

**INFLUENCE OF PRODUCTIVITY IMPROVEMENT AWARENESS STRATEGY
ON SERVICE DELIVERY: A CASE OF RUKURIRI TEA FACTORY IN
RUNYENJES DIVISION, EMBU EAST COUNTY, KENYA**

BY

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DECLARATION

This project is my original work and has not been submitted for the award of a degree in any other university.

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DEDICATION

This project report is dedicated to my children Patrose Muthoni, Irene Wairimu and Dennis Kimani, who incessantly encouraged me to have resilience and complete the study even with pressures from work and family commitments.

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ABSTRACT

This study was purposed to determine the influence of productivity improvement awareness on service delivery in Rukuriri Tea Factory, located in Runyenjes Division, Embu East County, Kenya. This is one of the sixty six tea factories found in various counties in Kenya that are managed by Kenya Tea Development Agency (KTDA). Rukuriri Tea Factory was the first tea factory under KTDA management to implement a Productivity Improvement Awareness programme. Productivity is critical for the profitability and long-term competitiveness of any organization. Yet, information on the influence of Productivity Improvement Awareness programme as a strategy for improving efficiency of key service delivery operations in the tea factories in Kenya was not readily available. The study's objective was to investigate the influence of Productivity Improvement Awareness on service delivery in Rukuriri Tea factory in Embu, Kenya, with a view of making this information readily available for decision making in the tea factories in Kenya. The study was quantitative, and employed a descriptive research methodology. Stratified random sampling was applied to select a sample of 75 respondents for the study. The Four Productivity Improvement Awareness (PIA) approaches used in imparting knowledge for productivity improvement awareness namely; productivity training, productivity audit, productivity partnerships and productivity skills exchange programme were studied. Findings indicated that Productivity Improvement Awareness influenced service delivery by positively impacting on quality and cost effectiveness of tea produced, timeliness in delivery, and innovativeness in production. Productivity partnership program was found to produce the highest positive effect on service delivery followed by training, then productivity exchange, and productivity audit. The study therefore concluded that when the four PIA approaches are used to impart productivity improvement awareness, better service delivery was achieved from quality and cost effective services. The study recommended that KTDA adopts PIA strategy, utilizes productivity partnerships and training for improved service delivery within the tea industry, and combine the two approaches with productivity exchange and audit programmes. Furthermore, the study recommended that there is need to develop some tea factories as learning models for use in implementation of partnership programmes .

TABLE OF CONTENT

DECLARATION	i
DEDICATION	ii
ACKNOWLEDGEMENT	iii
ABSTRACT	iv
LIST OF TABLES	viii
LIST OF FIGURES	ix
LIST OF ABBREVIATIONS	x
CHAPTER ONE: INTRODUCTION	1
1.1 Background to the study	1
1.2 Statement of the Problem	5
1.3 Purpose of the Study	6
1.4 Objectives of the Study	7
1.5 Research Questions	7
1.6 Justification of the Study	7
1.7 Significance of the Study	8
1.8 Delimitation of the Study	9
1.9 Limitations of the Study	9
1.10 Assumptions of the Study	9
1.11 Definition of Significant Terms	10
1.12 Organization of the Study	11
CHAPTER TWO: LITERATURE REVIEW	12
2.1 Introduction	12
2.2 Empirical Literature	12
2.2 Service Delivery	12
2.3 Productivity Improvement Awareness and Service Delivery	14
2.4 Productivity Training and Service Delivery	14
2.5 Productivity Audit and Service Delivery	17
2.6 Productivity Partnership and Service Delivery	19
2.7 Productivity Exchange Program and Service Delivery	22
2.8 Theoretical Literature	24
2.9 Theory on Productivity Tools	26

2.10	The Balance Theory of Service Delivery Management.....	27
2.11	Gaps in Literature	29
2.12	Conceptual Framework.....	30
CHAPTER THREE : RESEARCH METHODOLOGY		33
3.1	Introduction.....	33
3.2	Research Design.....	33
3.3	Target Population.....	33
3.4	Sample Size and Sampling Procedure	34
3.5	Data Collection	35
3.6	Research Instruments	36
3.7	Validity and Reliability.....	36
3.8	Operationalization of the Variables	38
3.9	Data Analysis	39
3.10	Ethical Considerations	39
CHAPTER FOUR: DATA ANALYSIS, PRESENTATION AND INTERPRETATION		40
4.1	Introduction.....	40
4.2	Respondents Background Information	40
4.2.1	Sex and Department of the Respondents	40
4.2.2	Age of respondents	41
4.2.3	Education Level of Respondents	42
4.2.4	Positions Held by the Respondents.....	43
4.2.5	Work Experience	44
4.4	Influence of Productivity Training on Service Delivery in Rukuriri Tea Factory....	46
4.5	Influence of Productivity Audit on Service Delivery in Rukuriri Tea Factory	48
4.6	Influence of Productivity Exchange Program on Service Delivery	49
4.7	Influence of Productivity Partnership on Service Delivery in Rukuriri Tea Factory	50

CHAPTER FIVE : SUMMARY OF FINDINGS, DISCUSSIONS, CONCLUSION AND RECOMMENDATIONS	51
5.1 Introduction.....	51
5.2 Summary of Findings.....	51
5.3 Discussion on Findings	53
5.3.1 Productivity Improvement Awareness and Service Delivery	53
5.3.2 Influence of Productivity Training on Service Delivery in Rukuriri Tea Factory.	54
5.3.3 Influence of Productivity Audit on Service Delivery in Rukuriri Tea Factory	55
5.3.4 Influence of Productivity Exchange on Service Delivery in Rukuriri Tea Factory	56
5.3.5 Influence of productivity partnership programs on service delivery	57
5.3 Conclusion	58
5.4 Recommendations.....	59
REFERENCES	60
APPENDICES	67
Appendix I: Letter of Introduction	67
Appendix II: Research Questionnaire	68
Appendix III: Interview Guide	74

LIST OF TABLES

Table 3.1 : Population under study	34
Table 3.2 : Study Sample Size	35
Table 3.3 : Operational Definition of the Variables.....	38
Table 4.1 : Sex and Department of the Respondents	40
Table 4.2 : Age Bracket of the Respondents.....	42
Table 4.3 : Education level of respondents	43
Table 4.4 : Positions held by the Respondents.....	44
Table 4.5 : Work experience	44
Table 4.6 : Service Delivery Performance	45
Table 4.7 : Influence of Productivity Training on Service Delivery in Rukuriri Tea Factory	47
Table 4.8 : Influence of Productivity Audit on Service Delivery	48
Table 4.9 : The Influence of Productivity Exchange Programs on Service Delivery	49
Table: 4.10 : Influence of Productivity Partnership on Service delivery in Rukuriri Tea Factory	50

LIST OF FIGURES

Figure 1:	Conceptual Framework.....	31
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LIST OF ABBREVIATIONS

APO	Asian Productivity Organization
CSFs	Critical Success Factors
ECI	European Construction Industry Institute
ICT	Information Communication Technology
ISO	International Standards Organization
MSMEs	Micro, Small and Medium Enterprises
NHIF	National Health Insurance Fund
NPD	New Product Development
PPP	Private-Public Partnerships
QMS	Quality Management System
SPSS	Statistical Package for Social Sciences
5'S'	Abbreviation for Sort, Set-in-order, Shine, Standardize, sustain
TFP	Total Factor Productivity
TSMs	Territory Sales Managers
U.S	United States
UK	United Kingdom
VFM	Value For Money

CHAPTER ONE

INTRODUCTION

1.1 Background to the study

In a world of scarce resources, production units are in dire need of strategies that enhance productivity and support cost competitiveness for improved profitability and higher returns to the welfare of shareholders and investors. At country level, improvements in productivity enhances competitiveness of goods and services in the markets, raises higher revenues and elevates peoples standards of living by, *inter alia*, allowing economies to compete effectively in the international division of labour and the exploitation of comparative cost advantages through trade (McCarthy, 2005). Identification of effective strategies, and their implementation through an economy's units of production such as the tea industry is therefore of paramount importance.

Productivity improvement is a never-ending journey. In most cases, many people or organizations never take the first step because they do not see the end of the road. In addition, productivity improvement initiatives are often perceived as expensive, when one is not aware of the benefits that they achieve when executed with due diligence. According to McCarthy (2005), if the productivity improvement journey is carefully planned and executed, the painstaking investment in the initial cost, effort, and people may be rewarded by overwhelming results.

Productivity improvement is vital for profitability and the long-term competitiveness of organizations. It can be mainstreamed and sustained in organizations, if managed in a holistic and systematic manner. Productivity measurement is a prerequisite for improving productivity. Drucker (2005), who is widely regarded as the pioneer of modern management theory, says that “Without productivity objectives, a business does not have direction and without productivity measurement, a business does not have control.” Measurement plays an important role in the management of productivity, and helps to determine if the organization is progressing well. It also provides information on how effectively and efficiently the organization manages its resources (Drucker, 2005).

Productivity awareness is the starting point for greater productivity management framework in any country. Sustained productivity awareness at national, sector and enterprises levels require an integrated strategy within the entire spectrum of the economy. This calls for

enterprises to embrace change. Enterprise productivity growth depends on accepting change by adjusting perceptions, attitudes and mind-set. Altering of the perceptions, attitudes and mindset is a culmination of sustained and strategic productivity awareness creation process, developing consciousness of the non-value adding practices, and the need to improve and pick on new and better ways of doing things (McCarthy, 2005).

Productivity improvement is a process that happens in any organization where inputs are converted into outputs. The outputs can be goods or services (Prokopenko, J. 1996). Productivity is therefore defined as a ratio between the output volume and the volume of inputs. It is a measure of how efficiently production inputs such as labour and capital are used to produce a given level of output (Krugman, P.1994). Productivity as a function of implementation depends on effective utilization of available resources in the course of service delivery. Effective service delivery is predicated upon presence of factors such as mission, top management support, project plan/schedule, individual responsibilities, personnel training, organizational culture, client acceptance, monitoring and feedback, and coordination of activities in an organization. However, mere presence may not guarantee enhanced performance. As key success factors in implementation, they must be treated as such to be more effective (Odipo, 2013).

Long, Ogunlana, Quang & Lam (2004) articulate the key indicators of performance measurement as associated with several indicators that include time, budget, quality, specifications and stakeholders' satisfaction. Navon (2005) relates performance measurement as an evaluation of the desired state to the actual state of performances. Ugwu and Haupt (2007) categorizes key performance indicators into either site-specific or project-specific, and emphasizes on timeliness in incorporating suppliers and contractors for their contribution in performance enhancing ideas. Ugwu & Haupt (2007) refer to this concept as Early Contractor Involvement (ECI) and Early Supplier Involvement (ESI). This clearly implies that productivity improvement awareness results to better project performance which in effect results to productivity improvement.

Successive Governments in Kenya have recognized the catalytic role of productivity in economic growth resulting from its expansionary effect on productive activities, and consequent employment creation in firms. This results to improved welfare of a country's citizens. Attempts to improve productivity have been made at policy level as seen in the National Development Plan (1963-1970); the first wage guidelines (1973); Sessional Paper

No.1 of 1986 Economic Management for Renewed Growth; the 8th National Development Plan (1997-2001); Economic Recovery Strategy for Wealth and Employment Creation (2003-2007) and the Vision 2030. An important intervention that has underscored this is the establishment, in 2001, of a tripartite Productivity Centre of Kenya, to champion productivity improvement activities in the country.

However, these policies have not been acted upon comprehensively and in a coordinated manner to yield productivity growth (Republic of Kenya, 2007), with the Productivity Centre of Kenya operating with inadequate capacity and mandates not fully operationalized for over a decade. Kenya's Total Factor Productivity (TFP) growth, for example, has been cyclical recording negative growth in most of the years between 1990 and 2007. A survey by the World Bank administered on 396 manufacturing firms in 2007, indicated that between years 2003 and 2007, the TFP in the Kenyan manufacturing sector had increased by 4 per cent per annum (World Bank, 2010). The results further indicated that Kenyan firms had become relatively more productive than those in comparable countries such as Botswana and Namibia. It is noted, however, that increase in Kenya's TFP over the reference period was largely attributed to increased technological adaptation and not organizational improvement or growth in labour productivity (Republic of Kenya, 2007). In the case of the tea industry in Kenya, the KTDA has taken the lead in impacting productivity awareness to selected factories in every region among the 66 factories. The contention has however been the best strategies to be applied for effective productivity improvement results. However the same cannot be said of the other industries and sub-sectors in Kenya and their productivity levels remain low.

The productivity status of a country is a manifest of the productivity status in its' economic units. Kenya's total factor productivity index of below two units is still fairly low relative to those of the emerging economies of South East Asia that average at index 5, and other Sub-Saharan African economies such as Namibia, Botswana and South Africa (World Economic Forum, 2010). Hence, Kenya continues to be held in a low productivity trap manifested by low capacity utilization, limited capital formation, sluggish productivity growth, rising domestic prices and unit costs, low purchasing power, and spiral agitation for wage increments. This partly explains why Kenya has been cited as a high labour cost country with low levels of labour cost competitiveness. Thus, the need to promote and raise productivity awareness levels in Kenya's economic units cannot be gainsaid.

The privatization of the Kenya Tea Development Authority and subsequent renaming to Kenya Tea Development Agency came with efficiency enhancing intervention in factories under its management. These included Rukuriri Tea Factory. Some of these are the introduction of value addition initiatives that started in the year 2000. The value addition initiatives have been implemented across the whole value chain from the inputs sourcing, to tea farming. This involved application of technical inputs of farmer - extension services, to addressing farmer health and the process of fine leaf plucking. Other initiatives have focused on leaf transportation from Leaf Collection Centres to factories, leaf processing, final product ware housing, marketing and financing. These interventions are premised on imparting knowledge for increased productivity. To impart the knowledge, KTDA has applied various strategies that include training of trainer programmes, donor supported partnerships, with high performing farmers trained as lead trainers of other farmers, and farm level improvements and inspections before audits are done. Most of the interventions have been directed to the pre-processing stages and the infrastructure aspects with very little focus on the value addition stage of processing and packaging whose efficiency has a higher impact on final product cost and quality as well as on the lead time of product delivery to the market.

