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Masya, Benard
Strathmore Business School
Strathmore University

THE EFFECT OF LOGISTICS REGULATORY RESTRICTIVNENESS ON THE PERFORMANCE OF FREIGHT FORWARDING COMPANIES IN KENYA

BENARD MASYA

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DECLARATION

I declare that this work has not been previously submitted and approved for the award of a degree by this or any other university. To the best of my knowledge and belief, the proposal contains no material previously published or written by another person except where due reference is made in the proposal itself.

Benard Masya
(MCOM/089122)
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Approval
The proposal of Benard Masya was reviewed and approved by:

Dr. Olgha Adede

Lecturer, Strathmore Business School

ABSTRACT

Covid 19 restrictions imposed by the government have resulted in significant impact to the economy and particularly to Small and Medium Sized Enterprises (SMEs). The selection of some interventions over others necessitates assessment of the rationale behind the various regulations that were put in place and how these have impacted specific industries. This study focused on the effect of government logistics regulatory restrictiveness on the performance of freight forwarding companies in Kenya. The objectives of the study were as follows: To determine the effect of customs restrictiveness on the performance of freight forwarding companies in Kenya; To determine the effect of investment restrictiveness on the performance of freight forwarding companies in Kenya. To determine the effect of movement of people restrictiveness on the performance of freight forwarding companies in Kenya. To determine the effect of road transport restrictiveness on the performance of freight forwarding companies in Kenya. The bulk of cargo movement in Africa is facilitated via road transportation with freight forwarding companies playing a central role in the distribution process. Two main theories are considered in this study – The Private Interest Theory of Regulation and the Balanced Scorecard. The current study utilized a descriptive-cross-sectional research design. There are 868 licensed freight forwarding companies in Kenya; managers from these organizations formed the population of the current study. Data, from 256 sampled respondents, was collected through closed-ended structured questionnaire and data analysis, both descriptive and inferential statistics, was performed. The study was rooted in the private interest theory and the Balanced Scorecard. Regression results indicated that the impact of the independent variables, by magnitude in descending order was as follows – custom restrictiveness, movement of people restrictiveness and finally investment restrictiveness. Road transport restrictiveness was not found to be a significant predictor of performance. Incomplete. The study concluded that customs and movement of people restrictiveness significantly impacts the performance of freight forwarding companies in Kenya, with customs restrictiveness having the most profound effect. Investment restrictiveness and road transport restrictiveness were found to have less impact. Limitations included reliance on self-reported data, which may introduce bias, and the focus on Nairobi, limiting generalizability across Kenya or other regions. Future research is recommended to explore the longitudinal impact of regulatory restrictiveness on freight forwarding performance, including qualitative studies to understand the nuanced impacts of such regulations. Additionally, expanding the geographical scope beyond Nairobi to include other major freight corridors in Kenya would provide a more comprehensive understanding of the regulatory impacts on the freight forwarding industry.

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BSC – Balanced Scorecard

EU – European Union

ICD – Inland Container Depot

IDRC – International Development Research Center

KRA – Kenya Revenue Authority

CHAPTER ONE
INTRODUCTION

1.1 Background of the study

A double-edge debacle was occasioned by the Covid-19 pandemic – on the one side, the need to protect the public from the spread of the pandemic and on the other, the need to avert debilitating financial outcomes to the populace (Maher, Hoang & Hindery, 2020). The dual effect of these regulations deserves exposition in light of the possibility of future similar expedited regulation contexts. The challenge of quick regulation was most apparent to the cargo industry in that governments struggled to maintain the flow of essential goods across various regions while at the same time remaining weary of the potential of the various traveling employees to act as conveyors of the virus. The pandemic thus imparted a regulatory need to an already encumbered industry in Kenya resulting in the government enforcing Covid 19 regulations affecting truckers operating in the region (Mbewa, 2020). The impact of regulation to the performance of freight forwarding firms in Kenya therefore formed the basis for this study.

About 75% of total ton kilometers transported in the European Union (EU) are ferried over road with the prominence of road transportation likewise apparent in the United States (Wiegmans & Donders, 2007). This predominance of road transport in the distribution of cargo necessitates the implementation of regulations that expedite circulation of goods in order to enhance commerce and subsequently economies. The interrelation between industry and regulator interests is highlighted in the Private Interest Theory of Regulation in that a dyadic relationship, between industry players and regulators, shapes both the process of regulation and the outcome of the same.

From a regional perspective, freight forwarding is mainly hindered by the deplorable state of infrastructure in Africa. There are fewer roads in Africa, today, than there were 30 years ago and 70% of the population lives more than two kilometers away from the nearest all-season road (Teravaninthorn & Raballand, 2009). Teravaninthorn and Raballand (2009), in a World-Bank-commissioned report note that transportation costs in Africa were more of a hinderance to production than importation tariffs and trade

restrictions. Moreover, Africa accounts for less than 1% of world market share in non-oil-based cargo exported from the region; this compared to 10% in East Asia/ Pacific region and 4% in Latin America and the Caribbean's. The disparity, primarily due to a failure in infrastructure, is further highlighted by the fact that Africa has a relatively higher abundance of raw materials (Teravaninthorn & Raballand, 2009).

From a local perspective, 76% of freight is circulated through road and the cost of exportation of a 20-foot container is $1,955 in Kenya, compared to $728 in Mauritius and $1,155 in Mozambique and $390 in China (Balistreri et al., 2009). Whereas policies resulting in the Regional Electric Cargo Tracking System (RECTS) have proven beneficial in expediting transportation of cargo and ensuring security, much remains to be seen in addressing other areas of the sector that prove as bottlenecks to productivity; among these are the passing of regulations without consultation with industry stakeholders (Balistreri et al., 2009; Nyongesa, 2018).

In addressing the interplay between governmental regulatory practices and business performance, significant disparities persist across different industries and regions, revealing a critical gap in understanding the localized effects of such regulations. Particularly in the freight forwarding industry in Kenya, where regulatory measures significantly influence operational dynamics, there exists a scant comprehensiveness in studies that delineate the specific impacts of various regulatory dimensions—such as customs, investment, and transport restrictiveness—on organizational performance. Hollweg and Wong (2009) highlight the need for more focused research on sector-specific regulatory impacts, while studies like those by Kuncoro et al. (2021) suggest that even within regions, responses to regulations can vary dramatically, influencing the effectiveness of policies. This study seeks to bridge this knowledge gap by meticulously analyzing the direct and nuanced effects of government logistics regulations on the performance of freight forwarding companies within Nairobi. By focusing on a sector that is pivotal to Kenya's economic infrastructure yet underexplored in empirical literature, this research aims to offer targeted insights that could guide policy adjustments and enhance industry practices, ultimately fostering a regulatory environment that bolsters rather than inhibits business growth and efficiency (Hollweg & Wong, 2009; Kuncoro et al., 2021).

1.1.1 Logistics regulatory restrictiveness

Government regulations are directives issued by the government to the end of altering behavior and approaches of a particular entity (or entities) (Laffont, 1994; Hertog, 1999). The current study focusses on government trade regulation as encapsulated in the legalistic perspective (European Union, 2020) and earlier put forward by Laffont (1994) and Hertog (1999). Koyama and Golub (2006) define regulatory restrictivness as the measure of the openness or prohibition of a regulation. The current study focuses on regulation restrictiveness in the logistics sector.

Hollweg and Wong (2009) propose a logistics sector restrictiveness model in measuring the impact of regulation on the performance of the logistics sector. The approach is utilized in assessing the restrictiveness of regulations applied across the Association of Southeast Asian Nations (ASEAN)+6 countries. The authors propose six constructs in measuring the restrictiveness of a regulation – customs, investment, movement of people, maritime transport, aviation transport, and road transport regulatory restrictiveness. Customs speaks to documentation requirements imposed in the movement of cargo. Investment applies to such aspects as discriminatory practices and other factors affecting investment. Movement of people relates to licensing requirements, movement of people and such other factors pertaining to facilitators of transportation. Finally, the three categories – maritime transport, aviation transport, and road transport constitute factors that are particular to the respective means of transportation (Hollweg & Wong, 2009). The authors operationalize regulation by assessing the restrictiveness conferred by rules under the aforementioned six constructs.

The study employed a conceptualization of regulation that is consistent with that put forward by Ikuthu and Kipkorir (2017) in considering government policies as an independent variable affecting performance of firms. The authors operationalize regulation as the restrictiveness of the particular entails of the regulation in effect. The current study applies the Ikuthu and Kipkorir (2017) with consideration of restrictiveness as put forward by Hollweg and Wong (2009). Hollweg and Wong (2009) employ the approach in assessing the restrictiveness of regulations applied in the logistics service industry under the umbrella construct groupings. However, the

study, unlike Ikuthu and Kipkoir (2017) but in keeping with Hollweg and Wong (2009), goes further by unpacking government policies to identify the specific aspects of the policy that influence performance; this approach is consistent with the legalistic perspective (European Union, 2020; Laffont, 1994; Hertog, 1999). In the current study, four metrics deriving from Hollweg and Wong (2009) are employed in operationalizing the independent variables of the study – customs, investment, movement of people, and road transport (Hollweg & Wong, 2009). The two additional constructs – maritime and aviation transport – are omitted on account of the current study's focus on road transportation.

1.1.2 Organizational performance

Richard et al., (2009) defines performance as involving an assessment of outcomes deriving from three specific areas of a firm – financial, product market functioning, and shareholder return. The collection of information of data utilized in assessing performance is however prescriptive and relies less on experimental assessment of possible determinants than it does on standard practice (March & Sutton, 1997). This focus on the status quo of performance assessment, as postulated by March and Sutton (1997) prevents the gaining of deeper insights into other potential explainers of performance as assessors are forced to rely on historical data that may have been collected in accordance with limiting predeterminations of what organizational performance entails.

Richard (2009) further notes that the multiplicity of performance measurements presenting both in extant literature and in practice point to inherent misalignment on the factors that both shape and constitute the construct. An assessment of the various measurement approaches however reveals that three main factors shape the process of measurement of performance – stakeholders, heterogeneity of products and circumstances, and time. Measuring the performance of a business entity would therefore require elucidation of rationale of interest in centering on particular outcomes and the ensuring of validity of the approaches taken.

In keeping with Richard's (2009) observation on the importance of assessing performance from multi-stakeholder perspective, Coglianese (2012) proposes four constructs by which to assess policy outcomes – cost-effectiveness ratios, benefit-cost

rations, net benefits, and return on government investment. Cost-effectiveness ratio, including cost-per-life saves, involves a computation the ration between the resources involved in the crafting and implementation of a regulation vis the benefit achieved per individual. A benefit-cost ratio utilizes a similar approach as that used in cost-effectiveness ratio but involves conversion of benefits to monetary equivalents; monetary equivalent of a saved life falls under the cost effectiveness ratio. The net benefits ratio involves totaling the overall benefit of regulation and using this to compute the effectiveness of the regulation vis others. The approach overcomes the benefit-cost weakness of overestimating the welfare effect. Finally, return on government investment assesses the return per government resource used in creating and implementing the policy (Coglianese, 2012).

Kaplan's (1992) Balanced Score Card (BSC) approach to assessment of organization outcomes has proved a mainstay of organizational performance assessment. The tool focuses on four central facets – financial perspective, internal business perspective, customer perspective, and innovation and learning perspective. The financial indicators provide information for investors and provide insights on the respective company's financial bottom line. Areas of focus thus include cash flow, sales growth, market share and Return on Investment (ROI). Internal measures focus on the objectives of the organization and the areas deemed pivotal to overall performance. These include such metrics as turn-over and employee attrition rates. Customer-focused metrics provide insights on the business from the perspective of the customer. Metrics under this categorization include such factors as on-time delivery, shar of key accounts' purchases, and ranking by key accounts (Kaplan & Norton, 1992). Finally, innovation and learning metrics center on assessment of initiatives that are anticipated to create additional or future value for the business. Metrics under this category include such indicators as newly launched products and value-add to consumers (Kaplan, 1992).

In viewing Kaplan's (1992) aforementioned constructs of focus in light of Richard's (2009) observations, the measures focus on different stakeholders, account for offering contexts and circumstances, and include a timebound aspect in that they are iterative and not one-off measures of the firm's performance. The current study focuses on Kaplan's (1992) seminal BSC approach to performance measurement. Boulianne

(2006), despite suggesting augmentations to the BSC opines that the tool remains valid and relevant in assessing business performance. The assessment will focus on influence of the regulation across all four aspects of performance – financial perspective, internal business perspective, customer perspective, and innovation and learning perspective, to capture a wide range of outcomes given that the industry features multiple stakeholders.

1.1.3 Freight Forwarding Industry in Kenya

The main players in the cargo industry include shippers, forwarders, port authorities, railway authorities and the public (Hanaoka, Sota, Kawasaki & Thompson, 2019). Ports facilitate 90% of Kenya's trade; as of 2014, ports recorded a throughput of 1,012,002 Twenty-foot equivalent units and 24.87 million tons of cargo. Road transport facilitates 95% of freight forwarding into the country with the railroad and air transportation, prior to construction of the standard gauge railway, accounting for a measly 5% (Ikuthu & Kipkorir, 2017).

Cargo, in keeping with the Port - Hinterland logistics regionalization theory (Notteboom & Rodrigue, 2005), cargo is transported to inland ports which shift the distribution function away from the ports thus alleviating overcrowding in the main collection areas (Kotut & Mugambi, 2014). The three main Inland Container Depots (ICD) located in Nairobi, Kisumu and Eldoret (Wood, 2005). Despite the efforts, road transport remains challenged by low efficiency in the process of moving cargo to the interior of the country.

This study sought to explore the perspective of freight forwarding companies focused on road transportation of goods. Focus on these stakeholders is informed by their central role in the industry in that they facilitate 95% of transportation of goods from and to the ports. According to the Kenya Revenue Authority (2018), there are 868 licensed freight forwarding companies in Kenya; these form the population of the study.

The main regulatory function in Kenya is played by the Ministry of Transport, Infrastructure, Housing, Urban Development and Public Works with directives issued through gazette notices and other formal communications (Githinji & Were, 2018). The purpose of the rules vis trackers as facilitated by freight forwarding companies, is to curb the spread of the disease without interfering with trade as guided by the World Health Organization (WHO) instituted Internal Health Regulations (IHR). The outcome of business performance is thus of importance as a proxy for trade disruption. The current study addresses regulation and its impact on trade. The impact of regulation in the current study is assessed on account of its restrictiveness under the constructs customs, investment, movement of people, and road transportation (Hollweg and Wong, 2009).

1.3 Problem Statement

Despite Kenya's heavy reliance on port and road transport for its economic trade—with ports facilitating 90% of its trade and road transport accounting for 95% of freight forwarding into the country (Ikuthu & Kipkorir, 2017)—significant regulatory challenges persist. These regulations critically impact the performance and operational efficiency of freight forwarding companies. Mendolian et al., (2021) emphasize that government restrictions, especially during crises like the Covid-19 pandemic, predominantly restrict movement and significantly affect businesses. This assertion is supported by Deighton-Smith (2004), who advocates for transparency in governmental operations to enhance regulatory quality and accountability, underlining the necessity for clear and effective regulations to ensure businesses' efficacious operations.

However, existing literature primarily explores the broader impacts of regulations without delving into the specific nuances affecting different sectors within a single economy. Studies such as those by Kori et al., (2020) and Munywoki (2017) highlight the variable impacts of regulatory practices within the banking sector in Kenya, suggesting a similar variance could exist within the freight forwarding industry. This variance indicates a critical gap in understanding the specific impacts of regulatory practices on different sectors within the Kenyan economy.

Conceptually, there is a need to understand how logistics regulatory restrictiveness specifically influences organizational performance, particularly in the freight forwarding sector. Contextually, the unique operational challenges and regulatory environments faced by freight forwarding companies in Kenya have not been thoroughly examined. Methodologically, there is a scarcity of empirical studies employing robust frameworks to assess the restrictiveness of various regulations on the logistics sector.

The current study aimed to fill these gaps by employing a descriptive correlational research design to examine the specific impacts of customs, investment, movement of people, and road transport regulations on the performance of freight forwarding companies in Nairobi. This approach aligns with the framework used by Hollweg and Wong (2009) to assess the restrictiveness of regulations in the logistics service industry. By focusing on this underexplored sector, the study seeks to provide targeted insights that could influence policy adjustments and enhance operational efficiencies within the industry.

1.4 Research objectives

The main objective of the current study was to establish the effect of logistics regulatory restrictiveness on performance of freight forwarding companies in Kenya.

1.4.1 Specific research objectives

The specific objectives were as follows:

i. To determine the effect of customs restrictiveness on the performance of freight forwarding companies in Kenya.
ii. To determine the effect of investment restrictiveness on the performance of freight forwarding companies in Kenya.
iii. To determine the effect of movement of people restrictiveness on the performance of freight forwarding companies in Kenya
iv. To determine the effect of road transport restrictiveness on the performance of freight forwarding companies in Kenya

1.5 Research Questions

The research questions forthcoming from the objectives were as follows:

i. What is the effect of customs restrictiveness on the performance of freight forwarding companies in Kenya?
ii. What is the effect of investment restrictiveness on the performance of freight forwarding companies in Kenya?
iii. What is the effect of movement of people restrictiveness on the performance of freight forwarding companies in Kenya?
iv. What is the effect of road transport restrictiveness on the performance of freight forwarding companies in Kenya?

1.6 Scope of the Study

In the current study, four metrics deriving from Hollweg and Wong (2009) were employed in operationalizing the independent variables of the study – customs, investment, movement of people, and road transport (Hollweg & Wong, 2009). The two additional constructs – maritime and aviation transport – are omitted on account of the current study's focus on road transportation. The assessment focused on influence of the regulation across all four aspects of performance – financial perspective, internal business perspective, customer perspective, and innovation and learning perspective, to capture a wide range of outcomes given that the industry features multiple stakeholders. The study focused on two guiding theories - The Private Interest Theory of Regulation and the Balanced Scorecard. descriptive-cross-sectional research design to assess the relationship between the variables of study.

The study focused on freight-forwarding companies operating in Nairobi County as these are responsible for the 76% of cargo transported via road (Balistreri et al., 2009). The study was quantitative focusing on structured questionnaire responses from freight forwarders operating in Nairobi, the main destination of cargo entering the country (Wood, 2005). The primary respondents to the study were logistic managers tasked with orchestrating the distribution of cargo to and from clients. The total number of respondents was computed from the population of 868 registered freight forwarders listed by the KRA (Kenya Revenue Authority, 2018). The study was completed in June 2022.

1.7 Significance of the Study

The study findings are of significance to policy makers, industry players and scholars. To policy makers, the study offers insights into the efficacy of government trade

regulation in light of firm performance. The manner through which regulations affect industry players will be assessed in light of their performance outcome to allow for consideration of the give and take between prevention of negative health outcomes and preservation of livelihoods in the industry. Insights from the study would therefore be useful in prescribing future approaches to the crafting of legislation relevant to the industry.

To the industry, the study offers insights into the role that regulations play in shaping performance; this allows for optimization of a company's strategies so as to gain competitive advantage. Findings will also aid in the assessment of the mode of regulation formulation in light of stakeholder effect and engagement. Outcomes of the study would therefore aid in informing possible future advocacy aimed at determining the mode of interaction between industry players and regulators in the leadup to regulation crafting and enforcement.

To scholars, the study provides insights into the context specific applicability extant theory. As noted, for instance, by Khomba (2015), the BSC suffers contextual limitations hence empirical evidence emanating from this study will add to the theory by supporting or disputing this postulation of inapplicability of the BSC in the Kenyan context. The study also paves way for consideration of regulation as a macroeconomic factor shaping the businesses competitive environment hence allowing for assessment of stakeholder involvement in the crafting of regulations vis their impact.

1.8 Chapter Summary

This chapter provided a background highlighting the role of freight forwarders in facilitating road transportation and the impact of regulation on the performance of firms. Also discussed were the various conceptualizations of regulation culminating in a selection of an operationalization of regulation applicable to the current study's aim of assessing performance as observed through the BSC approach. The problem spurring the current study and the objectives following from the problem are also presented. A presentation of the scope covered and the significance of the study and the parties to which findings are pertinent closes the chapter.

CHAPTER TWO
LITERATURE REVIEW

2.1 Introduction

This chapter provides an exposition of extant literature considering the study objectives. The chapter is divided into six main sections – theoretical foundation, empirical review, gaps in research, conceptual framework, operationalization of variables and chapter summary.

2.2 Theoretical Foundation of the Study

Two main theories are considered in this study – The Private Interest Theory of Regulation and the Balanced Scorecard. The entails and proponents of the theories, their pertinence to the current study, and critiques, are expounded upon in two subsequent sections.

2.2.1 The Private Interest Theory of Regulation

The Private Interest Theory emerged from the Capture Theory which served as a bridged from the debunked Public Interest Theory (Stigler, 1971). The origination of the theory is credited to Posner (1974) in his seminal work on the capture theory which then evolved into the Private Interest Theory. The theory stipulates that over time, regulations align with the interests of the broader industry thus serving the interests of the industry rather than, primarily, those of the public (Kalt, Josepth, Zupan, Mark, 1984). The rationale behind the assertion is that regulators suffer information asymmetry in that they are reliant on industry players for knowledge of the workings of the industry that they seek to regulate (Posner, 1974). Their regulatory actions are therefore hampered by this lack of information hence creating an interplay whereby the industry can only be regulated in as much as accurate information is provided by the regulated with inaccuracy in regulation resulting in possible unbearable costs to the regulator and risk of litigation (Hertog, 2010). Furthermore, regulators often look

to the regulated entities for career advancements hence a balance of play that eventually favors the regulated in the crafting of regulations.

This theory is of pertinence to the current study as it provides a lens by which to assess the regulatory provisions enforced in the cargo transportation industry in Kenya. The view of the regulatory process as the result of a dyadic exchange between regulator and regulated leads to the inference that the interest of the regulated would at least, in part, be reflected in the crafted regulations. Moreover, the regulated, as viewed in light of this theory, would have a clear understanding of the nature of interaction between the regulating body and the industry players as it is this exchange that guides and eventually shapes the regulations to the end of benefiting the overall industry. A failure in this dyadic association would point to possible breakdown of the ideal regulatory process that is opined, by the Private Interests Theory of Regulation, to be of benefit to the industry.

The main criticism of the Private Interest Theory emanates from the understanding of the cost of mobilization of private interest groups as compared to producers. Stigler (1971) posited those producers were better suited to mobilize to the end of shaping regulation on account of the benefit that would accrue and the relatively lower cost of mobilization. McChesney (1987) however contends that empirical evidence shows that private groups are equally motivated to mobilize to the end of shaping regulation hence undercutting the premise of the theory. Secondly, government, in Stigler's (1971) depiction is a homogenous entity acting unilaterally; McChesney (1987) however contends that government is constituted of multiple individuals with varying interests and these individuals, through regulation, seek to achieve their own ends.

