

**COMMUNICATION AND PERFORMANCE TARGETS IN A SELECTED
PUBLIC BOOK PUBLISHER IN KENYA**

BY

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DECLARATION

Declaration by the Candidate

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ABSTRACT

Performance contracting is a key tool for providing evidence of the communication effectiveness of strategies put in place to improve the performance of the public service sector. The approach has been used around the world to build efficiencies in the management of the public service, as well as quasi-governmental corporations. The broad objective of this study was therefore to investigate the factors affecting communication and performance targets in a selected public book publisher in Kenya; Kenya Literature Bureau (KLB). The factors investigated included: communication strategy, government policies, quality management systems, production systems, as well as information communication technology. The study adopted the descriptive research design. The target population comprised a total of 286 employees from KLB, Kenya Institute of Education (KIE) and the Performance Contracting Secretariat. The study applied a stratified random sampling technique to select a sample size of 143 respondents. Questionnaires were used to collect data, which was analysed using descriptive and inferential statistics. The study found that the major factors affecting the capacities of public book publishers in trying to meet their performance targets included: use of ineffective communication strategies, poor or unimplemented Government policies, lack of effective quality management systems and poor production systems. The study recommends that the management of public book publishers should embrace sound policies and make efforts to achieve effective communication with the public or customers and stakeholders to increase the level of customer satisfaction; employ effective corporate governance practices and formulate and implement proactive corporate plans. Managements of public book publishers should embrace effective Quality Management Systems to improve the quality rating of books, comply with ISO standards, continually conduct employee training, undertake continual improvement of organisational processes and improve leadership.

DEDICATION

I dedicate this work to loving members of my family for their encouragement and relentless support throughout my studies.

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ABBREVIATIONS AND ACRONYMS

APICS	Advancing Productivity Innovation and Competitive Success
ERP	Enterprises Resource Planning System
EMS	Environmental Management Systems
EDI	Electronic Data Interchange
ISO	International Organisation for Standardization
INFORMS	Institute for Operations Research and Management Sciences
KLB	Kenya Literature Bureau
KIE	Kenya Institute of Education
ICT	Information Communication Technology
JKF	Jomo Kenyatta Foundation
MSOMS	Manufacturing and Service Operations Management Society
MRPS	Manufacturing Resource Planning System
NPM	New Public Management
QMS	Quality Management System
TQM	Total Quality Management
SPSS	Statistical Package for Social Scientists

OPERATIONAL DEFINITION OF TERMS

Government Policies

A policy is a plan that guides actions and decisions geared towards achieving defined outcomes. Cabinet decision communiqués, corporate board papers, as well as parliamentary rules and Standing Orders are all examples of Government policies.

Information Technology

Information technology (IT) is a term that encompasses all forms of technology used to create, store, exchange and use information in its various forms, such as business data, voice conversations, still images, motion pictures, multimedia presentations and other forms, including those not conceived.

Performance Contract

A management tool for measuring performance against negotiated targets. It is an agreement between organisations and the management team that specifies the obligations, intentions and tasks of the two parties. It is signed against Specific Measurable Attainable Realistic and Time-bound (SMART) targets, i.e. specified actions tied to specified results or outcomes.

Public Book Publisher

A company funded and operated by the Government that manages the writing, production, and sale of books, magazines, newspapers, or software.

Communication Strategy

A communication strategy is the selection of appropriate communication objectives and the identification of the specific brand awareness and brand attitude strategy.

Quality Rating

The measurement of total features and characteristics of a product and a service that satisfies a specific customer need.

Production Systems

Book production is carried out using modular machinery and equipment for basic functions like film-shooting, plate-making, printing, cutting and stitching.

CHAPTER ONE

INTRODUCTION

1.1 Overview

This chapter discusses the background of the study by first tracing information on performance contracting as a global strategy employed by governments to assess the performance of its institutions. It further covers the research problem; research objectives; research hypotheses; significance of the study; research limitations; scope of the study and conceptual framework.

1.2 Background of the Study

In today's world of high level business competition, enterprises have embraced communication strategies among other wide-ranging efforts aimed at improving the performance of the business. Communication is a process of transmitting information from one person to another. According to Stephen (2011), communication is a critical factor in directing and mobilising the workforce towards the accomplishment of the organisational goals or objectives. By creating understanding, communication enhances co-operation and promotes effective performance. Williams (2007) states that smart managers understand that effective, straight-forward communication between managers and employees is essential for success. According to McKinney, Barker, Smith & Davis (2004) communication is essential for effective team performance and it is, for any organisation, is like blood flow in the human body.

Therefore, any organisation that understands the importance of communication uses it in their organisational environment. Communication ensures coordination of factors of production, and, most importantly, material and human elements of the organisation as an efficient network of change and advancement.

Worldwide, many organisations have been striving hard to produce and deliver high quality goods and services in order to fulfill customers' demands and achieve a competitive edge in the market. As a measure to ensure this has been achieved, many organisations have set various performance targets and employed various strategies to realise the aimed performance goals. According to Ferkins (2009), many organisations have been employing various communication strategies as a means to facilitate achievement of the organisational performance targets. Communication has therefore become a key factor in determining achievement of performance targets in many organisations, as well as defining the position of the organisation in the global competitive market.

A communication strategy is the selection of appropriate communication objectives and the identification of the specific brand awareness and brand attitude. Communication strategy has to be linked to the roots of the organisation and must be treated seriously (Jain, 2015). All of the employees and people involved in the organisation must commit to the strategy 100%. There is no way that an organisation can function well with the outside world if it does not have a sound plan on how to inform the public of what they do. A communication strategy can take many different looks, ranging from a one-on-one interaction to a worldwide campaign.

Communication strategies are prevalent, since all organisations have some sort of method to portray their core message to the community. Without having a strategy that effectively reaches the predetermined target audiences, there is no way that the organisation will influence as many people. If the organisation is going to spend the time to figure out their key messages, it would be best to develop a strong communication strategy. Furthermore, this would guarantee the time was not wasted and the message will reach the public in the easiest way. Jain (2015) states that when

creating a communication strategy, there are two main elements an organisation should consider: branding and the internet. Branding is an essential part of a communication strategy because it helps relate your organisation to an image or an idea. Once the image or idea is recognisably related to the organisation, someone who sees the brand will think of that organisation. Internet also plays an important role in a communication strategy if the organisation is targeting those born in the computer generation. Some non-profit organisations only target the elderly or those who are in the low- income bracket. In these situations, the use of the web as a communications tool would not be as important.

These are necessary considerations to make when determining which elements to include in a communication strategy.

In the United Kingdom, Mckinney, Barker, Smith& Davis (2004) observed that communication is essential to effective organisational performance. Therefore, any organisation that embraces the importance of communication employs effective communication strategies that facilitate realisation of increased organisational target achievement. According to Robins (2006), a communication process is initialed through the following means; the sender-encoding the message, the channel, the receiver decoding the message, noise and feedback. It is estimated that managers spend over 80% of their day communicating with others. Since most of the basic management process, i.e. planning, organising, controlling, directing and leading, cannot be performed without effective communication.

In Japan, Keith (2014) noted that the performance of many organisations have continued improving as a result of application of effective communication strategies, especially in manufacturing and service delivery sectors. According to Jain (2015),

many organisations in Africa fail to achieve the aimed performance targets as result of lack of effective communication strategies. Hoye & Doherty (2011) noted that in many Southern Africa firms, lack of effective communication strategies made it difficult for many employees to comply with organisational quality management policies and systems and this affected production processes and organisational performance.

Husain (2013) found that in Kenya, many public organisations do not achieve the aimed performance targets and this has been as result of poor communication within the organisations. Most employees in these organisations were found not to be aware of the ways to comply with government policies, quality management systems, production systems and how to embrace ICT in the execution of the organisation's functions. According to Kibe (2014), a lack of effective communication strategies in many Kenyan public organisations leads to poor application of government policies, affects consistency in the application of organisational quality management systems and production systems and lowers the level of ICT application in the execution of the organisational tasks, hence leading to poor organisational performance.

The performance of governments around the world is constantly in the spotlight, whether as a celebration or indictment of their activities. States therefore endeavour to provide evidence that strategies put in place to improve the provision of service to the public are effective (Huang, 2006). Performance contracting is a key instrument used to provide this evidence. A large number of countries have applied this strategy to build efficiencies in public service management. Through this approach, many governments have succeeded in creating an ethos of public service founded on planned outputs without laying undue emphasis on inputs, processes or activities (Geus, 2005).

In Kenya, the introduction of performance contracting as part of the policy framework for national economic growth was informed by the need to create a top performing public service that would make it possible to tap the country's competitive advantage that comes with a wide range of national resources (Nelly, 2006). This growth paradigm has been applied at the national and local government levels, with focus being placed on ministries, key departments, parastatals, institutions of higher learning and local authorities. The decision to introduce performance contracting was conveyed through a policy document labeled Economic Recovery Strategy for Wealth and Employment Creation (Nelly, 2006).

The process began in October 2004 when 16 State corporations signed and implemented performance contracts on a pilot basis. Performance contracting for all public institutions started with negotiations between ministries and departments, State corporations and local authorities in May/June 2006 (Barlon, 2006).

Even though the types of performance contracts applied in the public sector may vary from country to another and from corporation to another, the structures are typically planned to cut operating costs, improve efficiencies and entrench the culture of accountability. These commitments define performance targets, service level goals, and management systems anchored onto budgets (Keller, 2005).

Performance contracts articulate functional targets to be achieved within a specific time frame, usually a year in Kenya. Guided by this overarching structure, individual agencies then set internal targets tailored to contribute to the mainstream corporate goals that are aligned to their budgets. Under the terms of the contracts, the government requires public institutions to prepare and submit quarterly performance reports to their managements or boards, and annual performance reports to the

Performance Contracting Secretariat. The annual performance reports then form the basis for the evaluation and ranking of these institutions. It is on this background that the study is founded (Muli, 2012).

The introduction of performance contracting was meant to grow the market share of key Government institutions, especially those involved in production or manufacturing. The aim was to turn these organisations into competitive entities in product quality and customer service delivery. Performance contracting also focused on enhancing achievement of institutional development by building competencies and establishing effective systems of human resource management. Successful application of the performance contracting strategy help in streamlining public service management and enhancing efficiency in delivery of public services (Richard, 2007).

The Government of Kenya owns two book publishing corporations, namely; Jomo Kenyatta Foundation (JKF) and Kenya Literature Bureau (KLB). Their business mandates were issued upon their incorporation in 1966 and 1980 respectively. The two are predominantly schoolbook publishers, although they have ventured into general readership publications in recent times, largely owing to liberalisation of the publishing sector. The freeing of the market has significantly reshaped the book market landscape in Kenya, with many more publishing houses, owned by companies or individuals, being set up to compete for a share of the book market, particularly in public schools, where the two State-owned publishers have had a monopoly since they were founded.

1.3 Statement of the Problem

In an effort to improve public service delivery, the government of Kenya introduced performance contracting reforms in public sector organisations. This was motivated by four main objectives: Firstly, it was meant to grow the market share of key Government agencies, especially those involved in production or manufacturing. Secondly, these agencies were projected to become competitive in product quality and customer service delivery. The third reason was to achieve institutional development by focusing on building competencies and establishing effective systems of human resource management. The last motivation was to achieve sustainable return on shareholder investment (Muli, 2012).

Overall, the government was convinced that sustained application of the performance contracting strategy would streamline the management of the public service and enhance efficiency. Although the Government has consistently reported that this strategy has resulted in improved service delivery and accountability, there are inherent challenges hampering the successful realisation or achievement of the aimed performance targets in public book publishing firms in Kenya (Nelson, 2007).

According to Miller (2007), the two State-owned book publishers in Kenya have failed to achieve the aimed performance targets for the last five years. Managements of these corporations have usually reacted to the Government's statements in praise of the strategy by expressing their concerns at lack of adequate support on policy matters from the Ministry of Education and the Government at large (Richard, 2007).

Achievement of performance targets is determined by various organisational strategies and this study looked at communication strategies in relation to others namely; government policies, quality management systems, production systems, as

well as information communication technology. According to Fryxell (2011), a corporate communication strategy sets a minimum standard for communicating with key stakeholders and outlines strategies to assist with the implementation of the aimed performance goals. The corporate communication strategies employed by State-owned book publishers determine how government policies are implemented, how employees are aware of the organisational quality management systems, production system and the level of information communication technology application. Ineffective corporate communication strategies lead to difficulties in the management of performance target challenges (Mulwa, 2009).

In Kenya, previous studies on communication and performance targets have focused on different conceptual aspects and contexts in the field of communication studies. Most of the studies were undertaken in private organisations and other corporations that do not share similar characteristics with public book publishing firms. Therefore, it is against this background that this study was undertaken to fill the missing knowledge gap in literature by investigating factors affecting communication and performance targets in a selected public book publisher, with a specific focus on the Kenya Literature Bureau.

1.4 Research Objectives

1.4.1 Broad Objective

To investigate factors affecting communication and performance targets in a selected public book publisher in Kenya: A case of the Kenya Literature Bureau.

1.4.2 Specific Objectives

- a) To assess the extent to which communication strategy affects performance targets at the Kenya Literature Bureau.
- b) To find out whether Government policies affect communication and performance targets at the Kenya Literature Bureau.
- c) To establish the extent to which the Quality Management System affects communication and performance targets at the Kenya Literature Bureau.
- d) To determine whether the production system affects communication and performance targets at the Kenya Literature Bureau.
- e) To evaluate how information communication technology affects communication and performance targets at the Kenya Literature Bureau.

1.5 Justification of the Study

The success of performance contracting is affected by the organisation's corporate communication. Balfour (2010) says that a solid corporate communications strategy helps organisations to effectively communicate with internal and external stakeholders, including employees, vendors, customers and the public. When done effectively, it streamlines communications among business functions, helping management, human resources and marketing maintain a unified voice and consistent messages. Developing a solid corporate communications strategy helps a business thrive by preventing the costly mistakes that inevitably result from miscommunication.

Although the Government has consistently reported that the performance contracting strategy has resulted in improved service delivery and accountability, there are inherent challenges hampering the successful realisation of the set objectives. Besides,

there is no specific study that has addressed the factors affecting communication and performance targets in a selected public book publisher in Kenya. Performance contracting challenges have had an adverse impact on State corporations in the book publishing industry as they have consistently failed to achieve their performance targets. This reality forms the basis for this study, which focused on the Kenya Literature Bureau.

1.6 Significance of the Study

The outcome of this study carries multiple benefits for the mainstream public service and Government institutions. However, six among these gains stand out as explained below:

The KLB board and management will gain insights on the factors affecting communication and performance targets in the corporation. This will help the KLB leadership to implement effective measures that will help in the realisation of the organisation's performance targets through effective corporate communication.

The Ministry of Education will understand the nature of challenges affecting performance of State-owned book publishing corporations. This will form the basis for corrective measures in order to fully and consistently support the publishers to improve performance. Besides, the performance contracting lead team will become aware of KLB's limitations, which they can take into account during monitoring, evaluation and appraisal process.

The findings will help the Government to adopt effective strategies that support and encourage book publishing firms and other public organisations to achieve their performance targets. This will promote the growth of publishing firms and hence guarantee the distribution of quality books to schools.

This study will expose weaknesses in Government policies that prevent book publishing firms from meeting performance targets. The outcome will encourage policy makers to revise existing policies and enact new plans that create an enabling environment for book publishing firms to achieve their performance targets.

Business enterprises will borrow from the findings in order to employ measures that would enable them to achieve their performance targets. At the same time, prospective investors in the book publishing industry will become aware of the difficulties they are likely to contend with.

The findings are expected to be of great significance to other scholars who will use them as reference material to equip learners with knowledge and skills on performance contracting. The thesis will be effective in guiding further research on other factors that affect performance contracting in different settings.

1.7 Scope of the Study

The study investigates the factors affecting communication and performance targets at the Kenya Literature Bureau. The factors covered are: communication strategy and information communication technology, Government policies, Quality Management Systems and production systems.

Geographically, the study covered the KLB headquarters situated in South C, Nairobi; the Kenya Institute of Education (KIE, now known as Kenya Institute of Curriculum Development), and the Performance Contract Secretariat. The study population involved staff working in these three organisations. The study was undertaken within six months in 2011.

