EFFECT OF SUPPLY CHAIN STRATEGIES ON THE OPERATIONAL PERFORMANCE OF SHIPPING COMPANIES IN KENYA: A CASE OF MAERSK

by

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EFFECT OF SUPPLY CHAIN STRATEGIES ON THE OPERATIONAL PERFORMANCE OF SHIPPING COMPANIES IN KENYA: A CASE OF MAERSK

I declare that this thesis is my original work and has not been submitted to any other college or university for academic credit.

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LIST OF ABBREVIATIONS AND ACRONYMS

DHL	Dalsey Hillblom and Lynn
EAC	East African Community
EAC	East African Community
EDI	Electronic Data Interchange
FIQ	Forecast Information Quality
IT	Information Technology
NACOSTI	National Commission for Science, Technology & Innovation
RBV	Resource-Based View
SC	Supply Chain
SCM	Supply Chain Management
SCS	Supply Chain Strategies
SMEs	Small and Medium-sized Enterprises
SPSS	Statistical Package for the Social Sciences
UPS	United Parcel Service

ABSTRACT

The purpose of the study was to assess the effect of supply chain strategies on the operational performance of shipping line companies in Kenya. The objectives of the study were to establish the supply chain strategies, evaluate the measures of operational performance of shipping line companies in Kenya, and determine the effects of supply chain strategies on the operational performance of shipping line companies in Kenya. This research was guided by efficiency theory, resource-based theory, and supply chain management. Descriptive data was used to describe the features of the population under study. The population entailed 2,556 Maersk employees as of 31st January 2020. The target population of this research entailed 224 workers in the procurement department. A stratified random sampling approach was used to select a sample. Questionnaires were used to collect data, which was then analyzed using inferential and descriptive statistics. It was revealed that there had been operational excellence, customer focus, and demand forecasting in the organization. The findings established that there had been an increase in the following areas: market share, number of new customers, customer retention rate, and sales in the organization. It was noted that supply chain strategies had led to improved competitiveness, increase in the market share, customer growth, customer satisfaction, and sales growth in the organization. The study concluded that the services offered by Maersk Kenya Limited were of high quality and that supply chain strategies had a positive significant effect on the operational performance of shipping line companies. The study recommends that the management of shipping line companies must embrace effective supply chain strategies that guarantee quality in the supply chain process and have proper funding to support them.

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CHAPTER ONE

INTRODUCTION AND BACKGROUND TO THE STUDY

Introduction

Implementing supply chain strategies is important in improving the market share, reputation, and the whole performance of a company. The supply chain automatically affects how businesses operate. Supply chain strategies (SCS) are the procedures of evaluating the cost-benefit balance of operational components (Rogers, Pawar, & Braziotis, 2012). Most shipping line companies have a business strategy that makes them overlook SCS. However, SCS is important and for obvious reasons, it supports business strategy (Rogers et al., 2012). Strategy is defined as the plan of action a business sets out to achieve its desired objectives and perfect processes during its tenure of service (Chopra & Meindl, 2013). According to Mckeown (2012), strategy is about shaping the future of a business and incorporating the human aspect to get desirable ends with the available means.

Supply chain strategies allude to systematic tactical coordination of traditional functions of businesses and strategies across functions of doing business in certain firms and businesses along the supply chain to improve long-haul performance of the single firms (John, Carter, Hatton, Wu, & Chen, 2011). DHL Kenya has effectively used SCS to synchronize back-end processes ensuring there are no loopholes in the system. Implementing a standardized supply chain takes time but once implemented, it is easy to manage and it helps organizations understand cost while providing quality customer service to their customers (Hoek, 1998).

For organizations to function effectively, they must incorporate SCS in their operations. Some of the major strategies are negotiating with many suppliers, vertical

integration, forecasting, and continuous flow of information (Celebi & Bayraktar, 2008). Shipping line companies had not previously thought of setting up businesses in Kenya but with a growing base and presence in other countries in the East African Community, they have now identified the need to establish businesses in Nairobi.

Background to the Study

In the dynamic and rapidly growing logistics industry, the shipping line companies are faced with huge responsibilities of transforming the business strategy to fit in the supply chain strategy. Turning to lean supply chain networks eliminates all types of waste errors, unnecessary lag time, and cycle times by continuously seeking perfection and operational efficiency throughout the supply chain networks (Pettit, Croxton, & Fiksel, 2019). When SCS are well applied, they reduce the cost of operation and make firms have a better market appearance in the long run. Customers are known to be at the center of all operations in any organization. Most corporate organizations and shipping lines use this as a strategy to rank themselves highly in the marketplace (Morash, 2001).

Shipping companies must embrace new operations and changing times within the environment to safeguard themselves from any eventualities and close any SCS gaps (Hernan, 2013). It is for this reason that Hernan (2013) argued that the supply chain encompasses the end-to-end flow of information and it affects an organization's competitiveness in such areas as working capital, service, and product cost. Supply chain management has become a hot topic of discussion where it is hard to point out transportation, marketing distribution, and manufacturing (Mentzer et al., 2001).

Supply Chain Strategies (SCS)

This is a frequent process that assesses the cost-benefit balances of the operational component in any business. Often this term is confused with supply chain management (SCM) in which the SC operations are regulated towards reducing cost, (Reddy & Bhagyashree, 2019). However, there is some high percentage of that being true, but the SCS tends to be broader as it describes how the supply chain is supposed to function for it to compete (Rogers et al., 2012). Amidst its popularity, SCM has considerable meanings that stir confusion. Some scholars describe SCS as an operational basis comprising of products and material flow, others see it as a philosophy of management while others see it based on the process of management (John et al., 2011).

Supply chain strategy constitutes the actual operations of an organization and the extent to which the supply chain meets specific objectives (Rogers et al., 2012). The SCS that will be reviewed in this study are operation excellence, customer focus, and demand forecasting. Operational excellence is described as a combined system of management that drives the productivity of business through using proven procedures and practices (Ledeboer, 2016). According to Wagner and Eggert (2016), customer focus alludes to a company's orientation to serve the needs of its customers. Van Der Laan, Van Dalen, Rohrmoser, and Simpson (2016) described demand forecasting as the core part of functions in a contemporary company.

Operational Performance

Cascio (2014) described operational performance as the extent of achievement of the working mission measured by the quality of services, intangible assets, work outcome, and customer link. Kaplan and Norton (2001) stated that an organization's capability to effectively accomplish its goals by applying available human and physical

resources. This description provides the essence of directing firms through the objective performance criteria during employees' performance evaluation based on work done. Also, this is significant in evaluating the achievement of organizational goals and strategies developed for the company's future performance as well (Armstrong, Ittner, & Larcker, 2012).

The performance concept arises from effectiveness and efficacy concepts. An enterprise must generate the correct services and products by utilizing the least conceivable inputs in case it desires a superior performance (Yongmei, 2017). Enterprises focus on excellence in different organizational areas. They aim at doing well financially by accomplishing high investment returns and profits. Firms focus on achieving a greater share of the market by generating goods that are in high demand and making the goods available in the market at fair prices compared to prices offered by their competitors. They aim to enhance shareholders' value by promoting sustainable constant growth value and return to shareholders (Buchanan, Chai, & Deakin, 2014).

Operational performance is anchored on market development, customer satisfaction, and market share. Market development is perceived as attracting new customers to an already existing product or service (Lamb, Hair, & McDaniel, 2009). Customers being the key to the business venture determine whether the business will grow to the next level or not (Cosenz & Noto, 2018). According to Kotler (2000), satisfaction alludes to the disappointment or gratification of an individual coming from comparing the alleged outcome or performance of a product with their anticipations. This research sets out to determine operational performance based on operations efficacy, growth in sales, client growth, and market share.

Supply Chain Strategies and Operational Performance

Today's supply chain markets are quite complex networks of business that require collaborative management and optimization at local and international levels. In addition, international market landscapes are rapidly and continuously changing (Christopher & Holweg, 2017). The pressure of cutting costs, quite demanding clients, uncertainty, shorter life cycles, and increasing competition are some few features of the business atmosphere in the 21st century. Over time, it has become important to measure, track, and manage the performance of the SC processes. Management of performance links to the use of processes, technologies, metrics, and methods for purposes of creating a relationship that is consistent between the SCS, planning, execution, and controlling (Cai, Liu, Xiao, & Liu, 2009).

Supply chain strategies have turned out as a major focus area for an organization's competitive edge. SCS accentuates ways of maximizing a company's general value by better resource deployment and use within the company. The supply chain activity principle obtains input from the vendor of the company, value is added to the input, then delivery to clients as a value-added activity happens (Simchi-Levi, Kaminsky, & Simchi-Levi, 2014). Establishing a competitive advantage of a chain of supply by using innovations mostly entails pooling resources and capacities together which reconfigure, coordinate and adapt the offerings of the supply-chain in fresh and quite gratifying methods to clients, therefore creating efficacies and flexibility in the operations of a supply chain and as a result enhancing firms' operational performance (Storer & Hyland, 2017).

Supply chain strategies can also enhance performance, which alludes to final price results as well as other policies of the market that the sellers pursue and the connection of the sales price to expenses, the output size, production efficiency,

progressiveness in products and techniques (Lelissa & Kuhil, 2018). Policies resulting from SCS should focus on identifying customers' needs, monitoring product movements, and delivering products to specific customer segments in the supply chain firms (Keiser, Garner, & Vandermar, 2017). SCS enhance performance through increases in the complexity of Information systems requirements especially concerning maintaining a competitive advantage and decision making in the supply chain.

The Shipping Industry

The shipping sector facilitates global and domestic trade and manufacturing through transportation of the finished goods and commodities, while still delivering goods straight to the client. This sector is constantly concerned in anticipating the ensuing big trade source. The variations of trade across the world dictate those ships containing high-demand products. The container shipping sector has for the past five years continued to be very unprofitable and the incomes have continued to be remarkably volatile. Several aspects can be held accountable for the same, particularly trade's mottled recovery from worldwide monetary crisis and intensified attempts by the corporate clients towards controlling costs. Part of this pain tends to be self-inflicted like in previous cycles, the sector inferred the decent times and predicted an untenable increase in demand. It is presently building potential which seems will be unneeded mostly.

For their sales and marketing, shipping firms require shifting from a cost-plus method to that which accentuates value. The shipping firms are supposed to be fully paid for the provided services by them. A complete commercial package, handling the whole array of commercial operations from the strategy of pricing to that of contracting and approval management can bring instant bottom-line effect. Approximately 89.5% of worldwide trade is conducted by sea. Based on figures given by United Nations

Conference on Trade and Development, in the year 2017, global sea borne-trade stretched up to 10.7 billion tons in volume, with a projected growth of 3.2% between the year 2017 and the year 2022. The shipping sector is a subsection of the $9 trillion international trade market for services and goods. The commerce department of the U.S., expenditure on their shipping sector, which entails the four main means of shipping transport and linked logistics, summed to $2.3 trillion in the year 2017, including 8.5% of local GNP. In Nigeria, more than 70% of Nigerian trade is being moved by sea.

Shipping by sea seems to be gaining popularity over time in Kenya as the trade ties with the world at large continue opening. According to Igadwah (2019), "Kenya imported goods worth Sh1.76 trillion in 2018, up from Sh1.72 billion in 2017. The discounted pricing could force other shipping lines to lower their costs in the race to grow and defend market share" (para. 8). There are more than 50 shipping companies in Kenya and all Kenyan shipping functions are protected and coordinated actively by Kenya Ships Agents Association. This agency achieves its role by partnering closely with Kenya Revenue Authority, Kenya Ports Authority and Kenya Maritime Authority, Kenya Shipper's council, Warehousing Association, and Kenya International Freights.

Maersk

This is an incorporated container logistics firm focused on connecting and simplifying the chains of supply for its clients. As an international leader within the services of shipping the firm functions in 130 nations and roughly employs 76,000 individuals internationally. Maersk's target is to solve the needs of the supply chain from one end to the other while eliminating any difficulties from container shipping. Maersk tends to be leading in the development of innovative solutions for the supply chain, combining international network and profundity of proficiency with ground-

breaking digital innovations for enabling clients to benefit. To enhance these activities, Maersk has continuously developed various SCS such as demand forecasting, customer focus, and operational excellence to boost the quality of its service delivery. Such strategies enable customers to have quick access and the capacity to track their merchandise while in transit (Maersk, 2020).

Maersk has integrated the services of the supply chain, making its function as a sole sales force and management group with a solid product organization and a single customer experience organization. Through the adoption of SCS, there has been a reduction of costs and time for delivery of the services and goods provided by Maersk. The firm has transformed its business on a structural level, thus enabling it to provide more solutions to clients in a simple manner. The integration symbolizes a huge step in the present journey of growth for Maersk towards functioning as an integrated firm. It is in a robust stand of delivering resolutions that satisfy the clients' end-to-end SCS needs, thus reaching markets by handling the entire work from a producer to the final consumer through building on its strengths (Maersk, 2020).

Maersk has managed to ensure on-time arrival of its cargo together with cargo departures at accuracy levels averaging at 90%. It has also been able to deploy recent technologies in cargo clearing and forwarding among other methodologies that have enabled it to supplement its daily activities in helpful and competent ways. For an organization engaging in logistics and supply chains, increasing the number of products and service lines complicates the SCS so that it becomes hard to have an efficient tracking of all services and goods from the place of origin to their place of delivery (Maersk, 2020).

Statement of the Problem

The businesses that operate in today's environment have a big challenge on how to remain competitive in the marketplace. In the dynamic and rapidly growing logistics industry, the shipping line companies face huge responsibilities of transforming the business strategy to fit in the SCS (Pettit et al., 2019). The shipping industry in particular has faced a lot of challenges in its supply chain, taking into considerations that it is one of the major driving forces behind the Kenyan economy. Further, the performance is an issue of concern in the shipping line industry in Kenya due to issues of trade logistics. Any inefficiency incurred by any of the supply chain members can impact the performance of the whole chain and this is because the inefficiencies get translated into increased costs (Pillay, 2016).

The shipping industry is one of the major driving forces behind the Kenyan economy providing direct and indirect employment. In an effort for the shipping line companies to close the gap when it comes to the SCS used within the firms, there is a need to embrace the operations and changing times within the environment to safeguard them from any eventualities (Ledeboer, 2016). However, the market performance is an issue of concern in the shipping line industry in Kenya due to issues of trade logistics. Currently Mombasa port receives 40 to 50 container ships per month. On average these ships carry 2,000 containers but due to the increase of feeders the ships are getting smaller (Nassim & Ayuma, 2016). For Kenyan operators, these patterns pose potentially serious constraints. Apart from the fact that Kenya is far from the main markets, it is being served by feeder ships that increase the delivery time and create uncertainty in delivery dates, which in turn affect the market performance of the companies (Nassim & Ayuma, 2016).