2.2.2 The Balanced Scorecard

Kaplan and Norton (1992), put forward the idea of the Balanced Score Card (BSC) approach to assessment of organization outcomes. The central idea of the framework was that organizations should be assessed on more metrics than the financial. The tool focuses on four aspects of performance – financial perspective, internal process, customer perspective, and learning and growth perspective. The financial indicators focus on a company's financial bottom line; such information is generally useful to such stakeholders and investors and financiers. The points of focus from this

perspective are therefore such aspects as cash flow, sales growth, market share and Return on Investment (ROI). Internal process measures focus on the objectives of the organization and the areas deemed pivotal to overall performance; these include such metrics as turn-over and employee attrition rates. Customer perspective metrics provide insights on the business from the perspective of the customer. Metrics assessed under the customer perspective include such factors as on-time delivery, shar of key accounts' purchases, and ranking by key accounts (Kaplan & Norton, 1992). Finally, learning and growth metrics center on assessment of initiatives that are anticipated to create additional or future value for the business; metrics under this category include such indicators as newly launched products and value-add to consumers (Kaplan, 1992).

The central premise of the Balanced Score Card (BSC) is the idea that what can be measured can be improved upon (Kaplan, 2009). To this end, the BSC presents as not only a tool for assessment of performance but also a strategic tool that can be used to diagnose the condition of a business by asking such questions as "Am I doing well or badly?" "What problems should I look at?" and "What is the best way of achieving a specific end?" (Kaplan, 2009). Measurements made using the BSC should not be isolated from the performance drivers; essentially, the measurements should be aligned to the objectives of the organization to ensure that what is measured is in keeping with what an organization seeks to achieve (Nørreklit, Kure and Trenca, 2018). This linkage between performance and strategy articulated through objectives, has resulted in the ubiquity of the BSC in assessments of business performance.

Hvenmark (2013), in a criticism of the BSC, notes its contextual limitation stating that whereas the tool is ideal for assessing performance in a typical top-down oriented business organization, the same is not applicable for democratized working environments. This is because the tool does not accommodate changing organizational orientations, and such other change processes as professionalization and centralization. This therefore points to the need for modification of the BSC in appreciation of the context of measurement of performance. However, despite the criticism, the BSC presents a holistic approach to measuring organizational performance by including both financial and non-financial measures that are vital in the assessment of the

performance from the purview of different stakeholders of the organization (Costa & Menichini, 2013).

The current study employs the BSC in assessment of the dependent variable of the study – organizational performance. The approach has been chosen on the basis of the tool proving useful in exploring the different aspects of performance that guide organizations. Overreliance of businesses on financial metrics is debilitating in the quest to achieve accurate measurement of organizations' performance; financial metrics are backward-looking, inaccurate and generally incapable of capturing the value of current innovative propositions that have a bearing on a company's future performance (Kaplan and Norton, 2007). The BSC is thus used to capture the multifaceted performance outcomes of freight forwarding firms assessed in the current study.

2.3 Empirical Review

This section provides a discussion of findings from previous empirical studies related to the current study. The section is divided into four main sections, each representing a study objective.

2.3.1 Customs Restrictiveness and Organizational Performance

Hollweg and Wong (2009) define restrictiveness as the impact of regulation on the performance of an organization. The authors posit that government restrictions through regulation of entrance into markets, and directing of the operations of logistics service providers, present as among the most influential factors performance of businesses in the logistics industry (Hollweg & Kuan, 2009). In a study of 25 countries constituting the APEC and ASEAN+6 nations, Hollweg and Kuan (2009) collected secondary data from such documents as the WTO trade Policy Reviews among others with the aim of the study, aside from articulating the main trade restriction barriers, being to assess the impact of these restrictions on performance as indicated by the World Bank's Logistic Performance Index. Findings postulated by Hollweg & Kuan (2009) indicate six main umbrella groupings of trade restrictions; of the six, customs restrictions were deemed the most impactful to trade. Custom restrictions include such factors as customs documentation, customs import licensing, customs electronic data interchange and the

possibility of review (Hollweg & Kuan, 2009). Findings of this study are of pertinence to the current study as they provide a validated tool of assessing the restrictiveness of regulations as assessed under specific groupings of factors. In particular, the four factors – customs restrictiveness, investment restrictiveness, movement of people restrictiveness and road transport restrictiveness form the independent variables of the study.

Restrictions imposed in ports following discovery of Covid 19 cases in different countries were swift and hard-hitting. Alamoush, Ballini and Ölçer (2022), in assessing the situation in Port of Aqaba/Jordan report inter alia lockdowns, social distancing, boarder closing, prechecks, and use of personal protective equipment as part of customs requirements. The abrupt changes thus imparted significant impact on the performance of firms operating in the freight forwarding industry as companies were forced to make immediate provisions for workers while at the same time dealing with the decline in business occasioned by the restrictions. Alamoush, Ballinin and Ölçer (2022), however note that the pandemic revealed the soft underbelly of transportation services noting that the use of smart and digital technologies would have significantly aided in the alleviation of challenges imposed by the Covid 19 restrictions.

The Association of Southeast Asian Nations seeks to establish a single market in the 12 countries within its jurisdiction (De Souza, Goh, Gupta & Lei, 2007). A single market, as highlighted by De Souza et al (2007) is characterized by a one-price holding in all markets in the region. The researchers assessed performance on the basis of total time of shipping, cost of shipping, quality of shipping, trade volume, and reliability of shipping. The current study assesses performance on the basis of the BSC model. The data assessed in the study was sourced from both primary and secondary sources with the primary sources involving 189 interviews gathered across the countries of interest. Findings put forth by De Souza et al (2007) indicated that customs procedures and inspections were the most limiting factors to facilitation of trade in the region, hence the factor was deemed a pivotal determinant of performance among businesses. De Souza et al (2007) opine that the main challenges emanating from the customs restrictions are the redundancies in procedures and the myriad documentations required of logistics operators. The problem, as viewed by De Souza et al (2007) could be addressed through the use of automated systems that both reduce the number of documents required and aid in automation and tracking of procedures outlined in the

cargo industry. In relating these findings to the current study, it is apparent, as was the case in postulations by Hollweg & Kuon (2009), that customs requirements are a main point of concern in the quest to expedite trade to facilitation of efficient product movements. The current study seeks to assess the legitimacy of this claim in the Kenyan context and in light of the peculiarities in regulations that are at play in the local market vis the ASEAN broader market.

The pursuit of a common market and the barriers that lie therein are further explored by Wei (2013) who explains customs performance as a function of trade frictions. Wei (2013) noted that the phenomenon is characterized by a decrease in trade efficiency on account of promotion of trade policies aimed at addressing market access and fair-trade practices. The role of the government in the enactment of such rules and practices justifies the study of policies pertaining to trade facilitation and cargo movement as defined by the frameworks set up by the legislative and regulative bodies. Trade restrictions thus curtail the performance of businesses. In assessing the factors result in curtailed business performance, Wei (2013) noted that three main factors are key – rise in protectionism, increase in illegal trade, and finally a lack of comprehensive trade restrictions to aid in policy creation.

The need for collection of statistics and general equipping of knowledge of customs officers is further highlighted by Han and Ireland (2013) who bring to light the potency of Informal Funds Transfers as a means by which to bypass customs regulations particularly with regard to payment procedures. Such practice is inferred to decrease the collection efficacy of custom firms while bolstering the financial performance of shipping entities on account of evaded taxation. Essentially, the swiftness of the funds transfer approach, coupled with the lack of accurate records results in an evading of compliance requirements hence prompting custom officers to lose out of revenue collection. This concern is of particular interest in African countries given that up to 50% of nations in the continent rely on taxation as the main source of government funding (Wei, 2013). Effective crafting and enforcing of government policies would thus go a long way toward ensuring not only facilitation of trade but also accruing collection of much needed government funding amounts.

Omosa (2020) in light of the use of technological solutions in regulation enforcement focus on implications of trade friction and market information on customs regulation enforcement. Omoso (2020) explained variations in Kenya's customs revenue collection as a function of scanner technology, cargo tracking systems, and integrated custom management system use. The general objective of the study featuring 227 respondents, was to assess the impact of automation on customs revenue performance. This goal is in keeping with Wei's (2013) observation that the role of customs officers in implementing and tracking adherence to policies is intertwined with revenue collection hence firm performance. Findings from the study indicate that all three measures - scanner technology, cargo tracking systems, and integrated custom management system use - are positively associated with increased revenue through enhanced adherence to customs regulations. This link between automation of adherence is however not considered in light of the restrictiveness of the regulations to cargo transportation and general logistics management practices. The current study therefore seeks to go a level deeper in assessing the impact of the policies to the firms that are relied upon as revenue sources to fund government activities.

The East African Community (EAC) Customs Union was set up to effect uniform competition policies and laws, standardize customs procedures and ensure that external tariffs imposed on goods are not restrictive of trade among third world nations and particularly so those operating within the same regions (Ndungu, 2013). Ngungu (2013), in employing a descriptive research design in assessing the performance outcomes of 14 oil companies operating in Kenya following the effecting of the customs standardization policies notes that the Custom's Management Act has, to a great extent, improved the performance of firms in the Kenya and neighboring countries. Efficiency of customs procedures, achieved through standardization of practices and automation of procedures, may thus be inferred to be of significant impact on the performance of firms. The current study seeks to address the current state of customs restrictions in light of the performance of firms involved in the freight forwarding business in Kenya. Posterity

2.3.2 Investment Restrictiveness and Organizational Performance

Kalinova, Palerm and Thomsen (2010) provide a summation of the restrictiveness scores of OECD countries based on a new ranking system. The novel system focuses on four metrics – foreign equity restrictions, screening and prior approval requirements, rules for key personnel and finally general restrictions on the operations of foreign enterprises. The purpose of the index ratings is to provide an indication of the openness or lack thereof of the respective economy to foreign investors. An assessment of restrictiveness is deemed indicative of organizational performance with an inverse relationship observed between the two variables – restrictiveness and business performance (Kalinova, Palerm & Thomsen, 2010). The recent iteration of the scale allows for the ranking of G20 nations as well as the typical OECD countries. Findings indicate a wide disparity in scores with the main factor behind this variation being the regulations that are in play. China records a ranking of number one with an index score of 0.457 while Luxemburg, the lowest rater with respect to restrictiveness, scoring 0.004. Essentially, the index ratings are in keeping with the socio-political climate of the respective countries in that whereas China employs a politically restrictive model regarding business, Luxemburg, on the other extreme exercises an open policy aimed at attracting foreign investors in an integrative political society. Businesses, particularly foreign owned, operating in Luxemburg are likely to incur lower compliance costs hence resulting in better overall performance.

Borchert, Gootiiz, and Mattoo (2014) in an assessment of the role of investment restrictions as barriers to trade opine that most studies conducted on the topic focus on ratification of treaties and their implications on trade. This macro-view of regulation however neglects and more far-reaching hinderance to trade – the role of intra-country factors affecting the investment ranking of countries hence the performance outcomes of individual companies operating in different industries. Borchert et al (2014) derive their findings from data collected on 103 countries operating in regional trading blocs including 79 OECD countries. Findings reveal counterintuitive inferences – although among the fastest growing Asian and oil-rich Gulf states present as having more restrictive investment polices than their less developed counterparts. Moreover, the investment restrictiveness of transport sectors and professional sectors was more pronounced, across the dataset, than that evidenced in such sectors as retail,

telecommunications, and even finance. These findings, in light of the current study, point to a nuanced impact of regulation within countries. This nuance requires an articulation of sector-specific factors that are impactful on the performance of firms within a particular jurisdiction. Such inferences are of particular importance in assessing the manner through which sector-specific policies should be crafted and implemented in light of their impact on the restrictiveness of doing business in a particular jurisdiction.

Sharer (2001) in an assessment of the investment climate of Africa, assessed by region, notes that had the continent maintained its trajectory in exportation starting from the 1980s, the export value, as of the year 2000 would have been USD 92 billion more than currently is. The loss is however overshadowing of the progress that have been achieved over the years. This market improvement however is not sufficient in allowing countries in the region to spur into economic growth at the same pace as their counterparts. To achieve further growth, Sharer (2001) proposes consideration of policies that emphasize not only regional integration but more importantly stable, outward-looking, market-oriented incentivization environments. In assessing this postulation in light of the current study, it is apparent that regulations at play in the freight forwarding should not only look at the interests of internal stakeholders but should venture into consideration of the broader international markets. Such an approach would result in the consideration of global partnerships that would enhance the efficiency of freight forwarding in the country. This approach is however to be considered in light of the investment capabilities of major freight forwarding companies as a wide disparity in investment capability would result in market dominance as smaller firms with lower fund bases would be outcompeted by their larger counterparts.

Akinboade and Kinfack (2012) in a descriptive study featuring 575 enterprises in Cameroon's Central and Littoral regions sought to discuss the relationship between regulation, awareness, compliance and performance among Small and Medium-sized companies. Findings from the study indicate that regulations are generally viewed as restrictive and as a consequence, impeding to businesses looking to expand their reach within the respective regions. More particular to investment restrictiveness, Akinboade and Kinfack (2012) note that the manner of implementation of regulations is

inconsistent hence investing entities are unable to anticipate the true cost of compliance. Moreover, incidences of corruption in the bid to certify entities are rampant thereby creating environments of unpredictable business operations. The uncertainty of the business environment deters investors from allocating capital to various projects hence preventing growth and overall financial performance of firms. The interrelationship between the restrictiveness of investment regulations and its impact on the financial performance of firms in light of the entails and enforcement of regulations is explored in the current study.

Ibn-Mohammed et al (2021) however highlight that the restrictions associated with Covid 19 impact on investment predominantly on account of low business. Regulatory restrictions, though at play, would only serve to exacerbate the situation already resulting from a lack propensity for trade. The shock of the pandemic forced individuals to consider low-spending options that thus resulted in in decreased business meriting transportation of cargo. Ibn-Mohammad et al (2021) point to the use of airfreight for the transportation of N95 masks on account of the low transportation bookings recorded by airlines. It is therefore necessary that the current study account for the fact that decline in performance during the restriction period, though in part owing to regulation, would have been unavoidable on account of changes in the transactions within economies.

Mang'unyi (2011) opines that the general thrust of regulations in Kenya is such that foreign investors face little barriers to their quest to invest in local projects. This ease of foreign investment is exemplified in the participation of international financial institutions in the banking industry. Mang'unyi (2011) employs a descriptive research design to assess the relationship between foreign investment and firm performance as indicated by the financial performance of banks. Findings indicates no significant difference in performance by ownership. The finding therefore suggests that the investment environment enabling foreign investors to participate in local industries requires no extra expenditure in way of compliance; an expenditure that would have possibly reflected in sub-par performance of foreign owned banks operating in the same business environment as locally owned ones.

2.3.3 Movement of People Restrictiveness and Organizational Performance

Hollweg and Kuan (2009) conceptualize the construct 'movement of people' as entailing four main aspects - Licensing requirements on management, Movement of people – Permanent, Movement of people – Temporary, Local employment requirements and difficulty in firing. The characteristics espoused by Hollweg and Kuan (2009) derive from earlier works by De Souza et al (2007) and are supported by publications issued by the World Bank on factors that impede trade across borders. The outcome of these restrictions vis performance of the host nation economies is therefore a decline in overall productivity. The prevention of managers and staff operating foreign freight transportation countries from staying in countries for extended periods results in a hampering of efficient transfer of goods and services (Hollweg & Kuan, 2009). This is because such experts are unable to leverage their expertise in implementing strategies that have proven successful in other similar contexts. This impeding of strategic efficiency thus impacts negatively on the internal process performance dimension of the organization (Kaplan and Norton, 1992). In relating this finding to the current study, it is apparent that the consideration of polices to be applied in trade should be done with a keen focus on their ability to bolster trade and particularly, for the sake of the current study, the ability of regulations to enhance the performance of firms engaging freight forwarding activities.

An understanding of the differences in service industry restrictions impeding trade has been hampered by the peculiarity of laws and regulations across boarders (Nordås & Rouzet, 2017). Nordås and Rouzet, (2017) apply the index in assessing 22 sectors across 42 OECD countries with the intention of articulating the determinant factors hindering the expediting of trade across boarders. Among the industries under assessment were the telecommunications industry, the finance and the transport industry. Findings from the study indicate that most of the restrictions are on movement of people, establishment of commercial presence, cost-raising regulations, and lack of antitrust regulations. According to Hollweg and Kuan (2009) the movement of people is also an essential aspect to consider in the freight forwarding companies, particularly when considering experts that are charged with the role of facilitating movement of products in the target region. Moreover, Norton and Kaplan's (1992) idea of organizational learning and growth is further impeded by cross-pollination achieved through interaction of employees with different background in

the workplace; restrictions of the movement of people prevent the gaining of different perspective that are key to innovation in organizations. The hinderance of expatriates from setting up shop in a country on account of regulations deterring stay would result in an inability of managers to effectively transfer their know-how to local employees. Such a situation would prove an impediment to firms which in turn would result in the loss of productivity.

Using survey data collected from 195 freight forwarding operators domiciled in Rome Stathopoulos, Valeri & Marccusio (2012) establish that the complexity of urban freight distribution, that is commonplace across main cities in Europe, can be attributed the multiplicity of stakeholders involved in the industry and their interplay in light of existing laws and regulations. The main stakeholders identified in the freight forwarding industry are customers, local governments, logistics firms, inhabitants and retailers. The authors point to such issues as congestion, time-window regulations, on-street boarding and unloading, parking and environmental emissions as prominent challenges that the various stakeholders must not only navigate but also collaborate in addressing effectively their concerns in a wholistic manner. Viewing these issues in light of Norton and Kaplan's (1992) performance perspectives as highlighted in the BSC, indicates that all four performance perspectives are affected by regulation. Survey findings reveal that policies that result in the least cost to multiple stakeholders were generally preferred and that innovation, particularly among retailers, was preferred if it resulted in no additional charges. In relating these findings to the restrictiveness of movement of people as addressed in the current study, it is apparent that any policies put in place should first and foremost consider the multiple perspective of stakeholders in the industry. Moreover, they should be crafted in such a manner to ensure that regulations attract the least costs in facilitating movement of people, and in the case of the current study, effectively, the movement of goods transported by freight forwarders.

Indonesia lags behind in measures assessing the openness of economies to trade in the ASEAN region (Findlay & Pangestu, 2016). The country's service industry compares unfavorably to its neighboring counterparts. Findlay and Pangestu (2016) opine that the shortfalls resulting in the unfavorable ratings derive from the restrictiveness of polices put forward by the government. To remedy the situation, the authors propose

increasing transparency and policy information, capturing opportunities international commitments, and exploiting technological and urbanization opportunities. These proposed interventions are informed that Indonesia's remittances from foreign employees amount to USD 6.7 billon, a figure only slightly lower than that accrued through exportation of goods. Moreover, Findlay and Pangestu (2016) note that restrictions on movement of people are most evident in the medical services hence limiting the liberalization of the industry which in turn would result in marked socioeconomic development. In assessing these findings in light of the current study, it appears evident that restricting the movement of individuals curtails trade forcing individuals to seek favorable economic opportunities elsewhere. This aspect will be assessed in the current study by relating firms' performance with restriction of movement in the freight forwarding industry. This objective is of particular importance given recent government interventions in the bid to contain Covid 19 infections through limiting movement across borders and counties.

The percentage of countries/regions with explicit regulations targeting transport system public health threats prior to Covid 19 shows a lack of appreciation of the likelihood of incidence and threat posed by such occurrences. Less that 15% of countries/regions had regulations specific to expressways, maritime systems, logistics facilities and other non-mainstream forms of transport (Zhang, Hayashi & Frank, 2021). Specifically focusing on logistics and freight forwarding, only 9.9% of the 15% had such protocols in place. Additionally, freight transport and maritime contingency plans were only available to 4.2% of cities of the world (Zhang, Hayashi & Frank, 2021). This finding therefore underlines the fact that restrictions put in place during the pandemic period were likely particularly overbearing on account of governments seeking to error on the right side of caution given the lack of pre-installed coping and mitigation policies.

Su, Anwar & Zhou. (2019) note that service trade restrictiveness impacts significantly on manufacturing export sophistication and in turn the general economic performance of countries. The researchers base their findings from data collected from 36 countries for the period 2005 to 2014. The researchers employ a correlation approach in assessing the relationship between constructs of study; of interest to the current study was the relationship between Service Trade Restrictiveness Database and performance of companies. Specifically, findings indicated that restrictions on movement of

persons were negatively and significantly to manufacturing export restrictions, and in turn, the economic performance of the countries under assessment. This finding, in relation to the current study, therefore, suggest that the perception of restrictiveness of movement of persons in the Kenyan context, should show significant relationship with the performance of firms as assessed using the BSC model.

The East African Community Market Protocol has seven provisions of which five relate to movement – of goods, persons, labor, service, and capital. Two of the provisions address the right of establishment and right of residence (Mbithi & Chekwoti, 2015). Additional regulations on service rendering further provide for the free movement of persons and labour in their quest to render or facilitate service (Mbithi & Chekwoti, 2015). The study focuses on the performance of businesses in Burundi, Kenya, Rwanda, Tanzania and Uganda, with performance assessed as a function of restrictiveness of regulations in place within the jurisdictions. Findings indicate that although the provisions are in place, the situation on the ground is such that barriers to trade, including movement of both goods and persons remain high on account of the protectionist local regulations. The EAC therefor ranks relatively high in restrictiveness ratings index, a postulation that holds with assessment of restrictiveness conducted in light of the General Agreement of Trade in Service (GATS) restrictiveness index. The researchers therefore point to a negative relationship between restrictiveness and performance of firms with performance assessed on the basis of financial outcome. The current study seeks to delve deeper into the effect of movement regulation by focusing on the influence of the aspect of regulation in relation to the BSC performance of firms operating in Kenya's freight forwarding industry.

2.3.1 Road Transport Restrictiveness and Organizational Performance

Road transport restrictiveness, as opined by Hollweg and Wong (2009), refers to the characteristics, of a specific means of transportation, that deem it impeding to the movement of people and goods. Ansah, Obiri-Yeboah and Akipelu (2020) conduct an assessment of the potential impact of setting up an inland port to ease congestion in the Tema and Takoradi ports with items transported, via road, to the specific ports before distribution to final recipients. The authors highlight that transportation costs

associated with freight forwarding the country amount to up to 30% of the total cost of goods and services. The high expenditure, therefore, indicates that the financial performance of freight forwarding companies is greatly impacted by the inefficiency of road transportation. This high cost presents an opportunity for the consideration of regulation that would ease the restrictiveness of the transport approach in the region. Essentially, the regulation would target the setting out of the new ports to ease waiting and logistical charges associated with collection of goods and their subsequent inland transportation. Additional augmentative factors to the industry include the increase in skill and experience associated with inland ports, the use of management information systems, and the setting up of programs and policies that over and above the infrastructure provisions would ease the process involved in freight forwarding from the main ports. This study therefore provides a context whereby the consideration of policy interventions, to the end of restructuring approaches and setting up entities, would be leveraged in the bid to improve the efficiency of freight forwarding hence the performance of firms involved in the industry.

Restrictions resulting from Covid 19 regulations generally had an immediate impact on the cargo transportation industry. As noted by Vo and Tran (2021), transport and travel costs account for up to 33% of trade costs hence increases in the proportion of sales accounting for sheer transportation serve to significantly limit the productivity of firm. Countries with blocked borders and travel restrictions accounted for a significant portion of nations affected by the pandemic (up to 20%) and this resulted in sharp rises in cargo transportation costs; these rose to up to 50% in the Asia-Pacific region. AS reported by the International Federation of Freight Forwarders Association, changes imposed on crew with regard to health checks resulted in up to 60% increases in freight charges. This therefore indicates, in relation to the current study, that restrictions on particularly relating to health checks of transport agents had a significant impact on the performance of freight forwarding companies.

