

**PROMOTION OF SERVICE DELIVERY THROUGH PUBLISHING:  
A CASE STUDY OF THE GOVERNMENT PRESS-KENYA**

**BY**

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## DECLARATION

This thesis is my original work and has not been presented for a degree in any other University.

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**DEDICATION**

To my late father Zadock Ondego, who strongly believed that education, is the key to a bright and prosperous future for his children, the community, the country and the world at large.

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I am most grateful to the Almighty God, who by his grace and mercies granted me the wisdom, knowledge, and strength to go about writing this thesis. I wish to thank my research supervisors, whose guidance and advice made this research thesis a success. I also thank the library staff at Moi University and Government Press for providing the research materials that helped in writing this thesis. Last but not least, I recognise the overwhelming support of my family for the dedication to allow me time to study and do the research and of my friends and colleagues for their encouragements towards the completion of this research thesis.

## ABSTRACT

The publishing and printing industries have made tremendous improvements in public service delivery. As the publishing industry globally embraces both digital delivery and production, books still remain a major source of ideas and important channels of information dissemination, entertainment, and service delivery. However, irrespective of the many opportunities publishing offers to society, it still faces a myriad of challenges. Effective service delivery is key to every government; however, the distribution of information and knowledge is facing challenges due to various reasons, such as insufficient publishing investment. The aim of this study was to investigate the promotion of public service delivery through publishing. The objectives of this study were to: find out the role that government press publishing policy plays in providing effective service delivery to the Kenyan public; find out how digitization of publishing is affecting service delivery in the publishing industry; analyse the challenges and constraints to publishing development in service delivery; and finally, examine the effects of management style on service delivery and make conclusions and recommendations. The theoretical foundation of the study was Institutional Theory and Resource-Based View Theory. The study applied a descriptive research design and adopted mixed-method research. The study targeted 250 employees of the Government Press, from whom a sample of 75 respondents was drawn using purposive sampling and stratified sampling; this represented 30% of the population. The study used primary data, which were collected using a questionnaire through the drop and pick method, while secondary data was obtained from existing literature. An interview guide was also used to collect qualitative data from key informants. The qualitative data was presented through descriptive narrative analysis procedures, and the quantitative data collected was presented using graphs, tables, and pie charts. Descriptive statistics such as means and percentages were also used. The research instruments were pre-tested on a group of 10 employees from Government Press in the Planning Department to gauge the accuracy of the research instrument among the respondents. The study found that publishing promotes service delivery through the enhanced articulation of printed literature that is well understood and easily consumed by the public, especially when it comes to policy documents. The study further found out that strategic policy planning, which was implemented through work plans, led to improved service delivery due to periodic monitoring and reporting. The study concluded that despite the numerous challenges that the publishing industry faces, it still has an important role to play in promoting service delivery effectiveness to the public. The study recommended that policymakers review policies that promote service delivery in publishing establishments with the aim of instituting research on the most effective policies.

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**LIST OF ABBREVIATIONS**

CD-ROM	Compact Disk Read Only Memory
DTP	Desktop Publishing
EU	European Union
GP	Government Press
ICT	Information Communication Technology
ISO	International Standards Organization
JKF	Jomo Kenyatta Foundation
JPA	Japanese Publishing Association
KICD	Kenya Institute for Curriculum Development
KLB	Kenya Literature Bureau
KPA	Kenya Publishers Association
MBO	Management by Objectives
OA	Open Access
PCR	Public Complain Resolution
PLC	Public Limited Company
RBV	Resource Based View
UNESCO	United Nations Education Social and Cultural Organization
USA	United States of America
TIE	Tanzania Institute of Education
WTO	World Trade Organization

## OPERATIONALIZATION OF TERMS

**Effectiveness:** Measure of the degree on how organizations attain their mission, realize goals and objectives. The effectiveness indicators used by the civil service includes served citizens, quality of service and progress, timeliness in offering the service.

**Factual Approach:** A factual approach simply refers to a way of analyzing empirical evidence by dwelling on the facts that the respondent use to illustrate or explain the topic.

**Publishing:** The practice of production and issuance of literature, information, or sometimes recordings, or art.

**Publishing Policy:** This refers to the general rules and regulations guiding the practice of publishing at Government Printers, Kenya.

**Servitization:** The process of creating value by adding service to products.

**Service delivery:** A continuous, cyclic process for developing and delivering user focused services. Quality service delivery involves a comparison of expectations with performance.

## **CHAPTER ONE**

### **INTRODUCTION AND BACKGROUND**

#### **1.0 Introduction**

This chapter presents the overall introduction to the study. It presents the background to this study, a statement of the problem, objectives, research questions, justification, significance, scope, limitations, and the delimitations of the study.

#### **1.1 Background to the Study**

Publishing is the mechanism by which books and other print literature are published, produced, and distributed (Epstein, 2001). Due to the relationships between several key players in the market system, the process of transferring the finished manuscript to the customer is dynamic (Boyras, 2009). Agents, authors, printers, and publishers are the main players on the development side, while wholesalers, retailers, book clubs, and libraries are included in the distribution stream. Publishing is a complex and highly distinguished industry, but not without command. It is organised through networking, supply chain management, competition, and customer engagement in one of those areas (Thompson, 2005).

Most nations worldwide are forced to improve the performance of the public sector while at the same time limiting spending growth. While factors such as population aging and increased health care and retirement expenses add to budgetary pressures, citizens call on governments to make their achievements with taxpayers' money more

accountable. Governments rely heavily on publishing companies to implement reforms through the publication of laws and plans.

We cannot discuss the issues of service efficiency without mentioning the role of publishing in assisting the government and other entities in serving the public and in promoting other development agendas in the country. Most of the government documents are often prepared and published by publishing firms, some owned by the government and others supplementing the efforts of the government. Teresa et al. (2007, p. 35) say

Although the majority of countries have engaged in some institutional reforms, the empirical evidence of their impact on efficiency is so far limited due to the following: a lack of resources to conduct evaluations; a lack of pre-reform measures of performance; the complexities of measuring efficiency in the public sector; and the problem of isolating the effects of specific institutional reforms on efficiency from other external influences.

Worldwide, governments have benefited immensely from publishing institutions established by the same governments. These publishing firms have provided print solutions to many government entities (Lichtenberg, 2000). Most of the institutions that assist these governments fall under the civil or public service in critical service delivery. The subsequent analysis can be illustrated according to Van der Waldt et al. (1999), so as to clarify the state's stance on service delivery. The accepted governing body's protection includes the provision of services. In exchange for being governed and protected, the individual wants the governing body to establish an ordered society. This Treaty recognises the responsibility of the governing body to govern the people of these societies and to protect their interests.

In 1450, Gutenberg, who is known as the father of printing and publishing, invented the movable printing press. This led to book production, which is still widely used today as a medium for the distribution of information and the promotion of culture (Hannett, 2010). Many governments have used published materials such as books, bills, and licences to rule and initiate development in their nations. Like in many other countries, in Norway, the publishing industry is an important field for promoting national identity and culture. In combination with political supportive measures, the Norwegian publishing industry has consequently evolved into an industry dominated by large publishing houses and tight relationships that offer quality and efficient service to the people (Van der Hagen, 2014).

Today, more than ever, the publishing industry is faced with numerous challenges and opportunities in its operations. New technologies have brought some substantial opportunities and have already affected the business models of the actors operating in the industry (Tong, 2014). In addition to the new technological advancements in service delivery to the government and the public, there is another new phenomenon that has been changing the way service is done; this phenomenon is called servitization, which in its simplest form is the process of creating value by adding service to products. A clear understanding of this issue is provided by the service-dominant logic introduced by Lusch and Vargo (2004), who believed that publishing business processes within public organisations need to be driven towards increased levels of servitization in order to be able to offer better service and thus stay competitive.



Between 2000 and 2011, the Kenyan government has initiated a number of reforms to enhance service provision. During that time, global trends such as budgetary constraints have changed the government press' environment, increasing customer expectations, restructuring services for the public sector, and changing demographics (Hope, 2012). This has influenced the organization's service delivery. In Kenya, there are numerous initiatives that are already in motion, which illustrate how the publishing industry is part of effective public service delivery. Government Press and other publishing firms are major suppliers of published documents to government agencies such as Huduma Centers, Kenya Law Reforms, and the Kenya Year Book Editorial Board. Huduma centres are one of the initiatives that the government has put in place to promote service delivery. Customer-centric systems need to be built in a comprehensive way, separating means and ends, concentrating on optimising customer experiences and tangible advantages, and identifying the competitive risks associated with the different model offerings (Price Waters, 2007).

### ***1.1.1 Background of Government Press***

The Government Press has been in operation for more than a century. The development of the Government Press has been critical in the diffusion of information, literature, and education throughout the country. From the colonial era to the present, the Government Press has played an important role in providing printing services to the government, the general public, and numerous institutions around the country. The history of the Government Press dates back to the colonial era when Kenya was under British rule. In 1902, the Public Works.

Department established the first printing press in Mombasa, which was used to print forms, maps, and other administrative documents for the colonial government. As the

need for printing services increased, the government established more presses in Nairobi and other towns. After independence, the Government Press became a state corporation and was mandated to provide printing services to the government and other institutions. The press was also tasked with printing and publishing official documents, such as the Kenya Gazette, which contains legal notices, government appointments, and other important information. The Government Press has had a significant impact on the economy of Kenya. The press has provided employment opportunities to thousands of Kenyans over the years, including skilled and unskilled workers. The department has also contributed to the growth of the printing industry in the country by providing training and mentorship to young people who are interested in pursuing a career in printing. As the country continues to develop, the department remains an essential institution that will continue to provide printing services to the government and the public for many years to come.

### **1.2.1 Duties of the Government Press in Kenya**

The Government Press is located in the City of Nairobi in Kenya along Haile Selassie Avenue and is responsible for the printing and publishing of official government documents at an affordable cost, as necessary. It also publishes required documents for the government to collect revenue and positions itself at the centre of the entire system of operations in the country. It also does minimal commercial printing. It may be noted that the Department, being in the manufacturing and service industries, must keep pace with the technological change that is rapidly taking place in the printing industry globally (Ministry of Interior and Co-ordination of National Government, 2018).

The Government Press core activities are the printing of classified documents, accountable documents and forms, stationery, general print such as jobbing, annual, recurrent, and special reports; Hansard; the Laws of Kenya and its revised editions; the Kenya Gazette and its subsidiary legislation, such as the Kenya Gazette Supplements, Bills, and Acts. It also manufactures exercise books and official rubber stamps, among many others (Musuvi, 2013) The department is unique in that it is a three-in-one printing press, as it is a general printer, a security printer, and a manufacturer of exercise books, making it a diverse organization, as rarely do printing and publishing houses combine all these scopes of activities under one roof.

To efficiently manage its activities, the department is divided into two main categories: namely, administration and production. The administration comprises human resources, accounts, procurement, and internal audit. The production areas comprise production planning and control, where all printing work commences. Pre-press is where materials are prepared for printing. Press is the actual printing, and post-press is the combination of printed sheets into printed products through binding and finishing operations. The total number of employees is two hundred and fifty (250), all of whom are based in Nairobi. The press does not have any branches. (Government Press Taskforce, 2017).

Government Press is a print media organization, where, according to Greco (2005), print media means the printing and publishing of information in hard copy form. He adds that printing is the science, art, and technology of transferring an image from an image carrier to a substrate conventionally or digitally, while publishing is the business or profession of the commercial issuance of literature, information, and musical (sometimes recorded) scores, either in print or electronically. Kipphan (2006) points out that conventional technology employs some means of impression. It

involves four processes: relief, which employs letterpress and flexography techniques; planography, which employs lithography techniques; intaglio, which employs gravure techniques; and screen, which employs screen or stencil techniques. This technology involves a lot of chemicals, materials, and lengthy operations before one gets the final product.

The organisational structure of Government Press is set up with power descending from the top. A strong organisational structure and expansion may enhance communication, output, and innovation. It provides a setting in which people may work effectively. The head of the department is the government printer.

## **1.2 Problem of the Statement**

The government press in Kenya plays a vital role in the provision of services to the public. Through publishing, the government is able to communicate and disseminate information on various services to the public. However, the process of publishing has been marred with several challenges leading to delayed service delivery.

One of the key benefits of publishing in government press Kenya is the promotion of transparency in service delivery. The government is mandated to provide services to the public in a transparent manner. By publishing information about services offered by the government, the public is able to hold the government accountable. According to the Freedom of Information Act (2016), the government is obligated to provide the public with access to information about services offered to them. Through effective publishing, the government is able to comply with this act and promote transparency in service delivery.

Moreover, publishing in government press Kenya promotes efficiency in service delivery. The government is responsible for providing services to the public in a

timely manner. However, delays in service delivery have been attributed to a lack of effective communication between the government and the public. Publishing information about services provided by the government enables the public to be aware of the services that are available to them. This, in turn, reduces the need for repetitive inquiries by the public, leading to a more efficient delivery of services.

Furthermore, effective publishing in government press Kenya promotes inclusivity in service delivery. The government is responsible for providing services to all citizens regardless of their social or economic status. However, not all citizens are aware of the services that are available to them. Effective publishing ensures that information about services is accessible to all citizens irrespective of their location, social or economic status. This promotes inclusivity in service delivery, and ensures that no citizen is left behind.

In conclusion, publishing is an important tool for the promotion of service delivery in government press Kenya. It promotes transparency, efficiency, and inclusivity in service delivery. However, publishing has been marred with several challenges leading to delayed service delivery. To ensure effective publishing, the government needs to invest in technology and infrastructure to enhance the publishing process. This will promote transparency, efficiency, and inclusivity in service delivery, and ensure that citizens receive the services they deserve in a timely manner..

### **1.3 Aim of the Study**

The aim of the study is to explore how publishing can be used to promote service delivery in the Government Press in Kenya. The study seeks to provide insights into the strategies that can be employed to leverage publishing to improve the quality of public services in Kenya.

#### **1.4 Objectives of the Study**

- (1) To find out the role Government Press publishing policy plays in providing effective service delivery to the Kenyan public.
- (2) To find out how digitization of publishing is affecting service delivery in publishing industry.
- (3) To analyze the challenges and constraints to publishing development in service delivery.
- (4) To examine the effects of management style to service delivery.

#### **1.5 Significance of the Study**

This research sought to study the role of publishing in promoting service delivery effectiveness, a case study of Government Press. The research findings might assist the department in getting more focused as it endeavors to improve on service delivery. The recommendations from the study may assist the public service develop better strategies that would be used to implement effective service delivery in publishing.

It might also enable the Government Press and the Public Service to identify weaknesses and challenges faced during service delivery process and offer corrective measures. The study findings can also lay a foundation for further research and understanding of publishing in promotion of service delivery in other public institutions. This study would form a basis for further study in the area of service delivery in publishing industry. It would also add to literature that continues to grow on service delivery.

