Though mostly applicable with unknown large populations, but it is still useful for populations exceeding 100 (Ahmad & Halim, 2017; Kotrlik et al., 2001). In business and management studies, scholars work with a 95% level of certainty and estimate population's characteristics to within plus or minus 3 to 5 percent of the true values (Saunders et al., 2007). Cochran's table of sample size determination for continuous data sets the alpha level at a priori of 0.05, acceptable error level of 3 percent, and estimated standard deviation of the scale as 1.167. Majority of data collected from respondents in the current study was falling under continuous category (five-point Linkert scale) hence, sample size was determined using the following recommended formula:

$$n_o = \frac{(t)^2 \times (s)^2}{(d)^2}$$

Where,

t = value for selected alpha level of .025 in each tail = 1.96

s = estimate of standard deviation in the population = 1.167

d = acceptable margin of error for mean being estimated = .21

$n_0$ = sample size = 118

Since the sample size (118) exceeds 5% of the present population (400x0.05 = 20), the final sample size was adjusted using Cochran's correction formula as follows:

$$n_1 = \frac{n_o}{(1 + n_o / population)}$$

Where $n_1$ = required return sample size, and $n_o$ = sample size calculated according to Cochran's formula. The sample size ($n_1$) at the unit of analysis level (freight forwarding firms) was therefore 118/ (1+118/400) = 92.

In each of the 92 firms randomly sampled, respondents comprised representatives of the top, middle, and lower level management levels. Based on the selected sample size of the freight forwarding firms of 92, then the selected sample size of respondents was 276 (92 * 3). Table 3.2 provides the summary of the sampling.

Table 3.2:
*Respondent Category Samples*

| Population Category | Total No. | Sample Size | Percentage |
|---|---|---|---|
| Top Level Management (Chief Executive Officer, Director, General Manager) | 400 | 92 | 23 |
| Middle Level Management (Operations Manager) | 400 | 92 | 23 |
| Lower Level Management (Supervisor) | 400 | 92 | 23 |
| Total | 1200 | 276 | 23.0 |

Source: Author (2023)

Roscoe (1975; as cited in Sekaran & Bougie, 2016) advanced that for most research, sample sizes larger than 30 and less than 500 are appropriate, and that the sample size in multivariate researches should preferably be 10 times or more the number of study variables. The sample size of 92 freight forwarding firms and 276 respondents representing 23 percent of the target population met the two criteria.

Purposive sampling technique was used to get key informants from selected firms to offer required qualitative data. As a form of non-probability sampling, purposive sampling allows a researcher to rely on personal judgement in choosing survey participants. The idea is to select respondents who are most likely to yield useful information based on the assumption that specific kinds of individuals may hold different and important views about the ideas and issues under investigation, and therefore need to be included in the sample (Campbell et al., 2020). The researcher used this method to handpick freight forwarding firms deemed best for conducting in-depth interviews. In that regard, only 10 firms with international operations were selected. To qualify for selection, the firm in addition to being international must have been a member of KIFWA for a minimum of five years. International firms control the larger segment of the freight forwarding market (Ken Research, 2019), and generally tend to be more reputable and professional with most skilled and well-trained personnel (Arnold et al., 2011). Further, a representative of the top-level management from each of those firms (Director, CEO, or General Manager) was picked as the key informant, owing to their expertise.

## Types of Data

A survey attempts to gather data from samples selected so that the status of one or more of the study variables in the targeted population can be determined (Mugenda & Mugenda, 2019). Two types of data exist: primary data, which is collected first hand for subsequent analysis; and secondary data, which is already available having been collected by someone else (Sekaran, 2003). Rabianski (2003) held that even though secondary data is easily accessible, it is disadvantageous in that it would have been collected for a different purpose and may therefore not be optimal in addressing the problem presently under investigation. The study therefore collected and evaluated primary data only, using specific procedures aimed at addressing the specific research problem.

## Data Collection Methods

The study used survey method to obtain data through direct communication with respondents. According to Creswell (2014), a survey provides a description of sampled attitudes, opinions, or trends from which to draw inferences to the population. A closed-ended questionnaire was used to collect quantitative data. The 5-Point Likert Scale questionnaire was organized in sections aimed at obtaining detailed information from respondents. As shown in appendix I, the first section gathered demographic information, while data related to the study variables was collected in the second section. Kothari (2004) observed that questionnaires may face the disadvantages of low return rates, applicability only to educated and cooperating respondents, loss of researcher's control, inbuilt inflexibility, ambiguity or omitted replies, and difficulty in knowing whether willing respondents were representative. However, these challenges were mitigated through questions designed to enable respondents to read, understand, and respond in meaningful ways. Responses to individual questions were then aggregated into a composite scale for statistical analysis.

Qualitative data was collected through semi-structured interviews with key informants as detailed in the interview guide on appendix II. Face to face as well as telephone interviews were conducted on top management (CEO/ Director/ General Manager) of the companies to obtain further information. Interviews allow respondents detailed and lengthy explanations not possible through closed-ended questions. In addition, interviews are more personal, flexible, and investigative, and add value to data by offering better responses from respondents' non-verbal communication (Nathan et al., 2019). They thus provide an opportunity to probe further for rich information. Data from the interview guide was analyzed through content analysis and the emerging themes presented.

## Data Collection Procedures

The study employed a self-administered questionnaire to collect quantitative primary data in the first phase. The questionnaire was hand delivered using a research assistant or mailed electronically to respondents in Google form format, requesting them to respond to the questions and return within a given time period. The research assistant had been trained on how to collect data using the questionnaire and had a basic understanding of the study topic. Questionnaires were desirable because of their low cost, adequacy of time for respondents to give responses, freedom from interviewer's biases and the ability to reach many respondents (Kothari, 2004). In addition, surveys through mail are unobtrusive (Mugenda & Mugenda, 2019).

In the second study phase, qualitative primary data was collected through in-depth interviews with 10 key informants from 10 international freight forwarding firms. Open-ended interview questions were designed in a manner to elicit the respondents' knowledge and perspective on the subject matter. The interviewer used an interview guide to help direct the conversation to pertinent topics and issues of the study (Qu & Dumay, 2011).

## Instrument Pre-testing

Instrument pre-testing is necessary in ensuring that all the items in the research instrument are clearly stated, and that they would mean the same thing to all the respondents (Lune & Berg, 2017). A pilot survey was undertaken in order to detect possible weaknesses of the questionnaire. Through the survey, the researcher assessed reliability and validity of the instrument questions and data collected, as well as determine the appropriateness of the methods of analysis (Creswell, 2014). Feedback from the pilot study was incorporated in the final questionnaires.

Specific sample size recommendations for pilot studies depend on many factors including the nature of the decision to be made based on the estimates. For decisions concerning instrumentation, Hertzog (2008) recommended 25 participants as the lower threshold of sample size. The study therefore randomly selected 30 respondents comprising 10 top level managers, 10 middle level managers and 10 supervisors, from 10 freight forwarding firms in Nairobi City County to participate in the pilot survey. This represents 2.5% of the target population, which is also within the acceptable pre-test sample range of 1% to 10% recommended by Mugenda and Mugenda (2019). The rigor of the pilot testing was critical in determining the rate of response, and the reliability and validity of data collected (Saunders et al., 2007). The final study sample did not include firms participating in the pilot survey.

*Validity of the Research Instrument*

Validity has reference to the accuracy of claims made about an instrument in measuring what it is meant to measure (Liu, 2010). It also connotes the degree to which differences in a measuring instrument mirror exact differences among items being tested (Bhattacherjee, 2012). The study employed content validity to determine the accuracy of the questionnaire. Content validity "ensures that the measure includes an adequate and representative set of items that tap the concept…the more the scale items represent the domain or universe of the concept being measured, the greater the content validity" (Sekaran, 2003, p. 206). Face validity determines whether a research instrument on its face value provides adequate coverage. The researcher determined this requirement through discussions with other researchers (Saunders et al., 2007). Although the approach could be considered insufficient given the subjectivity of the observer's judgment, this limitation was addressed by obtaining the inputs of many content reviewers in validating the questionnaire, including research peers, those who have successfully completed research studies, supervisors, and university lecturers.

*Reliability of the Research Instrument*

Instrument reliability refers to the consistency of a measure of a concept, the extent to which the measure is without bias (Bryan, 2012). A research instrument is thus reliable if it produces consistent and similar results in varying occasions under similar conditions. In measuring reliability, Bryan (2012) notes that the objects of stability, inter-observer consistency and internal reliability must be realized. In this regard, Saunders et al. (2007)

hold that reliable "measures yield the same results on other occasions, enable different observers to reach similar observations, and guarantee transparency in understanding raw data" (p. 149).

Field (2013) observed that Cronbach's alpha coefficient is the most common measure of scale reliability. The coefficient indicates how well the items in the measuring instrument are positively correlated (Sekaran, 2003). A coefficient of around 0.7 is considered good, and the higher the coefficient, the better the measuring instrument (Ahmad & Halim, 2017; Field, 2013). The study therefore used Cronbach's alpha (α) to measure the reliability of the data collection instrument, adopting a coefficient of 0.7.

*Validity and Reliability of Qualitative Data*

The validity of qualitative data was established using the respondent validation technique (confirmability). This involves checking the initial results with the participants in order to find out if the results are still true (Berg, 2001; Creswell, 2014). Willing participants were requested to confirm whether their transcribed interviews are agreeable. Triangulation was employed in establishing reliability in the qualitative data. This involves use of combination of methodologies in the study of the same phenomenon (Creswell & Poth, 2017; Lune & Berg, 2017). Given that the study was a mixed methods investigation, quantitative data reflecting similar information captured in the qualitative interviews confirmed that the methods employed in data collection were reliable.

## Operationalization of Variables

Operationalization is the technique that involves reducing the abstract study variables to observable behaviours or characteristics (Sekaran & Bougie, 2016). An effective measurement scale should contain items that are measurable quantitatively, and which represent the universe or domain of the given construct(s) adequately. The operationalization of variables in the study is detailed in Table 3.3.

Table 3.3:
*Operationalization of Variables*

| Study Variable | Type of Variable | Variable Operationalization | Variable Indicators | Measurement in the Questionnaire |
|---|---|---|---|---|
| Tactical Influence | Independent | These are methods used to assert influence on other people in order to get things done in the firm. | - Appeals to a higher vision<br>- Rational persuasion<br>- Liking<br>- Reciprocity<br>- Developing allies<br>- Making direct appeals | Appendix I Part 2<br>Question 5<br>Likert Scale 1-5 |
| Strategic Influence | Independent | This refers to the building up of individual and firm capacities needed in the future, such as gaining leadership in technical, business, or social aspects, as well as decisions to build connections, credibility, knowledge, and key infrastructure. | - Discretional behaviours<br>- Architectural decisions | Appendix I, Part 3<br>Question 6<br>Likert Scale 1-5 |
| Situational Influence | Independent | It refers to the act of diagnosing and understanding peoples' context (the forces that shape their needs, concerns, and goals) in order to influence them accordingly. | - Directing staff<br>- Supporting staff<br>- Coaching subordinates<br>- Delegating to subordinates | Appendix I, Part 4<br>Question 7<br>Likert Scale 1-5 |

| | | | | |
|---|---|---|---|---|
| Followership | Mediating | These are the characteristics of followers and their behaviours, which determine the roles followers play in shaping the interdependency between themselves and others. | - Follower type<br>- Follower behaviours | Appendix I, Part 5<br>Question 8<br>Likert Scale 1-5 |
| Organizational Context | Moderating | Factors in a freight forwarding firm’s external microenvironment that influence its performance. | - Relationships with stakeholders<br>- Stakeholder needs and expectations<br>- Competitive landscape | Appendix I, Part 6<br>Question 9<br>Likert Scale 1-5 |

| | | | | |
|---|---|---|---|---|
| Organizational Effectiveness | Dependent | This refers to how services are provided in a firm; designating the efficiencies in employee and organizational performance and achievement. | - Goal attainment:<br>• Evidence of real, clear, visible, and mutually agreeable goals<br>- System resource approach:<br>• Firm's ability to obtain necessary inputs from the environment for its sustainability and survival.<br>- Strategic-constituencies:<br>• Firm's knowledge of the individuals or groups who are critical to its long-term survival and seeking to meet their needs<br>- Competing-Values:<br>• Firm's efforts to increase productivity, adapt to the external environment, optimize resources, and attain stability. | Appendix I, Part 7 Question 10<br>Likert Scale 1-5 |

Source: Author (2023)

## Data Analysis Plan

Raw field data is usually difficult to interpret (Mugenda & Mugenda, 2019; Sekaran, 2003). Such data must therefore be cleaned through editing, coding, classification and tabulation to make it amenable to analysis (Kothari, 2004). According to Miles et al. (2014), data analysis involves systematically searching and arranging field findings for representation through a three-stream process of data condensation, data display and drawing conclusions. This means that certain measures are computed and patterns of relationship among data-groups sought, through which it becomes possible to make sense of the data (Field, 2013).

The study applied descriptive and inferential techniques in the analysis of quantitative data. Kothari (2004) elaborated that descriptive statistics relate to the development of certain indices from raw data, while inferential statistics deal with the estimation of population parameters, and testing of statistical hypotheses. After cleaning the data, the first step was to present it using descriptive statistics. Mean scores, percentages, and standard deviations were calculated and presented using frequency tables.

Secondly, using inferential statistics, correlations between the variables were computed, enabling inferences to be drawn to the entire population based on sample results. Coefficient of determination ($R^2$) was used to test the model significance by measuring the degree to which variation in leadership process explains the variations in organizational effectiveness.

## Factor Analysis

Owing to lack of consensus among scholars on the set of dimensions applicable for the leadership process, followership and organizational effectiveness (Bullington, 2016; Carsten et al., 2014; Jones, 2013; Kulachai et al., 2021; Northouse, 2019; Yukl, 2013), the study employed factor analysis to extract components with high scores and then clustered the component indicators based on their relationships. Factor analysis, which is part of the more general Structural Equation Modeling (SEM) technique, is a statistical approach used to analyse interrelationships among a large number of variables and explain the variables in relatively few and manageable set of categories (factors) based on their commonality (Field, 2013; Hair et al., 2010). After the factors are extracted, they are rotated in order to minimize the complexity of the factor loading to make the structures simple and easier to interpret (Field, 2013).

Factor analysis is either exploratory or confirmatory. Exploratory factor analysis (EFA) measures the relationships of study variables that cannot directly be measured. According to Koyuncu and Kilic (2019), EFA does not have a priori fixed number of factors but only a general idea about what to find before settling on a specific hypothesis. It therefore involves exploring the relationships among the variables in order to reveal few non-observable variables (common factors), which best summarizes the variation of the data (Trendafilov & Hirose, 2023). After specifying the number of variables, EFA finds the common factors as linear combinations of the original variables.

On the other hand, confirmatory factor analysis (CFA) assumes the existence of a strong idea (theory) about the number of factors for the concept under investigation. According to Hox (2021), CFA serves first to assess how well a specific model fits the data, and second, to estimate the factor loadings, variances, and covariance, as well as the residual error variances of the observed variables. All goodness-of-fit measures are a function of the degrees of freedom and the chi-square.

Due to the abstract and multifaceted nature of the concept of leadership process, it is impossible to measure using a single variable; hence, both the exploratory and confirmatory factor analyses were employed. Kaiser-Meyer-Olkin (KMO) and Bartlett's tests were used to check whether the sample was sufficient to perform factor analysis. If KMO factor loading exceeds the recommended threshold of 60% (0.6) and the Bartlett's Sphericity Test (BTS) is significant at <0.05, then the correlation matrix factorability was assumed (Ogola, 2021; Shkeer & Awang, 2019). Thus, the factor loading for any item to be retained was more than 0.6.

## Correlation Analysis

The study conducted correlation analysis to determine the relationship between the study variables using the Pearson moment correlation. A correlation coefficient (*r*) expresses how strongly variables are associated with each other, and Pearson Correlation is one of the methods used for its measurement (Field, 2013). The study adopted Pearson's recommendation measuring correlations between -1 and +1 at a significance level of 0.05, where a negative value implies a negative relationship and a positive value denotes a positive relationship between the variables (Kothari, 2004). In perfect positive relationship, the Pearson's correlation is 1 which means that as one variable increases, the other variable increases by the same quantity and no other variable is related to either of them. On the other hand, when the correlation between two variables is below 1, it means that variable 1 is related to at least one other variable as well as to variable 2. Zero correlation value implies that there is no relationship between the study variables (Bryman, 2012). According to Akoglu (2018), values of ± 0.40 and above indicate a strong correlation, between ± 0.30 and ± 0.39 a moderate correlation, while those below ±0.30 represent a weak correlation.

## Regression Analysis

Regression analysis was carried to determine the relationship between leadership process and organizational effectiveness of freight forwarding firms in Nairobi City County. Using 95 percent confidence level to compute F-statistic, overall model significance was tested. According to Field (2013), F-statistic measures how much a model has improved the prediction of an outcome compared to the level of inaccuracy of the model. An F- ratio greater than 1 is a good model to improve the prediction. F-test establishes the overall probability of occurring by chance the relationship between the dependent variable and all the independent variables (Saunders et al., 2007). The probability of test statistics (p-value) was used in hypothesis testing because it helps in making decision regarding the null hypotheses.  A low p-value (0.05 or lower) denotes the presence of a statistically significant relationship among study variables, leading to rejection of the null hypothesis (Sekaran, 2003). A statistical test is significant if the results did not occur by chance, and the study utilized a significance level of 0.05 mostly employed in social and business research (Creswell, 2014). The Statistical Package for the Social Sciences (SPSS) version 29 and Microsoft's Excel computer software were used to aid in the analyses.

All qualitative data from interviews was coded and analyzed through content analysis. Content analysis entails "a careful, detailed, systematic examination and interpretation of data in an effort to identify patterns, themes, assumptions, and meanings" (Lune & Berg, 2017, p. 182). It is also a means by which to study social processes that have occurred over long periods, reflected as trends (Bryman, 2012; Miles et al., 2014). The researcher's interest was therefore in the existence, meanings, and relationships of certain words, concepts, and themes in the data. The process followed the five stages of analyses suggested by Saunders et al. (2007), which include identifying codes or categories for comprehending data, attaching data from different sources to the applicable code or category for integration, further developing analytical categories to identify relationships, developing testable propositions, and finally making conclusions. Data was presented through illustrative and verbatim quotes depicting emerging themes.

Another useful way to present qualitative data is to display it in a way that characterizes the interrelations of codes that describe the content of a text. The study employed network analysis as an approach enabling quantification of qualitative codes to facilitate examination of associations of network indices with other quantitative variables using common statistical procedures. According to Pokorny et al. (2018), networks consist of individual entities (nodes) and the interrelationships between the entities (edges). From these representations, descriptive information about the network as a whole and its specific components was obtained. The number of nodes and edges a network contains as well as the average path length and graph density denote the size of a network. The path length denotes the number of edges travelled in order to connect any two randomly selected nodes, with the minimum value being zero and the maximum being the longest path between any two nodes (network diameter). Lower values mean that the network is highly interconnected. Networks with few edges are considered sparse and have a value closer to zero while a complete network would have a density value of one. NVivo software was used in data analysis.

## Empirical Model

An empirical model "describes the relationship between research variables to be verified through empirical study" (Wandiga et al., 2019, p. 52). To establish the relationships between the study variables, linear regression analysis was conducted. The goal of using linear regression techniques was to predict the variability of the dependent variable based on its covariance with the independent variables (Kothari, 2004). The empirical model was suitable because the dependent variable (firm effectiveness) is a continuous variable, being a function of other variables. This implies that it could be measured to any level of precision, and an individual can give a score of any value on the measurement scale (Field, 2013).

### *Empirical Model for Direct Relationship between Variables*

To establish the relationship between leadership process and organizational effectiveness, the following multiple linear regression model was applied:

$$EFF_O = \beta_0 + \beta_1 T_i + \beta_2 S_t + \beta_3 S_i + \varepsilon \quad \text{3.1}$$

To assess the effect of tactical influence on organizational effectiveness of freight forwarding firms in Nairobi City, the following simple linear regression model was applied:

$$EFF_O = \beta_0 + \beta_5 T_i + \varepsilon \quad \text{3.2}$$

To determine the effect of strategic influence on organizational effectiveness of freight forwarding firms in Nairobi City County, the following simple linear regression model was applied:

$EFF_O = \beta_0 + \beta_6 S_t + \varepsilon$ ……………………………………………………...…….3.3

To assess the effect of situational influence on organizational effectiveness of freight forwarding firms in Nairobi City County, the following simple linear regression model was applied:

$EFF_O = \beta_0 + \beta_7 S_i + \varepsilon$ ……………………………………………………...…….3.4

Where:

| | | |
|---|---|---|
| $EFF_O$ | = | Composite index for organizational effectiveness |
| $\beta_0$ | = | Constant |
| $\beta_1, \beta_2, \beta_3, \beta_4, \beta_5, \beta_6$ & $\beta_7$ | = | Beta coefficients |
| $T_i$ | = | Composite index for tactical influence |
| $S_t$ | = | Composite index for strategic influence |
| $S_i$ | = | Composite index for situational influence |
| $\varepsilon$ | = | Error term |

*Empirical Model for the Mediated Relationship between Variables*

The central idea of mediation analyses "is that there exists a significant relationship between the independent variable and the outcome through the mediating variable" (Memon et al., 2018, p. v). The study used Baron and Kenny's (1986) four-stage approach to test the mediating effect of followership on the relationship between leadership process and organizational effectiveness among freight forwarding firms. The first stage involved testing the direct relationship between leadership process and organizational effectiveness (Path A) as illustrated in Figure 3.1.

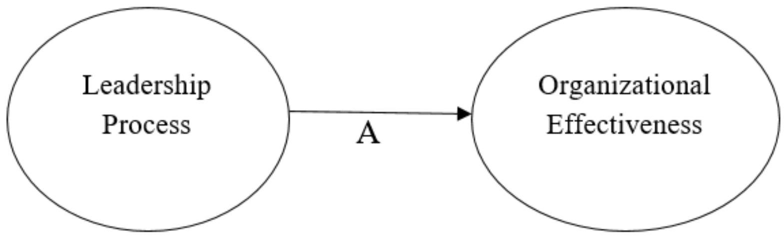


Figure 3.1:
*Direct Relationship between Leadership Process and Organizational Effectiveness*

Source: Author (2023)

As illustrated in Figure 3.2, Path B was tested in the second stage, Path C tested in the third stage, while path A' was tested in the fourth stage.

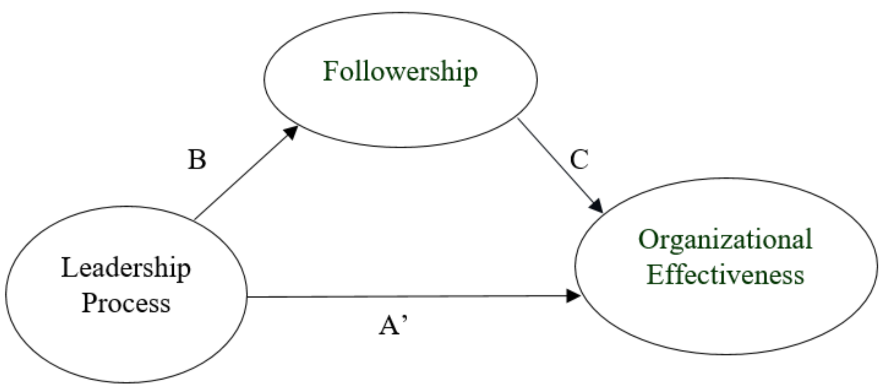


Figure 3.2:

*The Mediating Effect of Followership on Leadership Process and Organizational Effectiveness*

Source: Author (2023)

To estimate the relationship between the variables, regression models were applied. Field (2013) observed that the purpose of regression "is to make a prediction about a variable based on its covariance with other variables" (p. 975). Models for predicting values of organizational effectiveness and followership given the values of the independent variables in the study were in the following four stages:

Stage 1: Model for regressing organizational effectiveness on leadership process:

$EFF_O = \beta_0 + \beta_8 L_P + \varepsilon$ ……………………………………………………………………3.5

Stage 2: Model for regressing followership on leadership process:

$F_O = \beta_0 + \beta_9 L_P + \varepsilon$ …………………………………………………………………………3.6

Stage 3: Model for regressing organizational effectiveness on followership:

$EFF_O = \beta_0 + \beta_{10} F_O + \varepsilon$ ……………………………………………………………………3.7

Stage 4: Model for regressing organizational effectiveness on leadership process and followership:

$EFF_O = \beta_0 + \beta_{11} L_P + \beta_{12} F_O + \varepsilon$ ………………………………………………………3.8

Where,

| | | |
|---|---|---|
| $EFF_O$ | = | Composite index for organizational effectiveness |
| $\beta_0$ | = | Constant |
| $\beta_8$, $\beta_9$, $\beta_{10}$, $\beta_{11}$, & $\beta_{12}$ | = | Beta coefficients |
| $L_P$ | = | Composite index for leadership process |
| $F_O$ | = | Composite index for followership |
| $\varepsilon$ | = | Error term |

The criteria to make decision on the mediation hypothesis testing was as recommended by Baron and Kenny (1986). Other researchers such as Wandiga et al. (2019)

adopted the same criteria. If in the first stage of regressing organizational effectiveness on leadership process (model 3.5), the coefficient of leadership process is significant, and either stage two of regressing followership on leadership process (model 3.6) or stage four of regressing organizational effectiveness on leadership process and followership (model 3.5) is also significant, then some form of mediation is supported. If in stage three (model 3.7) regressing organizational effectiveness on followership the coefficient for followership is significant, then a mediated relationship is supported. If in stage four (model 3.8) the coefficient for leadership process is no longer significant after controlling for followership, then full mediation is supported. If in stage four (model 3.8) the coefficient for leadership process remains significant after controlling for followership, then partial mediation is supported. Table 3.4 provides a summary of the decision criteria for the mediating effect of followership on the relationship between leadership process and organizational effectiveness, based on the significance level of the beta coefficients.

Table 3.4:
*Mediation Decision Criteria*

| Model | Significance | Decision |
|---|---|---|
| Model 3.5 | $\beta_{8:}$ $P > 0.05$ | No relationship to be mediated |
| Model 3.5 | $\beta_{8:}$ $P \leq 0.05$ | There is a significant relationship to be mediated |
| Model 3.6 | $\beta_{9:}$ $P \leq 0.05$ | There is a mediated relationship |
| Model 3.7 | $\beta_{10:}$ $P \leq 0.05$ | There is a mediated relationship |
| Model 3.8 | $\beta_{11:}$ $P \leq 0.05$ and $\beta_{12:}$ $P \leq 0.05$ | There is partial mediation |
| Model 3.8 | $\beta_{11:}$ $P > 0.05$ and $\beta_{12:}$ $P \leq 0.05$ | Full mediation supported |

Source: Adapted from Baron and Kenny (1986)

*Empirical Model for the Moderated Relationship*

Figure 3.3 illustrates the model of moderated relationships through three causal paths feeding into the dependent variable. In the study, the paths are the impact of the leadership process as a predictor (independent) variable (Path A), the impact of external organizational context as a moderator (Path B), and the impact of the interaction of both the predictor and moderator variables (Path C).