Productivity is a key enabling factor governing how society adds value through optimally mixing available resources such as human knowledge and skills, technology, equipment, raw materials, energy, capital and intermediary services. Enhanced productivity positively impacts on the cost, quality and ultimately leads to the price competitiveness of goods and services. An increase in productivity translates to increased competitive advantage in the market and consequently contributes to an enhanced quality of life (McCarthy, 2005). The relationship between input and output represents the productivity ratio.

Rukuriri Tea Factory management has used various approaches to enhance productivity. These range from farm based demonstration schools for farmers to improve crop husbandry and increase crop yield, instituting the International Standards Organization system for managing quality. quality management system (QMS ISO 9001 – 2008(QMS) and ISO 22000:2005 (FSMS) to enhance process efficiency, Income diversification through investing in the Fairtrade premium returns, due to risks associated with tea harvest in unpredictable climatic conditions coupled with fluctuations of market prices, Other approaches applied in Rukuriri Tea factory include, the Ethical Tea Partnership, Energy Management, and most

recent the productivity improvement awareness programme that uses the Japanese tools and techniques of continuous improvement popularly known as the '5S and Kaizen'.

Between the year 2012 and 2013, the KTDA factory at Rukuriri, Embu successfully completed implementation of a productivity improvement project whose objective was to create awareness through effective technical skills transfer on productivity improvement. The Japanese Government supported project, implemented productivity awareness programme based on various efficiency enhancing tools and techniques. These tools included the quality work environment tools of 5'S' and kaizen a Japanese term meaning 'continuous improvement'. The '5S' in English are; sorting, setting in order, shining, standardizing and sustaining. They are otherwise abbreviated and referred to as the '5Stool'. The kaizen techniques applied included the 'autonomous maintenance' and 'visualization', with a specific focus on enhancing efficiency of the leaf processing and packaging stage of tea. The study sought to examine the influence of productivity awareness interventions implemented within Rukuriri Tea Factory in the Embu County of Kenya, with a view to determining an effective strategy in delivering better and cost effective services to the small holder farmers served by the factory for higher returns on their produce.

1.2 Statement of the Problem

This study sought to investigate the influence of productivity improvement awareness on service delivery at Rukuriri Tea Factory, in Embu County, Kenya. Productivity is critical for the profitability and long-term competitiveness of any organization. Organizations can enhance their productivity status if they take control of the productivity enablers that are within their control. The management of the tea industry in Kenya has not taken full control of these productivity enablers for it to attain the industry's productivity potential. This could be attributed to various challenges that impact on tea quality; leaf and final product processing and delivery timeliness thereby raising the costs of production and hence declining tea returns for the farmers.

These challenges emanate from factors that are either external or internal to the factory operations. External factors impacts on final product quality and on revenues generated yet they are not within the control of the management in the short term. They include poor road infrastructure, high labour costs, machinery and farm input costs. Internal factors include lengthy cycle times in processing, machine repairs and product delivery or dispatch timelines, high energy costs, product quality control at packaging among others (Republic of Kenya,

2007a). They arise from inefficient processes and can be managed through productivity improvement awareness interventions for enhanced operational efficiency and organizational performance.

Leaf processing, packaging and product dispatch are some of the critical value addition processes that determine the cost, quality, timeliness in delivery and impact on the ultimate price of the final product in the market. The more efficient these processes are, the more competitive is the final packaged tea leaves, and they therefore determine the farmers take home pay and impacts on the perceived level of service accorded to the small holder tea farmers by the factory management. Such measures could facilitate regain the lost glory of the tea industry in Kenya.

Kenya Tea Development has implemented various performance improvement programmes in the tea value chain for many years using farmers field schools among others. However, Rukuriri Tea Factory was the first tea factory in Kenya to implement the productivity improvement awareness programme at the leaf processing, packaging and product dispatch stages of the value chain as a strategy for enhancing productivity in the factory. This was implemented through a technical assistance programme supported by the Government of Japan, and executed by the Productivity Centre of Kenya. The influence was an overwhelming productivity increase by approximately 200 per cent (Republic of Kenya, 2007a). Yet, information on the influence of the productivity improvement awareness programme as a strategy for improving efficiency of the key service delivery operations in the tea factories in Kenya is not readily available for informed decision making.

This study sought to examine the influence of productivity improvement awareness strategy on service delivery at Rukuriri Tea Factory in Runyenjes, Embu East County, with a view to determine and inform management on its ability to deliver better, cost effective services to the small holder farmers served by this factory.

1.3 Purpose of the Study

The purpose of the study was to examine the influence of productivity improvement awareness on service delivery in Rukuriri Tea Factory in Embu, Kenya.

1.4 Objectives of the Study

The main objective of the study was to examine the influence of productivity improvement awareness on service delivery in Rukuriri Tea factory in Embu, Kenya.

The specific objectives were:

- i). To determine the influence of productivity training on the service delivery in Rukuriri tea factory in Kenya.
- ii). To establish the influence of productivity audit on service delivery in Rukuriri Tea factory in Embu, Kenya.
- iii). To investigate the influence of productivity partnership on the service delivery in Rukuriri tea factory in Embu. Kenya.
- iv). To assess the influence of productivity exchange program on service delivery in Rukuriri tea factory in Embu, Kenya.

1.5 Research Questions

This study sought to answer the following questions:

- i). Does productivity training influence service delivery in Rukuriri Tea factory in Kenya?
- ii). What is the influence of productivity audit on service delivery in Rukuriri Tea factory in Kenya?
- iii). How does productivity partnership influence service delivery in Rukuriri Tea factory in Embu, Kenya.?
- iv). Does productivity exchange program influence service delivery in Rukuriri Tea factory in Embu, Kenya.?

1.6 Justification of the Study

In February 2014, Rukuriri Tea Factory completed implementation of a technical assistance program introducing a productivity improvement awareness program. The Government of Japan supported program, was implemented in the leaf processing, packaging and product dispatch stage of the value chain. Following the implementation of this strategy, the productivity levels increased by approximately 200 percent. Kenya Tea Development has implemented productivity improvement programmes in the external processes of the value

chain for many years using strategies such as training through farmers' field schools. The focus was mainly on the tea production value chain and farmers' field schools were used combining training and mentorship strategies.

Leaf processing, packaging and product dispatch are some of the critical internal processes of the value chain that determine the cost, quality and ultimate price of the final production the market. The more efficient these processes are, the more competitive is the final packaged tea leaves, and therefore these processes also determines the farmers take home pay and impacts on the perceived level of service accorded to the small holder tea farmers by the factory management. Yet, information on the influence of productivity improvement awareness on key processes that impact on efficiency of service delivered in the tea factories in Kenya is not readily available. Several studies have been conducted on training, mentorship and partnerships that organizations use to instill knowledge and consciousness on the need for instituting productivity improvements measures.

This study investigated the influence of productivity improvement awareness strategy on service delivery in Rukuriri Tea factory. The PIA strategy had been used for the first time in the Kenya Tea sector specifically in Rukuriri Tea Factory. Its influence had not previously been researched into in Kenya. The study brings out definite conclusions and may enable management make informed choices on the best strategies to use in future, in improving service delivery especially as they plan to cascade productivity improvements in other tea factories managed by KTDA. The study therefore, fills-in the information gap on appropriate productivity improvement strategy to use in the factory rather than take a trial and error approach. It will also contribute information that could be useful to many other organizations in the pursuit of productivity improvements. This study investigated the influence of productivity improvement awareness on service delivery in Rukuriri tea factory and it informs on the best strategy for future use.

1.7 Significance of the Study

The findings of this study will be beneficial to both the Rukuriri Factory management and to KTDA as the supervisor of the sixty five small holders tea factories in diverse parts of Kenya.. To the factory management, the study results may possibly facilitate identify the strategy that best improves efficiency in its processes, improves profitability for higher returns to farmers. Farmers have a big voice in who manages their factory and every manager wants to be seen to be effective. It could enable the managers make informed decisions in

future allocation of resources inefficiency enhancing strategies. To the KTDA this study may possibly inform the process of identifying the best productivity improvement strategy that can be replicated in the rest of the 65 factories under management of KTDA.

The study may possibly be used by various stakeholders. For instance the Tea Board of Kenya to develop regulations relating to productivity improvement in tea sector. Further, the findings may be used by donors and other Non-governmental organization to implement and to enact the laws governing productivity improvement for improved service delivery to small holder farmers.

To the policy makers, the suggestions from the study may lead to new orientation in formulation and implementation of policies that can enhance the performance of the tea sub sector in Kenya. From a research perspective, this study opens up possibilities for other researchers to conduct future research in a number of areas. The findings may also be used as a source of reference for other researchers. In addition, academic researchers may need the study findings to stimulate further research in this area and as such form a basis of good background for further researches.

1.8 Delimitation of the Study

This study sought to establish the influence of productivity improvement interventions implemented in Rukuriri Tea Factory. The study focused on Rukuriri Tea Factory located in Embu East County. The researcher collected the required primary data from respondents in the administrative unit and the processing unit respectively.

1.9 Limitations of the Study

The study was limited to the influence of productivity improvement awareness on service delivery in Rukuriri Tea Factory in Embu County, Kenya. The researcher faced challenges related to limited time and financial constraints.

1.10 Assumptions of the Study

The study assumed that the sample population was representative of the people working in both the administrative and processing units of Rukuriri tea factory in Embu. The data collection tool (questionnaire) was pre-tested on randomly selected factory respondents, who were then omitted from the final study. It was assumed that the results of the outcome of the

pre-test provided a data collection instrument that had validity to measure the desired constructs. It was also assumed that the respondents answered the questions correctly and truthfully.

1.11 Definition of Significant Terms

Productivity - It is the relationship between the quantity of output and the quantity of input used to generate that output. In this study productivity is basically a measure of the effectiveness and efficiency of state corporations in generating output with the resources available.

Productivity awareness - This is the possession of relevant information by the state corporations on the concept of productivity and the knowledge of what exactly needs to be done so as to achieve the set goals.

Service Delivery - This is about how institutions manage to accomplish a task assigned to them by the government and how the accomplished task contributes to the realization of the set goals.

Training - This is a planned process to modify attitudes, knowledge or skill behavior through learning experience to achieve effective performance in an activity or range of activities. In this study training implies the upgrading of the state corporations employees' skills in a bid to improve on performance.

Audit - This is a useful tool that assists in identifying the current quality of performance of state corporations by diagnosing the opportunities for improvement and plan for improvement action.

Partnership - This is an arrangement where parties, such as different state corporations, agree to cooperate to advance their mutual interests.

Kaizen - Is a Japanese term for continuous improvement achieved through small but incremental changes using various productivity tools and techniques.

1.12 Organization of the Study

Chapter one outlines the background to the study, statement of the problem, purpose of the study, objectives of the study, research questions, significance of the study, assumptions of the study, scope of the study, limitations and delimitation of the study, definition of terms and a chapter summary. Chapter two presents literature reviewed in regard to the influence of productivity, structured into empirical and theoretical literature. A conceptual framework of the study is also provided.

Chapter three describes the methodology applied in this study, and hence contains the research design, the study population, the sample size and process used in determining it, the instruments used in data collection and techniques used in data analysis. It also presents major ethical considerations and the study variables with their operational definitions.

Chapter four contains analysis of data, study findings with results presented in tabular forms, and the interpretation of findings. The analysis of data was done using descriptive statistics, frequencies of responses and inferential statistics were generated to establish the relationship of the variables under study. Chapter five summarizes the study findings with regard to the objectives of the study. Conclusions have been drawn from the study and recommendations have been made. Furthermore, suggestions for further studies have been factored.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter contains reviews of empirical literature as related to the influence of productivity improvement awareness on service delivery and relevant theories to the study. This section also identifies the knowledge gaps and outlines a theoretical and conceptual framework for the study.

2.2 Empirical Literature

This section contains literature based on scientific work previously undertaken by various scholars that is related to the subject of the influence of productivity improvement awareness on service delivery. The focus is on previous studies that are related to service delivery, and to the productivity improvement approaches.

2.2.1 Service Delivery

The Asian Productivity Organization (2000) regards service delivery as a component of business projects performance and as a behavior that defines the interaction between clients and the service provider, where the provider offers a service and the client finds value as a result. It indicates that a successful service is equivalent to delivering excellent service and if all entities which perform services effectively compete on providing the service, then they can only be differentiated by how they manage service delivery and the ability to execute it. In designing the service delivery system recommends a focus on what creates value to the core organizations and on measures that engage frontline employees to deliver the ultimate customer experience. Four key elements of a service delivery system (APO, 2000) are highlighted that include: service culture, employee engagement, service quality and customer experience.

Service culture is built on elements of leadership principles, norms, work habits and vision, mission and values. Culture is defined as a set of overriding principles according to which management controls, maintains and develops the social process that manifests itself as delivery of service and gives value to customers. Once a superior service delivery system and

a realistic service concept have been established, there would be no other component so fundamental to the long-term success of a service organization as its culture.

Employee engagement is listed as the second key factor and includes employee attitude, activities, purpose driven leadership and human resource processes. Even the best designed processes and systems will only be effective if carried out by people with higher engagement. Engagement would moderate between the design and the execution of the service excellence model. Service quality is the third listed factor. It includes strategies, processes and performance management systems.

Customer experience brings in elements of customer intelligence, account management and continuous improvements (Westbrook, Robert A, 1980). Perception is king and constantly evaluating how both customer and end-user perceive service delivery is important for continuous collaboration. It should however be noted that perceptions are mainly influenced by the cost and quality expectations of the service.

The Asian Productivity Organization, (APO, 2000.) recommends that strategy and process design is fundamental to the design of service management models and that helping the client fulfill their mission and supporting them in the pursuit of their organizational purpose, must be the foundation of any service provider partnership. It emphasizes that these four points are listed in a logical sequence and organizations ought to first define the service culture, then employee engagement, which will then foster a high level of service quality, and this will then develop the right customer experience or ultimately customer satisfaction. The study however points out to traditional thinking in this mode hence its insufficiency in light of major technological developments coming up in service management.

Ultimately customer experience has to be gauged or measured. Service delivery performance especially in business projects, can be measured and evaluated using a large number of performance indicators that could be related to various dimensions such as time, cost, quality, client satisfaction, client changes, business performance, health and safety (Cheung et al., 2010; DETR, 2010). Time, cost and quality are, however, the three predominant performance evaluation dimensions. Another interesting way of evaluating performance is through two common sets of indicators (Pheng & Chuan, 2011). The first set is related to the owner, users, stakeholders, and the general public: the groups of people, who will look at

performance from the macro view point. The second set comprises the developer and the contractor: the groups of people who will look at performance from the micro viewpoint.