### **1.6 Justification of the Study**

Publishing plays an integral role in making sure service delivery in the public service is developed to an efficient level. Nonetheless, little research has been done to define the magnitude of the effects on services delivery in Kenya by the publishing industry. The value of this study has both policy and academic functions when finalized. Policy functions include, governments learning the importance of publishing, in improving service delivery especially where accountability and documentation of government literature such as policy documents. This study would benefit many as an information source, particularly in view of educators, students and scientists who follow printing, publishing and data communication technology. The research is justified in that it can influence the attitude of publishing organizations, because this research shows how publishing is important to the provision of services in the public service. A new definition of writing in favour of service delivery is provided by the report.

### **1.7 Scope of Study**

This study focused on Government Press in Kenya. The findings were, therefore, limited to the unique characteristics of people working in this organization as opposed to other organizations. The study investigated how the organization has been providing its services to the public. The study targeted senior managers and junior staff that form a total population of 250 employees. The study was carried out in a period of three months from August, 2017 to October, 2017.

### **1.8 Limitations and Delimitations**

The major limitation of the study was accessing confidential information and documents held by various departments, this was because Government Press deals with sensitive government documents. Writing a request letter in advance to the relevant authorities mitigated this and follows up were done through phone calls.

Another limitation was the fear to disclose sensitive information by the respondents due to consequences. This was addressed by ensuring confidentiality of information and that it was used only for academic purpose. Finally, this study did not cover the whole scope of publishing but only was guided by the specific study objectives.

### **1.9 Summary**

This chapter looked at the introduction to publishing in promotion of service delivery and the background to the study. It also highlighted the existing problem and the rationale for undertaking the study. The chapter stated why conducting the research was justified and also the significance of the research findings to the Public Service. Objectives of the study were stated with and were used to collect the data for achieving the objectives. Scope of the study, purpose of the study, limitations and delimitations were also covered in the chapter.



## **LITERATURE REVIEW**

### **2.0 Introduction**

This chapter reviews the theories that supported the independent variables and the dependent variables. Empirical works by scholars, experts, and practitioners in the field of publishing and the related concept of service delivery were also reviewed. A conceptual framework illustrates the relationship between independent variables and the dependent variable. To sum up the chapter, the research gap was identified after critique of all reviewed literature and summarization of main issues.

### **2.1 Theoretical Framework**

Owolabi (2006) says that literary review is a gradual process used by scientists in searching, reading, digesting, and critically assessing previous works of scholars in connection with the issue under study. A literature review is a critical analysis and overview of the general and limited importance of statistical literature for the specific field and topic of research in statistics. The aim of the literature review is to identify holes for the collection of data for study. The updated literature shows that much has been done, yet much more needs to be covered. Service delivery theories are used to improve an organization's productivity and service quality. Not many managers use a particular concept to incorporate organizational strategies; they usually combine multiple theories according to the job, intent, and employees (Hawthorne, 2015). Two theories helped explain why media companies were introducing the services to the public. Institutional theory and resource-based view theory were used.

### **2.1.1 Institutional Theory**

Two leading Austrian sociologists, Paul F. Lazarsfeld and Oskar Morgenstern, Martinez-Costa et al. (2008), founded institutional theory in 1963. This quality management theory focuses on external factors that influence an organization's decision on a quality practice (Meyer & Rowan, 1977). This also indicates that institutions, i.e., widespread social awareness, are affected by their organizational history and want to be rationally informed (Greenwood, Oliver, Sahlin & Suddaby, 2008).

Meyer and Rowan (1977) argued that logical theories are appropriate as protocols for suitable behavior that organizations will obey and become isomorphic to their organizational context. Organizations are expected to behave rationally. In the eyes of the critical electorate, this is to help them show their social fitness and legitimacy. It seems fair to avoid social repression, reduce external transparency criteria, maximize incentives for the acquisition of needed resources, and increase their chances of survival (Greenwood et al., 2008).

DiMaggio & Powell (1983) suggested three existing transmission mechanisms: authoritarian, symbolic, and mimetic. The process for the arbitrary provision of services to the public takes place when outside stakeholders, usually influential organizations like state-owned entities, embrace an institutional component. The publication's role in the successful provision of services will be enhanced in this analysis by the state on which the businesses of that organization depend largely.

On the other hand, normative issues arise when applied to the adoption of an effective service delivery practice and arise when firms consider certification necessary for enhancing their reputation and displaying professionalism in their products or projects.

This theory confirms that early adopters of a practice are motivated by opportunities for efficiency and gains from implementing it before it becomes the norm (Aravind & Christmann, 2008). Martinez-Costa et al. (2008) observed that, having been implemented all over the world, service delivery in publishing firms such as Government Press has been institutionalized. The researcher adopted this theory as the guiding theory for the study. Institutional theorists describe the technical and institutional types of organizations. Technical organizations track well-defined techniques with easily identifiable and calculated inputs (such as fabrication). Technical institutions succeed by producing high-quality results efficiently. Institutions, in comparison, are using vague techniques, such as academic or scientific, to produce inputs (new knowledge) that make it difficult to assess quality and efficiency (Morphew & Huisman, 2002). The government press is part of the technical category of theory. This is why the researcher used the concept as a study guide.

### **2.1.2 Resource-Based View Theory**

The researcher adopted the Resource-Based View theory to guide the study. The Government Press, being an institution that emphasizes satisfying its clientele, places paramount importance on service delivery. The success of this service delivery largely depends on how the resources are managed to achieve maximum yield using minimal resources, which include materials and manpower. This phenomenon helped shape the study.

Bain founded the philosophy of resource-based view (RBV) in 1968, and Porter was one of his main proponents as an alternative to industrial organization in 1979. The Industrial Organization's focus was on the organizational quality model, which puts the deciding factors of company performance outside of the company in its market

framework. The Resource Based View (RBV) being positioned against this view, it explicitly looks for internal sources of sustained competitive advantage and aims to explain why firms in the same industry might differ in performance, for instance, Government Press and other state publishing firms such as Kenya Literature Bureau.

The theory explains the adoption of the resource-based service delivery model. The source of value explains the company's resources and the ability to use them creatively (Barney, 1991; Teece, 2007). The source view is based on the resources. The theory is that the success of an organization is based on its controls, which can be a source of a competitive edge (Martinez-Costa et al., 2008). Barney (1991) suggests that it must be important and unique among competitors, imperfectly imitative for a commodity that can offer competitive advantages and not replace competitors.

The resource-based view of the firm assumes that a publishing firm is a bundle of resources and that there can be a difference between firms (Barney, 1991; Wernerfelt, 1984). According to Amit & Schoemaker (1993), the resource-based view theory explains company profitability using information on its resources and capabilities. Tricker (2014), over time is a socially complex valuable resource that is not easily imitable or substitutable at the promotion of service delivery is based on internal factors to enhance efficiency and improve processes, knowledge, and expertise gained. This will create opportunities for a real competitive advantage (Alcina Inaki, 2013).

Organizations that have adopted effective service delivery will have improved performance as compared to before adoption (Martinez-Costa et al., 2008). Anderson, Daly, and Johnson (1999) observe that if the motivation for adoption of effective service delivery is solely external, the organization would implement the standard to meet the external pressures and might not improve on service delivery.

The basic assumption of the resource-based view theory is that the firm's resources play a critical role in creating sustainable competitive advantage. However, not all resources have the potential to create a sustainable competitive advantage. Barney (1991), presents criteria for evaluating the potential of the resources for creating sustainable competitive advantage based on four attributes that are valuable, rare, imperfectly imitable, and non-substitutable. Valuable resources are such that they enable the organization to implement efficiency- and effectiveness-improving strategies (Barney, 1991).

Resources have to be relatively rare to create a competitive edge. The resource must also be difficult to imitate so that the organization can stay ahead of its competitors. This can be related to the government press, which has its own unique ways of patenting its resources. Therefore, in order to create a sustainable competitive advantage, the resource must be non-substitutable, meaning that no other resource can be the source of a strategically equivalent outcome. This has been observed in the two organizations as they have used their resources to serve their customers electronically.

The Resource-Based View (RBV) theory was suitable for this study because it is considered to be among the most widely accepted theories of strategic management and efficient service delivery. The publishing industry falls under organizations whose competitive advantage lies mainly in the application of a bundle of valuable tangible or intangible resources at the firm's disposal. According to this theory, resources are what the organization requires and uses in its transformation process to produce its products and services.

In Resource Based View (RBV) theory, a capability is the ability for a set of resources to undertake a task of activities. The capabilities and inputs can generally be categorized into three classes: organizational capital, physical capital, and human

capital (Crooks et al., 2008). Publishing organizations such as Government Press have a collection of unique and valuable capabilities and resources that form the basis on which the organization develops its strategy. In a business environment where there is increased competition, an organization is seen as a collection of evolving competences that are managed in a dynamic way to achieve above-average returns.

The main concern of the Resource Based View (RBV) theory is to identify the characteristics of resources that are not subject to imitation by competitors; however, (Mweru & Maina, 2015) argue that even if the resources possessed by a firm can easily be replicated by competitors and even if the resources are the source of the firm's competitive advantage, the advantage will not last long. Productive activity requires the cooperation and coordination of resources.

## **2.2 The Publishing Role in Providing Effective Service Delivery**

The lack of a national book policy does not mean that the indigenous African publishing industry has not been rising. There have been a lot of promising changes. Moreover, though competing against multinationals or big publishing conglomerates would still be very difficult for independent publishers everywhere, this possibility is also possibly real. It notes that some of Africa's biggest indigenous publishers have now established a much stronger presence over the last decade or two and have left multinationals behind, at least in some countries. In Kenya, for example, the publishing industry is becoming even more dynamic, with multinationals working side by side with local firms, and the same is likely to be said for Nigeria. Such positive trends include, for example, the strong representation of African books on the international market through the activities of African Books (Afolabi, 2015).

In many African countries, there is already an overdependence on educational/schoolbook printing, on the one hand, and on public procurement, on the

other, and that is not unexpected (Nyariki, 2018). However, this also ensures that the economic base of many African publishers will continue to be very fragile and vulnerable, so textbook publishing will still be prone to changes in government policy, textbook procurement, and changes in the curriculum.

Digital technologies have been a mixed blessing for publishers worldwide, according to Afolabi (2015). In Nigeria, digital print manufacturing has been enhanced with the associated benefits of accelerated production, better print quality, and reliable distribution of services. This example is replicable in other African countries thrust straight into the deep waters of global competition.

Several smaller publishing companies in Singapore have embraced very novel methods of distribution by focusing on niche markets or servicing specialty sectors such as advertising, education, etc. According to Tong (2014), by opening new territories for other businesses, including duplication of CD-ROMs, publishing, etc., many will diversify. Several specialist businesses will also move to new markets in fields such as color isolation. The color scan is now an important step in the printing process, and Singapore is a leader in color separation. Even others do the same to provide the city with cheaper services.

The printing and publishing industries in America have greatly improved the delivery of services. An article on journals also includes the early 2013 report by the Printing and Publishing Industries of America, which noted a significant boost in the digital subscription profits of newspapers, citing Gannett Co. as an example (Moozakis, 2013).

Boyraz (2009) notes that the publishing industry in Turkey is still unsaturated by serious problems in different periods. In the Turkish book market, the capital

circulation and the conditions of the maximization of profits and the accumulation of capital are preventing a large amount of readers and new generations from being created due to the absence of an industrial structure for book manufacture and business and the timely changes in the regulatory legal framework of copyright. The way publishers serve their public has affected this.

A major stumbling block to the advancement of the publishing industry in Africa is the importation of published materials from western countries (Nyariki, 2018). Many African governments, including Nigeria, appear to be impeding rather than promoting the growth of the printing industry by allowing free entry of printed materials while imposing crippling duties on paper, ink, and printing machinery (Iweala, 2014).

There are other factors that hinder the development of publishing in Africa; these include low-quality authors, government regulations, and the publishing environment. Asien (2015, p. 171) captured the problems of publishing in Africa by itemizing them as follows:

- a) Low level of technological know-how and limited machinery in the printing segment of the book chain
- b) Inadequate editorial human resource base, even in well-organized publishing organizations'.
- c) problems of origination or authorship of texts and the dearth of adequately motivated and remunerated authors to produce acceptable manuscripts.
- d) The lack of a well-coordinated and unambiguous national book policy backed up by legislation to protect and promote the book industry.
- e). variations in public policies that often lead to further destabilization of the uneasy state of the book trade; and



f). structural and spatial problems arising from inadequate distribution networks and marketing outlets for the few African titles that get published annually.

In publishing and procuring books, most governments become both buyers and providers, and that is definitely a matter of concern. Particularly for the many small independent publishers who currently support and publish a number of new voices, including voices in languages other than English, and who are already working under very difficult circumstances. Meanwhile, yet another new concern for educational and school book publishers has been raised.

Some African governments have recently moved to enact and adopt a program of only one officially approved textbook per subject and grade (Cameroon, Kenya, Rwanda, Tanzania), or are considering doing so (Mozambique, South Africa), thereby putting an end to the current situation with a multitude of books from a number of publishing houses, all operating in a free market (Hans, 2018). In Kenya, where this study was conducted, the excise imposed on paper, films, computer accessories, printing plates, and printing machinery is not encouraging for the enhancement and production of books.

### **2.3 The role of the government in the publishing industry through service delivery**

China has become well known as the "workshop of the world" because of its cheap labor (Mcgregor, 2004). In the year 2000, China's printing industry recorded 8.1% growth. China also established the 9th Five Year Plan for the Print & Publishing industry, and the output of commercial printing is expected to enjoy an annual growth rate of at least 10% (Joseph, 2015). After entering the WTO, China continues to maintain a fast-growing rate in its economy and social development. Due to the WTO

agreement with the United States, China will decrease its current industrial tariffs from an overall average of 17% to 9.4% (Tian, Martin, & Deng, 2008).

This means that China as a nation will attract more publishers from other countries, especially from Africa. Furthermore, it will have a significant impact on publishing industries such as the government press, as they will frequently outsource large printing duties and production to Chinese printing establishments. AS a result, the organization will benefit from faster production at a lower cost, thereby improving services to their customers.

Germany, the United Kingdom, France, Italy, Spain, and the Netherlands are among the many European countries that account for the majority of the total value added generated in the European publishing industry. Except Spain, all these other countries experienced declining figures in the share of value added in the publishing sector between 1995 and 2007 (World Bank Group, 2016). This led to all these countries and many more in Europe investing in publishing industries in their countries for the purposes of effective service delivery (Leurdijk, Mijke, & Nieuwenhuis, 2012).

There appear to be five general categories of printers in sub-Saharan Africa. They are government presses, university presses, mission presses, newspaper presses, and private presses. In reality, the functions of these different types of presses are not necessarily distinct. The official function of government presses, for example, is "to cater for the printing of official forms, gazettes, announcements, and books." (Musuvi, 2013).

In countries with no private sector, the government printer serves as a commercial printer for all practical purposes. Even where a commercial sector does exist, some government printing houses were designed to run on a commercial basis, as in

Nigeria, Ghana, and Guinea (Kendemeh, 2017). Similarly, newspaper presses can be government-controlled or private and can function uniquely for newspaper production or additionally as commercial printers producing school books and periodicals (Hans, 2018). For that matter, even missionary presses have operated on a commercial basis.