Sukati, Hamid, Baharun, and Yusoff (2012) studied supply chain management strategy and practices on supply chain performance in the Malaysian manufacturing industry. Their findings showed that supply chain management practices enhance supply chain performance. However, the above study was a global one and its focus was on the manufacturing industry. Locally, Maalim (2016) focused on supply chain management strategies and the competitiveness of Kenyan small-medium enterprises (SMEs) and concluded that supply chain management strategies enhance the competitiveness of SMEs. However, the above study was limited to SMEs and their competitiveness. This study focused on the effects of SCS on business performance. The study had been completed in time and hoped to fill the research gap that exists in determining the effect of SCS on the operational performance of the shipping line companies in Kenya. The study focused on Maersk, a container logistics firm in Kenya.

Purpose of the Study

The study's purpose was to assess the effect of SCS on the operational performance of the shipping line companies in Kenya.

Objectives of the Study

1. To determine the SCS used by shipping line companies in Kenya in enhancing the companies' operational performance.
2. To evaluate the measures of operational performance of shipping line companies in Kenya.
3. To determine the effects of SCS on the operational performance of shipping line companies in Kenya.

Research Questions

1. What are the SCS used by shipping line companies in Kenya in enhancing the companies' operational performance?
2. What are the measures of operational performance of shipping line companies in Kenya?
3. What are the effects of SCS on the operational performance of shipping line companies in Kenya?

Justification for the Study

The environment of doing business in modern society is afflicted by increasing challenges coming including unstable markets, changes caused by technology, constantly fluctuating client tastes, as well as worldwide competition. Each of these aspects contributes towards making a complex chain of supply that needs practical management. The Shipping-line firms focus on attaining survival, worldwide leadership, and increasing innovation; that can only be attained through executing quality and effective SC strategies (Musyoki & Ngugi, 2017). The SC practices are essential to enhance performance as well as the creation of value in companies. Now, attention is more on networked operations of doing business that need serious investment in the SCS practices. There has been an argument that by implementing enhancements focused on SC, companies, their partners, and clients are likely to experience more returns (Kepher, Shalle, & Oduma, 2015).

The study utilized operational excellence, customer focus, and demand forecasting as the SCS since these are important in the coordination and integration of demand, supply, and relationships between suppliers and customers for purposes of satisfying customers effectively. Operational excellence focuses on maximizing the net profit by the constant action of a superior system of delivery and production which

provides clients the true value. Customer focus involves the orientation of every member in the supply chain for an efficient supply chain while demand forecasting involves estimation of the required demand which aids in overcoming the demand fluctuations. Therefore, it is essential to have the above variables in assessing the impacts of SCS on the performance of operations of Kenyan shipping line firms.

Significance of the Study

This study would be beneficial to scholars as it adds to the existing knowledge on the effects of SCS adopted by the shipping companies in Kenya. Policy makers can use this study to evaluate the interventions on the existing policies on SCS to create a better business environment. Business managers and leaders could benefit by assessing and applying the best supply chain designs that suit their environment to tap into competitive advantages and overall business success. Finally, the study would contribute to the existing literature addressing future research problems.

Assumptions of the Study

For this research, assumptions to be considered were that variables would remain the same during the study period. There was also the assumption that the selected sample was going to be sufficient to aid in assessing and drawing valid conclusions. In addition, there was an assumption that instruments used for gathering data were going to be dependable valid and that there would be a timely return of duly filled questionnaires. It was also assumed that participants would remain honest while providing feedback.

Scope of the Study

In accomplishing the objectives set, this research paid attention to the impact of SCS on the operational performance of the shipping line companies in Kenya, with a

special focus on Maersk. The population comprised 2,556 employees of Maersk as of 30th June 2019 (Maersk Human Resource Department, 2019). The target population was 224 employees in the procurement department since they are involved in the SC and logistic operations of the organization. The study was carried out in a period of four months from January to April 2020.

Limitations and Delimitations of the Study

1. Lack of freedom by some shipping companies.

The shipping companies may not be free to share the necessary information regarding the SCS that they use to enhance their operational performance that is needed in the cause of the research. To overcome this limitation, the researcher assured the respondents that this study is meant for academic purposes and would not be shared with any other institution. In addition, the researcher reviewed available literature intending to add value to the existing literature on shipping in Kenya.

2. Respondents sought financial compensation

Some of the respondents thought that this research was meant to benefit them financially while some failed to respond to the questions in an honest manner which may have minimally affected the result of this study. This research used a research assistant who the respondents trusted in giving truthful responses without financial attachment. To obtain information from management the researcher presented a letter of introduction to Maersk confirming that the information obtained in this research was only to be used for academic purposes and at no circumstance shared with the opponents.

Definition of Terms

Operational performance: This entails analyzing a company's outcomes in comparison to the outputs intended. That is determined through a company's efficiency and effectiveness to aid it in accomplishing the outputs desired (Armstrong, Guay, & Weber, 2010).

Supply chain management: This refers to the process of managing every financial resource, knowledge, information, and activity. It entails the flow of services or goods from suppliers of raw materials, suppliers of components, and the others in a manner in which the company's and the user's expectations are satisfied or even surpassed (Kumar & Kushwaha, 2018).

Supply chain strategy: This alludes to an iterative procedure that evaluates the operational element cost-benefit tradeoffs. It describes how the chain of supply is supposed to function for it to be able to compete (Mohamed & Omwenga, 2015).

Supply chain: This alludes to information, material, and funds flow by a manufacturing firm from a supplier to the client (Kumar & Kushwaha, 2018).

Summary

The above segment has given a general view of the effects of SCS on operational performance of shipping companies. Worldwide, regional, and domestic perspectives have been provided. The segment has also given a general view of the shipping line companies in Kenya in reference to Maersk in Kenya. Other aspects that have been addressed are statement of the problem, the study's purpose, the study's objectives, questions under research, the study's significance, assumptions, scope, the study's limitations, delimitations, and terms definitions.

CHAPTER TWO

LITERATURE REVIEW

Introduction

In this chapter, the researcher reviews the literature on SCS applied by shipping companies in Kenya and the world. The theoretical framework and empirical framework on which this research was based are outlined in this chapter. The conceptual framework is also outlined and finally, a discussion and summary of the chapter are highlighted.

Theoretical Framework

This is a structure for interpreting research. It aims at comprehending, predicting, and explaining a phenomenon (Cooper & Schindler, 2011). Theories extend and challenge the present knowledge in the restraints of the critical bounding assumptions. Briefly, they are essential in the introduction and explanation of where the problem of the study lives (Cooper & Schindler, 2011). This segment examined theories that are available in the current literature which were applied in explaining the study's phenomenon (Ridder, 2017). Efficiency theory, resource-based theory, and they of supply chain management guided this research.

Theory of Supply Chain Management

Storey, Emberson, Godsell, and Harrison (2006) developed the theory of supply chain management. The theory entails the flow of communication and goods between companies from the raw materials till they reach the end consumers (Kemboi, 2016). The theory of supply chain is a meta-organization construction by self-sufficient organizations which have developed inter-organizational connections and integrated processes of doing business across boundaries of the sole companies. The nodes and

connections of a supply chain accomplish functions that lead to an increase in the value of goods being transported by a chain and hence success (Ketchen, Craighead, & Cheng, 2018).

The supply chain management idea as applied is normally connected with the globalization of generating and a manufacturers' penchant for sourcing their inputs globally, which requires managing the profitable means of regulating global outputs and inputs flows (Wawuda & Mungai, 2016). Since competition within the global markets tends to be progressively reliant on goods' quality and their arrival, coordination amongst distributors and suppliers has turned out to be a key feature in the chain of supply (Mohamed & Omwenga, 2015).

In addition, the uncertainty of the market requires chains of supply to flex easily to shifts in the trade situation. That kind of supply flexibility needs an effective SCS (Aslam, Blome, Roscoe, & Azhar, 2018). According to Zhang, Zhao, Voss, and Zhu (2016), SCS alludes to the integration of a company's processes of doing business from an end-user via suppliers who give services, information, and goods that are value-adding for clients. The chain of supply can be described as a pattern of activities that are interconnected and their concern involves planning; coordinating; and controlling parts, materials, and finished goods from the supplier to the client (Maalim, 2016). The SCS theory involves effective management of supply chain channels that require significant changes in the way businesses have been traditionally viewed and managed to enhance their performance. The SCS theory aided this research in understanding the strategies of the chain of supply that the company can incorporate for purposes of enhancing operational performance.

The Resource-based Theory

The Resource-based theory was originally provided by Penrose but Teece (2010) was the person who developed it further. The argument made by this theory is that an organization can attain performance if it has distinct capabilities and resources which are rare, hard to imitate, and valuable (Imbambi, 2018). The supporters of this theory provide that firms should competitively use the resources at their disposal rather than go looking for external sources of competitiveness. The resource-based value proponents argue that it is easier to exploit the external opportunities by the firm while using the internal resources rather than seeking new competencies for each opportunity that arises. The organization's resources impact the firm operations and behavior. If the firm has a distinct resource, it can achieve superior results and competitiveness in the market (Chatzoglou, Chatzoudes, Sarigiannidis, & Theriou, 2018).

Since the control of the available resources may fall beyond the scope of the project managers, it is vital to have proper interaction of the project management with the existing environment for there to be proper resource management and to allow for the successful end of the project. The project needs resources such as technology, human and financial resources which means that its success is dependent on both the external and internal sources of the resource (Imbambi, 2018). The people tasked with the completion and implementation of the project activities are dependent on these resources and therefore work to get sufficient flow of the resources they need, which results in interdependencies and social interactions among the organization members (Huse, 2011).

Reid and Sanders (2019) explained that if a firm is to perform in a superior manner it must consider the resources at its disposal. Further, it must consider the value of these resources and how it can use the resources to get a competitive advantage.

These resources are the ones that allow the firm to have an advantage over its rivals (Heinrich & Bofinger, 2014). Another argument made was that the development and nurturing of a firm's resources is one of the key ways to sustain its advantage. Further, the firm management should be willing to invest in the proper financial management processes to ensure that the projects perform optimally (Heinrich & Bofinger, 2014). The theory was used to show the link between the SCS adopted and performance since if organizations are to have performance, they will therefore have to adopt good SCS.

Theory of Efficiency

Hicks (1939) established this theory that deemed efficiency would be the optimal result attained through adequate compensation from persons that are made richer to the ones that are rendered poorer so that every person would be better than they were before. An economic system is relatively considered as quite efficient as compared to others where it can offer more services and goods to the people without consuming a lot of resources. In actual terms, an economic system is deemed as efficient where nobody can be rendered richer without rendering another individual poorer (commonly called Pareto efficiency) (Stringham, 2001). No incremental output may be gathered without augmenting the input amount. Proceeds of production at the least potential cost per unit. Companies focus on improving performance leading to waste elimination through enhancing reliability, quality, efficient costs, and compliance safety (Chipman & Moore, 1978). It is essential for companies to detect inefficiencies of the process through tools such as value stream maps or computing process capacity (Munda, 2019; Wright, Jones, & Hoyle, 2009).

An efficient SCS has been progressively acknowledged as a major aspect in the differentiation of service and product and attaining of competitive edge for companies (Christopher, 2016). It requires close internal operations integration in a company and

an effective relationship with external functionalities of the chain channel members (Lee, 2014). As well, the chains of supply must not stay static, but should evolve constantly according to the needs of a client and the market changes (Little, 2015). Clients anticipate high-quality levels, service, and cost in every interaction, which can be attained by efficient chains of supply. Processes involved in a chain of supply are supposed to cooperate with the seamless flow of information and smooth handoffs of materials, making sure that some other group is not supposed to be causative for late deliveries and part with the whole system's credibility. This theory was appropriate in the research since it aids management in comprehending the strategies of the chain of supply which can be incorporated to improve efficiency and result in operational performance.

General Literature Review

Supply Chain Strategies (SCS)

These strategies mirror an important change in the manner in which companies visualize themselves and have experienced values established through the coordination and integration of demand, supply, and relationships for purposes of satisfying clients in a manner that is profitable and effective in all sectors. These strategies are used by firms worldwide because of their demonstrated outcomes, for example, reduction of time needed for delivery, enhanced performance, increased satisfaction of clients, enhanced trust between suppliers and customers (Christopher, 2016). According to Ngoto and Kagiri (2016), firms employ these strategies for performance enhancement. Effective execution of the strategies is viewed as nearly reliant on the essence of destroying hindrances not just amongst the business processes and the interior departments, but across firms in the entire chain of supply.

The effectiveness of the strategies is linked with the strenuous creation of a fresh culture grounded on empowerment continuous shared learning and constant enhancement (Furterer, 2016). To asserts that the strategies which improve companies' functional performance include demand forecasting, customer focus, and operational experience (Ledeboer, 2016).

Operational excellence

This is the ideology of leadership of an organization that emphasizes the use of various tools, systems, and principles for the sustainable enhancement of major performance metrics. Some of these ideologies are grounded on previous constant enhancement methodologies, such as scientific management, six sigma, and lean manufacturing. Regardless, the ideology on operational excellence goes above the traditional event-oriented enhancement model towards a long-haul change in the culture of an organization (Dahlgaard, Reyes, Chen, & Dahlgaard-Park, 2019). The operational excellence system of management provides to a firm the privileges of decreased costs, elevated efficiencies, lesser injuries, greater sustainable earnings on the operating assets, as well as an improved competitive edge (Pacheco, Pergher, Vaccaro, Jung, & ten Caten, 2015).

Antony (2017) submitted that operational excellence emphasizes promoting a resilient teamwork environment amongst workers. Operational excellence is not restricted to operations of manufacturing anymore though it is quite being applied in the industrial firms who are operating to execute an approach that is integrated towards operational excellence. By comprehending the intrinsic challenges linked to operational excellence and most significantly, the serious skills and factors of success required towards overcoming the intrinsic challenges, companies are going to be positioned in a

better place towards the creation of a constant improvement culture, one which is not gratified with the existing condition.

Operational excellence focuses on maximizing the net profit by a constant action of a superior system of delivery and production which provides clients the true value. Organizations poised to the "out-excel" competition have incorporated strategies of operational excellence such as six-sigma or lean manufacturing, for purposes of gaining quality benefits, efficiency on costs, and quality delivery of service through the total quality management and the six-sigma focused on augmenting profitability or by waste elimination. Regardless, when integrated with operational excellence and used across the company, there arises a fresh means of conducting business (Duggan, 2017).

Furterer (2016) noted that companies that effectively execute operational excellence based on lean six sigma, normally recognize top-line advantages, customers' growth, and profitability increase. They attain operational enhancements, such as being capable of doing things in a cheaper, faster, and better way to enhance the client's experience. Additionally, they have a likelihood of realizing benefits linked to an organization based on softer interior benefits such as enhanced consensus and comprehending of that strategy and enhancements in interior communication. These advantages all together impact positively on the performance of an organization.