Generally, performance dimensions may have one or more indicators, and could be influenced by various project characteristics. However time, cost, quality and client satisfaction are the most commonly used indicators

2.2.3 Productivity Improvement Awareness and Service Delivery

Awareness is the first essential step in any kind of development. Productivity improvement awareness is the starting point for greater productivity management framework in any organization. Sustained productivity awareness at the enterprise levels requires an integrated strategy within the entire spectrum of the enterprise to define an appropriate culture that will foster employee engagement that results to high employee engagement for satisfying customer experience. Three types of awareness relate to productivity that include time awareness, task awareness and result awareness (Dolly Garland, 2011).

Worker productivity is one of the key issues for any business, but for small businesses with limited resources, getting the most out of the least is very essential in establishing and maintaining competitiveness. Small businesses need to have tools in place to measure productivity and must combine increased productivity improvement awareness with a commitment to quality and efficiency in service delivery. Innovative goal setting, planning, and organizing are essential to improving productivity. Some of the major threats to productivity improvement awareness include an ineffective use of technology and lack of worker training and support, in addition to an aging workforce, a declining labor supply, a lack of qualified workers, and rising wage and benefit costs (Shetty, 2012).

The first step in improving productivity is putting in place meaningful methodologies of measurement to evaluate and monitor the service delivery performance in the business operation. To be meaningful, productivity measurements must show a linkage with profitability; after all, it is the bottom line that is the ultimate measure of a company's success. Measurements should clearly demonstrate how efficiently or inefficiently a company is using its resources in delivery of quality goods and services (Lawlor, 2010).

2.2.4 Productivity Training and Service Delivery

Training is a planned process to modify attitudes, knowledge or skill behavior through learning experience to achieve effective performance. Training for performance of an activity or service should therefore be related to customer service delivery experience. The emphasis

is on planned process and effective performance. Training refers to the methods used to guide new or present employees on the skills they need to perform their job. Training therefore entails a deliberately planned process that is carried in a systematic fashion and aimed at bringing about effective performance. The performance of any organization is dependent on the quality of its workforce. The general view is that training and development leads to improved employees performance and that organizations should therefore invest in training and development. The importance of training can only be appreciated with a clear understanding of its direct impact on employee performance. An improvement in employee performance also leads to an improvement in the organization's performance (Gomez-Mejia, et. al., 2007).

According to Storey (2009), human resource management can be divided into hard and soft. Hard human resource management regards people as human capital from which a return can be obtained by investing judiciously in their development while the soft one emphasizes the need to gain the commitment of employees through involvement, communications and other methods of developing a high-commitment, high-trust organization. This enables the performance of the organizational tasks in which case they may be tasks related to a project.

Fayek et al. (2011) conducted a study to provide an overview of the recent advances and initiatives in workforce training in Alberta within the unionized building trades sector of the industrial construction industry and to highlight the economic significance of these initiatives for mega construction projects. The research was conducted on optimizing the utilization of apprentices in the industrial sector. The study indicated that Alberta has been at the forefront of workforce training, largely as a result of the unique demand for huge numbers of skilled workers for simultaneous mega projects. The initiatives developed in Alberta, such as the apprentice-mentoring and supervisory development programs, can be used as a model in other jurisdictions.

United Kingdom government policy has emphasized the role of skills development and training as a means of improving productivity performance across all sectors of the economy. Abdel-Wahab et al, (2014) sought to assess the appropriateness of this policy within the context of the construction industry, in light of the recently published statistics. A trend analysis of construction productivity, (measured by Gross Value Added/worker) and skills indicators (qualification attainment and training) was conducted over the period 1995-2006. Results showed that there is inconsistency in the industry's productivity performance, despite

the overall increase in qualification attainment levels and participation rates in training over the same period. However, the year-on-year change in the participation rate of training was not consistently associated with an improvement in productivity performance. It is argued that the effective utilization of skills rather than mere increase in the supply of skills is a key to bringing about productivity improvements.

Mwamburi (2012) sought to determine the perception of managers on the influence of training on performance, specifically a case of Compassion International projects in Coast region. To achieve the above objective, a study was conducted in 47 ICPs in coast which have been in existence for at least three years. The data was collected through a structured questionnaire that was filled by the Project Directors/Managers in the selected ICPs. This research revealed that most of the managers in the Compassion projects in Coast region have undergone common various training which are relevant to their expected work. They do appreciate the training although and also felt that there is a positive relationship between the training and improvement in ICP performance if given to the relevant group of people. 91.5% of managers agreed that training given to managers/PDs is a contributing factors to the performance of their project and that they value training as a factor to raise their project performance within the project staff and volunteers which attributed to 87.3% of the responses. More than 80% of the managers agreed that the training given to them is beneficial to the staff, volunteers and patrons in their projects and that attitude of the managers towards the training influence their performance and the general performance of the ICP. Identification of the Training needs for managers need to be participatory and include the managers themselves which will make them feel or have a positive attitude towards the expected results and therefore improvement in performance of the managers and the ICPs at large.

Mahamud (2014) sought to investigate the influence of training on employee performance in public sector organizations in Kenya: The case of NHIF Machakos County. Data was derived through questionnaires distributed to selected employees of Machakos branch with a target population of 100 staffs and an interview schedule guide for the management of NHIF headquarters. Data analysis was done through descriptive statistics. Descriptive statistics included the use of percentages, means and standard deviation .The completed questionnaire and interview schedule forms the foundation of this research. The study found out that training had an impact on organizational productivity despite the challenges from the

management which included: poor motivation, lack of trainings, lack of compensation policy, poor working conditions, inadequate financial resources to support training, resistance of the top level management to empower junior employee and lack of team spirit among workers. The study recommended that NHIF undertakes an assessment of staff training needs in all its departments, provides opportunities to bridge the knowledge and skills gaps, and assesses any other contributing factors to poorly performing staff and provides additional support measures to enhance performance. Further, it recommended a change from the existing system of length of service based promotions to a performance based system that is more motivating, among other things.

Cephas (2013) sought to establish the causal influence of training interventions and organizational characteristics perceived effectiveness on Territory Sales Managers' performance at Airtel Kenya. The study used a case study research design. The study used interview guides to collect the primary data which was then analyzed using multiple regression models because there were two independent variables i.e. the training interventions and organizational characteristics. The study identified training intervention and organizational characteristics as critical factors for financial performance. It further revealed that the interactions of the two factors create an impetus for TSM performance and therefore Airtel Kenya should adopt strategies to enhance these two areas. The study further recommended that for an improved service delivery and performance of Territory Sales Managers (TSMs), there should be more field training for the TSMs, these trainings should be continuous, training reports should be issued out on a weekly basis, training content to be more deeper (not basic), and Channel Partners should as well be trained.

2.2.5 Productivity Audit and Service Delivery

Audit is one of the many tools that have been found useful to measure the current quality of performance and diagnosing the opportunities for improvement and plan for improvement action. Audit is a tool with wide spread use throughout business in the area of financial, quality, technical, quality work environment and safety, project management, human resources and purchasing (Askey and Dale, 2004). Many organizations, have conducted the audit or been audited in order to comply with certain principles, norms or activity requirements for example financial requirements and quality management system requirements. Audit of the work environment consists of checks on the human and physical conditions and work habits that exist in the workplace that affect conformance to product or

service delivery requirements. This includes lighting, heat, noise, climate, cleanliness, pollution, ergonomics, health & safety and related operation standards, etc. It is up to each organization to determine and identify what it requires and it is often done as part of management review, strategic planning, quality planning, project planning, etc. Many organizations do the environmental audit as part of their ISO requirements. But for many organizations, an audit has been traditionally regarded as an “added cost” activity rather than being part of the organization culture (Hepner, Wilcock and Aung, 2004). In order to change that perception on audit, audit should focus toward improving the organizational culture towards performance such as evaluating and installing systems to ensure product quality, reduction of waste, cost reduction for improved service delivery (Williamson and Rogerson, 2006).

Real-time productivity monitoring and control of on-going construction is a promising field along with the development of new information technologies. Research by Davidson and Skibniewski (2005) confirmed that manual data collection is a laborious and time consuming process. Their research proposed the use of automated data collection technology as the front end to collect construction field data into a database system for project analysis and archival purposes. Despite the advances in computing and information technologies, construction field productivity data are difficult to obtain. In many cases, construction engineers still rely on manual processes to collect data for productivity analysis. Due to the characteristics of construction sites, the development of location awareness technologies provides significant potential to improve such manual processes and to support important decision-making tasks in the field.

Ogunlana (2009) studied the critical success factors in large scale construction projects in Thailand. Their study emphasized that success factors vary across various projects. Their finding revealed project planning and control, project personnel and involvement of client as critical factors that influence project success. Yu and Shen (2006) in their study, investigated on CSFs in construction project briefing. The briefing process is a prerequisite to achieving success in project performance. This process involves the interpretation of clients’ actual views and requirements to project participants. Their study considered open and effective communication, clear and precise briefing documents, clear intention and objectives of client and clear project goal and objectives as critical success factors.

Dehaghani and Samea (2014) investigated the influence of human resources management audit on improving key outputs of organization in Mobarakeh steel company. The study used a descriptive research design. Statistical population included some managers of Mobarakeh steel company. Questionnaire was used to collect data. Results of this research showed that human resources management audit impacts positively on improving key outputs of organization.

Ondieki (2013) sought to determine the influence of internal audit on financial performance in commercial banks in Kenya. Internal audit was looked at from the perspective of internal audit standards, professional competency, internal controls and independence of internal audit. The study selected one senior manager in the finance department. The researcher administered a survey questionnaire to each member of the target population since it was the most appropriate tool to gather information. Quantitative analysis and regression analysis were used as data analysis technique. Descriptive statistics such as mean, standard deviation and frequency distribution were used in the analysis of data. Data presentation was done by use of tables for ease of understanding and interpretation. From the findings, the study concludes that internal audit standards, independence of internal audit, professional competency and internal control had a positive relationship with financial performance of commercial banks, the study found that a unit increase in internal audit standards would lead to increase in financial performance of commercial banks, a unit increase in independence of internal audit would lead to increase in financial performance of commercial banks, a unit increase in professional competency would lead to increase in financial performance of commercial banks and further unit increase in internal control would lead to increase in financial performance of commercial banks. The study recommended that that management in commercial banks in Kenya should adopt effective internal audit practices such as internal auditing standards, independence of internal audit, professional competency and internal controls to enhance the financial service performance of the banks.

2.2.6 Productivity Partnership and Service Delivery

Public Private Partnership (PPP), is broadly applied in a number of western countries, including USA, UK and Australia, and some Asian countries, including China, Korea, Japan and India. The concept of PPP was first applied to capital projects in the UK in 1992. The substantive feature of PPP is a contractual agreement between a public body and a private partner. Based on the provisions of the agreement, the skills and assets of both partners' are pooled to deliver a service or facility for public benefit, but also risks and rewards are shared

among partners in the delivery processes (Liang and Rowlinson, 2010). In fact, two things are indicated by the features of PPP. First, PPP means private partners providing public services or public infrastructures substitutes for public partner. Second, PPP necessitates risk transfer among partners (The Canadian Council for Public-Private Partnerships). Compared to a traditional procurement approach, the advantages of PPP begin to emerge. These include value for money (VFM), early project delivery, potential gains from innovation and improved services (Webb and Pulle, 2010).

Collaboration arrangements among firms and suppliers especially in form of suppliers acquiring the projects of a firm's new product development (NPD) is a new form of partnership that has been experienced. However studies show that it may not always improve performance of projects or service delivery, due to existence of previous supplier pre-conditions as well as supplier perceived opportunities. Tingting and Kull (2015) examined the forerunner perspectives and effect of supplier opportunism and found that the underlying influences change according to the different cultural and institutional contexts. A sample of 214 United States (U.S.) and 212 Chinese buying firms' responded to questions related to buyer-supplier NPD projects. Results indicated that supplier opportunism is significantly influenced by the task and factors influencing relations between the two parties and that it also damages the two major aspects of performance namely, the design quality and efficiency,. However the study noted that task and relational contexts have a greater impact on supplier opportunism in the U.S., as compared to China but design efficiency is not much affected by supplier opportunism.

The internationalization of Brazilian companies brings a new reality, the need for implementation of global projects. These, in turn, carry in their essence the challenge of managing multicultural teams. Being a recent phenomenon with little theoretical development, Rodrigues and Sbragia (2011) sought to understand the relationships between cultural features and performance of project teams in global projects of Brazilian multinationals, in contexts of high and low cultural distance. Once these relations were identified, we tried to understand them in light of the teams management process. To carry out this discussion, they undertook a field study, with both quantitative and qualitative focus, of 34 global projects of 15 Brazilian multinationals, in which people from 22 countries took part. The results provided empirical evidence that there is an association between cultural characteristics and team performance, with femininity and hierarchical proximity being the

standout. The first one would be more associated with low performance and culturally homogeneous teams. Hierarchical proximity is associated with high performance and culturally heterogeneous teams. These results show that individual and organizational intercultural competence gain importance. The study recommended that Brazilian multinational companies should manage their global teams in order to maximize the advantages of global teams, such as increased creativity and innovative capacity, but avoid the problems that multiculturalism can bring, ranging from conflicts between people to project failure.

Fayek et al. (2013) studied the impacts and benefits to the various parties involved in industrial construction caused by increasing the utilization of apprentices on industrial construction projects. A pilot study was conducted on a major industrial project to help in quantifying the impact of the use of apprentices in the industrial construction sector and to identify methods of effectively increasing their use while simultaneously enhancing their on-the-job learning experience. The methodology was piloted on a major industrial construction project in Alberta, which consisted of a 150 000 barrel per day bitumen up-grader. Pipefitters and electricians were chosen for the pilot study because they are two of the most significant trades in industrial construction. The main finding was that apprentices can be effectively incorporated in industrial construction, and they can be both productive and cost-effective, provided they are given adequate instruction and supervision.