The impetus for transport regulation, among other factors, derives from the need to limit pollution and preserve the environment (Oberhofer & Fürst, 2013). Oberhofer and Fürst (2013) in appreciation of this fact assess the impact of sustainable development and environmental policy in the Australian road freight transport sector. The study features 259 respondents of which 70% competed the public survey.

Findings indicate that although the attitude of company managers did impact on tendency to adhere to environmentally inclined transport regulations, firm size and sector affiliations were more influential to outcome. Firm environmental performance was measured as a function of scores in five distinct categories – corporate management practices, transport practices, pollution reduction practices, employee resource protection practices, and corporate resource protection practices. The authors suggest policy interventions that would aim to mandate adherence to transport regulation as it appears apparent that leaving firms to their own means may not necessarily in a change in behavior. Additionally, the authors point to the need for public pressure to further push organizations towards the crafting and implementation of internal procedures that ensure preservation of the environment. These findings are of pertinence to the current study as they indicate that the link between regulation and firm performance is mediated by such factors as the attitude of managers, public pressure, firm size and industry of the firms in question.

In keeping with findings on trade restrictiveness in Indonesia, Kuncoro, Sudrajat, Saroso and Syahchari (2021) note that dwelling time in ports prior to freight forwarding of goods presents as a major challenge to good transportation efficiency in the country. As a remedy to the challenge, the authors propose, as was the case with Ansah, Obiri-Yeboah and Akipelu (2020), the setting up of policies that support the use of dry ports. The role of the government, as construed by Kuncoro et al (2021) would be that of strengthening the role of dry ports by channeling goods and services through the ports as a matter of policy. This additional traffic availed to the ports would result in additional revenue to the dry port firms. This postulation was tested using data from 55 dry port owners with findings revealing that indeed, government interventions in the logistics involved in freight forwarding had a positive effect on the outcome of improve performance among dry port firms. This study did not however consider the contribution of these regulations in addressing the performance of small firms operating in the freight forwarding business. The current study seeks to assess the distribution of gains by considering the performance of regulations not only on the central dry ports but to the broader smaller players of the industry. This need is further emphasized by the view that freight forwarding involves many stakeholders and these should be considered in not only the crafting but also the implementation of polices aimed at the industry (Stathopoulos et al., 2012).

Shiferaw, Söderbom, Siba and Alemu (2012) highlight that during the period 1997-2009, the Ethiopian government, through investment in road transportation, improved road density per 1000 kilometers by up to 70%. The researchers, using data sought from Geography Information Software and financial performance metric from firms, indicate that the initiative productivity gains for firms. The researchers employed a pairwise correlation approach in inferring the nature of relationship between labor productivity and road networks. Findings from the correlation analysis showed that the total distance that employees could travel on account of the improvement of road networks resulted in overall improvement in their productivity hence bolstering the performance of the firms. The current study assesses road restrictiveness with hours of operation as a sub-variable to the main construct road transport restrictiveness. Findings from Shiferaw et al (2012) therefore point to a positive link between road network spread and firm productivity with the relationship mediated by the increase in employee work hours; this relationship between road restrictiveness and firm performance is explored in the current study as pertains to firm performance among freight forwarding companies.

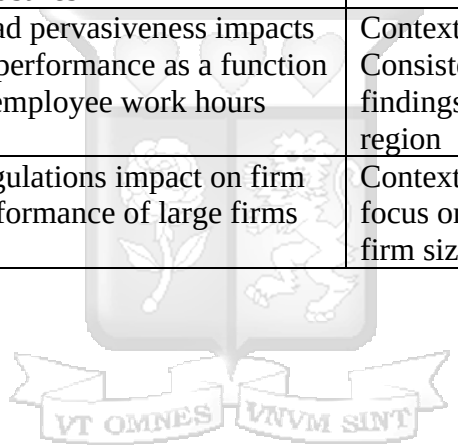
2.4 Summary of Research Gaps

The foregoing section has focused on extant literature pertaining to the study. Table 2.1 provides a summary of main gaps to be addressed in the current study.

Table 2.1 Summary of knowledge gaps
Source: Researcher (2024)

Study	Focus of Study	Finding	Research Gap	Focus of current study
Kalt, Josepth, Zupan, Mark (1984) Posner (1974)	Pirvate Interst Theory of Regulation	The theory stipulates that over time, regulations align with the interests of the broader industry thus serving the interests of the industry rather than, primarily, those of the public	Theoretical gap	An assessment of alignment of regulations with industry interests hence seeking to confirm or contend validity of the theory in the Kenyan context in as far the freight forwarding industry is considered.
Lai et al (2013)	Shipping design for compliance and the performance contingencies for shipping firms	Although crafting firm policies that align with regulations may be construed to result in improvements in service performance, the same is not necessarily true of economic performance.	Incongruence between regulation intention and performance outcomes	Alignment between regulation and the performance interest of organizations.
Hollweg and Wong (2009)	Measuring regulatory restrictions in logistics services	The restrictiveness of regulations applied in the logistics service industry as a function of the constructs – customs, investment, movement of people, and road transport.	Operationalization of the dependent variable hence and contextual difference. (Conceptual & Methodological gap)	The current study assesses how restrictive the regulations applicable to the freight forwarding business are in light of organizational performance. Performance is assessed not only on the financial aspects but as stipulated by the BSC for a wholesome assessment as viewed by different stakeholders.
De Souza et al (2007)	An investigation into the measures affecting the integration of ASEAN's	Customs requirements are a main point of concern in the quest to expedite trade to	Contextual gap and focus specific impact of	The general restrictiveness of custom's requirements to the organizational performance of freight forwarding companies are assessed in the Kenyan context with the relative contribution of

	priority sectors (Phase 2): the case of logistics	facilitation of efficient product movements	independent factor.	customs restrictiveness assessed alongside other restrictive factors of regulation.
Kalinova, Palerm and Thomsen (2010)	OECD's FDI restrictiveness index: 2010 update	The role of intra-country factors affecting the investment ranking of countries hence the performance outcomes of individual companies operating in different industries	Contextual gap and dearth in sector-specific findings.	An assessment of the relative impact of different restrictive factors that are specific to Kenya on account of the peculiarities of legislation and regulations in Kenya.
Shiferaw et al (2021)	Relationship between road restrictiveness and firm performance	Road pervasiveness impacts on performance as a function of employee work hours	Contextual gap – Consistency of findings in the region	To assess whether the impact of road restrictiveness is also apparent in Kenya given the difference in road networks between the two countries.
Kuncoro et al (2021)	Regulation impact on performance	Regulations impact on firm performance of large firms	Contextual gap – focus on different firm sizes	To assess whether the impact of regulation on performance is sector-wide.



2.5 Conceptual framework

This section provides a diagrammatic representation of the interrelation of variables considered in the study. Each arrow relationship depicted in the diagram represents a specific study objective.

Independent variables | **Dependent Variable**

Logistics regulatory restrictiveness | Organizational performance

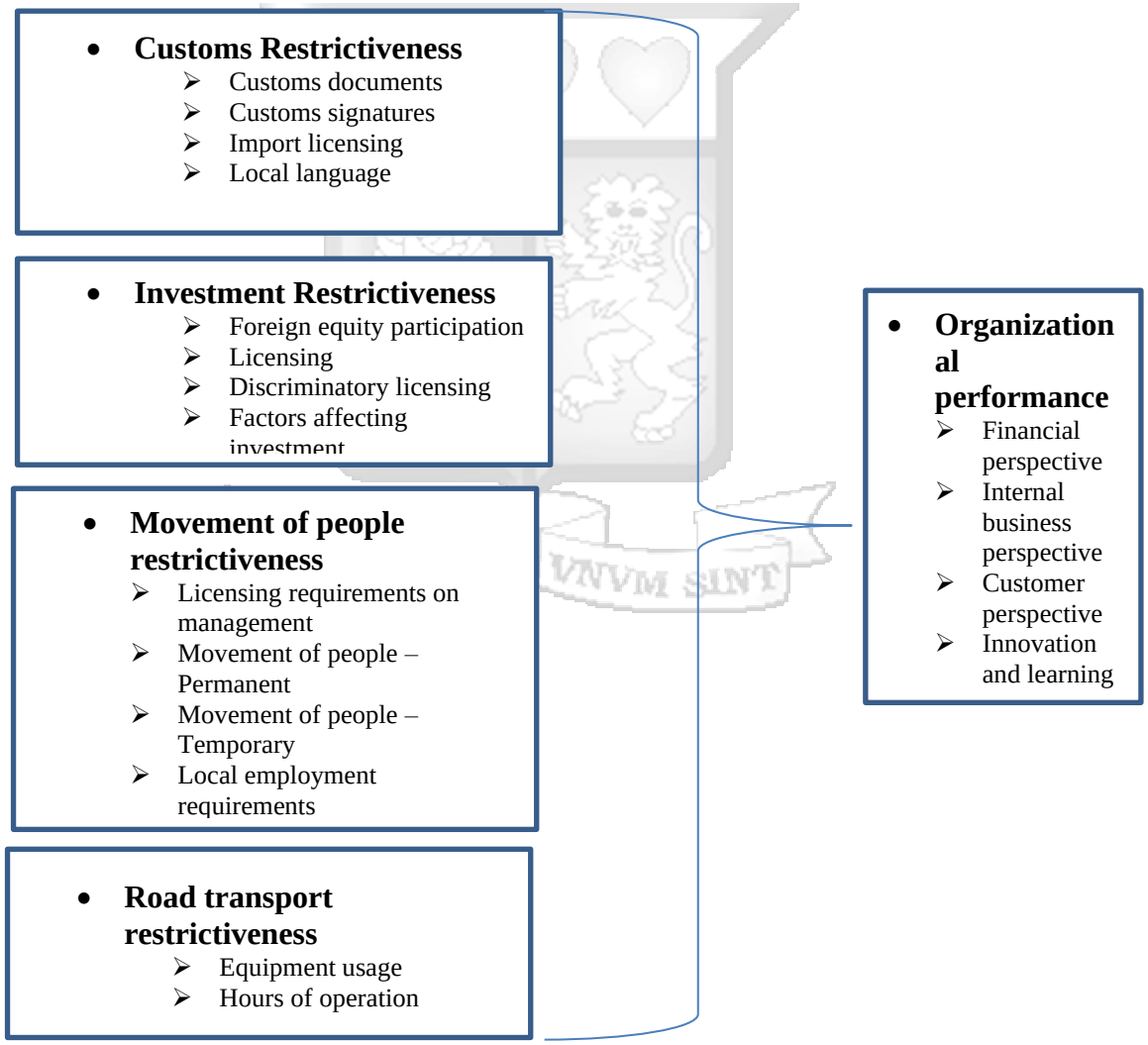


Figure 2.1 Conceptual Framework

Source: Researcher (2024)

The independent variable, logistics regulatory restrictiveness, encapsulates the sub-variables customs restrictiveness, investment restrictiveness, movement of people restrictiveness, and road transport restrictiveness. These, as shown in the foregoing literature review, are opined to have an independent impact on organizational performance. The hypothesis adopted for the study is that government regulations have a restrictive impact on the performance of companies; this claim is investigated with respect to logistics regulations and their impact on performance of freight forwarding companies as assessed through the balanced scorecard approach.

2.6 Operationalization of variables

This section details the variables under assessment, sub-variables, measurement and sourcing. The five constructs considered in the foregoing sections are highlighted herein in table 2.2.

Table 2.2 Operationalization of Study Variables

Variable Type	Variable	Concept Applied	Construct	Operational definition	Measurement scale	Source(s)
Dependent	Organizational Performance	Balanced Scorecard	• Financial perspective	Performance information for investors and provide insights on the respective company's financial bottom line	Likert Scale (1 strongly disagree; 2 – disagree; 3 – Neutral; 4 – agree; 5 – Strongly agree)	(Kaplan, 1992)
			• Internal business perspective	Performance assessed on the basis of objectives of the organization	Likert Scale (1 strongly disagree; 2 – disagree; 3 – Neutral; 4 – agree; 5 – Strongly agree)	
			• Customer perspective	Measurement of the customer-centered performance of an organization	Likert Scale (1 strongly disagree; 2 – disagree; 3 – Neutral; 4 – agree; 5 – Strongly agree)	
			• Innovation and learning perspective	Metrics centred on assessment of initiatives that are anticipated to create additional or future value for the business	Likert Scale (1 strongly disagree; 2 – disagree; 3 – Neutral; 4 – agree; 5 – Strongly agree)	
Independent Variable	Customs Restrictiveness	The impact of regulation on the performance of an organization (Hollweg and Wong, 2009)	•Customs documents	Restrictiveness of documentation requirements.	Likert Scale (1 strongly disagree; 2 – disagree; 3 – Neutral; 4 – agree; 5 – Strongly agree)	(Hollweg & Wong, 2009)
			•Customs signatures	Restrictiveness of signage requirements.	Likert Scale (1 strongly disagree; 2 – disagree; 3 – Neutral; 4 – agree; 5 – Strongly agree)	
			•Import licensing	Restrictiveness of licensing requirements.	Likert Scale (1 strongly disagree; 2 – disagree; 3 – Neutral; 4 – agree; 5 – Strongly agree)	

			•Local language	Restrictiveness resulting from the use of a preferred language	Likert Scale (1 strongly disagree; 2 – disagree; 3 – Neutral; 4 – agree; 5 – Strongly agree)	
	Investment Restrictiveness	The impact of regulation on the investment performance of an organization (Hollweg and Wong, 2009)	•Foreign equity participation	Maximum foreign equity participation permitted in a domestic firm	Likert Scale (1 strongly disagree; 2 – disagree; 3 – Neutral; 4 – agree; 5 – Strongly agree)	(Hellweg & Wong, 2009)
			•Licensing	Licensing requirements for the provision of transportation services.	Likert Scale (1 strongly disagree; 2 – disagree; 3 – Neutral; 4 – agree; 5 – Strongly agree)	
			•Discriminatory licensing	Disparity in approval for provision of transportation services.	Likert Scale (1 strongly disagree; 2 – disagree; 3 – Neutral; 4 – agree; 5 – Strongly agree)	
			•Factors affecting investment	Takeovers, performance requirements, economic needs tests, and government screening of investors	Likert Scale (1 strongly disagree; 2 – disagree; 3 – Neutral; 4 – agree; 5 – Strongly agree)	
	Movement of people restrictiveness	The impact of regulation on the movement of people affiliated to organization operating in a particular jurisdiction (Hollweg and Wong, 2009)	•Licensing requirements on management	Restrictiveness of licensing requirements specific to managers.	Likert Scale (1 strongly disagree; 2 – disagree; 3 – Neutral; 4 – agree; 5 – Strongly agree)	(Hollweg & Wong, 2009)
			•Movement of people – Permanent	Restrictiveness of permanent residency approval	Likert Scale (1 strongly disagree; 2 – disagree; 3 – Neutral; 4 – agree; 5 – Strongly agree)	
			•Movement of people – Temporary	Restrictiveness of temporary residency approval	Likert Scale (1 strongly disagree; 2 – disagree; 3 – Neutral; 4 – agree; 5 – Strongly agree)	
			•Local employment requirements	Restrictiveness of local employment requirements	Likert Scale (1 strongly disagree; 2 – disagree; 3 – Neutral; 4 – agree; 5 – Strongly agree)	

	Road transport restrictiveness	The characteristics, of a specific means of transportation, that deem it impeding to the movement of people and goods (Hollweg and Wong, 2009)	•Equipment usage	Level of restrictiveness of equipment usage, rental of vehicles or fleet size	Likert Scale (1 strongly disagree; 2 – disagree; 3 – Neutral; 4 – agree; 5 – Strongly agree)	(Hollweg & Wong, 2009)
			•Hours of operation	Restrictiveness of stipulated hours of operation	Likert Scale (1 strongly disagree; 2 – disagree; 3 – Neutral; 4 – agree; 5 – Strongly agree)	

Source: Researcher (2024)

2.7 Chapter Summary

The foregoing chapter has provided a description of the theories that underpin the current study and the extant literature in support of the constructs under consideration. The study further detailed the gaps inspiring the research, the conceptualization of relationships between the constructs of the study and the operationalization of variables considered.

CHAPTER THREE
RESEARCH METHODOLOGY

3.1 Introduction

This chapter addressed the methodology utilized in addressing research objectives. The sections covered include the research philosophy, research design, population of study, sampling design, data collection, analysis and presentation, and finally, research quality.

3.2 Research philosophy

Cooper and Schindler (2006) defined positivist research philosophy as the pursuit of knowledge through ensuring researcher independence from the constructs under study, stability and definability of constructs, causality in relating the constructs, and deducibility of inferences from established principles of the constructs. The approach differs from the interpretivist approach in that whereas interpretivism argues for the social construction of knowledge, positivism considers the pursuit of knowledge as one involving independent observations of constructs and the isolation of the constructs and the researcher (Cooper & Schindler, 2006).

The positivist approach was deemed valid for the current study as the variables derive from extant literature and are assessed for validity and reliability prior to their consideration in addressing the study objectives. The researcher, in keeping with Cooper and Schindler (2006) observation of the entails of a positivist study ensured independence from the constructs under study by showing their derivation from extant literature and employed the use of statistical procedures – specifically regression analyses – to draw inferences from the interrelation of the constructs under study. The researcher's interpretation of the interactions between the variables was thus objective and not subject to person social construction of the outcomes of the study.

3.3 Research design

The current study utilized a descriptive-cross-sectional research design to obtain information that describes the variables as present in the population of study. A descriptive research design seeks to obtain information that describes existing phenomena associated with a subject population. It ascertains and describes the

characteristics of the variables while enabling data collection and drawing of objective conclusions (Cooper & Schindler, 2006). A cross-sectional study is one in which the investigator measures outcomes and exposures in the study participants at one point in time (Cooper & Schindler, 2006). The research was undertaken in March 2021. According to Saunders, Lewis and Thornhill (2003), inferential analysis involves the assessment of trends within a dataset with the aim of drawing insights on relationships between the variables. Inferential analysis was thus performed to address the study objectives. Descriptive statistics will prior be provided to shed light on trends and general observations forthcoming from the data. The research design is appropriate for the current study as the study addresses the what and when but not the how and why of the study objectives.

3.4 Population of the Study

Saunders, Lewis and Thornhill (2003) defined a population as a complete set of individuals or objects with common observable characteristics that the researcher wants to generalize the results of the study to. According to the Kenya Revenue Authority (2018), there are 868 licensed freight forwarding companies in Kenya; these formed the population of the current study. The companies were chosen on account of their primary involvement in the movement of goods from ports to inland clients hence serving as appropriate response targets to assess the restrictiveness of regulations put in place during the Covid 19 restrictions period. Additionally, the study population was sourced from the most recently updated version of licenses providers hence providing a homogenous population, on account of licensing, to which the study findings are generalizable.

3.5 Sampling Design

The unit of study was therefore all the 868 licensed freight forwarding companies in Kenya (KRA, 2018) and this were represented by any persons occupying a managerial position in the organization. The specific managers considered were those that are directly involved in the logistics operations of the company in as far as these relate to road transportation. These were therefore mangers that are within the logistics dockets of the respective organizations and are privy to the performance metrics of the organization. Each organization was represented by a single manager. The selection of a manager as the primary respondent is informed their being privy to relevant

knowledge of interest for the study. The selection of the specific managers was thus purposive sampling as the approach was non-probabilistic and the researcher relied on their own judgment when choosing members of the population to participate in their surveys (Saunders, Lewis & Thornhill, 2003).

Cooper and Schindler (2003) noted that the sampling frame consists of all population units from which the sample will be selected. The freight forwarders constituting the population of the study were therefore the frame to which the findings will be generalized. The sample size was computed using Cochran's formula as indicated below:

Sample size formula:

$$z\text{^}2 * p(1-p)/\ (1 +\ ((z\text{^}2 * p(1-p)/e\text{^}2\ N))$$

Where:

N = size of population (868)

p = population reliability (or frequency estimated for a sample of size n), where p is 0.5 which is taken for all population

e = margin of error considered as 5% for 95% confidence level

z = value for the selected alpha level (at 0.05 level of significance), Z is 1.96

$z\text{^}2 * p(1-p)$= 384.1568

$1 +\ (\left(z^2 * \frac{p(1-p)}{e^2 N}\right) = 1.442580645$

384.16/ 1.442581 = 266.3005 hence 267 respondents.

The sample size was therefore 267 respondents. A simple random sampling approach was applied in selection of a company that will participate in the research. Each company, from the 868, was assigned a random number using a random number function of a spreadsheet. The first ranked 267 companies were then selected and constituted the study sample.

3.6 Data Collection

Data were collected through a closed-ended structured questionnaire. The questionnaire will be divided into five main sections with each addressing a study objective. Section A queried for the respondents' profile and engagement with the company. Sections B through E assessed the impact of custom restrictiveness, investment restrictiveness, movement of people restrictiveness, and finally, road transport restrictiveness. The final section, F, assessed the organizational performance of firms.

The use of questionnaires is advocated for by Cooper and Schindler (2003) who notes that the tool is effective in gaining insights from a diverse population of study. The questionnaires were distributed through an online tool, specifically, google forms to ensure wide reach and to address possible response hesitancy on account of the threat of spread of Covid 19. Well-trained research assistants were also included in data collection to ensure higher response rate through effective follow up with the respondents. Follow up emails were sent out to non-responding respondents with subsequent calls encouraging the targeted individuals to respond to the study questionnaire. The contact information for the firms was collected from the KRA publicly availed contact list.

3.7 Data Analysis

The data was collected through a central online repository – Google docs. It was subsequently assessed for completeness. The primary data analysis tool used was Statistical Package for the Social Sciences (SPSS) version 23. Data was analyzed using both descriptive and inferential statistics. A descriptive research design sought to obtain information that describes existing phenomena associated with a subject population. It ascertains and describes the characteristics of the variables while enabling data collection and drawing of objective conclusions (Cooper & Schindler, 2006). Mean and standard deviations were computed in describing the data.

Inferential statistics entail regression analysis of the independent and dependent variable to establish the relationship between the dependent and independent variables (Cooper & Schindler, 2006). A correlation analysis was also run to assess the association between the variables of interest.

A regression analysis will be applied to the data, the details of which are indicated below.

$$Y = \beta 0 + \beta 1x1 + \beta 2x2 + \beta 3x3 + \varepsilon$$

Where:

Y is the dependent variable – performance of freight forwarding companies

β_0 is the constant.

β_1, β_2, β_3 and $\beta 4$ are the regression coefficients for the variables customs restrictiveness, investment restrictiveness, movement of people restrictiveness, road transport restrictiveness

x_1, x_2, x_3, x_4 are the aforementioned independent variables.

ε is the error.

3.8 Diagnostic tests

A multicollinearity test assessing the relationship between the independent variables was conducted prior to the regression analysis to ensure that none of the independent variables are redundant on account of high correlation (Zainodin, Noraini & Yap, 2011). A test of normality assessing that the data under study spread emanates from a non-normal distribution was also be conducted; the Shapiro-Wilk test will be used to this end (Hanusz, Tarasinska, & Zielinski, 2016).