1.8 Limitations of the Study

The sensitive nature of information sought influenced some of the respondents to become reluctant to answer some of the research questions. Some of the respondents thought that the study findings were to be used to expose their weaknesses in their respective jobs or would place their employers at the risk of unwanted and potentially damaging publicity, audits or investigations by authorities. To counter this challenge and achieve an optimum response level, the researcher candidly explained to the respondents the nature and objectives of the study, and also reassured them of a high level of confidentiality to protect their views and interests.

1.9 Conceptual Framework

A conceptual framework is a set of broad ideas and principles taken from relevant fields of enquiry and used to structure a subsequent presentation (Biklen, 2003). A conceptual framework was used to show the relationship between the independent variables and the dependent variable. The independent variables include: Government policies, quality management systems, production systems, communication strategy and information communication technology, while the dependent variable is performance targets. The constructs and relationships between research variables are shown in Figure 2.1 below.

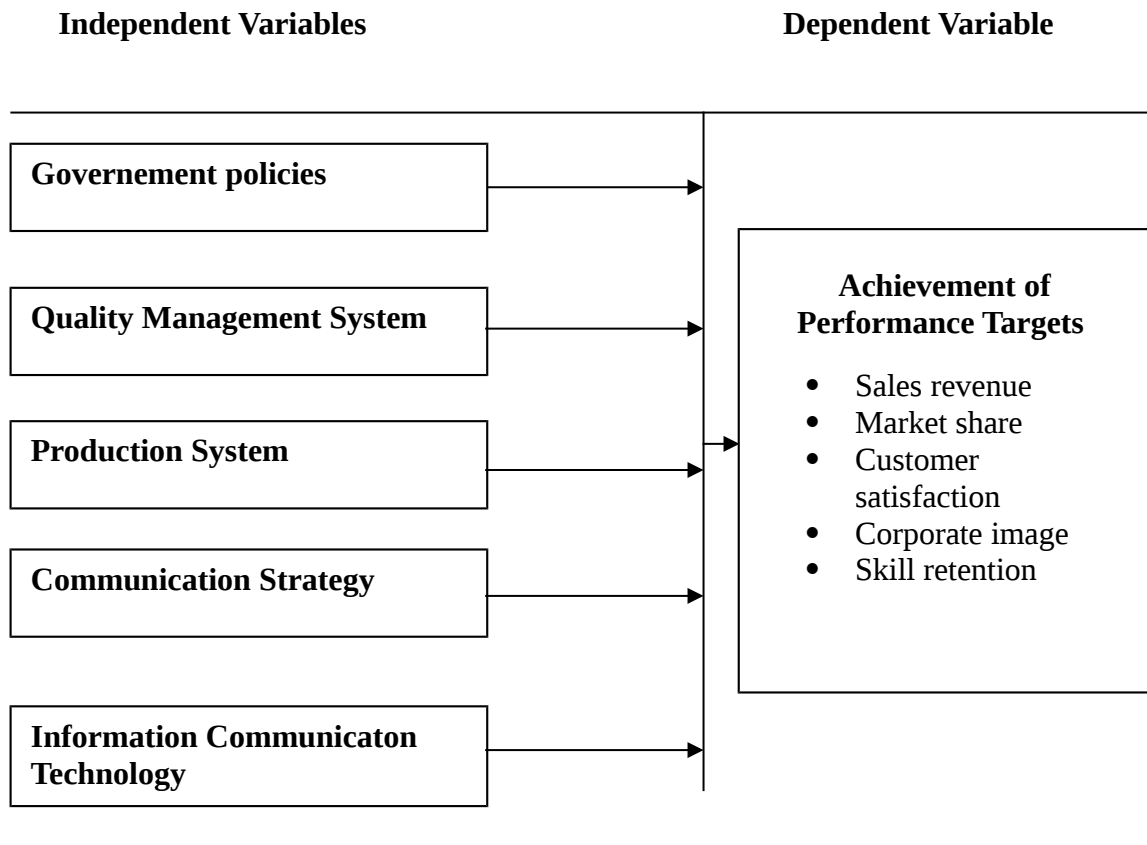


Figure 1.1 Conceptual Framework

1.9.1 Government Policies

A policy is a plan that guides actions and decisions geared towards achieving defines outcomes. The term may apply to government entities, private organisations and individuals. Cabinet decision communiqués, corporate board papers, as well as parliamentary rules and Standing Orders are all examples of policy (Milliken, 2009). Policy differs from rules or the law. The law can be said to be absolute or above question, but a policy merely guides actions towards achievement of a desired outcome. An example of policy application within the scope of this study is where the Government, through the Ministry of Education, fails to implement policies that support the business of State-owned book publishers, hence limiting their capacity to meet their performance obligations. Factors to be examined under this variable are; Stakeholders' support, top management support, corporate governance practices, and

corporate policies (Milliken, 2009).

1.9.2 Quality Management System

Quality rating is the measurement of the total features and characteristics of a product so as to satisfy a specific customer need. Product quality is assessed through a complex industrial process that may start with a market survey to sample customer needs and wants. The next phase in this process is usually research and development, where the manufacturer determines the availability and efficacy of all the inputs required to make the product. The product is then sampled or tested before being released to the market (Barnerjee, 2011).

This process is employed in the book production process. Quality control starts with the assessment of manuscripts presented by authors to ensure they meet the basic requirements, mainly relevance and scope. As far as State-owned book publishers are concerned, and where schoolbooks are involved, this assessment is based on guidelines issued by the Kenya Institute of Education (KIE), which develops the national education curriculum (Chang, 2010). While monitoring the quality of books, KIE usually issues salient requirements in the form of a guide publication called the Orange Book. In this publication, publishers wishing to submit their finished products for inclusion in the curriculum are given guidelines on content, paper quality, layout, language, colour scheme, illustrations and timelines – all depending on the targeted level of pupils or students. Before the books are offered for sale to schools, KIE conducts vetting sessions for submitted books, and then makes endorsements. If gaps or noncompliance is allowed in this process, the upshot is that a publisher's product might be locked out of the market without justification (Mulwa, 2009).

The feeling of State-owned book publishers is that the vetting process is not above

reproach, and they have increasingly ended up being denied the opportunity to offer quality products to the market, while sub-standard teaching materials find their way into schools. Factors to be assessed in relation to this variable are; Quality rating of books, compliance with the ISO standards, level of customer satisfaction, employee training, continual improvement of organisational processes, and top leadership (Mulwa,2009)

1.9.3 Production System

Book production is carried out using modular machinery and equipment for basic functions like film-shooting, plate-making, printing, cutting and stitching. The Kenya Literature Bureau uses old machinery that keeps on breaking down and being repaired at a huge cost. Routine maintenance is also costly due to the high price of rare spare parts. Apart from the cost involved to keep the production plant sound and running, unpredictable breakdowns disrupt the production process, hence delaying the release of finished products to the market. Operating in these difficult circumstances makes it challenging for the company to meet its production targets. Factors to be reviewed under this variable are; Physical resources, allocation of financial resources, allocation of human resources, effectiveness of manufacturing processes, and knowledge management (Chang, 2010).

1.9.4 Communication Strategy and Information Communication Technology (ICT)

A communication strategy is the selection of appropriate communication objectives and the identification of the specific brand awareness and brand attitude. Communication strategy has to be linked to the roots of the organisation and must be treated seriously (Jain, 2015). All of the employees and people involved in the

organisation must commit to the strategy 100%. There is no way that an organisation can function well with the outside world if it does not have a sound plan on how to inform the public of what they do. A communication strategy can take many different looks, ranging from a one-on-one interaction to a worldwide campaign.

Information Communication Technology can be defined as the use of Information in order to meet human need or purpose with reference to the use of contemporary devices such as the internet, etc. ICTs are also defined as a “diverse set of technological tools and resources used to communicate, and to create, disseminate, store and manage information. These technologies include computers, the internet, broadcasting technologies (radio and television) and telephones (Milliken, 2009). Acquisition and use of modern IT hardware and software contributes to high level of effectiveness in the execution of any organisation’s functions. With the fast-moving rate of IT innovation, businesses, organisations and institutions have no choice but to not only keep upgrading their IT infrastructure, but also acquire the most updated hardware and software for their businesses to thrive.

Today most business is transacted either online or using IT execution modules. For example, the book, as we traditionally know it as the source of knowledge and information, is at the risk of being edged out by the Internet. Readers are now able to access e-book formats online or in Compact Disks (CD). Apart from trying to acquire the latest technology for use in book production, State-owned publishers are now being faced with the challenge of offering their products for sale online without compromising on quality, market segmentation and copyright controls. Factors looked at under this variable are; Level of automation, training on ICT, operations management, social influence, and ICT infrastructure (Muli, 2012).

CHAPTER TWO

LITERATURE REVIEW

2.1 Overview

This chapter discusses literature reviewed in the course of the study, details of the research and how the findings relate to the problem at hand. The researcher relied on earlier works in the form of published journals, reports, working papers and books. This provided an insight into major works produced in the past in relation to the factors affecting communication and performance targets. The chapter further covers research gaps.

2.2 Communication

Haiemann (2011) noted that communication is viewed by as the imparting of ideas and making oneself understood by others. It is also the process by which information is passed between individuals and/or organisations by means of previously agreed symbols. Communication is the process by which one party (a sender) transmits information (i.e. message). According to Banihashemi (2011), communication is a process of transmitting information from one person to another. According to Stephen (2011), communication is a critical factor in directing and mobilising the workforce towards the accomplishment of the organisational goals or objectives.

A study by Williams (2007) noted that the level at which employees become conversant with organisational quality management systems and how employees participate in the production and delivery of quality goods and services is all determined by the effectiveness of the organisation's communication strategy. Williams (2007) also noted that a communication strategy that allows straight-forward

communication between managers and employees is essential for achievement of organisational performance targets.

Findings from a study by Victor (2011) show that an effective communication strategy ensures effective transaction of ideas, directory command or guide into oral or written words, or actions on the path of the communicator in such a way that the receiver gets the same message and reacts in a manner envisaged by the communicator. Ronald (2009) found out that in many organisations in Canada, effective communication strategies enable investors to select market segments for various products and to employ the market mix paradigm of the four “Ps”, namely; Price, Product, Place and Promotion in order to achieve sales targets. From this perspective, the scope of communication in the context of marketing is quite broad.

In his study of Chinese corporations, Chen (2008) found out that implementation of effective communication strategies helps employees in many public organisations to effectively participate in the execution of the organisational functions in accordance with the organisation’s quality management policy. Chen (2008) notes that employees are made aware of the changes in the organisational quality management systems and production systems due to the application of effective communication strategies.

A study by Husain (2013) notes that communication strategies during change in organisations are essential for facilitating improvement of the organisation’s performance. He further observes that effective communication strategies help organisations’ managements to inform employees on various changes in the organisation and employees performance expectations. Kibe (2014) investigated the effects of communication strategies on organisational performance in Kenya’s public organisations. The findings of the research concluded that for any organisational

performance to be effective, an open communication environment should be encouraged. Once members of the organisation feel free to share feedback, ideas and even criticism at every level, it increases performance.

Bery, Otieno, Waiganjo & Njeru (2015) explored the effect of employee communication on organisational performance in Kenya's horticultural sector. The study found that communication facilitates exchange of information and opinion within the organisation, that communication helps in improving operational efficiency thus improving organisational performance. It concluded that communication is a major determinant of organisational performance. The study recommended that organisations should develop effective communication strategies to facilitate passing of information both within and outside the organisation, thus improving performance.

2.3 Performance Contracting

Performance contracting is an instrument used by governments to spur reform and growth in the public service and State-owned enterprises. It is applicable across all business-oriented organisations. Performance contracts specify levels of service delivery and also enumerate quantifiable objectives that the Government requires public officials or the management of public agencies; or ministries to meet over a period agreed by both parties (Hope, 2002). Organisational performance can be measured in many different ways depending on the industry of interest. Performance outcomes may include, but are not limited to; profits, retention of employees, and branding and recognition of company. The healthcare industry, like many other businesses, recognizes the need for effective communication to prevent errors and reduce costs. Building effective communication networks helps raise standards, share best practices, and develop cohesive teams (Quirke, 2005).

As part of performance measurement in public institutions, the purpose of performance contracting is to clarify the objectives of the organisations and their relationship with Government, and to facilitate performance evaluation based on results instead of conformity with bureaucratic rules and regulations. The setting of specific performance targets in a format that can be monitored is intended to provide a basis for evaluating performance and improving accountability in the public sector (Dergie & Dawson, 2002).

Performance management is expected to increase accountability because clear and explicit managerial targets, combined with managerial autonomy and incentives to perform, make it easier to establish the basis for managerial accountability and to achieve outputs (Hills and Gillespie, 1996; Lane, 1995). Further, according to Therkildsen (2001), this in turn increases political accountability by making it easier for managers to match targets with political priorities. Politicians can, in turn, hold managers accountable for their performance, and also performance targets can make service provision more transparent and accountable to customers.

According to this line of reasoning, increased transparency and explicit performance targets are further steps toward better democratic control and accountability of the bureaucracy. It is a means of getting results from individuals, teams and the organisations at large; and allows for the development of indicators against which performance can be measured. Performance-based management requires that managers develop a reasonable level of agreement on programme goals and strategies for achieving these goals. Managers should develop performance measurement systems to document performance and support decision-making.

Miller (2005) affirms that performance contracts in developed countries have longer terms unlike in developed nations, such as America and Britain, where performance contracting is typically on a short-term basis.

The outcome of performance evaluation is used for managing organisations and programmes and also for providing feedback to key stakeholders on performance progress. The key components of performance-based management are; Developing a reasonable level of agreement on mission, goals and strategies for achieving the goals; implementing performance measurement systems of sufficient quality to document performance and support decision-making; and using performance information as a basis for decision-making at various organisational levels (Mayston, 1995).

Barnerjee (2011) argues that performance contracting enhances accountability in five ways as follows; Firstly; it clarifies the organisation's objectives and priorities. In so doing, it is hoped that the public can make more informed choices and management can be given a more coherent sense of purpose. Secondly, it acts as a managerial incentive scheme, especially if implemented in the form of management-related pay. Thirdly, it acts as a device for measuring progress towards targets, for measuring efficiency and for evaluating the impact of policies, thereby monitoring management's stewardship of resources. Fourthly, it serves as management information system, enabling management to respond sensitively to problems and opportunities in the form of quality improvements or cost reductions. Lastly, it defines performance standards for work undertaken by private contractors.

Despite such a "seemingly clear-cut" argument for the increased use of performance contracts in the public sector, detractors of the concept have advanced negative arguments. For instance, it has been suggested that the fundamental criterion by which

performance contracts should be judged is whether their benefits outweigh the costs; and whether benefits of the initiatives derive principally from increased efficiency of the process under which public sector services are delivered (Fryxell, 2011). Yet there are rarely absolute yardsticks with which to measure the performance of public sector organisations. Targets set by the Government can only usually be determined with regard to existing performance (Smith, 1990). As a result, the success of performance indicator packages relies heavily on comparative data. Typically, this may involve comparisons from one year to another; or from one jurisdiction to another (possibly private and public sector or international comparisons between countries).

The term “New Public Management” (NPM) is used internationally in academic, governmental and organisational discussions. It can be defined in three ways: Firstly, as a movement; a set of beliefs or ideology from which actions follow in anticipation of particular consequences. It emerged in the 1980s among politicians and their advisers in countries where governments, at national, regional or local levels, had strong traditions of directly organising, providing and managing publicly-funded public services. Secondly, the term is also defined as a subject for study and commentary by academics.

Thirdly, it is said to be a set of practices that can be observed in recent public sector reform (Dawson and Dargie, 2002).

Since the 1980s, developed and developing countries have been embarking on public sector management reforms under the structure of NPM. The role and institutional character of the State has been questioned, and the public sector has been under pressure to adopt private sector orientations. More recently, the World Bank and other donors in Africa have been concerned with finding alternative ways of organising and

managing the public service and redefining the role of the State to give more prominence to markets and competition, and to the private and voluntary sectors. The alternative vision, based on issues of efficiency, representation, participation and accountability, has sought to create a market-friendly, liberalised, lean, decentralised, customer-oriented, managerial and democratic State (Economic Commission for Africa, 2003).

The core of the ideology, which can be discerned as influential in the development of public sector reform programmes in the 1980s and 1990s, is that public service provision was inefficient and often ineffective; that it led neither to cost containment nor to quality improvement; that it opened the way to undue influence for employees (whether they were protected by virtue of their membership of professional associations or of mass trade unions); and that, if unchecked, it would see unacceptable growth in tax bills, an increasingly dissatisfied electorate and declining standards of public service. On the basis of these beliefs, a trio of goals – cost containment, public support and performance improvement – emerged as central drivers for reform (Dawson and Dargie, 2002).