To be operationally outstanding requires attention on the capacities of the management towards developing and promulgating standards, coordinating policy making, improving the delivery of services, and managing the personnel (Tregear, 2015). Operational excellence has been fundamental in aiding companies towards identifying weaknesses and strengths subject to an organization and enhancement areas to strengthen the effectiveness and efficacy of an organization and its competitive stand. Operational efficiency happens to be the general way of functioning which balances the

concerns of a stakeholder and elevates the possibility of long-haul success of an organization through performance excellence in the marketplace, operational excellence, customer linked, and financial excellence (Carayannis, Grigoroudis, Del Giudice, Della Peruta, & Sindakis, 2017).

Customer focus

Customer focus is also known as customer integration; customer orientation from every member is required for an efficient supply chain (Wagner & Eggert, 2016). While assessing customer quality practices, Espinoza, Guerra, and Velasco (2017) indicated that a client is right every other time referring to the actuality that a client generates revenue or income to an organization whereby the organization benefits by gathering profits. Customer quality focus practices generally look at five key elements that form the base on which delivering quality services is based. Organizations rely on their clients and thus are supposed to comprehend the future and present needs of a client, should satisfy the requirements of a client, and focus on exceeding the expectations of a customer.

Different from the traditional product-based period where firms developed goods and took them to the marketplace to augment sales, the customer-based idea established a transformation in that for a business entity to gather sustainable productivity, it first works by aiming at understanding the prospective needs of its present customers. The firm then shifts to developing solutions that satisfy those needs (Copacino, 2019). It entails making efforts of occupying the position of a customer for purposes of understanding the desires and the perceptions of a client. Therefore, this research proposes that the orientation of a customer forms a critical factor of a successful strategy of doing business and client gratification since the orientation of a client gives the firm room for putting the interest of the clients first. Regardless, this is

not supposed to be interpreted that success just depends on client focus. A balance must always be obtained between the needs of a customer and other stakeholders for purposes of the company developing long-haul and sustainable profitability (Chavez, Yu, Feng, & Wiengarten, 2016).

Customer focus enables firms to incorporate demand-side factors into their planning and decision-making to ensure that they are constantly serving customer needs at every step of the supply chain. Customer focus is a customer-driven concept as it allows customers to be in control of the system. According to Mariadoss, Chi, Tansuhaj, and Pomirleanu (2016), it also helps firms to target their customers more appropriately-thus focusing more resources towards more profitable customers. Komulainen, Saraniemi, Ulkuniemi, and Ylilehto (2018) recognized the five major variables which comprise the major strategy of customer focus as conversing with the clients, product customization, assessment of the needs of a customer, empowerment of the employees, and execution of the client needs for information. This strategy is described as accentuating what the client needs and envisioning their future needs. That is accomplished through planning grounded on that which a client needs instead of the goals of the firm and paying attention to a client instead of forcing a client to give an ear to the company (Copacino, 2019).

The strategy accentuates a client's positioning as a key ground for planning all the activities of an organization to augment client loyalty and satisfaction (Rabetino, Kohtamäki, & Gebauer, 2017). A strategy is focused on comprehending a customer's needs while sustaining and establishing customer relations for healthier customer retention (Marjanovic & Murthy, 2016). According to Ferrentino, Cuomo, and Boniello (2016), a company is not supposed to give attention to just any client, but to major clients who can be identified through client lifetime-value analysis. The major goal of

paying attention to the major clients is for purposes of establishing a deep client relation through personalized services and products which render a company an important partner to the company's very profitable clients.

Demand forecasting

Forecasting refers to the generation of events to happen in the future, grounded on the recognized historical value of applicable variables (Van Der Laan et al., 2016). It is a tool used for making decisions that consider different forces and thus validates decisions. Syntetos (2016) further defined forecasting as a continuous resuming action accentuating apprehension as well as the examination of overall economic propensities. Forecasting gives a company room for providing its clients higher value. It allocates the information, operations counting the services needed, facilities, and quantities required for fulfilling future requirements.

Forecasting tends to be a key part of the functions of a contemporary company. It is a tool for making decisions that address different aspects and validates decisions. The major concept is making the future estimations and projections on demand and consequently determining the prospective markets for services or goods for the subsequent duration (Sundberg, 2009). It is key to comprehend what occurs in the atmosphere or surroundings and understand the activities of the company (Syntetos, 2016). A forecast for demand indicates the required services' demand which aids in overcoming the demand fluctuations. Based on this information, a company can begin planning its future operations in a manner in which it can transform services and products very efficiently (Van Der Laan et al., 2016).

Nasiri, Mafakheri, Adebanjo, and Haghighat (2016) indicated that forecasts on demand are important because the primary processes of operation consume time. Companies must plan and predict future demands to have the right amount of inventory

so that they can immediately respond to orders by customers in real-time because most clients lack the will to wait for their orders to be processed over several days. The capacity of accurately forecasting demand allows a company to control costs by leveling its quantities of production, transport rationalization, and organizing for effective logistics functions. Accurate forecasts on demand create effective functions and high client service levels. For new facilities in manufacturing, demand requires forecasting several years to come because the new facility is going to give service to the company for numerous years.

There tends to be no consensus on which forecasting approach should be used. The implementation and selection of a good forecasting technique continue to be a key control and planning concern for companies. Mostly, the whole operation's financial health depends on the kind of information utilized in making interconnected budgetary and working decisions. In a competitive environment, dynamic businesses need to satisfy their shareholders and clients through the maintenance of high-performance levels (Chindia, 2017). Forecasting stays important for policy making, except where hedging or insurance is chosen for handling the future. Proper forecasts tend to be a key input for all factors of working decisions (Herbert-Hansen & Di Pietro, 2017).

Forecasting aids with long-haul budgeting and planning. It gives room for developing foresight for that which has not come and evaluating the direction, extent, and effect of change. Forecasting is rendered beneficial in recognizing the aspects affecting the company even where there are future uncertainties and where there is a time break between an event's occurrence and its awareness (Herbert-Hansen & Di Pietro, 2017). As stated by Chindia (2017), the purpose of doing a forecast is for production and capacity planning, materials requirement planning, and inventory control. Forecasting aids in identifying the prospective opportunities and hardships in

the environment of business. Accurate projections aid firms in preparing for short and long-term transformations in the market and enhancing performance.

Operational Performance

This is the suppliers' effectiveness in an industry/market in using the economic resources to the optimum efficacy and for the vital advantage of clients in the supply-chain company. Summative performance is properly comprehended through determining the success of the present channels of marketing that is testing if the present channels of marketing provide proper outputs of service or the correct services relating to preferences of supply-chain consumers (Jacquemin & De Jong, 2016). Information concerning performance on the supply-chain companies and mechanisms of transmitting price between separated markets is key for the supply-chain companies because it impacts the decisions of marketing which as a result affect policy linked to the logistical issues and ultimately profits recognized margins of marketing (Keiser et al., 2017). According to Lamb et al. (2009), the performance of operations is supported by operational efficiency, client growth, and growth of sales.

Customer growth

Supply chain strategies may enhance customer growth which has become a great challenge for many supply chain firms following an upsurge in competition arising from increased globalization and internationalization of firms. As the competitive environment in the supply chain firms increasingly becomes fierce, the most important issue supply chain firms face is no longer to provide excellent, good quality services in the supply chain, but as well to maintain loyal clients who are going to contribute long-haul profit to the companies (Khan, 2012). For the effectiveness of a supply-chain company in the future, it is key to hold client loyalty critically since acquiring a fresh client is expensive in comparison to maintaining a client who is

already existing. Amongst the strategies of a supply chain incorporated by a big number of the supply-chain companies is focusing on establishing long-haul relations with the consumers, thus establishing a huge customer base (Murugan, 2013).

A major aspect towards the growth of customers is the satisfaction of a customer which is generally the number of clients, or oval clients in percentage, whose registered encounter with a company, its services or products (ratings) surpasses specified goals of satisfaction. Customer gratification is the level by which clients are impressed with the services and products that an enterprise offers them. There is an assumption that it is a noteworthy element of recurrent sales, favorable word of mouth, and client loyalty in the supply-chain companies. Satisfied clients go back and purchase more, and tell other people about their experiences (AlDosiry, Alkhadher, AlAqraa, & Anderson, 2016). Supply-chain companies practicing strategies of enhancing client satisfaction normally gain a viable competitive edge. There has been a study on client satisfaction as a loyalty predictor (Rahman, Jarrar, & Omira, 2014). Customer gratification is a key aspect of the long-haul relation between the clients and the supply-chain companies. A company can maintain client satisfaction in case it develops strategies that are value-oriented for retention of loyal clients and providing excellent client service. It is important to note that maintaining outstanding merchandise, superior client service, and a strong brand name all aid in solidifying a loyal client base (AlDosiry et al., 2016).

Sales growth

Supply chain strategies improve the growth of sales and this is seen as a procedure of enhancing a measure for business performance. Dobbs and Hamilton (2017) described growth as being an adjustment in size within a given time. Supply-chain companies differ extensively in growth capacity and size, with owners recognizing that the growth of a business might result in challenges in case the

companies in the chain of supply are not prepared to handle such growth. This may eventually result in business failure. Growth in sales entails the rise in revenue amounts by a company over a given time. This may be due to the increase in prices of services, selling many goods. Growth of sales due to an increase in price may be due to inflation modification and thus not as a result of real growth of sales however where costs stay low then it leads to actual sales growth happens (Batt, 2017).

A rise in the number of services provided and mirrors the growth of sales that may be due to a geographical enlargement, growth in fresh branches, or a rise in the number of services and goods (Gavrea, 2015). As the growth of businesses occurs more pressure is put on sales to achieve even higher targets. For reasons like these, optimizing the performance of sales within an economy demands an approach that is data-driven and rigorous to foundational processes of sales, counting strategic planning, territory apportionment, compensation programming, and resource planning in companies in the chain of supply. Performance may be described as the level of real work conducted by a person or to which level the real work is demonstrated by a sole supply chain company. The basic aspect to ensuring the growth of sales in firms in the chain of supply is value creation the purchaser is not at present considering across their policy-making (Cooper & Kleinschmidt, 2015).

Operational efficiency

Supply chain strategies enhance operational efficiency which is a support for each undertaking by firms in the chain of supply. It is the capacity of the firms in the chain of supply to provide clients with services in a manner that is very cost-efficient while ensuring the support and services of superior quality are provided (Al-Qubaisi & Ajmal, 2018). Factors that drive efficiency of operations include proficient and skillful employees, proper advancement in technology, good procurement, businesses' return-

to-scale, and controlling of the chain of supply. Companies in the chain of supply must be having outstanding operations efficacy for them to remain competitive and realize their bottom line (Lee, Park, & Lim, 2013).

According to Lee et al. (2013), the major operational efficiency considerations for an organization comprise obtaining the maximum value from the resources existing and waste reduction in the operations and production. Based on the human resource point of view, an organization's objective is getting most sales or production outcomes probable from employees in the supply chain firms. Financially, the materials and funds applied in functions towards generating the maximum likely revenue are the factors to be considered. Achieving efficiency in the supply of services tends to be a major factor in establishing high profitability for firms in the chain of supply (Cosenz & Noto, 2018).

Effects of SCS on Organizational Performance

Organizations focus on improving SCS to gain a competitive edge for improved performance. According to Ivanov (2010), SCS is now deemed as a very popular tactic towards performance enhancement. Panda and Mohanty (2013) identified ten benefits of SCS that enhance performance: reducing costs, recovery in payment, purchase and distribution processes, standardization and simplification of supply chain processes, reduction in bullwhip effect, smooth flow of information across channels, superior customer service, and assured product arrival. Therefore, a process of doing business that is properly connected enhances SCS performance by cost reduction, reduction of time needed for delivery, giving relevant feedback, maintenance of low levels of inventory, and enhancing reliability (Davis, 2017).

Supply chain strategies practices are not only going to be impactful in the company's general performance but also on its competitive edge. The practices should enhance the competitive edge of a company using quality, cost or price, delivery

reliability, marketing time, and innovation of products (Power, Sohal, & Rahman, 2015). When operational excellence is effectively executed, the result is elimination or reduction of waste, lower costs of operating, quality enhancements, and client satisfaction. All these results in sustained and enhanced growth and profitability of a business. Operational excellence through total quality management has over time been demonstrated as improving performance through enhancing dependability and efficacy performance through strong asset integrity, dependability, and process of optimization (Davis, 2017).

Adebanjo and Mann (2017) stated that companies that execute operational excellence effectively based on the lean six-sigma, normally obtain top-line advantages, client growth, and increase performance. As well, they attain operational enhancements, such as being capable of doing things in a manner that is fast, better, cheap, or enhancing the experience of a client. Additionally, they have a likeliness of realizing organizational advantages based on softer interior advantages enhancing consensus, understanding of the strategy, and enhancing interior communication. All those advantages affect performance positively. Operational excellence aids companies in addressing their present-day problems and capitalizing on future opportunities. The major functions executives are supposed to be capable including defining, monitoring, and adjusting actions that are in line with operational objectives and strategies (Adetunji, Price, & Fleming, 2008).

For an organization to achieve performance, it has to align its operational practices to what the customer needs. This means putting measures in place where communication between management of the organization and the customer is two-way for the flow of ideas and issues, to feedback being relayed both ways. Giving focus to clients can enhance performance if used as a supply-chain strategy. This is because

giving services to clients is amongst the main aspects of operating a successful business. Clients assume a crucial part in any company's effectiveness (Adetunji et al., 2008). According to Sakwa (2014), at present, a big number of clients would desire to be asked to pay higher service rates if they will obtain those services at a fast pace as compared to being charged lower or no co costs and be provided services at a slow pace. This necessitates a company to pay attention to a client. This makes sure that a company is capable of responding in a better manner to the needs of a client and creating links among clients and the marketers through comprehending who the customers are that which they need (Handfield, Sroufe, & Walton, 2005).

Forecasting on demand is important to any company towards improving performance. The projections will measure quantities necessary for purchasing, producing, and shipping. Forecasts on demand are important because the primary process of operations, starting from the raw products provided by the supplier to the final products in the hands of a client, consumes time. A big number of companies do not wait until demand materializes to respond to it. Rather, they plan and anticipate imminent demand to respond instantly to the orders made by clients as and when they happen (Bails & Peppers, 2014). Generally, accurate forecasts on demand result in effective operations as well as high client service levels, whereas inaccurate projections will unavoidably result in expensive and inefficient operations and also poor services to the clients. For several chains of supply, the very significant action assumed towards enhancing the success and efficacy of the process of logistics is improving the demand projections' quality (Adam & Ebert, 2017).

Information Technology

For firms to compete effectively in today's global economy, they must build value and drive sustainable value chains by adopting the immense benefits that

technology brings. The implementation of IT to enhance the management of SCS is no longer something new. The execution of IT such as electronic data interchange (EDI) has advanced to the present web technologies as B2B technologies and collaborative business technologies (Chong & Ooi, 2018). IT execution in SC has been demonstrated as having many effects on organizations' performance.

