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The Culture of Transport and Logistics Clusters for the Revitalisation of the Manufacturing Sector

Patrick Muzvimbiri[1]

Abstract

This article explores and discusses the culture of transport and logistics to revive the manufacturing industry. It advances the argument that supply chains are ecological environments and these can be forced to change by digital disruptions and business competitions, hence, manufacturing firms must invest in an organisational culture that encompasses innovation, collaboration and manpower development to respond to these changes. Missing in the literature is the perspective that a great culture in transport and logistics can help create high performance in the supply chain by motivating and cultivating the organisational culture in employees such that individual performances become measurable. Data were gathered using a qualitative approach with a case study design reading through case studies from secondary data and interviews were held with players in the logistics industries in Zimbabwe. Evidence from the sources shows three critical aspects, innovative learning, increased tolerance and high performance, come with the culture of logistics. The article concludes that the culture of transport and logistics can revitalise the manufacturing industry as it improves learning, tolerance and smooth integration of innovation.

Keywords: revive, invest, performance, motivating, cultivating, tolerance

INTRODUCTION

The term "organisational culture" gained momentum in the 1980s through Pettigrew's article. Before that, culture was a domain of anthropology (Cucek and Kac, 2020). Culture is the key component that organisations must separate them from their competitors (Zhang and Li, 2013). Organisational culture is defined as the collective programming of the mind that differentiates employees in different organisations (Cucek and Kac, 2020). Modern-day firms are faced with a myriad of substantial changes in the business environment due to globalism, radical change, development of information technology processing, communication and

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the logistics industry tries to gain a competitive advantage in such an environment (Acar, 2012). The high performance and delivery of firms are dependent mostly on the strong commitment of their employees towards the organisation (*ibid.*). Acar (*ibid.*) observes that leadership is crucial for the development of organisational culture. This article explores and discusses the culture of transport and logistics to revive the manufacturing industry. It advances the argument that supply chains are ecological environments that can be forced to change by digital disruptions and business competitions, hence, manufacturing firms must invest in an organisational culture that encompasses innovation, collaboration and manpower development to respond to these changes.

CONCEPTUAL FRAMEWORK
The conceptual framework guiding this study is the competing values framework (Cameron and Quinn, 2011). It is a tool used to explain the characteristics of different types of organisational culture. Organisational culture consists of different opposing elements, including external versus internal focus, and an orientation towards being either more stable or flexible (Soare *et al.*, 2019). These differences in organisational culture types mean that flexibility-oriented and control-oriented cultures have different effects on an organisation's interpretations of external events and thus differentially affect their responses to the expectations and requirements of the environment (Liu *et al.*, 2010). Adhocratic and clan cultures are seen as more flexible than hierarchical and market cultures (Guo *et al.*, 2014). Organisations can emerge as dominated by an adhocracy culture, but change as the organisation develops towards clan dominant culture then hierarchical and, finally market-dominant (Cao *et al.*, 2015). Cao *et al.* (*ibid.*) found that clan, adhocracy and market cultures are positive with logistics integration. Yunus and Tadisina (2016) explain that more externally-oriented organisations such as in market and adhocracy cultures, are well positioned for logistics integration.

LITERATURE REVIEW
This article focuses on the types of organisational culture, and transport and logistics clusters.

ORGANISATIONAL CULTURE
Cameron and Quin (2011) observe that culture encompasses the core values, assumptions, interpretations and approaches that characterise an organisation. They created two dimensions of culture, stability versus flexibility and internal versus external focus. Culture has been classified

into four groups of organisational culture. Clan type of culture, as noted by Cameron and Quin (*ibid*.) is a type of culture that focuses on collaboration managers as mentors, team creators and moderators. Cameron and Quin (*ibid*.) argue that managers care about employees and work together as an extended family with focus on teamwork and consensus. Tantegel and Kralj (2011) argue that values in an organisation using clan culture mean dedication, communication and development, and such organisations view human resources development and high commitment as effective. This type of culture is referred to as clan culture because it represents the family type of an organisation (Cameron and Quin, 2011). This culture places great importance on customer sensitivity (Soares, 2018). This is the culture that is more concerned with commitment towards employees and relations established in the workplace.

The second type of culture is adhocracy, a culture oriented more towards creativity (*ibid*.). The company leadership involves innovators, visionaries, risk-takers, and entrepreneurs (Cameron and Quin, 2011). This type of culture follows the belief that innovation, vision and constant change ensure efficiency, the most important values being innovative results, changes and agility (*ibid*.). The adhocracy culture is characterised by a dynamic entrepreneurial and creative workplace (Soares, 2018). Organisations that operate under this culture tend to experiment most of the time as they wish to be the first to launch new products (Cameron and Quin, 2011). Such organisations are open to change and new challenges to respond to environmental trends and their long-term goal is rapid growth and company acquisition of new capabilities (Soares, 2018). The organisations in this culture promote individualism and personal freedom (Armstrong-Persily, 2013: 98).