Indeed, the adoption of various variants of the NPM in Africa was anchored on the premise that the public service (ministries, parastatals and ministerial departments) has always been the tool available to African governments for the implementation of developmental goals and objectives. It is seen as a pivot for growth of African economies. It is responsible for the creation of an appropriate and conducive environment in which all sectors of the economy can perform optimally, and it is this catalytic role of the public service that propelled governments all over the world to search continuously for better ways to deliver their services (Müller, 2007).

The key components of NPM may be put into two broad strands: Those that emphasise managerial improvement and organisational restructuring, and those that emphasise markets and competition. The basic foundation of the NPM movement is the drive for efficiency and the use of the economic market as a model for political and administrative relationships. In addition, these generated public sector reform themes are based on ideas of market, competition, contracting, transparency and emphasis on incentive structures as a way of giving more “choice” and “voice” to service users and promoting efficiency in public service delivery (Müller, 2007).

2.4 Government Policies

Policy or policy study may also refer to the process of making important organisational decisions, including the identification of different alternatives, such as programmes or expenditure priorities; and choosing among them on the basis of the impact they will have (Pierre, 2008). A study by Husain (2013) argued that policies can be understood as political, management, financial, and administrative mechanisms arranged to reach explicit goals, clear understanding and implementation of government policies in many public organisations requires an effective communication strategy.

Müller (2007) study noted that definitions of policy and research applied in the area of policy are frequently given from the perspective of guidelines created by national governments, or public policy. Several definitions and key characteristics of policy have been identified within the framework of governance. While many of these are broadly applicable to other organisations, such as private companies or non-profit organisations, the government-focused origin of this work should be kept in mind (Müller, 2007).

According to Jenkins (2008), a policy is a set of interrelated decisions taken by a political actor or group of actors concerning the selection of goals and the means of achieving them within a specified situation where those decisions should, in principle, be within the power of those actors to achieve. Birkland (2001) argued that there is a lack of consensus on the definition of policy. The goals of policy may vary widely according to the organisation and the context in which they are made.

Charles (2005) noted that supportive Government policies offer State-owned enterprises tax incentives that assist in minimisation of production costs, hence contributing to the realisation of a higher return on investment. This makes it easy for such organisations to achieve their performance targets. In Britain, Benjamin (2008) found that implementation of performance contracts without enactment of supportive policies encourages the existence of an unfavourable business environment that prevents State enterprises from achieving performance targets. The same scenario is applicable in Kenya.

Corporate purchase policies provide an example of how organisations attempt to avoid negative effects. Many large companies have policies that all purchases above a certain value must be performed through a purchase process. By requiring this standard purchasing process through policy, the organisation can limit wastage and standardise the way purchasing is done. Policies are typically promulgated through official written documents. Such documents have standard formats that are particular to the organisation issuing the policy (Blakemore, 2008). While such formats differ in terms of their form, policy documents usually contain certain standard components, including a purpose statement outlining why the organisation is issuing the policy, and what its desired effect is, applicability and scope statement describing who the policy affects and which actions are impacted by the policy (Blakemore, 2008).

A study by Kenneth (2008) revealed that in Kenya many employees working in public organisations are not well informed of the government policies that guide the public organisations operations. Kenneth (2008) noted that a lack of employee clear understanding of government policies is partly contributed by absence of effective communication strategy, which influences poor execution of organisational functions, leading to declined organisational performance.

2.5 Quality Management System

According to Barnes (2006), quality of service is determined by the quality rating system employed by an organisation. An effective communication strategy ensures that all the activities necessary to design, develop and implement a product or service are properly communicated to the organisation employees before commencement of their job task functions and this helps to improve organisation performance.

Robert (2006) noted that ISO Quality Management Systems places emphasis on customer satisfaction and uses the process approach as a means to continual improvement of the system through improved efficiency, improved management, improved staff motivation and better customer service. A study by Williams (2006) found out that through ISO 9001:2000, many US organisation seeks to demonstrate its ability to consistently provide products that meet customer needs and complies with regulatory requirements. The organisation also expresses its commitment to enhance customer satisfaction through effective application of the quality assurance system, including processes for continual improvement.

Quality Management System (QMS) can be defined as a set of policies, processes and procedures required for planning and execution in the core business of an organisation. QMS integrates the various internal processes within the organisation

and provides a process approach for project execution. It enables organisations to identify measure, control and improve the various core business processes that ultimately lead to improved business performance (Barnes, 2006).

A study by Edward (2006) noted that the ISO 9001:2000, as an example of Quality Management System, specifies requirements for quality management where an organisation seeks to demonstrate its ability to consistently provide products that meet customer needs and applicable regulatory requirements. The organisation also expresses its aim to enhance customer satisfaction through effective application of the system, including processes for continual improvement and the assurance of conformity to customer and applicable regulatory requirements.

A study by Katz (2008) found that in many organisations in Japan, quality management system approaches places emphasis on customer satisfaction and uses the process approach as a means to continual quality improvement through improved efficiency, improved management, improved staff motivation, better customer service; leading to increased customer demand, reduced wastage, and therefore, reduced costs. ISO QMS certification is, therefore, recognised worldwide as an effective tool for facilitating regional and international trade because products from a certified organisation have higher perceived quality in the market and give the firm competitive advantage.

A study by Barnes (2006) noted that in Kenya, the Kenya Bureau of Standards (KEBS) certifies firms to ISO 9001: 2000 QMS as a means of adding value to products and services. ISO 14000: Environmental Management System (EMS) amplifies the need to preserve the environment and thus KEBS demands that whatever foods are offered for sale should be produced in an environment-friendly

manner. This certification is a means by which companies worldwide can ensure that their production does not have negative impact on the environment. This certification is a means of value addition to food products, as it ensures sustainability of the environment from which the food is derived (Edward, 2006).

Richard (2007) noted that the level of compliance with the quality management systems in public organisations is dependent with the employed communication strategy since lack of effective communication strategy lowers the level of understanding and awareness on the expected quality standards amongst the employees and this leads to declined organisation performance.

2.6 Production System

A number of professional organisations have been formed to promote production and operations management profession. The Institute for Operations Research and Management Sciences (INFORMS) has a sub-division called Manufacturing and Service Operations Management Society (MSOMS). This division has the following objective; Promote the enhancement and dissemination of knowledge and the efficiency of industrial practice related to the operations function in manufacturing and service enterprises. Another organisation, Production and Operations Management Society (POMS), is an international professional entity representing the interests of professionals from around the world (Lane, 2007).

Dubois (2002) argues that the purpose of scheduling is to minimise production time and costs by defining what to make, when, with which staff, and on which equipment. Production scheduling aims to maximise the efficiency of an operation and reduce costs. This indicates that scheduling is an important tool for production and plays a great role towards facilitating achievement of production targets.

Lambert (2004) defines operations management as the field of study that focuses on effective planning, scheduling, use and control of a manufacturing or service organisation through the study of concepts from design engineering, industrial engineering, management information systems, quality management, production management, inventory management, accounting, and other functions as they affect the organisation.

Manufacturing Resource Planning (MRP II) is defined by APICS as a method for the effective planning of all resources in a manufacturing company. Ideally, it addresses operational planning in units, financial planning in dollars, and has a simulation capability to answer "what if" questions and extension of a closed-loop. This is not exclusively a software function, but a marriage of people skills, dedication to database accuracy, and computer resources. It is a total company management concept for using human resources more productively (Lambert, 2004).

According to Armstrong (2006), management business rules for strategic planning can be set, and enforced by MRP II. Sales and marketing can incorporate goals that fit material and capacity constraints. Relationships can be developed with vendors to improve purchasing just in time. Inventory shortages can be seen before they happen, with communications to customers to get approval of substitutions that does the same thing, on schedule.

Accounting and finance departments get accurate costs, and predict cash flow. The engineering department must audit and feed in accurate data on production methods in detail, such as bill of materials, rates and lead times. Quality Control gets audit trails to track the reason behind rejection of some work by inspectors and identify who was responsible for the unacceptable piece of work (Armstrong, 2006).

Chang (2008) contends that scheduling is an important tool for manufacturing and engineering, where it can have a major impact on the productivity of a process. In manufacturing, the purpose of scheduling is to minimise the production time and costs, by telling a production facility what to make, when, with which staff and equipment. Production scheduling aims to maximise the efficiency of the operation and reduce costs. Chang (2008) argued that that application of MRP II and Enterprise Resource Planning system (ERP) helps to improve the effectiveness of the production process.

Companies use backward and forward scheduling to allocate plant and machinery resources, plan human resources, plan production processes and purchase materials. Forward scheduling is planning the tasks from the date resources become available to determine the shipping date or the due date. Backward scheduling is planning the tasks

2.7 Communication Strategy

According to Chen (2008), communication covers all activities that an individual carries out in an effort to make a transformation in someone else's mind. This is a meaning bridge between an individual or individuals and organisations. Communication is a process that contains expressing, listening and understanding. Similarly, emphasising social aspect of communication — communication that takes part on the base of social life and forms the content of organisational structure is a process that aims at conducting good relationships between groups and organisations (Dogan, 2005).

Christensen (2007) defined organisational communication as the degree to which information about the job is transmitted by an organisation to its members and among

members of the organisation. Ayatse (2005) observed that in many Canadian firms, communication is needed to establish and disseminate the goals of the enterprise, since the competencies and skills they possess enable them to exhibit work behaviours appropriate and relevant to the performance of the job. He further argues that employees are likely to be more productive if their performance is rewarded, assuming that the reward received has value to them, as argued by the expectancy theory.

Chong (2007) argued that communication is vital in organisations such that it has a key role in the failure or accomplishment of any organisation. It is used for the purpose of resolving the contradictions in work organisations in order that such organisations may progress. People must come together, think together, work together, learn together and advance together. Human interaction allows man to forge new horizons and explore new possibilities. Thus, by meeting people, they can communicate in the language of themselves. The variety of communication aids/techniques used in an organisation depends on the nature of the organisation, its kind and range of personnel that best suits the management and also the location of the workplace (Orpen, 2007).

While undertaking a study on communication strategies in UK firms, Weick (2009) noted that communication strategies are the blueprints for the way information is exchanged in organisations and plays a critical role in the determination of the state of the organisation's performance. A study by Christensen (2007) found that communication strategies can be verbal, non-verbal, or visual. Integrating all the strategies will allow one to achieve the most success. This allows a business to meet employee needs and increase workplace knowledge. Verbal communication strategies can be broken down into the two categories of written and oral communication.

Written strategies consist of avenues such as memos, e-mail, text, and chat. Examples that fall into the oral category are phone calls, video chats, and face-to-face conversation.

A study by Dolphin (2007) explained that non-verbal communication strategies consist of mostly visual cues, such as body language, facial expressions, physical distance between communicators, or the tone of voice. These cues are typically not intended. However, it is important to realise the message one is sending. Otherwise, you may be saying one thing, yet the receiver is hearing another. Visual communication strategies can be seen through signs, webpages, and illustrations. These strategies are used in the workplace to draw attention and provide documentation. The human resources department is required to post certain visuals throughout the workplace to comply with safety laws and this calls for organisation to embrace effective visual communication strategies.

A study by Yeomans (2008) established that organisational communication strategy affects performance, mainly because it signals that the organisations care about the well-being of, and values the contributions of its employees. This study also adopted the use of the perceived organisational support in terms of communication as indicators of the effect of communication on organisational performance. Hen (2008) asserts that effective communication strategy helps to inform employees at all levels on what is expected of them in order to contribute towards the achievement of the organisation's performance targets.

Cragan & Shields (2008) found that in many high performing Australian firms, effective communication has critical influence within and among work units in an organisation, since organisational communication is the key medium of information

dissemination, policies, as well as resources. Organisational communication is the communication that occurs among people within the organisation. This form of communication also involves actions like sending and receiving messages through several levels of management, utilising different communication techniques, and discussing several subjects that interests the group employees may belong to or to the organisation they work for.

A study by Lee (2008) notes that effective communication strategies help many firms in South Africa in undertaking market planning, creating an understanding of customer needs and supports customer orientation on various organisation's products and services. White (2010), on the other hand, note that communication and marketing strategies play an in important role for an organisation to understand the competitor-orientation and the organisation's inter-functional coordination, hence playing a major role in the implementation of various communication and public realisation strategies that help in the acquisition of a big market share in the target market, as well as the achievement of increased organisational performance.

Fryxell (2011) studied communication strategies in German firms and notes that the use of ineffective communication strategies erodes the organisation's ability to harness and retain the desired market share in the target market and this affects organisational profitability and overall performance. Effective communication as an instrument of administration is a crucial process through which individual activities are coordinated towards achievement of the overall organisational performance objectives.

Weimann, Hinz, Scott & Pollock (2010) argue that communication culture and tools of the distributed teams of a large German manufacturer is nether perfect nor complete due to the communication behaviours and tools used by these real distributed teams working together in different settings on international projects. The

findings show that regular face-to-face meetings, email and phone calls still play a pivotal role in team communications, even though a variety of communication tools is available. The case study concluded that team member satisfaction and team success can only be accomplished if the communication culture in the company takes into account the technologies used and the distributed work setting.

Lee (2008) noted that application of ineffective communication strategies during marketing hinders penetration of an organisation's products into various market segments, while poor public relations strategies affects creation and development of a positive corporate image. Anderson (2003) established that communication should be seen as a marketing function in any organisation. An effective communication plan is necessary to communicate with the internal and external publics.

Husain (2013) argues that in order to encourage employees for the desired institutional change, organisations must address the apprehensions and issues related with them through effective communication. Job insecurity should be decreased and a sense of community should be created so that employees may feel their responsibilities. The need for change and its advantages will motivate staff to participate in any change plans and execute the aligned activities.

Kibe (2014) investigated the effects of communication strategies on organisational performance. A descriptive research design was used in this study. Some 132 questionnaires were distributed to employees. The findings showed the importance of communication at both the theoretical and practical levels. It concluded that for any organisational performance to be effective, an open communication environment should be encouraged. Once members of the organisation feel free to share feedback, ideas and even criticism at every level, performance increases automatically..

Bery, Otieno, Waiganjo & Njeru (2015), explored the effect of employee communication on organisational performance in Kenya's horticultural sector. This study found that communication facilitates exchange of information and opinion within the organisation, that communication helps in improving operational efficiency, thus enhancing organisational performance. It concluded that communication is a major determinant of organisational performance. The study recommended that organisations should develop effective communication strategies, since this will facilitate passing of information both within and outside the organisation, thus improving performance.

A study by Mulwa (2009) notes that in Kenya, the two State-owned publishers have depended on their monopoly in the education sector for a long time. Liberalisation has spawned stiff competition, making it imperative for them to develop strong communication strategies in order to stay in business. This may not have happened yet, meaning that they are contending with a challenge while trying to meet their sales targets, yet these strategies are fundamental in performance contract evaluation.

2.8 Information Communication Technology

Information Communication Technology positively influences employee performance because it is the human capital that spearheads innovations. All types of ICT will be totally dependent on the human resource of the organisation (Zaheer *et. al.*, 2011). Wong *et. al.*, (2007) found a positive relationship between innovation and organisational performance and therefore when an organisation achieves competence in making a certain product, it can add value to the product by investing in the latest and modern technology. The Resource Based Theory of the firm explains the role of ICT and performance by assuming that distinctive competencies are relatively stable

overtime and are heterogeneously shared across firms (Denison, 2008). ICT has been cited as one of the valuable resources and sources of competitive advantage which influence organisational performance. ICT involves the introduction of modern ideas within an organisation which is one of the driving forces of performance.

Information theory is generally considered to have been founded in 1948 by Claude Shannon in his seminal work, "A Mathematical Theory of Communication". The central paradigm of classical information theory is the engineering problem of the transmission of information over a noisy channel (Wang, 2006). Findings by Arthur (2008) indicate that organisations with poor ICT infrastructure have difficulty achieving its business targets since their operations are usually riddled with inefficiency and inaccuracy. Findings by Richard (2007) show that organisations with low level of automation rely upon manual functions that limit realization of the performance targets.