Commercial printing receives its work from two related sectors, namely the publishing sector and the industrial-commercial sector. The publishing sector can include everything from newspapers to schoolbooks to technical and scholarly journals to religious tracts—if printed for profit (Boyraz, 2009). Industrial business sector as described in this study as a method to take artwork and transfer it to a paper or card piece. It is ideal for producing a wide range of products such as brochures, books, pamphlets, invitations, newspapers, newsletters, catalogs, and so on. There are various presses and binding tools in a typical commercial printer that work in different types of applications. The primary method of printing is offset lithography with either single sheets or continuous paper rolls, whereas digital industrial printers are increasing.

According to Offei (2014), most publishing houses have worked under adverse conditions. Their marketing strategies are weak, and their books are not adequately marketed by publishers. There are also small book markets and a few bookshops. Libraries would typically be large book buyers, but Ghana's librarians cannot purchase enough because they have a little book budget. Similar situations were experienced in Kenya, the country where the study was done. In most universities in Kenya, libraries have become innovative in making available a variety of educational books in electronic format to supplement limited print copies.

Government Press is a single source of government publications such as the Economic Survey and other policy publications; however, the institution has never

established a public library (Musuvi, 2013). According to the study findings, Government Press will need National Treasury funding to establish and operate a public library. However, this might not be possible because of the intricacies and bureaucracy involved in securing funds from the National Treasury.

## **2.4 Challenges and constraints to publishing development in service delivery in Kenya**

The publishing industry has faced numerous challenges and constraints since the invention of the internet in 1969, although most consumers of printed literature opine that the internet has changed everything for the better. According to Greco (2005), "Print is dead, and its place has been taken by innovative enriched digital products that contain audio, text, and video. Large book publishing houses are collapsing as a result of the rise of self-publishing options." Authors will self-publish e-books and make money by keeping almost 70% of the retail price of a book or publication. According to Boyraz (2009), "books distributors have become obsolete with the emergence of the digital e-book world, with libraries becoming digital operations, allowing patrons to access books from anywhere to any type of device."

The researcher of this study, however, does not believe that print is dead; she believes that print has not disappeared but its role has changed. For example, newspapers are no longer the pillar of marketing; people have more entertainment and news choices than ever before. This has led advertisers to embrace an integrated content marketing approach. This can appear to spell doom in print, but that is not the reality.

In Kenya, in a May 2016 interview with David Waweru, (then) Chairman of the Kenya Publishers Association, he said that Kenyan publishers had struggled successfully to hold VAT-free books until the government eventually levied a 16 percent levy in September 2013. Three years ago, according to the Kenyan Publishers Association, the country's printing and book-making industries—of which 85 percent are educational books—were decimated by the change (International Publishers Association Kenya, 2016) (Harmsen, 2012). Waweru said that the VAT on publications had sent legal sales plunging and, at the same time, had driven piracy. He also reported that the newly proposed efforts to overhaul and centralize the nation's textbook delivery system are subject to transparency concerns.

A print publication contains something significant and human. Print documentation can be used as tools for meetings and exhibits for administrators. Executives can use print collateral as a tool at conferences and tradeshow. Government Press produces many of its niche initiatives together, which allow consumers not only to connect with readers via the press and our digital platforms but also to deliver copies in person. In tandem with such activities.

Even with the shifts in consumer behavior and the new technology and its effect on press use and the marketing costs of other, more creative media formats, the publishing industry is faced with a number of challenges. Since 1641, when the first book was published in the United States, the challenges of the 21st century have been in such a situation. However, in certain segments of the book publishing industry, the present sense of insecurity, or semi-chaos, extends to our colleagues in business and is clearly disturbing (Renear and Salo 2003).

Young (2007) argues that the purchasing of literary work has always been a niche practice and that the use of paper and the contamination of the book supply are

unsustainable in an age of declining income and environmental concerns. He suggested a digital edition in which all of the works reintroduced certain authors, who are now scarcely sold in bookshops, to a broader population as the flagging fortunes of almost unknown artists were boosted by downloaded material. Project Gutenberg already has an online catalogue of 20,000 free e-books whose copyright has expired, and a glance at its most downloaded authors would seem to bear this out: Literature will live on in a different form, read on a device that is yet to be perfected.

Epstein (2001) analyzed the landscape of the consumer book and envisaged a very different business model as he looked to the future. The nearly unlimited ability for online distribution of books through an on-demand platform would no longer require retailers, publishers, and conventional bookstores. Books could be distributed by the espresso machine and augmented by online distribution in approximately 10–20 minutes at kiosks where they can be scanned and packaged on order. "Online distribution of digitized texts sold to consumers on demand requires no investment by publishers in production, inventory, storage, or many of the other expenses incurred in conventional book publishing" (Epstein, 2001).

As it turned out, his view of a new world of publishing just did not materialize as quickly as he assumed, a pattern also evident among the futurists who saw the death of the printed book happening ten minutes ago. Even though publishing has surmounted the constraints and challenges that have come its way, the challenges cannot be ignored, and they will still remain a constant threat to the development of the publishing industry.

## **2.5 Impact of Digitization on the Current Publishing Industries**

At least until the computer, internet, and electronic content distribution came into play, print was king. By late 1990, computers and digital devices were ready to confront and displace printed books (including online services, electronic books, readers of electronic books, telephones, mobile devices, fax systems, etc.). The key question, literally the multibillion dollar query that engulfed and in some ways divided the entire book publishing industry, was, "Will the printed book be replaced by electronic publishing versions or options?" (Greco, 2005, p. 121).

Cheang and Tan (2005) suggest the factors for the shift of the print industry are a result of the discussions: market forces, innovation, human resources (quality of staff and skill training), connectivity, acceleration by convergence, and globalization, with so many patterns of openings and challenges as well as drivers of change. Common starting points are that systemic overcapacity, primarily the product of improved printing equipment's quality and a steady or declining market, is jeopardizing the productivity and profitability of the printing industry. In contrast, however, Cheang and Tan claimed that a variety and scope of customer needs have been established as key factors in maintaining competition (competence improved, interest increased, and networking added) and more creativity in customer services. Cheang & Tan, 2005).

In Russia, technology and the Internet are progressing at such a pace that they seem to exceed the possibilities of conventional publishers. However, with regard to the delivery of written content, it is clear that digital could represent a major qualitative leap in this region. An obvious challenge has always been faced by Russian publishing: the issue of selling paper books around the length and width of its vast geography (Kulesz, 2011).

Even in the mainstream distribution of books, the digital world offers a serious challenge, especially as the gap between print and other technologies starts to widen. Nonetheless, many governments and organizations still want print publications as the most effective way to deliver programs effectively and reliably (Hans, 2018). The study shows that the Government of Kenya also prefers to publish it in print since accountability and service delivery can be improved through printed publication.

According to Leurdijk et al. (2012), digital publication and the internet have caused big changes in service delivery and effectiveness. New digital technologies support different phases in the publication of literature, enabling better access to worldwide online publications and promoting faster communication and easier processing and integration of text, images, and sound.

Publishing companies have taken on the new model for online business, relying in part on users who offer free content and make fewer contributions than professional companies (Scott, 2012). While typical published materials deal with user submissions, their skilled services remain an important resource, although many of their editorial staff has been cut off. Therefore, the expenses for a professional employee remain substantial (Renear & Salo, 2003).

A study done by Quinn (2012) found out that unlike print documents, whose geographical expansion depends on physical distribution, a digital publication can reach anyone with internet access. Digital publications are facilitated by search engines and social media. Such platforms allow subscribers to access their issue digitally within seconds rather than waiting for days or weeks for the hard copy (Boyraz, 2009).



On the one hand, there is a decline in print news readership and a movement towards online media consumption, which often adversely affects the revenues of news publications even if journals publish online versions of their journals. On the other hand, the Internet has reduced entry restrictions for new arrivals, facilitating cross-border distribution and news consumption (Thompson, 2005).

This led, for example, to the introduction of new players, like Google and Yahoo, which took over part of the newspaper publishing aggregation functions. Because major news aggregators are headquartered in the United States, US publishers could thus increase their hold on the European media market. At the same time, lower costs for news and distribution could also have increased some of the publications of EU newspapers, especially those with "cross-border" potential. There are, however, currently few statistics that show the countries through which journal website visitors come and, therefore, little evidence for the cross-border online potential of European journal publishers' online news services (Ronte, 2001).

According to Johnson and Prijatel (2012), The bulk of book publishing, process color printing, and higher-quality commercial publishing have traditionally been produced in Europe. Consequently, Harmsen (2012) opined that although there is a trend toward indigenization of the publishing process, it is extremely difficult for local entrepreneurs to enter the industry because of the need for large amounts of capital, the scarcity of publishing skills, the reluctance of local writers to patronize the less experienced firms with no international connections, the scarcity of locally available training facilities, the competitive advantage of foreign firms (with established reputations, access to capital, and international connections), and the conservatism of African print buyers indoctrinated into the French and British educational systems.

Two other important factors inhibiting the growth of publishing and printing are the duty-free status of imported educational books and the heavy import tariffs on printing machinery and printing papers. According to Harmsen (2012), in the mind of a printer, "the total lack of communication between printers and publishers is a great source of handicap in the development of an appropriate printing industry," and "no satisfactory progress can be made towards developing the (printing) industry unless there is a fundamental change in the present thoughts and practices of publishers."

A Leurdijk et al. (2012) report funded by the European Union showed that mainstream media such as newspaper publishing involve high downside costs such as investment in printers, staff, ink, and paper, but low marginal costs. Such considerations form obstacles to market entry and greatly influence the provision of services for many companies. However, the ability of incumbent publishers to invest does not mean they will capitalize on their investments immediately.

## **2.6 Effects of management style on service delivery**

Management in all corporate and strategic practices means bringing stakeholders together in order to achieve specific goals and objectives efficiently and effectively by using available resources. It consists of organizing and coordinating an enterprise's activities according to certain policies, with the objective of achieving those policies clearly defined. Often, managing together with machinery, materials, and money is included as a production factor (Barney, 1991).

According to Fayol (1949), management consists of six tasks: estimation, scheduling, organization, preparation, personnel, and supervision. Management is described as the act of people doing things. Management and human activities are simply the act of

uniting people in order to achieve the desired objectives. A workplace culture of managers who are not competent is not a new thing in management. The increase in the number of bad bosses, at least in the eyes of employees, is the big concern. Most managers have no experience or training in dealing with workers from the old or new economies. This can indeed affect service delivery in all industries, including the publishing industry.

Hope (2012) stated that manager's deal with their employees differently; some are strictly controlled and others are relaxed and allow workers freedom to conduct their own activities or responsibilities. Whatever strategy is primarily employed, it is essential for the success of the company. According to Ramachandran, Devarajan, & Ray, (2006) management modes are defined by how they decide and relate to subordinates. Different styles of management are dependent upon business culture, the nature of the task, the employee nature, and the leaders' personalities and skills.

The manager takes decisions literally and without any great respect for subordinates in an autocratic style. Decisions will thus reflect a manager's views and temperament, which can in effect create a confident, well-managed organization. On the other hand, dependent people can also become excessively dependent on their leaders. There are two types of autocratic leaders: the autocratic directive who takes unilateral decisions and supervises subordinates closely, and the permissive autocrats who make unilateral decisions but are subordinate in their labor (Koontz & Ramache, 2006).

The paternalistic style is basically dictatorial, but decision-making takes the best interests of both the workers and the company into account. The head of the department advises staff about the bulk of activities and assures them that their expectations are always met. This can help balance the lack of motivation of staff in an autocratic style of management. In fact, interaction is downward, but leadership

advice is welcome to preserve morality. This style can be very effective if loyalty is created by workers with a focus on community, leading to lower labor turnover. It shares disadvantages with an autocratic style, such as employees becoming dependent on the leader (Koontz & Ramachandra, 2006). This can be said to be effective in a labor-intensive industry such as publishing.

Perhaps there could be "accountable hierarchies" as a subgroup here. To be a good manager, you must know when to use the right style of management. Many models have more people focused on a task or a brand, for example. The style of administration that is chosen by an editorial firm will depend upon the know-how and skills of employees and the resources available (such as time and money). A publishing company's job is to select the management style that is best suited to any given situation, without the ability to slow down and even lead to costly mistakes. A big challenge is the fast-changing environment that appears to be inflexible and very resilient to improvements in the management system. In many years, these systems have typically evolved and developed. The paperwork and formalization required for the implementation process go along with the need to enable reporting and appraisal procedures so that workers are able to expect their work to be adequately recognized. Adegboyega et al (2017).

Today's publishing industries have totally different requirements for their managers compared to the past. Most managers who don't know what those requirements are are left alone to deal with them. It is basically a huge disconnect. To further complicate the matter, most employees don't want to be managed; they want to be monitored. Until the managers develop those skills, the problem will remain intact (Amit & Schoemaker). Ineffective managers decrease the performance of the firms

and cause widespread employee and business underperformance. This affects service delivery, which is crucial to scaling up the profits of the firm.

## **2.7 Service Delivery**

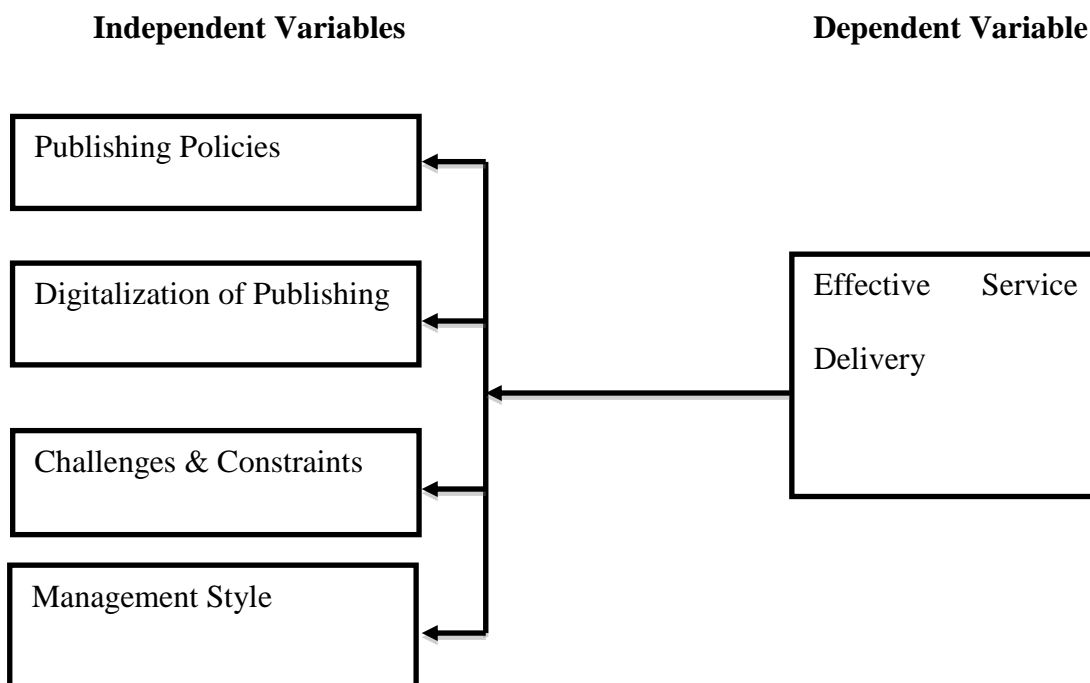
Service delivery is and still draws attention from both the internal and external worlds of government departments. The provision of services to the publishing sector, like other industries, is influenced by a variety of factors such as operational culture, employee remuneration, training, and policy formulation (Budapadhar, 2015). It is important to notice, though, that the provision of resources to the publishing industry depends greatly on information technology and the experience of the staff involved in daily activities.