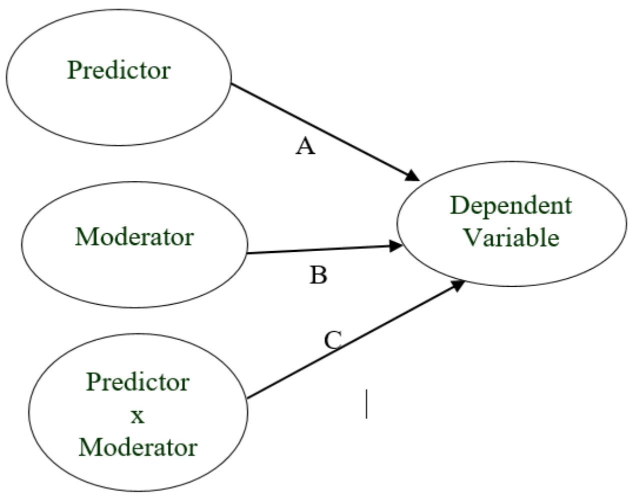


Figure 3.3:
*Moderator Model*

Source: Adapted from Baron and Kenny (1986)

To establish the moderating effect of external organizational context on the relationship between leadership process and organizational effectiveness among freight forwarding firms in Nairobi City County, Kenya, multiple linear regression was employed through the following two steps:

Step one: Regressing organizational effectiveness on leadership process, noting R Square value ($R^2{}_1$) and the significance level ($p < 0.05$).

$EFF_O = \beta_0 + \beta_1 L_P + \varepsilon$ ……………………..……………………………………………3.6

Step two: Introducing external organizational context and noting the new R Square value ($R^2{}_2$) and the significance level ($p < 0.05$) for the interaction term between the independent variable and moderating variable.

$EFF_O=\beta_0 + \beta_1 L_P + \beta_2\ O_C + \beta_3\ L_P\ O_C + \varepsilon$ ……………………..………………………3.7

Where,

| | | |
|---|---|---|
| $EFF_O$ | = | Composite index for organizational effectiveness |
| $\beta_0$ | = | Constant |
| $\beta_1$, $\beta_2$& $\beta_3$ | = | Beta coefficients |
| $L_P$ | = | Composite index for leadership process |
| $O_C$ | = | Composite index for organizational context |
| $L_P\ O_C$ | = | Interaction of leadership process and organizational context |

Memon et al. (2018) observed that the moderator hypothesis is supported if the interaction (Path C) is significant. Hence, the regression coefficient for the interaction term, $\beta_3$, provided an estimate of the moderation effect of organizational context on the relationship between leadership process and organizational effectiveness. If $\beta_3$ is statistically different from zero, there is evidence that organizational context significantly moderates the relationship between the leadership process and effectiveness of freight forwarding firms. The magnitude of the moderation was established by identifying the level of significance of beta coefficient for the interactive term (Field, 2013; Kothari, 2004). Thus, if $p < 0.05$, the null hypothesis was rejected, and if $p > 0.05$, the null hypothesis was not rejected.

## Hypotheses Testing

Test of hypotheses was based on regression analysis results. Linear regression analysis was used in testing the first ($H_01$), fifth ($H_05$) and sixth ($H_06$) hypotheses. Simple linear regression analysis was used in testing hypothesis second ($H_02$), third ($H_03$) and fourth ($H_04$) hypotheses. The empirical models presented in Table 3.5 were used in testing the study hypotheses.

Table 3.5:
*Hypotheses Testing Table*

| Hypothesis | Statistical Test (Linear Regression) | Interpretation |
|---|---|---|
| $H_01$: Leadership process has no significant effect on the effectiveness of freight forwarding firms in Nairobi City County, Kenya. | $EFF_O = \beta_0 + \beta_1 T_i + \beta_2 S_t + \beta_3 S_i + \varepsilon$ | Values of $R^2$, $\beta_1, \beta_2, \beta_3$ and F for the regression model are noted.<br><br>If $p < 0.05$, $H_01$is rejected<br>If $p > 0.05$, $H_01$ is accepted |
| $H_02$: Tactical influence has no significant effect on the effectiveness of freight forwarding firms in Nairobi City County, Kenya. | $EFF_O = \beta_0 + \beta_5 T_i + \varepsilon$ | Values of $R^2$, $\beta_5$ and F for the regression model are noted.<br>If $p < 0.05$, $H_02$ is rejected<br>If $p > 0.05$, $H_02$ is accepted |
| $H_03$: Strategic influence has no significant effect on the effectiveness of freight forwarding firms in Nairobi City County, Kenya. | $EFF_O = \beta_0 + \beta_6 S_t + \varepsilon$ | Values of $R^2$, $\beta_6$ and F for the regression model are noted.<br><br>If $p < 0.05$, $H_03$ is rejected<br>If $p > 0.05$, $H_03$ is accepted |

| | | |
|---|---|---|
| $H_0 4$: Situational influence has no significant effect on the effectiveness of freight forwarding firms in Nairobi City County, Kenya. | $EFF_O = \beta_0 + \beta_7 S_i + \varepsilon$ | Values of $R^2$, $\beta_7$ and F for the regression model are noted.<br><br>If $p < 0.05$, $H_0 4$ is rejected<br>If $p > 0.05$, $H_0 4$ is accepted |
| $H_0 5$: Followership has no significant mediating effect on the relationship between leadership process and effectiveness of freight forwarding firms in Nairobi City County, Kenya. | Step One:<br><br>$EFF_O = \beta_0 + \beta_1 L_P + \varepsilon$<br><br>Step Two:<br><br>$F_O = \beta_0 + \beta_2 L_P + \varepsilon$<br><br>Step Three:<br><br>$EFF_O = \beta_0 + \beta_3 F_O + \varepsilon$<br><br>Step Four:<br><br>$EFF_O = \beta_0 + \beta_4 L_P + \beta_5 F_O + \varepsilon$ | Values of $R^2$, $\beta_1$ and F change for regression in Step One are noted.<br><br>There is a mediated relationship if $\beta_1$ is significant.<br><br>Values of $R^2$, $\beta_2$ and F change for regression in Step Two are noted.<br><br>$L_P$ affects $F_O$ if $\beta_2$ is significant.<br><br>Values of $R^2$, $\beta_3$ and F change for regression in Step Three are noted.<br><br>There is a mediated relationship if $\beta_3$ is significant.<br><br>For regression in Step Four, values of $R^2$, $\beta_3$, $\beta_4$ and F change after controlling for $F_O$ are noted. The change in the beta coefficient for $L_P$ ($\beta_4 - \beta_1 < 0$) is also noted.<br><br>Some mediation is supported if $\beta_1$ and either $\beta_2$ or $\beta_3$ is also significant. Full mediation is supported if $\beta_4$ is no longer |

| | | |
|---|---|---|
| | | significant after controlling for $F_O$.<br>Partial mediation is supported if $\beta_4$ is significant after controlling for $F_O$. |
| $H_0$6: Organizational context has no significant moderating effect on the relationship between leadership process and effectiveness of freight forwarding firms in Nairobi City County, Kenya. | Step One:<br><br>$EFF_O = \beta_0 + \beta_1 L_P + \varepsilon$<br><br>Step Two:<br><br>$EFF_O = \beta_0 + \beta_1 L_P + \beta_2 O_C + \beta_3 L_P * O_C + \varepsilon$ | Values of $R^2$, $\beta$ and F change for regression in Step One and Step Two are noted. The change between $R^2_1$ and $R^2_2$ is also noted.<br><br>There is a significant moderation if $\beta_3$ is statistically different from zero.<br>If $p < 0.05$, $H_0$ is rejected<br>If $p > 0.05$, $H_0$ is accepted. |

Source: Author (2023)

*Generating Variable Composite Indices*

Since the study collected numerous quantitative data from freight forwarding firms through a 5-point Likert scale, the data needed to be harmonized and summarized into a composite figure. Using the weighted harmonic mean, a composite index for each variable was computed. This is a dimensional reduction technique employed to recover the underlying low-dimensional structures in the data, allowing further analysis to be carried out on the index rather than the original data (Field, 2013). The harmonic mean for a given number of observations is "the reciprocal of the arithmetic mean of the reciprocals of the given values" (Gupta & Kapoor, 2002, p. 2.25). This mean was useful in the study because it is not affected much by fluctuations of sampling. An adjustment of the computed value to provide for the relative weight for each variable was done using the following formula recommended by Kilika et al. (2012):

$$C_i = \sum_{i=1}^{N}\left(\left(\frac{n}{\sum_{i=1}^{n}\frac{1}{x_i}}\right)W_i\right)$$

Where:

$C_i$ = Composite Index for a given Variable i: Tactical influence, Strategic influence, Situational influence, Followership, organizational context, and organizational effectiveness.

N= Total number of components that comprises the specific variable.

n= Total number of respondents who responded to the respective section of the questionnaire.

$x_i$=Percentage Mean Score for each component for each freight forwarding firm, calculated as a ratio of the actual score to the maximum possible score on the statements for each Variable.

$W_i$= The weight of the Mean Score for each Variable for each freight forwarding firm computed as the ratio of the mean scores for each Variable to the sum of all the mean scores.

## Diagnostic Tests

Before actual analysis, diagnostic tests were conducted on the data collected in order to test the underlying assumptions of the multiple regression models in the study (Saunders et al., 2007). The tests included normality, multicollinearity, heteroscedasticity, and independence. Further, data outliers and linearity were isolated and confirmed respectively.

*Normality Test*

Population characteristics or attributes are generally normally distributed, meaning that most are grouped around the mean, and only a few are at the extremes (Sekaran, 2003). According to Campbell et al. (2007; as cited in Mishra et al., 2019), if a continuous data follows normal distribution, then 99.7%, 95.4%, and 68.2%, observations lie between mean ± 3 standard deviation (SD), mean ± 2 SD, and, mean ± 1 SD, respectively.

Two commonly used tests of data normality are the Kolmogorov–Smirnov test and the Shapiro-Wilk test, both of which compare the sample scores to a normally distributed set of scores with the same mean and standard deviation (Field, 2013). The study adopted the Shapiro–Wilk test because it is best suited for small samples – less than 2000 observations, and applies in most situations (Field, 2013, Mishra et al., 2019). The null hypothesis was that there was no significant difference between sampled data and data taken from normal distributed population. Decision was based on the recommendation by Mishra et al. (2019) that a non-significant test score of more than 0.05 implies normal distribution and hence acceptance of the null hypothesis. On the other hand, a significant value of less than 0.05 implies normality deviation and hence rejection of the null hypothesis.

*Multicollinearity Test*

Multicollinearity concerns the linear correlation between two or more independent variables (Saunders et al., 2007). According to Field (2013), perfect multicollinearity exists whenever at least one independent variable is a perfect linear combination of the other variables (correlation equal to 1 or -1), which situation introduces bias on the regression model. The study detected multicollinearity by examining correlation coefficients between the independent variables, and a value greater than 0.9 was considered significant as recommended by Field (2013). Further, the study tested for multicollinearity using Tolerance and Variance Inflation factors (VIF). Bowerman and O'Connell (1990; as cited in Field, 2013) recommended that a tolerance value of below 0.1 or VIF values of greater than 10 indicate the presence of high multicollinearity, which is a cause for concern. The study therefore adopted VIF values of greater than 10 and a Tolerance value of less than 0.1 to detect multicollinearity.

*Heteroscedasticity Test*

Heteroscedasticity refers to the extent data values for the independent and dependent variables take unequal variances (Saunders et al., 2007). It occurs whenever "the residuals at each level of the independent variables(s) have unequal variances, meaning that at each point along any independent variable, the spread of residuals is different" (Field, 2013, p. 2482). This is a concern in regression models because unequal variances create an inconsistency and bias in the estimate of the standard error associated with the model parameter estimates hence invalidating statistical inferences (Hayes & Cai, 2007). The study adopted Levene's test to measure heteroscedasticity. The hypothesis was that no heteroscedasticity in data values exists and that the error term was constant. The test considered the absolute value of the difference between each score and its group mean (one-way ANOVA on the deviations). According to Field (2013), a significant Levene's test ($p<0.05$) indicates significantly different variances, implying a violation of the assumption of homogeneity of variances. In such circumstances, the null hypothesis is considered incorrect and hence the need to take steps to rectify the anomaly. On the other hand, a non-significant Levene's test ($p>0.05$) implies that the variances are relatively equal, meaning a lack of heteroscedasticity, hence a tenable assumption and acceptance of the null hypothesis.

*Test of Independence*

The test of independence confirms whether or not two random variables take their values independently, or whether the values are related (Kothari, 2004). Field (2013) advanced that the residual terms for any two observations should be independent or uncorrelated because a violation implies that the significance tests and confidence intervals were invalid. The study used Pearson Chi-Square ($\chi 2$) test to verify the assumption that regression model errors were not related to each other. This test was appropriate because the study fulfilled the recommendation by Nihan (2020) of random collection of observations for such test. The underlying assumption of Chi-Square is that not more than 20% of the cells should have the expected count of less than five and whenever such violation occurs, McHugh (2013) recommended that the likelihood ratio should be used instead.

Chi-square value significance was determined using a suitable degree of significance and the applicable degree of freedom, and then consulting a Chi-square contingency table (Moore, 1994, as cited in Nihan, 2020). By proceeding with the null hypothesis that no two random variables take their values independently, or are related, the expected frequencies of the variables and the corresponding $\chi 2$ values were calculated. If the calculated value of $\chi 2$ was less than the table value at $p=0.05$ significance level for given degrees of freedom, then the null hypothesis was accepted. However, if the computed

$\chi 2$ value was more than its table value, the inference was that null hypothesis is not supported, meaning that the two attributes are associated.

*Outliers and Linearity*

The study verified the underlying assumptions of data outliers and linearity. Outliers in data are "cases or points that differ substantially from the main trend of a data set, and they can reduce the accuracy of a model or lead to biased models" (Perez & Tah, 2020, p. 2). To eliminate outliers, the study used geometric mean of the individual observations to get a composite value for each of the study variables. On the other hand, linearity was verified by using Field's (2009; as cited in Wandiga et al., 2019) recommendation of "observing the correlation between the independent and dependent study variables" (p. 68). The authors suggested checking the standardized residuals to ensure that no more than five percent of cases had absolute values above two, and that no more than one percent had absolute values above 2.5. Cases with values above three were considered outliers.

## Ethical Considerations

Research ethics revolve around issues of privacy, consent, harm, potential risks of participation, and data confidentiality, among others (Akaranga & Makau, 2016; Punch, 1994, as cited in Berg, 2001). To control or eliminate any ethical concerns at the different phases of the study, the researcher observed pertinent measures. Before the study began, permission to conduct the research was obtained from relevant authorities including PAC University (Appendix III and IV), and NACOSTI (Appendix V). At the beginning of the study, the researcher build trust with KIFWA through visits to outline the objective of the study, the confidentiality of information obtained, and an assurance that information given would only to be used for academic purposes. Consequently, a letter was obtained from KIFWA allowing the researcher and the assistants to gain access the freight forwarding firms targeted in the study. In addition, an introduction letter expounding the purpose of the study was prepared so that respondents could provide informed consent for voluntary participation.

During data collection, unwilling respondents were not coerced to give out information. Respondents were also at liberty not to disclose their identity in the questionnaires or during the interviews. The researcher used unbiased language in the questionnaire, appropriate for the research audiences.

To cater for limited resources, the study used the shortest time possible and least resources to acquire the needed information. Data and findings were reported honestly. After the research, copies of the report were shared with the respective stakeholders, and the also researcher published the findings without disclosing information that would potentially harm participants (Creswell, 2014).

## Chapter Summary

This chapter has presented and discussed the methodology used in conducting the research. The study employed a mixed methods approach with descriptive and explanatory research designs grounded on a pragmatic philosophical view. The target population, sampling, data types, data collection techniques, and data analysis plans have been elaborated. Finally, ethical issues are addressed. The actual analyses of data are presented in Chapter Four.

# CHAPTER FOUR

# RESULTS AND DISCUSSION

## Introduction

This chapter presents the findings and interpretation of the results thereof. It begins by showing the response rate analysis, validity and reliability results, and then findings on demographic features of respondents. Results of the analysis of both the quantitative and qualitative data are presented including descriptive analysis, diagnostic tests, correlation analysis, regression analysis and test of hypothesis.

## Response Rate

The study sample size was 276 respondents. Hence, 276 questionnaires were issued to management level employees in the sampled firms. From the issued questionnaires, 232 were duly filled and returned, forming an overall response rate of 84.06% as shown in Table 4.1. Categorically, there was 78.26% response rate among the top-level management, 83.70% among middle level management and 90.22% response rate among the lower-level management. In terms of magnitude, it was established that the highest response rate was obtained among the lower-level management who included the supervisors. The results thus suggest that lower-level managers were more available to respond to the research instruments compared with the middle level management and top-level management. Nevertheless, this response rate was adequate for data analysis. According to Mugenda and Mugenda (2019), a return rate of 50% and above is adequate for a study to permit analysis.

Table 4.1:
*Questionnaire Response Rate*

| Population Category | Target | Response | Percentage |
|---|---|---|---|
| Top Level Management (Chief Executive Officer, Director, General Manager) | 92 | 72 | 78.26% |
| Middle Level Management (Operations Manager) | 92 | 77 | 83.70% |
| Lower-Level Management (Supervisor) | 92 | 83 | 90.22% |
| Total | 276 | 232 | 84.06% |

Source: Field Data (2023)

## Instrument Pre-testing

In order to establish the validity and reliability of the questionnaire, a pilot study was undertaken. This involved using a questionnaire administered to 30 randomly selected management staff from 10 freight forwarding firms who were not included in the final sample. This sample representing 2.5% of the target population met the recommended threshold of 1% to 10% (Mugenda & Mugenda, 2019). All aspects of the questionnaire including layout, instructions, wording, question content, and sequence were pre-tested. Consequently, the feedback obtained was incorporated into the tool before final administration to the respondents.

### *Validity and Reliability of the Questionnaire*

Regarding validity, the study sought to determine whether the instrument was measuring what it was meant to measure. Specifically, the study sought to determine if the questionnaire possessed both content validity and face validity. To this end, the questionnaire was presented to other researchers, supervisors, and university lecturers for review. From the responses received, the instrument was improved until it was certified to have both content and face validity.

On the other hand, an instrument is deemed reliable if it produces consistent and similar results in varying occasions under similar conditions (Bryan, 2012). The study used Cronbach's alpha (α) to measure the reliability of the data collection instrument adopting a coefficient of 0.7 as the benchmark, as recommended by Ahmad and Halim (2017). The results were as summarized in Table 4.2.

The pilot test reliability shows that tactical influence had an alpha value of 0.759, 0.789 for strategic influence, 0.742 for situational influence, 0.791 for followership, 0.760 for organizational context, and 0.752 for organizational effectiveness. This implies that the variables were reliable and hence could be used for analysis. Table 4.2 also shows the reliability based on the final study. The results showed alpha coefficients of 0.722 for tactical influence, 0.812 for strategic influence, 0.714 for situational influence, 0.803 for followership, 0.748 for organizational context, and 0.734 for organizational effectiveness. Thus, all the variables had a Cronbach's Alpha coefficient greater than 0.7 based on the results. Slight differences were noted in coefficient values between the main and the pilot study results, but the differences were attributed to the different sample sizes used. The study therefore concluded that there was internal consistency of the responses by the respondents to the questionnaire.

Table 4.2:
*Reliability Results*

| | Alpha (Pilot study) | Alpha (Main study) | Items |
|---|---|---|---|
| Tactical Influence | 0.759 | .722 | 6 |
| Strategic Influence | 0.789 | .812 | 4 |
| Situational Influence | 0.742 | .714 | 4 |
| Followership | 0.791 | .803 | 11 |
| Organizational Context | 0.760 | .748 | 8 |
| Organizational Effectiveness | 0.752 | .734 | 9 |

Source: Field Data (2023)

## Demographic Information Analysis

The study sought to determine the demographic characteristics of the respondents. Key characteristics sought included gender of respondents, position held in the organization, years of service, and the category in which the freight forwarding company operated, that is, international or local practice. The results were as presented in Table 4.3, Table 4.4, Table 4.5 and Table 4.6 respectively.

### *Gender of Respondents*

In this section, the study sought to determine if the respondent was either male or female. Findings in Table 4.3 show that majority of the respondents in freight forwarding firms were male (64.7%) and a minority female respondents (35.3%). These results suggest that freight forwarding firms operating in Nairobi City County and the sector were male dominated.

Table 4.3:
*Gender of Respondents*

| Category | Frequency | Percent |
|---|---|---|
| Male | 150 | 64.7 |
| Female | 82 | 35.3 |
| Total | 232 | 100.0 |

Source: Field Data (2023)

*Respondent's Position in the Organization*

The study sought to determine the position held by the respondent in the firm. Results in Table 4.4 depict that majority of respondents (35.8%) were supervisors, 33.2% were operations managers, and 31.0% were chief executive officers/directors/general managers. Since majority of the respondents were middle level and lower-level managers who act as a link between the top management and general staff, the study noted that the information provided by them was double sided and therefore more representative of the actual phenomena in the firms. Specifically, this conclusion was informed by the understanding that leadership process encompasses influence strategies and subsequent results that take place between leaders and followers, groups of followers, or institutions.

Table 4.4:
*Position Held in the Organization*

| Management Category | Frequency | Percent |
|---|---|---|
| Chief Executive Officer/Director/General Manager | 72 | 31.0 |
| Operations Manager | 77 | 33.2 |
| Supervisor | 83 | 35.8 |
| Total | 232 | 100.0 |

Source: Field Data (2023)

*Respondent's Years of Service*

The study aimed to establish the number of years that the respondents had worked in their firm. This information was relevant because the number of years worked depicts the experience possessed by the respondents. The findings in Table 4.5 show that 39.2% of the respondents had worked in their organizations for 6-10 years, while 28.4% had worked for 1-5 years, 19.4% had worked for over 10 years, and 12.9% had worked for less than one year. This implies that majority of the respondents (58.7%) had worked in the freight forwarding firms for more than six years and therefore possessed sufficient information sought by the study. Consequently, the responses given in the study were well informed by the experience gained by the respondents in the industry. These results were consistent with the observations by Al-Khamaiseh et al. (2020) and Northouse (2019) that as employees develop more skills and get committed to the organization, they demonstrate more leadership behaviours.

It was further observed that since 41.3% of the respondents had worked for five years or less while 58.7% had worked for more than six years, this suggested that there was low staff turnover in the freight forwarding sector. According to Kareem (2019), organizational effectiveness is positively associated with the experience gained by the human capital such that the more the experience, the greater the effectiveness and vice versa. The researcher held that this relationship is a result of the learning curve experience where a task is performed more effectively and efficiently with repeated trials.

Table 4.5:
*Respondents' Years of Working in the Freight Forwarding Firm*

| | Frequency | Percent |
|---|---|---|
| Less than 1 year | 30 | 12.9 |
| 1-5 years | 66 | 28.4 |
| 6-10 years | 91 | 39.2 |
| Above10 years | 45 | 19.4 |
| Total | 232 | 100.0 |

Source: Field Data (2023)

*Freight Forwarding Practice Category*

In this section, the study sought to determine whether the responding firm had local or international operations. The results in Table 4.6 depict that majority (73.3%) of the freight forwarding firms were local while 26.7% were international. This indicated that majority of the freight forwarding firms in Kenya are local in their scope of operations. This may suggest that there is more demand for local services than it is for international services. It also implies that most local freight forwarding firms may not have the capacity to operate and trade outside the country. Conversely, it may suggest the existence of some internal barriers that constraint the establishment of international freight forwarding firms in Kenya. Such barriers may include severe competition from local firms providing high quality and competitively priced services, a phenomenon also observed in East Asia by Huang et al. (2019).

Table 4.6:
*Freight Forwarding Practice Category*

| | Frequency | Percent |
|---|---|---|
| Local | 170 | 73.3 |
| International | 62 | 26.7 |
| Total | 232 | 100.0 |

Source: Field Data (2023)

## Factor Analysis

The study employed factor analysis to extract components with high scores and then clustered the component indicators based on their relationships. Through Component Factor Analysis (CFA), it was determined how well the indicators used in measuring the variables represented the constructs under study. To do this analysis, Kaiser-Meyer-Olkin (KMO) and Bartlett's tests were first used. A factor is considered significant when the value of the index is between 0.6 and 1.0 (Ogola, 2021; Shkeer & Awang, 2019). The results summarised in Table 4.7 show that the p-value for KMO and Bartlett's Test was 0.000<0.05 suggesting that it was significant. In addition, the KMO Measure of sampling value of 0.864 was above 0.6 and less than 1.0 hence falling within the acceptable range. This implied that the sample was significant and therefore suitable for further data analysis.

Table 4.7:
*KMO and Bartlett's Test*

| | | |
|---|---|---|
| Kaiser-Meyer-Olkin Measure of Sampling Adequacy. | | .864 |
| Bartlett's Test of Sphericity | Approx. Chi-Square | 3307.475 |
| | Df | 861 |
| | Sig. | .000 |

Source: Field Data (2023)

From the communalities results (in Table 1 of Appendix VII), it is clear that all the items were close to each other ranging from 0.735 to 0.509 implying that the items were closely correlated in measuring the same item. In the Kaiser Normalization Criterion in Table 3 of Appendix VII, results show that components with Eigenvalues greater than 1 were extracted. Principal Component Analysis was used as the dimension reduction method and 10 factors that explained 70.980% of the total variations were extracted. Unextracted factors predicted only 29.020% of organizational effectiveness. This result implies that the extracted factors were important in predicting effectiveness. The correlation statistics from the factor analysis (shown in Table 1 of Appendix VII) indicated that all the items in the study had positive correlations values greater than 0.00, implying that they were significantly correlated in measuring organizational effectiveness.

## Descriptive Analysis

The study aimed to determine the extent to which the study variables manifested in freight forwarding firms in Nairobi City County, Kenya. Frequencies mean scores, and standard deviations were calculated and presented in tables for tactical influence, strategic influence, situational influence, followership, organizational context, and organizational effectiveness,. The results are summarised as follows.

### *Tactical Influence*

The assessment on tactical influence was based on six key elements as shown in Table 4.8. In a scale of 1-5 where 1= No Extent, 2= Low Extent, 3= Moderate Extent, 4=High Extent, and 5= Very High Extent, respondents were required to indicate the extent to which freight forwarding firm applied different tactics to influence others for better relationships and effectiveness.