3.9 Research Quality

Kothari (2004) notes that research quality involves the assessment of two study aspects – validity and reliability. Validity refers to the ability of a scale to measure that which it is intended to measure whereas reliability speaks to the replicability of studies through the observance of standard research practices (Kothari, 2004). The two aspects are subsequently described in relation to the study.

3.9.1 Validity Test

A pilot study was run to assess the validity of the study questionnaire through feedback from subject matter – an approach recommended by Kothari (2004). Respondents were required to comment on the suitability of the questions in addressing the constructs under study. These respondents were drawn from the study population through a

random selection of 10 companies. The selected companies were omitted from the final collected data. The supervisor was engaged in assessing findings from the pilot study in order to advise on the validity of the collection exercise and to advise on other observation to be addressed prior to the collection exercise. Findings from the pilot test were used to amend the question list until deemed appropriate for each construct. The scales applied in measurement of the variables of the study derive from extant literature. Performance is measured in accordance with Kaplans (1992) balanced scorecard whereas restrictiveness is assessed in keeping with the approach employed by Hollweg and Wong (2009) in the logistics sector restrictiveness scale. It was therefore anticipated that the scales, on account of their prior proven validity, would be valid for the assessment of the constructs in the Kenyan context. This was confirmed KMO, and Bartlett's test indicated acceptable degree of sampling adequacy – a Batlett's Test of Sphericity significance value lower than 0.05 suggested that the scales items had substantial correlation. The null hypothesis indicating that the correlation matrix is an identity matrix was thus rejected indicating that the variables are related and thus appropriate for further analyses. A KMO score of 0.712, being above 0.6, indicated that the sample size was adequate for further inferential analysis (Kothari, 2004). Table 3.1 provides a summary of findings on validity.

Table 3.1 Validity test

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.712
Bartlett's Test of Sphericity	Approx. Chi-Square	91.304
	df	10
	Sig.	.000

3.9.2 Reliability Tests

Data collected from the pilot study was utilized to compute Cronbach's alpha score for the various scales used in the questionnaire. Bland (1997) notes that a score of 0.7 is considered indicative of satisfactory validity of a scale. A score of 0.7 would have been required of each scale. The score were thus indicative of the consistency of the scales hence their reliability in measuring the constructs under study with similar outcome if the study were replicated in a similar context (Atkinson, Sinha, Hass,

Colman, Kumar, Brod & Rowland, 2004). Table 3.2 provides a summary of findings on reliability. All scales had Cronbach's Alpha scores higher than 0.7 thus indicating that all were sufficiently reliable.

Table 3.2 Reliability test

Variable	N	Grand Mean	Cronbach's Alpha
Custom Restrictiveness	244	2.01	0.795
Investment Restrictiveness	244	2.55	0.831
Movement of People Restrictiveness	244	2.48	0.763
Transport Restrictiveness	244	2.72	0.828
Organizational Performance	244	3.71	0.888

3.10 Ethical Considerations

The study involved the collection of primary data. No coercive measures were taken to convince potential respondents to participate in the study. No personally identifying data (names or identification) were collected and all data, where applicable, was de-identified to ensure that it cannot be traced back to the respondents. Additionally, all data was kept in secure locations and made accessible exclusively to the researcher and the supervisors to whom the data was of relevance. Proper approval of the study was sought from Strathmore University Ethics Board with NACOSTI serving to permit the study to ensure that the data collection exercise was in keeping with prescribed best practice measures as articulated by the government entity. Approval from Strathmore University's Ethics committee was further sought to ensure ethicality of the study. An introductory letter issued by the school was also included to introduce participants to the study.

3.10 Chapter Summary

The forgoing sections have provided insights on the philosophy, research design, population, data collection analysis and quality considerations for the study.

CHAPTER FOUR
DATA ANALYSIS AND FINDINGS

4.1 Introduction

The main overarching objective of the current study was to establish the effect of logistics regulatory restrictiveness on performance of freight forwarding companies in Kenya. Logistics regulatory restrictiveness was operationalized through four variables – customs restrictiveness, investment restrictiveness, movement of people restrictiveness, and finally road transport restrictedness. The relationships between the four independent variables and the dependent variable, organizational performance, formed the basis of the study. This chapter provides a presentation of descriptive and inferential statistics aimed at estimating the model, presented in the foregoing section, representing the relationships under test in the current study. The chapter begins with a presentation of information on the study respondents, and offers, subsequently, information on study reliability and validity. Descriptive statistics are then presented, and these include information on tests on assumptions to be considered prior to the running of inferential analysis on the data in accordance with study objectives.

4.2 Descriptive statistics

This section contains information on the response rate, reliability test, validity test, and tests of assumptions in keeping with requirements for inferential analysis.

4.2.1 Response rate

The data for the study was collected from licensed freight forwarding companies. Of the 267 questionnaires sent out 256 were retrieved. Of the 256, 12 were partially filled and thus retracted from the total to be considered for analysis. The total admissible number was therefore 244 responses thus placing the response rate at 91%. According to Fowler (1984), a response rate of 60% is acceptable as satisfactorily representative of a population. Baruch and Holtom (2008) however recommend a 52% response rate as generally acceptable for academic studies. The response rate was thus deemed satisfactory as assessed through both Fowler (1984) and Baruch and Holtom (2008). Table 4.1 provides a summary of the responses.

Table 4.1 Response rate

Sent Out	Retrieved	Fully filled	Response rate
267	256	244	91%

Source: Researcher (2022)

4.2.2 Test of statistical assumptions

Four tests of statistical assumptions were performed – normality, independence, homogeneity, and collinearity. In testing for normality, the null hypothesis, indicating normality was rejected for all variables on account of p-values lower than 0.05 for all variables. The ordinal nature of the responses is considered contributory to the skewed distribution of responses as the midpoint of a Likert scale indicates neutrality and not general progression in either one side of the scale. Respondents indicating a score of 3 are undecided or unknowledgeable of the construct and not partially accepting or disapproving of the concept.

A threshold Durbin-Watson Test score between 1.5 – 2.5 is required (Baron & Kenny, 1986). All variables presented scores within this range (table 4.2) thus indicating that auto-collinearity – high correlation between values of a variable and their lagged form – was not a matter of concern in the dataset. Homogeneity of variance was tested using Leven's test. The null hypothesis under study was that there is no homoscedasticity in the dataset. All p values generated for the variables were above 0.05 thus indicating insufficient evidence to reject the null hypothesis; no homoskedasticity was observed for the study variables. Multicollinearity was tested using the collinearity tolerance test and the VIF score. A tolerance range of values greater than 0.1 and VIF scores of a maximum of 10 were considered as cutoff values (Robinson & Schumacker, 2009). Findings indicated that no instances of multicollinearity were observed between the variables. A linear relationship between the independent variables and the dependent variables was also found to exceed 0.6 hence indicating sufficient orientation of the data for regression analysis.

Table 4.2 Test of statistical assumptions

	Normality (Shapiro-Wilk Test)	Independence (Durbin-Watson Test)	Homogeneity (Levene Test)	Collinearity (Tolerance)	VIF
Threshold Assumption Met if	p>0.05	1.5 – 2.5	p>0.05	>0.1	VIF 10 Max
Custom Restrictiveness	<0.001	2.083	0.168	.830	1.205
Investment Restrictiveness	<0.001	2.022	0.097	.570	1.754
Movement of People Restrictiveness	<0.001	1.962	0.607	.563	1.777
Transport Restrictiveness	<0.001	2.137	0.992	.642	1.558
Organizational Performance	<0.001	2.180	0.246	N/A	N/A

Source: Researcher (2022)

4.3 Respondents Characteristics

4.3.1 Gender of the Respondents

Of the 244 respondents, 165 were male and 79 were female. The findings revealed that 67% of the respondents were male. The findings thus shows that the industry is highly male dominated. This is likely due to the nature of jobs within the industry that are more geared towards the male gender due to the rigor of the same. The findings were also representative of the situation of top management in most Kenyan firms whereby female representation remains low reference - Table 4.3 provides a summary of findings on the gender of the respondents.

Table 4.3 Gender

Gender	**No.**	**Respondents (%)**
Female	79	32.377
Male	165	67.623
Total	244	100

Source: Researcher (2022)

4.3.2 Education of the Respondents

The findings show that 120 respondents had undergraduate degrees as their highest qualification. Undergraduate representation was therefore the modal group as it had the greatest number of respondents with 120 respondents having undergraduate degrees representing 49.18% of the respondents. This was followed closely by 110 members holding master's degree, representing 45% while 14 respondents (5.7%) held a PhD degree. The finding thus indicates that the industry had a well-educated workforce that would be in a good position to understand and respond effectively to the questions related to this study. Table 4.4 provides a summary of findings on education of the respondents.

Table 4.4 Education

Level of education	**No.**	**Respondents (%)**
Masters	110	45.082
PhD	14	5.738
Undergraduate	120	49.180
Total	244	100

Source: Researcher (2022)

4.3.3 Age of the Respondents

As indicated in table 4.5, 147 respondents were in the 36-45 years category, 61 in the 26 – 35, 34 in the 46 – 50, and one respectively in the 20 -25 and 56 and above categories. This therefore indicates that the industry was composed of mature and well experienced managers capable of making sound decisions. Those under the age of 35 accounted for 25.410 percent of the respondents thus indicating that there was concerted effort towards empowering the young in the industry and placing them in positions of authority.

Table 4.5 Age

Age	**No.**	**Respondents (%)**
20 - 25 Years	1	0.410
26 – 35 Years	61	25.000
36 – 45 Years	147	60.246
46 – 55 Years	34	13.934
56 and above	1	0.410
Total	244	100

Source: Researcher (2022)

4.3.4 Period of Service of the Respondents

One-hundred-and-thirteen respondents were in the 4-6 years age group of service, 63 in the 7-9, 47 in the 0-3, and 21 in the 10 years and above. More than 4 – 6 years was the most populous group accounting for 19.262% of the responses. Length of service in an organization and industry explains level of acquisition of relevant skills, experience and knowledge which can lead to better performance. Table 4.6 provides a summary of findings on years of study.

Table 4.6 Years of service

Years of service	**No.**	**Respondents (%)**
0 – 3 Years	47	19.262
4 – 6 Years	113	46.311
7 – 9 Years	63	25.820
10 years and above	21	8.607
Total	244	100

Source: Researcher (2022)

4.3.5 Position in the Organization

Of the 244 respondents, 104 were junior managers, 74 were frontline employees, and 66 were top managers. The findings revealed that junior managers are the most represented in the study (table 4.7). This finding is in keeping with the fact that most of the respondents were middle-aged and therefore would be expected to be in the junior management levels within the organization. The respondents were however well educated thus suggesting ability to understand the entails of their role. Findings on the position of respondents are captured in table 4.7.

Table 4.7 Position in Organization

Position in Organization	**No.**	**Respondents (%)**
Frontline employee	74	30.328
Junior Management	104	42.623
Top Management	66	27.049
Total	244	100

Source: Researcher (2022)

4.3.6 Department of Service of the Respondent

As indicated in table 4.8, 88.066% of the respondents were from the logistics department. The findings revealed that the respondents came from departments that

are crucial to both operations and performance within the industry thus their ability to give relevant feedback on the study. Table 4.8 provides a summary of findings on the departments of respondents.

Table 4.8 Department of service

Categories	**Department**	**Respondents (%)**
Finance	29	11.934
Logistics	214	88.066
Total	**244**	**100**

Source: Researcher (2022)

4.4 Descriptive Statistics for Custom Restrictiveness

Respondents were required to indicate their level of agreement with a list of questions addressing the impact of various customs provisions. Custom documentation requirements presented a mean of 2.057 and a standard deviation of 0.652; signature requirements when distributing goods to clients presented a mean of 1.918 and a standard deviation of 0.515; complying with the importing licensing presented a mean of 2.045 and a standard deviation of 0.637; differences in language within regions a mean of 2.000 and a standard deviation of 0.567. The overall mean was 2.005 and a standard deviation of 0.468. The highest restrictiveness score was observed for the question assessing custom documentation requirements (2.057). The rating 2 however indicated disagreement with the statement hence the relative inconvenience caused by the requirement were generally considered low. Standard deviations were less than 1 hence indicating little spread in the responses. Moreover, as indicated by the overall mean of 2.005, the overall results showed that most respondents disagreed with the view that customs restrictiveness was negatively impactful to their business.

Table 4.8 Custom Restrictiveness

Variable	**Mean**	**Standard Deviation**
Custom documentation requirements	2.057	0.652

Signature requirements when distributing goods to clients	1.918	0.515
Complying with the importing licensing	2.045	0.637
Differences in language within regions	2.000	0.567
Overall results	2.005	0.468

Source: Researcher (2022)

4.5 Descriptive Statistics for Investment Restrictiveness

The requirements place to control foreign equity participation presented a mean of 2.496 and a standard deviation of 0.711; criteria set for gaining the required licensing presented a mean of 2.670 and standard deviation of 0.742; licensing requirements bias presented a mean 0f 2.594 and a standard deviation of 0.693; specific regional investment prerequisites presented a mean of 2.520 and a standard deviation of 0.612. The overall mean was 2.545 and a standard deviation of 0.563. Responses on questions assessing the hinderance imposed by investment restrictions fell between ratings 2 (strongly disagree) and 3 (neutral). The highest rated question was that assessing licensing requirements as a hinderance to operations; this presented a score of 2.594 with a standard deviation of 0.693 the third highest deviation. This therefore points to licensing criteria as the bottleneck in investment requirements thus calling to attention the possible gains that may result from further streamlining the process of licensing through resorting to fewer restrictions. The overall score on investment restrictiveness was 2.545 thus indicating that most respondents either disagreed or were neutral to the view that provisions required for investment were limiting to business. This, as was the case with customs documentation, thus points to a streamlined logistics process that should aid in efficient performance.

Table 4.9 Investment Restrictiveness

Variable	**Mean**	**Standard deviation**
The requirements placed to control foreign equity participation	2.496	0.711
Criteria set for gaining the required licensing	2.570	0.742
Licensing requirements bias.	2.594	0.693
Specific regional investment prerequisites	2.520	0.612
Overall Results	**2.545**	**0.563**

Source: Researcher (2022)

4.6 Descriptive Statistics for Movement Of People Restrictiveness

The requirements for successful registration of managers presented a mean of 2.615 and a standard deviation of 0.641; rules governing the movement of permanently employed people presented a mean of 2.475 and a standard deviation of 0.681; requirements set for the movement of temporarily employed people presented a mean of 2.508 and a standard deviation of 0.632 and local employment requirements presented a mean of 2.324 and a standard deviation of 0.633. The overall mean was 2.481 and the standard deviation 0.495. The highest mean recorded for the questions assessing movement of people restrictiveness was on the question focusing on requirements successful registration of people with a score of 2.614. Although this score was high, it was in keeping with responses on the rest of the questions with score ranging between 2 (disagree) and 3 (neutral) and with standard deviations ranging between 0.5 and 0.7. The answers were therefore generally homogenous and reflective of a situation of disagreement and neutrality to the negative impact of movement of people restrictions. The general indication was that movement of people was not considered to negative impact on the performance of firms as it did impede operational efficiency.

Table 4.10 Movement of People Restrictiveness

Variable	**Mean**	**Standard deviation**
The requirements for successful registration of managers	2.615	0.641
Rules governing the movement permanently employed people	2.475	0.681
Requirements set for the movement of temporarily employed people.	2.508	0.632
Local employment requirements	2.324	0.633
Overall Results	**2.481**	**0.495**

Source: Researcher (2024)

4.7. Descriptive Statistics for Road Transport Restrictiveness

Requirements set for the usage of equipment presented a mean of 2.590 and a standard deviation of 0.651; the expenditure in adhering to equipment use requirements presented a mean of 2.766 and a standard deviation of 0.780; the working hours requirements required presented a mean of 2.656 and a standard deviation of 0.809; expense in ensuring the business operates within the hours allowed presented a mean

of 2.861 and a standard deviation of 0.849. The overall mean was 2.556 and the standard deviation 0.561. The results therefore revealed that road transport restrictions were relatively higher rated as impactful to operations that all other independent variables. The rating 2.766 was the highest for all questions assessed under all four constructs and this related to the expenditure required to adhere to equipment use. The finding thus points to a pain-point for logistics firms in that equipment charges are hindering to performance. Viewed as a wider construct, however, road transport restrictiveness was within the range 2(disagree) and 3 (neutral) thus suggesting that the restrictions in place were not particularly negatively impactful to operations. Questions on the construct presented an overall standard deviation of 0.561thus indicating general consensus on the impact of the variable to operations. The low impact of the variable on operations thus suggests that it would not be impeding to the organizations' performance.

Table 4.11 Transport Restrictiveness

Variable	**Mean**	**Standard deviation**
Requirements set for the usage of equipment	2.590	0.651
The expenditure in adhering to equipment use requirements	2.766	0.780
The working hours requirements required	2.656	0.809
Expense in ensuring that the business operates within the hours allowed	2.861	0.849
Overall Results	**2.556**	**0.561**

Source: Researcher (2022)

4.8 Descriptive Statistics for Organizational Performance

The question assessing the companies' financial net income as satisfactory presented a mean of 3.615 and a standard deviation on 0.865; that on the companies' general achievement of set objectives presented a score of 3.725 and a standard deviation of 0.750; customer-centered performance scores presented a mean of 3.820 and a standard deviation of 0.635; future oriented performance revealed a mean of 3.693 and a standard deviation of 0.673. The overall mean score was 3.713 with a standard deviation of 0.636. Ratings on the performance of the various firms ranged between 3 (neutral) and 4 (agree). The highest observed score was that on customer-centered performance with a score of 3.82 and a standard deviation of 0.635 hence indicating little variation in responses on the question. The inference, therefore, was that the

firms, as a whole, primarily focused on performance as indicated by customer centricity. Conversely, the lowest rating was on financial net income hence indicating that financial performance was generally considered relatively below expectations. An overall score of 3.713 indicated that overall performance was tendered towards being satisfactory as the rating 4 indicated agreement with the statements on performance. This therefore indicates that, in generally, the respondents were satisfied with the outcomes indicating overall performance as shown by financial outcomes, meeting of objectives, customer-centricity, and future-oriented performance.

Table 4.12 Organizational Performance

Variable	**Mean**	**Standard deviation**
My company's financial net income is satisfactory.	3.615	0.865
The company's general achievement of set objectives is satisfactory.	3.725	0.750
Customer-centered performance in my organization is satisfactory.	3.820	0.635
Future oriented Performance of initiatives is satisfactory.	3.693	0.673
Overall Results	**3.713**	**0.636**

Source: Researcher (2024)

4.9 Summary of Descriptive Statistics

The scores of all five variables were compiled to allow for assessment of relative significance of each factor to operations as indicated by respective mean scores. Of the four variables, customs restrictiveness scored generally lower than movement of people, investment, and transport restrictiveness respectively with a score of 2.005 (table 4.13). Generally satisfactory performance was observed as indicated by a mean score of 3.713 on organizational performance (table 4.13). This score was in keeping with the general low scores on restrictiveness of the various independent variables. The highest standard deviation was recorded for organization performance thus pointing to possible difference in outcomes by firm circumstances.

Table 4.13 Summary of descriptive statistics

Variable	Mean	Standard deviation
Custom_Restrictiveness	2.005	0.468
Investment_Restrictiveness	2.545	0.563
Movement_of_People_Restrictiveness	2.481	0.495
Transport_Restrictiveness	2.718	0.630
Organizational_Performance	3.713	0.636

Source: Researcher (2023)

4.10 Inferential Statistics

This section addresses the relationships under evaluation in the objectives of the study. The section thus contains four sections addressing the impact of the respective independent variables on organizational performance. Customs restrictiveness had the strongest negative impact on performance, with a correlation coefficient of -0.45. This suggests that as customs regulations become more stringent, the operational efficiency and overall performance of freight forwarding companies diminish considerably. This finding aligns with the study's objective to determine the effect of customs restrictiveness on company performance, indicating that less restrictive customs policies may foster a more conducive environment for these companies to thrive.

Similarly, investment and movement of people restrictiveness show notable negative correlations with company performance, with coefficients of -0.30 and -0.25, respectively. These findings suggest that regulations limiting foreign investment and the free movement of personnel within the logistics sector adversely affect the operational capabilities and efficiency of freight forwarding firms. Road transport restrictiveness, while still negatively correlated with performance, shows a relatively milder impact (-0.15). This may imply that, although important, road transport regulations are not as significant a barrier to performance as the other factors. These insights support the study's broader objective to explore the dynamics between logistics regulatory restrictiveness and the performance of freight forwarding companies, underscoring the critical role of regulatory environments in shaping industry outcomes. Regression analyses were performed, further to this, to assess the impact of the variables in a concerted model.

4.10.1 Customs Restrictiveness and Organizational Performance

The results presented an R-squared value of 0.059. This means that customs restrictiveness accounted for 5.9% of the performance of the organizations within the logistics industry. This finding further reveals that 94.1% of the performance of the organizations could be due to other factors not covered by this study.

Table 4.14 Model summary customs restrictiveness and organizational performance

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.243[a]	.059	.055	.61865

a. Predictors: (Constant), Custom_Restrictiveness

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	5.797	1	5.797	15.146	.000[b]
	Residual	92.621	242	.383		
	Total	98.418	243			

a. Dependent Variable: Organizational_Performance

b. Predictors: (Constant), Custom_Restrictiveness

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	4.374	.174		25.074	.000
	Custom_Restrictiveness	-.330	.085	-.243	-3.892	.000

a. Dependent Variable: Organizational_Performance

Source: Researcher (2024

The F-value, representing an estimate of the differences between mean observations, presenting in the ANOVA test was 15.146 hence was larger than the critical value of 2.38 proving the generated model valid for the making of inferences. The model was accompanied by a significance value of 0.00 which is lower than 0.05. This therefore indicated that the generated regression model captured in table 4.16 was deemed fitting in making statistical inferences on the relationship between the two variables.

The results further revealed that a one-point increase in overall rating of customs restrictiveness was associated with a 0.33 overall decline in rating on performance. The simple regression model is therefore as follows:

$$Y = 4.374 - 0.330X + error.$$

Where Y = organizational performance and X = customs restrictiveness

4.10.2 Investment Restrictiveness and Organizational Performance

An R-square value of 0.51 indicated that investment restrictiveness accounted for only 5.1% of the variance in organizational performance. This thus suggested that there are other factors not considered in the study that account for the difference. The F-value, representing an estimate of the differences between mean observations, presenting in the ANOVA test was 13.001 hence was larger than the critical value of 2.38 proving the generated model valid for the making of inferences. The model was accompanied by a significance value of 0.047 hence lower than 0.05. This therefore indicated that the generated model was deemed sufficient in making statistical inferences on the relationship between the two variables.