The market type of culture is oriented towards competition. Its leadership are hard managers, rivals and producers (Soares, 2018). The company management is oriented towards an aggressive, demanding and unyielding approach (*ibid*.). The integral values are market share, goal attainment and profitability (*ibid*.). Organisations with a market culture believe that aggressive competitiveness and customer focus bring efficiency (Cameron and Quin, 2011). The focus is on the business performance of the company that wishes to be the market leader as far as market penetration is concerned (Cucek and Kac, 2020). Their long-

term goal is to emphasise competitive action and achievement of measurable goals (OCAI, 2019). This organisational culture can be implemented in transport and logistics for manufacturing firms in Zimbabwe as it is informed by market share dominance that has been the lacking or missing link in the Zimbabwean manufacturing sector that has depended on government for protection against foreign players due to lack of aggressiveness. It should be noted that all these cultures aim at the same goal, which is employee satisfaction and company market share dominance. They differ only in aggressiveness.

TRANSPORT AND LOGISTICS AND CULTURE

Murray (2018) defines logistics as the network of organisations that are involved through upstream and downstream linkages in different processes and activities that produce value in the form of products and services delivered to the ultimate user. ChenXi *et al*. (2019) observe that logistics involves a supplier and a customer in the upstream or downstream flow of products, services, finances or information. The performance of logistics firms can be measured through time, cost and quality (Murray, 2018). These variables can be understood in the time taken for service delivery and the cost it takes to deliver (*ibid.*). Ozigbo (2012) argues that when faced with opportunities and threats, organisational culture affects decisions in logistics. If the culture allows for risk-taking, the threats will be perceived as opportunities.

Karagoz and Akgun (2015) have argued that logistics firms with a strong culture share general characteristics, shaped and strengthened through a set of rules, systems and norms created by the culture. Studies have shown that innovative firms develop certain capabilities and knowledge to become embedded in their organisational culture and logistics services innovation is necessary due to the constant changes in capabilities (*ibid.*). Daugherty *et al*. (2011) noted that logistics capability, developing a logistics service innovation, is necessary as capability can differentiate a firm and improve its performance and a proper culture with structure may enhance its innovation capabilities. Innovative firms develop particular types of capabilities that become their footprint within their organisational culture (Karagoz and Akgun, 2015). Porter (2019) postulates that the integration of organisational culture into logistics is a bit difficult, but the adhocracy culture type is flexible and can have a greater degree of positive correlation on logistics than hierarchy and market cultures as the two are less flexible.

Porter (*ibid.*) further posits that adhocracy culture types with an external focus, will have a greater degree of positive correlation on logistics than clan and hierarchy culture types because these two have an internal focus. A logistics firm's cultural characteristics determine the integration of partners and the rules (*ibid.*). Huo *et al*. (2014) suggested that firms that pursued a culture with a transactional cost strategy that emphasises process efficiency, formalised rules, structured workplaces and organisational stability, were oriented towards hierarchical culture, and they succeeded due to this culture. Hierarchical culture is more suitable and functional in stable and unchanging markets where specialisation and efficiency are more important than innovation and competence (Cao *et al*. 2015). Firms with a hierarchical culture have difficulties adapting to change and volatile market conditions (Porter, 2019). Brunscheidel *et al*. (2010) have noted that firms with hierarchical culture negatively influenced both internal and external integration of their firms as much focus is on discipline and rules. It is against the backdrop of culture of transport and logistics to revive the manufacturing industry that this article explores the strengths of the culture of transport on the revitalisation of the manufacturing industry in Zimbabwe.

RESEARCH METHODOLOGY
The study used qualitative research with a bias towards the case study design. The study sought to explore the impact of the culture of transport and logistics on the revitalisation of the manufacturing industry in Zimbabwe. The study population consisted of 36 drivers from Nyandoro Transport, a logistics company based in Mt Hampden, operating at the Willdale Bricks store. The study used a sample of 18 drivers and the sample was purposively selected based on the drivers' experience. The study used in-depth interviews with open-ended questions that gave participants room to give their views. The study used narrative data analysis and the data emerged from the study participants.

RESULTS

NYANDORO TRANSPORT
Nyandoro Transport is a leading transport and logistics company in the moving and transportation of building materials. It is a logistics company based in Mt Hampden, operating at the Willdale Bricks store. The company can transport 30 metric tonnes of building materials, from cement to bricks. The company has been in the transport and logistics business since 1987 and it has grown exponentially to support the

distribution of locally manufactured building materials. The longevity of the service provision and survival of the company has been attributed to the organisational culture that has translated into the culture of transport over the years.