From the findings, it was clear that leaders in freight forwarding firms demonstrated tactical influence as exemplified by the aggregate mean score of 4.292. The standard deviation of 0.675 suggests that there was low deviation in opinion and that the respondents agreed to a high extent regarding deployment of tactical influence in the organization. Specifically, the respondents affirmed to a high extent that freight forwarding firms were normally clear on what is needed in the organization and they directly asked for it (mean score = 4.42: Std dev = 0.598) and they show concern for others' needs and wants, find common ground, respect, and exercise fair treatment (Mean score = 4.34: Std dev = 0.644).

It was also established that freight forwarding firms use data, facts, and logical arguments to persuade people on best ideas (Mean score = 4.29: Std dev = 0.637), and they reach out of formal settings to understand others' needs and concerns (Mean score = 4.29: Std dev = 0.697). Further, the firms help people to see that their efforts are worthwhile (Mean score = 4.22: Std dev = 0.623). The attribute with the least score was that freight forwarding firms share resources, services, time, or support expecting favours in return (Mean score = 4.19: Std dev = 0.852). This means that although the freight forwarding firms share resources expecting favours in return to a high extent, this is the least tactic employed to influence others for better relationships and effectiveness. The findings on this variable were consistent with the conclusions made by Lu et al. (2019) that the effective use of upward influence tactics by employees affects the extent to which managers evaluate their creative ideas and implement them for organizational effectiveness.

Table 4.8:
*Descriptive Analysis for Tactical Influence*

| Statement | N | Mean | Std. Deviation |
|---|---|---|---|
| The organization is normally clear about what is needed and directly asks for it. | 232 | 4.42 | .598 |
| The organization shows concern for others' needs and wants, finds common ground, respect, and exercises fair treatment. | 232 | 4.34 | .644 |
| This firm uses data, facts, and logical arguments to persuade people that the proposed ideas are the best. | 232 | 4.29 | .637 |
| This firm reaches out of formal settings to understand others' needs and concerns and to explain the proposed ideas. | 232 | 4.29 | .697 |
| Our organization helps people to see that their efforts are worthwhile. | 232 | 4.22 | .623 |
| Our organization shares resources, services, time, or support expecting favours in return. | 232 | 4.19 | .852 |
| Aggregate | | 4.292 | 0.675 |

Source: Field Data (2023)

*Strategic Influence*

The assessment on strategic influence was based on four key elements as shown in Table 4.9. In a scale of 1-5 where 1= No Extent, 2= Low Extent, 3= Moderate Extent, 4=High Extent, and 5= Very High Extent, respondents were required to indicate the extent to which freight forwarding firm applied strategic influence for organizational effectiveness. Results showed that the aggregate mean score was 3.955 and a standard deviation of 0.891 implying that to moderate extent respondents believed that leaders used strategic influence to improve organizational effectiveness.

On the individual attributes, respondents agreed to a high extent that freight forwarding firms had a clear organizational structure and processes, job design guidelines, resources allocation, job incentives, monitoring and evaluation schemes in place (Mean score = 4.08: Std dev = 0.775). They encourage individual employees to exercise individual authority and strategic actions, such as training and attending seminars, in order to enhance organizational effectiveness as depicted by a mean score of 4.06 and a standard deviation of 0.822. Freight forwarding firms are structured and organized in a way that permits the participation of all organizational members in their development initiatives (Mean score = 3.99: Std dev = 0.830). It was also observed that the firms encourage managers to exercise individual authority and strategic decision-making to impart ideas and conceptions to others in the firm with a mean score of 3.69 and a standard deviation of 1.138. These findings concurred with the conclusions by Dahri et al. (2019) that strategic leadership influences a variety of organizational outcomes including performance.

Table 4.9:
*Descriptive Results for Strategic Influence*

| Statement | N | Mean | Std. Deviation |
|---|---|---|---|
| Our firm has a clear organizational structure and processes, job design guidelines, resources allocation, job incentives, monitoring and evaluation schemes in place | 232 | 4.08 | .775 |
| Our firm encourages individual employees to exercise individual authority and strategic actions (such as training, attending seminars, in order to enhance organizational effectiveness | 232 | 4.06 | .822 |
| This organization is structured and organized in a way that permits the participation of all organizational members in its development initiatives | 232 | 3.99 | .830 |
| Our Freight Forwarding firm encourages managers to exercise individual authority and strategic decision-making to impart ideas and conceptions to others in the firm | 232 | 3.69 | 1.138 |
| Aggregate | | 3.955 | 0.891 |

Source: Field Data (2023)

*Situational Influence*

The evaluation on situational influence was based on four key elements as shown in Table 4.10. In a scale of 1-5 where 1= No Extent, 2= Low Extent, 3= Moderate Extent, 4=High Extent, and 5= Very High Extent, respondents were required to indicate the extent to which freight forwarding firm applied situational influence among subordinates for individual and organizational effectiveness. The aggregate mean score was 4.108 with a standard deviation of 0.709, implying that to a high extent the respondents agreed that freight forwarding firms apply situational influence for organizational effectiveness.

Particularly, to a high extent, respondents observed that leaders communicated on goal achievement and meeting subordinates' needs; and that subordinates are encouraged and their inputs sought (Mean score = 4.22: Std dev = 0.706). Results also showed that leaders give instructions to subordinates on achieving goals and then supervise them carefully while offering them little support (Mean score = 4.10: Std dev = 0.669). Findings showed that after planning and goal clarification, subordinates take responsibility for getting the job done, as they see fit, with little intervention from leaders (Mean score = 4.07: Std dev = 0.778). Further, leaders are available to facilitate problem solving, but they give subordinates control of day-to-day decisions, encouraging them to give input and feedback (Mean score = 4.04: Std dev = 0.682).

The findings were consistent with the conclusions by Groves and LaRocca (2011) that by creating strong follower perceptions of shared values, leaders have the capability to influence follower beliefs, perspective and willingness to engage in extra-role citizenship behaviours that address organizational problems. As Cohen and Bradford (2017) held, an effective way to influence others is to first diagnose and understand their level of competence and commitment to tasks and relationships respectively. This way, leaders can employ matching influence behaviors. For instance, as employees develop more skills and get committed, directive leadership is minimized while supportive behavior is increased (Al-Khamaiseh et al., 2020; Northouse, 2019). The study findings therefore imply that freight forwarding firms employ situational influence for effectiveness, in terms of supporting (Mean score = 4.04), delegating (Mean score = 4.07), directing (Mean score = 4.10), and, coaching (Mean score = 4.22) in that order of importance.

Table 4.10:
*Descriptive Results on Situational Influence*

| Statement | N | Mean | Std. Deviation |
|---|---|---|---|
| The leaders communicate both on goal achievement and on meeting subordinates' needs. Subordinates are encouraged and their input sought. (Coaching) | 232 | 4.22 | .706 |
| Our leaders give instructions to subordinates on achieving goals and then supervise them carefully, offering them little support. (Directing) | 232 | 4.10 | .669 |
| After planning and goal clarification, subordinates take responsibility for getting the job done as they see fit, with little intervention from leaders. (Delegating) | 232 | 4.07 | .778 |
| Leaders in our firm are available to facilitate problem solving but they give subordinates control of day-to-day decisions. Subordinates are encouraged to give input and feedback. (Supporting) | 232 | 4.04 | .682 |
| Aggregate | | 4.108 | 0.709 |

Source: Field Data (2023)

*Followership*

The assessment of the characteristics of followers and their behaviours, which determine the roles followers play in shaping the interdependency between themselves and others in the firm, was based on eleven key items as shown in Table 4.11. In a scale of 1-5 where 1= No Extent, 2= Low Extent, 3= Moderate Extent, 4=High Extent, and 5= Very High Extent, respondents were required to indicate the extent to which leaders in freight forwarding firm applied followership for organizational effectiveness. The aggregate mean score was 4.080 with a standard deviation of 0.846, suggesting that to a high extent freight forwarding firms espoused the concept of followership to achieve organizational effectiveness.

On the individual attributes, the respondents observed to a high extent that leaders and subordinates valued and respected each other (Mean score = 4.57: Std dev = 0.592). They recorded that employees are team players (Mean score = 4.56: Std dev = 0.578), are deeply committed to their work (Mean score = 4.42: Std dev = 0.619), are obedient and submissive, and follow through as instructed without questioning (Mean score = 4.14: Std dev = 0.734). Further, respondents observed that as leaders, they knew where they stood with their followers and how satisfied the followers were (Mean score = 4.06: Std dev = 0.697). They reported that they helped their co-workers, making them look good, even when they did not get any credit themselves (Mean score = 4.04: Std dev = 0.829). Results indicated that employees freely influenced others, took initiatives, challenged their leaders and voiced concerns or ideas (Mean score = 4.03: Std dev = 0.962).

The respondents agreed to a moderate extent that employees expressed their opinions and offered input only when leaders asked them to do so (Mean score = 3.98: Std dev = 0.863). When they were not the designated leader of a group project, employees still contributed by often doing more than their share at a moderate level (Mean score = 3.81: Std dev = 1.187). The respondents moderately agreed that they had enough confidence in their leaders or followers and stated that they would defend and justify the leaders' or followers' decisions (Mean score = 3.70: Std dev = 1.098). Finally, respondents stated that regardless of the amount of formal authority the leader had, there were chances that the leader would “bail them out” at their expense with a moderate mean score of 3.57 and a standard deviation of 1.145.

These results are consistent with the conclusions by Carsten et al. (2010) that followers can be either proactive, active, or passive in the realization of organizational goals. The authors held that proactive follower’s partner with their leaders by voicing ideas and opinions, take initiatives to identify and solve problems, and seek ways to be effective, while active followers give inputs in decisions but only do so when given the opportunity. On the other hand, passive followers are passive recipients of a leader’s influence and remain silent and respectful to the leader’s directives. Based on the results, it was observed that most forwarding firms in Nairobi City County have followers who to a high extent are passive (following instructions without questioning) with mean score of 4.14. Proactive followers (influencers, taking initiatives, challenging leaders, voicing concerns and ideas) follow in the category, with a high mean score of 4.03, and then active followers (offering opinions and input only when asked to do so) with a moderate mean score of 3.98.

The findings further show that freight forwarding firms in Nairobi City County have employees who, to a high extent, demonstrate behaviours of teamwork and deep organizational commitment. On aggregate, teamwork items had a mean score of 4.04 while deep commitment had a mean score of 4.42, indicating that follower behaviours were emphasized and practiced. This was consistent with observations by Ogochi (2022) that followers’ behaviour towards goal attainment corresponds to the leadership style exhibited by leaders. Follower behaviours are also culturally passed on to members of the organization by fellow members (Setyaningrum, 2017). This implies that leaders can intentionally foster good relationships with their followers and cultivate cultures promoting positive follower behaviours to enhance organizational effectiveness.

Table 4.11:
*Descriptive Results for Followership*

| Statement | N | Mean | Std. Deviation |
|---|---|---|---|
| Leaders and subordinates value and respect each other | 232 | 4.57 | .592 |
| Our employees are team players | 232 | 4.56 | .578 |
| Our employees are deeply committed to their work | 232 | 4.42 | .619 |
| Our employees are obedient and submissive, and they follow through as instructed without questioning | 232 | 4.14 | .734 |
| As a leader, do you know where you stand with your follower and do you usually know how satisfied your follower is with what you do? | 232 | 4.06 | .697 |
| Do you help other co-workers, making them look good, even when you do not get any credit? | 232 | 4.04 | .829 |
| Our employees freely influence others, take initiatives, challenge leaders and voice their concerns or ideas. | 232 | 4.03 | .962 |
| Our employees express their opinions and offer input but only when leaders ask them to do so. | 232 | 3.98 | .863 |
| When you are not the leader of a group project, do you still contribute at a high level, often doing more than your share? | 232 | 3.81 | 1.187 |
| I have enough confidence in my leader (follower) that I would defend and justify his or her decision if he or she were not present to do so. | 232 | 3.70 | 1.098 |
| Regardless of the amount of formal authority your leader (follower) has, what are the chances that he or she would "bail you out" at his or her expense? | 232 | 3.57 | 1.145 |
| Aggregate | | 4.080 | 0.846 |

*Organizational Context*

The assessment on organizational context was based on eight key elements as shown in Table 4.12. In a scale of 1-5 where 1= No Extent, 2= Low Extent, 3= Moderate Extent, 4=High Extent, and 5= Very High Extent, respondents were required to indicate the extent to which organizational context influenced their effectiveness. The aggregate mean score was 4.214 and a standard deviation of 0.735, indicating that to a high extent, the respondents agreed that the external environment such as government agencies, regulatory bodies, customers and suppliers influenced the effectiveness of their firms.

Specifically, the respondents agreed to high extent that their firms enjoyed high quality relationships with clients (Mean score = 4.44: Std dev = 0.578), easily adopted new technologies to enhance operational efficiencies (Mean score = 4.34: Std dev = 0.702), and that pressure to conform to the requirements of industry practices enhanced their degree of effectiveness (Mean score = 4.24: Std dev = 0.698). To a high extent also, the business conduct of the firms was guided by the code of standards as laid down by the industry players through KIFWA (Mean score = 4.19: Std dev = 0.807). In addition, the firms meet all the needs and expectations of their stakeholders, including customers, suppliers, and the government (Mean score = 4.18: Std dev = 0.734); enjoy high quality relationships with KRA (Mean score = 4.16: Std dev = 0.720); and other key stakeholders, including KPA, KEBS, KEPHIS, KRC, and Transporters (Mean score = 4.14: Std dev = 0.833). Finally, respondents recorded that to a high extent, their firm faces high competition from other freight forwarding firms, with a mean score of 4.02 and a standard deviation of 0.806.

Table 4.12:
*Descriptive results for Organizational Context*

| Statement | N | Mean | Std. Deviation |
|---|---|---|---|
| Our firm enjoys high quality relationships with its clients | 232 | 4.44 | .578 |
| Our Freight Forwarding firm easily adopts new technologies that positively influence our operational efficiencies. | 232 | 4.34 | .702 |
| The pressure to conform to the requirements of industry practices enhances our degree of effectiveness | 232 | 4.24 | .698 |
| The business conduct of our firm is guided by the code of standards laid down by the industry players (KIFWA) | 232 | 4.19 | .807 |
| Our firm meets all the needs and expectations of its stakeholders (customers, suppliers, government) | 232 | 4.18 | .734 |
| Our Freight Forwarding firm enjoys high quality relationships with KRA | 232 | 4.16 | .720 |
| Our Freight Forwarding firm enjoys high quality relationships with other key stakeholders (including KPA, KEBS, KEPHIS, KRC, Transporters, as applicable). | 232 | 4.14 | .833 |
| Our firm faces high competition from other freight forwarding firms | 232 | 4.02 | .806 |
| Aggregate | | 4.214 | 0.735 |

Source: Field Data (2023)

*Organizational Effectiveness*

The assessment on organizational effectiveness was based on nine elements as shown in Table 4.13. In a scale of 1-5 where 1= Strongly disagree, 2= Disagree, 3= Neutral, 4= Agree, and 5= Strongly agree, respondents were required to express their opinion on the effectiveness of the firm in relation to goal attainment, resource acquisition, obtaining strategic stakeholders, and competing values. The aggregate mean score was 4.46 and an associated standard deviation of 0.586 denoting that respondents to a high extent agreed that freight forwarding firms in Nairobi City County were effective. This suggests that majority freight forwarding firms had clear and mutually agreeable goals, had the ability to obtain necessary inputs for survival, met the needs of stakeholders, and make efforts to optimize resource utilization and attain stability.

Specifically, most of the respondents agreed to a high extent that their firms optimized the use of available resources (Mean score = 4.64: Std dev = 0.507). In that order of significance, respondents also agreed that the firms make efforts to improve their level of service provision (Mean score = 4.62: Std dev = 0.530), make efforts to ensure their long-term survival and stability (Mean score = 4.62: Std dev = 0.513), and easily adapt to changes in the business environment (Mean score = 4.59: Std dev = 0.559). They also agreed to a high extent that their firm has measures in place to ensure that customers are satisfied (Mean score = 4.56: Std dev = 0.531), and that their customers are satisfied with the services offered (Mean score = 4.56: Std dev = 0.539).

There was agreement among respondents to a high extent that their firm knew individuals or group of individuals who are critical to its survival and fully meets their needs (Mean score = 4.21: Std dev = 0.698). It was also agreed that firms have clear, visible and mutually agreed goals (Mean score = 4.20: Std dev = 0.613). Finally, respondents agreed that their firm was able to easily obtain whatever inputs and resources are needed from the environment (Mean score = 4.18: Std dev = 0.785).

These results concurred with the observations by Daft (2016) that organizations must cultivate the ability to utilize resources in a manner that best creates value for their stakeholders. Jones (2013) also held that for an organization to be effective it must function responsively. This includes innovating fast, securing, managing, and controlling valued skills, and efficiently converting scarce resources into goods and services. Specifically, findings relate to the observations by Robbins (1990) that organizational effectiveness is expressed by the degree to which an organization attains its short and long-term goals. Previous studies have shown the kind of leadership process deployed in firms has a direct influence on various organizational outcomes (Khamaiseh et al., 2020; Mwai et al., 2018; Mwesigwa, 2018).

Table 4.13:
*Descriptive Results for Organizational Effectiveness*

| Statement | N | Mean | Std. Deviation |
|---|---|---|---|
| Our firm optimizes the use of available resources | 232 | 4.64 | .507 |
| Our firm makes efforts to improve its levels of service provision | 232 | 4.62 | .530 |
| Our firm makes efforts to ensure its long-term survival and stability. | 232 | 4.62 | .513 |
| Our firm easily adapts to any changes in the business environment | 232 | 4.59 | .559 |
| Our firm has measures in place to ensure customers satisfaction | 232 | 4.56 | .531 |
| Our customers are satisfied with the services we offer | 232 | 4.56 | .539 |
| Our firm knows the individuals or group of individuals critical to its survival and fully meets their needs | 232 | 4.21 | .698 |
| Our firm has clear, visible, and mutually agreed upon goals | 232 | 4.20 | .613 |
| Our firm is able to easily obtain whatever inputs and resources are needed from the environment | 232 | 4.18 | .785 |
| Aggregate | | 4.46 | 0.586 |

Source: Field Data (2023)

## Diagnostic Test Results

Before regression analysis, the following diagnostic tests were conducted on the data collected in order to test the underlying assumptions of linear regression models in the study (Saunders et al., 2007).

### *Normality Test*

Normality test examines the likelihood that the data collected relating to the study phenomenon was normally distributed over the sampled population. This test is especially critical before undertaking regression and correlation analyses (Kothari, 2004; Mishra et al., 2019). To test for normality, the study adopted the Shapiro–Wilk test because it is best suited for small samples – less than 2000 observations, and applies in most study situations (Field, 2013). The null hypothesis was that there is no significant difference between sampled data and data taken from normal distributed population.

Decision was based on the recommendation by Mishra et al. (2019) that a non-significant test score of more than 0.05 at 95% confidence level implies normal distribution. On the other hand, a significant value of less than 0.05 implies normality deviation and hence rejection of the null hypothesis. The normality results are as shown in Table 4.14, indicating that all the variables had a significance level of greater than 0.05 at 95% confidence level. The study therefore concluded that data was normally distributed for all the variables.

Table 4.14:
*Normality Results*

| | Shapiro-Wilk Statistic | df | Sig. |
|---|---|---|---|
| Tactical influence | .944 | 232 | .101 |
| Strategic influence | .951 | 232 | .084 |
| Situational influence | .965 | 232 | .125 |
| Organizational effectiveness | .969 | 232 | .116 |
| Followership | .966 | 232 | .093 |
| Organizational context | .977 | 232 | .079 |

Source: Field Data (2023)

*Multicollinearity Tests*

Multicollinearity test checks whether two or more explanatory variables have a linear correlation since a perfect correlation introduces bias on the regression model (Saunders et al., 2007). This study used the recommendation by Field (2013) considering a correlation coefficient between the variables of greater than 0.9 as significant. The correlation statistics results are as shown in Table 4.18.

The results show that strategic influence and tactical influence had a coefficient of 0.248, strategic influence and situational influence had a coefficient of 0.409, situational influence and tactical influence had a correlational coefficient of 0.528, followership and tactical influence had a correlational coefficient of 0.339 and organizational context and tactical influence had a correlation coefficient of 0.355. The correlation coefficients were 0.734 for followership and strategic influence, 0.501 for followership and situational influence; 0.644 for organizational context and strategic influence, 0.515 for organizational context and situational influence, and 0.581 for organizational context and followership.

Based on the results, it was evident that the correlation coefficients for all the independent variables were less than the recommended value of 0.9, implying absence of multicollinearity. The results also showed that all the correlation coefficients had significant p-values of less than 0.05.

The study also tested for multicollinearity using Tolerance and Variance Inflation factors (VIF). A tolerance value of below 0.1 or VIF values of greater than 10 as recommended by Field (2013) indicate the presence of high multicollinearity, which is a cause for concern. The study therefore adopted the VIF values of greater than 10 and a Tolerance value of less than 0.1 to detect multicollinearity. The results were as shown in Table 4.15.

From the results in Table 4.15, tactical influence had a VIF value of 1.418 and a tolerance level of 0.705. Strategic influence had a VIF of 2.587 and a tolerance level of 0.387; situational influence had a VIF value of 1.776 and a tolerance level of 0.563; followership had a VIF value of 2.465 and a tolerance level of 0.406; while organizational context had a VIF value of 2.004 and a tolerance level of 0.499. Since all the independent variables had VIF below 10 and tolerance level above 0.1, it was clear that there was no multicollinearity problem in the study variables. Regression analysis was therefore feasible.

Table 4.15:
*Multicollinearity Results*

| Model | | Collinearity Statistics Tolerance | VIF |
|---|---|---|---|
| 1 | (Constant) | | |
| | Tactical influence | .705 | 1.418 |
| | Strategic influence | .387 | 2.587 |
| | Situational influence | .563 | 1.776 |
| | Followership | .406 | 2.465 |
| | Organizational context | .499 | 2.004 |

Source: Field Data (2023)

*Heteroscedasticity*

The study adopted the Levene's test to measure heteroscedasticity. Heteroscedasticity means unequal variances, which invalidate statistical inferences through inconsistency and bias created in the estimates of the standard error (Hayes & Cai, 2007). The null hypothesis was that there was no heteroscedasticity in data values and that the error term was constant. The test considered the absolute value of the difference between each score and its group mean (one-way ANOVA on the deviations). A significant Levene's test ($p<0.05$) indicates significantly different variances, which is a violation of the assumption of homogeneity, while a non-significant test ($p>0.05$) imply that the variances are relatively equal, meaning a lack of heteroscedasticity. The results are as shown in Table 4.16.

The results show that tactical influence had a test statistic of 2.469 and p-value of 0.076, strategic influence had a test statistic of 2.746 and p-value of 0.062 and situational influence had a test statistic of 0.773 and p-value of 0.667. Since the p-values were all greater than 0.05, the study concluded that there was no heteroscedasticity, hence a tenable assumption and acceptance of the null hypothesis.

Table 4.16:
*Tests of Homogeneity of Variances*

| | | Levene Statistic | df1 | df2 | Sig. |
|---|---|---|---|---|---|
| Tactical influence | Based on Mean | 2.469 | 11 | 217 | .076 |
| Strategic influence | Based on Mean | 2.746 | 11 | 217 | .062 |
| Situational influence | Based on Mean | .773 | 11 | 217 | .667 |

Source: Field Data (2023)

*Test of Independence*

The study used Pearson Chi-Square ($\chi2$) test to verify the assumption that regression model errors were not related to each other. Chi-Square test was appropriate because the study aimed to fulfil the recommendations by Nihan (2020) for such test including random collection of observations. The underlying assumption of Chi-Square is that not more than 20% of the cells should have the expected count of less than five and whenever such violation occurs, McHugh (2013) recommended that the likelihood ratio be used. Table 4.17 provides a summary of the results.

The results in Table 4.17 show that there was a significant difference between organizational effectiveness and tactical influence $\chi2$ (182, N=232) = 313.099, p=0.321. A significant difference was found between organizational effectiveness and strategic influence $\chi2$ (168, N=232) = 169.657, p=0.450. Similarly, results showed that there exists a significant difference between organizational effectiveness and situational influence $\chi2$ (140, N=232) = 201.567, p=0.198. There was a significant difference between organizational effectiveness and followership $\chi 2$ (308, N=232) = 332.592, p=0.161. Further, results suggested a significant difference between organizational effectiveness and organizational context $\chi 2$ (210, N=232) = 245.346, p=0.078.

All the calculated $\chi 2$ values were less than the table values at p=0.05 significance level for the given degrees of freedom. Further, the results met the assumption of Chi-Square that not more than 20% of the cells should have the expected count of less than five. These results thus imply that there was no significant difference between the expected and observed attributes in the variables. The residual terms for the variables were therefore statistically independent and hence suitable for analysis.

Table 4.17:
*Chi-Square Tests Results*

| | Value | df | Asymptotic Significance (2-sided) |
|---|---|---|---|
| Organizational effectiveness * Tactical influence | | | |
| Pearson Chi-Square | 313.099[a] | 182 | .321 |
| Likelihood Ratio | 190.538 | 182 | .617 |
| N of Valid Cases | 232 | | |
| Organizational effectiveness * Strategic influence | | | |
| Pearson Chi-Square | 169.657[a] | 168 | .450 |
| Likelihood Ratio | 156.364 | 168 | .730 |
| N of Valid Cases | 232 | | |
| Organizational effectiveness * Situational influence | | | |
| Pearson Chi-Square | 201.567[a] | 140 | .198 |
| Likelihood Ratio | 162.752 | 140 | .791 |
| N of Valid Cases | 232 | | |
| Organizational effectiveness * Followership | | | |
| Pearson Chi-Square for | 332.592[a] | 308 | .161 |
| Likelihood Ratio | 280.790 | 308 | .865 |
| N of Valid Cases | 232 | | |
| N of Valid Cases | 232 | | |
| Organizational effectiveness * Organizational context | | | |
| Pearson Chi-Square for | 245.346[a] | 210 | .078 |
| Likelihood Ratio | 227.976 | 210 | .288 |
| N of Valid Cases | 232 | | |

Source: Field Data (2023)

## Correlation Analysis

Using Pearson's coefficient of correlation (*r*), the study conducted analysis to determine the relationship between the study variables. Correlational coefficients lie between -1 and +1, implying negative and positive relationships respectively (Kothari, 2004). Zero value means that there is no relationship and the closer the coefficient is to one, the stronger the relationship between the variables (Bryman, 2012). The study employed recommendations for social science research by Akoglu (2018) that correlation values of ± 0.40 and above, between ± 0.30 and ± 0.39, and below ±0.30 imply strong correlation, moderate correlation, and low correlation respectively. Table 4.18 is a summary of the results.