Walekhwa (2011) sought to establish the nature of partnerships formed between Equity Bank and its main partners as at December 2010. To achieve the objectives, a case study was carried out where primary data was collected from five respondents with the aid of an interview guide. The primary data collected through the personally administered structured guide was thereafter analyzed. The analysis was carried out through content analysis. The findings of the data led to some key findings that Equity Bank and its partners have engaged in many partnerships and that indeed strategic partnerships do have an effect on marketing decisions. The main reasons for entering into partnerships were to increase customer base and to increase value for customers by giving or granting access to more products and services that the individual firms had no competencies in. The main nature of alliances formed was strategic equity alliances. In this arrangement no firm loses its identity to the other because complete integration is not a feature in equity alliances. The study concluded that strategic alliances influence most if not all of marketing decisions a firm makes. Firms that engage in

strategic partnerships registered increased growth in customer base as well as having more satisfied customers. In addition, the firms realized increased value for customers, increased brand reputation as well as achieved increased innovation of new products and services. A few challenges such as poor handling of customer care queries, system failures, fraud, discontentment by partners were encountered that caused firms to draw beneficial lessons too for future partnership agreements. The study thus concluded that strategic partnerships should be used more aggressively as a strategy in the increased competitive business scene. Areas of further research identified included recommendations for research studies to be carried out on Agency Banking in commercial banks.

22.7 Productivity Exchange Program and Service Delivery

As organizations continue to expand across the country and around the globe, the context in which the average subordinate works becomes modified. Previous research has suggested that increased physical and psychological distance between leaders and their followers negatively impacts the relational quality between supervisor and subordinate. Additionally, studies have shown that workplace variations in leader-member exchange may promote general and relational envy on the part of subordinates (Aronson, Willerman, and Floyd, 2006).

Odle (2014) sought to investigate the influence of physical and psychological distance on the supervisor-subordinate relationship, as well as the effect of general and relational envy in organizations. Outcomes of over 120 leader followers relations were analyzed for leader-member exchange, organizational citizenship behaviors, general and relational envy, and task performance. Findings suggest that both relational and general envy are significantly and negatively related to leader-member exchange quality and that psychological distance moderates the relationship between leader-member exchange and relational envy. Suggestions for industry professionals and implications for future research are discussed.

Ugwu et al. (2007) identified nine top critical success factors that would act as enablers for successful implementation of ICT projects in construction as cost of development, top management support, availability of appropriate tools, development team knowledge and understanding of construction processes, ease applications, clear definition and understanding end user, clear communication, standardization issues and change management of organization level. Marterella (2007) reviewed over 50 business processes and disclosed eight critical sales success factors influencing business performance as selection, performance

management, skills assessment, defined solution offerings, demand creation, qualifying, proposal clarity and existing client expansion.

Kamarulzaran N. (2011) studied the influence of physical office environment on employee work performance specifically focusing on workplace design, lighting, noise colour temperatures and also interior plants. The study found out that work place design can facilitate communication, and interactions, improve employee satisfaction morale and productive relations, all of which impact on efficiency. They recommended open plan offices well lighted and a good ambience for personal comfort and more group sociability. However cost was found to be an inhibiting factor. Good temperatures reduced discomfort, colour and arrangement made it easy to organize and locate items. They concluded that a quality work environment improved quality of work life based performance.

Lukosi (2011) sought to establish the factors that influence the performance of private-public partnerships underscoring the Sondu Miriu power project alongside the challenges facing the power sub-sector which include a weak power transmission and distribution infrastructure, high cost of power, low per capita power consumption, planning, monitoring and evaluation, participatory involvement of parties, risk analysis, attitudes of stakeholders and low countrywide electricity access. The objectives of the study included investigating the extent to which planning, monitoring and evaluation, risk analysis and attitudes of stakeholders influenced the performance of PPPs in the case of Sondu Miriu Power Project. The approach adopted descriptive survey research design. The target population included private partners i.e. the Japanese Engineers, government employees, opinion leaders and community members. The sample size was 72 respondents. The data analysis technique included descriptive statistics of means, averages, frequencies and percentages. The findings showed the importance of independent variables such as planning, monitoring and evaluation, risk analysis and attitudes of stakeholders, and the influence, success and performance of PPPs in the case of Sondu Miriu Power Project. It concluded that, it is evident that PPPs are influenced by a number of factors in their performance. It was noted that - it is not only funding that can result in stagnation or cessation of partnerships and especially the PPPs but also planning, monitoring and evaluation, risk analysis and attitudes influence performance of Public Private - Partnership projects. The study recommended included the need for undertaking more studies on the impact of PPPs on the localities in which they are developed and importance of investigating whether the PPPs are sacred cows or not.

Muchai (2013) sought to examine the influence of mentorship programs on business performance amongst micro, small and medium enterprises (MSMEs) in Nairobi County. The study used cross-sectional descriptive survey design targeting mentees. A simple random sampling was then be used to select the sample. Descriptive statistics of SPSS version 17 were used to analyze the data. Chi-square statistical test established that there exists a strong relationship between mentorship and business improvement however; there was non-significant relationship between the mentorship program and overall firm performance. Findings also revealed that the entrepreneurs encounter varied challenges which spoke volumes of the effectiveness on the mentorship program on organizations. The study concluded that mentorship program is not a significant predictor of overall firm/business performance. The study recommended that - mentorship programmes needed to be considered for the specific business industry/environment for maximum effects. It is also important to study the interdependent relationships that may exist between the MSMEs unique characteristics and mentoring programmes as well as barriers if these potential links and their impact are to be fully established.

2.3 Theoretical Literature

This section provides the theoretical foundation for this study which is informed by the critical success factors, the theory of productivity tools and the balance theory of service delivery management.

2.3.1 Critical Success Factors

Kerzner (1987) in his study defined critical success factors as elements which must exist within the organization in order to create an environment where either service based or tangible products or projects may be managed with excellence on a consistent basis. They are the few key areas where “things must go right” for a particular business to flourish. Productivity improvement awareness is one strategy that is based on human behavioral change. Its success is therefore premised on an organization’s top management support, the middle management involvement and the participation of the workers. The critical successful factors discussed herein include; corporate understanding of project management, executive commitment, organizational adaptability, project manager selection criteria, leadership style and commitment to planning and control.

According to Kerzner (1987), for a successful service delivery, there is need for corporate understanding of the service to be delivered at the employee/functional level, project management level and executive level. A good corporate understanding will create a corporate culture where project management is no longer viewed as either a threat to established authority or a cause for unwanted change.

Projects in service delivery are unlikely to succeed unless there is visible support and commitment by executive management (Kerzner 1987). This support and commitment can be described in two subtopics; project sponsorship and life-cycle management. The role of the sponsor is to manage interference that exist for the service manager besides continuously reminding teams that only performance at the highest standards of excellence are acceptable. It is important that company goals, objectives and values be well understood by all members of the team throughout the life-cycle of the service delivery project. Ongoing and positive executive involvement, in a leadership capacity will reflect executive management's commitment to excellent service delivery.

Organizational adaptability refers to the organization's ability to respond quickly and effectively to changes in the marketplace. Two critical factors involving organizational adaptability were found in organizations committed to excellence; informal project management and a simple but lean structure. The decision to go for either formal or informal management of the service and its implementation depends on the scope and size of the project, the cost of the project, the availability of experienced personnel for the project and also the maturity of the concept of utilizing project in an organization. Staffing for various services was done in a manner to achieve a blend of experience, technical expertise and training. Selection of resources for service will ensure that technical skills are optimally utilized with minimum overheads (Kerzner 1987). A project team where its structure is simple and lean enables better control, communication and budget management. With this lean approach, the project manager must be experienced and have a qualified team. There must be a clear definition of responsibility and authority for individual members of the team and the project manager must be able to fill the roles of facilitator, coordinator, leader, organizer, planner, delegator and administrator in order for the project to be implemented successfully.

According to Kerzner (1987), four criteria that are normally used to select project managers are whether they were results-oriented, possessed strong interpersonal skills, their depth of understanding of the organization and lastly their commitment to corporate values.

Strong leadership style by the project manager is necessary for the successful implementation of projects. Normally the project manager has a great deal of responsibility but does not have the commensurate authority as a line manager whereas the line manager has a great deal of authority but only limited project responsibility. Considering this fact, it is therefore important for a project manager to maintain a leadership style that adapts to each employee assigned to the project. This is further complicated by the fact that the project's life cycle may be so short that the project manager does not have sufficient time to get to know the people.

Well-managed projects are committed to planning. For example if the output of a project is to contain quality, then this quality must be properly planned for in the early stages of a project. When detailed planning is being done, it must be tracked or followed-up and re-planning must be done if the initial plan does not work before it is too late to do so. It is shown that personnel factor especially the project manager competence and leadership style is one of the crucial factor in project success implementation. This is true as project in itself has no essence unless it is managed by a group of people with the necessary skills, experience and qualification. These factors have a major influence on employee behavior and impact on productivity hence the importance of keeping a check on them.

2.3.2 Theory on Productivity Tools

According to (Dockery et al., 1997) impact of training has a positive, constructive and significant effect on productivity and various supplementary areas. Training action plan also has an affirmative and noteworthy impact on wages (Dockery et al., 1997). Within Organizational teams, the result of training on productivity mechanism is large and prominent for blue-collars, but small and not too large for white collars (Ballot et al., 2002).

In successful organizations two important mechanisms according to the business excellence and the related infrastructure are leadership and client focus (KPC, 2010). These respectively are “pushing” and “pulling,” of productivity. Organizations having good performance reveal certain characteristics, which are distributed in the course of or by the people in them (MPC, 2010). Excellent leadership being elementary amongst those characteristics, system remains

to be the platform for the people to work, while managers work on improving the method.(Barton, 2009).

The mechanism for Total Factor Productivity (TFP) makes an idea of the ratio of the efficiency of the utilization of both capital and man power. It is also regarded as a measure of the degree of technological modernization associated with economic growth. Higher TFP growth states efficient utilization and management of resources. At the national arena, Total Factor Productivity (TFP) growth reflects the portion of the growth in the Gross Domestic Product (GDP) that is not explained by the growth in inputs such as employment, capital investment and natural resources. At the firm level, TFP growth implies the upgrading of skilled and technical human resources, application of IT and formation of new technologies, adoption of best management practices and developing corporate culture and work ethics (KPC, 2011). In identifying leadership as a key element of focus, this theory agrees with Kerzners critical success factors and becomes an important reference to this study on productivity improvement awareness.

2.3.3-The Balance Theory of Service Delivery Management

Various researches indicate that excellent service delivery is synonymous to the quality of the service. Excellence is as gauged from a customer perspective and the expectations on levels and timeliness of returns from the leaf tea delivered for processing, where the first line customer is the tea farmer. The attainment of quality in both service and products is a major concern of businesses despite the very little research that has been done in this field. It is indicated that quality experts have mainly focused on manufacturing hence theoretical frameworks for service are chiefly lacking. Parasurumana (2000) indicates that achievement of quality is premised on the service value addition stages starting with the inputs derivation to the throughput and ultimately the output quality, as based on an overall customer satisfaction value judgment.

Paula, Phillips, Carson & Kerry D. (1997) affirm that Heiders balance theory can be applied to explain how and why the service organizations, service provider, and the consumer inter relationships influence service quality and the consequences. The balance theory of service delivery is said to be driven by the needs of the three parties that are summarized as quality, cost effectiveness of product and timely delivery.

Some businesses, organizations and countries are more successful than others, and those organizations and businesses fully satisfy the needs of their societies. This implies they are efficient and effectively satisfy the needs and wants of their valued customers through prices that are sufficient for them to cover the costs for producing those products and services (Maartens, 2008). Productivity is all about efficiency and effectiveness, or doing things right and making the right things happen, but if we want to go ahead on the next level than we need to focus on the efficiency to achieve higher productivity (Bohl, 2008). Efficiency and productivity come from the subordinate's performances, and can be achieved through adapting effective productivity tools (Buchanan, 2009). Effectiveness is about doing the things in a right manner that means to direct the efforts and accomplish those things that takes you closer towards your objectives. Overall the key to achieve efficiency, effectiveness and productivity is to do the next right thing in a right way (Bohl, 2008). On the other hand, efficiency is the process in which a business uses its resources and capabilities as inputs to achieve desired output. But in this process some inputs may be wasted, so businesses need to improve the efficiency by reducing the amount of wastage in inputs (Bindya, 2009).

The mechanism for productivity is ideally the efficient and effective management of resources (Aghion & Howitt, 1998). This gives higher returns to farmers investments and the factory management. Productivity, therefore, is defined to be creation of more value for the end users by making improved use of the mechanisms and the resources employed in the production processes of a business (Boon & Eijken, 1997).

In the contemporary circumstances, numerous factors need to be focused on to improve productivity. All these factors have direct or indirect linkages with productivity. These are technology, management systems and practices, quality, labor-management relations, organizational culture and human resources development. These elements are the real and basic elements for productivity improvement and enhancement in any country (Aghion & Howitt, 1998).

This study employed the 'The balance theory of service delivery management'. As is the case in Rukuriri Tea Factory, three parties were isolated. These included the service provider organization represented by the factory, the customers who consume the tea and require quality products, and lastly the farmer who provides inputs and expects returns. Within the balance theory, the first party in the triad- the factory-is to increase the effectiveness of the service organization by striving for quality through zero defects. Quality is necessary for

continued customer satisfaction, and a precursor to purchase intentions and customer retention. It is a key necessity to the bottom line of the organization. The factory also aims at fulfilling the needs of the consumer by giving outputs with more benefits, accessible and cost effective and aesthetically pleasing products. Lastly in the triad is the farmer, to whom the factory aims at providing a support system to process, market and provide high and timely returns for his product. Excellent service delivery has been linked to the quality and timeliness of services delivered to the small holder tea farmer and the customer.