The emergency of overseas supplier partnerships due to technologies that effectively bridge the distance gaps have enabled firms to acquire high tech efficiency in their supply chains. The potential production capabilities of suppliers can be analyzed with ease hence enabling the firm to ascertain in advance whether the specified production plan can indeed develop new products according to the supply chain demand (Cachon, 2013). Technology adoption enables procurement managers to generate analysis and consequently access supply chain financing performance thus enabling subtle opportunities to enhance improvements for the future (Chong & Ooi, 2018).

In essence, the more readily accessible and robust technological tools of information are, the more valuable and influential they become to supply chain financing success as instituted by the firm (Ahmad, Pyeman, Ali, Rahman, & Khai, 2018). The presence of robust and efficient technologies which are easily transferred have impacted the extent to which financing in the supply chain can achieve optimal performance. These modern technologies have led to the centralization of strategic planning in the supply chain across all the stakeholders (Kherbach & Mocan, 2016). In addition, possibilities have emerged as a result of the introduction of data abundance and cost savings. These possibilities of cost savings, therefore, play a crucial role in the success of supply chain financing at the organization (Ahmad et al., 2018).

The application of technology in supply chain financing provides accurate information hence aids the supply chain members to share vital trade information in

real-time. This in turn improves the overall performance of the supply chain where financing comes into play (Gandhi, Mangla, Kumar, & Kumar, 2016). The absence of ICT use in many companies' SCS impacts the successful implementation of SC operations and therefore, results in poor information interchange amongst suppliers as well as other exterior partners thus impacting the organization's overall performance.

Organizational Culture

The firm culture also refers to the actions, norms, values, beliefs, informal or formal employees' meetings, corporate checks, code of dressing, and leadership among others (Dosi, 2016). It also refers to the leadership styles used by managers and includes how the managers use their time, the things they pay attention to, the way they manage their employees, how they make decisions, and the culture of the firm where they work. Being in the know when it comes to the culture of the firm allows the employees to be aware of the firm way of doing things and its history. Firm culture can encourage the employees to be committed to its values and philosophies, which leads to a feeling of unity among them (Ergun & Tatar, 2018).

An organization with a strong culture can enhance its team member's focus. The firm culture also provides guidance, direction, and adaptability. It also improves mutual trust and understanding and also binds the employees together even though they may be from different backgrounds. It further provides a straightforward framework for the management and strategy approaches to use (Haimes, 2016). Project managers should have the ability to operate in diverse cultures. When they are employed in a firm, they have to get familiar with the firm's culture and also with the sub-cultures in the different departments such as the accounting or administration departments. Further, they have to get familiar with the cultures of other firms that they interact with during their operations. Such firms may include regulatory agencies, government agencies,

consulting companies, vendors, suppliers, subcontractors, and community teams and groups (Harrison & John, 1996).

The organization's leadership should successfully read and speak the culture in which they work thus making it easy for them to come up with plans, strategies, and responses that other team members are going to accept and support (Karimi, 2018). The firm culture is often used as a control measure to ensure that the behavior among the employees is as per the desired and expected behavior and away from behaviors that are not the firm norms. The firm can achieve this by selecting, recruiting, and retaining workers who are in support of its values and those whose beliefs tend to be like those of the firm (Galpin, Whitttington, & Bell, 2015). A firm that wants to maintain its position should establish its culture. The culture acts as a support to the firm and also makes it easier for the firm to manage its resources. The firm's culture is also necessary for its progress since such culture affects performance (Galpin et al., 2015).

Empirical Literature Review

Pettersson and Segerstedt (2017) studied the effect of the quality of forecasting on the performance of SC in Swedish firms. The survey was grounded on a study of the very significant suppliers in the 136 Swedish firms. The empirical outcomes showed that a huge fraction of suppliers obtained client forecasts. The study determined that the quality element in time was significantly deemed lower for the make-to-order suppliers in comparison to the make-to-stock suppliers, which accentuated the essence of the make-to-order firms to obtain better forecasts for capacity and supply planning. The one fundamental difference in the performance of the chain of supply identified amongst suppliers that had or had no access to information forecasted was linked to the usage of the safety stock in the inventory of the finished product. Hypotheses test in the study solely considered make-to-stock firms, which might describe why the inventory

of finished products was a very key safety approach in contrast to forecasting uncertainty.

Sukati et al. (2012) studied supply chain management strategy and practices on supply chain performance in the Malaysian manufacturing industry. The main tool of data collection was a questionnaire which was administrated to a total sample of 200 managers. The response rate was 62% were 51% usable questionnaires. Sample selection was based on convenience sampling. The data were analyzed using mean, standard deviation, and correlation between independent and dependent variables. This study engaged statistical approaches such as multiple regressions and tests on validity and reliability. The outcome indicated that the management practices of a chain of supply have a substantial connection with the performance of a supply chain. Regardless, the strategy of managing a chain of supply is not a strong forecaster of management performance of a supply chain.

Dey (2016) looked at strategies focused on reducing disruptions in the chain of supply in Ghana. A questionnaire was applied in gathering data by use of the statistical package for the social sciences version 21. An observation was made that the SCS have turned out as progressively significant due to increasing supply-chain complexity. Ghana's supply chain inefficiency has impacted businesses leading to slow incomes for a big number of firms. The capacity of identifying and preventing this disruption is going to give managers a huge opportunity for saving money as well as for smooth operations in their firms. Managers stand a big chance of learning from this research and also from some other excellent practices to change their organizations through successfully executing the outlined strategies. Regardless, the study above happened to be a local one and looked at strategies purposed for reducing disruption in the chain of

supply whereas the current research looked at the impact of SC strategies on the performance of operations.

Adebayo (2018) looked at the effect of SCS practices within Nigeria on the performance of SCS. Analysis of gathered data was done by use of inferential and descriptive statistics. An observation was made that the practices of SCS had a positive impact on the performance of SCS in the manufacturing firms of Nigeria. Information sharing, quality, and tactical relationship with the supplier made the biggest contribution towards the performance of SCS. This is suggestive of recurrent relationships with suppliers of the company, clients, and also reliable, accurate, and timely information exchange with their trade partners. Regardless, postponement contributed the least but insignificant value. The explanation for that may be that a big number of the firms which engaged in the research were generating functional goods which have comparatively stable demand and holds a lengthier life-cycle.

In an assessment of the effect of the integration of supply on the performance of a chain of supply in Kenya's manufacturing companies, Katua (2013) used a descriptive design. The research produced qualitative data and quantitative data whose coding and entering was done in the SPSS, version 17.0. The research concluded that companies endorse sharing of information such as technological, production, and marketing information. Cutting down the total time in the cycle, acquiring new concepts for goods, and cutting down overall logistics expenses affect the performance of a supply chain. The department of purchasing assumes a major role in nurturing communication and relationships towards improving performance for the firm that is purchasing and the one supplying. The research established that companies have identified substantial supply chain cooperation through the integration of the supply chain. Through the integration, companies have gained the capacity of attaining

strategic objectives, reducing risks, and enhancing the interior and exterior cooperation of the process of operation.

Kaluki (2015) looked at the practices of managing a supply chain and delivery of service in Kenya's humanitarian institutions. The study incorporated a census survey. The study population included 26 Kenyan humanitarian institutions. The research employed primary data gathered by the use of questionnaires. Data analysis was done using models of regression and descriptive statistics applied in establishing a connection amongst variables. The research found that a big number of Kenya's humanitarian companies have incorporated the practices of management of a supply chain resulting in activities integration, therefore, giving information that has enabled the institution to function successfully. This has resulted in a rise in the number of saved lives during the previous several years, allowed the institutions to react to various disaster magnitudes, cut down the time consumed for a chain of relief to react to disasters, and use resources that shows the efficiency level in the supply chain.

Maalim (2016) focused on supply chain management strategies and competitiveness of Kenyan SMEs, where a simple random sampling technique was used and SPSS data analysis tool was used to generate descriptive data. The study concluded that supply chain management strategies are well-implemented by Kenyan SMEs. Process strategies used in IT were found to lead to improved transaction speeds and reduced transaction costs. Inventory management through an accounting system that is linked to physical inventory was also discovered to be an important strategy. The study concluded that external integration through the use of a reliable delivery system by supply chain members is the most critical factor under channel strategies for firm competitiveness, followed by clear internal guidelines for creating and monitoring alliances under supplier collaboration.

To determine the effectiveness of the implementation of supply chain management practices in international humanitarian organizations in Kenya, Marwa (2016) employed a descriptive survey design where the target population comprised 189 employees. The quantitative data collected was analyzed using descriptive statistics through SPSS version 21. In addition, a multivariate regression model was applied to determine the relative importance of each of the five variables regarding the effective implementation of supply chain management practices. The study observed that human capital efficiency determines the effective implementation of supply chain management practices. The study also found out that proper inventory management determines the effective implementation of supply chain management practices. The research further noted that management support is key in achieving effective implementation of supply chain management practices. The research concluded that information sharing plays a big role in determining the effective implementation of supply chain management practices.

Odhiambo and Kihara (2018) studied the effect of inventory management practices on the supply chain performance of government health facilities in Kisumu County in Kenya. The target population was the 12-government level 4 and 5 health facilities in Kisumu County where a census was conducted. The study used both primary and secondary data and the collected quantitative data was analyzed using descriptive and inferential statistics. Regression analysis results revealed that lean inventory practices, inventory records accuracy, and information technology had a significant effect on supply chain performance, while demand forecasting had an insignificant effect. Based on the findings of the study, the study concluded that lean inventory practices, inventory records accuracy, and information technology had the

most significant effect on the supply chain performance of government health facilities in Kisumu County.

Apopa (2018) assessed the impact of the SCS practices on the Kenyan Government Ministries' performance. The research incorporated a cross-sectional design whereby stratified random sampling was applied. Thematic content analysis was applied in analyzing the qualitative data whereas inferential and descriptive statistics were applied in analyzing the quantitative data. The research determined that the practices of selecting a supplier, policies on the chain of supply, supplier cooperation practices, as well as practices of management of risk significantly and positively affected how Kenyan government ministries performed having the practices of management of risks was the number one important predictor. Further, this research identified that the culture of an organization was the moderating aspect of the research. The research incorporated the system theory, coordination theory, and resource-based theory. The study found a positive association between supply chain management practices and the performance of government ministries. The findings also revealed that supply chain management practices can explain 96.4% of performance while the introduction of organization culture in the model increased the r- squared to 98% implying that the model is a good fit.

Naway and Rahmat (2019) focused on the mediating role of technology and logistic integration in the relationship between supply chain capability and supply chain operational performance. Data was collected through mail and telephonic survey and the responses were collected through postal and electronic mail and questionnaire survey. It was noted that operational and strategic information exchange could significantly impact supply chain performance, which improved, at least, 50% of the performance. It was also noted the increasing complexity in the global supply chain had

necessitated the need for manufacturers to focus more on supply chain performance. Supply chain capabilities were identified as the most important factors in performance improvement. However, some of the organizations did not realize the importance of supply chain capabilities and thus, did not focus and fully utilize the capabilities that they had. Relational capability, IT capability, and organizational culture capability were established to be the main components of supply chain capabilities in supply chain performance improvement

Munir, Jajja, Chatha, and Farooq (2020) focused on supply chain risk management (SCRM) and operational performance. Covariance-based structural equation modeling was applied to test the developed hypotheses using data from 931 manufacturing companies. It was noted that SCRM provides the ability to identify and mitigate potential risk factors in supply chain and operations and aids in reducing errors and reworks leading to higher efficiency and improved operational performance enabling prompt detection of potential threats. The findings of the study suggested that internal supplier and customer integration positively affected SCRM whereas the impact of internal integration was also partially mediated by supplier and customer integration. To be effective in SCRM, firms need to develop, along the whole supply chain, an effective information gathering, and processing system with the adequate capability to timely process and apply the information gathered from the external environment. Additionally, the results presented that SCRM partially mediates the relationship between internal integration and operational performance and fully mediates the association between supplier and customer integration and operational performance.

Maulina and Natakusumah (2020) focused on the determinants of supply chain operational performance in Indonesia. An appropriate sample size of 100 was

acceptable for selection to reduce the sampling error. The Postal and online surveys were the main data collection method. It was noted that the growth of businesses was observed according to the performance of the supply chain. The role of information technology in improving supply chain networks was the major factor that indirectly boosted the performance of organizations. Therefore, to facilitate better supply chain management, IT adoption is unavoidable. To provide a competitive model for the current business environment, it was observed that the relationship of some major supply chain capabilities, namely relational capability, information technology capability, and organizational culture capability are important in boosting up the operational performance of the organization.

Conceptual Framework

This is an important tool that diagrammatically demonstrates connections between the study's variables. Independent variables in the study included the SCS: operation excellence, demand forecasting, and customer focus. The intervening variables were information technology and organization culture, whereas the dependent variable was performance measured by market share, customer growth, sales growth, and operational efficiency.

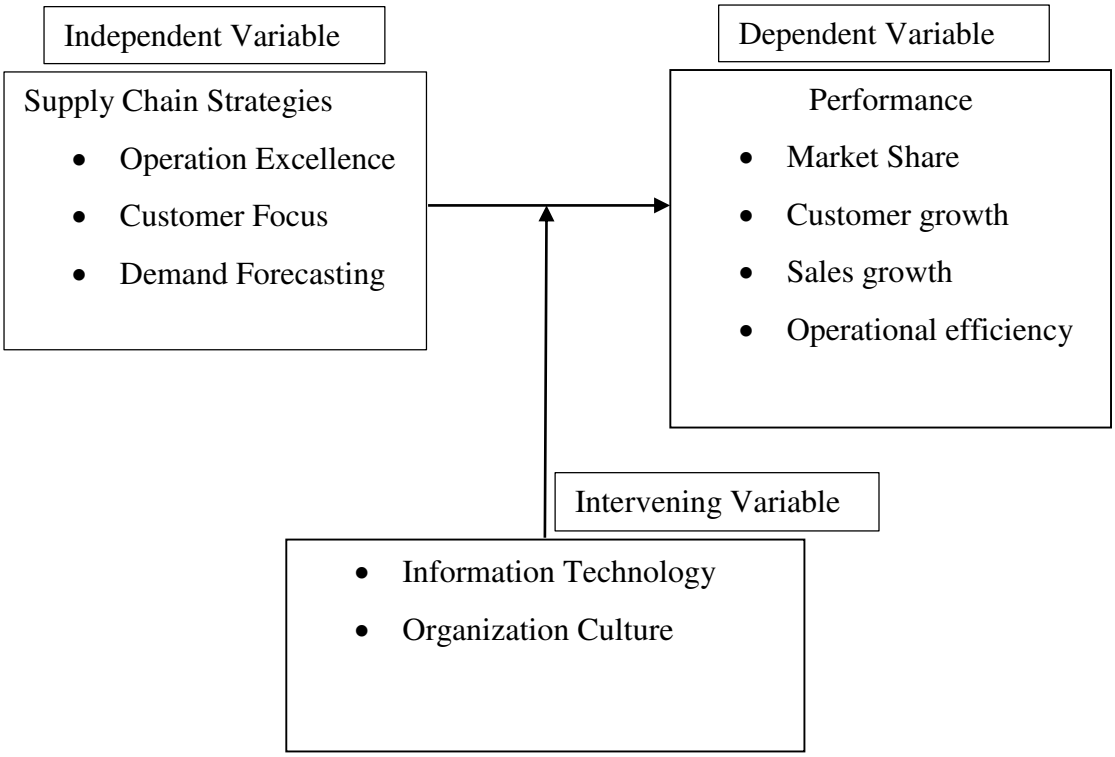

Figure 2.1: Conceptual Framework
Source: Author (2021)

Based on Figure 2.1, SCS include operation excellence, customer focus, and demand forecasting that directly impact performance as determined by market share, customer growth, sales growth, and operational efficiency. Firms that successfully implement operational excellence usually realize top-line benefits, such as market share, customer growth, sales growth, and operational efficiency which increases performance. Concentrating on clients can enhance performance if used as a supply chain strategy. This is because providing services to clients is amongst the major aspects of operating a successful business. Forecasting on demand is crucial to any organization in enhancing its performance since it will measure quantities that necessitate purchasing, producing, and shipping (Christopher, 2016). The intervening variables were information technology and organizational culture.