Results show that the correlation coefficient between tactical influence and organizational effectiveness was 0.295, implying that there exists a weak positive correlation between the two variables. The associated p-value was 0.000, which is less than the acceptable significance level of 0.01. This could mean that although organizational effectiveness increased in direct proportion to the employment of tactical influence in the freight forwarding firms studied, the increase was gradual. The findings relate to the conclusions by Chaturvedi et al. (2019) that influence tactics used by leaders had a significant positive relationship with followers' affective organizational commitment. Madigan et al. (2020) also found that individual factors including work experience, age, and gender; as well as organizational factors such as safety maturity level and size of the organization determined the kind of tactics employed.

The findings also showed that strategic influence and organizational effectiveness had a correlation coefficient of 0.275 implying that the variables had a weak positive correlation. The p-value was 0.000, which is less than the selected significance level of 0.01, and hence the correlation was significant. This could mean that although organizational effectiveness increased in direct proportion to the use of strategic influence in the freight forwarding firms studied, the increase was gradual. These assertions are similar to those by Ali and Anwar (2021) whose study considered self-leadership tactics touching on strategies, change, and wisdom as the tools that influenced organizational competitiveness. Dahri et al. (2019) also reported that strategic influence mediated by knowledge management positively affected organizational performance.

The results showed that the correlation coefficient between situational influence and organizational effectiveness was 0.364 indicating that the variables had a moderate positive correlation. The relationship was also significant since the p-value was less than 0.01 selected for the study. This could mean that although organizational effectiveness increased in direct proportion to situational influence in the firms studied, the increase was gradual. These findings were consistent with the conclusions by Ghazzawi et al. (2017) that there exists a positive relationship between situational leadership influences and employee productivity. In congruence with the claims of situational leadership theories, the researchers laid more emphasis on the leader understanding subordinates' needs in making them more productive. Similarly, Titi et al. (2018) indicated that situational influences and competences have a positive relationship with employee performance.

The results further showed that the correlation coefficient between followership and organizational effectiveness was 0.341 indicating that the variables had a moderate and positive correlation. The relationship was significant since the p-value was less than 0.01. This could imply that although organizational effectiveness increased in direct proportion to followership, the increase was gradual. Previous studies had shown that followership has a positive relationship with various organizational outcomes (Carsten et al., 2010; Jha et al., 2019; Saqib & Arif, 2017).

Finally, the findings showed that the correlation coefficient between organizational context and organizational effectiveness was 0.313. The significance value was less than 0.01, indicating that the variables had a moderate and positive correlation. These findings were consistent with studies by Daferighe et al. (2019) which found a positive relationship between social welfare activities by organization stakeholders and firm profitability. Other studies reported significant relationships between individual factors of external environment including technology, stakeholder pressure, and government subsidies; and positive organizational outcomes (Chege et al., 2020; Peter et al., 2018; Wang & Sengupta, 2016).

Table 4.18:
*Correlational Results*

| | | Organizational effectiveness | Tactical influence | Strategic influence | Situational influence | Followership | Organizational context |
|---|---|---|---|---|---|---|---|
| Organizational effectiveness | Pearson Correlation | 1 | | | | | |
| | Sig. (2-tailed) | | | | | | |
| | N | 232 | | | | | |
| Tactical influence | Pearson Correlation | .295** | 1 | | | | |
| | Sig. (2-tailed) | .000 | | | | | |
| | N | 232 | 232 | | | | |
| Strategic influence | Pearson Correlation | .275** | .248** | 1 | | | |
| | Sig. (2-tailed) | .000 | .000 | | | | |
| | N | 232 | 232 | 232 | | | |
| Situational influence | Pearson Correlation | .364** | .528** | .409** | 1 | | |
| | Sig. (2-tailed) | .000 | .000 | .000 | | | |
| | N | 232 | 232 | 232 | 232 | | |
| Followership | Pearson Correlation | .341** | .339** | .734** | .501** | 1 | |
| | Sig. (2-tailed) | .000 | .000 | .000 | .000 | | |
| | N | 232 | 232 | 232 | 232 | 232 | |
| Organizational context | Pearson Correlation | .313** | .355** | .644** | .515** | .581** | 1 |
| | Sig. (2-tailed) | .000 | .000 | .000 | .000 | .000 | |
| | N | 232 | 232 | 232 | 232 | 232 | 232 |

**. Correlation is significant at the 0.01 level (2-tailed)

## Test of Hypotheses

The probability of test statistics (p-value) was used in hypothesis testing regarding the null hypotheses. A p-value (0.05 or lower) denotes the presence of a statistically significant relationship among study variables, leading to rejection of the null hypothesis (Creswell, 2014; Sekaran, 2003). The study used a significance level of 0.05 to test the following null hypotheses:

$H_01$ Leadership process has no significant effect on the effectiveness of freight forwarding firms in Nairobi City County, Kenya.

$H_02$ Tactical influence has no significant effect on the effectiveness of freight forwarding firms in Nairobi City County, Kenya.

$H_03$ Strategic influence has no significant effect on the effectiveness of freight forwarding firms in Nairobi City County, Kenya.

$H_04$ Situational influence has no significant effect on the effectiveness of freight forwarding firms in Nairobi City County, Kenya.

$H_05$ Followership has no significant mediating effect on the relationship between leadership process and effectiveness of freight forwarding firms in Nairobi City County, Kenya.

$H_06$ Organizational context has no significant moderating effect on the relationship between leadership process and effectiveness of freight forwarding firms in Nairobi City County, Kenya.

*Test of Hypothesis One*

The first specific objective of the study was to investigate the effect of leadership process on the effectiveness of freight forwarding firms in Nairobi City County, Kenya. The associated hypothesis was that the leadership process has no significant effect on the effectiveness of freight forwarding firms in Nairobi City County, Kenya. To determine the effect of the three independent study variables constituting the leadership process (tactical influence, strategic influence and situational influence) on organizational effectiveness, multiple linear regression analysis was conducted. The empirical model was as follows:

$EFF_O = \beta_0 + \beta_1 T_i + \beta_2 S_t + \beta_3 S_i + \varepsilon$

Where:

| | | |
|---|---|---|
| $EFF_O$ | = | Composite index for organizational effectiveness |
| $\beta_0$ | = | Constant |
| $\beta_1$, $\beta_2$, & $\beta_3$ | = | Beta coefficients |
| $T_i$ | = | Composite index for tactical influence |
| $S_t$ | = | Composite index for strategic influence |
| $S_i$ | = | Composite index for situational influence |
| $\varepsilon$ | = | Error term |

Coefficient of determination, R Square ($R^2$), was used to test the model significance by measuring the degree to which variation in leadership process explains the variations in organizational effectiveness. Using 95% confidence level to compute F-statistic, the overall model significance was tested. The probability of test statistics (p-value 0.05) was used in hypothesis testing.

Organizational effectiveness was regressed on tactical influence, strategic influence and situational influence and the model summary results were as shown in Table 4.19. This established how the model equation fits the data. The results depict that the adjusted R Square ($R^2$) was 0.154, which means that 15.4% of variation in organizational effectiveness was explained by tactical influence, strategic influence and situational influence. The results also imply that 84.6% of all variation in organizational effectiveness was explained by other variables not considered in this study.

Table 4.19:
*Model Summary*

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate |
|---|---|---|---|---|
| 1 | .406[a] | .165 | .154 | .27528 |

a. Predictors: (Constant), Tactical Influence, Strategic Influence, Situational Influence

Source: Field Data (2023)

Table 4.20 is a summary of the ANOVA results showing that the F-statistic for the model was 15.006, which was greater than the F-critical (Table value = 2.644). This is an indication that the model was significant in predicting organizational effectiveness. The results also indicated that the p-value was 0.001, which was less than 0.05, indicating that the model was significant. It was therefore concluded that tactical influence, strategic influence, situational influence significantly predicted organizational effectiveness.

Table 4.20:
*Analysis of Variance*

| Model | | Sum of Squares | df | Mean Square | F | Sig. |
|---|---|---|---|---|---|---|
| 1 | Regression | 3.411 | 3 | 1.137 | 15.006 | .001[b] |
| | Residual | 17.277 | 228 | .076 | | |
| | Total | 20.688 | 231 | | | |

a. Dependent Variable: Organizational effectiveness
b. Predictors: (Constant), Tactical Influence, Strategic Influence, Situational Influence

Source: Field Data (2023)

A T-test was used to determine the significance level of tactical, strategic influence, and situational influence in predicting organizational effectiveness of the freight forwarding firms. The results were as summarized in Table 4.21. From the results in the table, the coefficient results were fitted in the empirical model as follows:

$$EFF_O = 3.267 + 0.135T_i + 0.146S_t + 0.233S_i + \varepsilon$$

Table 4.21:
*Coefficients for Multiple Regression*

| Model | Unstandardized Coefficients | | Standardized Coefficients | | |
|---|---|---|---|---|---|
| | B | Std. Error | Beta | T | Sig. |
| (Constant) | 3.267 | .192 | | 17.013 | .000 |
| Tactical influence | .092 | .029 | .135 | 1.899 | .002 |
| Strategic influence | .061 | .028 | .146 | 2.203 | .003 |
| Situational influence | .137 | .015 | .233 | 3.071 | .001 |

a. Dependent Variable: Organizational Effectiveness

Source: Field Data (2023)

The results in Table 4.21 show that holding tactical influence, strategic influence, and situational influence at a constant, organizational effectiveness would be 3.267. The results also depict that tactical influence had a standardized beta coefficient of 0.135 indicating that tactical influence had a positive effect on organizational effectiveness. This also implies that an increase of tactical influence by one-unit would increase organizational effectiveness by 0.135 units. Further, the significance value was 0.001<0.05, showing that tactical influence had a significant effect on organizational effectives in freight forwarding firms in Nairobi City County.

The findings show that strategic influence had a positive relationship with organizational effectiveness since the standardized beta coefficient was 0.146. This means that increasing strategic influence by one-unit, organizational effectiveness would increase by 0.146 units. Further, strategic influence had a significant effect on organizational effectiveness since the significant value of 0.001 was less than the selected level of 0.05.

Results also show that situational influence had a significant effect on organizational effectiveness as shown by the significant value of 0.001<0.05. The relationship between situational influence and organizational effectiveness was positive as shown by a standardized beta coefficient of 0.233. This indicates that an increase of situational influence by one unit would cause organizational effectiveness to increase by 0.233 units.

Since all the variables were significant when considered together in the model, the study established that leadership process has a significant effect on organizational effectiveness of freight forwarding firms in Nairobi City County, Kenya. Consequently, the null hypothesis that leadership process has no significant effect on organizational effectiveness of freight forwarding firms in Nairobi City County Kenya was rejected and the alternative hypothesis accepted.

The results were explained in terms of descriptive results, theoretical literature and the empirical literature review. Findings were consistent with the descriptive results that showed with an aggregate mean score of 4.46 and associated standard deviation of 0.586 indicated that respondents agreed that there was effectiveness in the firms. This suggests that most freight forwarding firms had clear and mutually agreeable goals, they had the ability to obtain necessary inputs for survival, they met the needs of stakeholders and that they made efforts to optimize resources, and attain stability.

Theoretically, the foregoing results are consistent with the LMX Theory, which postulates that the type of behaviour exhibited by followers is a reflection of the relationship between leaders and the followers (Bullington, 2016; Carsten et al., 2014). Relationships are developed and fostered through influence processes. The findings therefore provide empirical evidence that through tactical, strategic and situational influence, leaders can develop the desired relationships with their followers and vice versa in enhancing organizational effectiveness.

Further, the Balanced Score Card (BSC) model offers a meaningful explanation of the findings in relation to how freight forwarding firms measure operational effectiveness (Frederico et al., 2020). The financial strategic perspective of the BSC model that employs profitability and growth to measure firm performance closely relates with the elements of organizational effectiveness within the goal-attainment approach. Goal-attainment approach holds that for effectiveness, organizations have real, clear, visible, and mutually agreeable goals, and that they place emphasis on their capabilities to obtain inputs and maintain strong relationships. On the other hand, the customer perspective and internal business processes perspective in BSC that examines value creation for customers and shareholders provide a measure within the system resource approach of effectiveness. This points to the need of firm's ability to exploit its environment for the resources needed. Finally, through the model’s learning and growth perspective that focuses on innovation, change and growth, the goals of focussing on people, attaining flexibility, and improving internal processes, can be realized.

The findings also agree with Grant et al. (2017) who argued that the overall performance of logistics service providers depends on many factors including information sharing to reduce costs across supply chains. In intensely unstable and competitive market conditions, there is therefore need for increased collaboration and mutually beneficial relationships among firms in the freight forwarding sector, key industry stakeholders, and the wider community. The authors held that regional blocks, governments, manufacturers, customers, suppliers, and other stakeholders in an increasingly interconnected global environment stand to gain from such elaborate collaborations.

*Test of Hypothesis Two*

The second specific objective was to assess the effect of tactical influence on the effectiveness of freight forwarding firms in Nairobi City County, Kenya. The corresponding null hypothesis was that tactical influence has no significant effect on the effectiveness of freight forwarding firms in Nairobi City County, Kenya. Organizational effectiveness was regressed on tactical influence. The regression results were as summarized in Table 4.22.

Table 4.22:
*Regression Results for Tactical Influence*

| Model Summary | | | | |
|---|---|---|---|---|
| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate |
| 1 | .295[a] | .087 | .083 | .28660 |

| ANOVA[a] | | | | | | |
|---|---|---|---|---|---|---|
| Model | | Sum of Squares | Df | Mean Square | F | Sig. |
| 1 | Regression | 1.796 | 1 | 1.796 | 21.871 | .001[b] |
| | Residual | 18.892 | 230 | .082 | | |
| | Total | 20.688 | 231 | | | |

| Coefficients[a] | | | | | | |
|---|---|---|---|---|---|---|
| | | Unstandardized Coefficients | | Standardized Coefficients | | |
| Model | | B | Std. Error | Beta | T | Sig. |
| 1 | (Constant) | 3.604 | .185 | | 19.504 | .001 |
| | Tactical influence | .200 | .043 | .295 | 4.677 | .001 |

a. Dependent Variable: Organizational effectiveness
b. Predictors: (Constant), Tactical influence

Source: Field Data (2023)

The results in Table 4.22 show an adjusted R Square ($R^2$) value of 0.083 indicating that the model predicted 8.3% of the variations in organizational effectiveness of freight forwarding firms in Nairobi City County. The results further suggest that 91.7% of all variations in organizational effectiveness of freight forwarding firms was explained by other factors not included in the model. The results also show that the F-statistic for the model was 21.871, which was greater that the F-critical (1,230=3.882). The p-value for the model was 0.001<0.05, indicating that the F-value was significant. The study therefore concluded that the model was fit in predicting effectiveness of freight forwarding firms in Nairobi City County.

The coefficient results showed that the model constant was 3.604 indicating that when tactical influence is at a constant, organizational effectiveness would be equal to 3.604. Further, the standardized beta coefficient for tactical influence was 0.295 implying that a unit increase in tactical influence would lead to a 0.295 increase in organizational effectiveness. The findings also depict that the p-value was $0.001<0.05$ indicating that tactical influence was significant in predicting organizational effectiveness. Therefore, the null hypothesis was rejected and it was concluded that tactical influence has a significant effect on effectiveness of freight forwarding firms in Nairobi City County, Kenya.

The findings were explained in terms of descriptive results, theoretical and empirical review. In relation to demographic results, the respondents were low, middle and top level managers who provide leadership for the organization. Leaders use many tactics to influence their followers to attain desired goals. Tactical influence is based on the use of personal power like making direct appeals, rational persuasion, creating great visions, applying reciprocity, and developing allies (Yukl, 2013).

The study showed that the results were consistent with the descriptive results, which had average mean score of 4.292. This shows that the respondents were in agreement regarding deployment of tactical influence in the organization. Hence, tactical influence had a strong influence on organizational effectiveness. This agrees with the regression results, which had a beta coefficient of 0.001 showing tactical influence had a significant influence on organizational effectiveness.

On theoretical foundation, the variable was anchored on Leader–Member Exchange Theory. The theory focus is on types of relationships or connections that leaders establish with individual followers in the work unit to achieve goals. According to Northouse (2019), there are two types of relationships: one built on increased role responsibilities (in-group); and the other built on the defined roles of the contract (out-group). Leaders accord members in the in-group more support and attention, while those in the out-group are treated based on what the formal engagement contract provides. A leader with an in-group can do more work effectively than working without one, because in-group members unlike those in the out-group are willing to do more through innovative ways and thereby advance organizational goals.

The results were consistent with empirical results by Lu et al. (2019) who concluded that the effective use of upward influence tactics by employees affected the extent to which managers evaluated their creative ideas and implemented them for organizational effectiveness. Rangus and Černe (2019) also concluded that the relationship between openness and innovative behaviour was more positive when the level of leaders' building coalitions was high. Madigan et al. (2020) indicated that inspirational appeal and rational persuasion were found to positively influence effectiveness.

In sum, the findings on hypothesis two makes an important contribution to knowledge in organizational leadership. First, previous studies have shown a conceptual gap in that tactical influence has been studied mainly as either a mediator or moderator in the relationship between the independent and dependent variables (Chaturvedi et al., 2019; Gerpott et al., 2020; Lu et al., 2019; Madigan et al., 2020). Second, previous studies were done in other sectors and organizational effectiveness had not been directly linked to tactical influence. Through this finding, the study provides an understanding on the link between tactical influence and organizational effectiveness.

*Test of Hypothesis Three*

The third specific objective was to determine the effect of strategic influence on the effectiveness of freight forwarding firms in Nairobi City County, Kenya. The null hypothesis was that strategic influence has no significant effect on the effectiveness of freight forwarding firms in Nairobi City County, Kenya. Organizational effectiveness was regressed on strategic influence and Table 4.23 shows the results.

Table 4.23:
*Regression Results for Strategic Influence*

| Model Summary | | | | | | |
|---|---|---|---|---|---|---|
| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate | | |
| 1 | .275[a] | .076 | .072 | .28834 | | |
| ANOVA[a] | | | | | | |
| 1 | | Sum of Squares | df | Mean Square | F | Sig. |
| 1 | Regression | 1.566 | 1 | 1.566 | 18.836 | .001[b] |
| | Residual | 19.122 | 230 | .083 | | |
| | Total | 20.688 | 231 | | | |
| Coefficients[a] | | | | | | |
| | | Unstandardized Coefficients | | Standardized Coefficients | | |
| Model | | B | Std. Error | Beta | T | Sig. |
| 1 | (Constant) | 4.013 | .106 | | 37.972 | .001 |
| | Strategic influence | .114 | .026 | .275 | 4.340 | .001 |

a. Dependent Variable: Organizational effectiveness

b. Predictors: (Constant), Strategic influence

Source: Field Data (2023)

Table 4.23 results depict an adjusted R Square ($R^2$) of 0.072 indicating that the model predicted that 7.2% of variations in organizational effectiveness of freight forwarding firms was due to strategic influence. The results further suggest that 92.8% of all variations in organizational effectiveness of freight forwarding firms was explained by other factors not included in the model. In addition, the F-statistic for the model was 18.836 which was greater that the F-critical (1,230=3.882). The p-value for the model was $0.001<0.05$ indicating that the F-value was significant. The study therefore concluded that the model was fit in predicting organizational effectiveness of freight forwarding firms in Nairobi City County.

The coefficient results showed that the model constant was 4.013 indicating that when strategic influence is at a constant, organizational effectiveness would be equal to 4.013. Further, the standardized coefficient for strategic influence was 0.275 implying that a unit increase in strategic influence would lead to a 0.275 increase in organizational effectiveness. The findings also depict that the p-value was $0.001<0.05$ indicating that strategic influence was significant in predicting organizational effectiveness. The null hypothesis was therefore rejected and it was concluded that strategic influence had a significant effect on the effectiveness of freight forwarding firms in Nairobi City County, Kenya.

The results were tied to demographic, descriptive results, theoretical literature and empirical literature. In terms of demographic results, majority of the respondents were supervisors working in the freight forwarding firms. Supervisors work closely with subordinates to ensure effectiveness in freight activities. Further, the supervisors report to the operations and general managers about the freight forwarding activities of the organization. It was also noted that most managers had worked with the companies for more than six years, implying that through experience, they offered support to other employees to achieve strategic influence.

In relation to descriptive statistics, strategic influence variable had an aggregate mean of 3.955 implying that to a moderate extent, respondents believed that leaders used strategic influence to improve organizational effectiveness. On regression results, the coefficient p-value was 0.001 indicating a significant relationship of strategic influence and organizational effectiveness. The findings also agree with the correlations results that were positive.

The postulates of the Balanced Scorecard (BSC) Model supported the study results. According to Kaplan and Norton (2001), the model focuses organizations on strategy through five key principles of strategy operationalization, alignment of the organization to the strategy, making strategy a daily responsibility for everyone, making strategy an ongoing process, and using top leadership to mobilize change. Organizations can make their employees feel that effectiveness in their organizations results in shared rewards through appropriate incentive and reward systems. This is critical in the freight forwarding sector whose operations are normally fraught with high demands for superior performance from stakeholders, especially cargo owners.

The findings agree with Dahri et al. (2019) whose study established that strategic leadership positively influenced organizational outcomes such as knowledge management, which positively influenced performance and mediated between strategic influence and performance. In another empirical study, Ali and Anwar (2021) revealed significant positive relationships between absorptive strategies, capacity to change, and managerial wisdom, and organizational effectiveness. Findings were also consistent with conclusions drawn by Olfat et al. (2020) revealing that strategic decisions had significant effects on the various firm competitive priorities.

Overall, the findings on hypothesis three make an important contribution to knowledge in organizational leadership. Specifically, it advances the level of understanding of the relationship between strategic influence and organizational effectiveness using freight forwarding firms in Nairobi City County by offering a clearer operationalization of the construct. Previous studies in other sectors have directly linked strategic influence to various positive organizational outcomes including organizational effectiveness, firm performance, service delivery, and knowledge management (Alayoubi et al., 2020; Ali & Anwar, 2021; Dahri et al., 2019; Mwanthi, 2018). Findings of this study thus provide evidence for generalization of findings from past studies on the positive relationship between strategic influence and organizational effectiveness.

*Test of Hypothesis Four*

The fourth specific objective was to determine the effect of situational influence on the effectiveness of freight forwarding firms in Nairobi City County, Kenya. The null hypothesis was that situational influence has no significant effect on the effectiveness of freight forwarding firms in Nairobi City County, Kenya. Organizational effectiveness was regressed on situational influence and Table 4.24 shows the results.

Table 4.24:
*Regression Results for Situational Influence*

| Model Summary | | | | | | |
|---|---|---|---|---|---|---|
| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate | | |
| 1 | .364[a] | .133 | .129 | .27932 | | |
| ANOVA[a] | | | | | | |
| Model | | Sum of Squares | Df | Mean Square | F | Sig. |
| 1 | Regression | 2.743 | 1 | 2.743 | 35.161 | <.001[b] |
| | Residual | 17.945 | 230 | .078 | | |
| | Total | 20.688 | 231 | | | |

| Coefficients[a] | | | | | | |
|---|---|---|---|---|---|---|
| | | Unstandardized Coefficients | | Standardized Coefficients | | |
| Model | | B | Std. Error | Beta | T | Sig. |
| 1 | (Constant) | 3.584 | .150 | | 23.970 | <.001 |
| | Situational influence | .214 | .036 | .364 | 5.930 | <.001 |

a. Dependent Variable: Organizational effectiveness
b. Predictors: (Constant), Situational influence

Source: Field Data (2023)

The findings in Table 4.24 depict that the adjusted R Square ($R^2$) was 0.129 indicating that the model predicted 12.9% of variations in organizational effectiveness of freight forwarding firms are due to situational influence. The results further suggest that 87.1% of all variations in organizational effectiveness of freight forwarding firms was explained by other factors not included in the model. From the results, F-statistic for the model was 35.161, which was greater than the F-critical value (1,230=3.882). The p-value for the model was 0.001<0.05 indicating that the F-value was significant. The study therefore concluded that the model was fit in predicting effectiveness of freight forwarding firms in Nairobi City County.

The coefficient results showed that the model constant was 3.584 indicating that when situational influence is at a constant, organizational effectiveness would be equal to 3.584. Further, the coefficient for situational influence was 0.214 implying that a unit increase in situational influence would lead to a 0.214 increase in organizational effectiveness. The findings also depict that the p-value was $0.001<0.05$ implying that situational influence was significant in predicting organizational effectiveness. The null hypothesis was therefore rejected with conclusion that situational influence has a significant effect on effectiveness of freight forwarding firms in Nairobi City County, Kenya.

The results were linked to demographic, descriptive results, theoretical literature and empirical literature. On demographic results, it was noted that most of the managers had worked in the freight companies for more than six years. This implies that they had been providing leadership in their organizations. Further, many of the respondents were supervisors, meaning that they offered guidance to a large number of subordinates. Leaders influence followers for effectiveness by first understanding the forces that drive their needs and concerns as dictated by their specific situations.

The findings agree with the descriptive results for situational variable, which had aggregate value of 4.108 implying that to a high extent, freight forwarding firms undertook to apply situational influence for individual and organizational effectiveness. On the regression analysis, the significance value was $0.001<0.05$ indicating that situational influence has a significance on organizational effectiveness. The findings also agree with correlational results, which showed a positive association of situational influence and organizational effectiveness.

The findings were supported by Situational Leadership Theory, which postulates the existence of directing, supporting, coaching, and delegating leadership styles. The theory provides an understanding of the relationship between an effective leadership style vis-à-vis individuals' level of maturity or readiness. According to Vidal et al. (2017), maturity has reference to "the willingness and ability of a person to take responsibility for directing the behaviour. Owing to the diversity of situations and employees within the freight forwarding sector, it is important to note that no one leadership style across all the firms can fully deliver the intended outcomes.

The findings were also supported by the conclusions by Groves and LaRocca (2011) that creating strong follower perceptions of shared values, leaders had the capability to influence follower beliefs, perspective and follower willingness to engage in extra-role citizenship behaviours that address organizational and community problems. Ghazzawi et al. (2017) found a positive relationship between situational leadership influences and employee productivity. Further, Titi et al. (2018) supported the assertion that situational leadership influence and competence have a significant positive effect on employee and organizational outcomes.

Previous studies by Ghazzawi et al. (2017), Ishak et al. (2018), Mwai et al. (2018), Mwesigwa (2018), Titi et al. (2018), and, Veliu et al. (2017) indicate that there has been gaps in the sectors in which the studies were conducted. Most of the studies also relied on information provided separately by leaders or subordinates. There has also been an overreliance on quantitative approaches. The findings of this study add knowledge to organizational leadership through linking situational leadership with effectiveness of freight forwarding firms. It also facilitates generalization of findings that situational influence affects effectiveness of organizations as influenced by contextual variables. This was validated by the fact that the study included both leaders and subordinates as respondents, and employed a cross sectional mixed methods approach.