2.4 Gaps in Literature

From the literature reviewed in this chapter, productivity is portrayed as critical for the long-term competitiveness and profitability of organizations. It helps to determine if an organization is progressing well. It also provides information on how effectively and efficiently the organization manages its resources (Drucker, 2012). The reviewed literature also showed that several conceptual and contextual research gaps existed in the effect of productivity improvement on service delivery. For instance, studies by Abdel-Wahab et al, (2014) sought to assess the appropriateness of this policy within the context of the construction industry. A trend analysis of construction industry productivity (measured by Gross Value Added/worker) and skills indicators (qualification attainment and training) was conducted over the period 1995-2006. Results showed that there was inconsistency in the industry's productivity performance, despite the overall increase in qualification attainment levels and participation rates in training over the same period. However, the year-on-year change in the participation rate of training was not consistently associated with an improvement in productivity performance. It was argued that the effective utilization of skills rather than mere increase in the supply of skills was key in bringing about productivity improvements. Another example was a study by Mwamburi (2012) who sought to determine the perception of managers on the effect of training on performance, specifically a case of Compassion International projects in coast region, while the current study seeks to establish the influence of productivity training strategy on project performance. There exists a scope gap since the current study will focus on Rukuriri Tea Factory while the Mwamburi study focused on projects in coast region.

The study by Dehaghani and Samea (2014) revealed an objective gap and scope gap. The study investigated the effect of human resources management audit on improving key outputs of organization in Mobarakeh steel company. The study used a descriptive research design.

Statistical population included some managers of Mobarakeh steel company. Questionnaire was used to collect data. Results of this research showed that human resources management audit impacts positively on improving key outputs of organization. There exists an objective gap since the current study seeks to establish the effect of productivity audit strategy on service delivery performance while the referenced study focused on the effect of human resources management audit, on improving key outputs of organization. The Productivity improvement awareness study also has a scope gap since it will focus on Rukuriri Tea Factory.

Further, a study by Rodrigues and Sbragia (2011) who sought to understand the relationships between cultural features and performance of project teams in global projects of Brazilian multinationals, in contexts of high and low cultural distance revealed an objective gap and scope gap. There exists an objective gap since the current study seeks to establish the effect of productivity audit strategy on service delivery performance while Rodrigues and Sbragia's study sought to understand the relationships between cultural features and performance of project teams in global projects of Brazilian multinationals, in contexts of high and low cultural distance. There also exists a scope gap since the current study will focus on Rukuriri Tea Factory while this study focused on Brazilian Multinationals.

A study by Muchai (2013) sought to examine the effect of mentorship programs on business performance amongst micro, small and medium enterprises (MSMEs) in Nairobi County. The study used cross-sectional descriptive survey design targeting mentees. It used simple random sampling to select the sample, and descriptive statistics of SPSS version 17 to analyze the data. There is a methodological gap since the current study adopted a descriptive research design while Muchai's study used a cross-sectional research design. The study also revealed an objective gap since the current study seeks to establish the effect of productivity audit strategy on project performance while Muchai's study sought to investigate the effect of mentorship programs on business performance amongst micro, small and medium enterprises. A scope gap is also noted since the current study focused on Rukuriri Tea Factory while Muchai's study focused on SMEs within Nairobi County.

2.5 Conceptual Framework

Magenta and Magenta (2003) and Smith (2004), define a conceptual framework as a hypothesized model identifying the model under study and the relationship between the

dependent and independent variables. For the purpose of this research, a conceptual framework (Figure 2.1) has been developed showing the relationship between the independent and dependent variables. The dependent variable is service delivery while the independent variables include; productivity training, productivity audit, productivity partnership and productivity exchange programme.

Independent Variables

Dependent Variables

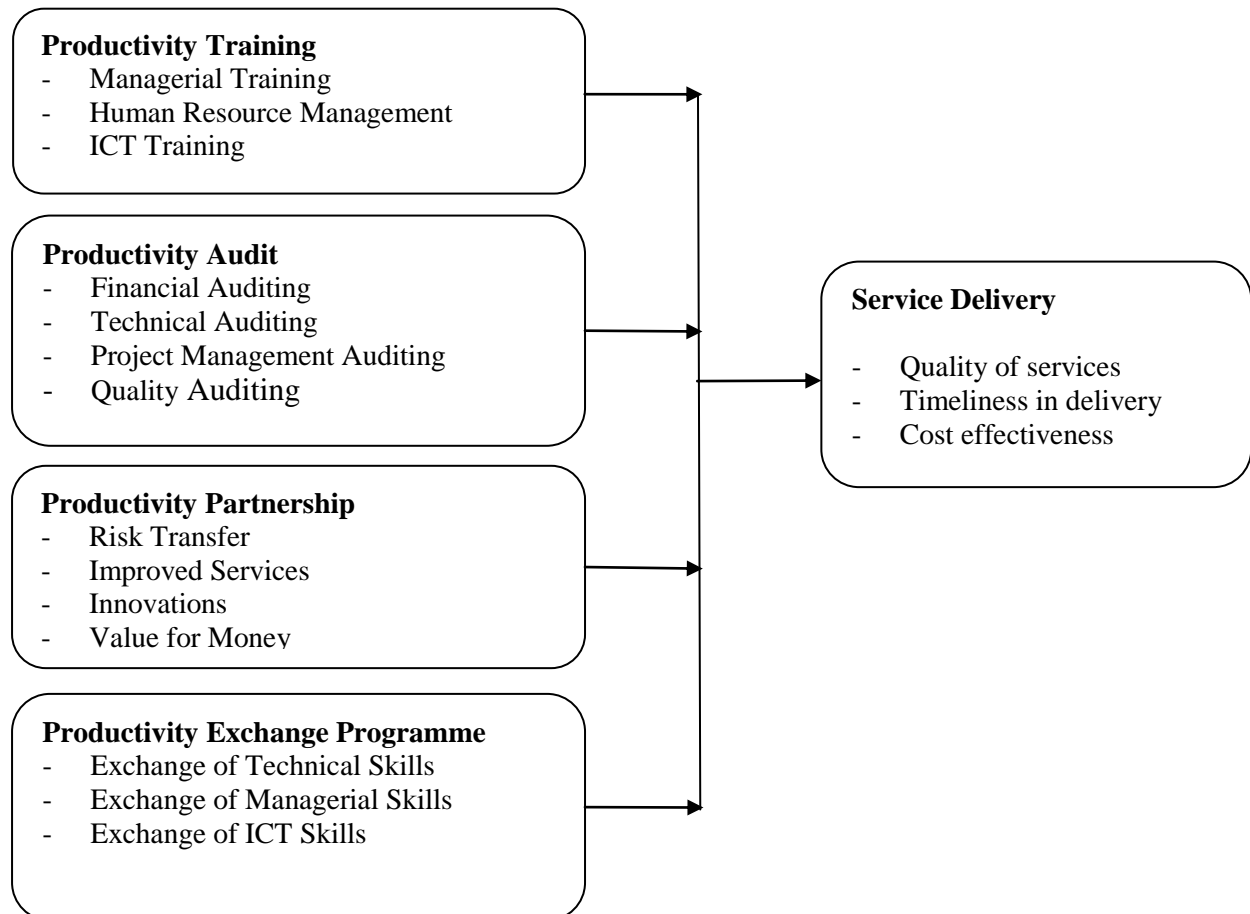


Figure 1. Conceptual Framework

In this framework, performance in service delivery as a function of implementation depends on successful implementation of the several determinants that affect it, consequently affecting an organization’s performance (Odipo, 2013). In the context of this study the determinants include training, auditing, partnership and exchange programme.

Performance in service delivery to the farmers was measured using three key performance indicators: timeliness in delivery, cost effectiveness and quality of services. Productivity training was measured by making reference to the existence of managerial training, human

resource management training and ICT training. Productivity audit was measured by reference to existence of work environment audit, financial audit, technical processes audit, project management audit and quality auditing. Productivity partnership was measured by reference to existence of, innovative ways of delivering service and value for money. Productivity exchange programme approach was measured by the existence and effect of exchange of technical skills, exchange of managerial skills and exchange of ICT skills.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

Research methodology refers to the design or the layout of the research framework. According to Polit and Hungler (2003) a methodology is about how data is acquired, organized and analyzed. Research methodology consists of research design, the target population and sample size, the procedures used in sampling, the data collection procedures and research instruments, and also discusses the issue of validity and reliability of study results.

3.2 Research Design

Yang (2008) explains the phrase “research design” as indicating both a procedure and a product that aids raise up sound arguments. Research design can therefore be seen as the foundation of structured investigation envisioned to provide answers to research questions and to control variance. This study utilized a descriptive research design because it intended to provide a description that would be factual and accurate. According to Mugenda and Mugenda (2003) descriptive research design endeavors to describe qualitative and quantitative characteristics that include things such as possible values, attitudes and behaviors, among others.

3.3 Target Population

A population comprises all elements that qualify under a certain set of study criteria Burns and Grove (2003). Newing,(2011) depicts a population as the total set of sampling units or cases that the researcher is interested in. According to Kothari (2004), a population can also be referred to as the ‘universe’. This is a totality of all items in a particular field of investigation.

Target population refers to all elements in a particular set of people, events or objects, real or hypothetical from which a researcher wishes to generalize the results of their study from. The accessible population comprises of all the elements or individuals who realistically could be included in the sample (Borg & Gall, 2007). The current study population comprised of all

the 250 employees in Rukuriri Tea Factory. The distribution of the target population is as depicted in Table 3.1 below.

Table 3.1

Population under study

Department	Target Population
Administration	25
Marketing	46
Sales	49
Production	114
Quality Control	8
Maintenance	8
Total	250

3.4 Sample Size and Sampling Procedure

A sample design is the architecture or the strategy used to select study participants or respondents (Kothari, 2004). Sampling refers to the systematic selection of a limited number of elements out of a theoretically specified population of elements. The rationale is to draw conclusions about the entire population. According to Kothari (2004), the ultimate test of a sample design is how well it represents the characteristics of the population it purports to. The reason for sampling in this study was to lower cost, improve accessibility of study population and achieve greater speed in data collection. This study used stratified and simple random sampling designs to sample the employees in Rukuriri Tea Factory. The stratified sampling was used to distribute the respondents between the six department in the tea factory namely, Administrative, Marketing, Sales, Production, Quality Control and Maintenance.

Different scholars have defined the term “sample” in various ways. For example, scholars like Mugenda (2003) define a sample as a part of the total population. Orodho and Kombo (2002) view a sample as a finite and representative number of individuals or objects in a population to be studied. On the other hand, Kothari (2004) describes a sample as a collection of units chosen from the universe to represent it. Gerstman (2003) state that a sample is needed because a study that is insufficiently precise is a waste of time and money. This subgroup is carefully selected to be representative of the whole population with the relevant characteristics. Each member or case in the sample is referred to as subject, respondent or interviewees. Sampling is a procedure, process or technique of choosing

a sub-group from a population to participate in the study (Ogula, 2005). It is the process of selecting a number of individuals for a study in such a way that the individuals selected represent the large group from which they were selected. This study applied both stratified and random sampling procedures to obtain the respondents for questionnaires. The study used 75 respondents from the 250 selected from Rukuriri Tea Factory (representing 30% of the total employees). At least 30% of the total population is representative (Borg & Gall, 2003). Thus, 30% of the accessible population was enough for the sample size. Out of 250 permanent employees of Rukuriri Tea Factory, the researcher interviewed 30% i.e. = $30\% * 250 = 75$ respondents.

Table 3.2

Study Sample Size

Department	Target Population	Sample Size
Administration	25	7
Marketing	46	14
Sales	49	15
Production	114	34
Quality Control	8	2
Maintenance	8	2
Total	250	75

3.5 Data Collection

The researcher collected data by use of questionnaires. The structured questionnaire were self-administered. Self-administration of the questionnaires is more appropriate because it addressed the issue of reliability of the information by reducing and eliminating differences in the questions asked and addressing concerns of the respondents on matters regarding the questionnaire (Choudrie & Dwivedi, 2005).The questionnaires were distributed among 75 employees in Rukuriri Tea Factory Kenya. The questionnaires consisted of both open ended and close ended questions. On the other hand, the researcher booked appointments with two (2) top managers in Rukuriri Tea Factory so as to conduct an interview that was important in building management buy-in and support. The researcher then reported the feedback of the key informants with regard to productivity improvement awareness.

3.6 Research Instruments

The study used primary data that was largely quantitative and descriptive in nature. Primary data according to Mugenda and Mugenda (2003) refers to information that a researcher gathers from the field. Data collection instruments involve methods which are used to collect data from the selected sample size (Kothari, 2004). Data collection is the process of getting information to an inquiry or a study and research instruments can be described as tools required to collect data in a research study. Common research instruments used in social science are: questionnaires, interview schedules, observational forms and standard tests (Mugenda & Mugenda, 2003). The interview schedule had questions that were asked just the way they were worded and instructions showing the respondent how to proceed with each question were provided.

The study used a structured questionnaire containing a key informant interview guide to collect primary data. Sutrisna (2009) recommended use of questionnaires from their ability to collect information that is 'not directly observable and inquire about feelings, motivations, attitudes, accomplishments as well as experiences of individuals'. The study noted ability of close-ended questionnaires to guide respondents' answers within the choices given, with the open-ended ones facilitating a researcher collect detailed responses especially where there were no predestined preferences.

3.7 Validity and Reliability

According to Mugenda and Mugenda (2003), validity is about level of correctness and meaningfulness of inferences from a study, as based on the results generated. In other words validity is the degree to which results obtained from the analysis of the data actually represent the phenomenon under study or the data correctly approximates what it is meant to determine. To enhance the questionnaires validity, a pilot study where 2 respondents from Rukuriri Tea Factory and one research supervisor were sampled randomly to discuss the correctness of it's contents was conducted. Different authors depict a Pilot study as a task that is meant to work out ways of minimizing errors and lowering operational costs. A pilot study is therefore valuable in establishing the validity and reliability of data collection instruments (Saunders, Lewis & Thornhill, 2007). To eliminate survey fatigue, the respondents involved in the pilot study are not allowed to participate in the final study. Reliability is about how stable and consistent the questionnaire is, and that with repeat application it would give consistent results. (Jack & Clarke, 1998). Cronbach's alpha was

used to test the reliability of the measures in the questionnaire (Cronbach, 1951). Using inter-item correlation matrix as a guide, items that will not strongly contribute to alpha, those that would be too similar, and those whose content are not critical, will be eliminated. According to Sekaran (2003), Cooper & Schindler (2006), Cronbach's alpha is the most appropriate measure in terms of requiring only a single administration, and is unique in that it is a quantitative measure of internal consistency of a scale for interval level measurements.