There have been frequent calls on African governments to provide tangible support for their book industries at multiple past African publishing conferences and to encourage them to develop national publishing policies and provide more support for their public publishing companies (Hans, 2018).

In comparison to other considerations such as financial resources, management, and institutional culture, the availability of electronic communication technology and qualified personnel with reading skills is essential to the effective provision of operations. Settles (2005) states that a mechanism for successful service delivery requires new administrative and technical skills in many government organizations as part of government activities to prepare, assess, administer, finance, and implement information systems.

According to Adegboyega et al. (2017), publishing information technology (IT) skills are required for smooth delivery of services by improving information management. These skills comprise basic computer and IT literacy for all staff and IT specialists' technical abilities to design and implement technical elements: e-government initiatives, hardware and software, and communication. Common IT competences may include strategy and planning, software design, installation and management of programs, and support of products and clients.

## 2.9 Conceptual Framework



**Figure 2. 1: Conceptual Framework**

The objective of this research was to find out to what extent publishing promotes efficiency in the provision of services: Government Press, Kenya. In this research, a conceptual framework has been established to establish clear links between dependent and independent variables. The conceptual framework is intended to demonstrate the interrelationship between the variables that define the role of publishing in supporting the effectiveness of service delivery. The independent and dependent variables are directly related to each other as shown in (figure 2.1) above. According to Miles & Huberman (1994), independent variables are the individual variables that you think may affect the dependent variable. They are sometimes referred to as "explicative variables," "manipulated variables," or "controlled variables." In this study, the

independent variable included publishing in Effective Service Delivery, Government Press challenges and growth constraints.

Dependent Variable: This is the output variable the researcher was interested in monitoring to see if it should or should not be affected. It may also be referred to as the variable calculated, the variable corresponding to, the variable expounded, and depends on the other variables. Dependent variables included delivery of public services, customer complaints, customer satisfaction index and customer compliments.

## **2.10 Review of Existing Literature**

Every publishing industry has its challenges and opportunities, irrespective of its country of origin. For Kenya, it is no different. It can be difficult to overcome such challenges if resource limitations are felt across all industries and funding is difficult to achieve. A study by Bakker and Janssens-Andrejew (2012) in Tanzania to identify the challenges and opportunities for academic and digital publishing established that even though challenges seemed to be many and difficult to overcome, there is knowledge on the digital publishing process, and that there are already some resources available. One of the challenges is the state monopoly that stands in the way of the development of a healthy and competitive publishing industry.

Universities in Tanzania rely on staff publications mainly on local journals, which are frequently published without adequate academic journal publication knowledge and the specific process that confirms the quality of the journal and distribution problems, as a blow to their delivery of services. One of the opportunities is that there have been



good research collaborations in the industry. New business models have come up with enhanced printing technologies and as such, only large print runs are economically viable. A model that can be a solution in this regard is printing on-demand. “A complete book can be printed in a matter of minutes” (Rinzler, 2015). The study noted that intellectual capital in East Africa is growing although it is not very visible. Researchers proposed that electronic media such as online publications and open access could make this change and lead to placing East African researchers on the worldwide academic map and to growing research exposure to the maps of East African society and the world.

The technological innovations that made it possible to coalesce digitally published publications about 20 years ago have changed a lot the publishing industry (Willinsky, 2005). Open-access (OA) printing, the free access to journal material and other articles, and the financing of publication costs through subscription costs have been one of the most important changes. For years, there has been a lively debate over whether OA should be the main economic role model for the production and, if so, how it could be financed. To some extent, this debate has obscured the broad implications of digitally distributing publications. However, this study has not specifically related distribution of published content to service delivery effectiveness. Tara (2004) observes that the publishing industry is often accused of not being able to lead or moving too quickly in digital innovation, but huge barriers still lie ahead. This claims that although it is the start-ups which are more versatile and brave in building innovative business models for online publishing, the existing publishers still hold the key to delivering some of the best quality material. In addition, Anderson (2015) has voiced further challenges facing modern publishing, including evolving audience and

limited capacity for invention. The above studies however fail to link market orientation of the publishing companies to effectiveness of service delivery.

In Nigeria in 2014 the government increased the tariff on imported books from zero to 62.5%, without any prior consultation with the publishing sector. The poorly-conceived strategy was apparently designed to force Nigerian publishers to only use printers domiciled in Nigeria (Al-Qasimi, 2018). The draconian new tariffs on book imports was in blatant in contravention of UNESCO'S 'free flow of books' policy and its Agreement on the Importation of Educational, Scientific and Cultural Materials. After vigorous protests by the Nigerian book industries, the new tax was first deferred for several months, and a shame-faced government eventually overturned the decision in January of 2015.

From the very beginning, competing approaches and priorities in Tanzania regarding the creation, control and distribution of educational books to schools in the country have been a characteristic of the Tanzanian publishing industry (Bgoya, 2017). It has been through the history of state publishing (1966-1985), publishing in the private sector (1991-2012), and returned to state publishing again in 2014. All aspects and all stages of textbook printing, including commissioning, manuscript creation, through production and distribution, have been placed in charge by the country's Institute of Education (TIE). Public uproar has however been raised about the unacceptable quality of the books produced by TIE (Saiwaad, 2017).

In South Africa, if the proposed exceptions to the much-debated 2017 Copyright Reform Bill are adopted, the publishing industry is expected to suffer major negative

effects. A strong component of the current law is the copyright exemption for education, museums, research and archival use.

To Lloyd (2012), in today's market, book printers and publishers face a set of new and exciting options. Lloyd argues that the preferences for consumers have changed dramatically in a short time, which enables certain firms to catch-up innovation. E-books are now in certain circumstances outselling their electronic predecessors with the rise of e-readers and tablets. Overall, decreasing volumes mean more competition which makes smaller companies very vulnerable (Al-Qasimi, 2018). And add to that, because of the collapse of the Net Book Agreement, publishers cannot fix the final consumer rate, whereas printers are squeezed at both ends of paper and production costs. He is persuaded that this task will be to decide whether publishing processes are standardized, while at the same time welcoming new business opportunities, in order to meet current clients and demand.

Lloyd (2012) also suggested that publishers should ask themselves how to respond to clients who once wanted a thousand copies of a particular book, but who now want a hundred copies. They must determine how to produce the customer's ultra-short book cost-effectively and time-effectively. Those are only some of the latest impediments that printers encounter.

“There is a need for research, analysis, documentation, and systematic gathering of current, reliable data and statistics on the whole book sector in Africa. Developing data and statistical capabilities to support the publishing industries in Africa is long overdue. But there are huge challenges in the goal of collecting data for book industry surveys, which must not be underestimated”, says (Afolabi, 2015 pg 14).

Production quality of African-published books has improved through use of print-on-demand technology. Standards of production quality vary significantly from country to country. There are still far too many new books published that are of very poor production and finishing quality. Afolabi, (2015).received books from Nigerian publishers sent to him as review copies, which contained several pages that are completely blurred and unreadable. It is difficult to comprehend how books of such shoddy and amateurish quality can be sent out for review.

According to (Hans, 2018), the book industry in Kenya is losing up to 5 billion shillings per year to piracy. He observes that the industry is grappling with the crime of piracy which is shrinking the market and negatively affecting sales. He goes ahead to caution heads of institutions from using published content that have not been vetted by regulatory agencies. But perhaps, the pirates may just be brilliant entrepreneurs who have noticed gaps in the markets left by the mainstream publishers such as non-availability of books due to poor distribution, wrong content due to lack of focus on customer requirements and simply a total lack of market orientation on the part of publishers (Al-Qasimi, 2018).

### **2.11 Knowledge Gap**

The literatures reviewed have demonstrated various gaps in the service delivery through publishing. One observation is that technology used in publishing has dramatically transformed the process and platforms of reaching the target audience. Government and Publishing organizations in Kenya have not fully addressed policy issues for them to continue serving the public with relevant and fast-paced highly competitive and dynamic service. This is a gap that has been identified by a research

that was done by Hans, (2018), who enlisted only 11 countries in Africa that have developed national publishing policies.

According to (Hans, 2018), much has been written about the need for national book policy, and individual researches have been published on the establishment of national publishing or book production policies in 11 African countries: Botswana, Cameroon, Mali, Namibia, Nigeria, Sierra Leone, South Africa, Tanzania, Zambia, Uganda, and Zimbabwe.

Kenya was not among the 11 countries that were mentioned to have developed a national publishing policy, this a gap that prompted the researcher to conduct this study. Further, there is not much studies that concentrate on how publishing has contributed to service delivery, yet most documents that governments use to implement development agenda must first be published. Most scholars and researchers including government research centers have heavily dwelled on how publishing contributes to educational and scholarly discourse.

Several journals and books written by (Hans, 2018) who is an authority when it comes to publishing related literature, have often not addressed the critical role of publishing providing service delivery to the public. Some of the published literature by Hans include, *Publishing & the Book in Africa: A Literature Review for 2017*, *Print vs electronic*, and *the 'digital revolution' in Africa*, and *Publishing in Africa: Where are we now? An update for 2016*, in all these literature the scholar has not mentioned the importance of publishing in service delivery.

In his book *Digital publishing for developing countries* (Kulesz, 2011) has extensively written on how developing countries can develop digital publishing. One of Octavio Kulesz' great merits is that he does not, for all that, feed the myth of digital salvation, but instead formulates concrete proposals that will enable independent publishers, as the mediators they are, to integrate their own projects and their own backlists into this new context. However just like many other publishing scholars have not given much attention on the important role the publishing industry can do in development in terms of service delivery. This is the knowledge gap that led to this study.

## **2.12 Summary**

The goal of this literature review is to improve the precision of evaluating the cautious and impartial selection of the appropriate past patterns. The research analysis was intended to analyze and challenge the method of publication to promote service provision. It was designed to provide a theoretical and methodological framework from which to develop a research methodology, to create a select statistical background, to gather relevant data and to conduct the resulting analysis to draw dissemination conclusions and to promote the provision of services. The difference in research reveals that publications to promote the provision of services have little to do with literature. The study therefore built upon the local publications and the provision of services.

## **CHAPTER THREE RESEARCH METHODOLOGY**

### **3.0 Introduction**

This chapter focused on the research design, target population, sampling techniques and sample size, research site, research instruments, validity and reliability of research instruments, data collection procedures, pilot study and data analysis techniques.

### **3.1 Research Design**

Sekaran and Roger (2011) state that research design constitutes a master plan which sets out methods and procedures to gather and analyze the information that is needed. It sets out the direction for a researcher to obtain answers to concerns. Mugenda and Mugenda (2003) stated that the approaches to research can either be qualitative or quantitative where the former deals with non-numerical data and attempts to provide the context in which the results can be understood to analyze the links that exist. It also provided an in-depth perspective.

The researcher used a mixed method approach which employed the use of quantitative and qualitative study approaches. Mixed research combines both qualitative and quantitative methods in one overall study. In some types of research there is socially and statistically relevant information that must be processed in order to understand a problem. (Yilmaz 2013).

This study favored qualitative and quantitative (mixed study) as it allowed the collection of thorough data for balances (opinions, attitudes, feelings) and numerical information. A well-designed mixed methodology study can answer to demanding questions of real world research. However, most scholars and scientist agree that qualitative or quantitative paradigms are compatible and the mixed approach has a complimentary strength that overlaps weaknesses (Uma & Roger, 2016). The approach is one that contains both strengths and weaknesses. The meaning and context of numbers can be added in mixed methodology, words, images and narratives. Numbers can be used to add precision to words pictures and narrative. Mixed method approach answers a broader and more complex range of questions and it uses the strength of an additional method to overcome weaknesses in another. Mixed method design gives insight and meaning to the study that might otherwise be missed in mono-method approaches.

Mixed method design has its weaknesses which include, complexity in relation to data collection and analysis. Practically more complex because it is resource intensive and time intensive. Relatively new and therefore good models to guide are difficult to find.

### **3.2 Methodology**

In this study, mixed methodological research was applied, which was described as the study model consisting of quantitative and qualitative research method. Due to the benefits that they have in demonstrating practical data, the mixed approach has been implemented in this research, more than any model alone could do. (Creswell & Plano, 2007). In addition, the method for this study was appropriate since it helped to meet the research goals.



Another logical reason to analyze why quantitative and qualitative constructs are combined into a single study is Pragmatism where pragmatism assumes that we are doing what we want the most. Pragmatism helps scientists, according to Morgan (2007), in deciding between different researches methods, because research issues are addressed automatically to decide which approach is best suited. In this study both the qualitative and the quantitative methods were applied, given that certain objectives are best addressed through qualitative analysis, and others through quantitative methods.

The pragmatic philosophy underpinning this study allowed for a systematic application of appropriate quantitative and qualitative methods to address each specific objectives. Despite applying both qualitative and quantitative models this study leaned slightly on the qualitative model than quantitative model using the case study. A case study is commonly used in research, however there is no one correct way of conducting it (Koskinen, Alasuutan & Peltonen 2005). Therefore it can be termed as an approach rather than a method. One advantage of a qualitative study is that statistical tests are not done to verify the reliability of its findings.

According to Chisaka (2011), qualitative research focuses on studying phenomena within their natural environment, enabling the researchers not to take positivism with the theoretic positions supported by research data but to draw theoretical insight and conclusions from academic debate. The quality research approach has been used in Government Press to examine the distribution mechanisms of programs on the site of

this report because of its emphasis on natural settings. This implies, therefore, that the study was primarily qualitative with a quantitative design aspect.

### **3.3 Research Site**

The research was conducted in Nairobi, Kenya at Government Press establishment. It was considered appropriate to conduct the research in Government Press because of the nature of its operations and published products which are vital in service delivery in the government and other entities such as the private sector.

The challenge in the printing industry is no longer centered in the performance of the traditionally already defined roles of service and product provision but in the creation of partnerships with the customers. The firm's management must be available to properly represent their product or service and modify it to meet the needs of the customer over and over again. Indeed the primary challenge of any firm/ industry then, remains that of seeking efficiencies of product positioning and distribution, while at the same time offering the kind of service that will help customers achieve their ultimate goals (Porter, 1987). Government Press as a leading printing industry has been tackling these challenges and, therefore, makes it an ideal site for research on publishing in promotion of service delivery.