*Test of Hypothesis Five*

The fifth specific objective of the study was to determine the mediating effect of followership on the relationship between leadership process and effectiveness of freight forwarding firms in Nairobi City County, Kenya. The hypothesis tested was that followership has no significant mediating effect on the relationship between leadership process and effectiveness of freight forwarding firms in Nairobi City County, Kenya.

The study used Baron and Kenny’s (1986) four-stage approach to test the mediating effect of followership on the relationship between leadership process and organizational effectiveness among freight forwarding firms. The first stage involved testing the direct relationship between leadership process and organizational effectiveness. Therefore, organizational effectiveness was regressed on leadership process to test for path A as shown in Figure 3.1. The results are summarized in Table 4.25.

Table 4.25:
*Regression Results for Composite Leadership Process*

| Model Summary | | | | | | |
|---|---|---|---|---|---|---|
| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate | | |
| 1 | .398[a] | .158 | .154 | .27519 | | |
| **ANOVA[a]** | | | | | | |
| Model | | Sum of Squares | Df | Mean Square | F | Sig. |
| 1 | Regression | 3.270 | 1 | 3.270 | 43.183 | .000[b] |
| | Residual | 17.418 | 230 | .076 | | |
| | Total | 20.688 | 231 | | | |
| **Coefficients[a]** | | | | | | |
| | | Unstandardized Coefficients | | Standardized Coefficients | | |
| Model | | B | Std. Error | Beta | T | Sig. |
| 1 | (Constant) | 3.326 | .174 | | 19.101 | .001 |
| | Leadership process | .092 | .014 | .398 | 6.571 | .000 |

a. Dependent Variable: Organizational Effectiveness
b. Predictors: (Constant), Leadership process

Source: Field Data (2023)

Table 4.25 results show that the adjusted R Square ($R^2$) was .154 indicating that the model was able to predict effectiveness of freight forwarding firms in Nairobi City County by 15.4%. The results further suggest that 84.6% of all variations in organizational effectiveness of freight forwarding firms was explained by other factors not included in the model. In addition, from the results, F-statistic for the model was 43.183, which was greater that the F-critical (1,230=3.882). The p-value for the model was 0.000<0.05 indicating that the F-value was significant. The study therefore concluded that the model was fit in predicting effectiveness of freight forwarding firms in Nairobi City County.

The coefficient results showed that the model constant was 3.326 indicating that when leadership process is at a constant, organizational effectiveness would be equal to

3.326. Further, the standardized coefficient for leadership process was 0.398 implying that a unit increase in leadership process would lead to a 0.398 increase in organizational effectiveness. The findings also depict that the p-value was 0.000<0.05 implying that leadership process was significant in predicting organizational effectiveness. The model is summarized as follows:

$$EFF_O = 3.326 + 0.398L_P + \varepsilon$$

The second stage involved testing the direct relationship between followership and leadership process. Therefore, followership was regressed on leadership process to test for path B as shown in Figure 3.2. The results are in Table 4.26.

Table 4.26:
*Regression Results for Followership and Composite Leadership Process*

Model Summary

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate |
|---|---|---|---|---|
| 1 | .723[a] | .523 | .521 | .35043 |

ANOVA[a]

| Model | | Sum of Squares | df | Mean Square | F | Sig. |
|---|---|---|---|---|---|---|
| 1 | Regression | 30.934 | 1 | 30.934 | 251.901 | .000[b] |
| | Residual | 28.245 | 230 | .123 | | |
| | Total | 59.179 | 231 | | | |

Coefficients[a]

| Model | | Unstandardized Coefficients B | Std. Error | Standardized Coefficients Beta | T | Sig. |
|---|---|---|---|---|---|---|
| 1 | (Constant) | .580 | .222 | | 2.615 | .000 |
| | Leadership process | .283 | .018 | .723 | 15.871 | .000 |

a. Dependent Variable: Followership
b. Predictors: (Constant), Leadership process

Source: Field Data (2023)

Results in Table 4.26 show that the adjusted R Square ($R^2$) was 0.521 indicating that the model predicted 52.1% of all variations in followership of freight forwarding firms due to leadership process. The results further suggest that 47.9% of all variations in followership of freight forwarding firms was explained by other factors not included in the model. Also from the results, F-statistic for the model was 251.901, which is greater that the F-critical (1,230=3.882). The p-value for the model was 0.000<0.05 indicating that the F-value was significant. The study therefore concluded that the model was fit in predicting followership of freight forwarding firms in Nairobi City County.

The coefficient results showed that the model constant was 0.580 indicating that when leadership process is at a constant, followership would be equal to 0.580. Further, the standardized coefficient for leadership process was 0.723 implying that a unit increase in leadership process would lead to a 0.723 increase in followership. The findings also depict that the p-value was 0.000<0.05 implying that leadership process was significant in predicting followership of freight forwarding firms in Nairobi City County. The model is summarized as follows:

$$F_O = 0.580 + 0.723\ L_P + \varepsilon$$

The third stage involved testing the direct relationship between and followership organizational effectiveness. Therefore, organizational effectiveness was regressed on followership to test for path C as shown in Figure 3.2. The results were as shown in Table 4.27.

Table 4.27:

*Regression Results for Followership and Organizational Effectiveness*

| Model Summary | | | | |
|---|---|---|---|---|
| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate |
| 1 | .341[a] | .117 | .113 | .28189 |

| ANOVA[a] | | | | | | |
|---|---|---|---|---|---|---|
| Model | | Sum of Squares | Df | Mean Square | F | Sig. |
| 1 | Regression | 2.413 | 1 | 2.413 | 30.363 | .008[b] |
| | Residual | 18.276 | 230 | .079 | | |
| | Total | 20.688 | 231 | | | |

| Coefficients[a] | | | | | | |
|---|---|---|---|---|---|---|
| | | Unstandardized Coefficients | | Standardized Coefficients | | |
| Model | | B | Std. Error | Beta | T | Sig. |
| 1 | (Constant) | 3.640 | .151 | | 24.165 | .000 |
| | Followership | .202 | .037 | .341 | 5.510 | .000 |

a. Dependent Variable: Organizational effectiveness

b. Predictors: (Constant), Followership

Source: Field Data (2023)

Table 4.27 results show that the adjusted R Square ($R^2$) was 0.113 indicating that the model predicted that 11.3% of all variations in organizational effectiveness of freight forwarding firms were due to followership. The results further suggest that 88.7% of variations in the effectiveness of freight forwarding firms was explained by other factors not included in the model. Also from the results, F-statistic for the model was 30.363, which was greater that the F-critical value (1,230=3.882). The p-value for the model was 0.008<0.05 indicating that the F-value was significant. The study therefore concluded that the model was fit in predicting organizational effectiveness of freight forwarding firms in Nairobi City County.

The coefficient results showed that the model constant was 3.640 indicating that when followership is at a constant, organizational effectiveness would be equal to 3.640. Further, the standardized coefficient for followership was 0.341 implying that a unit increase in followership would lead to a 0.341 increase in organizational effectiveness. The findings depicted that the p-value was 0.000<0.05 implying that followership was significant in predicting organizational effectiveness. The model is summarized as follows:

$$EFF_O = 3.640 + 0.341F_O + \varepsilon$$

The fourth stage involved testing the relationship between leadership process and followership and organizational effectiveness. Organizational effectiveness was regressed on leadership process and followership to test path A' as shown in Figure 3.2. The results were as summarized in Table 4.28.

Table 4.28:
*Regression Results for Composite Leadership Process and Followership*

| Model Summary | | | | |
|---|---|---|---|---|
| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate |
| 1 | .405[a] | .164 | .157 | .27479 |

| ANOVA[a] | | | | | | |
|---|---|---|---|---|---|---|
| Model | | Sum of Squares | Df | Mean Square | F | Sig. |
| 1 | Regression | 3.397 | 2 | 1.698 | 22.493 | .000[b] |
| | Residual | 17.291 | 229 | .076 | | |
| | Total | 20.688 | 231 | | | |

| Coefficients[a] | | | | | | |
|---|---|---|---|---|---|---|
| | | Unstandardized Coefficients | | Standardized Coefficients | | |
| Model | | B | Std. Error | Beta | t | Sig. |
| 1 | (Constant) | 3.287 | .176 | | 18.631 | .000 |
| | Leadership process | .073 | .020 | .316 | 3.610 | .000 |
| | Followership | .067 | .052 | .113 | 1.295 | .000 |

a. Dependent Variable: Organizational effectiveness
b. Predictors: (Constant), Followership, Leadership process

Source: Field Data (2023)

Findings in Table 4.28 show that the adjusted R Square ($R^2$) was 0.157. This means the adjusted $R^2$ increased by 0.003 compared to the overall regression model as shown in Table 4.25. Hence, the variation in organizational effectiveness increased from 15.4% to 15.7% after introducing the mediating variable. When the mediating factor was introduced, the standardised beta coefficient for leadership process reduced by 0.082, from 0.398 to 0.316. This implies that followership had a mediating effect on the relationship between leadership process and organizational effectiveness.

The ANOVA results show that the F-statistic for the model was 22.493, which was greater than the F-critical value (2,229=3.035). These results indicate that the model as configured was significant. At the same time, results showed that the p-value for the model was $0.000<0.05$, indicating that the model was significant. Based on these results, it was concluded that followership has a significant mediating effect on the relationship between leadership process and organizational effectiveness.

The results in beta coefficients show that holding leadership process and followership at a constant, organizational effectiveness would be at a constant of 3.287. The standardized beta coefficients for leadership process and followership were 0.316 and 0.113 respectively. The significance values were $0.000<0.05$. This implies that followership had a significant partial mediating effect on the relationship between leadership process and effectiveness of freight forwarding firms in Nairobi City County, Kenya. The coefficient results were fitted in the mediation model as follows:

$$EFF_O = 3.287 + 0.316\, L_P + 0.113\, F_O + \varepsilon$$

The findings were explained in terms of demographic results, descriptive results, theoretical and empirical review. In terms of demographic characteristics, over 60% of the respondents were supervisors, whose role is to provide supervision among workers in the organization. The supervisors are also followers of the general and executive managers. Overall, majority of the respondents' role in the organization can be linked directly to the variable followership. Followership comprises followers with clear vision, the ability to participate in team effort, the character to flourish without recognition, the capacity to pursue goals, and the desire to accomplish a greater common purpose.

The descriptive results for followership had an aggregate of 4.080 suggesting that to a high extent the respondents observed followership in their freight forwarding firms. Therefore, followership type that is proactive, active and passive and follower's behaviour of reciprocity, teamwork and commitment have been applied in the freight-forwarding firms. The overall regression showed a significance value of 0.000<0.05, implying that followership had a significant mediating effect on the relationship between leadership process and organizational effectiveness.

The study relied on the postulates of LMX theory that promote superior relationships leaders must develop with followers for enhanced goal attainment also explain the findings. These results agree with the conclusions by Carsten et al. (2010) that followership is either proactive, active, or passive. Active followers seek to give input in decisions but only whenever given such opportunity; passive followers seek obedience and deference; while proactive followers often challenge leaders and voice their concerns or ideas. Bourgoin et al. (2020) concluded that performance of authority involves not just people, but also a wider range of actants including tools, and principles. This implies that authority lies in the practical enactment of relations between individuals, and between those individuals and elements of their environment.

The decision on the hypothesis tested was made using the criteria recommended by Baron and Kenny (1986). The criteria holds that if in step one of regressing organizational effectiveness against leadership process, the coefficient of leadership process is significant and either step two of regressing followership on leadership process or step four of regressing organizational effectiveness on leadership process and followership is also significant, then some form of mediation is supported. If in step four the leadership process is no longer significant after controlling for followership, then full mediation is supported. If leadership process remains significant after controlling for followership in step four, then partial mediation is supported.

The study found that leadership process remained significant after controlling for followership in step four, and F-statistic for the model was significant. In view of the findings and the criteria, the study rejected the null hypothesis and concluded that followership has a partial mediating effect on the relationship between leadership process and effectiveness of freight forwarding firms in Nairobi City County. The strength of the relationship was thus dependent on the state of followership from deployment of the leadership process. The results for the mediating relationship are summarised in Table 4. 29.

Table 4.29:
*Summary of Regression Results for the Mediating Effect*

| Parameter | Step 1 | *P*-value | Step 2 | *P*-value | Step 3 | *P*-value | Step 4 | *P*-value | Conclusion |
|---|---|---|---|---|---|---|---|---|---|
| $R^2$ | 0.158 | - | 0.523 | - | 0.117 | | 0.164 | - | Partial mediation supported. Null hypothesis rejected |
| Adjusted $R^2$ | 0.154 | - | 0.521 | - | 0.113 | | 0.157 | - | |
| F Value | 43.183 | 0.000 | 251.901 | 0.000 | 30.363 | 0.000 | 22.493 | 0.000 | |
| $\beta$ Constant | 3.326 | 0.001 | .580 | 0.000 | 3.640 | 0.000 | 3.287 | 0.000 | |
| $\beta$ of Leadership process | 0.398 | 0.000 | 0.723 | 0.000 | - | - | 0.316 | 0.000 | |
| $\beta$ of Followership | - | - | - | - | 0.341 | 0.000 | 0.113 | 0.000 | |

The findings on this hypothesis make an important contribution to organizational leadership in several ways. First, they are comparable to those of earlier researchers showing that followership has a positive relationship with various organizational outcomes (Carsten et al., 2010; Jha et al., 2019; Saqib & Arif, 2017). Previous studies had indicated a gap in the use of the construct of followership as the independent variable. In addition, followership was not linked to organizational effectiveness. This study therefore provided an understanding on the mediating role of followership in the link between leadership process and organizational effectiveness. Second, since the present study findings agree with previous studies done in different sectors, this provides empirical evidence that they can be generalized in freight forwarding firms.

*Test of Hypothesis Six*

The sixth specific objective was to establish the effect of external organizational context on the relationship between leadership process and organizational effectiveness among freight forwarding firms in Nairobi City County, Kenya. The study thus hypothesized that external organizational context has no significant moderating effect on the relationship between leadership process and effectiveness of freight forwarding firms in Nairobi City County, Kenya. Multiple linear regression was employed through the following two steps, as recommended by Baron and Kenny (1986):

Step one involved regressing organizational effectiveness on leadership process, noting R Square value ($R^2_1$) and the significance level ($p < 0.05$). The results were as shown in Table 4.25 on the direct relationship. The model is summarised as follows:

$EFF_O = 3.326 + 0.398L_P + \varepsilon$

Step two involved introducing external organizational context and noting the new R Square value ($R^2{}_2$) and the significance level ($p < 0.05$) for the interaction term between leadership process and external organizational context. The results were as shown in Table 4.30.

Table 4.30:
*Regression Results for Moderator Organizational Context*

Model Summary

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate |
|---|---|---|---|---|
| 1 | .404a | .163 | .156 | .27498 |

ANOVA[a]

| Model | | Sum of Squares | Df | Mean Square | F | Sig. |
|---|---|---|---|---|---|---|
| 1 | Regression | 3.373 | 3 | 1.124 | 14.806 | .000[b] |
| | Residual | 17.315 | 228 | .076 | | |
| | Total | 20.688 | 231 | | | |

Coefficients[a]

| Model | | Unstandardized Coefficients B | Unstandardized Coefficients Std. Error | Standardized Coefficients Beta | T | Sig. |
|---|---|---|---|---|---|---|
| 1 | (Constant) | 3.361 | 1.823 | | 1.844 | .000 |
| | Leadership process | .206 | .450 | .285 | .456 | .000 |
| | Organizational context | .021 | .431 | .030 | .048 | .001 |
| | Leadership process*organizational context | .009 | .105 | .103 | .090 | .000 |

a. Dependent Variable: Organizational effectiveness
b. Predictors: (Constant), Leadership process*organizational context, Organizational context, Leadership process

The model summary results in Table 4.30 show that the adjusted R Square ($R^2$) was 0.156, meaning that the model predicted 15.6% of the changes in effectiveness. This also indicates that the adjusted $R^2$increased by 0.002 compared to the overall regression model with a value of 0.154 shown in Table 4.25. Hence, the variation in organizational effectiveness increased from 15.4% to 15.6% after introducing external organizational context. The findings on ANOVA depict that the F-critical value was 14.806, which was greater than the F-critical value (3,228=2.644). This indicates that the model was significant. Similarly, the findings showed a significant p-value of 0.001<0.05. The coefficient results were fitted in the model as follows:

$$EFF_O = 3.361 + 0.285L_P + 0.030O_C + 0.103L_P{*}O_C + \varepsilon$$

The equation shows that holding leadership process, organizational context, and the interactive term between leadership process and external organizational context ($L_P$*$O_C$) at a constant, organizational effectiveness would be at a constant of 3.361. The results also show that organizational context has a significant effect on the relationship between leadership process and organizational effectiveness considering the significance of 0.000, which is less than the selected p-value of 0.05.

The decision on the hypothesis was made using the criteria recommended by Memon et al. (2018), who stated that the moderator hypothesis is supported if the interaction (Path C on Figure 3.2) is significant. Hence, the regression coefficient for the interaction term, $\beta_3$, estimates the moderation effect of external organizational context on the relationship between leadership process and organizational effectiveness. If $\beta_3$ is statistically different from zero, this implies that organizational context significantly moderates the relationship between leadership process and effectiveness. Thus, the null hypothesis is rejected if $p < 0.05$, and not rejected if $p > 0.05$.

In this study, the magnitude of the moderation was established by identifying the level of significance of standardized beta coefficient for the interactive term (Field, 2013, Kothari, 2004). The beta coefficient for the interactive term, $\beta_3$, was 0.103, and the p-value was significant at .001. This means that the estimated moderating effect of external organizational context on the relationship between leadership process and organizational effectiveness was significant at $\beta_3$ of 0.103. The study therefore rejected the null hypothesis and concluded that organizational context has a significant moderating effect on the relationship between leadership process and effectiveness among freight forwarding firms in Nairobi City County. The results for the moderating relationship are summarised in Table 4.31.

Table 4.31:
*Summary of Regression Results for the Moderating Effect*

| Parameter | Step 1 | *P*-value | Step 2 | *P*-value | Conclusion |
|---|---|---|---|---|---|
| $R^2$ | 0.158 | - | 0.163 | - | External organizational context significantly moderates the relationship between leadership process and organizational effectiveness. Null hypothesis rejected. |
| Adjusted $R^2$ | 0.154 | - | 0.156 | - | |
| F Value | 43.183 | 0.000 | 14.806 | 0.000 | |
| $\beta$ Constant | 3.326 | 0.001 | 3.361 | 0.000 | |
| $\beta$ Leadership process | 0.398 | 0.000 | 0.285 | 0.001 | |
| $\beta$ External organizational context | - | - | 0.030 | 0.000 | |
| $\beta$ Leadership process*External organizational context | - | - | 0.103 | 0.000 | |

The findings were explained in terms of demographic results, descriptive results, theoretical and empirical review. On demographic features, most of the respondents had worked in the freight forwarding firms for more than six years. Further, the respondents were executive managers, general managers and supervisors who work closely to achieve organizational effectiveness. The managers should understand the business microenvironment in order to survive in the competitive business world.

On descriptive results, the aggregate mean score was 4.214 indicating that to a high extent the respondents agreed that their external environment including the government and its agencies, regulatory bodies, customers and suppliers influenced their effectiveness. A changing external environment may determine an organization's failure or survival, and firms must therefore develop the capacity to interact successfully with that environment in order to extract needed information and resources.

The findings were supported by the propositions of institutional theory, which holds that social movement actors can promote shared notions of the organizational activities and practices, the broad systems of norms and values that are acceptable within a given industry. For instance, the unique contextual features of freight forwarding firms moderate the application of leadership process for effective service delivery. Furthermore, achieving organizational effectiveness is not always easy because different parties within the immediate environment expect different things from the organization (Daft, 2016; Robbins, 1990). It is therefore important that managers ensure a balance in meeting the needs and interests of the respective stakeholders, and the pursuit of organizational goals.

Findings are also supported by the Situational Leadership Theory, which postulates that for enhanced organizational effectiveness, the kind of leadership deployed must be fitting to the prevailing conditions (Daft, 2016). The import is that leadership style must be varied depending on prevailing contextual factors in order to yield best outcomes

(Ghazzawi et al., 2017; Veliu et al., 2017). The freight forwarding sector is diverse in respect of the kind of employees as well as the actors in the business environment hence no one leadership style can fully deliver the intended outcomes across the firms.

Even though the current study was undertaken in a different context, most of the findings are comparable to those of earlier researchers. For instance, findings of a study by Chege et al. (2020) indicated that firm performance was positively influenced by external factors such as technology innovation; hence, the recommendation that entrepreneurs needed to embrace technology innovation for enhanced firm performance. Other studies established that stakeholder pressure and relationships influenced the extent to which organizations attained their goals and objectives (Awan et al., 2017; Quan, et al., 2018; Wang & Sengupta, 2016). This study therefore offers an understanding on the link between leadership process, organizational context and organizational effectiveness in the context of freight forwarding firms. Secondly, the current study provides evidence that findings obtained can be generalized in freight forwarding firms in spite of their unique characteristics, since it agrees with findings of other studies done in other sectors.

## Network Analysis

The qualitative data was displayed in a way that characterizes the interrelations of codes that describe the content of a text. The study employed network analysis, which according to Pokorny et al. (2018) consists of individual entities (nodes) and the interrelationships between the entities (edges). From these representations, descriptive information about the network as a whole and its specific components are obtained.

NVivo software was used to generate and illustrate the relationship between codes to codes as shown in Figure 4.1. The themes were presented in line with the broader context of the objectives of the study outlined in Chapter 1. This way the data collected was assessed not as individual fragments of information but as a system of relationships.

From Figure 4.1, the following themes were picked: organizational effectiveness, leadership strategies, capacity to influence others, fostering positive relationships, interactions, employee behaviours, type of employees, criteria to assign tasks, work effectiveness, external environment, competition, code of standards, learning and adopting new technologies, measures of effectiveness, and meeting stakeholder needs. These themes agreed with the key variables of the study; hence, the data was fit for use in the interpretation of the study hypotheses.

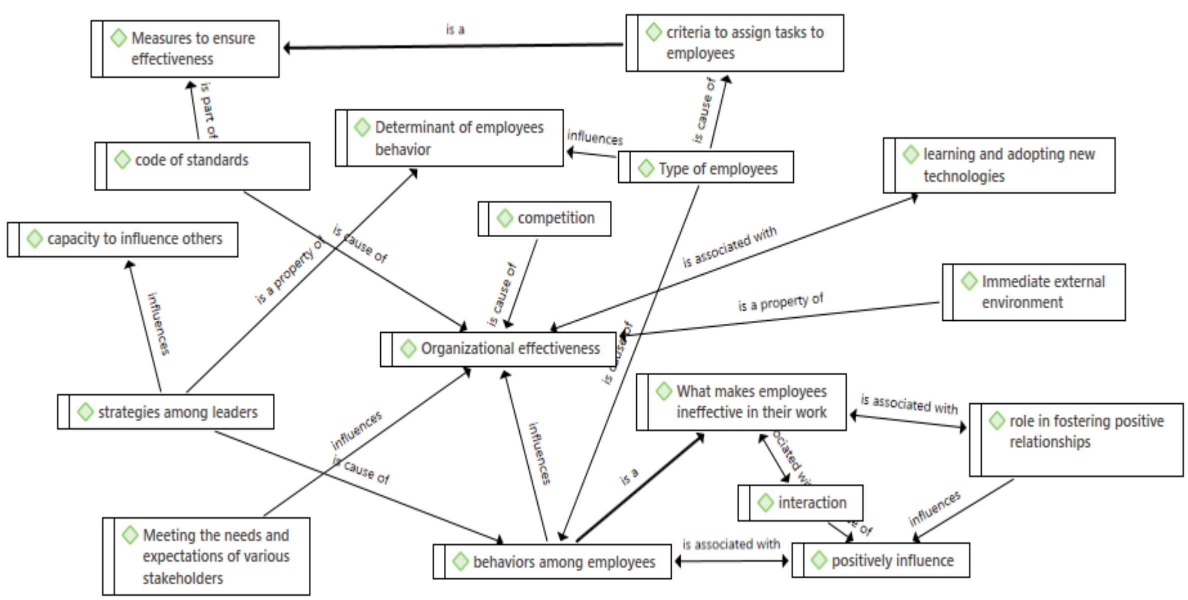


Figure 4.1:
*Network Diagram*

Source: Field Data (2023)

## Analysis of Qualitative Data

All qualitative data from interviews was coded and analysed through content analysis. Content analysis entails “a careful, detailed, systematic examination and interpretation of data in an effort to identify patterns, themes, assumptions, and meanings” (Lune & Berg, 2017, p. 182). This analysis was done through NVivo software, which helped in identifying patterns thematically based on study variables.

The researcher’s interest was in the existence of meanings and relationships of certain words, concepts, and themes in the data. The process followed the five stages of analyses suggested by Saunders et al. (2007), which include identifying codes or categories for comprehending data, attaching data from different sources to the applicable code or category for integration, further developing analytical categories to identify relationships, developing testable propositions, and finally making conclusions. The data was analysed into four themes: leadership process; followership; organizational context; and organizational effectiveness, which were derived from the study objectives. The results were as follows:

### *Theme One: Leadership Process and Organizational Effectiveness*

The respondents were required to express their opinion on how leadership process affected effectiveness of freight forwarding firms. The respondents revealed that leadership is the ability to show direction to people, ability to meet goals through teamwork and maintaining good relationships. For instance, TM4 opined that,

> “Leadership is also the ability to make joint decisions, being a team leader, the ability to meet budgets, influence people, ensure workers do what is required of them, and putting structures in place to ensure that organizational goals are achieved.”

The respondents also revealed that leaders interact with followers through tasks based on skills, experience, type of task, responsibilities assigned formally, daily tasks, informed approach in task-based interaction, daily agenda setting, and staff assigned to specific clients. They also interact using emails, follow-up meetings, and consultations in the coordination of operations as noted by one of the interviewees (TM3).

> "Our leaders interact with us through our daily tasks, emails, the meetings we hold from time to time and also through daily consultations. They also make follow-ups whenever there are delays to find out why. It doesn't happen every time."