The most fundamental results of this theory are Shannon's source coding theorem, which establishes that on average, the number of "bits" needed to represent the result of an uncertain event is given by its entropy; and Shannon's noisy-channel coding theorem, which states that reliable communication is possible over "noisy" channels provided that the rate of communication is below a certain threshold called the channel capacity. The channel capacity can be approached by using appropriate encoding and decoding systems (Graham, 2007).

Information theory is closely associated with a collection of pure and applied disciplines that have been investigated and reduced to engineering practice under a variety of rubrics throughout the world over the past half century or more; Adaptive systems, anticipatory systems, artificial intelligence, complex systems, complexity

science, cybernetics, informatics, machine learning, along with systems sciences of many descriptions. Information theory is a broad and deep mathematical perspective, with equally broad and deep applications, amongst which is the vital field of coding theory (Pirtle, 2006).

Coding theory is concerned with finding explicit methods, called “codes” of increasing the efficiency and reducing the net error rate of data communication over a noisy channel to near the limit that Shannon proved is the maximum possible for that channel. These codes can be roughly subdivided into data compression (source coding) and error-correction (channel coding) techniques. Miguel (2008) argues that organisations with poor ICT infrastructure hinder automation of business processes, which subjects functions to manual procedures that affects quick realisation of performance targets.

Lee (2007) affirms that organisations with low level of automation suffer existence of too many manual functions that limit realisation of performance targets. Maiyo (2006) argues that poor integration of IT with organisational functions lowers the efficiency and effectiveness of business functions hence degrading the quality of services. In the latter case, it took many years to find the methods Shannon's work proved were possible. A third class of information theory codes are cryptographic algorithms (both codes and ciphers). Concepts, methods and results from coding theory and information theory are widely used in cryptography and cryptanalysis (Huang, 2006).

In business and accounting, IT controls are specific activities performed by persons or systems designed to ensure that business objectives are met. They are a subset of an enterprise's internal control. IT control objectives relate to the confidentiality, integrity, and reliability of data and the overall management of the IT function of the

business enterprise. IT controls are often described in two categories: IT general controls (ITGC) and IT application controls. ITGC include controls over the information technology environment, computer operations, access to programmes and data, programme development and programme changes (Shaw, 2003).

2.9 Conclusion on Literature Review

Literature reviewed demonstrate that past researchers undertook their studies on different areas, but fell short of exploring factors affecting communication and performance targets and other major factors that affect strategies put together by public publishers to achieve their performance targets.

A study by Williams (2007) noted that the level at which employees were conversant with organisational quality management systems and how employees participated in production and delivery of quality goods and services was all determined by the effectiveness of the organisation's communication strategy. However, Williams (2007) study did not explain how organisations should employ effective communication strategies that lead to achievement of their performance targets.

Findings from a study by Victor (2011) showed that effective communication strategy ensures effective transaction of ideas, directory command or guide into oral or written words, or actions on the path of the communicator. Ronald (2009) found out that in many organisations in Canada, effective communication strategies enables investors to select market segments for various products and to employ the market mix paradigm. These conclusions failed to identify the factors affecting communication and performance targets in public publishing organisations.

In his study of Chinese corporations, Chen (2008) found out that implementation of effective communication strategies helped employees in many public organisations to effectively participate in the execution of the organisational functions in accordance with the organisation's quality management policy. But the study failed to identify factors affecting communication and performance targets in public publishing organisations.

A study by Husain (2013) argued that communication strategies during change in organisations are essential for facilitating improvement of the organisations' performance. Bery, Otieno, Waiganjo & Njeru (2015) explored the effect of employee communication on organisational performance in Kenya's horticultural sector. These studies failed to identify factors affecting communication and performance targets in public publishing organisations.

A study by Kenneth (2008) revealed that in Kenya many employees working in public organisations are not well informed on Government policies that guide the public organisations' operations. This lack of clear understanding of such policies is partly contributed by absence of effective communication strategies and this leads to poor execution of organisational functions, leading to declined organisational performance. But these findings fall short of explaining the link between communication and performance targets in public publishing organisations.

According to Barnes (2006), quality of service is determined by the quality rating system employed by an organisation. However, Barnes (2006) failed to explain how an effective communication strategy can be employed in an organisation in order to contribute towards achievement of the organisation's performance targets.

A study by Lee (2008) noted that effective communication strategies help many firms in South Africa in undertaking market planning, creating an understanding of customer needs and supports customer orientation on various organisation's products and services. White (2010), on the other hand, notes that communication strategies play an important role for an organisation to understand the competitor-orientation and organisational inter-functional coordination. These studies, however, were undertaken in different organisations outside Kenya and thus the findings cannot be shared by many public organisations within the local context, particularly in public publishing organisations.

2.10 Research Gaps

The reviewed literature shows that researches on communication have been carried out together in the fields of business management and communication; though, researchers in the area of communication and organisation performance have advanced limited information on factors affecting communication and performance targets in public organisations. The literature review thus confirms that no major study has been undertaken to specifically address the factors affecting communication and performance targets in a selected public book publisher in Kenya. That fact formed the basis for this study, considering that the need for a disciplined and sustainable way of executing the performance contracting strategy has kept growing.

A study by Husain (2013) identified communication strategies during change in the organisations as being essential for facilitating improvement of an organisation's performance. A study by Kenneth (2008) revealed that in Kenya many employees working in public organisations are not well informed on the government policies that guide the public organisations' operations. Weimann, Hinz, Scott & Pollock (2010)

found that communication culture and tools of the distributed teams of a large German manufacturers was vital. Anderson (2003) established that communication should be seen as a marketing function in any organisation. Kibe (2014) investigated the effects of communication strategies on organisational performance. Bery, Otieno, Waiganjo & Njeru (2015), explored the effect of employee communication on organisational performance in Kenya's horticultural sector. All these studies failed to address the factors affecting communication and performance targets in state book publishers in Kenya, hence leaving an evident knowledge gap in literature. Therefore, the main objective of this study was to investigate factors affecting communication and performance targets in a selected public book publisher in Kenya, with reference to the Kenya Literature Bureau.

A lack of an effective quality rating system has contributed immensely towards poor performance evaluation and ranking of organisations. Moreover, acquisition of modern IT and its optimum use have not been factored in as key elements in organisational performance. This study sets out to demonstrate these weaknesses and find their solutions. Other weaknesses identified by the study that render themselves to scientific investigation are; Policy gaps, production inefficiencies, as well as ineffective communication strategies.

The study came up with recommendations that will give rise to effective solutions to the endemic problems that have made performance contracting a futile strategy in the government's effort to revolutionise the public service. The literature review clearly demonstrates that a number of independent variables actually exist, and have been adequately explored in past studies. This study sets out to place these variables in the proper perspective in order to contrive effective ways of making performance contracting a realistic option for improving service delivery.

The review gave an account of ground-breaking studies in this area, hence enabling this study to find its niche in the field of research, placing it in a vantage position to make meaningful contribution to the relevant body of knowledge. Further, the study has benefitted from the review by way of finding a wide field from which to gather secondary data.

2.11 Chapter Summary

This chapter reviewed existing literature on the various aspects of communication and performance targets in Kenya and in some other parts of the world. From the exposition, it is evident that there is limited literature on communication and performance targets in relation to a selected public book publisher in Kenya. The chapter further discussed research gaps in connection with the literature reviewed.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Overview

This chapter looks at the design and methodology of the study. A description of the logical methods and procedures applied in executing the research has been given. Stages of the research process are explained in the following order: Research design; sampling design; study population; sampling methods and techniques; sampling procedures; data collection methods; instruments and procedures; data analysis and reporting, and ethical issues encountered during the research.

3.2 Research Design

The study adopted a descriptive research design. According to Sekeran (2003), descriptive survey research design is used to obtain information concerning the current status of a phenomenon to describe "what exists" with respect to existing variables or conditions. The actual application of this design followed this perspective, which involved a description of variables to demonstrate the depth of their relationship, leading to a clear understanding of the root cause of the study problem. According to Kothari (2003), descriptive research is that which includes surveys and fact-finding enquiries. The major purpose of this design is to describe the state of phenomena as it exists at present. The study considered this design appropriate since it facilitated gathering of reliable data describing the true characteristics of factors limiting the capacities of State-owned book publishers to meet performance targets.

3.3 Target Population

A population is a total set of individuals, events or objects having common noticeable distinctiveness (Mugenda & Mugenda, 2003). The target population in this study comprised a total of 286 employees working in three organisations. These included 200 working at the Kenya Literature Bureau, 76 from the Kenya Institute of Education and 10 from the Performance Contracting Secretariat. The target population was categorised as presented on Table 3.1.

Table 3.1 Target Population

Category	Population Frequency
Kenya Literature Bureau	
Corporate Services	30
Human Resources	20
Publishing	30
Production	40
Finance	30
Marketing	50
Sub-total 1	200
Kenya Institute of Education	76
Performance Contracting Secretariat	10
Sub-total 2	86
Grand total	286

Source: KLB, KIE and Performance Contracting Secretariat (2010)

3.4 Sample Size and Sampling Technique

A probability sampling design was applied to select a total of 143 or 50% of the respondents from the target population. Probability sampling design was considered appropriate since it gave all the respondents an equal chance of being selected as study respondents, eliminating cases of data subjectivity and misrepresentation (Kothari, 2006).

A sample size represents the number of respondents selected from the target population. The study applied the stratified random sampling technique to select the sample. According to Orodho (2009), stratified random sampling is considered appropriate since it gives all respondents an equal chance of being selected as a study respondent and thus it has no bias, hence easing generalisation of the findings. The sample size represented the actual number of respondents picked from each population category and issued with the questionnaires.

Stratified random sampling was used to group respondents into distinct strata to ease questioning and data analysis. Simple random sampling was then used to select 50% of the population from each stratum. This made up a sample size of 143 respondents. This sample size is justifiable since according to Orodho (2009) 10% - 50% of the sample gives unbiased representation of all the respondents' opinions and this assists in the generalisation of research findings in a descriptive study design. The list containing the names of the respondents in the respective four population categories was sourced from the human resources departments in the respective organisations and was used as the sampling frame.

According to Serekan (2003), stratification is an efficient sampling design that provides more information within a specific sample size. The approach ensures homogeneity within each stratum (i.e. very few differences or dispersions on the variable of interest within each stratum), but heterogeneity (variability) between strata. The sampling technique was applied in order to ensure different cadres of the targeted respondents get an equal chance of being picked to participate in the study. The sample size is presented on Table 3.2.

Table 3.2 Sample Size

Category	Population Frequency	Ratio: 0.5	Sample Size
Kenya Literature Bureau			
Corporate Services	30	0.5	15
Human Resources	20	0.5	15
Publishing	30	0.5	15
Production	40	0.5	20
Finance	30	0.5	15
Marketing	50	0.5	15
Sub-total 1	200	0.5	100
Kenya Inst. of Education	76	0.5	38
Performance Contracting Secretariat	10	0.5	5
Sub-total 2	86	0.5	43
Grand total	286	0.5	143

Source: KLB, KIE and Performance Contracting Secretariat (2010)

3.5 Data Collection Method

Data was collected using the questioning technique. Both structured and unstructured questionnaires containing open-ended and closed-ended questions were administered on the respondents.

A data collection instrument is a device used to gather data in an objective and

systematic manner for the purposes of executing a scientific research. Questioning in this study was done by use of a self-administered questionnaire. Questionnaires were personally delivered to the respondents. A cover letter was attached to every questionnaire, giving details of the study and committing to confidentiality of the information given (Orodho, 2009).

According to Dempsey (2003), the questionnaire is an effective data collection instrument that enables respondents to give their opinions pertaining to the specified research problem. Questionnaires ensure primary data is collected in a quantifiable manner, making it appropriate for statistical manipulation. The questions were structured in a multiple choice format, while others were open-ended to make explanation possible. Besides being kept short and simple, the questions were refined and pre-tested to eliminate the risk of ambiguity. To enhance participation, respondents were asked whether they would be interested in the outcome of the study. A pledge was made to comply with their wishes.

3.5.1 Data Collection Procedure

Primary Data

This is the actual information that was obtained for the purpose of the study. It includes raw facts as captured in questionnaires. Primary data was collected first using the questionnaires and then analysed and filtered to obtain only important information that facilitated proper judgmental analysis (Morris, 2001). This data was used to test the variables under investigation, hence making it easy to determine the contribution of the variables to eroding Kenya Literature Bureau's capacity to perform according to its contractual commitments. The questionnaires therefore focused on

government policies, quality management systems, production systems, marketing strategies, and IT application.

Secondary Data

This includes data collected in the past for other purposes, but which is still relevant to the study. Data already collected and presented through use of graphs, charts and reports fall under this category (Cooper & Schindler, 2003). This type of data was collected from reference materials, which had key information relevant to the study. The collection was done through desk research; reviewing materials such as journals, published books, periodicals, reports and working papers, as well as ministerial reports and circulars. Sources of this data included research agencies, the media, libraries and research-related organisations.

3.6 Pilot Study

A pilot study was undertaken to pretest data collection instruments for validity and reliability. According to Sekeran (2003), a pilot study is necessary for testing the validity and reliability of data collection instruments. Golafshani (2003) explains reliability as using data to determine whether the research truly measures that which it was intended to measure; or how truthful the research results would be.

The pilot study helped in detecting any weakness in design and instrumentation and provided accurate data for selection of a sample (Cooper & Schindler, 2003), hence strengthening data collection.

3.6.1 Validity of Data Collection Instruments

Validity refers to the extent to which an instrument measures what is supposed to measure, data need not only to be reliable but also true and accurate. If a measurement is valid, it is also reliable (Joppe, 2000). The study used content validity. Content validity is a measure of the degree to which data is collected using a particular concept (Kothari, 2004). Test re-test was done and the items that fail to measure the variable that they are designed to measure will be modified and others discarded. Consultations and discussions with supervisors was done to establish content validity. The recommendations given by the supervisors were incorporated in the questionnaires.

3.6.2 Reliability of Data Collection Instruments

Kothari (2004) states that an instrument is said to be reliable if it yields consistent results over a period of time. To measure the reliability of the data collection instruments an internal consistency technique using Cronbach's alpha was applied (Zinbarg, 2005). Cronbach's alpha is a coefficient of reliability that gives an unbiased estimate of data generalizability (Zinbarg, 2005). An alpha coefficient of 0.75 or higher indicates that the gathered data is reliable as it has a relatively high internal consistency and can be generalized to reflect opinions of all respondents in the target population (Zinbarg, 2005). According to Best & Kahn (2005), a reliability coefficient of 0.75 and above is sufficient for an instrument. The data gathered in the pilot study gave a reliability coefficient of value of between 0.867 and 0.965 which was above

the requisite minimum of 0.75. This level of Alpha coefficient indicates that the data has relatively high internal consistency and could be relied upon to determine the factors affecting communication and performance targets in a selected public book publisher in Kenya, a case of Kenya Literature Bureau.

3.7 Data Analysis and Reporting

Closed and open-ended questionnaires were used to gather data. The study therefore used descriptive statistics to examine the data. Before processing the responses, the questionnaires were edited for completeness and consistency. The data was then coded to enable the responses to be grouped into various categories. Descriptive statistics included the use of weighted means, standard deviation, relative frequencies and percentages (Serekan, 2003).

Data was analysed using statistical methods with the results being interpreted to give meaning to the study. The Statistical Package for Social Sciences (SPSS) software was used to aid in analysing the data. The software was selected because it offers extensive data handling capabilities and numerous statistical analysis routines that can analyse small to very large amounts of data. The findings are presented using frequency tables, pie charts and bar charts (Dempsey, 2003).

Qualitative data analysis method was employed to analyse qualitative data gathered using open-ended questions. This involved drawing the data with meaningful content from the questions (Graham, 2002). According to (Williams, 2007), while quantitative data method provides an objective measure of reality, the qualitative method allows exploration and better understanding of the complexity of a phenomenon.

3.8 Ethical Considerations of the Study

Ethical considerations in this research involved outlining the content of the study and what was required of the participants, how informed consent was obtained and confidentiality ensured. Permission to conduct the study was sought from Kenya Literature Bureau, Kenya Institute of Education and Performance Contracting Secretariat. On being granted consent, the researcher explained to the respondents the nature of the research and made a commitment to exercise confidentiality. It was agreed that a copy of the study report would be given to each of the three institutions.