Summary

This section has addressed the three SCS theories and performance. The SCS theory entails companies and flow of information and goods amongst companies from the raw products to the final consumers. The resource-based theory contends that a company can achieve performance in case it holds distinct resources and capacities that are valuable, rare, and difficult to copy. Lastly, the theory of excellence in SCS posits that excellence is in every sole process in a manner in which the supply chain functions in general. Finally, the conceptual framework which showed the relation between the dependent, independent, and intervening variables

CHAPTER THREE

RESEARCH METHODOLOGY

Introduction

This section discusses the several stages and phases that are to be considered in collecting and analyzing data. The subsets which were included are the research design, population, target population, sample size, sampling techniques, data collection instruments, data collection procedures, pretesting, data analysis, ethical considerations, and finally the chapter's summary.

Research Design

Kothari (2014) described research design as a draft plan, strategy, and roadmap of the perceived study for reasons of finding answers to the study's questions. Three types of research design are descriptive, explanatory, and exploratory design (Saunders, Lewis, & Thornhill, 2012). The descriptive type is used to describe the features of a population under study while the explanatory type has the basic purpose of explaining why things happen and predicting future happenings. The exploratory study design looks at analyzing the research questions, hence providing final and conclusive solutions to the study questions (Kothari, 2014).

The researcher applied the descriptive design since this design enables the researcher to obtain large volumes of data from a sizeable population in an efficient, economical, and quite effective manner through a questionnaire (Kothari & Garg, 2014). The approach was chosen since it enables analysis of several variables at once and through its application, the researcher can describe the different research conditions and variables (Mooi & Sarstedt, 2011).

Population

Population alludes to a whole combination of individuals, cases, or objects which have several similar noticeable features (Mugenda & Mugenda, 2012). Similarly, Kombo and Tromp (2006) described a population as a group of elements, people, households, events, and items under research to generalize results. This description acknowledged that a population is not homogeneous. The population of this study entailed 2,556 Maersk employees as of 31/01/2020 (Maersk Human Resource Department, 2020).

Target Population

The target population is the exact population that is focused on by the study (Kothari, 2014). As recorded by Kothari, a target population is supposed to feature characteristics that may be noticed and that aid in making generalizations about the entire population. Because it is impossible to target all workers, the target population comprised 224 workers in the department of procurement since they are engaged in the organization's logistics and supply chain functions. Makabira and Waiganjo (2014) stated that officers in procurement are those engaged in the organization's logistic and supply chain functions. Table 3.1 presents the target population.

Table 3.1: Target Population

Population Category	Population Frequency	Percentage (%)
Top-level management staffs	12	5.4
Middle-level management staffs	49	21.9
Operations staffs	163	72.8
Total	224	100.0

Source: Maersk Human Resource Department (2019)

Sample Size

A sample is a small set of elements obtained from the available population. For the descriptive type of design, 10-30% of the general population is sufficient and the

greater size of a sample provides increased reliability (Mugenda & Mugenda, 2012). This research chose 30% of the general population from every stratum to derive 90 participants as a sample. This 30% was arrived at based on Mugenda and Mugenda's postulation that a 10-30% representation is sufficient and that the bigger the sample is, the greater the representation. The sample size is depicted in Table 3.2.

Table 3.2: Sample Size

Population Category	Target Population	Percentage	Sample Size
Top level management staffs	12	30%	4
Middle level management staffs	49	30%	15
Subordinate staffs	163	30%	49
Total	224	30%	68

Sampling Techniques

Mooi and Sarstedt (2011) described sampling as a procedure for choosing several elements for research in a manner in which an individual element mirrors a bigger group from where the sample is chosen from. A sample alludes to a small set of elements gotten from the available population (Mugenda & Mugenda, 2012). Stratified random sampling was applied because the targeted population was not homogeneous and would be split up into strata or groups towards obtaining a sample that is representative. Mooi and Sarstedt (2011) posited that stratified random sampling generates approximations of the general population elements with greater precision as well as ensuring that a representative sample is obtained from a comparatively homogeneous research population. The technique was applied because it cuts down the probabilities of bias such that every item has an equivalent opportunity of being selected.

Data Collection Instruments

There exist two data categories, namely primary and secondary data. Information obtained directly from participants is described as primary data, while data

that has already been collected and is accessible from some other sources is described as secondary data. This research employed the primary type of data. Questionnaires were deployed in gathering data. The questionnaire included structured Likert form of questions. The use of structured questions helped in conserving time and money and facilitating more simple analysis since they were in their instant usable nature.

Data Collection Procedures

Once the supervisors approved this proposal, ethical clearance was sought by the researcher from Daystar University's Ethics and Review Board. After this, the researcher sought permission to conduct the study from the National Council for Science and Technology (NACOSTI). The researcher then delivered a letter to Maersk's management for permission to administer questionnaires to facilitate data collection. The researcher conducted in-person questionnaire administration to the chosen workers. Care and control were exercised by making sure that each questionnaire issued was given back to the questionnaire administrator. The drop and pick technique was used to gather data. The participants who at that time could not complete the provided questionnaires were called and emailed for their feedback.

Pretesting

Questionnaires underwent a pretest to confirm the clarity of the research instrument. Pretesting allows familiarity with the study area and the administration procedure and helps identify matters requiring modification (Cooper & Schindler, 2011). Pretest results aided in correcting the instrument's mistakes to capture the desired outcome.

Reliability of Data Collection Instruments

Reliability measures whether a person obtains the same result when they use an instrument to measure one item beyond one attempt. A study's reliability is the degree to which a technique deployed in a study provides constant and consistent results. A precise measure is deemed reliable where the use of a similar measurement object several times generates similar outcomes (Bryman & Bell, 2015). Evaluation of reliability is recurrently done using the technique of test-retest reliability which is the Cronbach Alpha (Cooper & Shindler, 2011). For this study's purpose, reliability was determined through the use of Cronbach alpha. It determined internal consistency applied in calculating values of correlation amongst responses on a tool of assessment. Table 4.3 presents the findings on the reliability of the results which were tested by the use of Cronbach's alpha.

Table 3.3: Reliability Analysis

Variable	Cronbach's Alpha	Decision
Supply Chain Strategies	0.844	Accepted
Performance	0.714	Accepted
Information Technology	0.777	Accepted
Organization Culture	0.892	Accepted

The reliability test showed that organization culture had the highest reliability of 0.892, followed by SCS with 0.844 reliability, information technology 0.777 reliability, and performance with a 0.714 reliability. The Cronbach's alpha of all the variables was above the threshold of 0.7, implying that the instrument was reliable and valid (Bryman & Bell, 2011).

Validity of Data Collection Instruments

Cooper and Shindler (2011) described validity as the extent through which items sampled mirror the content which a test is meant to examine. Three types of validity include construct, content, and face. In measuring validity, one is required to measure

if the questions posed sufficiently address the objectives of the research. In this study, content validity was used to test the validity of the questionnaire to correct any inconsistencies that might have arisen in the actual study (Bryman & Bell, 2011). There were few inconsistencies obtained after the pretest was done and where they arose, they were corrected by checking the content of the results which improved the questionnaire validity.

Data Analysis Plan

Data analysis was conducted using inferential and descriptive statistics. Interpreting the gathered data from the area of study is difficult and therefore the data should first be cleaned, coded, and keyed in the computer to be analyzed (Mugenda & Mugenda, 2012). The SPSS software version 22 was applied to analyze the data. Descriptive statistics were done using standard deviation, frequencies, mean, and percentages. The researcher carried out a Pearson Correlation analysis to measure the relationship strength between dependent and independent variables. Pearson Correlation analysis is a tool that can be applied in determining the association level of two variables (Cooper & Schindler, 2011). It was applied in determining the relationship strength of the three independent variables with the dependent variable. Data presentation was done by deploying tables.

Ethical Considerations

This research took into account the following ethical concerns:

Ethical clearance and permissions: Before collecting data, the research sought and obtained ethical clearance from the Daystar University Ethical Review Board and consent from the National Commission for Science, Technology and Innovation

(NACOSTI). Following this, the researcher sought consent from the management of the study site (Maersk) before administering the data collection instrument.

Mitigating bias: To mitigate research bias, the researcher deployed an assistant to assist in the collection of data.

Anonymity of respondents: To ensure that the respondents' personal information was not exposed, the researcher asked them not to indicate their names on the provided questionnaire.

Summary

The chapter has addressed the methodology of research that the researcher employed in order to effectively and efficiently address the questions under research. Descriptive design was deployed. The population of this research entailed 256 workers at Maersk Kenya whereas the target population was 224 workers in the department of procurement. Stratified random sampling approach was used to select the sample. The chapter has addressed the research design, target population, the sample's size, the sampling method, instruments used to gather data, the process of data collection, pretesting, the instrument's reliability and validity, data analysis plan, and ethical considerations.

CHAPTER FOUR

DATA PRESENTATION, ANALYSIS AND INTERPRETATION

Introduction

This chapter presents the analysis, presentation, and interpretation of the data acquired from the field, aiming to achieve the objectives of the study.

Response Rate

The sample consisted of 68 employees of Maersk, working at the procurement department. The targeted groups included the senior level, middle level, and non-management employees. The study response rate is presented in Table 4.1.

Table 4.1: Response Rate

Category	Frequency	Percent
Responded	62	91.2
Did not respond	6	8.8
Total	68	100

The results in Table 4.1 indicate that out of the 68 questionnaires that were administered, 62 were returned duly filled which translated to a response rate of 91.2%. This implies that the response rate of 91.2% was satisfactory and good for analysis, drawing conclusions, and making inferences. Mugenda and Mugenda (2012) maintained that for a response rate to be satisfactory, it has to be 50% and that 70% is good enough.

Analysis and Interpretation

Background Information

Gender of the respondents

The study sought to determine the gender of the respondents. Table 4.2 presents the results.

Table 4.2: Gender of the Respondents

Gender	Frequency	Percent
Male	40	64.5
Female	22	35.5
Total	62	100.0

The results in Table 4.2 reveal that 40 (64.5%) of the respondents were female, while 22 (43.5%) were male. Therefore, most of the respondents in this research were female from the procurement department, which is higher compared to the company's gender composition of 44% being female and 56% being male.

Age bracket

The study sought to examine the age of the respondents. The findings are as shown in Table 4.3.

Table 4.3: Age Bracket of the Respondents

	Frequency	Percent
20-30 years	15	24.2
31-40	22	35.5
41-50	19	30.6
Above 51	6	9.7
Total	62	100.0

From the results shown in Table 4.3, there were 22 (35.5%) respondents aged between 31 to 40 years, followed by 19 (30.6%) aged between 41 to 50 years. Fourteen (24.2%) respondents were aged between 20 to 30 years, while 6 (9.7%) were aged above 51 years. These results infer that Maersk has a diverse staff population with the majority being between 20 and 50 years. Kithaka (2014) maintained that age is a key factor to be observed while undertaking a study to ensure that people across the required age bracket are used in the study.

Highest education level

Survey participants were asked to indicate their highest education level. Table 4.4 presents the results.

Table 4.4: Highest Education Level

	Frequency	Percent
Diploma	15	24.2
Bachelor Degree	30	48.4
Post Graduate	17	27.4
Total	62	100.0

The results in Table 4.4 show that 30(48.4%) of the respondents had a bachelor's degree, 17 (27.4%) held post-graduate education, while 15 (24.2%) held a college diploma certificate. This implies that the respondents were in a position to easily comprehend the research subject and respond appropriately.

Period of service

Participants were required to indicate the period (duration) that they had served in the organization. The results are presented in Table 4.5.

Table 4.5: Period of Service

	Frequency	Percent
0-5 years	7	11.3
6-10 years	22	35.5
Above 11 and years	33	53.2
Total	62	100.0

The findings (Table 4.5) revealed that the majority, 33 (53.2%), of the respondents had served for more than 11 years, 22 (35.5%) had served for 6-10 years, while 7(11.3%) had served for not more than five years. Based on the vast experience of most of the participants, it is evident that they were in a better position to give reliable information relating to the study subject.

The SCS Incorporated by Shipping Line Companies

The participants were asked to indicate the SCS incorporated by Kenyan shipping line companies. The results are shown in Table 4.6.

Table 4.6: Supply Chain Strategies Incorporated by Shipping Line Companies

Statement	Strongly Disagree		Disagree		Neutral		Agree		Strongly Agree		Mean	Std Dev
	F	%	F	%	F	%	F	%	F	%		
Operational excellence has enhanced our company performance through excellent delivery and production system which has given clients the true value	0	0	6	9.7	10	16.1	30	48.4	16	25.8	3.90	0.90
Operational excellence has enabled the company and its leadership to continuously improve all areas of operational performance	0	0	0	0	9	14.5	30	48.4	23	37.1	4.23	0.69
There has been customer focus through anticipation of the future needs and requirements of the customers in my organization	0	0	0	0	18	29.0	32	51.6	12	19.4	3.90	0.69
There has been customer focus through putting their interests first in my organization	0	0	0	0	10	16.1	35	56.5	17	27.4	4.11	0.66
There have been customer focus through the understanding of the dynamic needs of the customers in my organization	0	0	8	12.9	9	14.5	26	41.9	19	30.6	3.90	0.99
There has been demand forecasting through anticipation of the demand of services needed by customers in my organization	0	0	6	9.7	13	21.0	12	19.4	31	50.0	4.10	0.15
There has been demand forecasting through accurate demand forecast in my organization	0	0	3	4.8	16	25.8	24	38.7	19	30.6	3.95	0.88

From the findings in Table 4.6, it was noted that 30 (48.4%) respondents agreed that operational excellence had enhanced the company's performance through excellent delivery and production system which had given clients the true value. Sixteen (25.8%)

strongly agreed to the statement, 10 (16.1%) were of moderate opinion, while 6 (9.7%) disagreed with the statement. The overall mean recorded was at 3.90 with a standard deviation of 0.90, which implied that operational excellence had enhanced the company's performance through excellent delivery and production system which gave clients the true value. Ngoto and Kagiri's (2016) findings supported the above findings that operational excellence enhanced the company's performance through excellent delivery and production system.