A one-point increase in average rating of customs restrictiveness was associated with a 0.255 overall decline in average rating on performance. This coefficient was significant as it presented a significance value lower than 0.000 which is lower than 0.05. Investment restrictiveness was therefore considered a valid predictor of organizational performance. The resulting model is therefore as follows:

Organizational Performance = 4.363 – 0.255 Investment Restrictiveness + error

Table 4.15 Model summary investment restrictiveness and organizational performance

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.226[a]	.051	.047	.62125

a. Predictors: (Constant), Investment_Restrictiveness

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	5.018	1	5.018	13.001	.000[b]
	Residual	93.400	242	.386		
	Total	98.418	243			

a. Dependent Variable: Organizational_Performance

b. Predictors: (Constant), Investment_Restrictiveness

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	4.363	.185		23.644	.000
	Investment_Restrictiveness	-.255	.071	-.226	-3.606	.000

a. Dependent Variable: Organizational_Performance

Source: Researcher (2022)

4.10.3 Movement of people restrictiveness and organizational performance

The regression results revealed an R-square value of 0.033 indicating that movement of people restrictiveness explained only 3.3% of the variance in organizational

performance. This shows that there are other factors not considered in the study that contributed to 97% on the performance of the organizations.

Table 4.16 Model summary movement of people restrictiveness and organizational performance

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.181[a]	.033	.029	.62716
a. Predictors: (Constant), Movement_of_People_Restrictiveness				

ANOVA[a]						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	3.231	1	3.231	8.216	.005[b]
	Residual	95.187	242	.393		
	Total	98.418	243			
a. Dependent Variable: Organizational_Performance						
b. Predictors: (Constant), Movement_of_People_Restrictiveness						

Coefficients[a]						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	4.291	.206		20.863	.000
	Movement_of_People_Restrictiveness	-.233	.081	-.181	-2.866	.005
a. Dependent Variable: Organizational_Performance						

Source: Researcher (2024)

The F-value, representing an estimate of the differences between mean observations, presenting in the ANOVA test was 8.216 hence was larger than the critical value of 2.38 proving the generated model valid for the making of inferences. It was accompanied by a significance value of 0.029 hence lower than 0.05. This therefore indicated that the lack of difference between the null model and the generated model was not observed. The generated model was thus deemed valid in making statistical inferences on the relationship between the two variables.

As indicated by the coefficient, a one-point increase in overall rating of customs restrictiveness was associated with a 0.233 overall decline in rating on performance. This coefficient was significant as it presented a significance value of 0.005 which is lower than 0.05. Movement of people restrictiveness was therefore considered a valid predictor of organizational performance. The generated simple regression model is therefore as follows:

$$Y = 4.291 - 0.233\,X + error$$

Where Y = organizational performance and X = movement of people restrictiveness

4.10.4 Transport restrictiveness and organizational performance

A simple regression model indicated that transport restrictiveness accounted for minimal variation in the performance of the firms – 0.1%. The variable was thus considered relatively inconsequential as a predictor variable.

Table 4.17 Model summary transport restrictiveness and organizational performance

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.032[a]	.001	-.003	.63740
a. Predictors: (Constant), Transport_Restrictiveness				

ANOVA[a]					
Model	Sum of	df	Mean Square	F	Sig.

		Squares				
1	Regression	.100	1	.100	.245	.621[b]
	Residual	98.318	242	.406		
	Total	98.418	243			
a. Dependent Variable: Organizational_Performance						
b. Predictors: (Constant), Transport_Restrictiveness						

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.800	.181		20.987	.000
	Transport_Restrictiveness	-.032	.065	-.032	-.495	.621
a. Dependent Variable: Organizational_Performance						

Source: Researcher (2022)

The F-value, representing an estimate of the differences between mean observations, presenting in the ANOVA test was 0.245 hence was lower than the critical value of 2.38 proving the generated model invalid for the making of inferences. The model was accompanied by a significance value of 0.621 which was higher than 0.05. This therefore indicated that a lack of difference between the null model and the generated model. The generated model was thus deemed unsatisfactory in the bid to make statistical inferences on the relationship between the two variables.

A one-point increase in overall rating of customs restrictiveness was associated with a 0.32 overall decline in rating on performance. This coefficient was significant as it presented a significance value lower than 0.05. Custom restrictiveness was therefore considered a valid predictor of organizational performance. The generated model is therefore as follows:

$$Y = 3.800 - 0.032\,X + error - term.$$

Where Y = organizational performance and X = Transport restrictiveness

4.10.5 The Joint Relationship Model

The overall regression results of all four variables as predictors of organizational performance yielded an R-square value of 0.137 thus indicating that it accounted for 13.7% of the variance in performance across the firms under consideration. Factors unconsidered in the study accounted for a large proportion of variance in organizational performance (82.3%).

Table 4.18 Model summary joint relationships

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.370[a]	.137	.122	.59621

a. Predictors: (Constant), Transport_Restrictiveness, Custom_Restrictiveness, Investment_Restrictiveness, Movement_of_People_Restrictiveness

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	13.461	4	3.365	9.467	.000[b]
	Residual	84.957	239	.355		
	Total	98.418	243			

a. Dependent Variable: Organizational_Performance

b. Predictors: (Constant), Transport_Restrictiveness, Custom_Restrictiveness, Investment_Restrictiveness, Movement_of_People_Restrictiveness

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	5.314	.304		17.488	.000

	Custom_Restrictiveness	-.370	.084	-.272	-4.423	.000
	Investment_Restrictiveness	-.200	.080	-.177	-2.504	.013
	Movement_of_People_Restrictiveness	-.238	.093	-.185	-2.550	.011
	Transport_Restrictiveness	.088	.069	.088	1.281	.201
a. Dependent Variable: Organizational_Performance						

Source: Researcher (2022)

The F-value, representing an estimate of the differences between mean observations, presenting in the ANOVA test was 9.467 hence was larger than the critical value of 2.38 proving the generated model valid for the making of inferences. The model was valid in predicting outcome of organizational performance as a function of the considered explanatory variables.

The overall regression model indicated all as significant explanatory variable except for transport restrictiveness. In keeping with the simple regression output for each variable. The impact of the explanatory variables, by magnitude in descending order was as follows – custom restrictiveness (-0.370), movement of people restrictiveness (-0.238) and finally investment restrictiveness (-0.200). The findings therefore suggest that the point of focus, in improving the performance outcomes of firms, should be as indicated by the magnitude of the various factors hence policies assessing custom restrictiveness should be prioritized to ease operational inefficiencies. The overall regression model is therefore as follows.

$$Y = 5.314 - 0.370\,X1 - 0.200\,X2 - 0.238\,X3 - 0.088\,X4 + error - term$$

Where : -

Y = organizational performance,

X1 = Custom Restrictiveness,

X2 = investment restrictiveness,

X3 = movement of people restrictiveness, and

X4 = Transport Restrictiveness

4.11 Chapter Summary

This chapter systematically presents the results of the data collected for the study on the impact of government logistics regulatory restrictiveness on the performance of freight forwarding companies in Kenya. The chapter begins with an introduction that sets the stage for the detailed statistical analysis that follows. This section is crucial as it transitions from the theoretical and methodological frameworks discussed in earlier chapters to the empirical findings derived from the study's data. The chapter is structured to first provide descriptive statistics which offer a basic summary of the data, including measures of central tendency and dispersion, such as means and standard deviations, for the key variables under study. This is followed by an analysis of the respondents' characteristics, which helps contextualize the findings within the demographic profile of the sample population.

Subsequent sections present the detailed descriptive statistics for each main variable—customs restrictiveness, investment restrictiveness, movement of people restrictiveness, and road transport restrictiveness—and their relationship to organizational performance. Each of these sections includes tables and figures that help visualize the data, making complex statistical results accessible and interpretable for readers. The inferential statistics section forms the core of Chapter 4, where the results of regression analyses are reported. These analyses reveal the impact of the independent variables (various aspects of regulatory restrictiveness) on the dependent variable (organizational performance). The chapter carefully interprets these results, discussing the magnitude and significance of the relationships found.

CHAPTER FIVE:
DISCUSSION, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This chapter synthesizes the research findings on the impact of logistics regulatory restrictiveness on the performance of freight forwarding companies in Kenya. It discusses the implications of these findings within the broader context of logistics and supply chain management literature. By analyzing the effects of customs, investment, movement of people, and road transport restrictiveness, this study contributes to a nuanced understanding of the regulatory challenges facing the freight forwarding industry in Kenya thereby adding to discourse on the issue of regulation. The following sections provide a detailed discussion of the research findings, relate them to existing literature, and offer conclusions, implications, and recommendations for policy, management, and further research.

5.2 A summary of findings

The demographic profile of the participants reflects a broad spectrum of the industry's workforce. The survey included an almost equal distribution of male and female respondents, offering a gender-balanced insight into the industry's perspective on regulatory restrictiveness. A significant number of participants were in the age groups of 26-35 and 36-45 years, blending the enthusiasm of youth with the wisdom of experience. This age diversity ensures that the findings encompass a wide range of views, from those early in their careers to seasoned professionals. The tenure of respondents within their organizations varied from less than three years to over a decade, highlighting a mix of fresh perspectives and in-depth, experiential knowledge. Positions held by survey participants spanned across the organizational structure, from frontline roles to senior management, providing a comprehensive understanding of the impact of regulatory restrictiveness at different operational levels. Additionally, the educational backgrounds of respondents ranged from secondary education to advanced degrees, with a considerable portion holding undergraduate qualifications. This educational diversity enhances the study's relevance to individuals with various levels of theoretical and practical understanding of the logistics sector. The demographic

profile underscores the robustness of the study's insights, reflecting a well-rounded view of the industry's response to governmental regulatory restrictiveness.

5.3 Discussion of Findings

This section focuses on the findings forthcoming from the prior section in keeping with the research objectives and relating these findings to the literature prior explored in the paper. The section is therefore demarcated into four subsections, each speaking to a specific research objective and placing the findings in the context of extant literature. The intention of the chapter is to show how findings augment extant literature and broaden discourse on regulation.

5.3.1 Effect of customs restrictiveness on the performance of freight forwarding companies in Kenya.

The profound impact of customs restrictiveness on the performance of freight forwarding companies in Kenya is a significant barrier to operational efficiency, resonating with the observations of Hollweg & Kuan (2009) and Alamoush et al. (2022). These restrictions, characterized by procedural bottlenecks and increased documentation requirements, not only mirror global challenges as highlighted by De Souza et al. (2007) but also underscore a pervasive logistical impediment where customs procedures critically dictate trade's pace and efficiency. This study significantly contributes to the discourse by advocating for the streamlining of customs processes and the adoption of digital platforms as essential steps toward alleviating these impediments in Kenya. Aligning with global challenges points to a shared bottleneck across different regions, thereby emphasizing the imperative need for customs reform in bolstering the logistics sector's performance. Furthermore, this alignment underscores the universality of the challenge, suggesting that lessons drawn from one context can be instrumental in formulating strategic responses in another. By emphasizing a more granular exploration of the specific elements that constitute customs restrictiveness, such as the time taken for goods clearance and the complexity of required documentation, this study highlights areas ripe for intervention. Recommendations for policy and operational reforms thus not only target improving trade facilitation but also aim at enhancing Kenya's position in the global logistics and trade arena. The adoption of technology, particularly in customs operations, emerges

as a crucial lever for enhancing efficiency, reducing delays, and ultimately improving the competitiveness of the freight forwarding sector in Kenya.

5.3.2 Effect of investment restrictiveness on the performance of freight forwarding companies in Kenya.

Investment restrictiveness significantly affects the performance of Kenya's freight forwarding companies by curbing their operational capabilities and prospects for growth, a phenomenon deeply analyzed by Kalinova et al. (2010) and echoed by Borchert et al. (2014). This study sheds light on the nuanced yet significant barriers posed by investment restrictions to the freight forwarding sector, advocating for a more liberalized investment framework as a key to unlocking enhanced efficiency and global competitiveness. These findings challenge traditional narratives by showcasing the enormous potential within Kenya's freight forwarding sector to surmount developmental obstacles through liberal investment policies, thus aligning with global trends that champion open economic policies for bolstering business performance. Furthermore, this study delves deeper into the mechanics of how investment restrictiveness operates, examining the myriad ways through which it stifles innovation, discourages foreign direct investment, and limits the sector's capacity for adaptation and growth. It elucidates the critical role of foreign investment in infusing the sector with much-needed capital, technology, and expertise, thereby highlighting the adverse effects of restrictive investment policies on these essential growth drivers. By proposing a framework for evaluating the specific aspects of investment policies that impede sectoral growth, the study offers a blueprint for regulatory reform aimed at enhancing the attractiveness of Kenya as a destination for logistics and freight forwarding investments.

5.3.3 Effect of movement of people restrictiveness on the performance of freight forwarding companies in Kenya

The restrictiveness on the movement of people presents a multifaceted challenge to the operational efficiency of freight forwarding companies in Kenya. Drawing from the theoretical underpinnings proposed by Hollweg & Kuan (2009), one might anticipate significant operational disruptions due to mobility restrictions. However, this study

identifies a more nuanced effect within the Kenyan context, highlighting the sector's resilience and adaptability. It suggests that while such restrictions are indeed present, their impact is mitigated by innovative operational strategies developed by companies in response. This unique finding contributes a novel perspective to the literature, proposing that the freight forwarding sector's adaptive measures may buffer against the anticipated negative impacts of mobility restrictions. Moreover, this study amplifies the discussion by exploring the specific aspects of mobility restrictions that affect the sector, such as visa policies, work permit requirements, and the bureaucratic hurdles faced by foreign managerial and technical staff. It underscores the potential benefits of regulatory reforms aimed at facilitating greater mobility for managerial and operational personnel, suggesting that such reforms could catalyze significant improvements in operational efficiency and sectoral performance. The discussion further explores the ripple effects of mobility restrictions on talent acquisition, knowledge transfer, and the overall competitiveness of the freight forwarding industry in Kenya, pointing towards a strategic imperative for policy intervention.

5.3.4 Effect of road transport restrictiveness on the performance of freight forwarding companies in Kenya

The nuanced impact of road transport restrictiveness on the performance of freight forwarding companies in Kenya reveals a complex interplay between regulatory constraints and sector resilience. In line with findings by Ansah et al. (2020) and Vo & Tran (2021), this study acknowledges the substantial logistical challenges and cost implications tied to inefficient road transport frameworks. These challenges, ranging from prolonged transit times to heightened operational costs, are theoretically poised to significantly hinder logistical efficiency and, by extension, the overall performance of freight forwarding companies. Notwithstanding, our analysis unveils a somewhat contrasting scenario within the Kenyan context, where the anticipated adverse effects are conspicuously muted.

This divergence can be largely attributed to the industry's strategic pivot towards innovative logistic solutions and digital technologies. The evolution of alternative transport routes, enhanced coordination mechanisms, and the adoption of tech-driven logistic platforms have collectively buffered Kenyan freight forwarding companies

against the stifling grip of road transport restrictiveness. This adaptive response not only showcases the sector's ingenuity but also underscores the critical role of infrastructure and digital technology advancements in mitigating regulatory and physical bottlenecks. Moreover, the incremental improvements in road infrastructure, coupled with policy-driven initiatives aimed at decongesting major transit routes, have further contributed to alleviating the strain imposed by road transport restrictions.

However, it's imperative to contextualize these findings within the broader spectrum of global logistics and transport challenges. The comparative resilience observed within Kenya's freight forwarding sector does not negate the pressing need for systemic and policy reforms. The experiences shared by Ansah et al. (2020) and Vo & Tran (2021) resonate with the universal call for enhanced efficiency and reduced transport restrictiveness as a means to bolster trade and economic growth. It beckons a closer examination of the regulatory frameworks governing road transport, advocating for a balanced approach that safeguards operational safety and environmental concerns without unduly encumbering commercial logistics operations.

Furthermore, the interrelation between road transport restrictiveness and sector performance underscores the exigency for a harmonized policy approach that prioritizes logistical efficiency and sectoral growth. The findings prompt a reevaluation of existing road transport policies, advocating for reforms that are not only attuned to the dynamic needs of the freight forwarding industry but also conducive to fostering an enabling environment for logistical excellence. It emphasizes the need for a collaborative policy formulation process, involving key stakeholders across the logistics and transport sectors, to ensure that regulatory measures are pragmatic, inclusive, and reflective of the industry's operational realities.

5.4 Conclusion

This research delves into the impact of logistics regulatory restrictiveness on freight forwarding companies in Kenya, focusing on customs, investment, movement of people, and road transport restrictiveness. The findings reveal a differentiated impact across these areas, with customs and investment restrictions notably hampering performance through operational delays and investment barriers, while movement of people and road transport show lesser effects. T his indicates that regulatory burdens

do not uniformly affect industry performance, highlighting areas where policy reforms could yield significant improvements. These findings offer a nuanced understanding of the impact of regulation in the local context.

The study underscores the critical need for streamlined customs procedures and a more welcoming investment environment to enhance trade flow and attract investments. The lesser impact of movement of people and road transport restrictions suggests industry resilience, possibly due to adaptive strategies to overcome these challenges. Offering substantial contributions to logistics and regulatory research, this study provides empirical support for policy adjustments and strategic industry decisions. It lays groundwork for future research, emphasizing the importance of digital solutions in addressing regulatory challenges and improving sector performance.

5.5 Implications and recommendations of research

This section assesses the relevance of the foregoing findings in light of different stakeholder to whom the outcomes are of relevance. The section is divided into three sections each focusing on a major stakeholder.

5.5.1 Contribution to policy

The findings of this study have significant implications for policy development and reform in the logistics and freight forwarding industry in Kenya. The influence of customs restrictiveness, investment restrictiveness, and movement of people restrictiveness on the performance of freight forwarding companies underscores the need for a regulatory environment that balances security and compliance with the efficiency and fluidity of trade operations.

The modest impact of customs restrictiveness on company performance suggests that policymakers should focus on streamlining customs processes. Implementing digital customs clearance processes and reducing bureaucratic hurdles can significantly enhance the competitiveness of Kenyan freight forwarding firms. Similarly, given the subtle effect of investment restrictiveness on performance, policy reforms aimed at

attracting foreign investment into the logistics sector should be prioritized. This includes simplifying investment procedures, providing incentives for logistics infrastructure development, and ensuring a transparent and equitable regulatory framework for both local and foreign investors. Furthermore, the minimal impact of movement restrictions on performance highlights an area for policy innovation. Policies facilitating the movement of skilled logistics personnel across borders could enhance operational efficiency and knowledge transfer within the sector.

5.5.2 Contribution to Management

The insights garnered from this research provide a pivotal foundation for managers within the freight forwarding industry, offering a strategic lens through which the regulatory landscape can be navigated to bolster performance. At the heart of strategic planning, managers are urged to imbue a deep understanding of the regulatory environment, recognizing it as a significant determinant in guiding the company's strategic direction. The comprehension of specific regulatory restrictions that bear upon their operations emerges as a critical element, steering decisions towards technology investments or the exploration of diverse transport routes as means to enhance operational dexterity and market competitiveness.

Furthermore, this study equips managers with robust, evidence-based arguments essential for advocacy efforts. By engaging constructively with policymakers, managers can champion the cause for more conducive regulatory conditions, leveraging the study's findings to underscore the tangible benefits of regulatory reform for operational efficiency and overall sectoral advancement.

Operational adaptation stands out as a strategic imperative in the face of varying impacts of regulatory restrictions on company performance. Managers are advised to judiciously assess the landscape, identifying and mitigating the most significantly impactful restrictions through thoughtful interventions. This could manifest in the adoption of digital technologies to streamline cumbersome customs processes or the formulation of strategic maneuvers to effectively circumnavigate investment and movement restrictions.

5.5.3 Contribution to Knowledge

This research contributes to the existing body of knowledge by empirically investigating the nuanced impacts of logistics regulatory restrictiveness on the operational performance of freight forwarding companies within a developing country context, specifically Kenya. By integrating the Private Interest Theory of Regulation and the Balanced Scorecard framework, this study provides a comprehensive understanding of how various dimensions of regulatory restrictiveness—customs, investment, movement of people, and road transport—affect company performance. This dual-theoretical approach enables a multidimensional analysis that enriches the discourse on regulatory impacts in the logistics sector, thereby broadening the academic perspective on regulatory governance and its practical implications in emerging economies.

5.6 Limitations

This study's primary limitations include its cross-sectional design, which captures the impact of regulatory restrictiveness at a single point in time, potentially overlooking the dynamic nature of regulations and their evolving impacts on company performance. Additionally, focusing on Kenya limits the generalizability of the findings to other contexts with different regulatory environments, economic conditions, and industry dynamics. The reliance on self-reported data through questionnaires also introduces the possibility of response bias, which could affect the study's objectivity.

By addressing these areas, future research can build on this study's findings to offer more nuanced insights into the complex interplay between government regulations and the logistics sector's performance, especially in developing economies grappling with the dual challenges of regulatory efficiency and economic competitiveness.

5.7 Suggestions for further studies

Building upon the findings and recognizing the limitations of this study, the pathway forward for research into the effects of logistics regulatory restrictiveness on freight forwarding companies offers fertile ground for diverse inquiries. Comparative studies

stand out as a promising direction, with the potential to illuminate the variegated impacts of regulatory restrictiveness across different geographical and economic landscapes. By extending the research to encompass other East African countries or bridging the gap between developing and developed economies, scholars can uncover nuanced insights into how regulatory environments shape the logistics and freight forwarding sector across varying contexts.

Furthermore, the dynamic nature of regulatory landscapes suggests the value of a longitudinal analysis. Such an approach would allow researchers to trace the evolution of regulatory restrictiveness and its repercussions on the performance and strategic orientations of freight forwarding companies over time, offering a richer, time-sensitive understanding of regulatory impacts.

The digital era beckons an exploration of technology's mediating role in the interface between regulatory restrictiveness and company performance. Delving into how digitalization and technological advancements can soften the blow of stringent regulations offers a promising avenue for both academic exploration and practical application, potentially guiding policy reform and industry adaptation strategies.

Lastly, the heterogeneity of the logistics sector calls for sector-specific studies. By focusing on particular segments such as cold chain logistics or e-commerce logistics, research can identify unique challenges and opportunities, tailoring insights and recommendations to the distinct regulatory and operational needs of these sectors. This nuanced approach promises to enrich the understanding of regulatory impacts, paving the way for targeted interventions and strategic innovations within the freight forwarding industry.

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APPENDIX I: INTRODUCTION LETTER

Dear Sir/Madam,

I am writing to introduce you to my research study, as part of my Master of Commerce at Strathmore Business School, Strathmore University. The study, titled "The Effect of Logistics Regulatory Restrictiveness on the Performance of Freight Forwarding Companies in Kenya," aims to explore the impact of regulatory frameworks on the operations and efficiency of freight forwarding businesses within the region.

The recent governmental interventions, particularly the Covid-19 restrictions, have significantly influenced the economic landscape, affecting Small and Medium-Sized Enterprises (SMEs). This research focuses on understanding the dynamics between governmental regulations and the operational performance of freight forwarding companies, which are pivotal in the cargo movement across Africa.

Given the critical role your organization plays in the freight forwarding industry, your insights and experiences would be invaluable to this study. I am interested in collecting data through a structured questionnaire designed to capture the nuanced impacts of customs, investment, movement of people, and road transport restrictiveness on your company's performance.

Your participation would not only contribute to a deeper understanding of the regulatory impact but also inform future policy-making and strategic business decisions in this sector. Please rest assured that all information provided will be treated with the utmost confidentiality and used solely for academic purposes.