To ensure confidentiality and privacy of respondents, the researcher kept private information given by the respondents that touches on their persons or their private life. The researcher assured the respondents that no private information was to be divulged to a third party. The respondents were assured that the information provided was used only for the stated purpose of the study and that the information was not passed to a third party. To maintain anonymity, the study protected the respondents' personal identity. Any information used by the researcher was not disclosed apart from written construct with pseudonyms (not real names of the respondents).

To maintain informed consent, the study ensured that all the respondents' used were consulted and requested to take part in the study willingly. According to Kumar (2005), it is unethical to collect data devoid of the knowledge of the subjects, and the person's willingness and consent should be considered in the study. In this study, the researcher sought informed consent from the participants before administering questionnaires for data collection. The researcher indicated that data would be collected through questionnaires and interview guide and that the exercise would be purely for research purposes.

CHAPTER FOUR

DATA ANALYSIS, INTERPRETATION AND PRESENTATION

4.1 Overview

In this chapter, data generated by way of questionnaires is presented, analysed and discussed. This is done in light of the objectives of the study and literature review found in Chapter Two of this research.

4.1.1 Response Rate

In order to determine the number of respondents who actively and passively participated in the research study by filling out and returning the questionnaires, an analysis of the response rate was conducted.

Table 4.1 Response Rate

Category	Sample Size	Response	Percentage
KLB	100	55	38
KIE	38	20	13
Secretariat	5	5	3
Total	143	80	86

As indicated on Table 4.1 above, the response rate reflects 38% of the total number of respondents targeted at KLB, 13% at the Kenya Institute of Education and 3% at the Performance Contracting Secretariat. The cumulative response rate was 86% of the overall sample size. According to Cooper & Schindler (2003) a response rate of at least 80% provides adequate data to support generalisations for a study problem. This conventional response threshold was achieved in this study.

4.1.2 Reliability Analysis

Data from a pilot study was subjected to reliability analysis using Cronbach's Alpha, a

coefficient of reliability to determine the level of accuracy. According to Zinbarg (2005), Cronbach's Alpha gives rise to an unbiased estimate of data generalisability.

Table 4.2 Reliability Analysis

Constructs	No of Items	Cronbach's Alpha Values
Government Policies	5	0.965
Quality Rating	5	0.964
Production Plant	5	0.968
Information Technology	5	0.867
Marketing and Publicity	5	0.968

Table 4.2 above indicates that the data gathered from all research variables was reliable, since the attained value of between 0.867 and 0.965 is above the requisite minimum of 0.75. This level of Alpha coefficient indicates that the data has relatively high internal consistency and could be relied upon to determine the factors limiting KLB's capacity to meet its targets. According to Best & Kahn (2005), a reliability coefficient of 0.75 and above indicates that the data has relatively high internal consistency and could be relied upon to determine the factors affecting communication and performance targets in a selected public book publisher in Kenya, a case of Kenya Literature Bureau.

4.1.3 Age of Respondents

The study sought to establish the age of the respondents in order to determine if the age corresponded with their work experience in the organisation.

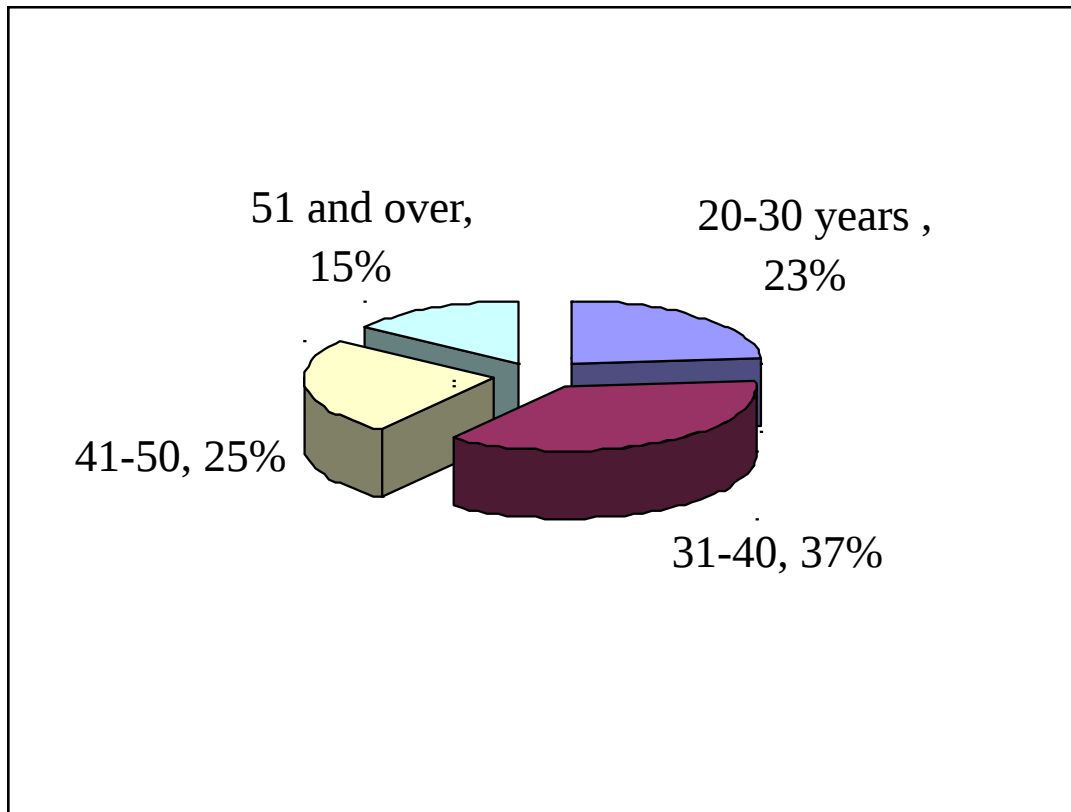


Figure 4.1 Age of Respondents

Figure 4.1 shows that KLB has a fairly young and vibrant work force, with the majority of the respondents (37%) reporting to range between the ages of 31-40 years, while 25% fall between ages 41-50 years. Some 23% are between 20-30 years, while the remaining 15% reported being 51 years and above. The study therefore found that majority of the respondents were over 30 years old and this implied that they had been in employment for a long time and had experienced performance contracting problems. This enabled them to provide the study with reliable and valid data on the factors limiting the corporation's capacity to meet its performance targets.

4.1.4 Education Level

The respondents were requested to indicate their highest level of education.

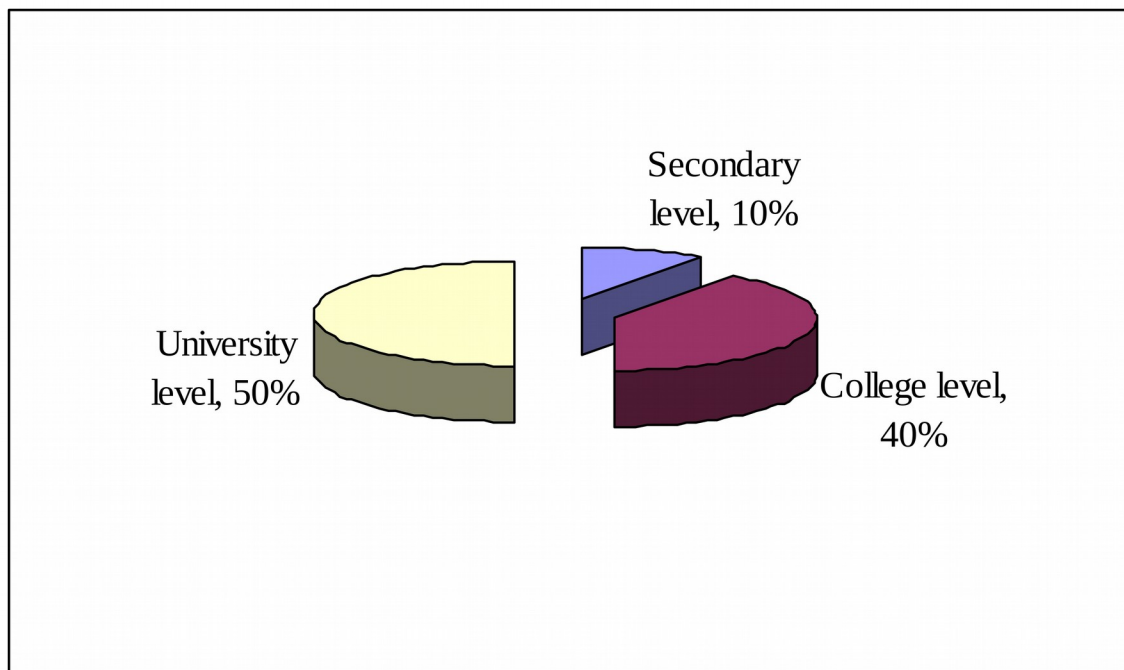


Figure 4.2 Education Level

Figure 4.2 indicates that the majority (50%) had attained university education, while 40% reported having gone through college. The remaining 10% held secondary education qualifications. This indicates that most of the respondents were academically capable in their respective roles; hence they were equipped with enough knowledge to understand the factors limiting their employer's capacity to meet performance targets. According to Golafshani (2003) respondents with academic and professional qualifications on the study problem are likely to provide reliable and valid information. The study noted that a number of university degree holders were pursuing post-graduate studies. It was hence concluded that most employees were qualified professionals with technical knowledge and skills on the study problem and

thus provided the research with accurate data.

4.1.5 Work Experience

The respondents were asked to indicate their work experience in public organisations, and they responded as presented on Figure 4.4 below.

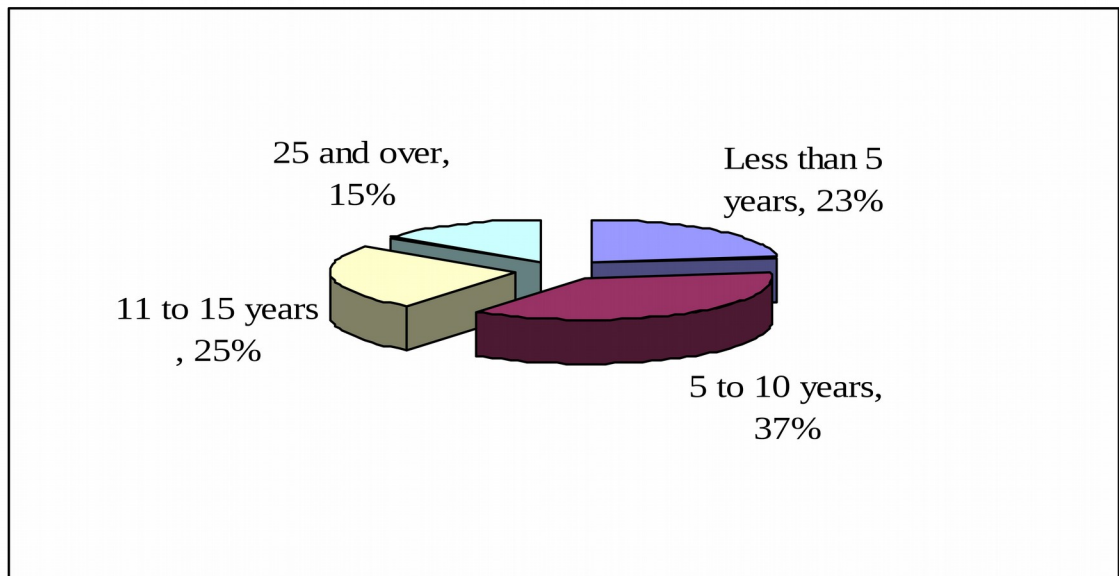


Figure 4.3 Work Experience

Figure 4.3 above shows that majority (37%) had a work experience of between five and 10 years, while 25% reported having worked for between 11 and 15 years and 23% had worked for less than five years. The remaining 15% had put in 25 years on the job. Inferences can therefore be made that most of the respondents had long work experience in public organisations to understand the performance contracting process and therefore their responses can be relied upon to make dependable conclusions in the research.

4.2 Government Policies

4.2.1 State of Government Policies

Majority of the respondents (80%) felt that government policies were unfavourable, but 20% of them felt otherwise. Those who concurred explained that lack of supportive government policies prevented their employer from reducing production overheads, thus adversely impacting efforts to make higher profits. This outcome conforms to the findings by Charles (2005) that supportive Government policies offer State-owned enterprises tax incentives that assist in minimisation of production costs, hence contributing to the realisation of a higher return on investment. This makes it easy for such organisations to achieve their performance targets.

Using a Likert scale of 6 = strongly agree, 5 = Agree, 4 = slightly agree, 3 = strongly disagree, 2 = disagree and 1 = undecided, respondents were asked to state if Government policies affected meet performance targets. Figure 4.5 shows that the majority (38.8%) strongly agreed, while 32.5% just agreed; 18.8% slightly agreed; 2.5% strongly disagreed; 3.8% disagreed and 3.8% were undecided.

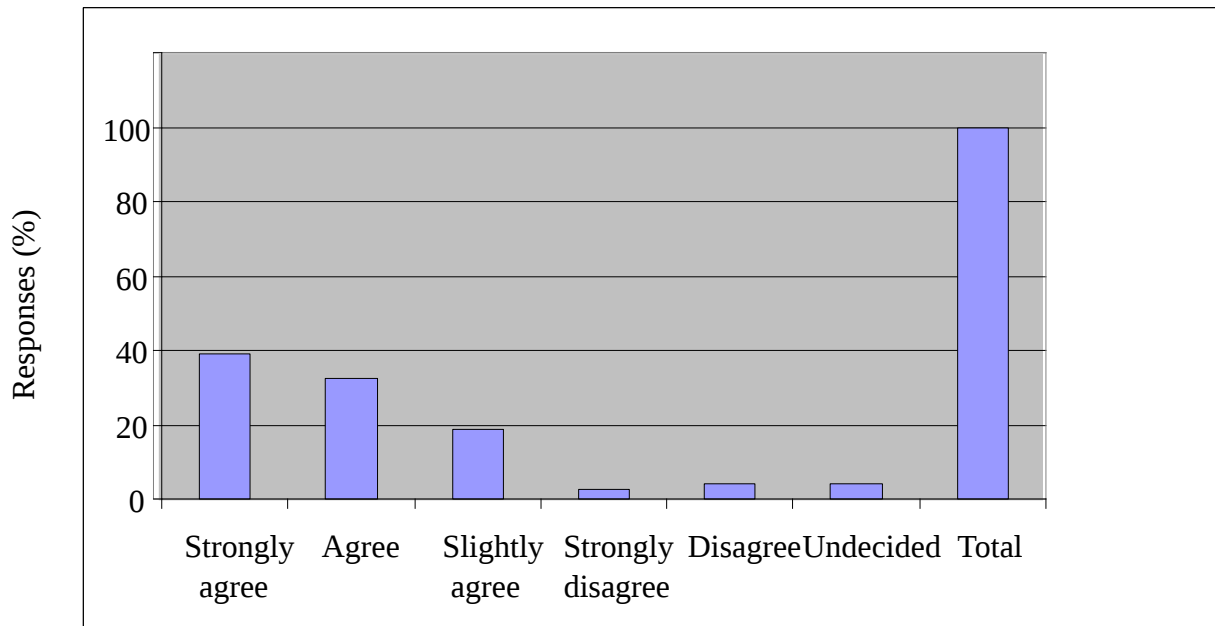


Figure 4.4: Rating Effects of Government Policies on Performance Targets

The majority of respondents argued that failure by the Government to draw up supportive and dynamic policies left State-owned book publishers with little choice but to rely on old policies that offered no solutions to emerging challenges linked to new demands under the performance contracting strategy.

This is in tandem with the argument by Benjamin (2008) that implementation of performance contracts without enactment of supportive policies encourages the existence of an unfavourable business environment that prevents State enterprises from achieving performance targets in Britain. The same scenario is applicable in Kenya.

4.2.2 Factors Linked to Government Policy

The study further sought to determine the extent to which factors linked to Government policy limited KLB's capacity to meet performance targets. A Likert scale of 1 = not at all, 2 = small extent, 3 = moderate extent, 4 = large extent, 5 = very

large extent was used to seek answers. From the findings on Table 4.3, all the Government policy factors had a mean score of 4.39 to 4.33 and this implied that all the factors limited KLB's capacity to meet performance targets to a large extent.