Further, the study revealed that 30 (48.4%) of the respondents agreed that operational excellence had enabled the company and its leadership to continuously improve all areas of operational performance, 23 (37.1%) strongly agreed with the statement, while 9 (14.5%) were of moderate opinion. The overall mean recorded was at 4.23 with a standard deviation of 0.69, which was an indication that operational excellence enabled the company and its leadership to continuously improve all areas of operational performance. Christopher (2016) was in support that operational excellence improved all areas of operational performance.

It was established that 32 (51.6%) of the respondents agreed that there has been customer focus through anticipation of the future needs and requirements of the customers in Maersk Kenya Limited, 18 (29.0%) were of moderate opinion, while 12 (19.4%) strongly agreed. The overall mean was recorded at 3.90 with a standard deviation of 0.69 and this was a confirmation that there had been customer focus through anticipation of the future needs and requirements of the customers in Maersk Kenya Limited. Ledeboer (2016) had earlier asserted that the strategies which improve a company's functional performance included demand projection, client focus, and operational experience.

The results also showed that 35 (56.5%) of the respondents agreed that there has been customer focus through putting their interests first in the organization, 17 (27.4%) strongly agreed, while 10 (16.1%) were of moderate opinion. The overall mean was recorded at 4.11, with a standard deviation of 0.66. This was a confirmation that there has been customer focus through putting their interests first in the organization. Dahlgaard et al. (2019) supported the above findings that customer focus can be understood as forming the strategy for customer orientation for the salesperson or organization.

It was noted that 26 (41.9%) of the respondents agreed that there has been customer focus through the understanding of the dynamic needs of the customers in the organization, 19 (30.6%) strongly agreed, 9 (14.5%) were of moderate opinion, while 8 (12.9%) disagreed. The overall mean was documented at 3.90, with a standard deviation of 0.99 and this implied that there has been customer focus through the understanding of the dynamic needs of the customers in the organization. Antony (2017) asserted that organizations must continue to work to understand the needs and expectations of their customers, adding that an organization that stops delivering value to the customer is not sustainable over time.

It was established that 26 (41.9%) of the respondents agreed that there has been demand forecasting through anticipation of the demand of services needed by customers in the organization, 31 (50.0%) strongly agreed, 13 (21.0%) were of moderate opinion, while 12 (19.4%) disagreed. The overall mean was at 4.10, with a standard deviation of 0.15 and this was an indication that there has been demand forecasting through anticipation of the demand of services needed by customers in the organization. Furterer (2016) supported the above findings that demand forecasting helps to predict what both future and current customers are wanting in the future.

Further, the study revealed that 24 (38.7%) of the respondents agreed that there has been demand forecasting through accurate demand forecast in Maersk Kenya Limited. Nineteen (30.6%) strongly agreed with the statement, 16 (25.8%) were of moderate opinion, while 3(4.8%) disagreed. The overall mean was 3.95 with a standard deviation of 0.88 and this implied that there has been demand forecasting through accurate demand forecast in Maersk Kenya Limited. Tregear (2015) was in support of the above findings that accurate demand forecasting supported the customers' needs and in turn organization performance.

The Performance of Shipping Line Companies

The participants were asked to indicate their position concerning the operational performance of Kenyan shipping line companies. The results were as per Table 4.7.

Table 4.7: Operational Performance of Shipping Line Companies

Statement	Strongly disagree		Disagree		Neutral		Agree		Strongly agree		Mean	Std dev
	F	%	F	%	F	%	F	%	F	%		
There has been an increase in the number of new customers which has enhanced operation performance in my organization	0	0	6	9.7	13	21.0	25	40.3	18	29.0	3.89	0.94
There has been an increase in the retention rate of the customers which has enhanced operation performance in my organization	0	0	6	9.7	20	32.3	18	29.0	18	29.0	3.77	0.98
My organization has witnessed increased sales growth over the years which has enhanced operation performance in my organization	0	0	9	14.5	15	24.2	22	35.5	16	25.8	3.73	0.24
My organization has been able to deliver the services to the customers in a cost-effective which has enhanced operation performance in my organization	0	0	9	14.5	16	25.8	18	29.0	19	30.6	3.76	0.14
The services offered in my organization are of high quality which has enhanced operation performance in my organization	0	0	0	0	13	21.0	22	35.5	27	43.5	4.23	0.78
There have been better coordination of services offered in my organization which has enhanced operational performance in my organization	0	0	6	9.7	15	24.2	22	35.5	19	30.6	3.87	0.97

The results in Table 4.7 show that 25 (40.3%) of the respondents agreed that there has been an increase in the number of new customers, which has enhanced operational performance in the organization. Eighteen (29.0%) strongly agreed with the statement, 13 (21.0%) were of moderate opinion, while 6 (9.7%) disagreed. The overall mean was recorded at 3.89 with a standard deviation of 0.94, which implied that there has been an increase in the number of new customers which has enhanced operational performance in the organization. Wagner and Eggert (2016) were in support of the above findings that an increase in the number of customers resulted in operational performance.

It was noted that 20 (32.3%) of the respondents were of the moderate opinion that there has been an increase in the retention rate of the customers, which has enhanced operational performance in the organization. Eighteen (29.0%) either agreed or strongly agreed with the statement, 13 (21.0%) were of moderate opinion, while 6 (9.7%) disagreed. The overall mean was at 3.89 with the standard deviation of 0.94, which was an indication that there has been an increase in the retention rate of the customers which had enhanced operation performance in Maersk Kenya Limited. Guerra and Velasco (2017) supported the above findings that the retention rate of the customers enhanced operational performance.

Further, the results revealed that 22 (35.5%) of the respondents agreed that the organization had witnessed increased sales growth over the years, which had enhanced operation performance in the organization. Sixteen (25.8%) strongly agreed with the statement, 15 (24.2%) were of moderate opinion, while 9 (14.5%) disagreed. The overall mean was recorded at 3.73, with a high standard deviation of 0.24. Based on the measurement scale, the obtained mean score translates to agree. This implies that the majority of the respondents agreed that the organization has witnessed increased

sales growth over the year which has enhanced operational performance in the organization. These findings go hand in hand with the findings by Copacino (2019) that supply chain leaders and other senior executives need to understand how their actions influence their employees' actions.

The results show that 19 (30.6%) of the respondents strongly agreed that the organization has been able to deliver the services to the customers in a cost-effective manner, which has enhanced operational performance in the organization, 18 (29.0%) agreed, 16(25.8%) were of moderate opinion, while 9 (14.5%) disagreed. The overall mean was recorded at 3.76 with a standard deviation of 0.14, which was an indication that organizations have been able to deliver the services to the customers in a cost-effective manner, which enhanced operational performance in the organization. Marjanovic and Murthy's (2016) findings were in support of the above findings that proper services to the customers enhanced operation performance in the organization.

Results show that 27 (43.5%) of the respondents strongly agreed that services offered in Maersk Kenya Limited organization are of high quality, which has enhanced operational performance in the organization, 22 (35.5%) agreed, while 13 (21.0%) were of moderate opinion. The overall mean was recorded at 3.76 with a standard deviation of 0.14 and this was an indication that services offered in Maersk Kenya Limited were of high quality, which as a result enhanced the operation performance of Maersk Kenya Limited. Van Der Laan et al. (2016) concurred with the above findings that improvement in the quality of services enhanced operational performance in the organization.

It was noted that 22 (35.5%) of the respondents agreed that there has been better coordination of services offered in Maersk Kenya Limited, which enhanced operational performance in Maersk Kenya Limited. Nineteen (30.6%) agreed with the statement,

15 (24.2%) were of moderate opinion, while 6 (9.7%) disagreed. The overall mean was recorded at 3.87, with a standard deviation of 0.97, which translated that there has been better coordination of services offered in Maersk Kenya Limited enhancing operational performance. Van Der Laan et al. (2016) indicated that better coordination of services enhanced operational performance.

Effects of SCS on the Operational Performance

The participants were asked to indicate their position concerning the impacts of SCS on the performance of Kenyan shipping line companies. The results are presented in Table 4.8.

Table 4.8: Effects of Supply Chain Strategies on Operational Performance

Statement	Strongly disagree		Disagree		Neutral		Agree		Strongly agree		Mean	Std dev
	F	%	F	%	F	%	F	%	F	%		
Supply chain strategies have led to improved competitiveness which has enhanced operation performance of my organization	0	0	12	19.4	13	21.0	18	29.0	19	30.6	3.71	0.11
Supply chain strategies have led increase in the market share which has enhanced operation performance of my organization	0	0	6	9.7	15	24.2	32	51.6	9	14.5	3.71	0.84
Supply chain strategies have led to customer growth which has enhanced operation performance in the organization	0	0	3	4.8	18	29.0	29	46.8	12	19.4	3.81	0.81
Supply chain strategies have led to customer satisfaction which has enhanced operation performance in my organization	0	0	3	4.8	13	21.0	28	45.2	18	29.0	3.98	0.84
Supply chain strategies have led to sales growth which has enhanced operation performance in my organization	0	0	9	14.5	16	25.8	19	30.6	18	29.0	3.74	.04
Supply chain strategies have enhanced operational efficiency which has enhanced operation performance in my organization	0	0	6	9.7	15	24.2	26	41.9	15	24.2	3.81	0.92
Supply chain strategies have enhanced the quality of services offered which has enhanced operational performance in the organization	0	0	3	4.8	19	30.6	28	45.2	12	19.4	3.79	0.81

The findings (Table 4.8) reveal that 19 (30.6%) of the respondents strongly agreed that supply chain strategies had led to improved competitiveness, which

enhanced the operational performance of the organization. Eighteen (29.0%) agreed with the statement, 13 (21.0%) were of moderate opinion, while 12 (19.4%) disagreed. The overall mean was recorded at 3.71, with a standard deviation of 0.11. This implied that supply chain strategies led to improved competitiveness, which enhanced the operational performance of Maersk Kenya Limited. Chindia's (2017) findings were in support of the above findings that to meet customer demands, every company needs to know where their finished inventory or their raw materials are in the supply chain resulting in increased operational performance.

From the findings, it was noted that 32 (51.6%) of the respondents agreed that supply chain strategies had led to an increase in the market share which has enhanced the operational performance of Maersk Kenya Limited. Fifteen (14.5%) were of moderate opinion with the statement, 9 (14.5%) strongly agreed, while 6 (9.7%) disagreed with the statement. The overall mean was recorded at 3.71 with a standard deviation of 0.84 and this was a confirmation that supply chain strategies had led to an increase in the market share, which enhanced the operational performance of Maersk Kenya Limited. These findings were supported by Herbert-Hansen and Di Pietro (2017) that effective supply chain strategies increased market share in the organization.

It was noted that 29 (46.8%) of the respondents agreed that supply chain strategies have led to customer growth, which has enhanced operational performance in the organization. Eighteen (29.0%) were of moderate opinion with the statement, 12 (19.4%) strongly agreed, while 3 (4.8%) disagreed with the statement. The overall mean was at 3.81 with a standard deviation of 0.81 and this implied that supply chain strategies led to customer growth resulting in improved operational performance in the organization. Chindia's (2017) findings had earlier indicated that integrated logistics

and supply chain management helped business organizations predict demand and act accordingly to enhance operational performance.

The study established that 28 (45.2%) of the respondents agreed that supply chain strategies have led to customer satisfaction, which has enhanced operational performance in the organization. Eighteen (29.0%) strongly agreed with the statement, 13 (21%) were of moderate opinion, while 3 (4.8%) disagreed. The overall mean was at 3.98, with a standard deviation of 0.84. This was a confirmation that supply chain strategies led to customer satisfaction, which resulted in enhanced operational performance in the organization. Jacquemin and De Jong (2016) asserted that businesses must take charge of managing their inventories in a way that minimizes holding costs, while also providing enough flexibility to meet the customer demand to enhance customer satisfaction.

The results showed that 19 (30.6%) of the respondents agreed that supply chain strategies have led to sales growth, which has enhanced operational performance in the organization. Eighteen (29.0%) strongly agreed with the statement, 13(21%) were of moderate opinion, while 9 (14.5%) disagreed. The overall mean was at 3.74 with a standard deviation of 0.04, an indication that supply chain strategies led to sales growth, which enhanced operational performance in the organization. Pearce and Robinson (2016) supported the above findings that implementing a supply chain management system helps to avoid delays that can ultimately result in poor relationships and business losses.

The results showed that 26 (41.9%) of the respondents agreed that supply chain strategies have enhanced operational efficiency, which has enhanced operational performance in the organization. Fifteen (24.2%) either strongly agreed or were of moderate opinion with the statement, while 6 (9.7%) disagreed. The overall mean was

recorded at 3.81, with a standard deviation of 0.92. This implied that supply chain strategies enhanced operational efficiency, which in turn enhanced operation performance in the organization. Vandermar (2017) indicated that supply chain strategies can help the company determine the best way to ship its products while also reducing the costs to enhance operational performance.

The results established that 28 (45.2%) of the respondents agreed that supply chain strategies have enhanced the quality of services offered, which has enhanced operational performance in the organization. Nineteen (30.6%) were of moderate opinion with the statement, 12 (19.4%) strongly agreed, while 3 (4.8%) disagreed. The overall mean was recorded at 3.79 with a standard deviation of 0.81, an indication that supply chain strategies enhanced the quality of services offered, which in turn enhanced operational performance in the organization. Pearce and Robinson (2016) supported the above findings that supply chain management strategies can enhance the quality of services and thus help firms to identify critical risk factors in their firm.

Karl Pearson Moment Correlation Analysis

To explain the relationship between independent variables and performances of shipping line companies, correlation analysis was performed and the results are as shown in Table 4.9.

Table 4.9: Karl Pearson Moment Correlation Analysis

		Performance of Shipping Line Companies	Quality in Supply Chain Operations X1	Customer Focus X2	Demand Forecasting X3
Performance of Shipping Line Companies Y	Pearson Correlation	1			
	Sig. (2-Tailed)				
	N	62			
Quality in Supply Chain Operations X1	Pearson Correlation	.430**	1		
	Sig. (2-Tailed)	.000			
	N	62	62		
Customer Focus X2	Pearson Correlation	.336**	.178	1	
	Sig. (2-Tailed)	.007	.165		
	N	62	62	62	
Demand Forecasting X3	Pearson Correlation	.473**	.280*	.074	1
	Sig. (2-Tailed)	.000	.027	.568	
	N	62	62	62	62

From the findings in Table 4.9, it was noted that there was a positive correlation between quality in supply chain operations and the performance of shipping line companies in Kenya, as revealed by a correlation factor of 0.430. This fair relationship was found to be statistically significant as the p-value was 0.00, which was less than 0.05. These findings supported the contention by Murugan (2013) that by pursuing continuous improvement, an organization has a greater likelihood of increasing its customer base and achieving long-term sustainable growth.