ORGANISATIONAL LEADERSHIP

From the perspective of organisational leadership, the findings showed that the company favoured clan type of culture in operating the firm. The firm favoured such leadership as it allowed management to delegate work to the workers, rather than giving orders. Study participants indicated that the clan type of culture allowed them to get guidance on how to do their jobs and whenever they were lost, they would seek the guidance of the leadership on how to move forward. Study participants claimed that the clan type of culture gave them confidence and room to improve as it gave them a sense of belonging.

The findings indicated that the clan type of culture allowed for mentoring of the workers and guidance, creating an extended family relationship between workers and leadership. Study participants specified that the clan type of culture afforded them mentoring, assistance and counselling, indicating that this created a support system that made the company competitive as there was no aggressiveness internally but harmony through all company systems. Participants showed that they did not desire leadership that was aggressive and results-oriented as this type of leadership would destroy the firm unity and group work towards goal attainment tradition that has worked for the firm since its establishment. They revealed that clan culture-type leadership is oriented towards team-building, consensus and collaboration for the attainment of the company goals and vision. Study participants did not show enthusiasm towards the market culture as they saw it as a cause for individualism and sabotage. Some participants indicated that they did not desire the market culture type because this culture promoted competition and disrupted the attainment of collected organisational goals as everyone would want to be innovative at the expense of others. The findings indicated that the culture of transport is more concerned with consensus and collaboration for the survival of the group and its goal attainment is more important than individual excellence. With the above information, it is understood that the culture of transport and logistics can be used with the view to revitalise the manufacturing industry in Zimbabwe.

ORGANISATIONAL CEMENT

There is need for unity for every organisation to work, and this unity must have trust embedded within it, for the vision and goals of the firm to be attained (Cucek and Kac, 2020). The findings indicated that this form of unity exists in the culture used at Nyandoro Transport. The study participants indicated that employee involvement in the company affairs and the projects that the company embarks on, inspires unity and group solidarity among the workers. The clan culture type allows for the unity of the group as everyone feels like they are in an extended family set up, inspiring group solidarity towards the attainment of company goals. Participants indicated that their culture was the best as everything was done in solidarity and the company goals could be aligned with personal goals as the success of the organisation was personal. The culture of transport can be used in the revitalisation of manufacturing as there is solidarity and goal attainment. This is what has been lacking in the manufacturing firms in Zimbabwe. They have established competitively yet they have failed to break the market and dominate the local scene, let alone the regional markets.

STRATEGIC POINT OF VIEW

For a firm in transport and logistics to achieve success and remain successful, there is need for a strategic point of view. Cucek and Kac (*ibid.*) argue that a strategic point of view gives the company an overview of its culture and how that culture contributes towards the success of the organisation. The findings indicated that the company dwelt much on the external focus, which is to dominate the market share without destabilising the internal focus mainly on solidarity and harmony with the firm which is more like an extended family. The study participants indicated that the strategic overview of the company makes up for the internal focus that sacrifices much for employee satisfaction. They also indicated that the strategic overview focuses on recruiting, employee development and creating new challenges within the market for the group to solve them and keep the company ahead. The market culture type used for the external focus that has a hunger for success and innovation is applied in recruiting and developing manpower. The strategic overview is used in the company for the success of the firm and staff who are successful in bringing about change are rewarded for their performance. The strategic overview of the firm leads to employee satisfaction as they benefit on the job through manpower development. For the revitalisation of the manufacturing industry, there is need for the transport culture to have a strategic overview that focuses on the

external environment (market share) and be aggressive towards that, while maintaining equilibrium through internal harmony using clan culture type.

DISCUSSION

The study sought to explore how the culture of transport and logistics can be of importance in the revitalisation of the manufacturing industry in Zimbabwe. The findings were interested in understanding the main features of organisational cultures present at the firm under study. It found that the culture at Nyandoro Transport had two main features: an internal focus and external. In line with these findings, Cameron and Quin (2011) have created two dimensions of culture, stability versus flexibility, internal versus external focus. The findings indicated that the internal focus of the culture of transport was in harmony with internal affairs in the company through clan culture that emphasises solidarity and collaboration. In line with these findings are Cucek, and Kac (2020), who noted that culture encompasses core values and assumptions and that it is clan culture that can create internal harmony, favouring employee satisfaction and high productivity. Having noted that organisational culture correlates with employee satisfaction, it is imperative to note that the culture of transport and logistics can be implemented with a view towards the revitalisation of the manufacturing industry as employee satisfaction can lead to high productivity.