Baker (1988), indicated the importance of time cost and practicality considerations in determining appropriate sample size for reliability testing, and recommended a pilot sample size of 5- 10 per cent of the main survey. According to Cooper and Schindler (2006) the pilot sample need not be statistically selected but maintained that it should in testing the validity and reliability of the instruments. This study tested, the data collection instrument on 10% of the expected sample number to ensure relevance and effectiveness. Eight respondents were interviewed in a pilot test.

3.8 Operationalization of the Variables

Table 3.3 Operational Definition of the Variables

Research objective	Research Questions	Independent variables	Indicators	Measurement Scale
To determine the influence of Productivity Training on service delivery	Does productivity training influence service delivery performance in Rukuriri Tea Factory?	Productivity Training - Exchange of Technical Skills - Exchange of Managerial Skills - Exchange of ICT Skills	Managerial Training -Human Resource Management -ICT Training	Interval
To establish the influence of Productivity Audit on service delivery	What is the influence of productivity audit on the service delivery performance in Rukuriri Tea Factory?	Productivity Audit - Financial Auditing - Technical Auditing - Project Management Auditing - Quality Auditing	-Work environment Audit -Technical processes Audit -Financial Audit -service Quality Audit	Interval
To find out the influence of Productivity Partnership on service delivery	Does productivity partnership influence service delivery performance in Rukuriri Tea Factory?	- Productivity partnership	-Risk Transfer -Improved Services Innovations-Value for Money	Interval
To assess the influence of Productivity Exchange Programme on service delivery	Does productivity exchange program influence performance in service delivery in Rukuriri Tea Factory?	- Productivity Exchange - Exchange of Technical Skills - Exchange of Managerial Skills - Exchange of ICT Skills	-Exchange of -- -Technical Skills Exchange of Managerial Skills Exchange of ICT Skills	Interval

3.9 Data Analysis

Burns and Grove, (2003) define data analysis as ‘a mechanism for reducing and organizing data to produce findings that require interpretation by the researcher’. According to Hyndman, (2008) data analysis entails the process of assigning of codes, entering the data for processing and editing for any errors. Raw data in the questionnaires was coded, and translated from responses to quantitative format to enable analysis using statistical package for social sciences (SPSS). Descriptive statistics and inferential statistics were generated for use.

3.10 Ethical Considerations

According to David B. Resnik, J.D. an ethical consideration is about the norms for conduct that distinguishes between acceptable and unacceptable behaviour. The standards relate to the practice and responsibility not just of the principal researcher but everyone involved in the research process including the consumers of the results.

In this research, the rights and wellbeing of the participants will be of prime consideration. The data will be collected, from factory based workers in administration and technical departments. They will be protected from any possible harm that may arise from their responses through maintaining anonymity of each respondent, and therefore confidentiality of information collected. The questionnaires will not bear respondents name, while responses will be coded and converted from responses to quantitative format for ease of analysis using statistical package for social sciences (SPSS). Respect for, and awareness of gender differences will be maintained and both genders will be given equal opportunities in sampling. The data collection will be undertaken with the assistance of research assistants who will be engaged and remunerated as per agreement drawn to ensure fair return for assistance given.

CHAPTER FOUR

DATA ANALYSIS, PRESENTATION AND INTERPRETATION

4.1 Introduction

This chapter presents the findings and interpretation of the study on the influence of productivity improvement awareness on Rukuriri Tea Factory. The first section is a presentation of the research instruments response rate as recorded in the case Study of Rukuriri Tea Factory in Runyenjes Division, Embu County, Kenya. The information collected has been presented in tabular form. Interpretation of the findings has been given under the tables used in presenting data. The data presented aims at answering the research questions.

4.2 Respondents Background Information

The researcher sought to know the background information of the respondents in terms of their sex, age, level of education, position held and work experience. This is because the information could help in understanding different responses given when trying to answer the research questions.

4.2.1 Sex and Department of the Respondents

It was important to know the sex and department in which the respondents worked. This information is vital because it affects the way roles are allocated and production carried out in any processing company. Table 4.1 below depicts the results.

Table 4.1
Sex and Department of Respondents

Department	Sex						Total	
	Male		Female		Not Stated			
	Number	%	Number	%	Number	%	Number	%
Marketing	8	12	5	7	0	0	13	19
Production	12	17	12	17	4	6	28	41
Sales	7	10	7	10	0	0	14	20
Maintenance	2	3	0	0	0	0	2	3
Administration	7	10	5	7	0	0	12	17
Total	36	52	29	42	4	6	69	100

Out of the 69 respondents, 52% were male, while 42% were females. Production department had the highest number of respondents at 41%, followed by sales department with 20% respondents. Female and male respondents in the production department were equal, at 17% respectively. Of the 17 respondents drawn from the administration department, the majority 10% were male while 7% were female. The maintenance department had zero female respondents.

The results indicate that men were the dominant workforce at 52 % as compared to the female workers at 42% in Rukuriri Tea Factory, a situation that is prevalent in the formal sector in Kenya. More men 10% were also in the administration department, a department that is responsible for corporate decision making as compared to women at 7%. Further, the maintenance department, a department that requires a workforce with technical skills in repair and maintenance of machines, had no women respondents. Women numbers were however equal to men in the production department that involves less technical and strenuous tasks like leaf conveyance to weighing, to fermentation troughs, aeration, leaf drying, sifting and grading stages of the processing among other tasks.

The findings showed a dominance of men in the Rukuririr Tea Factory workforce, also in the administration department and non-representation of women in the highly technical department of maintenance. This mirrors existing disparities between men and women in Kenya's society in education and resultant opportunities in job market and does not augur well for the government efforts in enhancing equal opportunities to both men and women in the labour market.

4.2.2 Age of respondents

It was important to understand the age distribution of the workers in Rukuriri Tea Factory. Table 4.3 below illustrates the age distribution.

Table 4.2

Age Bracket of the Respondents

Age	Number	Percent
50 & above	2	3
41 –50	19	29
31 – 40	31	46
21 – 30	6	10
Not stated	9	14
Total	69	100

Information collected on the age of the respondents showed that majority or 46% were in the age bracket of 31 to 40 years, 29% were in the age bracket of 41 to 50 years. Those who were in the age bracket of 21 to 30 years were 10% of the respondents, and only 3% were above 50 years. 14% of the respondents did not state their age bracket.

With the majority of the respondents 46%, being in the 31 to 40 years age bracket, and the over 50 year age bracket being insignificantly low at only 3% of the total number, Rukuriri Tea Factory had a relatively youthful work force. The youthful age group of the population is known for being receptive to new ideas, being very adaptive to changes and is generally known for ingenuity. The middle age category of workers, 41 to 50 years (29%), is also not very rigid to changes. The results showed that Rukuriri Tea Factory had a relatively youthful workforce and this could have provided a good environment for achievement of a positive effect in the implementation of the productivity improvement awareness strategy in Rukuriri Tea Factory given that the youth are known for being adoptive to change and also highly creative.

4.2.3 Education Level of Respondents

Information was sought on the level of education of the employees in Rukuriri Tea Factory. Table 4.3 below depicts the results on the respondents' levels of education by sex for those who responded to the research questions.

Table 4.3**Education level of respondents**

Level of Education	Male		Female		Not stated		Total	
	Number	%	Number	%	Number	%	Number	%
Secondary school	8	12	14	20	1	1	23	33
Tertiary college	14	20	6	9	1	1	21	30
University	7	10	1	1	0	0	8	12
Not stated	7	10	8	12	2	3	17	25
Total	36	52	29	42	4	6	69	100

Findings showed that a total of 42% of the respondents had attained higher levels of education. Those who had attained secondary level of education were 33%, while the ones with tertiary level of education were 30% and 12% had university level of education. Of the 42% who had either tertiary or university level of education, only 10% were women. However 25% did not state their education levels. Out of the 12% who had attained university education, the majority were men at 11%, with women being only 1%.

The study findings indicate that a total of 75% of the respondents had attained secondary school or a higher level of education (tertiary and university level). This shows that Rukuriri Tea Factory has a very big proportion of well educated workers. However, majority of the workers with university level of education were noted to be men. This could explain why the administration department had a big proportion of men workers.

The presence of a big proportion of educated workers could have significantly contributed to the positive study results as a well educated workforce has the ability to assimilate the knowledge introduced through the training, mentorship, exchange and partnership programme for better individual and organizational performance. This illustrates that perhaps efforts to introduce new work strategies could best be achieved with a workforce that is well educated and also ones not advanced in age.

4.2.4 Positions Held by the Respondents

The information on positions held by the respondents was essential in understanding responses given on various research questions. This is depicted in table 4.4 below.

Table 4.4**Positions held by the Respondents**

Position	Number	Percent (%)
Top Management	8	12
Middle Management	23	33
Technical Level	38	55
Total	69	100

The results indicate that 55% of the respondents were in the technical level. Those at middle level management were 33% and top management were 12%. The findings show that the distribution of respondents conforms to the organizational structure of a formal hierarchical organization and this also indicates there was a proportionate representation of all cadres in the factory in the study. The findings therefore fairly illustrate the state of affairs in the Rukuriri Tea Factory.

4.2.5 Work Experience

The study sought to establish the work experience of the respondents in the Rukuriri Tea Factory. This is illustrated in table 4.5 below.

Table 4.5:**Work experience**

Work Experience (Years worked)	Number	Percent (%)
Less than 1	2	3
1 to 3	14	20
4 to 6	16	23
6 yrs & more	33	48
Note stated	4	6
Total	11	100

Findings indicated that 48% of respondents had six or more years of experience, while 23% and 20 % had 4 to 6 years, and 1 to 3 years of work experience respectively. Only 3% had less than one year of experience. The results show that close to 50% of the employees of Rukuriri Tea Factory had work experiences of six and more years, and this was valuable in creating understanding of the job, the ability and willingness to perform the job, and in blocking any resistance to change that could have arose from a lack of understanding.

This also showed that the respondents had sufficient understanding of their work, and prevailing challenges. This enabled them grasp the PIA strategy, evaluate and adequately integrate it into their organizational functions with resultant success. This may mean that for successful introduction of a new work strategy in the work place, it is important to target it among employees with high levels of work experience. The high level of employee experience hence had a significant influence in the study results.

4.3 Service Delivery Performance

A superior service delivery system is predetermined by how it is managed and executed to create value to the organization, its employees, and to deliver to its clients the ultimate customer experience as defined by service quality, cost effectiveness and timeliness in delivery. This study sought to find out if productivity improvement awareness (PIA) influenced service delivery in Rukuriri Tea Factory, using indicators of: quality of tea produced the cost effectiveness in service provision and timeliness in tea delivery, and in the loading and off- loading of trucks. Table 4.6 below illustrates the responses.

Table 4.6

Service Delivery Performance

Answer	Number	Percent (%)
Strongly Agree	48	70
Agree	19	28
Neutral	2	2
Disagree	0	0
Strongly Disagree	0	0
Total	69	100

The study findings indicate that 70% of respondents felt that PIA strongly and positively influenced service delivery, while 28% also agreed that it positively influenced service delivery. Among the respondents, none disagreed with the statement that ‘PIA has an influence on service delivery in Rukuriri Tea Factory’. Only 2% were neutral. Overall, the positive responses comprised of 98% of the respondents who agreed that productivity improvement awareness conducted in the factory positively influenced the services delivery. A response rate of 98% shows that the services provided were quality, timely delivered and were also cost effective.

Service delivery was evaluated on the bases of four key indicators that included: the cost effectiveness in tea processing that directly impacts on returns to farmers, the timeliness in delivery of tea to the market and quality of services as determined by quality of the tea packaged and released to the market, both of which impact on the customer. The respondents explained that PIA equipped them with knowledge on tools and techniques such as ‘5S’ and visual controls, colour coding and autonomous maintenance that facilitated reduction of the loading cycle times resulting to efficiency in loading of tea in delivery trucks, reduced mix-up of tea grades during packaging hence guaranteed quality of the packaged tea, among others with resultant improvement of services delivered. They explained that before implementation of PIA strategy, there were a lot of tea grading errors leading to tea re-packaging, waste in man hours and packaging materials. These errors could lead to sale of higher quality tea as lower quality tea or vice versa with subsequent loss in revenues and re-work costs. Respondents explained that the above combined efficiency enhancing measures led to higher output per day at reduced costs and hence higher returns without additional use of resources and ultimately improved service delivery.

These findings illustrate the existence of internal inefficiencies within the operation processes of a tea factory that affects service delivery. Further they indicate that the introduction of PIA could help alleviate the inefficiencies and lead to better service delivery. The study results in Rukuriri Tea Factory hence augurs well for KTDA, as it shows the PIA strategy has the potential to positively improve service delivery to the farmer and the external customer, and it could be useful if replicated in the remaining 65 factories for improved service delivery.

4.4 Influence of Productivity Training on Service Delivery in Rukuriri Tea Factory

One of the study objectives was to determine whether productivity training has an influence on service delivery in Rukuriri Tea Factory. The general view is that training equips employees with knowledge and skills that lead to improved employee and organizational performance. Table 4.7 below gives the data on responses to the question on ‘whether productivity improvement training influences service delivery’.

Table 4.7**Influence of Productivity Training on Service Delivery in Rukuriri Tea Factory**

Response	Number	Percent (%)
Strongly Disagree	6	8.7
Disagree	0	0.0
Neutral	0	0.4
Agree	17	24.6
Strongly Agree	46	65.9
Total	69	100.0

Findings indicate that 65.9% of the respondents strongly and positively agreed that PIA influenced service delivery in the factory, while 24.6% also positively agreed. Only 8.7% strongly disagreed while 0.4% was neutral. The results therefore affirm the study objectives that productivity improvement awareness training for employees' influenced service delivery in Rukuriri Tea Factory.

From the results above, it can therefore be effectively deduced that the majority of respondents that is 90.5% had a positive response. This indicates that productivity training had a major positive influence on service delivery in Rukuriri Tea Factory, as only 8.7% disagreed with the question that 'Does productivity training influence service delivery in Rukuriri Tea Factory in Kenya?'

The respondents explained the positive response and indicated that productivity training equipped them with tools and techniques such as 5S and kaizen, autonomous maintenance, visual controls and colour coding. Application of these tools enabled the maintenance of a clean and well organized workplace or a quality work environment that helped reduce time taken in retrieval of working tools. Furthermore, this helped to improve response time to machine problems, reduced mean time between failures in machines (MTBF) and facilitated more non-stop operations and hence increased efficiency of machines and the workers. The respondents also explained that with a quality working environment, operations became safer, and there was reduction in distances moved and unnecessary body motions all of which led to less wastage of time and enabled workers to undertake more tasks. Thus the Kenya Tea Development Agency can gain a lot by investing in productivity improvement awareness training in its tea factories as this creates value for the factories clients – the farmer.