The findings also revealed a strong positive correlation between the operational performance of shipping line companies in Kenya and customer focus, as shown by a correlation coefficient of 0.336. The significant value was 0.00, which was less than 0.05. The study found a positive correlation between the operational performance of shipping line companies in Kenya and demand forecasting, as shown by a correlation coefficient of 0.473. The significant value was 0.000, which is less than 0.05. These findings concur with Bingilar and Ifurueze (2016) that investment in business

intelligence software is necessary if organizations want to manage their supply chain more effectively.

Information Technology

The participants were asked to indicate the position they held on the relationship between information technology and supply chain performance. The results were as per Table 4.10.

Table 4.10: Information Technology and Supply Chain Performance

Statement	Strongly disagree		Disagree		Neutral		Agree		Strongly agree		Mean	Std dev
	F	%	F	%	F	%	F	%	F	%		
Information technology ensures that quality of services in my organization are monitored and controlled	0	0	0	0	0	14.5	21	33.9	23	37.1	3.94	0.21
Information technology ensures that chances of occurrences of errors in my organization are minimized	0	0	3	4.8	14	22.6	24	38.7	21	33.9	4.02	0.88
Information technology ensures smooth flow of information in my organization	0	0	0	0	15	24.2	19	30.6	28	45.2	4.21	0.81
Information technology helps to create a transparent supply chain in my organization	0	0	3	4.8	16	25.8	25	40.3	18	29.0	3.94	0.87
Information technology helps create a visible demand pattern in my organization	0	0	6	9.7	15	24.2	22	35.5	19	30.6	3.87	0.97

The results (Table 4.10) established that 23 (37.1%) of the respondents strongly agreed that information technology ensures that the quality of services at Maersk Kenya Limited is monitored and controlled. Twenty-one (33.9%) agreed with the statement, while 9 (14.5%) were of moderate opinion. The overall mean recorded was 3.94, with a standard deviation of 0.21. This implied that information technology ensured that

services in the organization were of high quality and were properly monitored and controlled. Gandhi et al. (2016) asserted that for firms to compete effectively in today's global economy, they must build value and drive sustainable value chains by adopting relevant technology.

The results established that 24 (38.7%) of the respondents agreed that information technology ensures that chances of occurrences of errors in the organization are minimized. Twenty-one (33.9%) strongly agreed with the statement, 14(22.6%) were of moderate opinion, while 3 (4.8%) disagreed. The overall mean was at 4.02 with a standard deviation of 0.88 and this implied that information technology ensured that chances of occurrences of errors at Maersk Kenya Limited are minimized. Chong and Ooi's (2018) findings indicated that the use of information technology resulted in enhanced supply chain logistics and thus, it was easier than ever to put products in the hands of the customers.

The results established that 28 (45.2%) of the respondents strongly agreed that information technology ensures smooth flow of information at Maersk Kenya Limited, 19 (30.69%) agreed, while 15 (24.2%) were of moderate opinion. The overall mean was 4.21 with a standard deviation of 0.81, an indication that information technology resulted in an enhanced smooth flow of information at Maersk Kenya Limited. Ahmad et al. (2018) affirmed that technology adoption enhanced smooth flow of information enhancing operational performance in firms.

The study established that 25 (40.3%) of the respondents agreed that information technology helps to create a transparent supply chain in the organization. Eighteen (29.0%) strongly agreed with the statement, 16 (25.8%) were of moderate opinion, while 3 (4.8%) disagreed. The overall mean recorded was 3.94 with a standard deviation of 0.87, which implied that information technology helped create a

transparent supply chain in the organization. Kherbach and Mocan (2016) affirmed that modern technologies led to the centralization of the supply chain and this, in turn, enhanced operational performance in firms.

The results established that 22 (35.5%) of the respondents agreed that information technology helps create a visible demand pattern in the organization. Nineteen (30.6%) strongly agreed with the statement, 15 (24.2%) were of moderate opinion, while 6 (9.7%) disagreed. The overall mean was at 3.87 with a standard deviation of 0.97, which implied that information technology helped create a visible demand pattern in the organization. Ahmad et al. (2018) supported the above findings that the application of technology in the supply chain aided in the creation of a visible demand pattern in the organization.

Organizational Culture

Participants were asked to indicate their level of agreement with the following statements assessing the relationship between organizational culture and supply chain performance. Table 4.11 demonstrates the results.

Table 4.11: Organizational Culture and Supply Chain Performance

Statement	Strongly Disagree		Disagree		Neutral		Agree		Strongly Agree		Mean	Std Dev
	F		F	%	F	%	F	%	F	%		
The employees in my organization value the organization's mission	0	0	3	4.8	9	14.5	30	48.4	20	32.3	4.08	0.82
The employees in my organization uphold fundamental values in implementation of their duties	0	0	3	4.8	17	27.4	21	33.9	21	33.9	3.97	0.90
Employees in my organization takes work with a positive attitude	0	0	0	0	6	9.7	38	61.3	18	29.0	4.19	0.60
The culture of my organization unites every worker towards the same goals	0	0	6	9.7	15	24.2	22	35.5	19	30.6	3.87	0.97
Organizational workers prefer team work rather than individualism	0	0	3	4.8	17	27.4	27	43.5	15	24.2	4.08	0.82

The findings in Table 4.11 show that 30 (48.4%) of the respondents agreed that the employees in the organization value the organization's mission. Twenty (32.3%) strongly agreed with the statement, 9 (14.5%) were of moderate opinion, while 3 (4.8%) disagreed. The overall mean was 4.08 with a standard deviation of 0.82, an indication that the employees in the organization valued the organization's mission. Galpin et al. (2015) supported the above findings that strong organizational culture enabled firms to better create, process, and deliver products and services that had ultimate customer value.

The findings established that 21 (33.9%) of the respondents either agreed or strongly agreed that employees in the organization uphold fundamental values in the implementation of their duties. Seventeen (27.4%) were of moderate opinion with the statement, while 3 (4.8%) disagreed. The overall mean was 3.97, with a standard deviation of 0.90. This implied that the employees in the organization upheld

fundamental values in the implementation of their duties. Dosi (2016) indicated that it is important for employees in an organization to uphold fundamental values in the implementation of their duties to enhance organization performance.

The study established that 38 (61.3%) of the respondents agreed that employees in the organization take work with a positive attitude, 18 (29.0%) strongly agreed, while 6 (9.7%) were of moderate opinion. The overall mean was recorded at 4.19 with a standard deviation of 0.60 and this implied that employees in the organization took work with a positive attitude. Ergun and Tatar (2018) asserted that it is important for employees in an organization to take work with a positive attitude to enhance organization performance.

The findings established that 22 (35.5%) of the respondents agreed that the culture of the organization unites every worker towards the same goals, 19 (30.6%) strongly agreed, while 6 (9.7%) were of moderate opinion. The overall mean recorded was 3.87 with a standard deviation of 0.97, an indication that the culture of the organization united every worker towards the same goals. Haimes (2016) asserted that it is important for managers to strengthen the values of long-term development, teamwork, and communication, which are the important aspects of development and group culture.

The findings established that 27(43.5%) of the respondents agreed that organizational workers prefer teamwork rather than individualism. Seventeen (27.4%) were of moderate opinion with the statement, 15 (24.2%) strongly agreed, while 3 (4.8%) disagreed. The overall mean was 4.08 with a standard deviation of 0.82, an indication that organizational workers preferred teamwork rather than individualism. These findings concur with Karimi (2018) that group culture enables supply chain members to understand that they have to cooperate in order to win in competitions.

Summary of Key Findings

1. It was found that operational excellence had enhanced Maersk Kenya Limited's performance through an excellent delivery and production system, which gave clients true value. Operational excellence has also enabled the company and its leadership to continuously improve all areas of operational performance. There has been customer focus, through the understanding of the dynamic needs of the customers, in the company. This is as a result of the analysis that revealed a mean of 4.11 and there has been demand forecasting through anticipation of the demand of services needed by customers in the company as revealed by a mean of 4.10.
2. The findings revealed that there was an increase in the market share by 21 (33.9%) of the respondents, an increase in the number of new customers, and an increase in the retention rate of the customers in the shipping industry, which enhanced operational performance in Maersk Kenya Limited. It was also agreed by 22 (35.5%) of the respondents that the organization has witnessed increased sales growth over the years. The company has been able to deliver high-quality services to its customers in a cost-effective manner. Furthermore, there has been better coordination of services offered which enhanced operational performance in Maersk Kenya Limited.
3. The findings also showed that supply chain strategies had led to improved competitiveness, an increase in the market share by a mean of 3.71, customer growth, customer satisfaction, and sales growth, which enhanced operational performance. The study revealed that supply chain strategies have enhanced operational efficiency and quality of services, which enhanced operational performance in Maersk Kenya Limited.

4. A positive correlation was found between quality in supply chain operations and the performance of shipping line companies in Kenya by a mean deviation of 0.43. The study also found a strong positive correlation between the operational performance of shipping line companies in Kenya and customer focus through a mean deviation of 0.336. The study revealed a positive correlation between the operational performance of shipping line companies in Kenya and demand forecasting with a mean deviation of 0.473.

Summary

This chapter has focused on the analysis of data collected during the study. Questionnaires were used to collect data, which was then presented in tables and figures. The next chapter presents the discussions of key findings and the conclusion and recommendations drawn from the study.

CHAPTER FIVE

DISCUSSIONS, CONCLUSIONS, AND RECOMMENDATIONS

Introduction

This chapter presents a discussion of the research findings from the earlier chapter regarding the research objectives. It also presents conclusions, recommendations, and recommendations for further research based on the findings. The objectives of the study included: to determine the SCS adopted by shipping line companies in Kenya to enhance the companies' operational performance, evaluate the measures of operational performance of shipping line companies in Kenya, and determine the effects of supply chain strategies on the operational performance of shipping line companies in Kenya. The objectives guided the discussions of the study findings.

Discussions of Key Findings

The Supply Chain Strategies Incorporated by Shipping Line Companies

The first objective was to establish the supply chain strategies adopted by Maersk in Kenya. The results showed that operational excellence has enhanced the company's performance through an excellent delivery and production system, which gave clients true value. Continuous improvement efforts are considered critical in improving an organization's processes, products, or services. Ngoto and Kagiri (2016) supported the above findings that operational excellence enhances a company's performance through an excellent delivery and production system. Furthermore, the study revealed that operational excellence enabled Maersk Kenya Limited and its leadership to continuously improve all areas of operational performance. Christopher

(2016) concurred that operational excellence improved all areas of operational performance.

The research results showed that there was customer focus in Maersk Kenya Limited through anticipation of the future needs and requirements of the customers and putting their needs first. According to Ledeboer (2016), the strategies which improve a company's functional performance include demand projection, client focus, and operational experience. Dahlgaard et al. (2019) also supported the above findings that customer focus can be understood as forming the strategy for customer orientation for the salesperson or organization. Descriptive evidence also showed that there was customer focus through the understanding of the dynamic needs of the customers in the company. Antony (2017) asserted that organizations must continue to work to understand the needs and expectations of their customers, adding that an organization that stops delivering value to the customer is not sustainable over time.

The study also revealed that there has been demand forecasting in Maersk Kenya Limited through anticipation of the demand of services needed by its customers. Furterer (2016) supported the above findings that demand forecasting helps to predict what both current and future customers want in the future. Tregear (2015) also concurred that accurate demand forecasting supported customers' needs and, in turn, organization performance.

The Performance of Shipping Line Companies

In line with the second objective that sought to evaluate the measures of operational performance of shipping line companies in Kenya, the study established that there has been an increase in the retention rate of the customers, which enhanced operational performance in Maersk Kenya Limited. Guerra and Velasco (2017) supported the above findings that the retention rate of customers enhanced operational

performance. Further, the study revealed that Maersk Kenya Limited witnessed increased sales growth over the year, which enhanced operational performance in the company. These findings go hand in hand with Copacino (2019) that supply chain leaders and other senior executives need to understand how their actions influence their employees' actions.

The results also showed that Maersk Kenya Limited has been able to deliver services to its customers in a cost-effective manner, which enhanced operational performance in the organization. Marjanovic and Murthy (2016) supported the above findings that proper services to customers enhanced operational performance in the organization. Results also showed that services offered in Maersk Kenya Limited were of high quality which, as a result, enhanced operational performance. Van Der Laan et al.'s (2016) findings concurred with the above findings that improvement in the quality of services enhanced operational performance in an organization. It was noted that there has been better coordination of services offered in Maersk Kenya Limited, which enhanced operational performance. Van Der Laan et al. (2016) indicated that better coordination of services in an organization enhanced operational performance.

Supply Chain Strategies on the Operational Performance of Shipping Line Companies

Supply chain strategies have led to improved competitiveness, which enhanced the operational performance of Maersk Kenya Limited. Chindia (2017) concurred with the above findings that to meet customer demand, each company needs to know where its finished inventory or raw materials are in the supply chain, resulting in enhanced operational performance. SCS has led to an increase in market share, which enhanced the operation performance of Maersk Kenya Limited. The above findings were supported by Herbert-Hansen and Di Pietro (2017) that effective SCS increased market share in the organization.

It was noted that SCS led to customer growth, which resulted in the improvement of operational performance in Maersk Kenya Limited. Chindia's (2017) findings indicated that integrated logistics and supply chain management helped business organizations to predict demand and act accordingly to enhance operational performance. The study established that SCS led to customer satisfaction, which resulted in enhanced operational performance in Maersk Kenya Limited. Jacquemin and De Jong's (2016) findings asserted that businesses must take charge of managing their inventories in a way that minimizes holding costs, while also providing enough flexibility to meet customer demand, enhancing customer satisfaction.

The research showed that SCS led to sales growth, which enhanced operational performance in Maersk Kenya Limited. Pearce and Robinson (2016) were in support of the above findings that implementing a supply chain management system helps to avoid delays that can ultimately result in poor relationships and business losses. Results showed that SCS enhanced operational efficiency, which in turn enhanced operational performance in the organization. Vandermar's (2017) findings indicated that SCS can help a company determine the best way to ship its products, while also reducing the costs at the same time to enhance operational performance.

The study established that SCS enhanced the quality of services offered, which, in turn, enhanced operational performance in the organization. Pearce and Robinson (2016) supported the above findings that supply chain management strategies can enhance the quality of services and thus, help firms to identify their critical risk factors.

It was noted that there was a positive correlation between quality in supply chain operations and the performance of shipping line companies in Kenya. These findings support the contention by Murugan (2013) that by pursuing continuous improvement, an organization has a greater likelihood of increasing its customer base and achieving

long-term sustainable growth. The study also found a strong positive correlation between the operational performance of shipping line companies in Kenya and customer focus. Furthermore, a positive correlation between the operational performance of shipping line companies in Kenya and demand forecasting was found. The findings are supported by Bingilar and Ifurueze (2016) who stated that investment in business intelligence software is necessary if the organizations want to manage their supply chain more effectively.