The workers needed to be mentored, guided and counselled. In agreement with these findings, Cameron and Quin (2011), note that clan-type culture is a type of culture that focuses on collaboration managers and mentors, team creators and moderators, leading to the high performance of the group. The workers felt like they were in an extended family. This type of culture is referred to as clan culture because it represents the family type of an organisation (*ibid.*). In support of these findings are Lazar *et al*. (2022), who argue that managers care about the employees and work together as an extended family focusing on teamwork and consensus. The workers resented market culture as they were more committed to the organisation than to winning. Likewise, Tantegel and Kralj (2011) argue that values in an organisation using clan culture mean dedication, communication and development and such organisations view human resources development and high commitment as effective. This kind of culture places great importance on customer sensitivity (Soares, 2018). This is the culture

more concerned with commitment towards employees and the relations established in the workplace.

On the external scene, the company preferred staying ahead of the market share and aggressiveness externally was emphasised. The market type of culture was towards a huge market used in the external spheres of the firm. Market type of culture is oriented towards competition, leadership are managers, rivals and producers (*ibid.*). The firm focused on growing more market share by allowing innovativeness and risk-taking among employees. In support of these findings, Soares (*ibid.*) postulates that the company management is oriented towards an aggressive, demanding and unyielding approach. The external focus of the firm is share. Soares (*bid.*) also postulates that the integral values are market share, goal attainment and profitability. Organisations with a market culture believe that aggressive competitiveness and customer focus bring efficiency (Cameron and Quin, 2011). Nyandoro Transport is externally focused on dominating the market share. Consistent with these findings are Cucek and Kac (2020) noting that the focus is on the business performance of the company that is desirous of being the market leader as far as market penetration is concerned. OCAI online (2019) argues that their long-term goal is to emphasise competitive action and the achievement of measurable goals. The culture of transport and logistics features discussed in the study can play a significant role in the revitalisation of the manufacturing industry in Zimbabwe as these can be integrated into the manufacturing industry without any disruption as they encompass internal harmony and external competition, ensuring a foothold in the market share.

From the perspective of organisational leadership, the company favoured clan type of culture in terms of how to operate the firm. The firm favoured such leadership as it allowed the management to delegate work to the workers, rather than giving orders. The clan culture allowed the employees to create solidarity and collaboration. In line with these findings are Araujo *et al.* (2019), who postulate that the clan culture type is associated with the creation of solidarity among employees and, in turn, this leads to employee commitment with an added advantage of reaching firm goals and visions. The clan culture was preferred as it was flexible in maintaining internal harmony.

The workers resented market culture as they were more committed to the organisation than to winning. In line with these findings Tantegel and

Kralj (2011), argue that values in an organisation using clan culture mean dedication, communication and development and such organisations view human resources development and high commitment as effective. It can be said for the revitalisation of the manufacturing industry in Zimbabwe there is a need to create a hybrid culture that merges market culture type and clan culture type as both have their strengths, the former being aggressive on the market share and the latter strong in terms of creating internal harmony.

There is need for unity for every organisation to work and this unity must have trust embedded within it for the vision and goals of the firm to be attained (Cucek and Kac, 2020). Daugherty (2011) notes that company unity in logistics, as at Nyandoro Transport, can be influenced by internal harmony and that lack of internal squabbles means collaboration and teamwork adding to logistics capabilities. The clan culture encompassed employee involvement, and this united the employees. In support of these findings, Sople (2012) states that for organisational unity to be achieved, there is need for a culture that emphasises equality, not internal competitiveness, as competitiveness is needed in the market, not at creative stages. The culture of transport can be used in the revitalisation of manufacturing because there is solidarity and goal attainment. This is what has been lacking in manufacturing firms in Zimbabwe. They have established competitively, yet they have failed to break the market and dominate the local scene, let alone regional markets. There is need for a change of culture in the manufacturing sector if it is to be revitalised by the culture of transport that is predominantly clan-type and less aggressive.

For a firm in transport and logistics to achieve success and remain successful there is a need for a strategic point of view. Cucek and Kac (2020) argue that a strategic point of view gives the company an overview of its culture and how that culture is contributing towards the success of the organisation. The firm uses its external focus to make up for the lack of aggressiveness lost in the process of maintaining harmony and unity internally by using a market type of culture on the external focus. In support of these findings are Cucek and Kac (*ibid*.), who argue that there is need for a strategic point of view that prioritises a leading position in the market and a competitive performance. For the revitalisation of the manufacturing industry, there is need for the transport culture to have a strategic overview that focuses on the external environment (market share) and be aggressive towards that,

while maintaining equilibrium through internal harmony using clan culture type.

CONCLUSION AND RECOMMENDATIONS
The culture of transport and logistics can revitalise the manufacturing industry as it improves learning, tolerance and smooth integration of innovation.

RECOMMENDATIONS
- There must be an incorporation of logistics culture, proper planning and connecting employees to an organisational purpose.
- The implementation of employee-favoured cultures across the manufacturing industry reduces industrial action like strikes and go-slows as this hampers production.
- The implementation of organisational cultures that foster collaboration, not competition internally.

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