The respondents noted that relationships in the firm were based on the level of individual needs, past experiences, closeness to leader, existing circumstances, ongoing formal task roles, addressing personal needs and requirements. They noted existence of equal treatment, open door policy, honesty, and being accommodative. Tasks were assigned depending on the ability to deliver, experience and academic qualification, and attitudes. Support was offered where necessary. Findings also indicated that tasks were assigned to employees based on the kind of task, skills and experience needed, and client requirements. Responsible individuals were assigned customer sensitive duties. In addition, tasks were assigned based on proven capability to handle a given task, level of training, priority of tasks and availability of staff. Respondent TM1 observed, "In our organization we are treated equally, tasks are assigned according to skills, experiences, customer preference, and academic qualifications."

In respect to the strategies used to positively influence others in the firm, TM3 highlighted that "logical facts, persuasion techniques, logical persuasion, directives, supporting where necessary, rational approach, assurance of benefits to accrue from given tasks, relationships, and consultations are commonly used by managers to influence workers." Other influence strategies include collaboration, escalation of issues to senior staff, formal requests, leading by example, making direct appeals, openness, participating alongside fellow staff, encouraging staff to do what is expected of them, and rewarding hard work. Respondent TM7 stated as follows:

> We encourage our staff through persuasion, collaboration and rewards that are provided for outstanding work. Employees are also given monthly targets to achieve and best performers are rewarded. Managers help staff to overcome difficulties faced in their tasks at work and follow up to establish reasons for underperformance.

Respondents noted that the role played by leaders in fostering positive relationships with other leaders and subordinates in the firm were maintaining an open-door policy, sharing ideas and decision making, regular communication and being available for consultation. Other means included empowering others with the tools and knowledge needed to accomplish tasks, monitoring and evaluation of performance, creating good relationships, formal engagements, respect, motivating followers, mentoring followers, developing of clear goals, observing good industrial relationships and encouraging healthy competition with other organizations during events. As suggested by TM4, "leaders foster positive relationship by empowering and motivating others and also interacting with staff regularly".

The respondents indicated that firm ensured that it had the capacity to influence others and its environment for future advantage by "building good relationships, maintaining open door policy, listening to clients and customer complaints" (TM6). The firm also influenced others by ensuring compliance with third party requirements, having regular meetings with stakeholders, promoting trust, avoiding coercion, having clear goals, and ensuring that relevant information was widely shared. As stated by TM5, “Our organization develops good relations and handles customer complaints as required.”

The results in this section underscore the relevance of leadership process in driving organizational effectiveness as noted from the sampled respondents. Quantitative data analysis results supported this postulation by noting that leaders in freight forwarding firms to a high extent demonstrated leadership process through deployment of tactical influence and situational influence at an aggregate mean score of 4.292 and 4.108 respectively. To a moderate extent, they used strategic influence at an aggregate mean score of 3.955 for organizational effectiveness. Correlation analysis results showed a positive correlation between tactical influence, strategic influence, situational influence and organizational effectiveness. Similarly, regression results showed that a significant relationship exists between tactical influence, strategic influence, situational influence and organizational effectiveness in the freight forwarding firms.

*Theme Two: Followership in Leadership Process and Organizational Effectiveness*

The study sought to determine the respondent’s opinion on how followership affected the relationship between leadership process and organizational effectiveness. The respondents revealed that employees in the firm were active since they mainly needed direction. The employees were however “proactive in decision-making” (TM3), “reporting to work space directly” (TM6) and “were self-directed” (TM1).

Respondents indicated behaviours that promoted organizational effectiveness among employees in their firms. They include “maintaining good relationships and ability to make follow ups” (TM1), “having personal drive” (TM6), “taking up responsibilities and taking initiatives" (TM5), "safety culture" (TM2), "a high sense of belonging, willingness to work with minimum supervision, commitment to work and cohesiveness" (TM7), "sharing of information" (TM3), and "honesty, cooperation, and teamwork" (TM4). TM8 observed, "Organizational effectiveness is promoted through work commitment, honesty and team work".

Respondents noted that employee effectiveness was influenced positively by being open to the leaders, a positive organizational culture, leadership styles, employee type and disposition, on boarding orientation, flexible working hours, prompt pay of salaries, good communication skills, clear goals, being appreciated, and positive attitudes. For instance, TM5 stated, "proper orientation of employees enables them to perform better." At the same time, it was stated that "good working conditions with flexible hours and reasonable pay influence employee effectiveness".

It was revealed that employee ineffectiveness in the firm was caused by "lack of good communication, unclear goals, lack of clearly defined roles and bad influences" (TM2). Drug and substance abuse, lack of training, complacency, lack of skills, bad leadership, and poor management were other determinants of employee ineffectiveness. Besides, low or lack of creativity, lack of leadership support, not addressing challenges, and overworking, were also attributed to employee ineffectiveness.TM7 stated that "effectiveness is caused by proper communication, support, flexible work hours and clear goals."

In congruence with the interview reports from top management, descriptive results indicated that freight forwarding firms were positive about the effect of followership in achieving organizational effectiveness. Correlation analysis results suggested a strong positive correlation between followership and organizational effectiveness. Regression analysis results indicated that the effect of followership was significant in partially mediating the relationship between leadership process and organizational effectiveness of freight forwarding firms in Nairobi City County, Kenya. These results; thus, suggest that although leadership process is critical in achieving organizational effectiveness, the presence of effective followership enhances the process.

*Theme Three: Organizational Context in Leadership Process and Organizational Effectiveness*

The study also sought to determine the respondent's opinion on how organizational context affected the relationship between leadership process and organizational effectiveness. The respondents revealed that factors in the immediate external environment caused the firm not to be effective. TM7 alluded that "unfavorable government policies, stiff market competition, high operational costs" were among key environmental factors affecting their firm effectiveness. Other factors observed included third party and stakeholder ineffectiveness, slow processes, lack of cooperation among industry members, poor quality of services, and poor relationships. Besides, unwarranted costs through system failures at KRA and KPA, storage charges, demurrages, and poor infrastructure cause firm ineffectiveness.

The respondents indicated that the relationships the firm creates and maintains with stakeholders include good working relationships, conforming with laid down standards, and compliance with third party requirements. Other interventions include "staff training on needed skills, acquiring trusted partner status such as Authorized Economic Operator (AEO), assigning staff to deal with key stakeholders, practicing healthy competition, cooperation with KIFWA, and keeping updated on new industry regulations" as observed by TM5. On the extent to which the firm meets the needs and expectations of its various stakeholders, the respondents stated that on average, maintaining good relationships was at 70%, compliance with requirements at 80%, customer satisfaction at 70%, and goals attainment at 80%. The deficits were attributed to factors beyond firm's control, such as machine breakdowns, lack of electricity, poor infrastructure, and third-party interventions. Respondent TM6 said, "Effective relationships with stakeholders comprises maintaining good relationships with all parties engaged in freight forwarding processes."

The respondents also revealed that KIFWA code of conduct held the capacity to guide the freight forwarding firms professionally. However, the code had been ineffective. For instance, pricing of freight forwarding services is not regulated and the roles of KIFWA are not clearly defined. Respondent TM1; however, noted that,

> IATA code of conduct used in airfreight services is effective since IATA provides regular training on handling dangerous goods to its members. The organization also provides guidelines on ethical behavior such as transparency, integrity and honesty, cordial relationships with stakeholders, fairness in competition, transparency, and integrity.

Respondents indicated that the market competition the firms were facing from other freight forwarding firms included low pricing, service delivery, underquoting by transporters with large truck fleets, and unfair certification of monopolistic competitors such as shipping lines and container freight stations. Other challenges included lack of skilled staff, numerous smaller firms with lower operational costs, and uptake of cargo services by the public transport industry. Respondent TM5 stated, “Challenges faced in our firm include lack of skilled staff, underquoting by transporters and monopolistic competitors.”

The respondents noted that the firm was seeking to learn and adopt new technologies and sustainable practices in the industry by adopting automated clearance systems, integrating their systems with partners overseas, and tracking systems for real-time updates to clients. In addition, fuel-measuring gadgets have been installed on trucks in compliance with third party requirements for online monitoring of transactions. Other technologies adopted include cloud emails, digital marketing, and use of ERP and digitization of services. With respect to the regulatory framework, many respondents opined that it was complicated, punitive, bureaucratic and restrictive, hence making compliance difficult. This negatively affected the flexibility of firms in service provision. One respondent hinted that their firm had adopted new technologies and automated its operations to enhance service provision (TM4).

These results triangulated the quantitative data analyses and findings. Quantitative results on organizational context showed that to a high extent (aggregate mean score of 4.214), the respondents agreed that external environment factors such as government agencies, regulatory bodies, customers and suppliers influenced the effectiveness of their firms. Additionally, correlation results indicated a moderate positive correlation between organizational context and organizational effectiveness. At the same time, organizational context had a significant moderating effect on the relationship between leadership process and organizational effectiveness.

*Theme Four: Organizational Effectiveness*

The respondents were required to give their opinion about organizational effectiveness. Most of the respondents established that organizational effectiveness is the ability to deliver, meet client's expectations, requirements and needs, the degree to attain goals, and satisfy internal and external customers. The respondents also indicated that their firm's effectiveness was measured through goals attainment levels, customer satisfaction surveys, recommendation to new clients by existing clients, turnover, profits, performance in terms of time taken to clear consignments, costs, and customer feedback and complaints. Effectiveness was also viewed in terms of satisfaction of stakeholders and the ability to achieve goals and targets in terms of profits, growth, and expansion of clientele base. For instance, TM7 was of the opinion that "effectiveness is seen in relation to satisfaction of customers, profits and employee's efficiency."

Respondents noted that measures taken to ensure effectiveness included client follow up, as well as following up recommendations by clients for improvement, implementation and monitoring. There were also training programs for employees, file managers who follow through individual shipments, progress reports, regular review of processes, avoiding delays, and effective work allocations. It was stated by TM3 that "effectiveness is ensured by considering customer suggestions, employee training and timely delivery of products to consumers."

The respondents indicated that the firms' level of effectiveness was on average at 70% based on their assessment of client base, follow up strategies' effectiveness and repeat customers. They also stated that the firm had not experienced loss of customers or high employee turnover due to ineffectiveness. The respondents indicated that influence strategies among leaders and employees positively affected a firm's effectiveness as evidenced by constant client engagements, increased productivity and service delivery, high motivation, few customer complaints, knowledge impartation, clearly outlined employee expectations, monitoring and evaluation, and offering personal support. Other influence strategies according to TM2 included:

> Encouraging personal initiatives and collective responsibility to promote performance, employee commitment, good attitudes, and team work. Firms employed KPI ratings on employees and individual promotions were based on merit and years of service worked. Medical schemes and allowances such as getting "airtime" was motivating employees to work harder for organizational effectiveness.

The respondents also established that followership and organizational context had contributed to effectiveness in the firm. This was evident in the firm through increased accountability, improved relationships, high productivity and customer satisfaction. TM1 alluded that "Strategies that improve performance include teamwork, employee commitment and support."

The foregoing findings on qualitative data are supported by the Structuralism Theory, which explains the underlying patterns of social life. The theory holds that all human activity is not natural or essential but is constructed (Sanusi, 2012). Leadership and followership are indeed human social activities (Carsten et al., 2010) and the understanding of how they are enacted in diverse circumstances for goal attainment can be reinforced by observing patterns expressed in ideas, beliefs, and behaviours.

## Chapter Summary

This chapter has presented the findings and results of descriptive, correlation and regression analysis based on the four variables of leadership process, followership, organizational context and organizational effectiveness. Before data was analyzed, it was subjected to validity and reliability tests, and the diagnostic tests of normality, multicollinearity, heteroscedasticity, and independence to determine its suitability. The response rate was within the accepted range at 84.06%. Among the respondents, 78.26% were executive managers, 83.7% operations managers, while 90.22% were supervisors.

The chapter has also presented correlation and regression analysis of the study variables. The findings indicated that situational influence had the highest correlation (0.364), followed by followership (0.341), organizational context (0.313), tactical influence (0.295), and finally strategic influence (0.275). This could imply that situational influence had the highest effect compared to the other variables, while strategic influence had the lowest effect on organizational effectiveness. With respect to the strength of the relationships determined through regression analysis, the results indicated that the three aspects of leadership process: tactical influence, strategic influence, and situational influence accounted for 8.3%, 7.2%, and 12.9% respectively of the effectiveness in the freight forwarding firms in Nairobi City County, Kenya. Since the confidence level of all the six hypotheses derived from the study objectives was less than 0.05, the null hypotheses were rejected and the alternative hypotheses accepted. The study established that leadership process, followership, and organizational contexts have a positive correlation with organizational effectiveness. Chapter Five discusses the summary of findings, conclusions and makes recommendations for further research.

# CHAPTER FIVE

## SUMMARY OF FINDINGS, IMPLICATIONS, CONCLUSIONS, RECOMMENDATIONS AND AREAS FOR FURTHER RESEARCH

### Introduction

This chapter entails the summary of findings, conclusions based of the findings, recommendations thereof, and suggestions for further research. The implications of the findings on theory, policy, and managerial practice are also discussed. In chapter four, data obtained from the field to answer each of the study objectives was presented showing the descriptive characteristics of the variables and the effect of the independent variable on the dependent variable.

### Summary of Findings

The broad objective of the study was to investigate the effects of leadership process, followership, and organizational context on the effectiveness of freight forwarding firms in Nairobi City County, Kenya. The study tested the direct relationship between leadership process (through its three indicators namely, tactical influence, strategic influence, and situational influence) and the effectiveness of freight forwarding firms. It also tested the mediating effect of followership, and the moderating effect of organizational context, on the relationship between leadership process and effectiveness of freight forwarding firms in Nairobi City County, Kenya.

This study was founded on pragmatic philosophical view and adopted explanatory sequential research design, integrating both quantitative and qualitative data. The target population was 400 freight forwarding firms in Nairobi City County, out of which a sample size of 92 firms were randomly selected for study. The findings reported were obtained from 232 respondents comprising of top level, middle level, and lower level management staff.

Quantitative data used to interpret findings was obtained through a closed ended questionnaire where the respondents were required to respond to statements on each of the variable on a scale of 1-5. Descriptive statistics included mean, percentages, and standard deviation. Inferential analysis was carried out to test for the relationship between the variables using multiple linear regression. P-values of the beta coefficient at 95% confidence level were used in making hypothesis-testing decisions. An interview guide was used to collect qualitative data, which was interpreted using content analysis and network analysis.

*Leadership Process on Organizational Effectiveness*

The first specific objective was to assess the effect of leadership process on the effectiveness of freight forwarding firms in Nairobi City County, Kenya. To test the direct relationship, organizational effectiveness was regressed on composite leadership process (tactical influence, strategic influence and situational influence). Coefficient results showed that leadership process was significant in predicting organizational effectiveness. On the hypothesis, it was concluded that leadership process has a significant effect on the effectiveness of freight forwarding firms in Nairobi City County, Kenya. Key informants agreed that their firm aimed at attaining organizational effectiveness through leadership process by applying various influence strategies.

Based on these findings, the implication is that effective deployment of leadership process enables firms to be effective. The study contributes to knowledge in organizational leadership in that previous studies have not linked leadership process through its components tactical, strategic, and situational influence, with organizational effectiveness. In addition, past studies on leadership process were in different contexts and mainly focused on organizational performance.

*Tactical Influence on Organizational Effectiveness*

The second specific objective was to assess the effect of tactical influence on the effectiveness of freight forwarding firms in Nairobi City County, Kenya. On the descriptive results, the study found that the freight forwarding firms are normally clear about what is needed and directly ask for it, the firms show concern for others' needs and wants, find common ground, respect others, and exercise fair treatment. Further, they use data, facts, and logical arguments as tactics to persuade people that the proposed ideas are the best for the organization. Freight forwarding firms make efforts out of formal settings to reach and understand others' needs and concerns. People share resources, services, time, and offer support while expecting favours in return and help each other to see that their efforts are worthwhile. The key informants agreed that their firm aimed at attaining effectiveness and that leadership was to an extent applying various tactics to influence others towards the attainment of desired goals. The study therefore reported that tactical influence was to a high extent practiced and emphasized in the freight forwarding firms.

Correlational results revealed that tactical influence had a strong positive correlation with organizational effectiveness of freight forwarding firms. Regression results revealed that tactical influence had a positive effect on organizational effectiveness.

On the hypothesis, it was concluded that tactical influence had a significant effect on the effectiveness of freight forwarding firms in Nairobi City County, Kenya.

Based on these findings, it was implied that effective deployment of tactical influence enables firms to achieve organizational effectiveness. The study contributes to knowledge in organizational leadership first in that previous studies had failed to show the link between tactical influence and effectiveness. This study provides a deeper understanding on the link between tactical influence and effectiveness. In addition, previous studies were carried out in other sectors and since the findings of this study were in agreement with past studies, the present study provides evidence that previous findings can be generalized in freight forwarding firms.

*Strategic Influence on Organizational Effectiveness*

The third specific objective was to determine the effect of strategic influence on the effectiveness of freight forwarding firms in Nairobi City County, Kenya. The study established that firms had in place clear organizational structures and processes, job design guidelines, resources allocation, job incentives, and monitoring and evaluation schemes. They encourage individual managers and employees to exercise authority and take strategic actions (such as training, seminars, and imparting ideas and conceptions to others) in order to enhance organizational effectiveness. Firms are strategically structured and organized in a way that permits the participation of all organizational members in development initiatives. The key informants agreed that firms ensure that they have the capacity to influence others and the environment to build strategic relationships, keep proper records, share information and ensure compliance with third party requirements. Overall, the study revealed that strategic influence was to a moderate extent practiced and emphasized in the freight forwarding firms.

The correlational results revealed that strategic influence had a strong positive correlation with the effectiveness of freight forwarding firms. Regression results revealed that strategic influence had a positive effect on organizational effectiveness. On the hypothesis, it was concluded that strategic influence had a significant effect on effectiveness of the freight forwarding firms.

Previous studies have indeed shown the existence of a link between strategic influence and organizational effectiveness. This study contributes to knowledge by providing a deeper understanding on that link, specifically among the freight forwarding firms in Nairobi City County. In addition, since the findings were in agreement with past studies done in different contexts, they provide evidence for generalizability of findings to all freight forwarding firms in Kenya.

Based on these findings, it is implied that effective deployment of strategic influence enables firms to achieve effectiveness. There is also an implication on decisions among the freight forwarding firms since strategic influence is moderately practiced in the firms. To this end, senior managers in the sector need to consider how to promote and effectively deploy strategic influence and leadership to enhance organizational effectiveness.

*Situational Influence on Organizational Effectiveness*

The fourth specific objective was to assess the effect of situational influence on the effectiveness of freight forwarding firms in Nairobi City County, Kenya. The study revealed that leaders communicated both on goal achievement and meeting subordinates' needs; subordinates are encouraged and their input is sought; and leaders give instructions to subordinates on achieving goals and then supervise them carefully, offering them little support. It was also shown that after planning and goal clarification, subordinates in the firm took responsibility for getting the job done as they find fit, with little intervention from leaders. Leaders in the firm were available to facilitate problem solving but gave subordinates control of day-to-day decisions, and subordinates were encouraged to give feedback. In sum, descriptive results revealed that situational influence was to a high extent practiced and emphasized in the firms. The key informants' views were in agreement with the descriptive characteristics that subject to the level of subordinates' competence and commitment, leaders strive to attain goals by either offering directions, supporting, coaching, or delegating tasks and responsibilities.

Correlational results revealed that situational influence had a strong positive correlation with organizational effectiveness of freight forwarding firms. Regression results revealed that situational influence had a positive effect on organizational effectiveness. On the hypothesis, it was concluded that situational influence had a significant effect on the effectiveness of the firms. This was consistent with the empirical literature reviewed showing that situational influence had a significant positive effect on a wide variety of organizational outcomes.

With respect to the foregoing three influence strategies constituting the leadership process, results were theoretically consistent with the postulates of LMX theory. The theory holds that the type of behaviour exhibited by followers is a reflection of the relationship between leaders and followers (Bullington, 2016; Carsten et al., 2014). Relationships are established and fostered through influences and leaders can develop the kind of relationships needed in their organizations for effectiveness. Out of the three indicators of leadership process, situational influence scored exceptionally well. What this brought out was the aspect that both leaders and followers must remain accountable to each other in order to realise common goals. This was evidenced by the descriptive statistics that showed high scores on leaders' ability to communicate on goal achievement, encourage subordinates' inputs and meet their needs. Hence, follower characteristics and behaviours, and associated leadership styles are vital in achieving organizational effectiveness.

Further, the findings provide empirical evidence to advance the claims of the Balanced Score Card model, in respect of how freight forwarding firms measure operational effectiveness (Frederico et al., 2020). Specifically, the customer perspective and internal business processes perspective of the model provides for value creation among customers and shareholders as a measure within the system resource approach. This points to the need for firms to maintain capabilities to influence constituents in their environment in order to obtain needed resources. Lastly, through the BSC model's learning and growth perspective, the goal of maintaining focus on people, attaining flexibility, and improving internal processes in the firm can be realized by employing the right leader-member influence approaches. The findings therefore provide empirical evidence that through tactical, strategic and situational influences, leaders can develop desired capabilities and relationships with their followers and stakeholders to enhance organizational effectiveness.

*Leadership Process, Followership, and Organizational Effectiveness*

The fifth specific objective was to determine the mediating effect of followership on the relationship between leadership process and effectiveness of freight forwarding firms in Nairobi City County, Kenya. The study revealed that leaders know where they stand with their followers and how satisfied the followers are. Leaders help their co-workers, making them look good even when they do not get any credit themselves, both leaders and subordinates respect each other regardless of the amount of formal authority each has, and there were chances that they would "bail out" each other at own expense. It was also established that leaders had enough confidence in their followers and would defend and justify any decisions they made. Irrespective of whether they are or not the leader of a group project, employees contributed at a high level, often doing more with submission. Employees also followed through as instructed without questioning, and offered their opinions and input whenever leaders asked them to do so. At the same time, findings showed that the employees freely influenced each other, took initiatives, challenged leaders, voiced their concerns, were deeply committed to their work, and were team players.

In sum, descriptive results revealed that respondents agreed to a high extent that followership was demonstrated in the freight forwarding firms. Based on the aggregate score values, it was observed that passive followers scored highly among the firms followed by proactive followers. This implied the need for leaders to encourage employees to proactively take up more responsibilities and participate in decision-making. The key informants' views were in agreement with the descriptive characteristics that the type and behaviours of followers determine the roles they play in shaping the interdependency between themselves and others, and the extent to which organizational goals are realised.

Coefficient results showed that followership was significant in predicting organizational effectiveness. Regression results showed that leadership process was significant in predicting followership of freight forwarding firms in Nairobi City County. On the other hand, followership was found to be significant in predicting effectiveness. Overall, the study concluded that followership had a significant partial mediating effect on the relationship between leadership process and effectiveness of freight forwarding firms in Nairobi City County, Kenya. The findings were supported by the claims of LMX theory that promote superior relationships leaders must develop with followers for enhanced goal attainment. The findings were also consistent with the existing literature that has emphasized the usefulness of followership in the form of proactive, active, and passive followers as critical inputs for organizational success.

Study findings add knowledge to the field of organizational leadership by providing an understanding on the link between leadership process, followership and firm effectiveness. Acknowledging that similar findings were obtained from previous studies done in different sectors, the current study provides evidence that findings obtained can be generalized across freight forwarding firms.

Based on these findings, it is implied that effective deployment of proactive followership enables leaders to achieve greater organizational effectiveness. There is also the implication on decisions among the freight forwarding firms since passive followership was to a high extent practiced in the firms. To this end, senior management need to consider how to encourage subordinates' ideas and their involvement in decision making in order to enhance organizational effectiveness. Specifically, both leaders and subordinates need to build on their confidence and commitment to one another and to the common goals, which were areas noted to have the lowest scores in the descriptive analysis.

*Leadership Process, Organizational Context, and Organizational Effectiveness*

The sixth specific objective was to examine the moderating effect of organizational context on the relationship between leadership process and effectiveness of freight forwarding firms in Nairobi City County, Kenya. The study established that the freight forwarding firms fostered good relationships with their clients, and adopted new technologies that positively influence operational efficiencies. In addition, pressure to conform to the requirements of industry practices enhances the degree of effectiveness, and the business conduct of the firms was guided by the code of standards laid down by industry players including KRA, KIFWA, and IATA. It was also established that the firms sought to meet the needs and expectations of their stakeholders, enjoyed relationships with key stakeholders, and faced competition from other freight forwarding firms. Overall, the descriptive results revealed that respondents agreed to a high extent that their external environment influenced the effectiveness of their operations. The study observed that the key informants agreed that proper management of factors within organizational contexts, and especially fostering good stakeholder relationships, is a condition for achieving organizational effectiveness.

Coefficient results showed that organizational context was significant in predicting organizational effectiveness. In the regression analysis, there was a positive variation in effectiveness after introducing organizational context in the model. The study therefore rejected the null hypothesis and concluded that organizational context had a significant moderating effect on the relationship between leadership process and effectiveness of freight forwarding firms in Nairobi City County.

The implication was that organizational context has a significant moderating effect on the relationship between leadership process and organizational effectiveness. This is a clear indication that freight forwarding firms need to seek to maintain close relationships with all stakeholders. This is attributed to the interconnected nature of supply chain systems, which calls for collaborative approaches at all fronts for effective service delivery.

The findings supported the postulates of the Institutional Theory since freight forwarding firms operate in controlled environments especially regulated by the state and KIFWA, which create shared notions of activities and practices, and established norms and values within the industry. The diversity in the kind of employees as well as the variety of actors within the business environment require deployment of varying leadership styles to deliver best outcomes (Ghazzawi et al., 2017; Veliu et al., 2017). Extant literature has also supported the need to consider the moderating effect of organizational contexts between various variables and positive organizational outcomes.

The study findings add to the body of knowledge by providing an understanding on the link between leadership process, organizational context and firm effectiveness. There is evidence that the findings can be generalized across freight forwarding firms since similar findings in different sectors were obtained from previous studies.

## Conclusions

The purpose of the study was to investigate the effect of leadership process, followership, and organizational context on the effectiveness of freight forwarding firms in Nairobi City County, Kenya. Based on the study findings, this research makes three conclusions. First, the freight forwarding firms have developed and deployed leadership process through tactical and situational influence strategies to a high extent. Strategic influence as a leadership strategy was deployed to a moderate extent. The extent of deployment of the various forms of influence strategies has led to the existence of the diverse forms of follower types and behaviours among the freight forwarding firms such as, proactive, active, and passive followership. This explains the relationship between leadership process and effectiveness of these firms. The study observed that the strategy of situational influence is core to the kind of followership generated and the subsequent effectiveness.

Secondly, the study concluded that the dimensions of followership extracted namely, follower type and follower behaviour contributed most towards the level of effectiveness achieved by the freight forwarding firms. Based on the study findings, followership partially mediated the relationship between leadership process and organizational effectiveness in Nairobi City County. The study observed that the strength of the relationship between leadership process and organizational effectiveness is dependent upon the kind of followership generated through leadership influence practices.