Table 4.3 Factors Linked to Government Policy

Government policy Factors	N	Mean	Std. Deviation
1) Stakeholders' support for organisation	56	4.3929	.70527
2) Top management support to implement government policies	56	4.4643	.63143
3) Corporate governance practices for board appointment	56	4.44643	.89279
4) Corporation policies on corporate communication strategy	56	4.3393	.87960

Table 4.3 further presents the standard deviation and variance results of the Government policy factors. For each of the government policy factors, the standard deviation and variance were less than 1, a clear indication that all the respondents gave similar responses on all the Government policy factors. Standard deviation is a measure of variation for interval-ratio variables and describe how much deviation or diversity there is in a distribution (Sekeran, 2003). Standard deviation increase or decrease based on how closely the scores cluster around the mean. Standard deviation provides an indication of how far the individual responses to a question vary or deviate from the mean. It tells the researcher how spread out the responses are from

the mean, and explains if the respondents' responses are concentrated around the mean, or scattered far & wide (Graham, 2002).

If the standard deviation and variance are each greater than 1 it means that the respondents had divergent views and if they are each less than 1, then this means that the respondents had similar opinions on the issues concerned (Ramsey, 2003). The study therefore deduced that Government policy factors; stakeholders' support, top management support, corporate governance practices and corporation policies limited KLB's capacity to meet performance targets.

4.3 Quality Management System

4.3.1 Quality Rating of Books

The study sought to understand the extent to which quality rating of school books by the Kenya Institute of Education (KIE) affected KLB's capacity to perform as per contract. Majority (86%) felt that the quality rating methods were counterproductive. The remaining 14% had a divergent view. Majority of the respondents explained that even though the quality rating methods were in line with ISO: 9001:2000, not much emphasis was given to the full enforcement of the core tenets and guidelines of the quality management system.

These finding runs counter to an argument by Robert (2006) that ISO Quality Management System places emphasis on customer satisfaction and uses the process approach as a means to continual improvement of the system through improved efficiency, improved management, improved staff motivation and better customer service. This leads to increased customer demand, reduced wastage, reduced costs, and higher profits.

Using a Likert scale of 6 = strongly agree, 5 = Agree, 4 = slightly agree, 3 = strongly disagree, 2 = disagree and 1 = undecided, respondents were asked if they were convinced that quality rating of school books by KIE affected KLB's capacity to meet performance targets. Figure 4.5 shows that the majority (52.5%) strongly agreed; 28.8% just agreed; 7.5% slightly agreed; 3.8% strongly disagreed; 5.0% disagreed, while 2.5% were undecided.

The majority argued that effective implementation of ISO 9001:2000 could easily assist the organisation to realise the performance targets through production of books that attained quality standards and therefore met customer needs. The quality management system cited here employs the process approach for continual improvement and ensures conformity to customer satisfaction requirements. This is in conformity with the findings by Williams (2006) that through ISO 9001:2000, an organisation seeks to demonstrate its ability to consistently provide products that meet customer needs and complies with regulatory requirements. The organisation also expresses its commitment to enhance customer satisfaction through effective application of the quality assurance system, including processes for continual improvement.

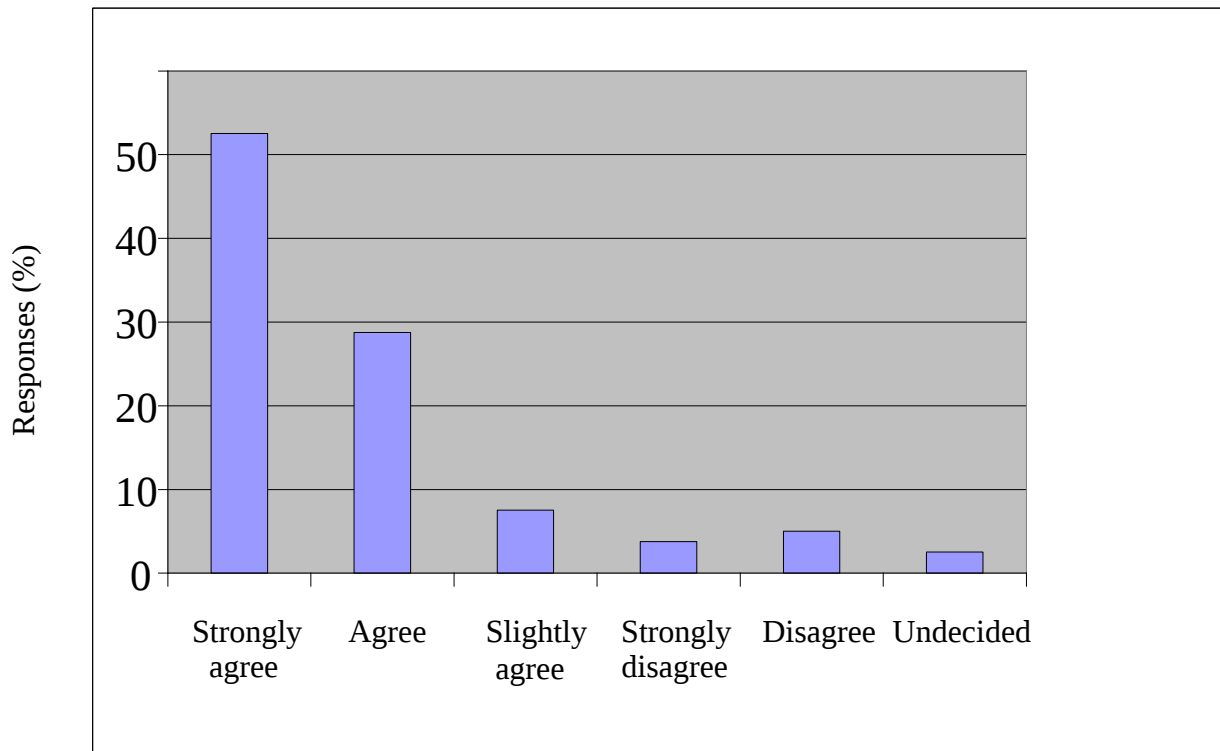


Figure 4.5: Respondents Agreement on Quality Rating of School Books

4.3.2 Quality Management System Issues

The study further sought to determine the extent to which quality management system issues limited KLB's capacity to meet performance targets. From the findings on Table 4.4, all the quality management system issues had a mean score of 4.39 to 4.61 and this implied that quality management system issues limited KLB's capacity to meet performance targets to a large extent.

Table 4.6 also demonstrates that all the quality management system issues had standard deviation and variance of less than 1. As indicated on table 4.6, the standard deviation ranged from .818 to .613 and this demonstrates that all the respondents gave similar responses on quality rating of books, compliance with ISO, level of customer satisfaction, employee training, continual improvement of organisational processes and top leadership. The study therefore deduced that quality management system

issues limited KLB's capacity to meet performance targets.

Table 4.4 Quality Management System Issues

Quality management system issues	Mean	Std. Deviation
1) Quality rating methods of books	4.5357	.76192
2) Level of Compliance with ISO	4.3929	.77878
3) Level of customer satisfaction	4.5178	.713279
4) Rate of employees training	4.5643	.65959
5) Continuous improvement of organisational processes	4.4129	.81878
6) Top leadership support	4.6178	.613279

4.4 Production System

4.4.1 Effectiveness of the Production Plant

The study aimed to find out to what extent the effectiveness of organisation production plant affected organisation performance targets. A Likert scale of 4 = very effective, 3 = Effective, 2 = Average and 1 = Not effective was used. Table 4.5 indicates that majority (37.5%) of the respondents rated the effectiveness of the KLB production plant to be average; 25% effective; 25% not effective and 12.5% very effective. The respondents explained that the effectiveness of the production plant was lowered by lack of a computerised production system, like the Material Requirement Planning system (MRP II) and Enterprise Resource Planning system (ERP). This conforms to an argument by Chang (2008) that application of MRP II and ERP helps to improve the effectiveness of the production process in organisations.

Table 4.5 Weaknesses of the Production Plant

Response	Frequency	Percentage
Very effective	10	12.5
Effective	20	25.0
Average	30	37.5
Not effective	20	25.0
Total	80	100

Using a Likert scale of 6 = strongly agree, 5 = Agree, 4 = slightly agree, 3 = strongly disagree, 2 = disagree and 1 = undecided, respondents were asked to state their opinion on the weaknesses of the production plant. Figure 4.6 shows that the majority (57.5%) concurred that a weak production plant contributed to KLB's underperformance; 21.3% strongly agreed; 11.3% slightly agreed; 2.5% strongly disagreed; 3.8% disagreed and 3.8% were undecided. Most of the respondents affirmed that effective allocation of organisation physical and financial resources could help to improve the effectiveness of the production process. According to Williams (2007) proper allocation of both human and financial resources helps in achieving the minimisation of production time and costs by planning properly on raw materials, priority products, time lines, staff shifts, and choice of equipment.

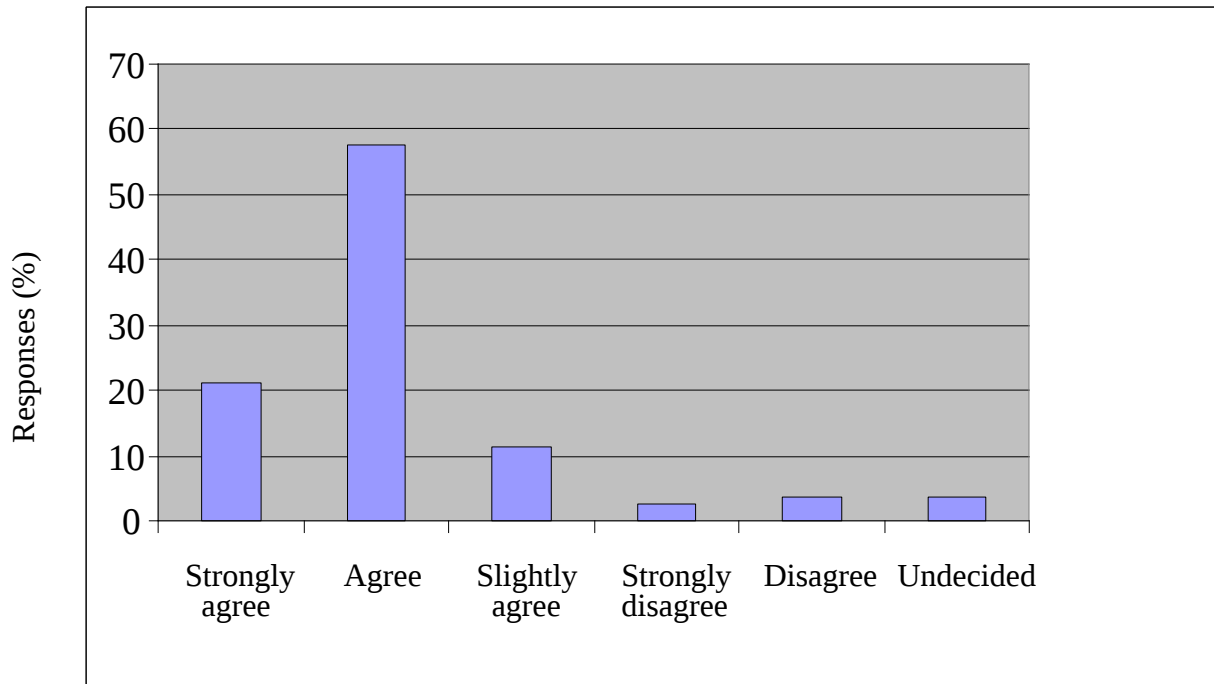


Figure 4.6: Respondents Agreement on Rating Weaknesses of the Production Plant

4.4.2 Factors Linked to the Production

The study sought to determine the extent to which factors linked to the production plant limited KLB's capacity to meet performance targets. From the findings on Table 4.6, all the factors had a mean score of 4.39 to 4.61 and this implied that they limited KLB's capacity to meet performance targets. It is also demonstrated that all the factors had a standard deviation and variance of less than 1, meaning that the factors notably; organisation's physical resources, allocation of financial resources, allocation of human resources and effectiveness of organisational manufacturing processes affects KLB's capacity to meet performance targets.

Chong (2007) confirmed that communication strategies helps in effective allocation organisation's physical resources, allocation of financial resources, allocation of human resources and this contributes to effectiveness of organisational manufacturing processes hence leading to a achievement of the organisation performance targets.

Table 4.6 Factors Linked to the Production Plant

Factors	Mean	Std. Deviation
1) Organisation's physical resources	4.5357	.76192
2) Allocation of financial resources	4.3929	.77878
3) Allocation of human resources	4.5178	.71327
4) Effectiveness of organisational manufacturing processes	4.4643	.65959

4.5 Communication Strategy

The question was intended to assess to what level KLB's communication strategy enables the company to realise its performance targets. The majority (82%) felt that marketing and publicity strategies were inadequate, while 18% felt otherwise. Those who faulted the strategies argued that the corporation's marketing strategies had failed to enhance effective penetration of KLB books into the various market segments targeted. The publicity strategies had also failed to develop and retain a positive corporate image. These views supported findings by Lee (2008) that application of ineffective marketing communication strategy hinders penetration of products into various market segments, while poor PR strategies affected creation and development of a positive corporate image.

Using a Likert scale of 6 = Strongly agree, 5 = Agree, 4 = Slightly agree, 3 = Strongly disagree, 2 = Disagree and 1 = Undecided, Figure 4.7 shows that the majority (46.3%)

agreed that inadequate marketing and communication strategies affected KLB's capacity to meet performance targets; 40% strongly agreed; 7.5% slightly agreed; 1.3% Strongly disagreed; 3.8% disagreed and 1.3% were undecided. Those who concurred affirmed that management had failed to consider communication strategy as a management function, hence there was no effective strategic plan for communication.

This runs counter to an argument by Anderson (2003) that implementation of marketing and communication strategies should be seen as a management function in any organisation. An effective communication strategy is necessary to communicate with the internal and external publics. This enables the organisation to articulate its goals and plans for creating value to the mutual benefit of the investor and the customer.

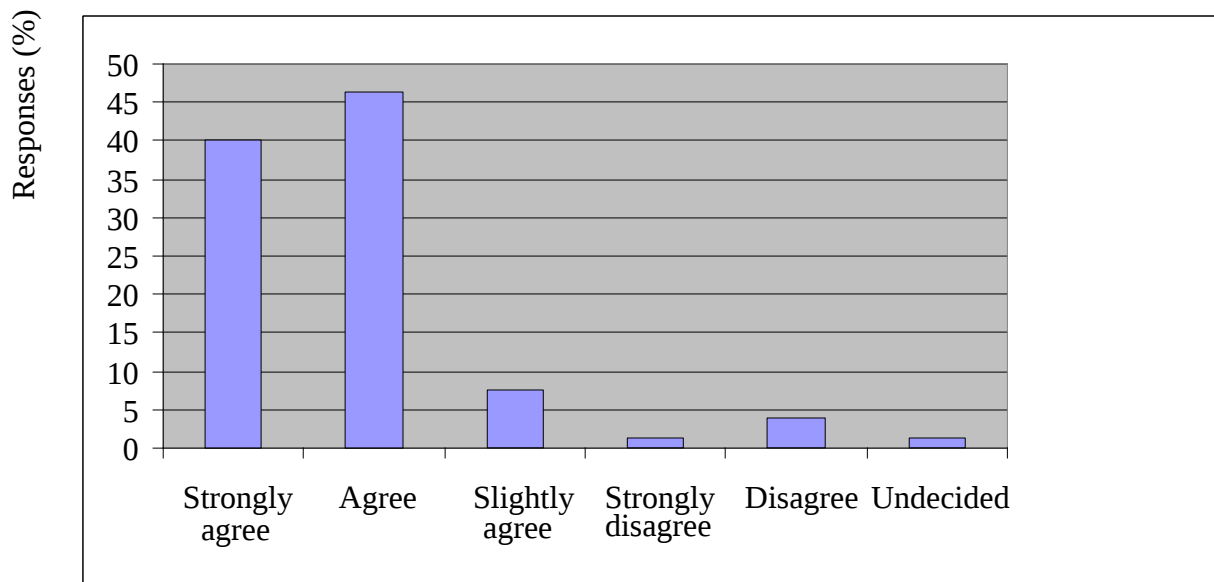


Figure 4.7: Respondents Agreement on Rating Organisation Communication Strategy

4.5.1 Issues Linked to Communication Strategy

The study further sought to determine the extent to which issues linked to communication strategies affected KLB's capacity to meet performance targets.

From the findings on Table 4.7, all the issues had a mean score of 4.35 to 4.74 and this implied that they limited KLB's capacity to meet performance targets.