### **3.4 Target Population**

Target population refers to a group that will be the focus of a study. The target population is the specific population about which information is desired. It is the unit of study from a total collection of elements (Ibid). "Target population describes the units for which the findings of the study are meant to generalize. It is a particular

group of elements that is identified as the intended recipient of a research study” (Kumar, 2012). The target population of this study included 250 employees of Government Press summarized in table 3.1 below.

**Table 3.1: Target Population**

<b>Population Category</b>	<b>Population Size</b>
Pre-Press	70
Press (Production)	80
Post Press (Binding)	100
<b>Total</b>	<b>250</b>

Source: Human Resource – Government Press (2017)

### **3.5 Sample Size**

“A sample is a smaller group obtained from the target population” (Mugenda & Mugenda, 2003). Each member or case in a sample is referred to as the subject. Kothari (2004) suggested that the sample should neither be too large nor too little. McBurney and White (2009) were of the opinion that representativeness is determined by the ability of a sample under study to produce similar results when the study is carried out.

According to Mugenda and Mugenda (2003), in order to obtain reliable information and for generalization to take place, a sample of 10% to 30% of the target population would be sufficient. For this study, the sample consisted of 75 employees in Government Press. This was arrived at by getting 30% of the study population. Therefore the sample was made up of 21 staff from Pre-press section, 24 staff from

Press section and finally 30 staff members from the Post Press section as indicated in table 3.2 below.

**Table 3.2: Sample Size break down**

<b>Sample Size Category</b>	<b>Sample Size</b>
Pre-Press	20
Press (Production)	22
Post Press	25
Key Informants	8
<b>Total</b>	<b>75</b>

### **3.6 Sampling Technique**

The study used both probability and non-probability sampling techniques. Purposive sampling which is a non-probability sampling method was used to ensure that only the employees who were involved in the utilization of service delivery were selected. Purposive sampling is an acceptable kind of sampling for special situations. It uses the judgment of an expert in selecting cases or it selects cases with a specific purpose in mind. (Ilker, Sulaiman, & Rukayya, 2016) Purposive sampling is used most often when a difficult-to-reach population needs to be measured.

Stratified sampling which is a probability sampling method was also used in the study. Stratified sampling is where the researcher divides the population into subpopulations (strata defined as characteristic of the population. For example, female and male) on the basis of the supplementary information. (Fei, 2014). The researcher

will then draw a random sample from each divided strata. The targeted population were divided into three strata of employees of Government Press i.e. Pre-Press, Press (Production) and Post Press. The researcher then sampled elements in Table 2 Sample Size from each stratum using simple random sampling to ensure that all the cadres were well represented.

### **3.7 Data collection Instruments**

This study used a mixed approach where qualitative and quantitative data were collected. According to Creswell (2003), Kothari (2004) and Hague (2006) mixed method of research approach ensured a study collect a rich data both qualitative and quantitative. The primary sources were collected from the different cadre of the Government Press department, typically this respondents were directly involved with the printing and publishing activities. The data that was gathered through qualitative means were the verbatim and excerpt or paraphrased quotes from the Key informants. The data was collected through quantitative means there were figures such as the population of the staff in the organization.

#### **3.8.1 The Researcher as an Instrument**

In most qualitative studies the researcher is always the primary instrument of data collection. In this study the researcher was the primary instrument of data collection. This means the researcher clarified the role that was played by her so that the study would be deemed as reliable and valid.

Yin (2001) states that researchers ' participation in data collection in a naturalistic context raises some questions concerning the accuracy, quality and objectivity of the findings of the study. The idea that the intervention of the author will change the

behavior of the study participants seems to raise two questions. The researchers' views and interests will affect the tests' interpretations. The researcher, however, tried to maximize her presence by extending her stay during the study and interviewing participants in privacy.

After collecting data the researcher transcribed data from interviews and then gave them (data) back to participants for verification. This helped aid validity of the study.

Field notes were kept throughout the study. These notes consisted of:

- Participants' comments before and after interview.
- Tentative interpretations that were made by the researcher during the data collection and analysis procedures.

### **3.8.2 Questionnaires**

As a data collection tool, questionnaires have been used. The primary data was gathered using questionnaires, and the secondary information from the government press archives were obtained. The questionnaires were structured to include closed and open-ended questions as well as matrix questions. They were well designed to make sure the focus, accuracy and consistency of their studies were achieved.

Open-ended questions were used to allow respondents to use their own words in answering the questions. Matrix questions were used to present respondents with a range of questions against which they were expected to respond to the questions based on a predetermined rating scale Zikmund et,al, (2013). It was important to use structured questionnaire in order to minimize measurement error. The structured questionnaire gave the researcher the space to greatly control or minimize changes in

the wording of questions as well as the behavior of the respondents. The major advantage of using questionnaires is that it is quite easy and cost effective to attract a large number of people.

For a research subject a standard questionnaire provides quantifiable responses. It is quite easy to examine these answers. As a tool for collecting data, however, questionnaires have their own weaknesses, such as questions are not always the best way to collect information. For example, a questionnaire may only give limited additional insight if little previous information is provided on a problem. The author may, on the one hand, not have asked the right questions to give new insight into the research subject. Questions, on the other hand, often allow only a few answers. If the response is not the correct one, the investigators will provide little or no valid information. The specific answers to questions are another drawback for questionnaires. Respondents sometimes misunderstand or misinterpret questions. If this is the case, it will be very hard to correct these mistakes and collect missing data in a second round.

### **3.8.3 Interviews**

Besides using the questionnaires, half-structured interviews were conducted for the head of sections or supervisors in-charge of administrative activities of Government Press. The oral interviews were also used to solicit issues that were not highlighted in the questionnaires but were important to the study. The key informants were selected on the basis of their expertise and role in the subject matter. The key informants interviewed included the deputy director of government press and heads of departments totaling to 8 key informants. Key informant discussions covered key

themes related to the study objectives and variables. The strengths of interview as a tool in this study were, allowing more detailed questions to be asked by the interviewer, this in turn enabled the researcher to achieve a high response rate. Through interview ambiguities can be clarified and incomplete answers followed up. Precise wording can be tailored to respondent and precise meaning of questions clarified.

The main weaknesses of interview as a tool for data collection include; they can be very time-consuming: setting up, interviewing, transcribing, analyzing, feedback, reporting. They can be costly. Different interviewers may understand and transcribe interviews in different ways.

Half-structured interviews were used in this study because it gives room for the respondent to describe the complex and multifaceted object of the study, considering that publishing industry is intertwined with printing industry. As a result of this phenomenon the interviewing sessions were not too confined to the researcher preconceived notions. The interviews sessions were recorded using an audio voice recorder and later transcribed. The interview materials were objectively and systematically analyzed using factual approach.

A factual approach simply refers to a way of analyzing empirical evidence by dwelling on the facts that the respondents use to illustrate or explain the topic Koskinen *et al.* (2011). (Koskinen, Zimemerman, Binder, Redstrom, & Wensveen, 2011) Although the statements derived from the interviews should be examined critically, the researcher should not overly question their factual premises. The



researcher started the analysis by thoroughly reading through the transcribed texts of the interviews. The units of analysis were divided based on conceptual framework and key objectives of the study. After dividing the content of the interviews, the arguments were used based on the framework of the research.

Between August 2017 and October 2017, the researcher was granted personal interview by the following departments' representatives: - Planning, Prepress & Digital Publication, Editorial (all under the pre-press department), and Machine Printing, Security documents Publication and County Publication. (All under Production department) Binding and Dispatch (all under Print Finishing).

### **3.9 Data Collection Procedures**

Data collection procedures are methods that the researcher uses to gather the required data or information. The study comprised qualitative and quantitative data. According to Mugenda and Mugenda (2003), qualitative research method includes designs, techniques and measurements that do not produce discrete numerical data. Wimmer and Dominic (2006) explained that qualitative research uses a flexible questioning approach which can lead to following up the question that makes the research findings more valuable and informative. For this study, the researcher administered questionnaires through the drop and pick method. The researcher ensured that all questionnaires issued to the respondents were received by maintaining a register of questionnaires distributed and collected.

Qualitative collection in data collected from interviews and questionnaires was carried out. Collection of qualitative data involves the correct summarization,

interpretation, review and generalization of data. Data analysis is an important element of qualitative research. Qualitative data analysis requires an appropriate and objective evaluation, description, generalization and understanding of the results. It is intended to describe and explain the studied phenomena or social worlds. Data analysis is one of the main steps in qualitative research.

### **3.9.1 Challenges of Data Collection**

A key challenge in this research was finding time for the interview. Government Press being a very busy organization it was really difficult to slot time for interview with the management. To mitigate on this the exercise was planned in such a manner as to have minimal distractions on the various services of the various head of department in their offices. This enabled the respondents to be available and cooperate in the research.

### **3.9.2 Reliability**

Reliability of a research instrument enhances its ability to measure consistently what is intended. This view is also shared by Cohen and Morrison (2007) who stated that “reliability can be regarded as a fit between what researcher record as data and what actually occurs in the natural setting trial being researched”. According to Mugenda and Mugenda (2003), reliability concerns with the degree to which empirical indicators are consistent across two or more attempts to measure the theoretical concept. Wiersman (1985) stressed that “it is necessary that the research instruments are piloted as a way of finalizing them”. This is vital as it enables the reliability of the instruments to be determined. Reliability is synonymous with repeatability or stability

(Kothari, 2004). “A measurement that yields consistent results over time is said to be reliable” (Wiersman, 1985). When the measurement is prone to random error, it may lack reliability. The researcher tested the reliability of the instruments especially the questionnaire by administering them twice within an interval of one week as a pre-test. This is intended to check whether the questionnaire would elicit the same response every time after being tested. It helped the researcher to establish the suitability of the instrument and determine whether or not to make an adjustment in the format and content.

### **3.9.3 Validity**

“Validity indicates the degree to which an instrument measures what it is supposed to measure” (Kothari, 2004). According to Cohen and Morrison (2007), in qualitative data, “validity might be addressed to the honesty, depth, richness and scope of the data achieved”. “Validity is the degree to which a test measures what it purports to be measuring” (Mugenda & Mugenda, 2003).

Validity is the accuracy and the meaningful of inference. Joppe (2000) provided the following explanation of what validity is in quantitative research "Validity determines whether the research truly measures that which it was intended to measure or how truthful the research results are in line with the above explanation”.

Paton (2002) stressed that validity is the extent to which a tool of a research measures what it ought to measure by asking the right questions, and how accurate and meaningful the inferences made from the findings are. Orodho and Kombo (2000)

further explained that validity may be improved through careful sampling and appropriate instrumentation of the data. In this study, therefore, validity was established by pre-testing the instruments on a population with the same characteristics as that under investigation. This was achieved through random sampling; a sample from a similar institution but not those marked for the actual investigation as identified in the reliability testing to establish the capability of the research instrument to collect the intended data.

### **3.10 Pilot Study**

A pilot study can be described as a 'small study to test research procedures, data collection tools, sample recruiting strategies, and other research techniques in preparation for a larger study. A pilot analysis is one of the main phases of the research project and is undertaken to determine possible problem areas and shortcomings in the research instruments and protocol prior to implementation during the full study (Bell et,al 2018). The research tools for pre-testing are, according to Cooper and Schindler (2007), a way to enhance participants ' interests; they help to diagnose problems, wording and sequencing prior to the actual sample. It also helps explore how the overall quality of the study can be improved. Pretesting entails trying out a questionnaire on a small group of residents to get an idea of how they react to the instruments before the final version is created (McBurney & White, 2009). The research instrument was pre-tested on a group of 10 employees from planning department of Government Press to gauge the understanding of the research instrument by the respondents. Through pretesting, any anticipated problems in some of the questions, wording, and instructions on the questionnaire are identified and corrected. The researcher also performed a pilot interview in order to use the same

criterion as the key analysis for the recruitment of participants. The study was aimed at people engaged in management, production and planning. Three participants from the planning, management and production sectors of the Government Press Department therefore participated in the pilot test (interview). It took just two weeks for the entire pilot study.

### **3.11 Research Ethical Considerations**

Ethical research considerations can be defined as concerns, dilemmas and conflicts that emanate over the correct way to conduct research (Neuman, 2011). It is about the integrity and value of the individual researcher. According to Dornyei (2007), the skills of the researcher are responsible for ensuring quality and scope of data as well as its interpretation. The researcher maintained the ethic of scientific conduct and did not distort nor falsify data. Before embarking on the field work the researcher presented the study's proposal before an academic defense panel of the School of Information Sciences, Moi University and was cleared.

The study considered all the ethical issues and ensured that the quality of the research was not compromised. Other ethical considerations included ensuring the privacy, confidentiality and anonymity of the respondents. This is especially so because the target population are people who handle sensitive operations of national security and interest. The researcher also ensured that the respondents gave and signed forms informed consent to participate in the study's data collection. The study was also conducted with the understanding that the respondents were custodian of some confidential information and that certain privileged information. The researcher went on to conceal the identities of the respondents interviewed by assigning them codes

and pseudo identities. Respondents were also free to withdraw from participation at any level of the study. None of them was coerced to participate.

### **3.12 Summary**

This chapter has covered the research design, which was descriptive. The study sample was selected through stratified random sampling. Qualitative research was chosen for the purpose of studying publishing in promotion of service delivery and case study design was used to have an in depth understanding of the phenomena. The study sample and the population were described. Data collection techniques and procedures have been explained. Concern on ethical considerations too were explored so were methods used to deal with it were clarified. In this chapter the study was discussed, paying attention to research design, research methodology, population sampling, data collection and data presentation and analysis. The next chapter four is about data presentation, analysis and interpretation.

## **CHAPTER FOUR**

### **DATA PRESENTATION, INTERPRETATION AND ANALYSIS**

#### **4.0 Introduction**

This chapter dwelt on two issues, to disclose and analyzes the collected data as per the responses of the participants and according to the research questions. This in turn gave and emphasized the awareness of the problem of the research as already specified in the same paper.

#### **4.1 Presentation**

The data obtained were coded and presented in form of tables. Most of the questions were semi-structured. This is because the research was more qualitative based. The data were presented according to the tools that collected them and the research objectives.

##### **4.1.1 Response rate**

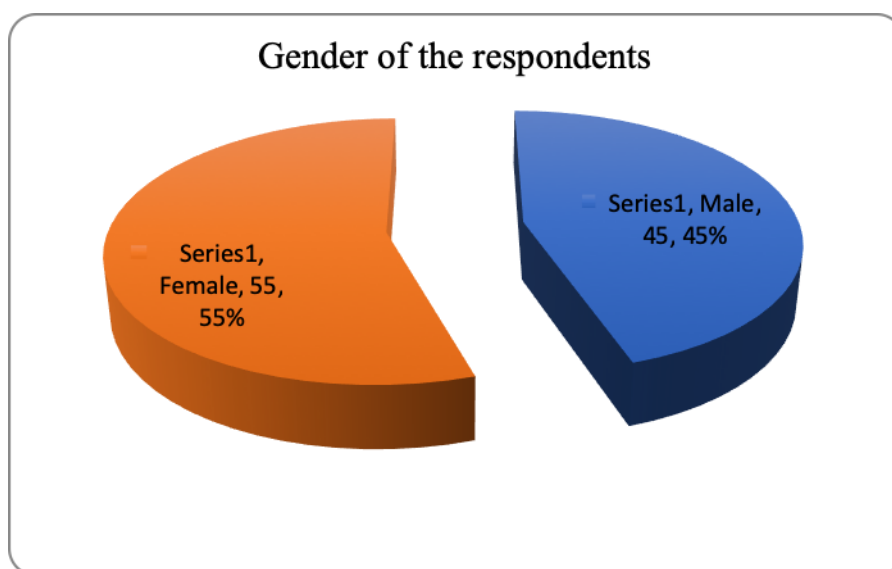
A total of 75 questionnaires were distributed to the sampled participants in the organization. The total number of questionnaires filled were 73 out of the 75 making a response rate of 97%. The fact that most respondents were keen to know the conclusions and thought that the subject matter was fascinating, was an explanation why the result was high. In quantitative study, Babbie (2002) found that a response rate of above 50 per cent is adequate for evaluation, 60 per cent is good and 70 per cent and above is very good while a response rate at 50 per cent or above for qualitative tests is sufficient according to Mugenda and Mugenda (2003).