Organizations focused on advancing their performance should consequently invest in employee training and development.

4.5 Influence of Productivity Audit on Service Delivery in Rukuriri Tea Factory

Productivity audit is one of the major tools used to diagnose the physical conditions that exist in workplaces that affect work performance. It enables an organization to identify opportunities for improvement especially related to the work environment and plan for improvements. The study sought information to establish whether productivity audit had an influence on service delivery in Rukuriri Tea Factory. Table 4.8 below shows the responses.

Table 4.8

Influence of Productivity Audit on Service Delivery

Response	Number	Percent
Strongly Disagree	0	0.3
Disagree	1	1.7
Neutral	24	35.4
Agree	22	31.6
Strongly Agree	21	31.0
Total	69	100

Findings indicated that 31% of the respondents strongly and positively agreed that productivity audit had an influence on service delivery, while 31.6% positively agreed, and 35.4% were neutral, with 1.7% and 0.3% disagreeing and strongly disagreeing respectively. Only an insignificant 2.0% gave a negative response.

The findings of the study tell indicate that, a total of 62.6% of the respondents gave a positive response to the question as to ‘whether productivity audit had an influence on service delivery in Rukuriri Tea Factory’. This shows that majority of respondents, 62.6%, indicated that productivity audit as one of the approaches used in imparting productivity improvement awareness had a strong positive influence on service delivery.

The results show that productivity audit can be an important approach in future for application in the Tea Factory in planning and imparting productivity improvement awareness for improved service delivery, and it may give even better results if workers fully understand and get acclimatized to it, and shed off the negative connotation associated with audits.

4.6 Influence of Productivity Exchange Program on Service Delivery

A productivity exchange program, changes a workers habitual work environment by relocating him/her to a new place but with similar tasks as previously undertaken. The worker who is put in an exchange program has to work under a completely changed work environment and interacts with employees with different technical, managerial and problem solving skills. The study sought to establish ‘the influence of productivity exchange program on service delivery in Rukuriri Tea Factory’. Table 4.9 below depicts the responses.

Table 4.9

The Influence of Productivity Exchange Programs on Service Delivery

Response	Number	Percent
Strongly Disagree	0	0
Disagree	1	1.4
Neutral	5	7.2
Agree	26	38.0
Strongly Agree	37	52.0
Total	69	100.0

The study result shows us that 52 percent of the respondents positively and strongly agreed that productivity exchange program had an influence on service delivery in Rukuriri Tea Factory, 38 percent agreed while 7.2% were neutral, and only 1.4% disagreed. Overall, 90 % of the respondents gave positive responses,

The ‘agreed’ and ‘disagreed’ responses have positive and negative connotation that can be summed up to mean ‘yes’ and ‘no’ respectively. The findings above show that ‘agreed’ and ‘strongly agreed’ consist of the majority at 90.0 % of the respondents who were of the opinion that productivity exchange programs used in creating productivity improvement awareness in Rukuriri Tea Factory, positively influenced service delivery. The results of 90% show that the productivity exchange program was highly effective in influencing improvements in service delivery in Rukuriri Tea Factory. This shows that learning through an added aspect of observation in the exchange programme, where theoretical knowledge is actively demonstrated and utilized is more effective in knowledge transfer, retention and application than basic theoretical training especially where adult learners are involved. This means productivity exchange programmes is an important aspect of training that the Tea Factory should consider as they plan future trainings given that it has shown a big potential in enabling more effect absorption and utilization of knowledge.

4.7 Influence of Productivity Partnership on Service Delivery in Rukuriri Tea Factory

The study sought to determine if productivity partnership influences service delivery in Rukuriri Tea Factory. Table 4.10 below depicts the responses.

Table: 4.10

Influence of Productivity Partnership on Service delivery in Rukuriri Tea Factory

Age	Number	Percent
Strongly disagree	30	3
Disagree	35	2
Neutral	0	0
Agree	2	51
Strongly agree	2	44
Total	69	100

The findings show that 44% of the respondents said Productivity Partnership strongly and positively influenced service delivery, and 51% said it positively had effects on service delivery in Rukuriri Tea factory. Only 5% said productivity partnership does not influence service delivery, with 3% strongly saying it had no effect on service delivery in Rukuriri Tea Factory.

All the 'strongly agreed' and 'agreed' responses can be summed up to mean 'yes' and the 'strongly disagreed' and 'disagreed' to mean 'no'. This implies that 95% of the respondents agreed that productivity partnership had a positive influence on service delivery in Rukuriri Tea Factory, while only 5% respondents disagreed. Thus, majority of the workers found this approach very useful in transferring knowledge and skills necessary in improving their work performance and ultimately their ability to deliver better services to their clients.

The findings of this study show that partnerships, strongly influenced service delivery through increased innovativeness in tea processing, increased value for money and better problem solving techniques among employees. Rukuriri Tea Factory may benefit more in future use of this approach that gives them value for money spent and improves service to their internal customers - the farmers, and external customers - the end user who gets quality and timely delivered products.

CHAPTER FIVE

SUMMARY OF FINDINGS, DISCUSSIONS, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This chapter presents a summary of the research findings, discussion on findings and conclusions drawn from the study on the influence of Productivity Improvement Awareness on service delivery in Rukuriri Tea Factory in Embu, Kenya. Recommendations drawn from the study concerning what needs to be done are also given in this chapter, as well as the suggestions for further study to improve the implementation of Productivity Improvement Awareness for better service delivery are also given here.

5.2 Summary of Findings

This research purposed to determine the influence of productivity improvement awareness on service delivery in Rukuriri Tea Factory in Embu, Kenya. It is hoped that the results of the will enable the management of the tea industry to understand and take full control of the key productivity enablers, for the industry to attain its full potential. Using a descriptive research methodology, and a stratified random sample of 75 respondents, the study assessed the influence of four approaches used in imparting knowledge for productivity improvement awareness. The four strategies included: productivity training; productivity audit; productivity partnerships and productivity skills exchange programme. The study was qualitative in nature and employed a descriptive methodology.

The workforce at Rukuriri Tea Factory consists of both men and women. The results indicated that men were the dominant workforce at 52 % as compared to the female workers at 46%, a situation that is prevalent in the formal sector in Kenya. More men (10%) were also in the administration department, a department that is responsible for corporate decision making as compared to women while the maintenance department, a department that requires engineering skills had no women respondents. However, women were the majority in the production department, a department that involves less technical and strenuous tasks.

The results of the study also indicated that Rukuriri Tea Factory had a relatively youthful work force. A big proportion of the respondents (46%) were between 31 and 40 years age bracket. The over 50 year age bracket was significantly low, at only 3% of the total number

of the workforce. The youthful age group of the population is known for being receptive to new ideas, being very adaptive to changes and is generally known for ingenuity. The middle age category of workers of between 41 to 50 years (29%) is also not very rigid to changes. Rukuriri Tea Factory also had a relatively educated workforce with 75% of the respondents having attained secondary school or a higher level of education. The youthful and educated workforce provided a good target group for introduction of new ideas and technologies. Kaizen, one of the key tools applied under the PIA strategy is deemed to be a modern management technology that impacts on work environment, on product and service quality, and hence would positively impact on service delivery.

The results also showed that close to 50% of the employees of Rukuriri Tea Factory had work experience of six and more years. This implied that, they had adequate knowledge of their work procedures and prevailing challenges to enable grasp and integrate the PIA strategy into organizational practices with high probability for success.

Productivity Improvement Awareness influences organizational performance in service delivery. The results indicated that 98% of the respondents agree that Productivity improvement awareness influences timeliness of tea delivery, quality of tea produced, cost of production and time taken to load and off-load tracks in Rukuriri Tea factory and only 2% being neutral.

The general view is that training and development leads to improved employees performance and that organizations should therefore invest in training and development which was represented by an overall 90.5 % agreeing, with 65.9% strongly agreeing and 24.6% of the respondents agreeing, that productivity training positively influenced service delivery in Rukuriri Tea Factory. 8.7% strongly disagreed while only 0.4% were neutral.

Audit is one of the many tools that have been found useful to identify the current quality of performance by diagnosing the opportunities for improvement and plan for improvement action. The majority, 62.6% agreed that productivity Audit Strategy had an influence on service delivery in Rukuriri Tea factory in Kenya with only 1% disagreeing.

Productivity exchange program has a bearing on the performance of an organization. Results of the study show that the majority (95.6%) of the respondents agreed that the productivity exchange program influenced service delivery positively.

On whether partnership with other organizations results to improved service, innovativeness in tea processing, increased value for money and better problem solving techniques in Rukuriri Tea Factory the majority of those interviewed (95%) agreed that partnership resulted to improved service delivery.

5.3 Discussion on Findings

The study was designed to investigate the influence of productivity improvement awareness strategy on service delivery in Rukuriri Tea Factory, with a view to understanding the key productivity enablers that can facilitate the factory and tea industry at large take control of it's performance and attain its full potential. The following is a discussion on the findings based on the objectives of the study.

5.3.1 Productivity Improvement Awareness and Service Delivery

The research findings on whether 'PIA strategy influences service delivery indicated that overall 98% of the respondents agreed that the strategy positively influenced service delivery in Rukuriri Tea Factory. The survey focused on the key indicators of efficient services namely: cost effectiveness in service provision, timeliness in service delivery' and quality of service. Cheung et al., (2010) pointed out that time, cost and quality are the key indicators used in evaluating performance levels. These were also identified by Dolly Garland, (2011) who indicated that an awareness program on any concept imparts knowledge on three levels of: time awareness, task awareness and results awareness. This necessitated understanding the PIA concept, its role, and what exactly needs to be done so as to achieve the set goals. The service delivery areas focused on in Rukuriri Tea Factory comprised the quality of tasks undertaken as indicated by guaranteed grades of tea packaged for the market, the cost effectiveness in services delivered, and also the timeliness in tea delivery to the market as measured from time taken to load and off-load delivery trucks. Four approaches were used to deliver the PIA strategy namely: productivity training; productivity audit; productivity exchange and productivity partnership programs. An evaluation of the four approaches based on the key indicators had results indicating an over 60% positive score on each approach. This validated the high 98% positive score rating on the overall PIA.

The study findings of 98% positive score rating on the overall PIA therefore implied that whatever approach was used to deliver the knowledge and skills on productivity improvement, it would still be delivering contents that had been found to create value and to

positively impact on the service delivery system in the factory. According to APO (2000) it is important that the client finds value in services offered. The delivery approach may vary in effectiveness but if the content are the same, then respondents would still find it useful or relevant to the situation. Pheng and Chuan (2011) also indicate that the service users and owners in this case the farmers and end users are key evaluators of the services delivered,

The research purposed to determine the influence of productivity improvement awareness strategy on service delivery in Rukuriri Tea Factory. The overall high ratings from the study implies that, productivity awareness was found useful in acting as a medium for imparting valuable knowledge, skills and that it helped instill the right attitudes in regard to time consciousness, task awareness and results awareness. Hence, PIA strategy had a positive effect on service delivery in Rukuriri Tea Factory, and the factory management as well as the tea industry can henceforth confidently apply the strategy and this will enable them take full control of the key productivity enablers, and facilitate the tea industry to attain its full potential.

5.3.2 Influence of Productivity Training on Service Delivery in Rukuriri Tea Factory

Training and development makes people have a positive attitude towards expected results, leads to improved employee performance and ultimately leads to higher organizational performance (Mahamud, 2014). Organizations should therefore invest in training and development of their employees for the growth and sustenance of their organizations. One of the study objective was to check the objectivity of this view in respect to the tea industry and hence the question ‘Does productivity training influence service delivery in the Rukuriri Tea Factory in Kenya?’ Responses affirmed the research objective with 90.5% of the respondents agreeing that productivity training influenced service delivery. The high positive response indicated employees interviewed agreed that productivity training positively influenced Service delivery in the Rukuriri Tea Factory.

According to Mwamburi (2012), training equips people with knowledge on the necessary work tools and techniques that can bring about higher levels of efficiency and hence improved service delivery, as indicated by the study findings. It would suffice to say that opportunity for training might also have raised the motivation of the workers in Rukuriri Tea Factory prompting them to make better use of knowledge and information in their purview. Other studies indicate that training and development leads to improved employee

performance and that this results to improved organizational performance (Gomez-Mejia, et al. 2007). This further supports the positive study results.

Productivity training imparts knowledge on specific tools that spell out procedures for handling machines, workers, inventories and the work environment for improved operations and performance. The respondents explained that training, imparted knowledge on key kaizen techniques such as visual controls at loading zones and maintenance workshops, colour coding for quality tracking at packaging respectively among others and resulted to improved quality products, provision of timely services and ultimately higher returns to the factory and farmers.

In a case study done at Airtel Kenya, training was noted to create an impetus in service performance (Cephas, 2013). The study results therefore affirm the research objective and henceforth the factory and KTDA management can confidently adopt it as one of the PIA approaches for improving organizational performance in the tea factories.

However a major factor noted was the demographic and educational characteristics of the workforce that may have had a big influencing factor. The findings showed a dominance of men, and disparities in education of men versus women, with women have lower education levels coupled with women's non representation in highly technical department. This does not augur well for the government efforts in enhancing equal opportunities to both men and women in the labour market. It shows persistent disparities in women's' access to education and training at all levels of education – primary, secondary, tertiary and university - these result to women having limited skills and this curtails their full participation in the modern labour market (Suda C, 2002). And is a situation that requires to be continuously addressed even at the employment level.

5.3.3 Influence of Productivity Audit on Service Delivery in Rukuriri Tea Factory

One of the study objectives was to 'establish the effect of productivity audit on service delivery in Rukuriri Tea factory in Embu, Kenya'. Results indicated that the majority of respondents, 62.6% agreed that productivity audit had a strong effect on improving service delivery in Rukuriri Tea factory in Kenya. This implies that productivity audit facilitated diagnose the factory's productivity related challenges, and hence indicate the opportunities for improvement, enabled plan and implement an effective improvement action plan. This is

supported by the studies done by Williamson & Rogers (2006) who indicated that audit was very important in focusing on, evaluating and installing proper operating systems.