It is also demonstrated that all the issues had a standard deviation and variance of less than 1. The standard deviation ranged from .916 to .749 and this demonstrated that all the respondents gave similar responses on; market planning, understanding of customer needs, customer orientation, competitor orientation and inter-functional coordination. A study by Lee (2008) noted that effective communication strategies helps many firms in South Africa in undertaking market planning, creating an understanding of customer needs and supports customer orientation on various organisation products and services. White (2010) on the other hand identified that noted that marketing strategies plays an important role for an organisation to understand the competitor orientation and organisation inter-functional coordination and these plays a major role in implementation of various communication and public realization strategies that helps in acquisition of a big market share in the target market and achievement of the increased organisation performance. The study therefore found that market planning, understanding of customer needs, customer orientation, competitor orientation and inter-functional coordination are the key marketing strategy issues that affected KLB's capacity to meet performance targets.

Table 4.7 Communication Strategies Issues

Communication Strategies Issues	Mean	Std. Deviation
Market planning	4.6429	.74903
Understanding of customer needs	4.3771	.91674
Customer orientation	4.3811	.804008
Competitor orientation	4.7429	.74903
Inter-functional coordination	4.3571	.91674

4.6 Information Communication Technology

The researcher sought to evaluate the incapacity of information technology to support KLB's achievement of performance targets. Table 4.8 indicates that the majority (92%) of the respondents felt that ineffective application of information technology limited KLB's capacity to meet performance targets, while 8% differed with the popular opinion.

Using a Likert scale of 6 = Strongly agree, 5 = Agree, 4 = Slightly agree, 3 = Strongly disagree, 2 = Disagree and 1 = Undecided, Figure 4.8 shows that the majority (70%) strongly agreed that information technology affected KLB's capacity to meet performance targets, while 16.3% agreed; 6.3% slightly agreed; 2.5% Strongly disagreed; 2.5% disagreed and 2.5% were undecided. The respondents explained that existence of poor ICT infrastructure hampered implementation of computerised systems, hence subjecting much of the organisation's functions to manual execution. This supported findings by Arthur (2008) that organisations with poor IT infrastructure have difficulty achieving business targets since their operations are

usually riddled with inefficiency and inaccuracy. The majority felt that lack of integration of the organisations' functions in a modern information communication technology platform lowered efficiency. This weakness also reduced the quality of products and services. These views supported findings by Edwin (2006) that poor integration of ICT into an organisation' operations lowers efficiency, which degrades the quality of products and services hence lading to poor organisation performance.

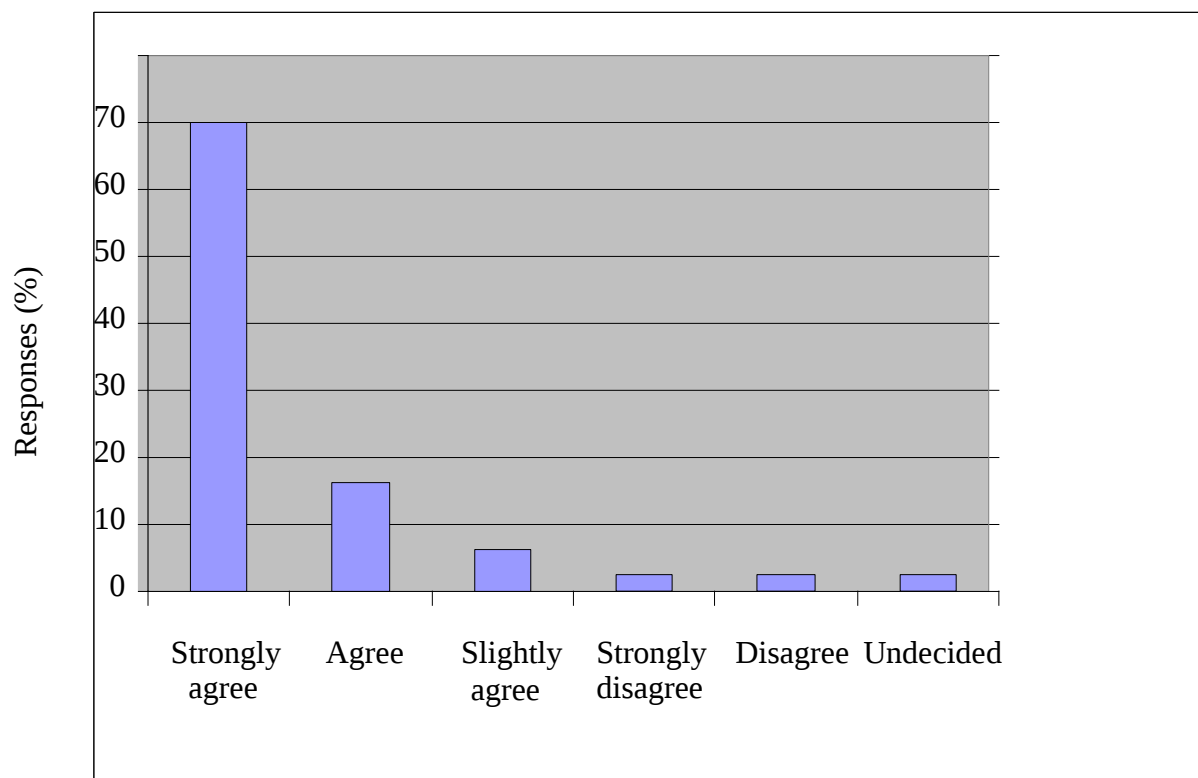


Figure 4.8 Respondents Agreement on Rating ICT

The question in relation to the effect of information communication technology was framed differently to find out whether the respondents believed that the corporation's IT infrastructure was effective in supporting production and service delivery mechanisms to achieve performance contracting targets.

Using a Likert scale of 4 = very effective, 3 = effective, 2 = average and 1 = not

effective, Table 4.8 indicates that majority (53%) of the respondents felt that the use of IT was not effective; 23% returned average results; 13% effective and 11% very effective. The majority argued that the organisation had low level of automation, as most of the operations were executed manually. This agreed with findings by Richard (2007) that organisations with low level of automation relied upon manual execution that limit realisation of the performance targets.

Table 4.8 Rating Effectiveness in Use Information Communication Technology

Response	Frequency	Percentage
Very effective	9	11
Effective	10	13
Average	18	23
Not effective	43	53
Total	80	100

4.6.1 Factors Linked to Information Communication Technology

The study further sought to determine the extent to which information technology factors limited KLB's capacity to meet performance targets. From the findings on table 4.9 all the information technology factors had a mean score of 4.35 to 4.74 and this implied that the factors affected KLB's capacity to meet performance targets.

Table 4.9 further presents the standard deviation results of the factors. As indicated on Table 4.9 the standard deviation ranged from .665 to .463 and this demonstrated that the respondents rated all the factors in the same way. This also implies that most of

the respondents gave similar responses and only few respondents had divergent views.

If the standard deviation and variance are each greater than 1 it means that the respondents had divergent views and if they are each less than 1, then this means that the respondents had similar opinions on the issues concerned (Ramsey, 2003). Therefore these study findings implies that, the level of automation, training on ICT, operations management, social influence and ICT infrastructure are the major factors that determines the effect of ICT on organisation performance targets. These findings concurred with Yeomans (2008) that, the level of automation, training on ICT, use of ICT based operations management systems and ICT infrastructure are the major factors that determines the effect of ICT on organisation performance targets. The study therefore deduced that the level of automation, training on ICT, operations management, social influence and ICT infrastructure limited KLB's capacity to meet performance targets.

Table 4.9 Factors Linked to Information Communication Technology

Information Technology Factors	Mean	Std. Deviation
1) Level of automation	4.6964	.46396
2) Training on ICT	4.4821	.73833
3) Operations management	4.64286	.615809
4) Social influence	4.2143	.59435
5) ICT infrastructure	4.67286	.665809

4.7 Performance Indicators

The study further sought to determine the extent to which the performance indicators; sales revenue, market share, customer satisfaction, corporate image and skill retention influenced KLB's capacity to meet performance targets. From the findings on Table 4.11, all the indicators had a mean score of 4.35 to 4.74, and this implied that they adversely impacted on performance targets.

Table 4.10 Performance Target Indicators

Performance Target Indicators	Mean	Std. Deviation
1) Increase in Sales Revenue	4.5357	.76192
2) Increase in Market share	4.3929	.77878
3) Higher Level of Customer satisfaction	4.5178	.713279
4) Better Corporate image	4.4643	.65959
5) High rate of Employees Skills retention	4.4513	.65848

The table 4.10 further presents the standard deviation results of the indicators showing a standard deviation ranging from .665 to .463. This demonstrates that the respondents rated all the indicators in the same way, meaning that they determined whether performance targets were achieved or not. According to Dolphin (2007) increase in sales revenue;increase in market share;higher level of customer satisfaction;better corporate image;high rate of employees skills retention determines

the performance targets of many organisations.

4.8 Chapter Summary

This chapter covered data analysis, interpretation and presentation of the research findings. The chapter explained the response rate, reliability analysis, respondents' personal information and gave much emphasis on descriptive analysis and interpretation of data in relation to the research objectives. The next chapter discusses the summary of findings and conclusions of the research study.

CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

5.1 Overview

The study investigated communication and performance targets in a selected public book publisher in Kenya with specific reference to the Kenya Literature Bureau. This chapter presents a summary of the findings, as well as conclusions and recommendations based on the specific objectives that guided the research.

5.2 Summary of the Findings

5.2.1 Government Policies

The study found that Kenya Literature Bureau's capacity to meet performance targets was limited by lack of supportive Government policies. To a large extent, the existing policies failed to create and sustain an enabling environment for KLB and other State-owned book publishing corporations to exploit emerging opportunities to generate profits and grow business. This was supported by majority of the respondents (80%), who felt that Government policies were unfavourable, but 20% of them felt otherwise.

Majority of the respondents explained that lack of supportive Government policies prevented State-owned book publishers from reducing production overheads, thus negatively impacting on efforts to make higher profits. This outcome conforms to the findings by Charles (2005) that supportive Government policies create an enabling environment for State-owned enterprises to prepare and implement sustainable growth strategies, making it easy for them to achieve their performance targets.

An earlier study by Kenneth (2008) found that in Kenya many employees working in public organisations are not well informed of the government policies that guide the public organisations' operations. This is partly due to the absence of effective communication strategies, which leads to poor execution of organisational functions, hence declined organisational performance.

The decision-making process in State-owned book publishers is subjected to long and winded policy procedures that delay execution of strategic initiatives. Failure by the Government to create and enforce a supportive and dynamic policy environment influences State-owned book publishers' reliance on old policies that are not tailored to address shifting performance contracting challenges. The study noted that the main policy factors that limit KLB's capacity to meet performance targets to a large extent include; stakeholders' support, top management support, corporate governance practices and corporate policies.

5.2.2 Quality Management System

Majority of the respondents (86%) felt that the quality rating methods were counterproductive. The remaining 14% had a divergent view. It was felt that even though the quality rating processes were in line with ISO: 9001:2000, not much emphasis in terms of communication of employee expectations in ISO implementation was given. This was found to negatively affect execution of organisational functions as per the expected quality management standards, hence leading to failure of the organisation to meet the aimed performance targets.

This is supported by findings by Husain (2013) that quality assessment for books entering the market has loopholes since the KIE, which has the sole mandate of

vetting school books before they are released to the market, does not adhere to the conventionally accepted quality rating systems. This means that poor quality books end up in the market, hence compromising the opportunity for State-owned book publishers to compete effectively in the market. As a consequence, the publishers' efforts to meet their performance targets are weakened.

These findings run counter to an argument by Robert (2006) that ISO Quality Management standards place emphasis on customer satisfaction and continual quality improvement through enhanced efficiency, competent management, high staff motivation and better customer service. The study found that although KIE had made a commitment to employ the ISO 9001:2000 Quality Management System in vetting books, little was being done to ensure that all the guidelines were strictly enforced. This weakness was as a result of failure by top management to formulate and execute quality management strategies. This has not only affected the implementation of the quality assurance process, but has also killed the spirit of continual improvement that underpins the quality management system.

As a result, the little emphasis placed on quality management led to poor quality books from unscrupulous publishers being offered for sale to compete with high quality books from State-owned publishers. Quality Management System issues, notably quality rating of books, compliance with ISO, level of customer satisfaction, employee training, continual improvement of organisation's processes and weaknesses within top leadership limited KLB's capacity to meet performance targets.

5.2.3 Production System

Some 37.5% of the respondents rated the effectiveness of the KLB production plant to be average; 25% effective; 25% not effective and 12.5% very effective. The

production plant was found to be weak to the extent that it affected the capacity of the organisation to achieve performance targets. The study further found that the plant was not equipped with the functionalities of a modern book production facility, which left the organisation with no option but to rely on an outdated process that did not form a solid ground for achievement of performance targets. Majority of the respondents reported that full automation of the production process would easily enable the corporation to achieve key targets. However, other respondents held that proper training of production staff would greatly assist in strengthening the production process, as this would increase efficiency and quality.

Chang (2008) confirmed that communication strategies helps in effective allocation organisation's physical resources, allocation of financial resources, allocation of human resources and this contributes to effectiveness of organisational manufacturing processes hence leading to a achievement of the organisation performance targets..The study findings showed that production systems factors notably; organisation's physical resources, allocation of financial resources, allocation of human resources and effectiveness of organisational manufacturing processes affected KLB's capacity to meet performance targets.

5.2.4 Communication Strategy

The study found that KLB lacked effective communication strategies, which hindered efforts to expand market share and increase sales revenue. Most of the respondents said communication strategies had failed to enhance penetration of KLB books into the various market segments, while the publicity strategies in place did not strengthen the organisation's corporate image. Most respondents considered communication as an important function of business growth and achievement of performance targets.

Through application of effective communication strategies, such as advertising and sales promotions, the organisation would be able to communicate its vision, mission and business objectives to its key publics. According to Jain (2015) this enables the corporation to manage customer relations in sustainable ways that would be of mutual benefit to itself and its stakeholders

Majority (82%) of the respondents felt that marketing and communication strategies were inadequate, while 18% felt otherwise. Those who answered in the affirmative argued that the corporation's marketing strategies were ineffective, and thus failed to enhance effective penetration of KLB books into various market segments. The publicity strategies also failed to develop and retain a positive corporate image. These views supported findings by Lee (2008) that application of ineffective marketing techniques hinders penetration of an organisation's products into various market segments, while poor PR strategies affect creation and development of a positive corporate image.

On the other hand, well planned communication strategy was identified as a crucial contributor to the success of an organisation. The absence of sound communication strategies, such as sponsorships, exhibitions and advertorials, made it difficult for the public to learn much about KLB and its products. Publicity was thus identified as a communication tool for enabling customers to make an informed choice while buying KLB books. This would in turn enable the corporation to increase sales revenue and achieve its performance targets.

These findings corroborated with Lee (2008), where he notes that effective communication strategies help many firms in South Africa in undertaking market planning, creating an understanding of customer needs and supporting customer-

orientation on various organisation's products and services. Further, the findings are in line with White (2010) that marketing strategies play an important role for an organisation to understand the competitor-orientation and organisation's inter-functional coordination, and this plays a major role in the implementation of various communication and public realisation strategies that help in the acquisition of a larger market share in the target market and achievement of increased organisational performance. The study thus revealed that communication strategy issues notably; market planning, understanding of customer needs, customer orientation, competitor orientation and inter-functional coordination affects KLB's capacity to meet performance targets.

5.2.5 Information Communication Technology

It was found that most of the organisation's key functions were executed manually. The level of information technology application was very low, which contributed to inefficiency in getting results. Optimum process automation was hampered by existence of poor IT infrastructure and lack of staff training. Low emphasis on IT application in book production contributed to process delays and compromised the quality of books. This concurs with findings by Ferkins (2009) that full automation of the production process helps organisations to yield better product design, as well as achieving efficiency.

Most of the respondents said the organisation could greatly improve its administration, production and operations functions through full adoption of modern information technology. Others contended that the organisation was in dire need of computerised systems in order to improve on book quality and ensure greater customer satisfaction. Chong (2007) noted that application of modern ICT contribute

immensely to the realisation of increased production capacity and generation of higher sales revenue, hence facilitating achievement of performance targets. Majority (92%) felt that ineffective application of information technology affects KLB's capacity to meet performance targets, while 8% differed with the popular opinion. The respondents explained that existence of poor ICT infrastructure hampered implementation of computerised systems; hence subjecting much of the organisation's functions to manual execution. This supported findings by Arthur (2008) that organisations with poor ICT infrastructure have difficulty achieving its business targets since their operations are usually riddled with inefficiency and inaccuracy.