I look forward to the possibility of discussing this further with you at your earliest convenience. Please feel free to contact me at benamasya@gmail.com to arrange a meeting or to ask any questions you might have regarding this study.

Thank you for considering participating in this research. Your contribution is highly appreciated and will undoubtedly contribute to the broader understanding of the logistics sector in Kenya.

Warm regards,

Benard Masya
MCOM/089122
Master of Commerce Candidate
Strathmore Business School, Strathmore University

APPENDIX II: QUESTIONNAIRE

Section A: Respondents' Profile

1. Kindly indicate your gender:

Male ☐
Female ☐

2. Kindly indicate your age.

20 – 25 Years ☐
26 – 35 Years ☐
36 – 45 Years ☐
46 – 55 Years ☐
56 and above ☐

3. For how long have you served within this organization?

0 – 3 Years ☐
4 – 6 Years ☐
7 – 9 Years ☐
10 years and above ☐

4. Kindly indicate your position within the organization.

Frontline employee ☐
Junior Management ☐
Top Management ☐

Within which department do you operate?

Finance ☐
Logistics ☐

5. What is your highest level of education?

Primary ☐
Secondary ☐
Undergraduate ☐
Masters ☐
PhD ☐

SECTION B: CUSTOMS RESTRICTIVENESS AND PERFORMANCE

6. This section addresses the impact of custom documentation requirements in relation to the performance of your organization.

Please answer the following questions to indicate your level of agreement with the statements on a scale of one to five. Kindly use the following guide:
(1 – strongly disagree; 2 – disagree; 3 – Neutral; 4 – agree
5 – Strongly)

	1 Strongly Disagree	2 Disagree	3 Neutral	4 Agree	5 Strongly Agree
Custom documentation requirements during distribution of goods are a hinderance to the business of my company					
Our business is generally delayed because of signature requirements when distributing goods to clients					
Complying with the importing licensing requirements are a hinderance to my business.					
Differences in language within regions present as a challenge to my business					

SECTION C: INVESTMENT RESTRICTIVENESS AND PERFORMANCE

7. This section addresses the impact of investment restrictions in relation to the performance of your organization.

Please answer the following questions to indicate your level of agreement with the statements on a scale of one to five. Kindly use the following guide:
(1 – strongly disagree; 2 – disagree; 3 – Neutral; 4 – agree
5 – Strongly)

	1 Strongly Disagree	2 Disagree	3 Neutral	4 Agree	5 Strongly Agree
The requirements placed to control foreign equity participation have negative impact on my company's performance.					
Criteria set for gaining the required licensing are restraining to my business performance.					
Most licensing requirements are biased, and this is a constraint to my business performance.					
Specific regional investment prerequisites present as a significant hinderance to my business					

SECTION D: MOVEMENT OF PEOPLE RESTRICTIVENESS AND PERFORMANCE

8. This section addresses the impact of restrictions on movement of people requirements in relation to the performance of your organization.

Please answer the following questions to indicate your level of agreement with the statements on a scale of one to five. Kindly use the following guide:
(1 – strongly disagree; 2 – disagree; 3 – Neutral; 4 – agree
5 – Strongly Agree)

Statement	**1 Strongly Disagree**	**2 Disagree**	**3 Neutral**	**4 Agree**	**5 Strongly Agree**
The requirements for successful registration of managers are cumbersome and therefore negatively impact the performance of my business					
Rules governing the movement people that are permanently employed in my company are a hinderance to my business performance.					
Requirements set for the movement of people that are temporarily employed by my company present as a hinderance to my business performance.					
Local employment requirements are a hinderance to my business performance.					

SECTION E: TRANSPORT RESTRICTIVENESS AND PERFORMANCE

9. This section addresses the impact of restrictions on transportation of people requirements in relation to the performance of your organization.

Please answer the following questions to indicate your level of agreement with the statements on a scale of one to five. Kindly use the following guide:
(1 – strongly disagree; 2 – disagree; 3 – Neutral; 4 – agree
5 – Strongly)

	1 Strongly Disagree	2 Disagree	3 Neutral	4 Agree	5 Strongly Agree
Requirements set for the usage of equipment hamper the business of my company					
The expenditure that the company incurs in adhering to equipment use requirements have a negative impact on the performance of my business					
The working hours requirements required of my business present as a significant challenge to my business.					
A significant expense is incurred in ensuring that the business operates within the hours allowed in the distribution of goods.					

SECTION F: ORGANIZATIONAL PERFORMANCE.

10. This section addresses the general performance of your organization. Kindly comment on the performance of the organization in relation to the various indicators.

Please answer the following questions to indicate the level of performance of your company in the specific aspects under consideration. Kindly use the following guide:
(1 – very bad; 2 – bad; 3 – Neutral; 4 – good
5 – very good)

	1 Strongly Disagree	**2 Disagree**	**3 Neutral**	**4 Agree**	**5 Strongly Agree**
My company's financial net income is satisfactory.					
The company's general achievement of set objectives is satisfactory.					
Customer-centered performance in my organization is satisfactory.					
Performance of initiatives that are anticipated to create additional or future value for the business is satisfactory.					

THANK YOU

APPENDIX III: LICENSED FREIGHT FORWARDERS

KENYA REVENUE AUTHORITY
ISO 9001:2015 CERTIFIED

PUBLIC NOTICE

2018 CUSTOMS AGENTS LICENSE RENEWALS

The following Companies have met Customs requirements allowing them to apply for licensing as Clearing & Forwarding Agents. In this regard, the applicants are advised to submit their requests for 2018 licenses in the prescribed format and **to submit** the same **within fourteen (14) days** to the following address: -

Commissioner of Customs & Border Control, Sameer Park Building, 2nd Floor, Block B3, Mombasa Road, NAIROBI. Any person with enquiries may send them to the following contacts: -

Erastus Kaptum, Tel:0770-319998 or 020 2429 9012, Email: Erastus.Kaptum@kra.go.ke, Isaac Wandimu, Tel:0770-319998 or 020 2429 9012, Email: Isaac.Wandimu@kra.go.ke

The closing date for applications is **6th April, 2018.**

NO.	NAME	PIN
1.	ACCELER GLOBAL LOGISTICS LIMITED	P000640503D
2.	BAHARI FORWARDERS LIMITED	P000820689A
3.	BEACH LINES LTD	P000800166M
4.	BOLLORE AFRICA LOGISTICS	P000800883J
5.	CONVENTIONAL CARGO CONVEYORS LIMITED	P051108995K
6.	CORNERSTONE LIMITED	P051025251
7.	CORRUGATED SHEET LIMITED	P000619056E
8.	DAMCO LOGISTICS KENYA LTD	P051135829Z
9.	GLOBAL FREIGHT LOGISTICS LTD	P051155205N
10.	INTRASPEED AIRCPRO KENYA LTD	P051147558I
11.	KENSCO BUSINESS SOLUTIONS LTD	P051190758Z
12.	MITCHELL COTTS FREIGHT KENYA LIMITED	P051107777J
13.	MURANGA FORWARDERS LTD	P000621302X
14.	RAPID KATE SERVICES LTD	P051091396B
15.	REGIONAL ENTREPRENEURS (K) LTD	P051120822F
16.	SPEEDEX LOGISTICS LIMITED	P051149916B
17.	STARWAY INTERNATIONAL FREIGHT & FORWARDERS	P051140083I
18.	VISION ENTERPRISES LIMITED	P051116464Y
19.	ABBA MOTORS LIMITED	P051428134D
20.	ABBAS TRADERS LTD	P051109149B
21.	ABERPAUL LIMITED	P051068600V
22.	ABSOLUTE FREIGHT SERVICES AND LOG.LTD	P051234694L
23.	ACCESS AFRICA LOGISTICS LIMITED	P051400996H
24.	ACE FREIGHT LTD	P051307811U
25.	ACTS BUSINESS SYSTEMS	P051137555E
26.	ADAIR FREIGHT SERVICES LTD	P000601992V
27.	ADELCUS AGENCIES (K) LIMITED	P051310880X
28.	ADMIRAL CARGO CONCEPT LTD	P051535612Y
29.	ADONAI TRADING & LOGISTICS CO LTD	P051399377Z
30.	ADROIT LOGISTICS LIMITED	P051315863G
31.	AEROMARINE CARGO SERVICES LIMITED	P051116651Z
32.	AEROPATH KENYA LIMITED	P051189097S
33.	AFFAIRES AFRIQUE LIMITED	P051097740E
34.	AFRICA DIRECT LTD	P051339146L
35.	AFRICA LINK FORWARDERS KENYA LIMITED	P051381143P
36.	AFRICAIR MANAGEMENT & LOGISTICS LIMITED	P051178460G
37.	AFRIFRESH CONVEYORS LIMITED	P051158094K
38.	AFRIQ FREIGHT SERVICES LTD	P051093517Q
39.	AGILITY LOGISTICS	P051209041X
40.	AGRIQUIP AGENCIES(EA)LTD	P000595587O
41.	AGS WORLDWIDE MOVERS LTD	P051107589L
42.	AIR CONNECTION LTD.	P051012294Z
43.	AIR MARINE AND LAND TRADING LTD	P051508919L
44.	AIR MENZIES INTERNATIONAL	P051437914D
45.	AIR SEA LOGISTICS LTD	P051415985P
46.	AIRBAND CARGO FOWARDERS LTD	P051117985M
47.	AIRCOM CARGO LOGISTICS (K) LTD	P051311875Z
48.	AIRFREIGHT & LOGISTICS WORLDWIDE LIMITED	P051367506D
49.	AIRMARINE CONVEYORS (K) LTD	P051367528J
50.	AKAMAI FREIGHT FORWARDERS LTD	P051331365S
51.	AL -EMIR LTD	P000619568N
52.	ALCORDIA LOGISTICS LIMITED	P051368630I
53.	ALEXANDRIA FREIGHT FORWARDERS LIMITED	P000602356Q
54.	ALFAS CROSS LOGISTICS LTD	P051399722M
55.	ALFOST ENTERPRISES LTD	P052239912B
56.	ALIBHAI RAMJI (MSA) LIMITED	P051092067C
57.	ALL CARGO GLOBAL LOGISTICS LTD	P051178848M
58.	ALL FREIGHT LOGISTICS LIMITED	P051461553X
59.	ALL MARINE SERVICES LIMITED	P051100523B
60.	ALL SCOPE LOGISTICS LIMITED	P051398141H
61.	ALLIANCE LOGISTICS KENYA LIMITED	P051203326N
62.	ALLPORTS KENYA LIMITED	P051415869N
63.	ALMEO LOGISTICS LIMITED	P051504557I
64.	AL-MUSTAQIM TRADING CO (K) LTD	P051120757R
65.	ALPHA IMPEX LOGISTICS INTERNATIONAL LIMITED	P051176432W
66.	ALPHA WORLDWIDE FREIGHT LIMITED	P051536406D
67.	ALPINE TRADING LIMITED	P051236867S
68.	AL-SHOG SYSTEMS LIMITED	P051336038F
69.	ALUJO ENTERPRISES CO. LTD	P051383515T
70.	AL-YUM HAULIERS	P051192662Y
71.	AMARANTHA AGENCY LTD	P051437732G
72.	AMAZON FREIGHT LTD	P051111596J
73.	AMBERTO AGENCIES LIMITED	P051370607Q
74.	AMEY TRADING COM LIMITED	P051394275K
75.	ANISA AGENCIES KENYA LIMITED	P051310216E
76.	ANKEY FREIGHT FORWARDERS LTD	P051412742U
77.	APEX LIMITED	P051561397L
78.	APEX STEEL LIMITED	P000618741A
79.	APPLE LOGISTICS LIMITED	P051339170K
80.	ARAMEX KENYA LIMITED	P051139806Z
81.	ARMED FORCES ORDINANCE DEPOT	P051096785V
82.	ARNET CONSULT E.A LIMITED	P051396681W
83.	ARNOP LOGISTICS CO. LTD	P051363110I
84.	ASHTON APPAREL EPZ LTD	P051137695N
85.	ASK CARGO LTD	P000605841S
86.	ATIS LOGSOL LTD	P051562963K
87.	ATLANTIC LOGISTICS INTERNATIONAL LIMITED	P051213677G
88.	BAABZ FREIGHT FORWARDERS LTD	P051400644S
89.	BAHARI TRANSPORT COMPANY LIMITED	P000619704X
90.	BAKOL FREIGHTERS	P051146912V
91.	BAKRI INTERNATIONAL ENERGY CO. (K) LTD	P051157504T
92.	BAKRIZ HOLDINGS LTD	P051135182Z
93.	BAMBURI SHIPCHANDLERS (K) LTD	P051132521Q
94.	BARQAABA BUSINESS AGENCY LTD	P051338523E
95.	BATA SHOE COMPANY KENYA LTD	P000623043K
96.	BAYLAND FREIGHT AGENCIES	P051128321R
97.	BEACON MOVERS KENYA LIMITED	P051205361Y
98.	BECOZI INVESTMENTS	P051150252L
99.	BEDI INVESTMENTS LIMITED	P000630587Y
100.	BEEGEE KEY INVESTMENTS LTD	P051145416Z
101.	BEEKAY LOGISTICS LIMITED	P051367599D
102.	BELYNE FREIGHT & LOGISTICS LTD	P051360456Y
103.	BEMMS LTD	P051227937I
104.	BENAIRS LOGISTICS LIMITED	P051214751Z
105.	BENELI FREIGHTERS LTD	P051145413N
106.	BENJOE LOGISTICS LTD	P051407155L
107.	BEPAK LOGISTICS LIMITED	P051152871S
108.	BESTFAST CARGO (KENYA) LIMITED	P051149852I
109.	BESTFREIGHT CONVEYORS LTD	P051152559Q
110.	BEYOND AFRICA FREIGHTERS LIMITED	P051139774N
111.	BEYOND CHANCE FREIGHT SERVICES LTD	P051339566B
112.	BIG WAYS LTD	P051420185V
113.	BILDAD ENTERPRISES LIMITED	P051400477Z
114.	BIMA CLEARING AND FORWARDING LIMITED	P051190093S
115.	BIRDWELL VENTURES LIMITED	P051310580V
116.	BLACK STALLION SHIPPING SERVICES LTD	P051339965T
117.	BLACKSTONE LOGISTICS LIMITED	P051426149Q
118.	BLINK LOGISTICS LIMITED	P051363569R
119.	BLITZ LOGISTICS LTD	P051352331P
120.	BLUE LIME LIMITED	P051238815B
121.	BLUE OCEAN (E.A) CO.LTD	P051310814I
122.	BLUE PEARL LOGISTICS LIMITED	P051056569S
123.	BLUE SEAL FREIGHTERS	P051104870V
124.	BLUE STAR INTERNATIONAL LIMITED	P051106521S
125.	BLUE TIDE FREIGHT LOGISTICS LIMITED	P051472790K
126.	BLUEHILL INVESTMENTS LTD	P051121591Q
127.	BLUEPLUS FLIGHTERS LTD	P051240596F
128.	BLUERANGE LOGISTICS LIMITED	P051320954X
129.	BLUEWAVE LOGISTICS SERVICES LIMITED	P051215596M
130.	BOGANI FREIGHT SERVICES LTD	P051336179N
131.	BOLT SPEED CARGO FORWARDERS LIMITED	P051357965Y
132.	BONFIDE CLEARING AND FORWARDING COMPANY LIMITED	P051127777L
133.	BOON TRADE AGENCIES LTD	P051437239H
134.	BORABU FREIGHT & TRANSPORT SERVICES	P051229360H
135.	BRANDED FINE FOODS LIMITED	P051109563F
136.	BRANSAN CLEARING & FORWARDING LT	P051392366F
137.	BRIDGE LANE INTERNATIONAL LIMITED	P051305830W
138.	BRITEX ENTERPRISES CO.LTD	P051418900A
139.	BROADVISION LOGISTICS LTD	P051561283E
140.	BRYSON EXPRESS LTD	P051158223V
141.	BULK TRADING (K) LTD	P051319585T
142.	BURHANI EXPRESS LOGISTICS LIMITED	P051154069V
143.	BUYERS LOGISTICS LIMITED	P051433409J
144.	CALLFAST SERVICES LIMITED	P051094777L
145.	CALWIN LOGISTICS LTD	P051557423I
146.	CAMMOSUH LOGISTICS LIMITED	P051418556O
147.	CANDID FREIGHTERS LIMITED	P051160801E
148.	CAPITAL CARGO FREIGHT LTD	P051134942T
149.	CAPRICORN FREIGHT FORWARDERS LIMITED	P051143975D
150.	CAR & GENERAL (K) LTD	P000591162O
151.	CARE LOGISTICS K. LIMITED	P051374239C
152.	CARES CLEARING AND FORWARDING CO. LTD	P051433009Q
153.	CARGILL KENYA LIMITED	P000619291J
154.	CARGO CONVEYORS LIMITED	P051152309N
155.	CARGO MASTERS (E.A) LIMITED	P051393696R
156.	CARGO MOVERS LIMITED	P051173174X
157.	CARGO NEST KENYA LTD	P051174490C
158.	CARGOCARE INTERNATIONAL LIMITED	P051096818C
159.	CARGODECK E.A LTD	P051097972Q
160.	CARGOLOG (E.A) LTD	P051357864Q
161.	CARGOMANIA LTD	P051337249I
162.	CARGOMAX LOGISTICS LIMITED	P051337971P
163.	CARIBBEAN FREIGHT LIMITED	P051336479O
164.	CARNET KENYA LIMITED	P051124415H
165.	CARMEL MOUNT FREIGHT LOGISTICS	P051313544UA