Conclusion

The study established that SCS have a positive significant effect on the operational performance of shipping line companies in Kenya. Operational excellence has enhanced the companies' performance through an excellent delivery and production system, which gave clients true value. Demand forecasting, through anticipation of the demand of services needed by customers of Maersk Kenya Limited, has also led to enhanced organizational performance. There has been customer focus through the understanding of the dynamic needs of the customers in the company.

The study concluded that supply chain integration is critical to improving an organization's performance. The services offered in Maersk Kenya Limited are of high quality, which has enhanced the operational performance of the company. The study also concluded that embracing innovative culture can help create improvements for increasingly complex supply chain organizations. Additionally, supply chain leaders and other senior executives need to understand how their actions influence their employees' actions.

On effects of SCS on the operational performance of shipping line companies, the study concluded that SCS have led to customer satisfaction, which has enhanced operational performance in the companies. To meet customer demand at a sustainable

profit, each shipping line company needs to know where its finished inventory or raw materials are in the supply chain. SCS improves competitiveness, which enhances operational performance. When companies have effective supply chain management in place, they have an immediate competitive advantage over competitors in their industry.

Recommendations

The management of the shipping line companies must embrace SCS that guarantee quality in the supply chain process through enhancing operational excellence, customer focus, and demand forecasting. This will, in turn, enhance the coordination and integration of demand, supply, and relationships between suppliers and customers to satisfy customers effectively in the shipping line companies.

Shipping line companies have faced challenges in their performance in terms of profitability, increasing costs, decreasing sales, and inefficiencies of operations. The management of shipping line companies should, therefore, come up with the right means of reducing the above inefficiencies, which impact their performance negatively.

Since there was a positive relationship between SCS and operational performance, shipping line companies should ensure that they have three supply chain strategies in place that are effective and proper funding that is available to support them. This is because they may be crucial in enhancing customer growth, sales growth, and operational efficiency.

Recommendations for Further Research

This study sought to determine the effects of supply chain strategies on the operational performance of the shipping line companies in Kenya. In the future, similar studies can be conducted to focus on the dynamic capabilities of the operational performance of shipping companies.

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APPENDICES

Appendix A: Researcher's Letter of Introduction

Dear Participant:

I'm a student at Daystar University pursuing a Master's Degree in Business Administration. As a necessity to complete my program, I'm researching EFFECTS OF SUPPLY CHAIN STRATEGIES ON THE OPERATIONAL PERFORMANCE OF THE SHIPPING LINE COMPANIES IN KENYA: A CASE OF MAERSK. To accomplish this, you are kindly requested to engage in this academic study by filling the provided questionnaire. The gathered information is to be gathered for only academic reasons and is to be held confidential. The presentation of the outcomes gathered from the research is to be done in the form of a summary and no disclosure will occur on information relating to a company or individual.

Thank you for participating.

Appendix B: Questionnaire

Section A: Information Pertaining your Background

1. Please identify your gender? [ ] Male [ ] Female

2. Please identify the range of your age in years? 20-30 [ ] 31-40 [ ]

   41-50 [ ] Above 51[ ]

3. What's your highest Education level?

   Diploma [ ] Bachelor Degree [ ] Post Graduate [ ]

4. How many years have you served in the organization?

   0-5 [ ] 6-10 [ ] Above 11 [ ]

Section B: The Supply Chain Strategies Incorporated by Shipping Line Companies

5. Kindly give an indication using a tick in the appropriate column that you agree with the statements that follow concerning supply chain strategies incorporated by Kenyan shipping line companies. Rank on a 5- point scale in which: 1- Strongly disagree, 2- Disagree, 3-Neutral, 4- Agree, 5- Strongly agree

Statement	1	2	3	4	5
Operational excellence has enhanced our company performance through excellent delivery and production system which has given clients the true value					
Operational excellence has enabled the company and its leadership to continuously improve all areas of operational performance					
There have been customer focus through anticipation of the future needs and requirements of the customers in my organization					

There have been customer focus through putting their interests first in my organization					
There have been customer focus through the understanding of the dynamic needs of the customers in my organization					
There has been demand forecasting through anticipation of the demand of services needed by customers in my organization					
There has been demand forecasting through accurate demand forecast in my organization					

Section C: The Performance of Shipping Line Companies

6. By use of a tick, kindly indicate how much you agree with the statements that follow concerning the operational performance of Kenyan shipping line companies. Rank on a 5- point scale where: 1- Strongly disagree, 2-Disagree, 3-Neutral, 4- Agree, 5-Strongly agree

Statement	1	2	3	4	5
There has been an increase in the number of new customers which has enhanced operational performance in my organization					
There has been an increase in the retention rate of the customers which has enhanced operational performance in my organization					
My organization has witnessed increased sales growth over the years which has enhanced operational performance in my organization					
My organization has been able to deliver the services to the customers in a cost-effective which has enhanced operational performance in my organization					

The services offered in my organization are of high quality which has enhanced operational performance in my organization					
There have been better coordination of services offered in my organization which has enhanced operational performance in my organization					

Section D: The Effects of Supply Chain Strategies on the Operational Performance of Shipping Line Companies

7. By use of a tick, kindly indicate how much you agree with the statements that follow concerning impacts of supply chain strategies on the performance of Kenyan shipping line companies. Rank on a 5- point scale where: 1- Strongly disagree, 2-Disagree, 3-Neutral, 4- Agree, 5- Strongly agree

Statement	1	2	3	4	5
Supply chain strategies have led to improved competitiveness which has enhanced the operation performance of my organization					
Supply chain strategies have led to an increase in the market share which has enhanced the operational performance of my organization					
Supply chain strategies have led to customer growth which has enhanced operational performance in my organization					
Supply chain strategies have led to customer satisfaction which has enhanced operational performance in my organization					
Supply chain strategies have led to sales growth which has enhanced operational performance in my organization					
Supply chain strategies have enhanced operational efficiency which has enhanced operational performance in my organization					

Supply chain strategies have enhanced the quality of services offered which has enhanced operational performance in my organization					

Section E: Information Technology

8. By use of a tick, kindly indicate how much you agree with the statements that follow concerning information technology. Rank on a 5- point scale where: 1- Strongly disagree, 2-Disagree, 3-Neutral, 4- Agree, 5- Strongly agree

	1	2	3	4	5
Information technology ensures that the quality of services in my organization are monitored and controlled					
Information technology ensures that chances of occurrences of errors in my organization are minimized					
Information technology ensures smooth flow of information in my organization					
Information technology helps to create a transparent supply chain in my organization					
Information technology helps create a visible demand pattern in my organization					

Section E: Organizational Culture

9. By use of a tick, kindly indicate how much you agree with the statements that follow concerning the culture of an organization. Rank on a 5- point scale where: 1- Strongly disagree, 2-Disagree, 3-Neutral, 4- Agree, 5- Strongly agree

	1	2	3	4	5
The employees in my organization value the organization's mission					
The employees in my organization uphold fundamental values in the implementation of their duties					
Employees in my organization take work with a positive attitude					

The culture of my organization unites every worker towards the same goals					
Organizational workers prefer teamwork rather than individualism					

Thank you for your time

Appendix C: Ethical Clearance

DAYSTAR UNIVERSITY
Excellence • Transformation • Servant Leadership
Athi River Campus
P. O. Box 17 - 90145
Daystar University, Kenya
Tel: 045 6622601 (2) (3)
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E-mail : mombasa@daystar.ac.ke
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VERDICT – APPROVAL WITH COMMENTS

Daystar University Ethics Review Board

Our Ref: **DU-ERB/12/05/2020/000422**

Date: 12th May 2020

To: Elizabeth Karenga

Dear Elizabeth,

RE: EFFECT OF SUPPLY CHAIN STRATEGIES ON THE OPERATIONAL PERFORMANCE OF THE SHIPPING LINE COMPANIES IN KENYA: A CASE OF MAERSK

Reference is made to your ERB application reference no. 200420-01 dated 20th April 2020 in which you requested for ethical approval of your proposal by Daystar University Ethics Review Board.

We are pleased to inform you that ethical review has been done and the verdict is to revise to the satisfaction of your Supervisors and Head of Department before proceeding to the next stage. As guidance, ensure that the attached comments are addressed. Please be advised that it is an offence to proceed to collect data without addressing the concerns of Ethics Review board. Your application approval number is **DU-ERB-000422.** The approval period for the research is between **12th** May ***2020 to 11th May 2021*** after which the ethical approval lapses. Should you wish to continue with the research after the lapse you will be required to apply for an extension from DU-ERB at half the review charges.

This approval is subject to compliance with the following requirements;

i. Only approved documents including (informed consents, study instruments, MTA) will be used.
ii. All changes including (amendments, deviations, and violations) are submitted for review and approval by Daystar University Ethics Review Board.
iii. Death and life threatening problems and serious adverse events or unexpected adverse events whether related or unrelated to the study must be reported to Daystar University Ethics Review Board within 72 hours of notification.
iv. Any changes anticipated or otherwise that may increase the risks or affected safety or welfare of study participants and others or affect the integrity of the research must be reported to Daystar University Ethics Review Board within 72 hours.
v. Clearance for export of biological specimens must be obtained from relevant institutions.
vi. Submission of a request for renewal of approval at least 60 days prior to expiry of the approval period. Attach a comprehensive progress report to support the renewal.
vii. Submission of a signed one page executive summary report and a closure report within 90 days upon completion of the study to Daystar University Ethics Review Board via email [duerb@daystar.ac.ke].

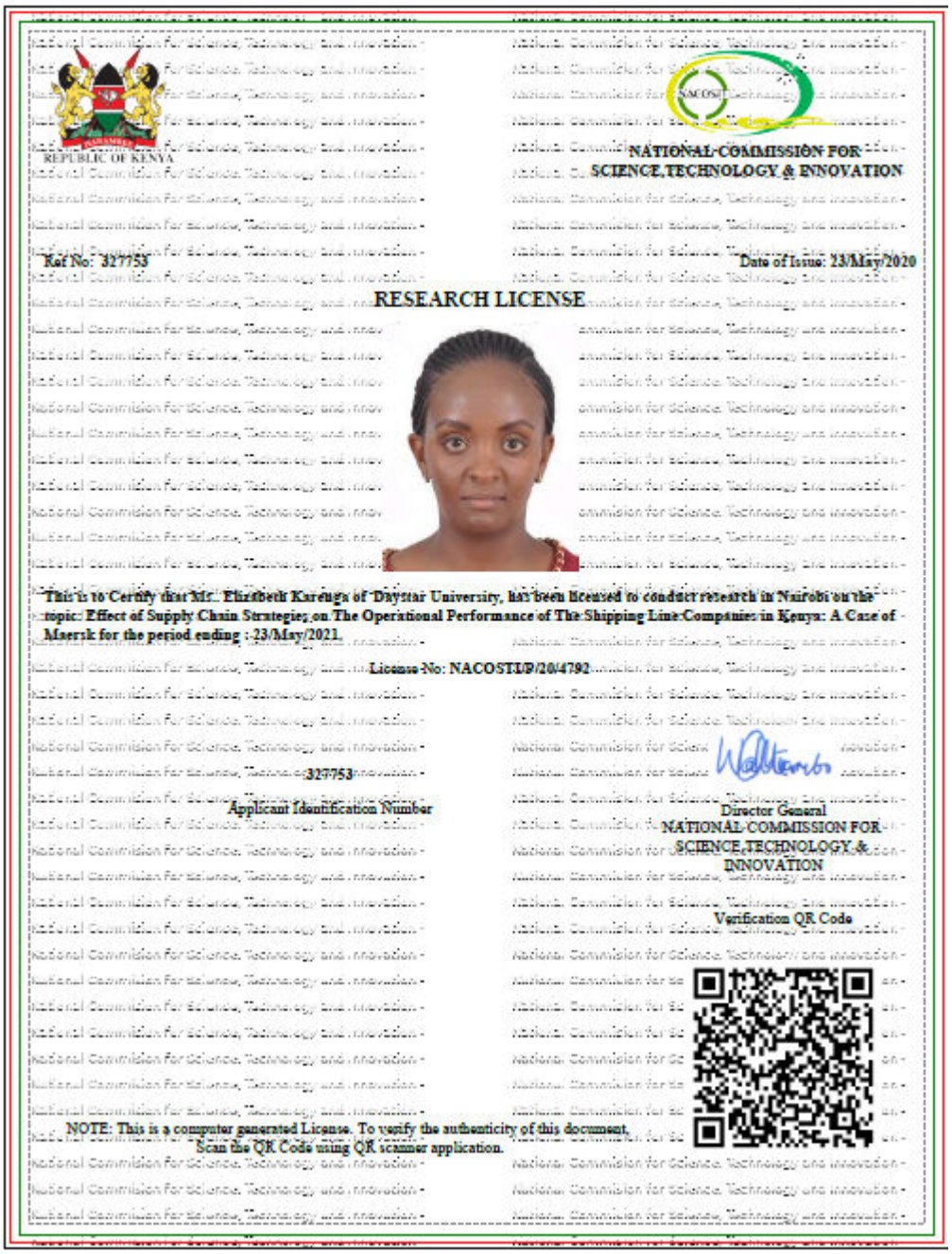
Prior to commencing your study, you will be expected to obtain a research license from National Commission for Science, Technology and Innovation (NACOSTI) https://oris.nacosti.go.ke and other clearances needed.

Yours sincerely,

Mrs. Purity Kiambi,
Secretary, Daystar University Ethics Review Board

"...until the day dawn and the daystar

Appendix D: Research Permit



REPUBLIC OF KENYA

NATIONAL COMMISSION FOR SCIENCE,TECHNOLOGY & INNOVATION

Ref No: 327753

Date of Issue: 23/May/2020

RESEARCH LICENSE

This is to Certify that Ms. Elizabeth Karenga of Daystar University, has been licensed to conduct research in Nairobi on the topic: Effect of Supply Chain Strategies on The Operational Performance of The Shipping Line Companies in Kenya: A Case of Maersk for the period ending : 23/May/2021.

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327753

Applicant Identification Number

Director General
NATIONAL COMMISSION FOR SCIENCE,TECHNOLOGY & INNOVATION

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Appendix E: Plagiarism Report

Elizabeth Karenga - Thesis - 6th Oct. 2021

ORIGINALITY REPORT

19%	16%	5%	11%
SIMILARITY INDEX	INTERNET SOURCES	PUBLICATIONS	STUDENT PAPERS

PRIMARY SOURCES

1	Submitted to Daystar University Student Paper	3%
2	growingscience.com Internet Source	1%
3	ir-library.ku.ac.ke Internet Source	1%
4	www.unitedgs.com Internet Source	1%
5	Submitted to Higher Education Commission Pakistan Student Paper	1%
6	www.ijsrp.org Internet Source	1%
7	docplayer.net Internet Source	1%
8	Submitted to University of the Western Cape Student Paper	<1%
9	www.jibism.org Internet Source	<1%