### 4.1.2 Demographic Information

The study findings are summarized in the subsequent sub-headings and tables. The demographic data of the chosen respondents are analyzed in this section. This helped develop a response to gender, age, highest credentials, duration of work in the Government press and recognizing the role of publishing in promotion of service delivery in Kenya. The results of the study were summarized in subheadings and tables afterwards.

### 4.1.3 Gender of the respondents

This research sought to know the gender distribution of the respondents. The findings are presented in Figure 4.2



**Figure 4.2: Gender of Respondents**

According to the findings, 45% (33) of the respondents were male while 55% (40) of the respondents were female. Based on this finding, gender distribution was within a close range, thus this study received a balanced approach. The implication of gender in this study was that although publishing and printing are labour intensive and often

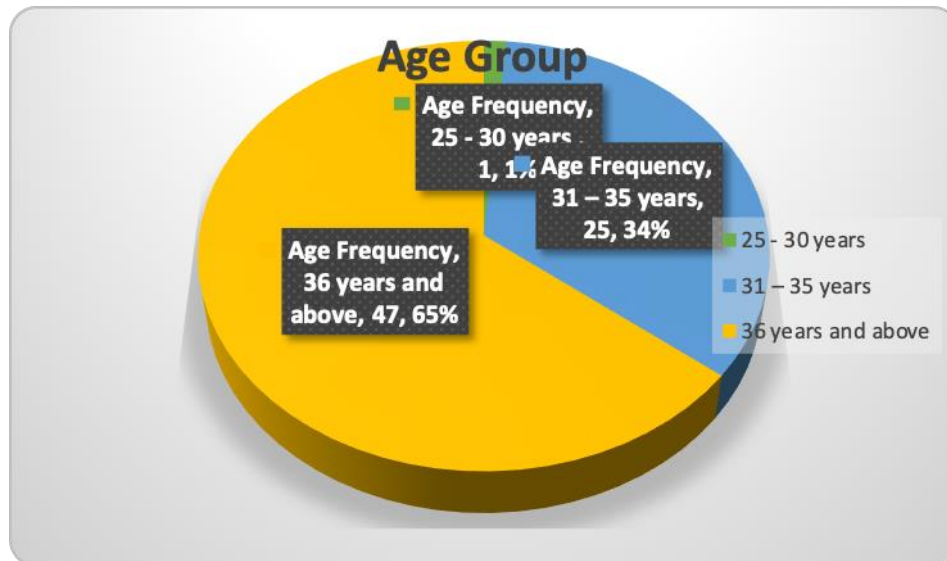


populated with the male population, the women have a bigger role when it comes to service delivery. This study found out that most women were involved at the initial stages of designing and planning and more so in the finishing departments.

The finishing department has numerous subsections that require delicate handwork operations that the department believes are better handled by women. Designing and planning departments had more women. Male respondents were found in the machinery sections. A majority of men in the department were deployed in the technical areas where heavy and light machinery were used and only a few needed the customer contact. Since this study was designed to find out more about the service delivery in the publishing industry, more women were involved in it, and goes to explain why there were more women involved than men in the study.

#### **4.1.4 Age of the Respondents**

The study sought to find out the age of the respondents. The findings are presented in Figure 4.3 below.

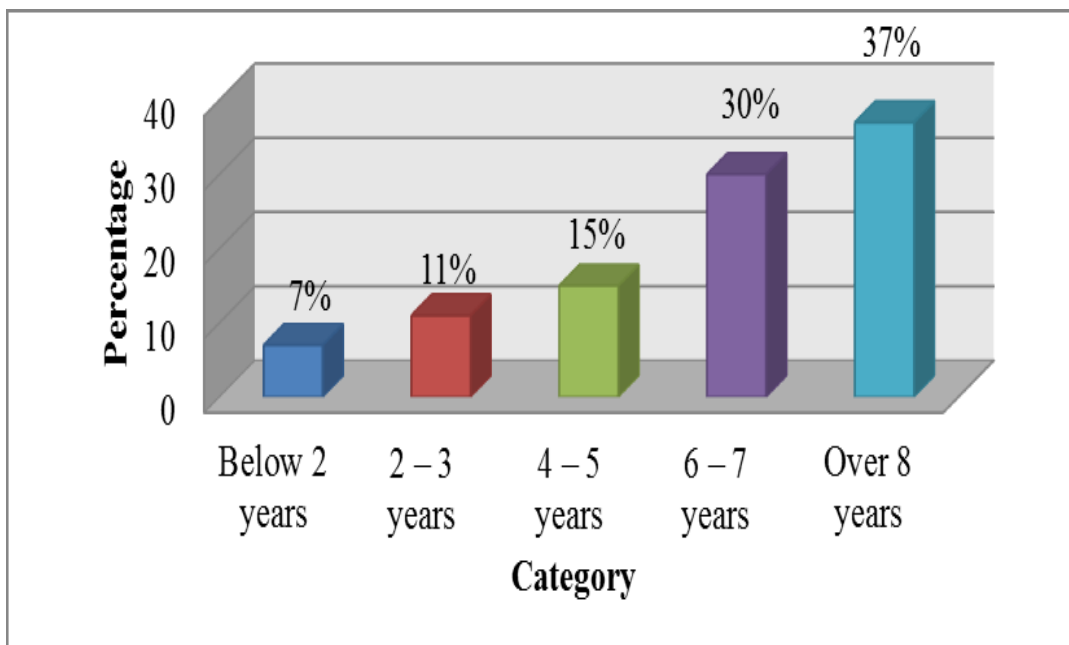


**Figure 4.3: Age Group of the Respondents**

According to the data collected, 1% of the respondents were aged between 25 and 30 years, this was represented by one person. A total of 24 respondents which represented 34% were aged between 31 and 35 years, and a total of 47 respondents which represented 65% of the respondents were aged 36 years and above. This implied that there was a fair representation of all age groups in the Public Service. The majority of the employees were in the age bracket of 36 years and above. This was attributed to the department freezing employment of new workers. The age does indeed affect service delivery because the older generation of 50 years and above had difficulties in coping with the rapid changes in technological advancement. The department also had a policy in place that prohibits sponsoring staff who were above 45 years in advancing their education.

## 4.2 Number of Years the Respondents had worked in Government Press

The researcher sought to find out the number of years the respondents had worked in the Government Press and the findings are presented in Figure 4.4 below.



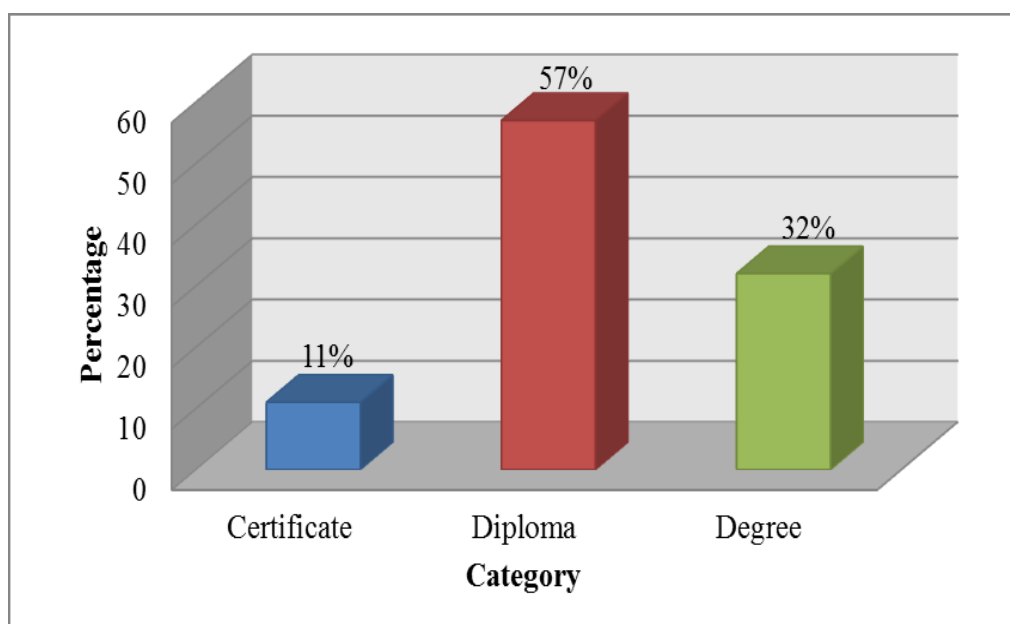
**Figure 4.4: Number of years Respondents worked in Government Press**

The figure 4.4 above shows that 7% had worked in the firm for less than 2 years; 11% had worked in the firm between 2 – 3 years; 15% had worked in the firm between 4 – 5 years; 30% had worked in the organization between 6 – 7 years and majority of participants 37% had worked in the firm for over 8 years. This showed that majority of the participants had worked in the Government Press for over 8 years hence the researcher concluded that they were aware of the role of publishing in promotion service delivery effectiveness at their work place.

### 4.3 Level of Education of the Respondents

The researcher wanted to find out the highest level of education the participants had attained. The level of education determines how well they would answer the set questions about the role of publishing in promoting service delivery effectiveness.

Figure 4.5 presents findings on the level of education attained by the respondents.



**Figure 4.5: Respondents Highest Level of Education**

According to the findings, 32% (23) of the respondents had degree in publishing, while 57% (42) of the respondents had diploma, and 11% (8) of the respondents had a certificate. The findings showed that a majority of the employees were diploma and degree graduates with certificates in their respective fields, the total being 65 employees. They were well equipped with knowledge on the publishing in promotion of effective service delivery. Therefore, most of them were able to answer well the set questions on the role of publishing in promoting service delivery effectiveness industry in Kenya. The nature of qualifications of the respondents play a significant role in determining whether the particular respondents have what it takes to correctly

decipher the turbulent environment in the printing industry and thus make informed response in relation to service delivery.

#### **4.4 Findings According to Research objectives**

##### **4.4.1 The role of Government Press publishing policy plays in providing effective service delivery**

The researcher sought to know whether the participants in Government Press understood the role of publishing policies in promoting service delivery effectiveness in Kenya. The researcher asked the respondent if their organization had any publishing policy related to service delivery. A total of 70 out of 73 participants through the questionnaire response were in agreement that there was a publishing policy related to service delivery in Government press. This represents a 95% (71) of respondent who were in agreement. This research attributed to the fact that the management while introducing new policies that are related to publishing, have often involved the key stakeholders who are their employees.

When asked to explain briefly the policy, 64 respondents which was 88% related the publishing policies to quality production control and fulfilling the customer requirements. A further 5 respondents (7%) gave other various responses ranging from production procedures and following instructions from the work ticket.

**Table 4.2: Response of publishing policies**

<i>Category</i>	<b>Frequency</b>	<b>Percentage</b>
Highly	<b>64</b>	<b>88%</b>
Lowly	<b>7</b>	<b>10%</b>
Never	<b>2</b>	<b>2%</b>
<b>Total</b>	<b>73</b>	<b>100%</b>

Out of the 73 participants selected, majority of them totaling to 88% (64) indicated that the publishing policies were highly considered in their institution, while 10% (7) said that it was lowly considered. However, 2% (2) said that the publishing policies were never considered in the institution. This showed that most of those who were selected were in agreement that the publishing policies were highly considered in Government Press. This was expected because the sample was selected randomly from the staff that were involved in daily operations of Government Press.

The study sought to find out to what extent the publishing policy was practiced in Government Press as an institution. This was in line with first objective of the study. Majority of the respondent 66% (49) responded that the publishing policies were practiced regularly, while another 22% (16) said that the policies were practiced once in a while, only 12% (9) of the respondent said that the policies were rarely practiced. Those who said the policies were practiced regularly said that this was because it is a norm in most government institution to follow laid down policies.

**Table 4.3: Extent of Publishing Policies in Organizations**

<i>Category</i>	<b>Frequency</b>	<b>Percentage</b>
Regular	<b>36</b>	<b>50%</b>
Once in a while	<b>29</b>	<b>40%</b>
Never	<b>8</b>	<b>10%</b>
<b>Total</b>	<b>72</b>	<b>100%</b>

When the question in Figure 4.7 which was to what extent does the publishing policies affect the organization was posed to the respondents? There were mixed responses with 50% (36) of the respondent stating that the publishing policies were practiced regularly. Their reasons for stating so was because the publishing of any document in Government Press cannot be done without following the publishing policies.

A sizeable group of respondent 40% (29) stated that the publishing policies were practiced but once in a while. With most of them stating that the policies are not always strictly followed. 10% (8), of the respondent also stated that the policies were never practiced in the organization. The latter respondent stated so claiming that there were weak mechanisms of implementing the policies and that policies were only on paper and not often actualized.

**Table 4.4: What are the effects of publishing Policies in Service Delivery?**

<i>Category</i>	<b>Frequency</b>	<b>Percentage</b>
1	<b>44</b>	<b>60%</b>
2	<b>29</b>	<b>40%</b>
<b>Total</b>	<b>73</b>	<b>100%</b>

The study indicated that (44) which was 60% of the respondents agreed that the publishing policies in the organization had an effect on service delivery while the remaining (29) 40% disagreed. The 60% (44) of the respondent who agreed gave their various reasons to defend their responses. The reasons included customer satisfaction, the policies were well written and easier to implement, they were customer focused and were meant to achieve their objectives within the expected timeframe. When the policies are not well followed and implemented will lead to job rejection which in end will be more costly. The policies were also instrumental in combating counterfeit, which is often a concern to the users of the products from Government Press.

The publishing policies apply the use of security features such as watermarks and imprints on accountable documents. Other state agencies that rely on Government products have been able to fulfill their mandate because of the timely delivery from the Press. The net effect has been that the seamless coordination of policies across the departments in policies implementation has ensured that effective service delivery is achieved. The publishing policies makes it possible for the department to be efficient in production. The publishing policies ensures the printing standards are maintained and the publications reach the public in a format that is well understood.