Therefore, leaders of the freight forwarding firms should focus on generating higher levels of follower characteristics and behaviours among the subordinates.

Lastly, the study concluded that the extracted dimensions of organizational context, namely; relationships with stakeholders, stakeholder needs and expectations, and competitive landscape must be taken into consideration by the freight forwarding firms for the required outcomes to be realized. Based on the findings, organizational context significantly moderated the relationship between leadership process and effectiveness of freight forwarding firms in Nairobi City County. The study concluded that tactical, strategic and situational influence was practiced at all levels of management in the sampled firms in meeting stakeholder pressures, and customer needs and expectations. Thus, the prevailing factors in the immediate external environment of the firms conditioned the effect of leadership process practices on their effectiveness.

## Contribution to Knowledge

The study was conceived to bridge gaps identified in the extant literature. The gaps touched on conceptualization, methodology, and context. Findings of this study contribute towards advancement of knowledge specifically in organizational leadership in several ways. First, previous studies have given little attention to effectiveness of freight forwarding firms, and hence the dimensions of effectiveness have not been addressed. In this regard, the current study focused on using the dimensions of goal attainment approach, system resource approach, strategic constituents approach, and competing values approach, as measurements of firm effectiveness.

The second research gap was that majority of previous studies have only used some aspects of leadership to determine their impact on organizational outcomes. Most of the leadership aspects used relate to factors constituting theories, such as Transformational Leadership, Strategic Leadership, and Servant Leadership (Ali & Anwar, 2021; Dahri, et al., 2019; Ogochi, 2022). The current study conceptualized leadership as a process whose core component as shared by nearly all leadership conceptualizations, is influence. The study hence considered tactical influence, strategic influence and situational influence as key indicators of leadership deployment in freight forwarding firms.

The third gap was that most of the previous studies on the effect of leadership on organizational outcomes have not taken into account the mediating role of followership between the two variables (Ali & Anwar, 2021; Veliu, et al., 2017). This study filled this gap by establishing the effects of the three variables with the findings showing that followership partially mediated the relationship between leadership process and organizational effectiveness. Further, previous studies have not considered the effect of organizational context in the relationship between leadership process and effectiveness of freight forwarding firms, as portrayed in the current study.

The fourth gap relates to study methodology. Previous researches have used different research designs. Specifically, most studies on organizational leadership have employed quantitative approaches with fewer using qualitative approaches. This study adopted a mixed methods approach involving both descriptive and explanatory designs. In addition, previous studies have mostly relied on data collected only from either leaders or subordinates, but the current study relied on data provided by both categories of respondents using closed-ended questionnaires and interviews. Findings were therefore unbiased and more representative.

The fifth gap relates to past empirical studies on leadership process most of which had been undertaken outside Kenya and Africa. Those carried out in Kenya have not given attention to effectiveness of freight forwarding firms. The current study contributes to knowledge by relating leadership process, followership and organizational contexts to effectiveness of freight forwarding firms in Nairobi City County, Kenya.

Finally, the current study approached leadership and organizational effectiveness more from the deductive research perspective of works so far done by other scholars. Building on these works, the current study proposed several theories to explain the direction of the causal effects investigated. Drawing from the theories, the study proposed a conceptual framework and the related propositions that can be used to guide future studies in organizational leadership and effectiveness.

## Recommendations with Policy Implications

Based on the study findings, the researcher makes the following recommendations for consideration by policy makers in the freight forwarding sector. First, is a recommendation to the top management of freight forwarding firms in Kenya to cultivate and uphold a balanced understanding of what leadership process in organizations entails. Specifically, leadership as a successful process implies that leadership should not be viewed as a characteristic or a trait of the leader alone, but also as the characteristics and behaviours of the followers, and the interactions occurring between the two groups.

Specifically, top leadership should ensure that the vision, mission, and values of the firm are well defined, understood, and widely shared among organizational members.

Second, from the study findings, tactical influence and situational influence were deployed to a high extent and strategic influence to a moderate extent. It was also noted that tactical influence, situational influence, and strategic influence deployed, all had significant positive effect on the effectiveness of freight forwarding firms in Nairobi City County. The study therefore recommends that the management should focus on strategically deploying all the three influence strategies in a more balanced manner in order to attain the value, rarity, imitability, organizational, and non-substitutional (VRION) capabilities for the firm.

The third recommendation is that leaders in the firms should be role models to their followers by engaging them more and working as a team. When leaders provide direction, subordinates would follow and act in relation to their leaders in goal attainment. Indeed, previous studies have shown that followership is one of the least understood roles in organizations. This is attributable to the fact that the follower role has historically been defined as one of unthinking obedience, deference, and submission. This understanding does not fit with the needs of modern organizations, which require active and engaged followers working closely with their leaders to effectively advance organizational mission and objectives.

The fourth recommendation to the management of the freight forwarding firms is to focus on building capabilities that guarantee business continuity. This is especially critical given the fragile nature associated with supply chain networks within which freight forwarding firms operate. Key strategic capabilities include establishing strong administrative structures and building both transactional and technical competences among employees. These can be supported by strategies aimed at ensuring high staff retention, training, regular communication, and deliberate information sharing.

The fifth recommendation to the management of the freight forwarding firms is to develop and implement strategies to minimize the negative effect of the regulatory frameworks on the effectiveness of the firms. To this end, it is recommended that the firms should seek to strengthen KIFWA as a professional body, which will help them in among other roles, developing guidelines to regulate industry business conduct, provide information affecting service provision, and offer umbrella protection. Government agencies involved in the sector should also come up with policies that are not punitive to the operations of the freight forwarders.

## Suggestions for Further Research

The study's goal was to investigate the effects of leadership process, followership, and organizational context on the effectiveness of freight forwarding firms in Nairobi City County, Kenya. The study suggests that other studies be conducted in other contexts outside Nairobi City County. The study also suggests that similar studies be conducted in other forms of business organizations, such as manufacturing industries.

Findings of the study were based on cross sectional data collected at the same time among the freight forwarding firms in Nairobi City County. Findings may therefore not be used to make long-term inferences about the effects of leadership process, followership, and organizational context on effectiveness of the firms. Since firms were randomly sampled and hence at different levels of growth, the study suggests that future studies be conducted covering a longer period to observe the effect of age of the firms on their effectiveness.

The study found a significant gender disparity, with male respondents comprising the majority of the sample. This implied that the freight forwarding environment is male-dominated. It therefore underscores the need of further investigation into gender dynamics and their implications for leadership practices, diversity initiatives and organizational effectiveness within the sector.

Finally, this study limited its focus on the effects of leadership process, followership, and organizational context on the effectiveness of freight forwarding firms in Nairobi City County, Kenya. Conceptually, the study limited itself to only three factors of leadership process, namely tactical influence, strategic influence and situational influence. There is need for further research to be conducted using other factors of leadership process such as idealized influence and motivation to determine their effects on organizational effectiveness. Similarly, future studies can explore expansion of the conceptual scope of both the mediating and moderating variables.

## Chapter Summary

This chapter has presented a summary of the study findings, conclusions, recommendations with policy implications, and suggestions for further studies. The study found out that among the independent variables under leadership process, situational influence had the highest effect on organizational effectiveness, followed by tactical influence, and then strategic influence. Followership and organizational context were found to have a significant partial mediating effect and a significant moderating effect respectively on the relationship between leadership process and effectiveness of freight forwarding firms in Nairobi City County, Kenya. The contributions made by the study to the body of knowledge on organizational leadership have been outlined, and areas for further studies suggested.

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# APPENDICES

Appendix I: Research Questionnaire

This questionnaire is developed to collect data for academic purposes only. The study seeks to establish the effect of leadership process on organizational effectiveness in freight forwarding firms Nairobi City County, Kenya. All information provided will be treated with utmost confidence. Do not indicate your name or any form of identification on the questionnaire. Answer all questions by either filling in the blank spaces or ticking the option that applies.

Part 1: Demographic Information

1) Gender of the respondent: Male [ ] Female [ ]

2) Position held in the organization:
   Chief Executive Officer/Director/General Manager [ ]
   Operations Manager [ ] Supervisor [ ]

3) How many years have you worked in the Freight Forwarding firm?
   Less than 1 year [ ] 1-5 years [ ]
   6-10 years [ ] over 10 years [ ]

4) Freight forwarding practice category: Local [ ] International [ ]

Part 2: Tactical Influence

5) This section seeks to obtain your opinion on how your firm applies different tactics to influence others for better relationships and effectiveness. For each of the tactics listed below, indicate the extent to which this Freight Forwarding firm applies them, in a scale of 1-5 where;

   1= No Extent, 2= Low Extent, 3= Moderate Extent, 4=High Extent, 5= Very High Extent

| | 1 | 2 | 3 | 4 | 5 |
|---|---|---|---|---|---|
| Our organization helps people to see that their efforts are worthwhile. | | | | | |
| This firm uses data, facts, and logical arguments to persuade people that the proposed ideas are the best. | | | | | |
| The organization shows concern for others' needs and wants, finds common ground, respect, and exercises fair treatment. | | | | | |

| | | | | | |
|---|---|---|---|---|---|
| Our organization shares resources, services, time, or support expecting favours in return. | | | | | |
| This firm reaches out of formal settings to understand others' needs and concerns and to explain the proposed ideas. | | | | | |
| The organization is normally clear about what is needed and directly asks for it. | | | | | |

Part 3: Strategic Influence

6) This section seeks to obtain your opinion on how your firm applies strategic influence for organizational effectiveness. For each of the statements listed below, indicate the extent to which this Freight Forwarding firm undertakes to apply each in a scale of 1-5 where;

1= No Extent, 2= Low Extent, 3= Moderate Extent, 4=High Extent, 5= Very High Extent

| | 1 | 2 | 3 | 4 | 5 |
|---|---|---|---|---|---|
| Our Freight Forwarding firm encourages managers to exercise individual authority and strategic decision-making to impart ideas and conceptions to others in the firm | | | | | |
| This organization is structured and organized in a way that permits the participation of all organizational members in its development initiatives | | | | | |
| Our firm encourages individual employees to exercise individual authority and strategic actions (such as training, attending seminars, in order to enhance organizational effectiveness | | | | | |
| Our firm has a clear organizational structure and processes, job design guidelines, resources allocation, job incentives, monitoring and evaluation schemes in place | | | | | |

Part 4: Situational Influence

7) This section seeks to obtain your opinion on how your firm applies situational influence among the subordinates for individual and organizational effectiveness. For each of the statements listed below, indicate the extent to which this freight forwarding firm undertakes to apply each in a scale of 1-5 where;

1= No Extent, 2= Low Extent, 3= Moderate Extent, 4=High Extent, 5= Very High Extent

| | 1 | 2 | 3 | 4 | 5 |
|---|---|---|---|---|---|
| Our leaders give instructions to subordinates on achieving goals and then supervise them carefully, offering them little support. (Directing) | | | | | |

| | | | | | |
|---|---|---|---|---|---|
| The leaders communicate both on goal achievement and on meeting subordinates' needs. Subordinates are encouraged and their input sought. (Coaching) | | | | | |
| Leaders in our firm are available to facilitate problem solving but they give subordinates control of day-to-day decisions. Subordinates are encouraged to give input and feedback. (Supporting) | | | | | |
| After planning and goal clarification, subordinates take responsibility for getting the job done as they see fit, with little intervention from leaders. (Delegating) | | | | | |

Part 5: Followership

8) This section contains items asking you to describe how you view employee's behaviour and your relationship with them or your leader or peer. For each of the items, indicate the extent to which you think the item is true for you in a scale of 1-5 where;

1= None, 2= Small, 3= Moderate, 4=High, 5= Very High

| | 1 | 2 | 3 | 4 | 5 |
|---|---|---|---|---|---|
| As a leader, do you know where you stand with your follower and do you usually know how satisfied your follower is with what you do? | | | | | |
| Do you help out other coworkers, making them look good, even when you don't get any credit? | | | | | |
| Leaders and subordinates value and respect each other | | | | | |
| Regardless of the amount of formal authority your leader (follower) has, what are the chances that he or she would "bail you out" at his or her expense? | | | | | |
| I have enough confidence in my leader (follower) that I would defend and justify his or her decision if he or she were not present to do so. | | | | | |
| When you are not the leader of a group project, do you still contribute at a high level, often doing more than your share? | | | | | |
| Our employees are obedient and submissive, and they follow through as instructed without questioning | | | | | |
| Our employees express their opinions and offer input but only when leaders ask them to do so. | | | | | |
| Our employees freely influence others, take initiatives, challenge leaders and voice their concerns or ideas. | | | | | |
| Our employees are deeply committed to their work | | | | | |
| Our employees are team players | | | | | |

Part 6: Organizational Context

9) Give your opinion on the various components of the organizational external context that affect the freight forwarding business in Kenya. Respond in a scale of 1-5 where;
1= Strongly disagree, 2= Disagree, 3=Neutral, 4= Agree, 5= Strongly agree

| | 1 | 2 | 3 | 4 | 5 |
|---|---|---|---|---|---|
| Our Freight Forwarding firm enjoys high quality relationships with KRA | | | | | |
| Our firm enjoys high quality relationships with its clients | | | | | |
| Our Freight Forwarding firm enjoys high quality relationships with other key stakeholders (including KPA, KEBS, KEPHIS, KRC, Transporters, as applicable). | | | | | |
| Our firm meets all the needs and expectations of its stakeholders (customers, suppliers, government) | | | | | |
| Our firm faces high competition from other freight forwarding firms | | | | | |
| The business conduct of our firm is guided by the code of standards laid down by the industry players (KIFWA) | | | | | |
| The pressure to conform to the requirements of industry practices enhances our degree of effectiveness | | | | | |
| Our Freight Forwarding firm easily adopts new technologies that positively influence our operational efficiencies. | | | | | |

Part 7: Effectiveness of Freight Forwarding Firms

10) This section seeks to obtain your opinion on the effectiveness in terms of goal attainment, resource acquisition, strategic stakeholders, and competing values in your freight forwarding firm. For each of the statements listed below, each year, indicate the level of effectiveness of your firm using the most appropriate number in a scale of 1-5 where;
1= Strongly disagree, 2= Disagree, 3=Neutral, 4= Agree, 5= Strongly agree

| | 1 | 2 | 3 | 4 | 5 |
|---|---|---|---|---|---|
| Our firm has clear, visible, and mutually agreed upon goals | | | | | |
| Our firm is able to easily obtain whatever inputs and resources are needed from the environment | | | | | |
| Our firm knows the individuals or group of individuals critical to its survival and fully meets their needs | | | | | |
| Our firm has measures in place to ensure that customers are satisfied | | | | | |
| Our customers are satisfied with the services we offer | | | | | |
| Our firm makes efforts to improve its levels of service provision | | | | | |
| Our firm easily adapts to any changes in the business environment | | | | | |

| | | | | | |
|---|---|---|---|---|---|
| Our firm optimizes the use of available resources | | | | | |
| Our firm makes efforts to ensure its long-term survival and stability. | | | | | |

Thank you.

## Appendix II: Interview Guide

### Part 1: Leadership Process and Organizational Effectiveness

1) What is your understanding of leadership process?
2) How do you as a leader interact with your followers?
    i. Is the interaction task based? Explain
    ii. Is the interaction relationship based? Explain
3) What criteria do you use to assign tasks to employees?
4) What strategies do you use to positively influence others in your firm?
    i. Your leaders
    ii. Your subordinates
5) What role do you play in fostering positive relationships with your other leaders and subordinates in your firm?
6) How does your firm ensure that it has capacity to influence others and its environment to its advantage in the future?

### Part 2: Followership in the relationship between Leadership Process and Organizational Effectiveness

1) How would you describe the type of your firm's employees in terms of their being proactive, active or passive in performing tasks?
2) What kind of behaviors among employees promote effectiveness in your firm?
3) What do you think majorly influences the behavior of your employees?
4) What makes employees ineffective in their work?

### Part 3: Organizational Context in the Relationship between Leadership Process and Organizational Effectiveness

1) What factors in the immediate external environment cause your firm not to be effective?

2) What kind of relationships does your firm create and maintain with other industry players?
3) Explain the extent to which your firm meets the needs and expectations of its various stakeholders.
4) What is the code of standards laid down by the industry association (KIFWA) to guide the behavior of members in conducting business? How effective has this been to this industry?
5) What competition is your firm currently facing with other freight forwarding firms?
6) How is your firm seeking to learn and adopt new technologies and sustainable practices in the industry?

Part 4: Organizational Effectiveness

1) What is your understanding of organizational effectiveness?
2) How is effectiveness measured in your firm?
3) What measures has your firm taken to ensure that it is effective?
4) How would you describe your firm's level of effectiveness? Explain
5) Explain how influence strategies among leaders and employees affect your firm's effectiveness.
6) In general, how has leadership process contributed to effectiveness in your firm?

Appendix III: Certificate of Ethical Clearance

# Certificate of Ethical Clearance

Pan Africa Christian University

Thika Road Campus | Valley Road Campus
P.O. Box 56875-00200 | +254 730955000 | +254 730955501/2
enquiries@pacuniversity.ac.ke | www.pacuniversity.ac.ke

**INSTITUTIONAL SCIENTIFIC ETHICSREVIEW COMMITTEE (ISERC)**

## This Certificate is awarded to

**Davies Mutuku Ndonye**

## For the research titled

**Leadership Process, Followership, Organizational Context and Effectiveness in Freight Forwarding Firms in Nairobi City County, Kenya**

Ref/PAC/ISERC/013/3/23

**having complied with PAC University Institutional Scientific Ethics Review Committee's guidelines and Standard Operating Procedures for ethical clearance.**

This Certificate is issued subject to compliance with the following requirements:

i. Before commencing the study, you are required to obtain a Research License from the NationalCommission for Science, Technology and Innovation (NACOSTI) as well as other institutional clearances as and where needed.
ii. Only approved documents including research instruments and informed consent forms will beused.
iii. All changes including amendments and/or deviations are to be submitted for review andclearance by PAC University Institutional Scientific Ethics Review Committee before use.
iv. Any expected or unexpected changes that may increase the risks to study participants or affectthe integrity of the study must be reported in writing to PAC University Institutional Scientific Ethics Review Committee within two days.
v. Any request for renewal or approval must be submitted to PAC University Institutional ScientificEthics Review Committee at least four weeks prior to the expiry of this Certificate and must be accompanied by a comprehensive progress report to support the renewal.

| **Date of issue** | 20/3/2023 | **Expiry date** | 20/3/2024 |
|---|---|---|---|

**DR.JANE KINUTHIA**

**Secretary PAC_ISERC**

Appendix IV: University Clearance Letter

Pan Africa Christian University

Thika Road Campus | Valley Road Campus
P.O. Box 56875-00200 | +254 730955000 | +254 730955501/2
enquiries@pacuniversity.ac.ke | www.pacuniversity.ac.ke

21st March, 2023

**TO WHOM IT MAY CONCERN**

**Dear Sir/Madam,**

**RE: RESEARCH AUTHORIZATION & ETHICS CLEARANCE LETTER FOR NDONYE DAVIES MUTUKU REG. NO: POLD/13171/0/19**

Greetings! This is an introduction letter for the above named person a final year student at Pan Africa Christian University (PAC University), pursuing the degree of Doctor of Philosophy in Organizational Leadership Development.

He is at the final stage of the programme and is preparing to collect data to enable him finalise on the Dissertation. The dissertation title is ***"Leadership Process, Followership, Organizational Context and Effectiveness in Freight Forwarding Firms in Nairobi City, County, Kenya".***

We kindly request that you allow him obtain a research permit so as to proceed and conduct research amongst selected Freight Forwarding Firms in Nairobi County, Kenya.

Warm Regards,

PAN AFRICA CHRISTIAN UNIVERSITY
REGISTRAR
P. O. Box 56875 – 00200.
TEL: 0721 932050 0734 400694
NAIROBI, KENYA

Dr. Lilian Vikiru
Registrar Academic Affairs
Pan Africa Christian University
Lumumba Drive, Roysambu, off Kamiti Rd, off Thika Rd
*Tel*: +254 730-955306/+254734400694
*Email: registrar.aa@pacuniversity.ac.ke*
*Web: www.pacuniversity.ac.ke*

**Where Leaders are Made**

Appendix V: NACOSTI Research License

REPUBLIC OF KENYA

NATIONAL COMMISSION FOR SCIENCE,TECHNOLOGY & INNOVATION

Ref No: **957375**

Date of Issue: **05/April/2023**

**RESEARCH LICENSE**

**This is to Certify that Mr.. Davies Mutuku Ndonye of Pan Africa Christian University, has been licensed to conduct research as per the provision of the Science, Technology and Innovation Act, 2013 (Rev.2014) in Nairobi on the topic: Leadership process, followership, organizational context and effectiveness in freight forwarding firms in Nairobi City County, Kenya for the period ending : 05/April/2024.**

License No: **NACOSTI/P/23/24825**

**957375**

Applicant Identification Number

Director General
NATIONAL COMMISSION FOR SCIENCE,TECHNOLOGY & INNOVATION

Verification QR Code

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**See overleaf for conditions**

Appendix VI: List Freight Forwarding Firms in Nairobi in 2023

| | | | |
|---|---|---|---|
| 1 | Acceler Global Logistics | 38 | Ascent Freight Log |
| 2 | Adair Freight Services | 39 | ASP Company |
| 3 | Adamant Logistics | 40 | Attis Logsol ltd |
| 4 | ADL Aviation ltd | 41 | Aven Freight |
| 5 | Adrilink ltd | 42 | Benairs Logistics Ltd |
| 6 | Adroit Logistics | 43 | Bendan Logistics Ltd |
| 7 | Adshef Investment | 44 | Benwill Forwarders |
| 8 | Afriasia Ocean and Air Express Serv. | 45 | Bepak Logistics Ltd |
| 9 | Africa Serve Group | 46 | Best Freight Conveyors |
| 10 | Africar Logistics Ltd | 47 | BG Hill ltd |
| 11 | Afrique Freight Services | 48 | Bima Clearing & Forwarding Ltd |
| 12 | Agility Logistics | 49 | Birdwell Ventures |
| 13 | Agriquip Agencies EA Ltd | 50 | Bitya Holdings Ltd |
| 14 | Ags Worldwide Movers | 51 | Blue Mountain Meat and Livestock |
| 15 | Aircom Cargo Logistics | 52 | Blue Dot Logistics Ltd |
| 16 | Airfreight and Logistics | 53 | Blue Scope Shipping And Log. K ltd |
| 17 | AIR-GO Consultants Ltd | 54 | Bogani Freight |
| 18 | Airmarine and Landing Trading | 55 | Bollore Trans. & Logistics Kenya Ltd |
| 19 | Airmarine Conveyors | 56 | Bolt Speed Cargo Fordwarders Ltd |
| 20 | Airplus Cargo and Log. | 57 | Bonfide C & F Co. Ltd |
| 21 | Airseal Logistics Ltd | 58 | Boonfreight International Logistics |
| 22 | Airseal services Ltd | 59 | Borabu Freight and Transport |
| 23 | Air Wagon Cargo Movers Ltd | 60 | Brenzo Enterprises Ltd |
| 24 | Akamai Freight Forwarders Ltd | 61 | Broadvision Logistics |
| 25 | ALFAS Cross Logistics | 62 | Buyers Logistics Limited |
| 26 | All Cargo Global Logistics | 63 | Caj Cargo Agencies |
| 27 | Allied Services Ltd | 64 | Call Fast Services Ltd |
| 28 | ALPHA World Freight Ltd | 65 | Calsdan Logistics |
| 29 | Alujo Co. Ltd | 66 | Calwin Logistics |
| 30 | Amat Global Logistics | 67 | Cammossuh Logistics |
| 31 | Amodelac Freight Logistics | 68 | Candid Freighters Ltd |
| 32 | Amor Forwarders | 69 | Cargo Bros Logistics |
| 33 | Ansta Logistics | 70 | Cargo Plan Movers & Fwds |
| 34 | Apple Logistics Ltd | 71 | Cargomasters EA ltd |
| 35 | Aramex | 72 | Cargonest Kenya ltd |
| 36 | Armour Freight Ltd | 73 | Carramore International |
| 37 | Arnet Consult EA | 74 | Cebit Cargo |
| 75 | Ceva interfreight logistics | 115 | Equirak Logistics Ltd |
| 76 | CGM Worldwide Shipping | 116 | Escom Oil Ltd |
| 77 | Chairmans Holdings | 117 | Expolanka Freight ltd |
| 78 | Chershire Freight | 118 | Export Trading Company |
| 79 | Chorwa Logistics | 119 | Exxem Express Cargo Company Ltd |

| | | | |
|---|---|---|---|
| 80 | Christiane Logistics & Procurement | 120 | Fantashi Freighters & Logistics |
| 81 | Chromel Freighters ltd | 121 | FARGO Courier Ltd |
| 82 | Clearlink Logistics ltd | 122 | Fedex Express Kenya |
| 83 | Company Bottom Up C$F Co. Ltd | 123 | Feyzo Ltd |
| 84 | Complast Industries | 124 | Fidesa Freight and Logistics |
| 85 | Connex international | 125 | Filmline Ltd |
| 86 | Conventional Cargo Conveyors | 126 | Firstlane Logistics K Ltd |
| 87 | Cornerstone Logistics Ltd | 127 | Fleet Freighters Ltd |
| 88 | Corporate Aviation | 128 | Flowerpoint Logistics |
| 89 | Crown Industries | 129 | Fox International Logisticts Ltd |
| 90 | Cusna Investment | 130 | Fracht Kenya |
| 91 | Dalexy Freighters Ltd | 131 | Freight Commandos Ltd |
| 92 | Davis and Shirtliff | 132 | Freight In Time |
| 93 | Davmat Company Ltd | 133 | Freight Reach Services |
| 94 | Delfast Logistics | 134 | Freight Soko Ltd |
| 95 | Delico Inter. Sourcing | 135 | Freightcare Logistics ltd |
| 96 | Delta Cargo Connections | 136 | Freightwings Ltd |
| 97 | Destiny Freight Log | 137 | Freva Logistics |
| 98 | DHL Global Forwarding | 138 | G4S Security Services |
| 99 | DHL Worldwide Express Kenya Ltd | 139 | Gallin Holdings |
| 100 | Dockport Trading&Courier Co Ltd | 140 | Gallion Logistics Limited |
| 101 | Doric Enterprises | 141 | Garden Freight Solution |
| 102 | DP World Logistics EA | 142 | General Cargo Services |
| 103 | Duniya Forwarders | 143 | General Freighters |
| 104 | Eagle Saints Logistics | 144 | Geo Freight Fwd |
| 105 | Eagle Wheelers | 145 | Global Cargo Movers |
| 106 | East African Gasoil | 146 | Global Freight Log. |
| 107 | East African Transport Agency Ltd | 147 | Global Reach Logistics |
| 108 | Eastern Sea Logistics | 148 | Globertrot Logistics |
| 109 | Ecuworldwide Kenya ltd | 149 | Go Shipping Cargo Agency |
| 110 | Edisa Holdings Kenya Ltd | 150 | Gohomu Agencies Ltd |
| 111 | Emasa Kenya C & F | 151 | Goldfields Logistics Ltd |
| 112 | Emerald Afrilog | 152 | Grandhuntsman Fast Force |
| 113 | Emergency Relief | 153 | Greenleaf Cargo Logistics |
| 114 | Emma's Knolls Logistics | 154 | H2M Logistics ltd |
| | | | |
| 155 | Habo Agencies | 195 | Kemoris Logistics Ltd |
| 156 | Hansel Agency | 196 | Kendra Logistics Ltd |
| 157 | Happyworld Freighters | 197 | Kenland Logistics |
| 158 | Hashi Logistics ltd | 198 | Kenmeat EPZ Ltd |
| 159 | Hedesha Freighters ltd | 199 | KENSCO Business Solutions Ltd |
| 160 | HI TECH Impex Ltd | 200 | Kenya Wine Agencies |
| 161 | Hima Freight Fwds | 201 | Kevian Kenya Ltd |
| 162 | Holibeta Logistics | 202 | Keynaut Logistics Ltd |