The study further found that the level of automation, training on ICT, operation management, social influence and ICT infrastructure affects KLB's capacity to meet performance targets. Finally, performance target indicators namely; sales revenue, market share, customer satisfaction and corporate image determined whether KLB achieved its performance targets or not.

5.3 Conclusions

Based on the findings, the major factors affecting communication and performance targets at the Kenya Literature Bureau include; poor or unimplemented government policies, irregular quality rating of books, weaknesses in the production plants, ineffective communication strategies, as well as low application of information communication technology. The state of these factors greatly determines the strength of State-owned book publishers and their ability to achieve their performance targets.

Government policies, some of which are good and well-intentioned, do not support the operations of State-owned book publishers since the guidelines are either rigid, outmoded or are largely unimplemented. This forces the publishing firms to lag

behind in embracing modern business practices that would meet changing customer needs, making it difficult for them to achieve their performance targets. The State Corporations Act, through which the publishing firms are governed, is overbearing and does not offer room for flexibility to accommodate the dynamics of the book business environment. This leaves organisations like KLB with no option but to continue operating under old official regulations that are inconsistent with the demands of the performance contracting scheme.

Proper quality rating of books by KIE, the sole Government quality assurance agency, has failed to ensure continual improvement of book quality to satisfy changing customer needs. This has had profound impact on investment, as efforts to grow market share and sales; create competitive advantage and enhance customer retention have not succeeded. The quality tenets under ISO 9001:2008 provide a comprehensive model for a quality management system that, if strictly implemented, would enable the publishers to have a competitive edge in the market. Lack of effective application of ISO 9001:2008 leads to underrating of KLB books, which limits the organisation's market share since high quality books that fit the guidelines issued under the curriculum are often rejected.

By strictly enforcing the quality management system while vetting books, KIE would be helping publishers to gain competitive advantage by embracing continual improvement of their products and services. They would then enhance customer satisfaction, reduce inefficiency and wastage, grow market share and increase profit margins. Such a business environment would make it easy for the corporations to meet their performance targets.

Weaknesses in the production plant prevent publishers such as KLB from optimising production and exploiting their full production potential, hence preventing realisation of performance targets. This also hinders production of quality books that meet customer demands in the various market segments, which affects strategic positioning of books.

Ineffective communication strategies employed by State-owned book publishers hinder realisation of performance targets, as exemplified by the case of KLB. Communication strategies play a key role in determining how marketing functions are executed and use of poor communication strategies affects execution of marketing and personnel functions, and this leads to loss of market share and declined profitability. The aim of communication and marketing is to maximise return on investment by developing sustainable relationships with internal and external stakeholders, which translates into increased staff productivity and sales revenue.

Communication lays emphasis on informing staff and the public about the product and the production processes. Through means such as sponsorships, exhibitions and media relations, publicity shapes customer perception of an organisation and its products. Effective communication strategies facilitate effective execution of marketing and public relations functions that contribute greatly towards achievement of organisational performance targets.

Low level of ICT application subjects KLB operations to manual execution of key functions. This slows down business processes, leading to delays in getting results. IT systems, like Material Requirement Planning (MRP II) and Electronic Data Interchange (EDI), support execution of functions such as administration, production

and operations, making it easy to get results and achieve performance targets. Poor IT infrastructure creates an unfavourable environment to enhance automation capacity, which makes it difficult to achieve investment objectives.

5.4 Recommendations

To effectively mitigate the factors affecting communication and performance targets in the public book publishers, specifically the Kenya Literature Bureau, the study makes the following recommendations:

5.4.1 Government Policies

Government policies should be timely and aligned to the objectives of performance contracting. The management of State-owned book publishers should embrace these policies, and make efforts to increase the level of support from stakeholders' and top management, employ effective corporate governance practices and formulate and implement proactive corporate plans. The Government should come up with policies that create an enabling environment for State-owned book publishers to compete effectively in the market and achieve their performance targets. The policy on tax exemption is among those that are vital and, if strictly enforced, would enable State publishers to secure their operating revenues.

The State Corporations Act should be reviewed to allow flexibility in the application of policies and strategies aligned to the demands of the performance contracting scheme. Policies pertaining to governance and quality management should be given emphasis to avoid delays in decision making that hamper effective execution of management functions, including matters related to performance contracting.

The Government should also improve policies on industrial infrastructure to enhance production capacities of these corporations. Policies for facilitating and monitoring collaboration between KIE and publishers should be developed to ensure the latter have meaningful say in the book vetting process.

5.4.2 Quality Management System

Managements of State-owned book publishers should embrace Quality Management System to improve the quality rating of books, comply with ISO, increase the level of customer satisfaction, continually conduct employee training, undertake continual improvement of organisational processes and improve on top leadership. To enhance quality rating, KIE should fully embrace ISO 9001:2008 quality standards and enforce measures to ensure the book vetting process is in line with the recommended guidelines. The publishers should also adhere to the same standards in their production processes to ensure that books submitted for vetting meet all the specifications as laid out in the curriculum. To create a culture of quality appreciation, staff and managements of KIE and those of the publishers should be adequately trained on Total Quality Management and the ISO standards. These skills should be applied throughout the book production process, as well as the vetting stage. The KIE should find ways of increasing the participation of the publishers in the vetting process to ensure the interests of all those who submit their titles for consideration are catered for. This will entrench transparency and avert unnecessary complaints and appeals against the vetting verdicts.

5.4.3 Production System

Managements of State-owned book publishers should improve on production systems by putting in place firm physical infrastructures, allocating enough financial resources, employing professional staff and streamlining manufacturing processes. The publishers should upgrade their production plants or replace them with modern ones to cope with emerging quality demands. A modern production plant would ensure flexibility and dynamism in the production process, right from the planning and design, to the finished product stages. A good production plant is customised to cater for the quality and value demands of the market. The publishers should therefore undertake continual market research to understand the new and dynamic market needs, which would determine the kind of production technology required to achieve customer satisfaction.

5.4.4 Communication Strategy

An effective communication strategy would attract and retain new customers in different market segments. It would also enhance staff participation in decision making and execution. The strategy should involve advertising, direct marketing, sales promotions and online marketing in order to reach a larger cross section of prospective customers and other stakeholders. Publicity strategies should include sponsorships, exhibitions, advertorials, commentaries, media relations and corporate social responsibility. Managements of State-owned book publishers should further improve on strategic planning, undertake market research to understand customer needs, employ effective customer retention techniques, carry out competitor analysis and improve on inter-functional coordination.

5.4.5 Information Communication Technology

State-owned book publishers should increase the use of information technology through computerisation of all the functions. Employees should be trained on effective application of automated systems in the various stages of book production and business processes. Modern IT infrastructures should be put in place to create a favourable environment for the activation of new software and hardware without the need of expensive configurations. The publishers should also increase the level of automation of business processes and training of staff on IT.

5.5 Suggestions for Further Studies

Further studies should thus be carried out to investigate how weaknesses in training and governance affect the ability of the publishers to achieve performance targets. Further studies should also be conducted on the application of performance contracting best practices in order to determine measures that should be put in place to ensure these State corporations are managed in line with the conventional precepts of performance contracting.

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APPENDICES

Appendix I: Application to Collect Data

(i) Kenya Literature Bureau

The Managing Director
Kenya Literature Bureau,
Popo Road, Belle Vue,
South C,
Nairobi.
July, 2009.

Dear Sir/Madam;

RE: ACADEMIC RESEARCH PROJECT – MOI UNIVERSITY

I am a student at Moi University pursuing a Masters degree in Communication Studies. In order to be awarded this degree, I'm required to undertake a research project to investigate factors affecting communication and performance targets in a selected public book publisher in Kenya, a case of Kenya Literature Bureau. Your organisation has been identified as a relevant subject of this study.

I would like to seek the assistance of your staff on this research, and since this will take away some of their official time at work, I request your permission to distribute questionnaires to them, which they will then fill out while providing invaluable information for this study. The sole reason for this research is to obtain opinions and insights on the subject matter without any subjective view or prejudice whatsoever. The information collected will be treated with the utmost confidentiality and will be used strictly for academic purposes.

Yours sincerely,



CYRUS V. MWELWA

(ii) Kenya Institute of Education

The Managing Director,
Kenya Institute of Education,
Murang'a Road,
Nairobi.

July, 2009.

Dear Sir/Madam;

RE: ACADEMIC RESEARCH PROJECT – MOI UNIVERSITY

I am a student at Moi University pursuing a Masters degree in Communication Studies. In order to be awarded this degree, I'm required to undertake a research project to investigate factors affecting communication and performance targets in a selected public book publisher in Kenya, a case of Kenya Literature Bureau. Your organisation has been identified as a relevant subject of this study.

I would like to seek the assistance of your staff on this research, and since this will take away some of their official time at work, I request your permission to distribute questionnaires to them, which they will then fill out while providing invaluable information for this study. The sole reason for this research is to obtain opinions and insights on the subject matter without any subjective view or prejudice whatsoever. The information collected will be treated with the utmost confidentiality and will be used strictly for academic purposes.

Yours sincerely,



CYRUS V. MWELWA

(iii) Performance Contracting Secretariat

The Permanent Secretary (Performance Contracting),

Harambee House,

Nairobi.

July, 2009

Dear Sir/Madam;

RE: ACADEMIC RESEARCH PROJECT – MOI UNIVERSITY

I am a student at Moi University pursuing a Masters degree in Communication Studies. In order to be awarded this degree, I'm required to undertake a research project to investigate factors affecting communication and performance targets in a selected public book publisher in Kenya, a case of Kenya Literature Bureau. Your secretariat has been identified as a relevant subject of this study.

I would like to seek the assistance of your staff on this research, and since this will take away some of their official time at work, I request your permission to distribute questionnaires to them, which they will then fill out while providing invaluable information for this study. The sole reason for this research is to obtain opinions and insights on the subject matter without any subjective view or prejudice whatsoever. The information collected will be treated with the utmost confidentiality and will be used strictly for academic purposes.

Yours sincerely,



CYRUS V. MWELWA

Appendix II: Questionnaire

BACKGROUND INFORMATION

Please tick as appropriate

1. Gender :

Male

Female

2. Age:

20-30 years

31-40

41-50

51 and over

3. Education level

Secondary level

College level

University level

4. Work experience

Less than 5 years

5 to 10 years

11 to 15 years

15 and over

SECTION 1

I. To find out whether Government policies affect communication and performance targets in a selected public book publishers in Kenya:

(1) Do government policies support KLB’s capacity to meet performance targets?

- Yes
- No

(2) Government policies limit KLB’s capacity to meet performance targets?

- Strongly agree
- Agree
- Slightly agree
- Strongly disagree
- Disagree
- Undecided

(3) List the various ways in which the Government is supposed to support State-owned book publishers?

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(4) Briefly explain how Government policies limit KLB’s capacity to meet performance targets?

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(5) By using an ordinal/Likert scale of 1 = not at all, 2 = small extent, 3 = moderate extent, 4 = large extent, 5 = very large extent, rate the extent to which the following Government policy factors limit KLB's capacity to meet performance targets?.

Government policies factors	5-Very Large extent	4-Large extent	3-Moderate Extent	2-Small extent	1-Not at all
5) Stakeholders' support					
6) Top management support					
7) Corporate governance practices					
8) Corporate policies					

SECTION 2

II. To establish the extent to which the Quality Management System affect communication and performance targets in a selected public book publishers in Kenya:

(6) Do quality rating methods employed by Kenya Institute of Education affect KLB's capacity to meet performance targets?

Yes

No

(7) Quality rating of school books by the Kenya Institute of Education limits KLB's capacity to meet performance targets?

- Strongly agree
- Agree
- Slightly agree
- Strongly disagree
- Disagree
- Undecided

(8) Name the various ways in which quality rating affects the performance of State-owned book publishers?

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(9) Make a brief statement on how quality rating limits KLB's capacity to meet performance targets?

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(10) By using an ordinal/Likert scale of 1 = not at all, 2 = small extent, 3 = moderate extent, 4 = large extent, 5 = very large extent, rate the extent to which the following quality management system issues limit KLB's capacity to meet performance targets?.

Quality management system issues	5-Very Large extent	4-Large extent	3-Moderate Extent	2-Small extent	1-Not at all
7) Quality rating of books					
8) Compliance with ISO					
9) Level of customer satisfaction					
10) Employee training					
11) Continual improvement of organisational processes					
12) Top Leadership					

SECTION 3

III. To determine whether the production system affect communication and performance targets in a selected public book publishers in Kenya:

(11) How do you rate the effectiveness of the production plant?

- Very effective
- Effective
- Average
- Not effective

(12) Production plant limits KLB’s capacity to meet performance targets?

- Strongly agree
- Agree
- Slightly agree
- Strongly disagree
- Disagree
- Undecided

(13) Point out some weaknesses in the production equipment that negatively influence the performance of State-owned book publishers (KLB).

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(12) State briefly how KLB's production plant limits the corporation's capacity to meet performance targets?

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(14) By using an ordinal/Likert scale of 1 = not at all, 2 = small extent, 3 = moderate extent, 4 = large extent, 5 = very large extent, rate the extent to which the following production systems factors limit KLB's capacity to meet performance targets?

Production system factors	5-Very Large extent	4-Large extent	3-Moderate Extent	2-Small extent	1-Not at all
5) Organiation's physical resources					
6) Allocation of financial reources					
7) Allocation of human reosurces					
8) Effectiveness of manufacturing processes					

SECTION 4

IV. To assess the extent to which communication strategy affects performance targets at the Kenya Literature Bureau:

(15) Does marketing and publicity limit the capacity of the organisation to meet performance targets?

Yes

No

(16) Marketing and publicity limits KLB's capacity to meet performance targets?

- Strongly agree
- Agree
- Slightly agree
- Strongly disagree
- Disagree
- Undecided

(17) Identify some of the weaknesses facing the marketing and publicity strategies?

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(18) Explain briefly how marketing and publicity strategies limit KLB's capacity to meet performance targets?

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(19) By using an ordinal/Likert scale of 1 = not at all, 2 = small extent, 3 = moderate extent, 4 = large extent, 5 = very large extent, rate the extent to which the following marketing strategies issues limit KLB's capacity to meet performance targets?.

Communication strategy	5-Very Large extent	4-Large extent	3-Moderate Extent	2-Small extent	1-Not at all
1) Market planning					
2) Understanding of customer needs					
3) Customer orientation					
4) Competitor orientation					
5) Inter-functional coordination					

SECTION 5

V. To evaluate how information communication technology affect communication and performance targets in a selected public book publishers in Kenya.

(20) Does information technology limit KLB’s capacity to meet performance targets?

- Yes
- No

(21) Information technology limits KLB’s capacity to meet performance targets.

- Strongly agree
- Agree
- Slightly agree
- Strongly disagree
- Disagree
- Undecided

(22) How do you rate the effectiveness of IT in the organisation?

- Very effective
- Effective
- Average
- Not effective

(23) Briefly explain how IT limits KLB’s capacity to meet performance targets?

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(24) By using an ordinal/Likert scale of 1 = not at all, 2 = small extent, 3 = moderate extent, 4 = large extent, 5 = very large extent, rate the extent to which the following information technology factors limit KLB's capacity to meet performance targets?.

IT factors	5-Very Large extent	4-Large extent	3-Moderate Extent	2-Small extent	1-Not at all
6) Level of automation					
7) Training on ICT					
8) Operations management					
9) Social influence					
10) ICT infrastructure					

PERFORMANCE CONTRACTING SECRETARIAT

(25) By using an ordinal/Likert scale of 1 = not at all, 2 = small extent, 3 = moderate extent, 4 = large extent, 5 = very large extent, rate the extent to which the following factors indicate KLB’s capacity to meet performance targets?

Performance target factors	5-Very Large extent	4-Large extent	3-Moderate Extent	2-Small extent	1-Not at all
6) Sales revenue					
7) Market share					
8) Customer satisfaction					
9) Corporate image					
10) Skill retention					

(ii) Suggest measures to help improve KLB’s capacity to meet performance targets?

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KENYA INSTITUTE OF EDUCATION

(26) Do your quality rating methods affect KLB's capacity to meet performance targets?

Yes

No

(ii) Suggest ways in which KLB can improve the quality of its books?

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