The findings of this study were corroborated by studies done by Kamarulzaman, et.al (2011) which showed that an audit of physical work environment factors such as office design, lighting among others directly and indirectly impacts positively on employees work performance and productivity. Like other types of audit such as a finance audit it brings out prevailing challenges and also facilitates address them, thereby driving the organization to a higher level of performance.

Askey and Dale (2004), in their study also confirmed that many organizations go through an audit with a specific purpose, and some do it as a requirement for financial risks check, others to comply with quality management system requirements among many other reasons. In most cases audit leads to panicky reactions. However it also prompts organizations to shape up and hence improves performance of employees and ultimately the service delivery as is the case in Rukuriri Tea Factory, where the rate of positive response is high and the research objective has been realized. The factory and KTDA management can confidently apply training for improved service delivery.

5.3.4 Influence of Productivity Exchange on Service Delivery in Rukuriri Tea Factory

The third research objective was to ‘assess the influence of productivity exchange programs on service delivery in Rukuriri Tea Factory’. The positive study results of 90% show that the productivity exchange program lead to improved service delivery in the Tea Factory. This is in line with findings of previous studies on the influence of exchange programmes that showed positive relationships.

Studies done by Arondon, et al. (2006) on the influence of changing the workplace environment in leader-member exchange, showed that, this exchange may promote general and relational envy for the subordinate hence positively influencing performance. Also, learning through both training and observation is more effective in knowledge transfer and retention than basic theoretical training. The study came to a conclusion that, as organizations continue to expand across the country and around the globe, the context in which the workers work becomes modified and the need to have experiential learning becomes all the more urgent, hence the importance of exchange programs. Muchai (20123) in his study on mentorship of small enterprise business proprietors through attachment to well performing

businesses as another form of exchange programme found that there exists a strong relationship between mentorship and business improvement. From these results, we can conclude that the study objective was achieved and therefore productivity exchange program is recommended as an effective approach for adoption by the factory and KTDA management in improving service delivery.

5.3.5 Influence of productivity partnership programs on service delivery

One of the specific objectives of the study was ‘to investigate the influence of productivity partnerships on service delivery in Rukuriri Tea Factory’, following the completion of a technical assistance agreement on productivity improvement between the factory and the Japan Productivity Centre executed program. The majority of those interviewed (95.0%) agreed that the partnership resulted to improved service delivery in the factory. Given that partnerships agreements involves the pooling of skills and assets of the partners involved to deliver a service, the 95.0% study results indicate that the respondents were agreeable that by partnering with the Japanese productivity Centre, there was skills transfer to the workers in the factory. Liang & Rowlinson (2010) noted that requirements in PPP skills and assets are pooled to deliver a service for public benefit, but also risks in the delivery process are shared among partners. While the aspect of risks was not factored in the study in Rukuriri, it was noted that the skills gained from the partnership positively influenced the performance of the factory leading to improved service delivery.

A study by Liang & Rowlinson, (2010) showed that the terms and conditions of the partnership required each partner (the company and the executing body) to undertake specific tasks such as set up kaizen teams, appoint a champion, collect the requested data and have company top management provide required support. Further, it required management to avail all necessary groups when needed by the executing organization for guidance on implementation of tasks. The provisions of the agreement, the skills of implementing body and assets of both partners’ were then combined to facilitate learn on improved service delivery. The respondents explained that this process of the partnership instilled confidence in one of their main customers in Japan on the quality of their product.

A productivity improvement program such as kaizen is premised on workers learning the basic problem solving techniques geared to the reduction of all forms of wastes in the workplace and work processes. This results to lean operations for efficient service delivery

and value for money for the investors in this case the factory, the farmer and of course the workers. According to Webb and Pulle (2010) the advantages that emerge from a partnership arrangement include value for money (VFM), early projects delivery, potential gains from innovation and improved service delivery. As earlier noted, a study by Walekwa (2011) on Equity Bank with one of the objectives being to increase value for customer, found that the objective was achieved and concluded that partnerships should be used more for improved business performance and competitiveness. However, there are challenges that are associated with partnership such as managing a multi-cultural team (Rodrigues and Sabragia, 2011), but if well managed the benefits of the partnership are enormous. The objective of the study was therefore achieved albeit with various lessons. The Rukuriri Tea Factory and KTDA can therefore take note of changes encountered elsewhere as they apply this approach in the tea industry environment.

5.3 Conclusion

Productivity Improvement Awareness affects organizations. This is because productivity improvement awareness is a key enabling factor that governs how an organization adds value to the resources at its disposal to give quality, cost effective and timely services to its clients. Awareness acts as the medium for imparting knowledge, skills and attitudes that are necessary for productivity improvement and ultimately for better service delivery in an organization. Various approaches are used by different organizations, or at different times by one organization to impart the awareness on productivity improvement. Thus, this study indicates that when training is used to impart productivity improvement awareness, it results to better service delivery.

Productivity improvement awareness affects an organization positively. Customers usually prefer a firm that meets all their requirements, and in most cases they shy away from a company's product due to poor or inconsistent quality, and un-guaranteed delivery of the product at the time it is required. In this case, productivity audit plays a great role in identifying the quality of performance and planning for improvements.

On partnership with other organizations, the study indicated that service delivery is improved through transfer of skills, innovativeness in tea processing, increased value for money and bringing in better problem solving techniques in Rukuriri Tea Factory.

This study therefore, concludes that when the four PIA approaches of productivity training, productivity audit, productivity exchange and productivity partnership programmes are used to impart productivity improvement awareness, better service delivery is achieved. The end result could be better profitability from quality and cost effective services and this gives an organization an upper hand or a good competitive advantage.

5.4 Recommendations

Following the findings on the study of the influence of Productivity Improvement Awareness strategy on service delivery in Rukuriri Tea Factory in Kenya, the researcher recommended that the KTDA adopts the PIA strategy and utilizes productivity audits and training combined with exchange and partnership programmes for improved service delivery. KTDA should also consider developing a tea factory in each region as a learning model of productivity practices, and utilize it in implementing exchange programmes for more effectiveness in imparting productivity improvement awareness. This would be necessary because productivity exchange program was found to be one of the most effective approach in creating productivity awareness. The study also recommended that the government should come up with policies to encourage productivity improvement awareness in all the organizations(specify the particular organizations you have in mind) in the country and the management of Rukuriri Tea Factory should partner with other organization to diffuse the benefits of PIA strategy.

5.5 Suggestions for further studies

After undertaking the study on the influence of productivity improvement awareness at Rukuriri Tea Factory, the following are suggestions emanating thereof for further study: That there is need for replication of the study on effects of Productivity Improvement Awareness on different economic sectors; That another study could also be carried out on the assessment of the effectiveness of Productivity Improvement Awareness in other tea factories where employees have different demographic characteristics from the ones used in this study.-For instance, the focus could be on factories with employees who are advanced in age and have lower levels of education.

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APPENDICES

Appendix I: Letter of Introduction

Date: 30th August 2016

Dear Respondent,

RE: REQUEST FOR PERMISSION TO COLLECTION DATA

I am a postgraduate student at the University of Nairobi pursuing a degree in Master of Arts in Project Planning and Management. I wish to conduct a research titled '*Influence of Productivity Improvement Awareness Strategy on Service Delivery in Rukuriri Tea Factory in Embu, Kenya*'. A questionnaire has been developed to assist in gathering relevant information for this study. I wish to seek your permission to be allowed access to your members of staff who will be selected randomly and issued with a questionnaire. The information collected will specifically seek to answer questions related to the effectiveness of productivity improvement strategy on service delivery. I attach a research permit on the same for your reference.

Your grant of permission to conduct the study in your factory will be highly appreciated. I wish to guarantee you that all information will be treated with utmost confidentiality and high ethical standards will be observed.

Yours Sincerely,

Purity Wachuka Kamau

Appendix II: Research Questionnaire

Kindly answer the following questions as honestly and accurately as possible. The information given will be treated with a lot of confidentiality. Please do not write your name anywhere on this questionnaire. You are encouraged to give your honest opinion.

SECTION A: DEMOGRAPHIC CHARACTERISTICS

1. Kindly state your sex from the following categories
Male Female
2. What is your age?
21-30 years 31-40 years 41-50years Above 50 years
3. What is your highest level of education?
Secondary school Tertiary college University Post Graduate
4. Kindly select your current Position from the following?
Top Management Middle Level Management
Supervisory Level
5. How many years have you been in the current employment?
Less than 1 year 1 to 3 years
4 to 6 years More than 6 years

SECTION B: PRODUCTIVITY TRAINING

6. Does productivity training influence the Service delivery in Rukuriri tea factory in Kenya?

Yes () No ()

If your response is yes, indicate your answer (from the selection of 1 to 5 below) to each of the following statements by ticking in the box.

Strongly Disagree = 1, Disagree = 2, Neutral = 3, Agree = 4, Strongly Agree = 5

Statement	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Productivity training of management in tea factory influences performance.					
Productivity training of Human resource management (inclusive of supervisors) in our tea factory influences service delivery.					
Productivity training of operations personnel (processing, packaging/ shipping & quality control) in our tea factory influences service delivery.					
Productivity training of factory maintenance personnel in our tea factory influences service delivery.					

Does productivity training influence the service delivery in any other way at Rukuriri tea factory, Kenya. Explain.

.....

.....

SECTION C: PRODUCTIVITY AUDIT

7. Does productivity audit influence service delivery in Rukuriri Tea Factory in Kenya?

Yes () No ()

If yes, indicate your answer (from the selection of 1 to 5 below) to each of the following statements by ticking in the box.

Strongly Disagree = 1, Disagree = 2, Neutral = 3, Agree = 4, Strongly Agree = 5

Statement	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Work environment auditing in our Tea Factory influences service delivery.					
Technical processes auditing in our Tea Factory influences service delivery.					
Product quality auditing in our Tea Factory influences service delivery.					
Monitoring and evaluation in our Tea Factory influences service delivery					

Does productivity audit influence the service delivery in any other way at

Rukuriri tea factory, Kenya.

.....

.....

SECTION D:PRODUCTIVITY PARTNERSHIP

8. How does productivity partnership influence the service delivery in Rukuriri Tea Factory in Kenya?

Yes () No ()

If yes, indicate your answer (from the selection of 1 to 5 below) to each of the following statements by ticking in the box.

Strongly Disagree = 1, Disagree = 2, Neutral = 3, Agree = 4, Strongly Agree = 5

Statement	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Partnership with other organizations results to improved services in our tea factory which influences service delivery.					
Partnership with other organizations results to innovativeness in tea processing in our factory which influences service delivery.					
Partnership with other organizations increases value for money in our tea factory which influences service delivery.					
Partnership with other organizations results to better problem solving techniques in our tea factory which influences service delivery.					

Does productivity partnership influence service delivery in any other way at Rukuriri tea factory, Kenya.

.....

SECTION E:PRODUCTIVITY EXCHANGE PROGRAM

9. Does productivity exchange program influence service delivery Rukuriri Tea Factory in Kenya?

Yes() No ()

If yes, indicate your answer (from the selection of 1 to 5 below) to each of the following statements by ticking in the box.

Strongly Disagree = 1, Disagree = 2, Neutral = 3, Agree = 4, Strongly Agree = 5

Statement	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Exchange of technical skills in our tea factory influences service delivery.					
Exchange of managerial skills in our tea factory influences service delivery.					
Exchange of ICT skills in our tea factory influences service delivery.					
Exchange of accounting skills in our tea factory and influences service delivery.					
Exchange of problem solving skills in our tea factory influences service delivery.					

Does productivity exchange programme influence service delivery in any other way at Rukuriri Tea Factory, Kenya.

.....

SECTION F:SERVICE DELIVERY

10. Please rate the service delivery of Rukuriri Tea Factory

Good () Bad ()

If good, indicate your response (from the selection of 1 to 5 below) to each of the following statements by ticking in the box.

Strongly Disagree = 1, Disagree = 2, Neutral = 3, Agree = 4, Strongly Agree = 5

Statement	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Productivity improvement awareness influences the timeliness of tea delivery in your factory.					
Productivity improvement awareness influences the quality of tea produced in your factory.					
Productivity improvement awareness influences the cost of production in your factory.					
Productivity improvement awareness influences the time taken to load and off-load tracks in your factory.					

Does productivity improvement awareness influence any other aspect of service delivery in Rukuriri Tea Factory, Kenya?

Yes() No ()

If Yes, please give an explanation

.....

Appendix III: Interview Guide

Please respond to the following questions:;

1. Does productivity training influence service delivery in Rukuriri Tea Factory?
2. What is the influence of productivity audit on the service delivery in Rukuriri Tea Factory?
3. How does productivity partnership influence service delivery in Rukuriri Tea Factory?
4. Does productivity exchange program influence service delivery in Rukuriri Tea Factory?
5. Are there other factors that influence service delivery in Rukuriri Tea Factory?
6. What is the influence of productivity improvement awareness on service delivery at-in Rukuriri Tea Factory?

Appendix IV: Letter of Authorization



UNIVERSITY OF NAIROBI
COLLEGE OF EDUCATION AND EXTERNAL STUDIES
SCHOOL OF CONTINUING AND DISTANCE EDUCATION
DEPARTMENT OF EXTRA-MURAL STUDIES
NAIROBI EXTRA-MURAL CENTRE

Your Ref:

Main Campus
Gandhi Wing, Ground Floor
P.O. Box 30197
NAIROBI

Our Ref:

Telephone: 318262 Ext. 120

24th October, 2016

REF: UON/CEES/NEMC/24/339

TO WHOM IT MAY CONCERN

RE: PURITY WACHUKA KAMAU - REG NO L50/60953/2010

This is to confirm that the above named is a student at the University of Nairobi, College of Education and External Studies, School of Continuing and Distance Education, Department of Extra- Mural Studies pursuing Master of Arts in Project Planning and Management.

She is proceeding for research entitled "effect of productivity improvement awareness strategy on service delivery" in case of Rukuriri Tea Factory in Runyenjes Division, Embu East County, Kenya "

Any assistance given to her will be appreciated.


CAREN AWILLY
CENTRE ORGANIZER
NAIROBI EXTRA MURAL CENTRE