| | | | |
|---|---|---|---|
| 163 | Horizon Express Co. Ltd | 203 | Kiamba Clearing & Forwarding |
| 164 | Horizon Freighters | 204 | Kimsar Logistics Services |
| 165 | Hortifreight Logistics | 205 | Kind Logistics Ltd |
| 166 | Impex Freight Ltd | 206 | Koofam Logistics |
| 167 | Impex Logistics | 207 | Kuehne & Nagel |
| 168 | Importex Logistics | 208 | Laboratory and Allied Ltd |
| 169 | Infusion Logistics | 209 | Lafrik Logistique Ltd |
| 170 | Inside Africa Cargo ltd | 210 | Lanseair Ltd |
| 171 | Insta Product Epz ltd | 211 | Laserworld Logistics |
| 172 | Intercities Freight & Shipping | 212 | Lasuba Logistics Co |
| 173 | International Foreign Trade | 213 | Leighnicks Co. |
| 174 | International Healthcare Distr. | 214 | Lemco Freight Forwarders Ltd |
| 175 | Internet Trade Conveyors | 215 | Lenbase Logistics Ltd |
| 176 | Interscope Air Maritime Logistics Ltd | 216 | Lift Cargo ltd |
| 177 | Interveg Exporte EPZ Ltd | 217 | Linkon Investiments Ltd |
| 178 | Intraspeed Arcpro Kenya Ltd | 218 | Linkway Logistics |
| 179 | Iris Port Conveyors k | 219 | Lino Stationers |
| 180 | ISS Global Forwarding | 220 | Liquid Freight |
| 181 | Jafalinks Logistics Ltd | 221 | Loghan Freight Logistics |
| 182 | Jambo Logistics | 222 | Logistics Link Ltd |
| 183 | Jaspa Freight | 223 | Loglink Logistics |
| 184 | Jires Ltd | 224 | Logwin Air and Ocean K. |
| 185 | Jofro Clearing and Forwarding Co Ltd | 225 | Long Range Trading & Logistics |
| 186 | Jonerics Forwarders | 226 | Longroad Logistics (K) Ltd |
| 187 | Jopuka Logistics | 227 | LPC Global Logistics |
| 188 | Justnice ltd | 228 | Macsim Cargo Services |
| 189 | Kalemu Freighters Ltd | 229 | Maersk Logistics Services |
| 190 | Kandito International Co. Kenya Ltd. | 230 | Magnate Air Cargo |
| 191 | Kankam Exporters Ltd. | 231 | Mainkam ltd |
| 192 | Kate Freight and Travel Ltd | 232 | Makiwan logistics Ltd |
| 193 | Kearsley Freight | 233 | Manart Logistics |
| 194 | Kelvin and Hannington Int’l Ltd | 234 | Mandi Cargo Limited |

| | | | |
|---|---|---|---|
| 235 | Maraca Enterprises | 275 | Okamoto Freight Services Ltd |
| 236 | Marichor Marketing Services | 276 | On The Go Logistics Co. Ltd |
| 237 | Marine Exp[ress Logistics Ltd | 277 | One on One Logistics Ltd |
| 238 | Marks Enterprises | 278 | Ongoing Cargo Services |
| 239 | Martter Cargo | 279 | Online Authenticity & Log Services |
| 240 | Mascot Holdings | 280 | Paceline Cargo ltd |
| 241 | Maya Freight Limited | 281 | Pan Africa Cargo |
| 242 | Mearsk Logistics and Sevices (K) | 282 | Panworld Holding |
| 243 | MEBS Global Reach Ltd | 283 | Pedwin Logistics |
| 244 | Mepro Trade ltd | 284 | Pentagon Freight Forwarders Ltd |

| | | | |
|---|---|---|---|
| 245 | Midwave Freighters ltd | 285 | Pentagon Logistics |
| 246 | Mig Forwarders | 286 | Pep Logistics ltd |
| 247 | Mitchell Cotts Freight Kenya Ltd | 287 | Perannie Logistics Serv |
| 248 | Miu Miu Ltd | 288 | Perishable Movement k |
| 249 | Modest International Log | 289 | Phil Logistics |
| 250 | Momentum Freight ltd | 290 | Plainlands Int’l Freight Logistics |
| 251 | Moniks Agencies | 291 | Plains Logistics |
| 252 | Montex Investiments Ltd | 292 | Polo Auto Freight Forwarders Ltd |
| 253 | Moonline Freight | 293 | Polygon Logistics Ltd |
| 254 | MorganAir & Seafreight Logistics | 294 | Ports Conveyors Limited |
| 255 | Morgan Air Cargo Ltd | 295 | Postal Corporation of Kenya |
| 256 | Mtapanga Agencies Ltd | 296 | Prafulla Enterprises |
| 257 | Mucheba Services | 297 | Precise Logistics Ltd |
| 258 | Mul Logistics Holdings | 298 | Priority Logistics Ltd |
| 259 | Multilinks Forwarders Ltd | 299 | Promidawn Mahanaim Agencies |
| 260 | Multipackaging ltd | 300 | Prominent Shipping and Log |
| 261 | NAJMI Clearing & Forwarding Ltd | 301 | Quick Cargo Services Limited |
| 262 | NAS Airport Services | 302 | Quick Task Freight Kenya Limited |
| 263 | Neon Freighters | 303 | RAHMA Logistics |
| 264 | Neptune Forwarders Ltd | 304 | Rapid-kate Services Ltd |
| 265 | New Cooperative Creameries Ltd | 305 | RAS Cargo Freight Ltd |
| 266 | New Planet Express | 306 | Raziella Frighters ltd |
| 267 | New Wide Apparel EPZ | 307 | Realtime Cargo Ltd |
| 268 | Newlife Logistics | 308 | Realtime Logistics |
| 269 | Nippon Express Europe GMBH | 309 | Red Arrow Forwarders |
| 270 | Nodor K EPZ | 310 | Regional Cargo Logistics Ltd |
| 271 | Nyagaka Forwarders | 311 | Relay Cargo Services Ltd. |
| 272 | Oceanic Cargo Agency | 312 | Reza Logistics |
| 273 | Oceansky Clearing | 313 | Richens Logistics |
| 274 | Offshore Global Logistics Limited | 314 | Ridgeway Merchants Ltd |
| 315 | Rioma Freighters | 363 | Taisasa Logistics Ltd |
| 316 | Rising Ventures Ltd | 364 | Tamati Logistics Limited |
| 317 | RNR Forwarders Ltd | 365 | Tandem Solutions |
| 318 | Roick Logistics Ltd | 366 | TANTE Freight Forwarders |
| 319 | Rolling Cargo Ltd | 367 | Teddy Logistics |
| 320 | Rorene Ltd | 368 | The Nairobi Clearing House |
| 321 | Ruby Freight Ltd | 369 | TJ Logistics ltd |
| 322 | Ruleex Forwarders Ltd | 370 | TNT Express |
| 323 | Sahara Winds Ltd | 371 | Top-link Logistics Services |
| 324 | Saharry Ltd | 372 | Total Touch |

| | | | |
|---|---|---|---|
| 325 | Salaah Freight Services | 373 | Tawfiq Kenya Ltd |
| 326 | Scanwell Logistics Ltd | 374 | Tradeline Express k ltd |
| 327 | Schenker Ltd | 375 | Tradewinds Logistics |
| 328 | Sciencescope Ltd | 376 | Transgear Services EA Ltd |
| 329 | Sea- Sky Express | 377 | Transhaul Logistics Limited |
| 330 | Seabase Solutions Limited | 378 | Transnet Freight International |
| 331 | Sealight Logistics Ltd | 379 | Transonic Logistics ltd |
| 332 | Sealine Logistics Ltd | 380 | Treasure Cargo Services |
| 333 | Sea-Sky Express Ltd | 381 | Two Way Freighters |
| 334 | Seaway Maritime | 382 | Ultra-Eureka Farm Ltd |
| 335 | Seaways Kenya Ltd | 383 | Unick Company |
| 336 | Servewell Logistics | 384 | Unicon Logistics |
| 337 | Shaba Africa logistics | 385 | Union Logistics |
| 338 | Shahaba Freight Forwarders Ltd | 386 | Uniquix Logistics Ltd |
| 339 | Sheffield Cargo Logistics | 387 | United Clearing Co. Ltd |
| 340 | Shukrani Logistics | 388 | Urgent Cargo Handling |
| 341 | Siginon Group Limited | 389 | Utex Freight Services Ltd |
| 342 | Sintar Global Logistics | 390 | Vegpro Kenya Limited |
| 343 | Sky & Sea Cargo Track Ltd | 391 | Visan Freight Agencies |
| 344 | Skyline forwarders | 392 | Vision Enterprises Ltd |
| 345 | Smallfive Vet Clinic | 393 | Wenmos Logistics |
| 346 | Sote Forwarders | 394 | WESTERN Logistics Services |
| 347 | Southern Shipping Services Ltd | 395 | Westmun Global Logistics |
| 348 | Sovam Logistics | 396 | Weston Express Ltd |
| 349 | Sovida Global Logistics | 397 | Westport Logistics |
| 350 | SPEEDEX Logistics Ltd | 398 | Worldclass Freight Logistics |
| 351 | SPIRA Logistics | 399 | Year 2000 Freighters |
| 352 | Spoton Logistics | 400 | Yiwak Global Logistics Ltd |
| 353 | Spry Clearing & Forwarding Ltd | | |
| 354 | Starway Int'l Freight Forwarders Ltd | | |
| 355 | Suna Freighters | | |
| 356 | Supercare Freight | | |
| 357 | Supercare Trading Company | | |
| 358 | Superfirst Forwarders Ltd | | |
| 359 | Superlink major freighters Ltd | | |
| 360 | Superquick Freighters Ltd | | |
| 361 | Suzan Duty Free | | |
| 362 | Tabaki Freight Services Int’l Ltd | | |

Appendix VII: Factor Analysis Results

Table 1: Communalities Results

| | Initial | Extraction |
|---|---|---|
| Our organization helps people to see that their efforts are worthwhile. | 1.000 | .610 |
| This firm uses data, facts, and logical arguments to persuade people that the proposed ideas are the best. | 1.000 | .513 |
| The organization shows concern for others' needs and wants, finds common ground, respect, and exercises fair treatment. | 1.000 | .515 |
| Our organization shares resources, services, time, or support expecting favours in return. | 1.000 | .547 |
| This firm reaches out of formal settings to understand others' needs and concerns and to explain the proposed ideas. | 1.000 | .525 |
| The organization is normally clear about what is needed and directly asks for it. | 1.000 | .620 |
| Our Freight Forwarding firm encourages managers to exercise individual authority and strategic decision-making to impart ideas and conceptions to others in the firm | 1.000 | .735 |
| This organization is structured and organized in a way that permits the participation of all organizational members in its development initiatives | 1.000 | .693 |
| Our firm encourages individual employees to exercise individual authority and strategic actions (such as training, attending seminars, in order to enhance organizational effectiveness | 1.000 | .552 |
| Our firm has a clear organizational structure and processes, job design guidelines, resources allocation, job incentives, monitoring and evaluation schemes in place | 1.000 | .579 |
| Our leaders give instructions to subordinates on achieving goals and then supervise them carefully, offering them little support. | 1.000 | .614 |
| The leaders communicate both on goal achievement and on meeting subordinates' needs. Subordinates are encouraged and their input sought | 1.000 | .595 |

| | | |
|---|---|---|
| Leaders in our firm are available to facilitate problem solving but they give subordinates control of day-to-day decisions. Subordinates are encouraged to give input and feedback. | 1.000 | .560 |
| After planning and goal clarification, subordinates take responsibility for getting the job done as they see fit, with little intervention from leaders. | 1.000 | .520 |
| As a leader, do you know where you stand with your follower and do you usually know how satisfied your follower is with what you do? | 1.000 | .601 |
| Do you help out other coworkers, making them look good, even when you don’t get any credit? | 1.000 | .671 |
| Leaders and subordinates value and respect each other | 1.000 | .555 |
| Regardless of the amount of formal authority your leader (follower) has, what are the chances that he or she would “bail you out” at his or her expense? | 1.000 | .561 |
| I have enough confidence in my leader (follower) that I would defend and justify his or her decision if he or she were not present to do so. | 1.000 | .569 |
| When you are not the leader of a group project, do you still contribute at a high level, often doing more than your share? | 1.000 | .569 |
| Our employees are obedient and submissive, and they follow through as instructed without questioning | 1.000 | .513 |
| Our employees express their opinions and offer input but only when leaders ask them to do so. | 1.000 | .615 |
| Our employees freely influence others, take initiatives, challenge leaders and voice their concerns or ideas. | 1.000 | .609 |
| Our employees are deeply committed to their work | 1.000 | .614 |
| Our employees are team players | 1.000 | .665 |
| Our Freight Forwarding firm enjoys high quality relationships with KRA | 1.000 | .509 |
| Our firm enjoys high quality relationships with its clients | 1.000 | .556 |
| Our Freight Forwarding firm enjoys high quality relationships with other key stakeholders (including KPA, KEBS, KEPHIS, KRC, Transporters, as applicable). | 1.000 | .623 |

| | | |
|---|---|---|
| Our firm meets all the needs and expectations of its stakeholders (customers, suppliers, government) | 1.000 | .594 |
| Our firm faces high competition from other freight forwarding firms | 1.000 | .616 |
| The business conduct of our firm is guided by the code of standards laid down by the industry players (KIFWA) | 1.000 | .520 |
| The pressure to conform to the requirements of industry practices enhances our degree of effectiveness | 1.000 | .557 |
| Our Freight Forwarding firm easily adopts new technologies that positively influence our operational efficiencies. | 1.000 | .547 |
| Our firm has clear, visible, and mutually agreed upon goals | 1.000 | .542 |
| Our firm is able to easily obtain whatever inputs and resources are needed from the environment | 1.000 | .624 |
| Our firm knows the individuals or group of individuals critical to its survival and fully meets their needs | 1.000 | .582 |
| Our firm has measures in place to ensure that customers are satisfied | 1.000 | .598 |
| Our customers are satisfied with the services we offer | 1.000 | .563 |
| Our firm makes efforts to improve its levels of service provision | 1.000 | .665 |
| Our firm easily adapts to any changes in the business environment | 1.000 | .651 |
| Our firm optimizes the use of available resources | 1.000 | .595 |
| Our firm makes efforts to ensure its long-term survival and stability. | 1.000 | .529 |

Extraction Method: Principal Component Analysis.

Source: Field Data (2023)

Table 2: Variance Explained

| | Initial Eigenvalues | | | Extraction Sums of Squared Loadings | | |
|---|---|---|---|---|---|---|
| Component | Total | % of Variance | Cumulative % | Total | % of Variance | Cumulative % |
| 1 | 9.197 | 15.848 | 15.848 | 9.197 | 15.848 | 15.848 |
| 2 | 6.913 | 11.912 | 27.760 | 6.913 | 11.912 | 27.760 |
| 3 | 5.398 | 9.302 | 37.062 | 5.398 | 9.302 | 37.062 |
| 4 | 4.748 | 8.182 | 45.243 | 4.748 | 8.182 | 45.243 |
| 5 | 4.715 | 8.125 | 53.368 | 4.715 | 8.125 | 53.368 |
| 6 | 3.435 | 5.919 | 59.287 | 3.435 | 5.919 | 59.287 |
| 7 | 2.317 | 3.993 | 63.280 | 2.317 | 3.993 | 63.280 |
| 8 | 2.236 | 3.853 | 67.132 | 2.236 | 3.853 | 67.132 |
| 9 | 1.159 | 1.997 | 69.130 | 1.159 | 1.997 | 69.130 |
| 10 | 1.074 | 1.851 | 70.980 | 1.074 | 1.851 | 70.980 |
| 11 | 0.982 | 1.692 | 72.672 | | | |
| 12 | 0.902 | 1.554 | 74.227 | | | |
| 13 | 0.843 | 1.453 | 75.679 | | | |
| 14 | 0.849 | 1.463 | 77.142 | | | |
| 15 | 0.827 | 1.425 | 78.567 | | | |
| 16 | 0.824 | 1.420 | 79.987 | | | |
| 17 | 0.654 | 1.127 | 81.114 | | | |
| 18 | 0.647 | 1.115 | 82.229 | | | |
| 19 | 0.623 | 1.074 | 83.303 | | | |
| 20 | 0.698 | 1.203 | 84.505 | | | |
| 21 | 0.634 | 1.092 | 85.598 | | | |
| 22 | 0.624 | 1.075 | 86.673 | | | |
| 23 | 0.492 | 0.848 | 87.521 | | | |
| 24 | 0.470 | 0.810 | 88.331 | | | |
| 25 | 0.450 | 0.775 | 89.106 | | | |
| 26 | 0.425 | 0.732 | 89.839 | | | |
| 27 | 0.516 | 0.889 | 90.728 | | | |
| 28 | 0.499 | 0.860 | 91.588 | | | |
| 29 | 0.481 | 0.829 | 92.416 | | | |
| 30 | 0.455 | 0.784 | 93.200 | | | |
| 31 | 0.438 | 0.755 | 93.955 | | | |
| 32 | 0.422 | 0.727 | 94.682 | | | |
| 33 | 0.403 | 0.694 | 95.377 | | | |
| 34 | 0.398 | 0.686 | 96.063 | | | |
| 35 | 0.373 | 0.643 | 96.705 | | | |
| 36 | 0.344 | 0.593 | 97.298 | | | |
| 37 | 0.318 | 0.548 | 97.846 | | | |
| 38 | 0.300 | 0.517 | 98.363 | | | |
| 39 | 0.275 | 0.474 | 98.837 | | | |
| 40 | 0.241 | 0.415 | 99.252 | | | |

| | | | |
|---|---|---|---|
| 41 | 0.236 | 0.407 | 99.659 |
| 42 | 0.198 | 0.341 | 100.000 |

Extraction Method: Principal Component Analysis.

Source: Field Data (2023)

Table 3: Component Matrix

| | Component | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|
| | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 |
| Our organization helps people to see that their efforts are worthwhile. | .357 | .563 | .310 | .081 | .051 | .032 | .198 | .040 | .135 | .007 |
| This firm uses data, facts, and logical arguments to persuade people that the proposed ideas are the best. | .349 | .417 | .052 | .246 | .319 | .045 | .117 | .019 | .070 | .177 |
| The organization shows concern for others' needs and wants, finds common ground, respect, and exercises fair treatment. | .368 | .527 | .151 | .076 | .026 | .159 | .161 | .076 | .055 | .113 |
| Our organization shares resources, services, time, or support expecting favours in return. | .353 | .388 | .141 | .199 | .317 | .062 | .102 | .160 | .237 | .125 |
| This firm reaches out of formal settings to understand others' needs and concerns and to explain the proposed ideas. | .426 | .431 | .079 | .132 | .122 | .035 | .120 | .268 | .105 | .143 |
| The organization is normally clear about what is needed and directly asks for it. | .296 | .351 | .057 | .079 | .212 | .370 | .123 | .270 | .311 | .182 |
| Our Freight Forwarding firm encourages managers to exercise individual authority and strategic decision-making to impart ideas and conceptions to others in the firm | .693 | .476 | .066 | .052 | .060 | .081 | .016 | .045 | .057 | .075 |
| This organization is structured and organized in a way that permits the participation of all organizational members in its development initiatives | .692 | .342 | .081 | .051 | .159 | .190 | .038 | .065 | .123 | .079 |

| | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|
| Our firm encourages individual employees to exercise individual authority and strategic actions (such as training, attending seminars, in order to enhance organizational effectiveness | .653 | .226 | .012 | .012 | .132 | .199 | .117 | .043 | .015 | .029 |
| Our firm has a clear organizational structure and processes, job design guidelines, resources allocation, job incentives, monitoring and evaluation schemes in place | .625 | .167 | .026 | .073 | .163 | .188 | .030 | .095 | .287 | .002 |
| Our leaders give instructions to subordinates on achieving goals and then supervise them carefully, offering them little support. | .495 | .301 | .196 | .033 | .294 | .063 | .064 | .040 | .376 | .011 |
| The leaders communicate both on goal achievement and on meeting subordinates' needs. Subordinates are encouraged and their input sought | .447 | .374 | .237 | .019 | .066 | .124 | .022 | .114 | .201 | .159 |
| Leaders in our firm are available to facilitate problem solving but they give subordinates control of day-to-day decisions. Subordinates are encouraged to give input and feedback. | .579 | .251 | .124 | .159 | .021 | .034 | .237 | .011 | .240 | .069 |
| After planning and goal clarification, subordinates take responsibility for getting the job done as they see fit, with little intervention from leaders. | .512 | .121 | .256 | .043 | .016 | .100 | .320 | .083 | .231 | .060 |

| | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|
| As a leader, do you know where you stand with your follower and do you usually know how satisfied your follower is with what you do? | .420 | .172 | .280 | .331 | .379 | .010 | .188 | .140 | .080 | .044 |
| Do you help other co-workers, making them look good, even when you don't get any credit? | .688 | .254 | .111 | .101 | .160 | .230 | .074 | .116 | .071 | .089 |
| Leaders and subordinates value and respect each other | .146 | .200 | .070 | .512 | .257 | .267 | .221 | .101 | .141 | .103 |
| Regardless of the amount of formal authority your leader (follower) has, what are the chances that he or she would "bail you out" at his or her expense? | .591 | .280 | .097 | .102 | .043 | .112 | .274 | .099 | .034 | .113 |
| I have enough confidence in my leader (follower) that I would defend and justify his or her decision if he or she were not present to do so. | .573 | .207 | .068 | .082 | .187 | .138 | .153 | .241 | .205 | .095 |
| When you are not the leader of a group project, do you still contribute at a high level, often doing more than your share? | .640 | .371 | .018 | .050 | .013 | .068 | .048 | .023 | .013 | .107 |
| Our employees are obedient and submissive, and they follow through as instructed without questioning | .529 | .153 | .109 | .163 | .202 | .099 | .034 | .237 | .168 | .188 |
| Our employees express their opinions and offer input but only when leaders ask them to do so. | .488 | .051 | .066 | .346 | .063 | .142 | .169 | .155 | .121 | .398 |
| Our employees freely influence others, take initiatives, challenge leaders and voice their concerns or ideas. | .614 | .068 | .254 | .154 | .098 | .314 | .133 | .087 | .077 | .002 |

| | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|
| Our employees are deeply committed to their work | .413 | .006 | .379 | .333 | .009 | .316 | .133 | .070 | .077 | .246 |
| Our employees are team players | .300 | .025 | .426 | .432 | .041 | .199 | .108 | .181 | .025 | .346 |
| Our Freight Forwarding firm enjoys high quality relationships with KRA | .537 | .008 | .284 | .187 | .181 | .117 | .119 | .086 | .157 | .111 |
| Our firm enjoys high quality relationships with its clients | .496 | .052 | .162 | .210 | .163 | .021 | .215 | .389 | .060 | .096 |
| Our Freight Forwarding firm enjoys high quality relationships with other key stakeholders (including KPA, KEBS, KEPHIS, KRC, Transporters, as applicable). | .524 | .006 | .179 | .325 | .094 | .164 | .209 | .273 | .048 | .234 |
| Our firm meets all the needs and expectations of its stakeholders (customers, suppliers, government) | .507 | .158 | .115 | .301 | .001 | .117 | .122 | .203 | .190 | .051 |
| Our firm faces high competition from other freight forwarding firms | .622 | .349 | .096 | .129 | .063 | .146 | .192 | .126 | .045 | .034 |
| The business conduct of our firm is guided by the code of standards laid down by the industry players (KIFWA) | .539 | .148 | .116 | .092 | .004 | .201 | .322 | .095 | .116 | .137 |
| The pressure to conform to the requirements of industry practices enhances our degree of effectiveness | .428 | .015 | .121 | .103 | .039 | .359 | .117 | .295 | .304 | .157 |
| Our Freight Forwarding firm easily adopts new technologies that positively influence our operational efficiencies. | .264 | .132 | .178 | .067 | .573 | .053 | .194 | .028 | .039 | .231 |
| Our firm has clear, visible, and mutually agreed upon goals | .423 | .091 | .041 | .321 | .262 | .021 | .353 | .107 | .032 | .209 |

| | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|
| Our firm is able to easily obtain whatever inputs and resources are needed from the environment | .445 | .162 | .069 | .211 | .440 | .182 | .233 | .219 | .136 | .053 |
| Our firm knows the individuals or group of individuals critical to its survival and fully meets their needs | .369 | .209 | .263 | .138 | .441 | .164 | .250 | .072 | .112 | .111 |
| Our firm has measures in place to ensure that customers are satisfied | .014 | .423 | .388 | .224 | .000 | .060 | .034 | .063 | .036 | .094 |
| Our customers are satisfied with the services we offer | .281 | .058 | .550 | .167 | .160 | .250 | .147 | .052 | .116 | .158 |
| Our firm makes efforts to improve its levels of service provision | .201 | .251 | .395 | .144 | .089 | .136 | .063 | .388 | .111 | .437 |
| Our firm easily adapts to any changes in the business environment | .073 | .132 | .383 | .118 | .009 | .345 | .374 | .369 | .270 | .002 |
| Our firm optimizes the use of available resources | .144 | .007 | .447 | .284 | .175 | .372 | .168 | .187 | .243 | .051 |
| Our firm makes efforts to ensure its long-term survival and stability. | .183 | .015 | .541 | .166 | .181 | .197 | .057 | .043 | .275 | .151 |

Extraction Method: Principal Component Analysis.
a. 10 components extracted.

Source: Field Data (2023)