**Table 4.5: Process of Publishing Policy in Service Delivery Formulation**

<i>Category</i>	<i>Frequency</i>	<i>Percentage</i>
Yes	<b>64</b>	<b>88%</b>
No	<b>9</b>	<b>12%</b>
<b>Total</b>	<b>73</b>	<b>100%</b>

Out of the 73 employees selected, 88% (64) indicated that they were involved in the process of publishing policy in service delivery, while the rest 12% (9) said that they were not involved. This showed that most of those who were selected were well informed on publishing policy formulation in service delivery. This was expected because the sample was selected randomly from the staff who were involved in quality service delivery in all the departments at the Government Press.

#### **4.4.2 Challenges facing publishing policies in providing effective service delivery**

The study sought to find out the challenges that are faced by the Government Press in implementing publishing policies. The respondents were asked about the challenges they experienced. Changing Technology was pointed out by majority as the major challenge that interfered with most of the policies implementation. Most respondent 51 representing 70% pointed that they struggled with adapting to the new policies that were connected to changing technology. The areas mentioned included the e-publishing knowledge and services and digitalization of service delivery.

Corruption was also cited as another major challenge facing the publishing policies implementation with 60% (44) mentioning it. Corruption was cited in the following ways: - corrupt suppliers who supplied equipment, materials and other goods without

following organization policies. High cost of operation and taxation, delays in procurement of publishing materials hence affects effective service delivery.

Lack of strong implementation guidelines and committee to oversee the implementation of the policies was also cited as a major challenge. Other challenges mentioned by the respondents included, Low budgetary allocation from the Government, a demotivated workforce, allocating duties to people without considering their strength and competence in the given duties. Machine break downs and poor maintenance. Non flexibility where the management does not want to embrace new innovations, lack of strategic insight on the part of management. Changes from the customer mind the printing and publishing process.

#### **4.5 Improving the publishing policies in providing effective service delivery**

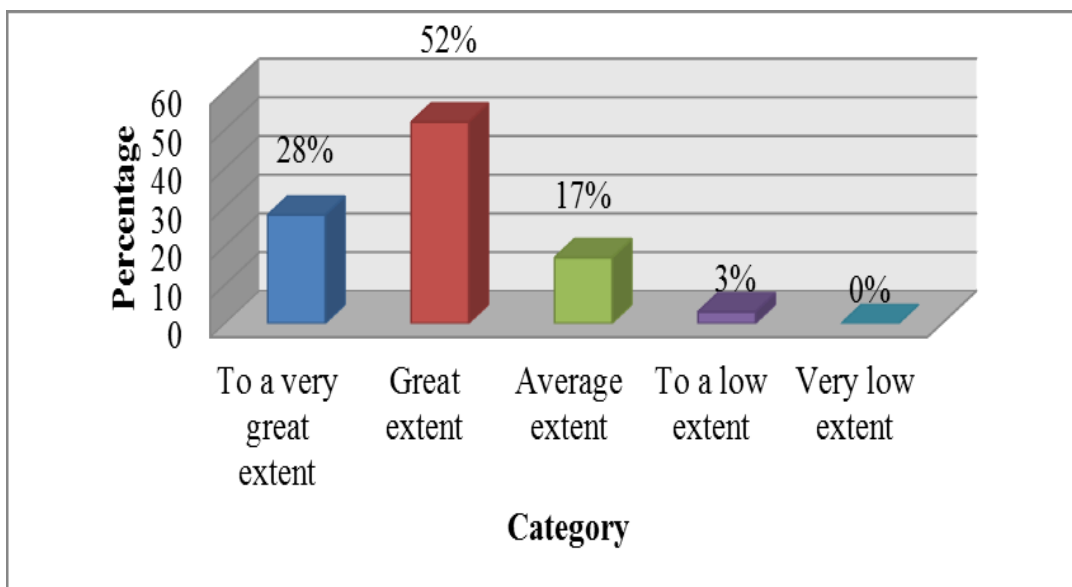
The study sought to find out from the respondents what would be the remedy of the challenges they highlighted by asking them to provide ways in which the challenges would be mitigated. The solutions followed the patterns of the challenges highlighted, with most respondents recommending that training of the employees on matters technology be given priority so as to address the adaptability in operations that require advanced technology. Another form of training that was highlighted was in job training and occasioned educational visits to other publishing firms. Motivation of the employees was also quoted as another mitigation measures that would improve implementation of policies with 14 (20%) respondent agreeing.

#### 4.6 Management Style

**Table 4.6: *Effect of Management on Service Delivery***

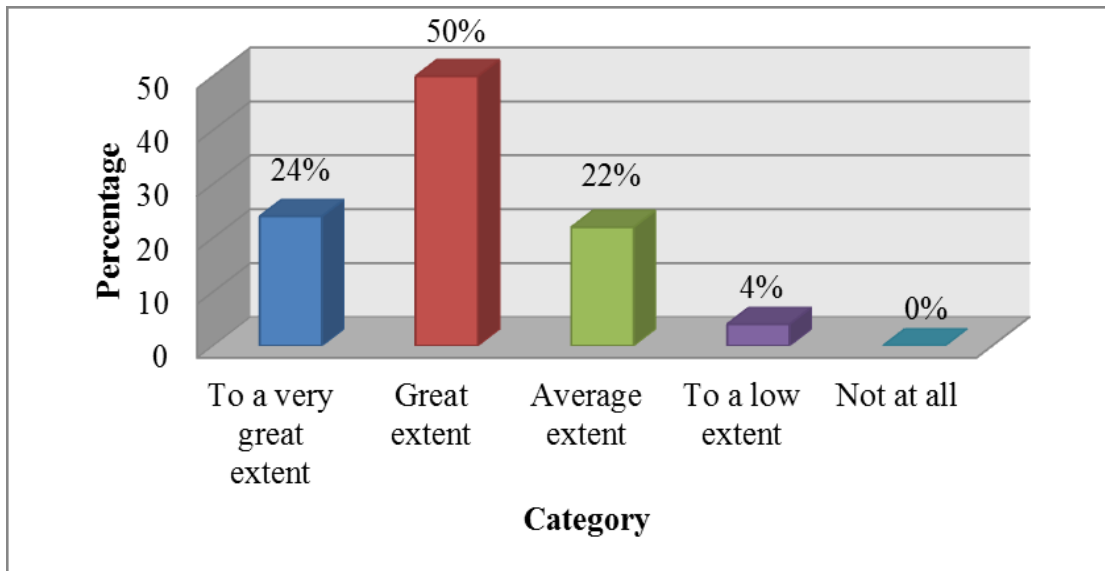
<i>Category</i>	<i>Frequency</i>	<i>Percentage</i>
Yes	51	70
No	22	30
<b>Total</b>	<b>73</b>	<b>100</b>

Table 4.6 above shows that 70% (51) of the respondents said that management style affects the service delivery in an organization, while 30% (22) had a different opinion saying that management style has insignificant effects on an organization. This showed that management style affects the role of publishing in promoting service delivery effectiveness in an organization.



**Figure 4.6: Extent to which Management Style affects Service Delivery Effectiveness**

According to the data in figure 4.6 above shows that 28% (20) said it affected to a very great extent, 52% (38) of the respondents agreed that the extent to which management style affect service delivery in Government Press was to a great extent, 17% (13) said it affected to an average extent while the remaining 3% (2) said it affected to a low extent while none of the respondents who said that management style affects service delivery effectiveness in Government press to a very low extent. This shows that in Government Press management style affect service delivery effectiveness to a great extent.



**Figure 4:7: To what extent does Government Policy affects Service Delivery Effectiveness**

According to the data in figure 4.7 above the respondents were asked to what extent did the government policies affect service delivery effectiveness in their institution, 24% (18) said it affected to a very great extent, 50% (36) of the respondents agreed that the extent to which government policy affect the role of publishing in promoting service delivery practices in an organization was to a great extent, 22% (16) said it affected to an average extent while the remaining 4% (3) said it affected to a low extent and none of the respondents who said that company policy does not affect implementation of supplier development practices in an organization. This showed company policy affect implementation of supplier development practices in an organization to a great extent.

#### **4.7 Summary of Data Analysis**

The research aimed at finding out the role of publishing in promoting service delivery effectiveness, a case study of Government Press, Kenya with specific reference to management style, cost, technology, and government policy.

#### **4.7.1 Role that the publishing industry plays in providing effective service delivery to the Kenyan public**

The study sought to determine the role of publishing in promoting service delivery effectiveness, a case study of Government Press, Kenya, five statements on how publishing industry contribute to effective service delivery were designed and presented to the respondents to rate them on a Likert scale of 1-5 whereby 1 represented strongly disagree and 5 represented strongly agree. Appendix D. presents data on the views of the respondents as regards planning and its effect on service delivery.

From the findings, 98% (72) of the respondents agreed that their organization has a clearly laid out policy on effective service delivery. This assisted individuals to channel their efforts towards achieving organizational objectives. One percent "disagreed" with this and the remaining one percent remained neutral.

The research findings indicated that 80% (58) of the respondents agreed that the publishing policy in Government Press organization provides guidelines on all publishing activities, 16% (12) of the respondents disagreed while 4% (3) remained neutral. This implied that policies set by the organization were critical in assisting service delivery.

The findings indicated that 90% (66) of the respondents agreed that strategic policy planning which was implemented through work plans led to improved service delivery due to periodic monitoring and reporting. Four per cent disagreed and six per

cent were undecided. This showed that work planning was a crucial element in effective service delivery and therefore more emphasis could be placed on it.

#### **4.7.2 Digitization of publishing is affecting service delivery in publishing industry.**

Most participants in the study disagreed 72% (53) that government press existing publications can be accessed online on the website. A few participants 13% (9) agreed while 15% (11) were neutral. The researcher further found out from the organization that the organization's website was dormant and there were no publications uploaded on the website.

When asked about if the organization always makes available information of any forthcoming publications on different online platform to aid in promotion efforts. All respondents unanimously disagreed, point to the fact that the organization has a poor online presence.

#### **4.7.3 Constraints inhibiting Publishing growth and development**

The researcher sought information on constraints inhibiting Publishing growth and development. Five statements were designed and presented to the respondents to rate them on a Likert scale of 1-5 whereby 1 represented strongly disagree and 5 represented strongly agree. The findings are presented in Appendix D.

The findings presented in likert scale in (see Appendix D) indicated that 90% (66) of the respondents "disagreed" that the organization always makes available information on any forthcoming publications on different platforms to aid promotion efforts. 4%

(3) agreed with this while 6% (4) remained neutral. This implied that a majority of the respondents disagreed that target organization always makes available information on any forthcoming publications on different platforms to aid promotion efforts hence not improving the quality of service delivery. The researcher attributed this phenomenon to the fact that most information related to publications are mostly discussed at the managerial level and rarely are shared with the employees at the lower levels.

Most participants in the study disagreed 72% (53) that government press existing publications can be accessed online on the website. A few participants 13% (9) agreed while 15% (11) were neutral. The researcher further found out from the organization that the organization's website was dormant and there were no publications uploaded on the website. The organization did not have a presence on other online media platforms such as Twitter and Facebook.

From the findings 49% (35) of the participants agreed that the organization has elaborate marketing plans to aid the distribution of our publications to the target audience, while 4% (3) disagreed with the statement and 20% (15) were neutral. This findings can be attributed to the fact that the organization had strong policies to facilitate marketing plans as stated by respondent C in the interview section.

According to the study findings, 75% (55) of the respondents agreed that; citizens of this country had a rightful expectation of accessing services at the Government press 10% (7) disagreed" while 15% (11) remained neutral. (See Appendix E) The findings, therefore, revealed that in this organization, it is their general belief that the citizens of this country have a rightful expectation of accessing their services, this led to



improvement in service delivery. The researcher sought to find out whether the employees of the Government Press are expected to identify and make at least small improvements in the service delivery process.

From the findings, 80% (58) of the participants agreed that they are expected to identify and make at least small improvements in the service delivery process. 10% (7) disagreed while the remaining four percent (10%) (7) were neutral. This meant that the organization expected their employees to identify and make at least small improvements in the service delivery process.

The study findings showed that 72% (52) of the participants agreed that their organization regularly consults users of our services about their needs and priorities, this assisted prediction of likely results which in turn led to necessary adjustments in quality service delivery strategies. 16% (12) disagreed and 12% (9) were neutral.

The research found out that 83% of the participants agreed that their organization has designed service delivery mechanisms to improve relevant, timely, cost-effective and useful products and services. 10% disagreed, the research found out that 63% of the participants agreed that their organization regularly use monitoring tools to check and improve on publishing service delivery processes. 18% strongly disagreed and disagreed and 19% were neutral.

#### **4.8 Data Collected through Interviews**

The findings of the key informants' interview were collated and analyzed to give a summarized finding based on the study objectives. The interviews were designed in a semi-structured format where the interviewer had different topics that are related to

the study objectives, the researcher was also open for topics that cropped up in the process. The interview schedule was used to collect data from the administration which consisted of eight members drawn from the different departments/units within Government Press.

The instrument is suitable for collecting qualitative data from a small number of respondents mainly from people with wide knowledge of an area or phenomenon (Kothari, 2003). The interview proceedings were transcribed, where transcription focused on capturing both the interviewee and the interviewer excluding words and sounds that were unnecessary like “umh” and “ahh”. Verbatim transcription of the recording were made using Microsoft word and the transcribed data were prepared for analysis. These topics gave the researcher the opportunity to gain deeper insight. Key informants were briefed on the purpose of the interview, which was for the researcher's master thesis.

Seven out of the eight interviews were recorded and subsequently transcribed. The exception was one interviewee who requested not to be recorded because of the sensitive information his office holds. The researcher respected the request and, therefore, his interview was not recorded. The eight interviewees' responses were coded to conceal their identity and respect their confidentiality. Every interview concluded with a majority completed in 22-25 minutes before thirty minutes had passed. Both interviews were captured with audio via a digital voice recorder. In addition to audio recordings, the researcher kept written notes. The interviewee were tagged as from respondent A to G.

#### **4.8.1 How long have you worked in Government Press?**

The entire group of respondents interviewed had worked in the institution for more than 15 years, with 4 of them having worked for 21 years and 2 worked for 17 years and the remaining 2 having worked for 16 years.

#### **4.8.2 In your view, does publishing promote service delivery?**

The respondents had varied responses to this question with all of them saying that publishing indeed promotes service delivery. The respondent highlighted that since the organization publishes all government documents and literature, it was critical in service delivery in all government agencies and institutions. Interviewee A was more elaborate in describing how publishing in government press is promoting service delivery. Thus:

“Publishing and printing activities and services have always been associated inexorably to the dissemination of knowledge. At Government Press, the services and products offered are used in the public institutions such as courts, government ministries, learning institutions such as universities and colleges”. (Respondent A, 26 September 2017 Government Press)

Interviewee B also shed light on some important information concerning how publishing promote service delivery. She said that:

*“Publishing is used to promote a certain standard and advertise a specific service that meets the required standards. Through service charters that are annually reviewed the publishing firm that is Government Press promotes service delivery”.* (Respondent B, 26 September 2017 Government Press)

Interviewee C was of the opinion that:

“Publishing promotes service delivery by the enhanced articulation of printed literature that is well understood and easily consumed by the public, this especially when it comes to policy documents such as the vision 2030 booklets. The government institutions, private companies and individual citizens depends a lot on the published documents that are aimed to spur economic growth. Therefore, using strict timelines the Government Press has

been able to publish the documents on time hence promoting service delivery”. (Respondent C, 26 September 2017 Government Press)

Another interviewee stated that through the Official Kenya Gazette which was the main publication, the Government and corporate institutions are advised on how to communicate their agendas and policies thereafter published for public consumption.