KENYA REVENUE AUTHORITY
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2018 CUSTOMS AGENTS LICENSE RENEWALS

NO.	NAME	PIN
166.	CATESAM ENTERPRISES LTD	P051155542V
167.	CEBT CARGO LIMITED	P051196299R
168.	CENTRAL CARGO SERVICES LIMITED	P051344574I
169.	CHABS TRADE CONNECTIONS LLIMITED	P051366857R
170.	CHANDARIA INDUSTRIES LIMITED	P000618594N
171.	CHANNEL ATLANTIC LTD	P051114391W
172.	CHAP CHAP CLEARING & FORWARDING LTD	P051555224D
173.	CHARITIES LOGISTICS LIMITED	P051165500G
174.	CHARLETON AGENCIES LIMITED	P051331330K
175.	CHASEFAST LOGISTICS LTD	P051303186E
176.	CHEMI-LABS LIMITED	P051111053E
177.	CHERSHIRE FREIGHT LTD	P051196829L
178.	CHIBE FREIGHTERS LIMITED	P051132062Q
179.	CLASSIC ADVENTURE CENTRE CO. LTD	P051418137F
180.	COAST PROFESSIONAL FREIGHTERS LTD	P051093589M
181.	COLLINS AND TIFFANY LTD	P051369696D
182.	COMFY LOGISTICS LTD	P051405517Y
183.	COMPLAST INDUSTRIES LIMITED	P051104805J
184.	CONKEN CARGO FORWARDERS LTD	P051126974G
185.	CONTINENTAL CARGO SERVICES (K) LTD	P000596439F
186.	CONTINENTAL LOGISTICS NETWORK LTD.	P051179065J
187.	CONVEX COMMERCIAL LOGISTICS LIMITED	P051396946K
188.	CORONET CARGO LIMITED	P051159575Z
189.	COSMOS INTERNATIONAL LOGISTICS LIMITED	P051454000L
190.	CRISPOLL EAST AFRICA LTD	P051542061D
191.	CROSS OCEAN LTD	P051131166Q
192.	CROSSBORDER CARGO LIMITED	P051103637Z
193.	CROSSBORDER NETWORKS LTD	P051554577R
194.	CROWN INDUSTRIES LTD	P000501075L
195.	CRUCIAL CARGO MOVERS	P051178824A
196.	CULZENBERG FORWARDERS LIMITED	P051395123Z
197.	DALSAN FREIGHTERS LIMITED	P051193178D
198.	DAMASA FREIGHT FORWARDERS LIMITED	P051154362V
199.	DANJAM INVESTMENTS COMPANY LIMITED	P051245062A
200.	DANROS KENYA LTD	P051316627C
201.	DANSAF LOGISTICS LIMITED	P051194092C
202.	DAP LOGISTICS LIMITED	P051229502X
203.	DAVELINE NETWORK COMPANY LTD	P051168471I
204.	DAVIS & SHIRTLIFT LTD	P000591252N
205.	DAVMAT COMPANY LIMITED	P051436614W
206.	DECCAN FREIGHT LOGISTICS LIMITED	P051319890T
207.	DEEPMARK CARGO LTD	P051194258S
208.	DEKAM FREIGHTERS LIMITED	P051364656K
209.	DEL MONTE (K)LTD	P000623053O
210.	DEL RAY CARGO SERVICES LIMITED	P051158487Q
211.	DELFAST LOGISTICS LIMITED	P051202571Y
212.	DELTA CARGO CONNECTIONS 2011 LTD	P051366489V
213.	DELTA EXPRESS	P051200869Z
214.	DELTA HANDLING SERVICES LTD	P051340954Z
215.	DENALI LOGISTICS LIMITED	P051231771U
216.	DESTINY CONVEYORS LTD	P051157915Y
217.	DESTINY FREIGHT SERVICES LTD	P051562555F
218.	DHL GLOBAL FORWARDING (K) LTD.	P051135510I
219.	DHL WORLWIDE EXPRESS	P000613307I
220.	DIAMOND EXPRESS LOGISTICS LTD	P051554057K
221.	DIGITAL CARGO FORWARDERS LTD	P051146522S
222.	DIKENS LOGISTICS LTD	P051471311H
223.	DIRECT WHEELERS EXPRESS LTD	P051412854B
224.	DIVERSE CARGO MARINE & AIR C&F SERVICES	P051156464E
225.	DODHIA PACKAGING LIMITED	P000607330Q
226.	DODWELL & CO. E.A LTD	P000591469X
227.	DON SIMON LTD	P051144499I
228.	DORTEL SERVICES LIMITED	P051552758M
229.	DOSHI & CO (HARDWARE) LTD	P000618339C
230.	DOTCOM CONSULTANTS LTD	P051428427H
231.	DRENAL ENTERPRISES LTD	P051345197O
232.	DSV AIR & SEA LTD	P051106815U
233.	DUKE EXPRESS E.A LIMITED	P051215975L
234.	DUPLEX FORWARDERS LIMITED	P051241617J
235.	DUSE FREIGHTERS LIMITED	P051206715X
236.	DUTY LOGISTICS LIMITED	P051359286X
237.	EAST AFRICA CARGO LOGISTICS LTD	P051177088M
238.	EAST AFRICAN CHAINS LIMITED	P000607280B
239.	EAST GLOBAL LOGISTICS (K) LTD	P051336265I
240.	EASTHAL LOGISTICS LTD	P051377128G
241.	EBMAR INVESTMENTS CO.LTD	P051457454O
242.	ECHKEN AGENCIES LIMITED	P051171351L
243.	ECS LOGISTICS KENYA LIMITED	P051231501C
244.	ECU WORLDWIDE KENYA LTD	P051115344R
245.	EDISA HOLDINGS (K) LTD	P051231540J
246.	ELDOCOM AUTO SPARES LIMITED	P051307711T
247.	ELKA CARGO KENYA LIMITED	P051116801N
248.	ELMON AGENCIES LIMITED	P051506021V
249.	EMASA KENYA CLEARING AND FORWARDING LIMITED	P051182546U
250.	EMOTEL KENYA LIMITED	P051365967Y
251.	ENERLOG LIMITED	P051338797Z
252.	EQUIRAK LOGISTICS LTD	P051505303U
253.	ESCOM OIL LIMITED	P051345740B
254.	EUGIFAVOUR LOGISTICS SOLUTIONS LIMITED	P051505912Y
255.	EURO MARINE LOGISTICS	P051392446B
256.	EVERLAST ENTERPRISES LIMITED	P051110666W
257.	EVERSTAN FREIGHT AND LOGISTICS CO.LTD	P051530607S
258.	EXPEDITE LOGISTICS LIMITED	P051397403C
259.	EXPEDITERS CARGO LOGISTICS LIMITED	P051205079C
260.	EXPOLANKA FREIGHT LIMITED	P051152240I
261.	EXPORT CONSOLIDATION SERVICES	P051135034Z
262.	EXPORT TRADING CO LTD	P000596838T
263.	EXPRESS KENYA LIMITED	P000593295F
264.	EXXEM EXPRESS CARGO CO.LTD	P051179416Z
265.	EYEBLINK FREIGHT MANAGEMENT LTD	P051334900Q
266.	F Y SIMBA SHIPPING AGENTS	P051123613F
267.	FAIDA CARGO SERVICES LIMITED	P051094061W
268.	FAIR LOGISTICS AGENCY LIMITED	P051220974Z
269.	FAIRWAYS CONSOLIDATORS LTD	P051098945N
270.	FAMO FORWARDERS LIMITED	P051104031E
271.	FANTASHI FREIGHTERS & LOGISTICS LTD	P051357530D
272.	FARIHMA TRADING COMPANY LIMITED	P051395247I
273.	FASMU FREIGHT FORWARDERS LTD	P051152283Y
274.	FELIBEN INTERNATIONAL LIMITED	P051240121E
275.	FELICLEARCON COMPANY LIMITED	P051365864Q
276.	FERIDA ENTERPRISES LIMITED	P051147464F
277.	FIBER FREIGHT FORWARDERS	P051504809B
278.	FILIKEN TRANSIT FORWARDERS LIMITED	P051097408B
279.	FILMLINE LTD	P051096553I
280.	FIRSTHAND CARGO HANDLERS LTD	P051506539N
281.	FLOWERPORT LOGISTICS LIMITED	P051359092R
282.	FLOWERWINGS EXPRESS (K) LIMITED	P051106986K
283.	FOAM MATRESS LTD	P000627032R
284.	FOCUS INITIATIVE IMPORT AND EXPORT CO. LTD	P051192926V
285.	FOOD CHAIN (EA) LTD	P051300917L
286.	FOX INTERNATIONAL LOGISTICS LIMITED	P051206510M
287.	FRA ALEX TOP FREIGHTERS	P051121812Z
288.	FRAMIC CARGO AGENCIES LIMITED	P051142662T
289.	FRANK & GEOFFREY CARGO LTD	P051151707K
290.	FREIGHT COMMANDOS LTD	P051141329I
291.	FREIGHT FORWARDERS KENYA LIMITED	P000619117T
292.	FREIGHT IN TIME LTD	P051124154Q
293.	FREIGHT POWER LOGISTICS LIMITED	P051336250Z
294.	FREIGHT REACH SERVICES LTD	P013252506E
295.	FREIGHT SOLUTIONS (K) LTD	P051157686P
296.	FREIGHT WINGS LTD	P000604440L
297.	FREIGHTCARE LOGISTICS LIMITED	P051146611N
298.	FREIGHTWELL EXPRESS LTD.	P051153406J
299.	FREIGHTWINGS LOGISTICS LIMITED	P051360926V
300.	FRESH GLOBAL LOGISTICS LIMITED	P051559075U
301.	FREVA LOGISTICS	P051177208W
302.	FRONTLINE CARGO LIMITED	P051101941G
303.	GALAXY LOGISTICS LIMITED	P051338306A
304.	GALLIN HOLDINGS LTD	P051122126G
305.	GALLION LOGISTICS LIMITED	P051437782S
306.	GARDEN FREIGHT LOGISTICS LIMITED	P051231857X
307.	GATEWAY MARINE SERVICES LTD	P051179163A
308.	GEFFSONS CLEARING & FORWARDING CO.	P051417917E
309.	GEMINI GLOBAL EXPRESS LTD	P051337396R
310.	GENERAL CARGO SERVICES LTD.	P000620077Q
311.	GENERAL FREIGHTERS LIMITED	P000597517Z
312.	GENERAL MOTORS EAST AFRICA LIMITED	P000598609Y
313.	GEOMWA EXPRESS CARGO LTD	P051309466N
314.	GEORINE AGENCIES LIMITED	P051140209E
315.	GIBRON LIMITED	P051420664E
316.	GIFCO (K) LIMITED	P051177166G
317.	GIMBOO FREIGHT LIMITED	P051126871T
318.	GIRAFFE FORWARDERS LTD	P051101750K
319.	GLADIN LOGISTICS	P051324121M
320.	GLINTER LOGISTICS LIMITED	P051343234S
321.	GLOBAL BUSINESS COMMANDERS LTD	P051147704U
322.	GLOBAL CARGO MOVERS LTD	P051504843D
323.	GLOBAL REACH LOGISTICS LIMITED	P051512079Q
324.	GMK EAST AFRICA LTD	P051400073R
325.	GN CARGO KENYA LIMITED	P051200010T
326.	GOLDEN FREIGHT SERVICES LIMITED	P051099824J
327.	GOLDFIELDS LOGISTICS LTD	P051227546F
328.	GOOD FREIGHT INTERNATIONAL COMPANY LTD	P051203506K
329.	GREATSPAN MARITIME SERVICES LTD	P051192937Y
330.	GREEN LEAF TRADING COMPANY	P051341780U
331.	GROUNDLINE INVESTMENT SERVICES LTD	P051453250X
332.	GULF CROSS LIMITED	P051235516Z
333.	HAIKA LOGISTICS SERVICES LTD	P051543499T
334.	HAMBUFREIGHT SERVICES LTD	P051129157L
335.	HAMDI INTERNATIONAL LTD	P051434504S
336.	HANGOOL INVESTMENT GROUP LIMITED	P051311817K
337.	HANSOL LOGISTICS KENYA LTD	P051415573J
338.	HARLS CARGO LOGISTICS LTD	P051552062Z
339.	HASMAD CARGO LTD.	P051202036
340.	HASS PETROLEUM KENYA LTD	P051136954F
341.	HEBATULLAH BROTHERS LTD	P000591200Z

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NO.	NAME	PIN
342.	HEME FREIGHTERS	P051185505U
343.	HERITAGE CARGO MOVERS LIMITED	P051417767R
344.	HEROS COMPANY LIMITED	P051389620K
345.	HIGHLANDS FORWARDERS LTD	P051099721F
346.	HIMA FREIGHT FORWARDERS LIMITED	P051390940W
347.	HI-TECH IMPEX LIMITED	P051412509R
348.	HOMELAND FREIGHT LTD.	P000596144Z
349.	HORIZON EXPRESS CO.LTD	P051101347G
350.	HORIZON FREIGHT FORWARDERS LTD	P051174604Q
351.	HYGIENE AFRICA LIMITED	P051192063T
352.	ICEBERG MOVERS ENTERPRISES LIMITED	P051166519Z
353.	IKONGO FARMS LTD	P051342567L
354.	IMPERIAL CARGO INTERNATIONAL	P051375556M
355.	IMPEX FREIGHT LIMITED	P051152792B
356.	IN TIME FORWARDERS LIMITED	P051202690Y
357.	INBOUND FREIGHT AND LOGISTICS LTD	P051411858A
358.	INDEX CARGO LOGISTICS LIMITED	P051435333Z
359.	INDUS LOGISTICS LTD.	P051378490T
360.	INSPIRE AFRICA LOGISTICS LIMITED	P051317325Z
361.	INSPIRE CARGO LOGISTICS LTD	P051434712R
362.	INSTA PRODUCTS EPZ LTD	P051149145B
363.	INSTANT FREIGHT FORWARDERS	P051202952X
364.	INTEGRATED LOGISTICS COMPANY LTD	P051146395N
365.	INTERCITIES FREIGHT & SHIPPING LTD	P051153271U
366.	INTERFACE AGENCIES LTD	P051506105W
367.	INTERKEN ENTERPRISES	P051110627J
368.	INTERNATIONAL COMMERCIAL CO.LTD	P000599113V
369.	INTERNATIONAL COMMITTEE OF THE RED CROSS	P051092000D
370.	INTERNATIONAL FOREIGN TRADE CO.LTD	P000592994J
371.	INTERSCOPE AIR/MARITIME LOGISTICS LIMITED	P051405500P
372.	INTERSPEED LOGISTICS LTD	P051395258N
373.	INTIME FREIGHT & CARGO SERVICES COMPANY LTD	P051206371C
374.	JAAV GLOBAL CARGO LIMITED	P051557594A
375.	JAGOMA LOGISTICS LIMITED	P051317181H
376.	JAMBO LOGISTICS E.A LIMITED	P051539044Z
377.	JAMBO TRADERS LTD	P051208211Z
378.	JAMES FINLAY MOMBASA LTD	P000593750Z
379.	JAMREKS ENTERPRISES	P051223639X
380.	JAMUSA ENTERPRISES LIMITED	P051233017M
381.	JASPA FREIGHT LTD	P051331364T
382.	JASPA LOGISTICS LIMITED	P051203147Q
383.	JAY AND JAY LOGISTICS LTD	P051506170H
384.	JEDIMA TRADE AGENCIES LTD.	P051110732F
385.	JEMI FREIGHT LIMITED	P051210149N
386.	JIHAN FREIGHTERS LIMITED	P051099609K
387.	JUI EAST AFRICA LTD	P051392590I
388.	JIPE HOLDINGS LIMITED	P051174442S
389.	JIRES LIMITED	P051242430M
390.	JMK ENTERPRISES LTD	P051146016M
391.	JOKI VIEW GENERAL KENYA LIMITED	P051529113B
392.	JONERICS CARGO FORWARDERS LIMITED	P051505840E
393.	JOPALM CLEARING & FORWARDING LIMITED	P051465250E
394.	JOPUKA LOGISTICS LIMITED	P051335540W
395.	JORA LOGISTICS LIMITED	P051231721I
396.	JORDAN FREIGHTERS LTD	P051305975M
397.	JOWAK AGENCIES LTD	P051152917Z
398.	JOWAKA SUPER LINKS LTD	P051171641K
399.	JOWAM CARGO COMPANY LIMITED	P051415408D
400.	JUBILEE CLEARING AND FORWARDING E.A LIMITED	P051437910Z
401.	JUWELLS TRADING CO.LTD	P051173961A
402.	K B FREIGHTERS LIMITED	P051135306N
403.	KAABA INVESTMENTS LTD.	P051421333L
404.	KADMUS FREIGHT LOGISTICS LIMITED	P051225121Q
405.	KAISER AGENCIES LTD	P051120132A
406.	KALEMU FREIGHTERS LTD	P051315830X
407.	KAMANGA FREIGHT SERVICES LIMITED	P051321183T
408.	KAMTIX CARGO LIMITED	P051331488C
409.	KANKAM EXPORTERS LIMITED	P051152767D
410.	KARSIS GLOBAL LOGISTICS LIMITED	P051424588S
411.	KATE FREIGHT AND TRAVEL LIMITED	P000599206A
412.	KAWAISON INTERNATIONAL LTD	P051205310I
413.	KEARSLEY FREIGHT SERVICES LIMITED	P051140752Q
414.	KEIHIN MARITIME SERVICES LTD	P051125589M
415.	KEN KNIT (KENYA) LTD	P000525118T
416.	KENAFRIC INDUSTRIES	P000599737M
417.	KENLAND LOGISTICS LTD	P051436520B
418.	KENMONT LOGISTICS LIMITED	P051218663I
419.	KENREVY CARGO LOGISTICS LIMITED	P051415920Y
420.	KENTAN CONNECTIONS LIMITED	P051234573D
421.	KENVILLA LOGISTICS LTD	P051326397Q
422.	KENYA AIR FORCE	P051113501C
423.	KENYA AIRWAYS	P000595333Z
424.	KENYA BONDED WAREHOUSE COMPANY	P000518919B
425.	KENYA GENERAL INDUSTRIES LTD	P000518541Y
426.	KENYA VEHICLE MANUFACTURERS LTD	P000607588P
427.	KENYA WINE AGENCIES LIMITED	P051312172Z
428.	KEVIAN KENYA LIMITED	P051100924G
429.	KEYNAUT LOGISTICS LIMITED	P051412514L
430.	KIAMBA CLEARING AND FORWARDING LTD	P051155159I
431.	KIMM FREIGHTERS (K) LTD	P051397380Q
432.	KIMNET AGENCIES	P051175364B
433.	KIMU FREIGHT AGENCIES LTD	P051227550D
434.	KIND LOGISTICS LTD	P051231108F
435.	KINGS CARGO AGENCIES LTD	P000539517Z
436.	KIPKEBE LIMITED	P000591329N
437.	KISELI & KALEKYE LOGISTICS LIMITED	P051506040Y
438.	KODAVI INVESTMENTS LTD.	P051232517N
439.	KUEHNE +NAGEL LIMITED	P000513572W
440.	LABORATORY & ALLIED LTD	P000594659Q
441.	LAND BRIDGE FREIGHTERS LTD.	P051141251H
442.	LANDMARK PORT CONVEYORS LTD	P051340996J
443.	LAPE HILL LOGISTICS LTD	P051393049C
444.	LAS AIRFREIGHT LTD	P051100391N
445.	LAXAT TRADERS LIMITED	P051170488A
446.	LEADTIME CARGO LOGISTICS LIMITED	P051450217L
447.	LEENA APPARELS LTD	P051095589U
448.	LEMCO FREIGHT FORWARDERS LTD	P051159561I
449.	LIBAAN LTD	P051399071Q
450.	LIFTCARGO LIMITED	P051311945S
451.	LILY LOGISTICS LIMITED	P051393186K
452.	LIMUTTI HOLDINGS LIMITED	P051114666Y
453.	LINKAGE CONVEYORS LTD	P051132794B
454.	LINKFREIGHT (EA) LTD	P051373681I
455.	LINKON INVESTMENTS LIMITED	P051305594L
456.	LINO STATIONERS (K) LTD	P000606527A
457.	LLOYDS LOGISTICS LIMITED	P051307379O
458.	LOGENIX INTERNATIONAL	P051208682M
459.	LOGISTIC FREIGHT LIMITED	P051112480Q
460.	LOGISTICS 365 LTD	P051220477X
461.	LOGISTICS LINK LTD	P051244191C
462.	LOGISTICS SERVICES LIMITED	P051171646P
463.	LOGISTICS SOLUTIONS CO.LTD	P051175162Z
464.	LOGWIN AIR & OCEAN (K) LTD	P051317725D
465.	LONGRANGE TRADING & LOGISTICS LIMITED	P051504727C
466.	LONGROAD LOGISTICS (K) LTD	P051474774O
467.	LOW SEA INTERNATIONAL AGENCIES LIMITED	P051161522G
468.	LYCHEEWOOD LIMITED	P051230756W
469.	MACA TRADING COMPANY LIMITED	P051434973L
470.	MACFREIGHT FORWARDERS CO.LTD	P051126001G
471.	MACKENZIE MARITIME (EA) LTD	P051319199V
472.	MACKENZIE MARITIME FORWARDERS LTD	P051370566A
473.	MACSIM CARGO SERVICES LIMITED	P051175200Q
474.	MAGNATE LOGISTICS LTD	P051350113E
475.	MAGNETIC KENYA LTD	P051312021G
476.	MAGNEX LIMITED	P051214583D
477.	MAGOT FREIGHT SERVICES LIMITED	P051110917F
478.	MAK CARGO HANDLING SERVICES LIMITED	P051339000T
479.	MAKIWAN LOGISTICS LTD	P051239751L
480.	MANAQUIM CARGO COMPANY LTD.	P051140571P
481.	MANIZLE AGENCIES LTD	P051152341L
482.	MANTRACK AGENCIES LIMITED	P051224136R
483.	MANUFACTURERS AND SUPPLIERS (K) LTD	P000599397W
484.	MAR FRONTIER (K)LTD	P051109256H
485.	MARACA ENTERPRISES LTD	P051205734X
486.	MARAKIB FREIGHTERS LIMITED	P051426996A
487.	MARDAV LOGISTICS LIMITED	P051216185H
488.	MARIGIE AGENCIES (K) LTD	P051198142B
489.	MARICHORI MARKETING SERVICES	P051114265X
490.	MARITIME FREIGHT CO.LTD	P000520548P
491.	MARK RIECH (A) LTD	P051098460J
492.	MARKS ENTERPRISES LIMITED	P051119225V
493.	MARYDAVID INVESTMENTS LIMITED	P051433097L
494.	MARYMAC FREIGHT COMPANY	P051139320Q
495.	MASCOT HOLDINGS LIMITED	P051364545E
496.	MASTERPIECE COURIER SERVICES LTD	P051306040S
497.	MATSINGBERG CLEARING & FORWARDING LIMITED	P051110157K
498.	MAYA DUTY FREE LTD	P000613080Q
499.	MBARAKI PORT WAREHOUSES (K) LIMITED	P000615596R
500.	MENENGAI OIL REFINERIES LTD	P000534500H
501.	MENHIR LIMITED	P051115664E
502.	MENTAP RESOURCE FREIGHT LTD	P051300271
503.	MERICICO LIMITED	P051557189Z
504.	MESHACK GLOBAL ENTERPRISES LTD	P051564337F
505.	METEOR FREIGHT FORWADERS COMPANY LIMITED	P051114265T
506.	MFANCO AGENCIES LTD	P051122519T
507.	MID AFRICA SERVICES LIMITED	P051356544J
508.	MID OCEAN LIMITED	P051177245S
509.	MID-WAVE FREIGHTERS LTD	P051092299I
510.	MIG FORWARDERS LIMITED	P051203656A
511.	MILANO LOGISTICS LIMITED	P051433983H
512.	MILESTONE CONSULTANS LTD	P051141935M
513.	MILLEAGE ENTERPRISES LIMITED	P051150036J
514.	MILLENNIUM SOLUTIONS LIMITED	P051302809M
515.	MINET STARS LIMITED	P051225566Z
516.	MOHABAB ENTERPRISES LIMITED	P051093427U
517.	MOLO FREIGHTERS LTD	P051219563J
518.	MOMBASA COFFEE LTD	P000520553N
519.	MOMBASA COMMERCIAL & INDUSTRIAL ENTERPRISES LTD	P051092172W
520.	MOMBASA LOGISTICS LIMITED	P051398977D

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NO.	NAME	PIN
521.	MOMBASA TIMES LOGISTICS LIMITED	P051400270Q
522.	MOMO CLEARING AND FORWARDING CO.LTD	P051209469T
523.	MONSOON MOVERS ENTERPRISES LTD	P051150880U
524.	MORGAN AIR CARGO	P051176843D
525.	MORNING GLORY FREIGHT SERVICES LIMITED	P051123505H
526.	MOVE AND PICK LOGISTICS LTD	P051361150D
527.	MTAPANGA AGENCIES LIMITED	P051093739B
528.	MUCHEBA SERVICES	P051173222K
529.	MULTCARGO FREIGHTERS LTD	P051232200D
530.	MULTI LINKS LIMITED	P051533153B
531.	MULTI PACKAGING LTD	P000606661D
532.	MULTIPLE SOLUTIONS LTD	P051232338S
533.	MUNSHIRAM INTERNATIONAL BUSINESS MACHINES LTD	P000612658Y
534.	MUSTAFA FREIGHT FORWARDERDS	P051215377H
535.	MUSTAFA MOHAMED ISSA LIMITED	P051229652M
536.	MUZDALIFA CLEARING & FORWARDING LTD	P051155579M
537.	MWANGO CLEARING INVESTMENTS LTD	P051314779L
538.	NAASH AFRICA LOGISTICS LTD	P051504246A
539.	NAFAST FREIGHT SERVICES LIMITED	P051208590M
540.	NAFENET LOGISTICS LTD	P051337910X
541.	NAIROBI CARGO LOGISTICS LTD	P051411311B
542.	NAJMI CLEARING & FORWARDING LIMITED	P051348124B
543.	NAMELOK HOLDINGS LIMITED	P051159952Z
544.	NAS AIRPORT SERVICES LTD.	P000593895L
545.	NATION MEDIA GROUP	P000594927A
546.	NEBULA CONVEYORS LTD	P051434235W
547.	NEEMA PARCELS LTD	P051218503Y
548.	NELINE SHIPPING AND LOGISTICS	P051553304Q
549.	NEOSEALAND REGIONAL FREIGHTERS LTD	P051152920L
550.	NEOSERVE LOGISTICS LIMITED	P051153235Z
551.	NEPTUNE FORWARDERS LTD.	P051094044T
552.	NEW WIDE GARMENTS	P051326042Z
553.	NIBAL FREIGHTERS LTD.	P051148020P
554.	NNITO TRADING LIMITED	P051154716P
555.	NOADAN TRADING COMPANY LIMITED	P051393893Q
556.	NODOR KENYA EPZ LIMITED	P051127782I
557.	NYAGAKA FORWARDERS	P051116302Q
558.	OCEAN PACIFIC INTERNATIONAL LINES LTD	P051176202Z
559.	OCEAN STAR GENERAL AGENTS LTD	P051170631I
560.	OCEANIC CARGO AGENCY LTD	P051516007B
561.	OCEANLINE FREIGHT FORWARDERS LTD	P051106658S
562.	OCEANLINE FREIGHTERS E.A. LIMITED	P051507229Q
563.	OCEANROCK LOGISTICS LIMITED	P051400228M
564.	OCEANSKY CLEARING AGENTS LIMITED	P051319553L
565.	OCEANWORLD LOGISTICS LIMITED	P051505229F
566.	OGAKA FREIGHT LOGISTICS LIMITED	P051176775M
567.	OKAMOTO FREIGHT SERVICES LTD.	P051116698X
568.	ONE LINK LIMITED	P051205783K
569.	ONE ON ONE LOGISTICS LTD	P051507601Z
570.	ONE TOUCH CARGO SERVICES	P051150124D
571.	ONETOUCH LOGISTICS LTD	P051511132K
572.	OPTIMAX KENYA LIMITED	P051309698T
573.	OSERIAN DEVELOPMENT CO.LTD	P000595412P
574.	OZONE FREIGHT FORWARDERS LIMITED	P051425795Y
575.	P.N MASHRU LTD	P000620691U
576.	PACMA INVESTMENTS LTD	P051557301B
577.	PAK PACIFIC LIMITED	P051157099Z
578.	PALLET LOGISTICS LIMITED	P051323999P
579.	PALM FREIGHTERS LTD	P051123396Z
580.	PAMOL CONNECTIONS SERVICES	P051176928F
581.	PAN AFRICA LOGISTICS LTD	P051152664Y
582.	PAN AFRICAN SYNDICATE LTD	P000618736D
583.	PANAL FREIGHTERS	P051148463Q
584.	PANALPINA AIRFLO LTD	P000591800F
585.	PANTEL CHEMICALS LTD	P051136970K
586.	PEDWIN LIMITED	P051203207J
587.	PEERLESS TEA SERVICES LTD	P051127517S
588.	PEJON FREIGHT MOVERS LTD	P051178585Q
589.	PENTAGON LOGISTICS LIMITED	P051211385U
590.	PEPOSI FREIGHTERS LIMITED	P051176278K
591.	PERISHABLE MOVEMENTS K.LIMITED	P051399127L
592.	PETRUT FREIGHT FORWARDERS LTD	P051120520A
593.	PHILSAM AGENCIES LTD	P051103411Z
594.	PILLAR FREIGHT FORWARDERS LIMITED	P051197544F
595.	PINNACO LOGISTICS LIMITED	P051362478H
596.	PIONEER FREIGHT FORWARDERS LTD	P051431522O
597.	PLAINS LOGISTICS LIMITED	P051416039C
598.	PLANFREIGHT LTD	P000597791Q
599.	POLO AUTO FREIGHT FORWARDERS LIMITED	P051301925R
600.	POLYGON LOGISTICS LIMITED	P051334341T
601.	PORTLINK LOGISTICS LIMITED	P051301972Z
602.	PORTS CONVEYORS LIMITED	P051118666K
603.	PORTWAY (E.A) LIMITED	P051217851G
604.	PORTWOXS CARGO FORWARDERS LIMITED	P051420541O
605.	PRECISE LOGISTICS LTD.	P051141176P
606.	PRIMCARGO AGENCIES LIMITED	P000597726F
607.	PRINCIPAL FORWARDERS LIMITED	P051092409Q
608.	PRIORITY AIR EXPRESS LTD	P051351966D
609.	PRIORITY LOGISTICS LIMITED	P051100665
610.	PROMETECH LIMITED	P051550017Z
611.	PROVISIONAL CLEARING & FORWARDING LTD	P051152833N
612.	PURA LOGISTICS LIMITED	P051203144N
613.	QUEENS CARGO INTERNATIONAL LTD	P051184541T
614.	QUICK CARGO SERVICES	P000596537F
615.	QUICKMOVERS (K) LTD	P051419541H
616.	QUSSAN ENTERPRISES LIMITED	P051308194N
617.	RADIANT LOGISTICS LIMITED	P051196702V
618.	RADISSON LIMITED	P051502957I
619.	RAHMA LOGISTICS LIMITED	P051313506P
620.	RAI PLYWOODS (K) LTD	P000528527C
621.	RANK NETWORK LOGISTICS LIMITED	P051224525T
622.	RAPAT FREIGHT (K) LTD	P051536840Q
623.	RAY CARGO SERVICES LTD	P051136397
624.	REALDREAM INTERNATIONAL LIMITED	P051419195T
625.	REALTIME CARGO LIMITED	P051196949M
626.	REALTIME FREIGHT PERFORMANCE LTD	P051190494A
627.	REALTIME LOGISTICS LIMITED	P051190326L
628.	RED ANCHOR FREIGHT FORWARDERS LTD	P051126006L
629.	REFCO FORWARDERS LTD	P051080303N
630.	REGAL FREIGHTERS	P051215522S
631.	REJEIBY CLEARING & FORWARDING LIMITED	P051120853Z
632.	RELAY CARGO SERVICES KENYA LIMITED	P051095057E
633.	RELIABLE FREIGHT SERVICES LIMITED	P051103771T
634.	REMOVAL GOODS SERVICES (K) LTD	P051131543SY
635.	RENAISSANCE LIMITED	P051137020M
636.	REPLAN CARGO HANDLING SERVICES LTD	P051197851J
637.	RIAM LOGISTICS LTD	P051545964X
638.	RIANAB LOGISTICS LIMITED	P051312647W
639.	RIFT CARGO HANDLING LIMITED	P051135271Y
640.	RIGE LIMITED	P051153173V
641.	RIPE FREIGHT SERVICES LIMITED	P051111389T
642.	RISING FREIGHT LIMITED	P000599569V
643.	ROBIAM CARGO FREIGHTERS LTD	P051450011D
644.	ROLLING CARGO LIMITED	P051227525E
645.	ROMARK FREIGHTERS LTD	P051132449R
646.	ROMAX FORWARDERS LIMITED	P051392718X
647.	RORENE LIMITED	P000620624H
648.	ROSMIK TRADING COMPANY LIMITED	P051111675T
649.	ROTO MOULDERS LTD	P000604453S
650.	RUKANOTI WOOD DEALERS LTD	P051202667Z
651.	RUMAN COMPANY LIMITED	P051102625J
652.	RUMAN LOGISTICS	P051158993Z
653.	RUMEYSA FREIGHT LTD	P051407726F
654.	RUSINGA INTERNATIONAL FREIGHT LIMITED	P051152331J
655.	RYCE EAST AFRICA LIMITED	P000591376W
656.	S&L PORT SOLUTIONS LTD	P051245527A
657.	S. K. AMIN LIMITED	P000618514S
658.	SAFELANDING LOGISTICS LIMITED	P051397842N
659.	SAFREIGHT LIMITED	P051118587M
660.	SAG FORWARDERS LTD	P051369492W
661.	SAHA FREIGHTERS CO.LTD	P051195068Q
662.	SAHARA INTERNATIONAL LOGISTICS LTD	P051295250Z
663.	SAHARRY LIMITED	P051232315I
664.	SAHEL FREIGHTERS LIMITED	P051136631T
665.	SAHUSA FREIGHTERS LTD	P051219201S
666.	SAI CARGO MASTERS LIMITED	P051110987Y
667.	SALIMOND FREIGHT SERVICES LTD	P051179414X
668.	SALMIR CLEARING & FORWARDING COMPANY LIMITED	P051113349Q
669.	SAMPHY LOGISTICS SERVICES	P051243619U
670.	SANDEK AGENCIES LIMITED	P051215602P
671.	SASI INTERNATIONAL FREIGHT LOGISTICS LIMITED	P051344571H
672.	SAWA INTERNATIONAL LTD	P051357043D
673.	SCHENKER LIMITED	P000592606Q
674.	SEABASE SOLUTIONS LTD	P051150345Z
675.	SEABRIDGE FOWARDERS LTD	P000542163R
676.	SEACON (K) LTD.	P051138168F
677.	SEACREST LOGISTICS SOLUTIONS LTD	P051443501O
678.	SEALINE FORWARDERS LIMITED	P051233662Z
679.	SEALINE LOGISTICS LTD	P051232991F
680.	SEASHORE SHIPPING SERVICES CO. LTD	P051146564R
681.	SEA-SKY EXPRESS LIMITED	P051150354D
682.	SEATEL INVESTMENTS LTD	P051436782Q
683.	SEAWAY MARITIME LIMITED	P051158957Z
684.	SEAWAYS KENYA LIMITED	P051104395Z
685.	SERENITY SERVICES LIMITED	P051420453T
686.	SERVE WELL LOGISTICS LIMITED	P051229428E
687.	SHABA AFRICA LOGISTICS LTD	P051557340I
688.	SHAGUU CARGO LIMITED	P051332432P
689.	SHAKAB IMPORTS EXPORTS CO.LTD	P051130423D
690.	SHAMSCO LOGISTICS INTERNATIONAL LIMITED	P051508426I
691.	SHAQSHAN FREIGHT LTD	P051429936R
692.	SHARAF LOGISTICS LIMITED	P051210834N
693.	SHARDI EXPRESS LIMITED	P051150468B
694.	SHIPFREIGHT LOGISTICS LTD	P051307073F
695.	SHREEJI FORWARDERS LIMITED	P051362232Q
696.	SIDOMAN INVESTMENT LTD	P051335280F
697.	SIGINON GROUP LTD	P000595480M
698.	SILICON FREIGHT INTERNATIONAL LTD	P051231843P
699.	SILVER ANCHOR FREIGHTERS LIMITED	P051142006D

KENYA REVENUE AUTHORITY
ISO 9001:2015 CERTIFIED

PUBLIC NOTICE

2018 CUSTOMS AGENTS LICENSE RENEWALS

NO.	NAME	PIN
700.	SILVER SILICON LIMITED	P051114061N
701.	SILVERHAWK CARGO LTD	P051326572O
702.	SIMBA APPAREL (EPZ) LTD	P051544407Z
703.	SIMMONDS CARGO SERVICES LTD	P051146337Y
704.	SIMPTONS EAST AFRICA HOLDINGS LTD	P051359578B
705.	SISCO SUPERIOR CARGO HANDLING SERVICES LIMITED	P051134415J
706.	SITE FORWARDERS LIMITED	P051141179S
707.	SIVORINE KENYA LIMITED	P051232074V
708.	SKY & SEA CARGO TRACK LIMITED	P051197853J
709.	SKYLARK CONVEYORS (K) LTD	P051146618J
710.	SKYLIFT CARGO LTD	P051151542J
711.	SKYLIGHT LOGISTICS LTD	P051551572Q
712.	SKYLINE EXPRESS SERVICES LTD	P051367747O
713.	SKYLINE GLOBAL SERVICES LTD	P051121526F
714.	SKYLUX LOGISTICS LTD	P051437326D
715.	SKYMAN FREIGHTERS LIMITED	P051151470N
716.	SKYWAY CARGO LTD	P051555407K
717.	SKYWAYS LOGISTICS	P051170640K
718.	SLOPES AGENCIES LIMITED	P051115255B
719.	SMART CHOICE SERVICES LTD.	P051158152K
720.	SMART TRADERS LIMITED	P051337517A
721.	SMILES LOGISTICS LIMITED	P051552521
722.	SMOOTHLINE FREIGHTERS LIMITED	P051158552Z
723.	SOKOTA INVESTMENTS LIMITED	P051180966A
724.	SOLLATEK ELECTRONICS (K) LTD	P051093612Z
725.	SOLSON CLEARING COMPANY	P051111215V
726.	SONDEKA FREIGHT FORWARDERS LTD	P051181267T
727.	SONEVA ENTERPRISES	P051129120Q
728.	SONGHONG FREIGHT SERVICES LIMITED	P051234613P
729.	SONIC FRESH CO LTD	P051385386R
730.	SONYA EXPORT & IMPORT AGENCY LTD	P051134780Z
731.	SOPA CARGO SERVICES	P051092280X
732.	SOUTHERN SHIPPING SERVICES LTD	P051096528M
733.	SOUTHLINK SERVICES LTD	P051422036Q
734.	SPART FREIGHT LOGISTICS LIMITED	P051334912R
735.	SPEAR LOGISTICS	P051369511B
736.	SPEDAG INTERFREIGHT KENYA LIMITED	P051102856G
737.	SPERANZA INTERNATIONAL LTD	P051235746G
738.	SPRING LOGISTICS LIMITED	P051399109J
739.	STECA FREIGHT FORWARDERS CO LTD	P051225690I
740.	STEEL STRUCTURES LTD	P000594476Q
741.	STEFRA CONSULTANCY AGENCIES	P051129964K
742.	STEJA GENERAL AGENCIES COMPANY LTD.	P051234931V
743.	STEKAR LOGISTICS LTD	P051353106D
744.	STELLAR LOGISTICS LIMITED	P051548320F
745.	STERNER LOGISTICS LIMITED	P051423739W
746.	STRAIGHTLINE CARGO FORWARDERS LTD	P051136523W
747.	SUBUKIA HOLDINGS (K)LTD	P051436231Y
748.	SUEKAR FREIGHT LIMITED	P051435199R
749.	SUNA FREIGHTERS	P051173238S
750.	SUNRISE INVESTMENT GROUP LIMITED	P051437832H
751.	SUNSHIP LOGISTICS LTD	P051507952L
752.	SUPER FIRST FORWARDERS LIMITED	P051163377B
753.	SUPERCARE FREIGHT SERVICES	P051335656K
754.	SUPERFREIGHT LTD	P000613224I
755.	SUPERIOR CARGO CONVEYORS CO LTD	P051152794E
756.	SUPERMARK WORLDWIDE FREIGHTERS (K) LTD	P051409406C
757.	SUPERQUICK FREIGHTERS LTD.	P051228362I
758.	SUPERSONIC CLEARING & FORWARDING SERVICES LTD	P051106032Y
759.	SUPERSONIC FREIGHTERS (K) LTD	P051129589R
760.	SUZAN DUTY FREE	P051440161S
761.	SYLKA KENYA LTD	P051233009M
762.	SYLLER IMPRESS COMPANY LIMITED	P051367568A
763.	TABAKI FREIGHT SERVICES LIMITED	P051107490D
764.	TALLIENT LOGISTICS LTD	P051361772C
765.	TAMANYA FREIGHT AND LOGISTICS SERVICES LIMITED	P051391238U
766.	TANDEM FREIGHT SERVICES LTD	P051210117C
767.	TANDEM SOLUTIONS LIMITED	P051434192Q
768.	TECHNO RELIEF SERVICES LIMITED	P051137167E
769.	TEDICE EXPRESS AGENCIES LTD	P051130177Q
770.	TELLAM FREIGHT FORWARDERS LTD	P051366111R
771.	TENYA LOGISTICS LTD	P051561106Z
772.	TEPRA LOGISTICS LIMITED	P051334060V
773.	THAM EXPRESS LIMITED	P051569036I
774.	THE NAIROBI CLEARING HOUSE (E.A) LTD	P051165280H
775.	THE NOAH'S ARK ENTERPRISES LTD	P051154478E
776.	TIBA FREIGHT FORWARDERS LIMITED	P051239596D
777.	TIDAL LOGISTICS LIMITED	P051428436I
778.	TIMSALES LIMITED	P000591147N
779.	TOP LEADER FORWARDERS LIMITED	P051435564N
780.	TOP LINK LOGISTICS SERVICES LTD	P051472502Q
781.	TOPLINE LOGISTICS LIMITED	P051201427I
782.	TOTAL TOUCH EXPRESS	P051134733Q
783.	TOWFIQ KENYA LIMITED	P051130575T
784.	TRADE BASE COMPANY LTD	P051127016M
785.	TRADE HAUS AND GLOBAL LOGISTICS LTD.	P051313479G
786.	TRADE LINK LOGISTICS LTD	P051544522Z
787.	TRADELINE LOGISTICS LIMITED	P051551555D
788.	TRADEWINDS LOGISTICS LTD	P000615402K
789.	TRADEWISE AGENCIES LIMITED	P051123891A
790.	TRANS AFRICA LOGISTICS LIMITED	P051501519Z
791.	TRANSFREIGHT LOGISTICS LTD.	P051461547
792.	TRANSMAIL INTERNATIONAL LIMITED	P051015411P
793.	TRANSMAX KENYA LIMITED	P051431542S
794.	TRANSNET FREIGHT INTERNATIONAL LIMITED	P051361579H
795.	TRANSOCEANIC PROJECT DEVELOPMENT (KENYA) LIMITED	P051233402J
796.	TRANSONIC LOGISTICS LTD	P051171890X
797.	TRANSPORT & LIFTING SERVICES LTD	P051152230J
798.	TREASURE CARGO SERVICES LIMITED	P051102852P
799.	TRIBERTOC (K) LTD	P051123324I
800.	TURNER FREIGHTERS LIMITED	P051098038F
801.	TURNING POINT FREIGHT LTD	P051155253X
802.	UCHALE LOGISTICS LIMITED	P051339075Q
803.	UFANISI FREIGHTERS(K) LTD	P000621137Q
804.	UKWALA FREIGHT FORWARDERS	P051146794M
805.	UMOJA RUBBER PRODUCTS LTD.	P000619594P
806.	UNAMAK COMPANY LTD	P051177261D
807.	UNDERSEAS MERCHANTS	P051120235F
808.	UNEECO PAPER PRODUCTS LTD	P000620575T
809.	UNICK COMPANY LIMITED	P051501562W
810.	UNICON LOGISTICS CO. LTD	P051174871D
811.	UNIMAR LOGISTICS LTD	P051367782T
812.	UNIMARK FREIGHTERS LTD	P051125753Z
813.	UNION CLEARING & FORWARDING LTD	P051139175J
814.	UNION EXPRESS LTD	P051154712K
815.	UNION LOGISTICS LIMITED	P051128206T
816.	UNITED (E.A) WAREHOUSES LTD	P051130886Y
817.	UNITED ARYAN EPZ LTD	P051146886N
818.	UNITED CLEARING COMPANY LTD	P000619225X
819.	UNITED FREIGHT LOGISTICS LTD	P051306979S
820.	UNIVERSAL FREIGHTERS LIMITED	P051545705E
821.	UPESI FREIGHT LOGISTICS LIMITED	P051226263H
822.	UTEX FREIGHT SERVICES LIMITED	P051239516G
823.	UTILITY FREIGHT LOGISTICS LTD	P051367555P
824.	UTMOST FREIGHT MASTERS LIMITED	P051547524M
825.	VANTAGE POINT CLEARING & FORWARDING CO. LTD	P051129059Q
826.	VAST NETWORK LOGISTICS LIMITED	P051506407B
827.	VASTERGUARD LIMITED	P051159758V
828.	VENUS KENYA LIMITED	P051363700P
829.	VERODAH FREIGHTERS AND LOGISTICS COMPANY	P051337206Z
830.	VEROM CLEARING & FORWARDING COMPANY LTD.	P051368573V
831.	VIBGYOR ENTERPRISES LTD	P051147313Z
832.	VIBGYOR FREIGHT SERVICES LIMITED	P051379184U
833.	VIBRRASI ENTERPRISES LIMITED	P051176833D
834.	VICTORIA INTERNATIONAL LOGISTICS LIMITED	P051176897T
835.	VICTORY FREIGHT SERVICES	P051138503S
836.	VICTORY FREIGHTERS LTD	P051164896Z
837.	VINEP FORWARDERS LIMITED	P051092943X
838.	VINTAGE WAREHOUSE AGENCIES	P051177259F
839.	VISAN FREIGHT AGENCIES	P051121759S
840.	VISHAMAH ENTERPRISES LTD	P051396574V
841.	WAKI CLEARING & FORWARDING AGENTS LTD	P051144029Z
842.	WAKULIMA AGRIBUSINESS & IRRIGATION SUPPLIES LTD	P051468642M
843.	WAMBUKA FREIGHTERS LTD	P051142144K
844.	WANSAR KENYA LTD	P051158609R
845.	WATER FRONT ENTERPRISES LIMITED	P051325177I
846.	WAYTO ASSOCIATES LIMITED	P051147843C
847.	WESTERN LOGISTICS SERVICES LTD	P051137666I
848.	WESTON LOGISTICS LTD	P051153426Z
849.	WICKHAM BROS CO. LTD	P051505692Q
850.	WIGGLESWORTH EXPORTERS LIMITED	P000621068S
851.	WILCKO FREIGHT SERVICES LIMITED	P051545291R
852.	WILJONES LOGISTICS LIMITED	P051501160T
853.	WILLIMA ENTERPRISES LIMITED	P051190122F
854.	WILLING FREIGHT SERVICES LTD	P051110570M
855.	WILMON FREIGHT AGENCIES LTD	P051121730Q
856.	WOLFENBERG INT'L LIMITED	P051369001X
857.	WORLD CLASS ENTERPRISES COMPANY LTD	P051405684M
858.	WORLD DOMAIN LTD	P051301271O
859.	WORLDCLASS FREIGHT LOGISTICS LIMITED	P051176188L
860.	WORLDNET FREIGHT LTD	P000606213J
861.	WORLDTRADE FREIGHT LOGISTICS LTD	P051146556D
862.	WOW BEVERAGES LTD	P051115864C
863.	YEAR 2000 FREIGHTERS LIMITED	P051131811Z
864.	YOLLA FREIGHTERS LIMITED	P051367179S
865.	ZAMIN ENTERPRISES COMPANY LTD	P051306398S
866.	ZANAA FREIGHT LIMITED	P051194490E
867.	ZEFT FREIGHTERS	P051095830Z
868.	ZULA GLOBAL DEVELOPMENT CO LTD	P051368190P

Commissioner Customs & Border Control

APPENDIX IV: ETHICAL APPROVAL

27th February 2024

Benard Masya

089122

benard.masya@strathmore.edu

Dear Benard,

RE: The Effect of Government Logistics Regulatory

Performance of Freight Forwarding Companies in Kenya

This is to inform you that the Office of Graduate Studies on 26th F
acknowledgement of breach in ethical processes given that you have
written the Thesis prior to obtaining Ethical clearance. The ethics appr
before any collection of primary or secondary data.

This is a letter for you to proceed with the next steps of your academic r

Please be advised, that in future, all research proposals should be s
through the RHInnO Ethics platform: https://strathmoreuniversity.rhinno

Disclaimer: This is not in any way an ethical approval letter.

Yours sincerely,

Dr. Bernard Shibwabo
Director of Graduate Studies

APPENDIX V: NACOSTI PERMIT

REPUBLIC OF KENYA

NATIONAL COMMISSION FOR SCIENCE,TECHNOLOGY & INNOVATION

Ref No: 775989

Date of Issue: 13/April/2024

RESEARCH LICENSE

This is to Certify that Mr.. Benard Oleni Masya of Strathmore University, has been licensed to conduct research as per the provision of the Science, Technology and Innovation Act, 2013 (Rev.2014) in Nairobi on the topic: THE EFFECT OF GOVERNMENT LOGISTICS REGULATORY RESTRICTIVNENESS ON THE PERFORMANCE OF FREIGHT FORWARDING COMPANIES IN KENYA for the period ending : 13/April/2025.

License No: NACOSTI/P/24/34498

775989

Applicant Identification Number

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Legal Notice No. 108: The Science, Technology and Innovation (Research Licensing) Regulations, 2014

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2. The research and its related activities as well as outcomes shall be beneficial to the country and shall not in any way;
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    ii. Adversely affect the lives of Kenyans
    iii. Be in contravention of Kenya's international obligations including Biological Weapons Convention (BWC), Comprehensive Nuclear-Test-Ban Treaty Organization (CTBTO), Chemical, Biological, Radiological and Nuclear (CBRN).
    iv. Result in exploitation of intellectual property rights of communities in Kenya
    v. Adversely affect the environment
    vi. Adversely affect the rights of communities
    vii. Endanger public safety and national cohesion
    viii. Plagiarize someone else's work
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4. The license any rights thereunder are non-transferable
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9. The Commission may monitor and evaluate the licensed research project for the purpose of assessing and evaluating compliance with the conditions of the License.
10. The Licensee shall submit one hard copy, and upload a soft copy of their final report (thesis) onto a platform designated by the Commission within one year of completion of the research.
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14. The Commission shall have powers to acquire from any person the right in, or to, any scientific innovation, invention or patent of strategic importance to the country.
15. Relevant Institutional Scientific and Ethical Review Committee shall monitor and evaluate the research periodically, and make a report of its findings to the Commission for necessary action.

National Commission for Science, Technology and
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Off Waiyaki Way, Upper Kabete,
P. O. Box 30623 - 00100 Nairobi, KENYA
Telephone: 020 4007000, 0713788787, 0735404245
E-mail: dg@nacosti.go.ke
Website: www.nacosti.go.ke