#### **4.8.3 How adequately prepared are the employees to work with administration on policies introduced?**

Conclusions from the policy interview show that a clear Kenyan government policy on improved and developed publication industry has not been drawn up yet. The respondents also stated that, due to the bureaucratic nature of its policy formulation, government policies often have in fact hampered the delivery of service and the promotion of effective services. Government Press being a government entity was subjected to other policies that fall under civil service, this posed as a hindrance when it came to fastening service to the public. In the opinion of most interviewees, the general attitude of policy makers towards the local publishing industry needs to be given a second thought by the government.

As a result most all the interviewees agreed that the employees of the organization are not well prepared when it came to operationalization of policies introduced by the Government concerning the publishing policies. This was mostly attributed to the fact that most of the policies are related to change of operations and administration.

Respondent 3 stated that:

*“When policies are introduced to the employees, a bigger percentage who are often persuasive tend to criticize therefore make it difficult for the*

*management to fully implement the policies”*.(Respondent C, 26 September 2017)

#### **4.8.4 To what extent are the employees involved in policy development in the departments?**

According to the views of the interviewees most those employees who were involved in the publishing policy setting, were of the senior job groups along with the junior job groups being left out. However, the interviewees all agreed that the junior staff were in some instances involved through their departmental and section heads. This was done by collecting their opinions using questionnaires and group discussions. Cases where this has been done included formulation of Scheme of Service and Service Charter.

“Policies are mandatory and must be adhered to by all people in their activities throughout the organization. At corporate and operational level, policies have the following advantages; they provide authority based on principles for a given course of action, they provide guidelines when formulating functional and operational strategies, they provide basis for management control and allows coordination across organizational units thus reducing the time managers spend in making decisions. Because of this the department has always involved all employees in policy formulation that affects the department but on different levels based on their ranks and roles”. (Respondent A, 26 September 2017)

Respondents further gave an elaboration on what extent the management allows the employees to be involved in the policy formulation by stating:

“Written government policy which Government Press adheres to are required to demonstrate that the top manager is concerned about the efficient delivery of services, some of which might be very important in developing the Country. Therefore, it is the responsibility of the management of the company to integrate a proper, effective and efficient policy which will enhance effectiveness in the delivery of service. When it comes to publishing, these policies are therefore, a declaration of intent; define by everyone concerned-which means all employees of the firm in implementing the policy”. (Respondent E, 26 September 2017)

#### **4.8.5 How do you operationalize digitalization to your service delivery system?**

One of the interviewee said that “Publishing and associated printing activities relied on long-standing and proven old technologies to provide a definitive linear progression for the creation of content in print form, providing clear implications for business processes and relationships for the various stakeholders”.

Two others who were interviewed believed that the advent and advancement of digital technology provided the possibility of new value ideas and market models, providing substantial incentives for publishing in print and online platforms and advancing on virtual commerce. Four other respondents reported that a variety of technologies, including multiple-choice systems, various content types and presentation styles customized to customer needs, editing processes and system data upgrades, have been included in the new digital distribution models implemented by the organization. All these advances lead to fast, productive and cost-effective delivery of content reductions to related stakeholders.

However, the final respondent gave a different opinion where he stated that:

*“It must be remembered that even the latest digital tools and applications can only be viewed as enabling mechanisms whose acceptance and implementation must align directly with the business strategy and objectives of organizations”.* (Respondent G, 26 September, 2017)

#### **4.8.6 Does the department have sufficient resources to enable achievement of the tasks in the service delivery development?**

All the interviewees agreed that for Government Press to cope favorably with current market trends and service delivery development, it requires modern facilities and

personnel, therefore the organization and staff must be assessed, to justify their importance in the achievement and objectives of the industry at any point in time.

Seven out of eight interviewees stated that the organization has enough resources especially in terms of manpower, with a workforce of over 200 employees. They also stated that the organization is fully funded by the government to operationalize their publications. Although one respondent highlighted the bureaucracy involved in the dispersing of the funds to the organization saying:

*“The process involved in dispersing the funds has always interfered with the service delivery because materials and machinery needed to publish documents will be delivered late and hence affect the timely delivery of services in the department”*. (Respondent E, 26, September, 2017)

Another interviewee stated that even though the resources were given, they were not adequate in terms of internet connectivity and technology. He went further by highlighting lack of reliable website and absence of social media handles to communicate to the customers about their work. Another interviewee also mentioned lack of resources in setting up an Information Management System.

From the interview sessions it was revealed that The Government Press did not operate marketing and sales department, what exists was a customer liaison and public relations office which doubles up as the production planning unit. This meant that customers did not have in-depth information on the range of products and services on sale. Even when they placed the orders, Government Press did not in most cases meet the deadlines set out by the customers leading to inconvenience. The failure to meet the deadlines was due to bureaucracy at Government Press.

#### **4.8.7 Is there an independent monitoring and evaluation system to give feedback on effective service development?**

The study further found out that Government Press has been striving since its inception to play a significant role in service delivery and development in Kenya by providing all needed published documents that are critical to growth and development of a nation. These documents and articles include among many others, the economic survey books, Bills, Gazette, parliament Hansards and other legal documents but this has been greatly hampered by a number of challenges. The respondent who is in charge of the department revealed that:

*“The department has achieved a lot in terms of coordinating monitoring and evaluation system by indulging independent bodies to check on the quality of services offered at the organization”.*(Respondent A, 26, September, 2017)

One of the respondents interviewed concurred that indeed there was a strong monitoring and evaluation system from an independent body that ensures that there were feedback on effective service development. According to the respondent, the independent body was the main enforcer to the organization to acquire ISO standards. Two other respondents indicated that there was some form of internal monitoring and evaluation but there was no system in place and they were not aware of any external monitoring and evaluation system to monitor any feedback.

Three unanimously pinpointed that there was a weak internal and external monitoring and evaluation mechanisms. One of them indicated that there was bureaucracy and interference from Government in the monitoring and evaluation system.

However, one respondent stated that the government had placed external monitoring and evaluation system through some form of watchdog committees stating:



*One such watchdog was the public complains resolution (PCR) where the customers who are not impressed by the services offered at the government press can take their frustrations there. Through the (PCR) there is a customer feedback mechanism where the customers are given a platform to raise issues that were not handled correctly. (Respondent F, 26, September, 2017)*

There is a laid down procedure that the customer follow their problems and complaints are resolved within the shortest time possible. Another interviewee also stated that the ISO certification was used as external monitoring and evaluation agency.

#### **4.8.8 Has the organization designed computer software that synchronizes all the operations of production to enhance service delivery?**

Seven out of the eight respondent interviewed pointed out that the organization had set in place a computer software to interlink the operations of the organization, however, one respondent differed stating that the software does not help in improving service delivery. The respondent stated that:

*The software is not regularly upgraded and is not run by a service provider but internally hence its efficiency cannot be guaranteed. It would be more efficient if the organization would outsource for a computer software provide to install the computer software system and manage it for the organization*

(Respondent D, 26 September 2017).

The seven respondents who agreed with the statement gave key points that pointed why the organization designed computer software that synchronizes all the operations of production to enhance service delivery. They pointed out that GP has embraced the latest IT in its products. This is best illustrated by its use of DTP (Desktop Publishing), the e-books and the computer to plate technologies. In addition, there is the use of speed master machine, digital machine and IT networking at GP among

others. However, while the machines at the IT department are modern there still exists a segment of staff who are not computer compliant in terms of the skills they possess.

#### **4.8.9 What are the challenges faced during implementation of service delivery procedures in the department?**

Depending on the aim of the study, the challenges of implementing departmental service delivery procedures are identified. One interviewee acknowledged that the managers and staff worked inadequately for cooperation and coordination. This respondent said that this constituted a major obstacle to achieving the department's objectives and objectives. Two other respondents were of the opinion that Government Press has been striving since its inception to play a significant role in promoting quality service and effective service too, but this has been greatly hampered by the general lack of appreciation by government policy makers and civil servants of the industry's crucial role in national development and, therefore, its apparent neglect.

From the interviews the study found out that Government Press has printing press units that are modern but also have a majority of machines which are not good enough to meet modern standards while a few of them are broken down.

One respondent captured this scenario by stating that the current digital publishing initiatives at Government Press is still at 40% which is quite okay because the organization had adopted dual publishing in other words publish in both print and electronic format. This has caused major challenges with more customers demanding the published documents in electronic format.

One respondent further explained the challenges experienced by the demand posed by the customers by stating that:

*“Most of the documents published by the Government Press are required by policy to be on print as opposed to electronic because of the security features of the said documents”.* (Respondent G, 26, September, 2017)

Three others felt that although many processes have been digitized by the Government Press, they have invested very little in e-publication and have not taken the opportunity to modify the publishing value chain in each step. One respondent said:

*“Due to budgetary restrictions by the government which is the main financier of the Government Press has clearly made the organization to be hesitant to invest heavily in digital publishing which is preferred by the clients in service delivery. The financier pointing out the technical costs of setting up the digital publishing system outweighing the potential sales of e-publishing products”.*

(Respondent A, 26 September, 2017)

Two other respondents have found out that a conventional publisher requires a huge reorganizational initiative and a lot of investment to turn into a electronic publisher. If online distribution is a niche market, the expense of changing existing business models of publishers is not entirely justified. Only when the market grows to a significant extent will publishers invest enthusiastically in eBooks.

#### **4.8.10 Can you suggest ways on how these challenges are addressed?**

While Government Press manages with the available limited resources, three respondents suggested that every effort should be made to replace broken equipment with modern equipment. Government Press has a big publishing establishment but does not use the modern technology to help them do the work efficiently, this greatly

affect how service delivery is done. Respondent C suggested that Government Press should;

*“Introduce new security features on certain documents and improve quality controls through the ISO implementation process. Further the organization should establish a Research and Development division that will be charged with research on product development.”* (Respondent G, 26 September, 2017)

#### **4.8.11 Does the management style of your organization affects service delivery?**

The respondent gave various opinions on the question when it was posed to them. The majority (6) were in agreement that the management style of the Government Press affected affect service delivery and they related this to the feedback they often receive from the clients whenever there is a change in management. One respondent however gave a detailed narrative of how the management style affected service delivery by stating that:

*“The management styles do affect the service delivery in the sense that after a period of time the top management do change and the new leader often comes with new policies and ways of operations. Sometimes we get a hand on leader who will want to be involved in every operation. When these happen the results are always satisfactorily because the leader is always concerned about satisfying the customers and hence the services are improved.”*(Respondent G, 26 September, 2017)

Respondent E further delved into the issue of management styles by stating that:

*“The issue of management styles in Government Press is quite intricate because even though it is a publishing and printing firm it is also abides with other codes and regulations of the civil services, whose management styles or leadership requirement overrules the normal management styles that is norm in other publishing establishments. This affects service delivery especially when the services are required urgently due to the numerous process that are involved in the civil service to procure materials and other decision making process.”* (Respondent E, 26 September 2017)

Another respondent highlighted on the issue of time involved in meeting the needs of the customers by giving an example of how a decision that was made by the new management affected the customers by delaying their product stating:

“There was a time when customers would come with their literature that needed to be gazetted in the Kenya Gazette, they would deal directly with an officer at the government press. However, a new manager came up with a new policy that required that all gazettelement be done at the Judiciary offices before being directed to the government press. When this new policy came into effect many customers complained of how services were delayed.” (Respondent C, 26 September, 2017)

#### **4.9 Key Interview Findings**

Due to bureaucracy at Government Press, urgent decisions cannot be dispensed with the required speed and urgency a scenario that is complicated by the arbitrary political appointments at Government Press. The statutory requirements at Government Press stipulate stringent measures in the production of security documents (serialization) and limitations on budgetary allocations such as in marketing and advertising. This means that by law GP’s hands are tied and cannot operate freely and competitively with the corporate players in the printing industry. On a positive front, the KII indicated that relatively stable government in Kenya creates an enabling environment for Government Press to understand its core business on a relatively competitive scale. Government Press enjoys a higher monopolistic hand in the government printed products.

It is also noteworthy to point out the fact that Government Press enjoys full financial funding from the treasury. Further, it operates a revolving Fund which helps cushion production costs since the government press is not a profit making venture. The Government Press is held accountable for losses or gains of its expenditure by the

Parliamentary Accounts Committee (PAC) through the Office of the President. Nonetheless, this non-trading nature of Government Press is a loophole which implies that the management may not be adequately appraised on the basis of profitability or losses registered.

Customers relations affect GP operations since some of the goods supplied to the customers do not meet the customer standards. This leads to dissatisfaction amongst the customers. In the event that customers don't like Government Press products/services, some of them take printing services to competitors thereby affecting Government Press's incomes. Also customers have a great impact in determining the prices for the goods and services offered at Government Press. At times they opt to competitors especially when Government Press fails to offer competitive prices for their goods and services.

This is done through imposition of bottlenecks which necessitate Government Press to grant authority to customers to print their work elsewhere. The Government Press does not operate marketing and sales department, what exists is a customer liaison and public relations office which doubles up as the production planning unit. This means that customers do not have in-depth information on the range of products and services on sale. Even when they place the orders Government Press does not in most cases meet the deadlines set out by the customers leading to inconvenience. The failure to meet the deadlines is due to bureaucracy at Government Press.

#### **4.10 Summary**

The data introduction, evaluation and interpretation are covered in this section. It was explained using charts, diagrams and tables. Demographics and the research goals were the basis of evaluation and interpretation. In the section, the main findings of the study have been narrated. A review, interpretation and recommendations of the study are addressed in the next paragraph.

## **CHAPTER FIVE DISUSSIONS, CONCLUSIONS, AND RECOMMENDATIONS**

### **5.1 Introduction**

This chapter presents a summary of the major findings of the study, which attempted to give answers to specific objectives of the research. It also presents conclusions, recommendations on the findings and areas for further study.

### **5.2 Discussion of Key Findings**

The research topic was publishing at the promotion of service delivery effectiveness, A case study of Government Press, Kenya. The findings were discussed under the objectives of the study. The objectives were:

- (1) To describe the role Government Press publishing policy plays in providing effective service delivery to the Kenyan public.
- (2) To find out how digitalization of publishing is affecting service delivery in publishing industry.
- (3) To analyze the challenges and constraints to publishing development in service delivery.
- (4) To examine the effects of management style to service delivery

#### **5.2.1 The role that the Government Press publishing policy play in providing effective service delivery to the Kenyan public**

The Government Press-Kenya has been instrumental in promoting service delivery through publishing. The agency ensures that all government documents and publications are printed in a timely and accurate manner. This has helped to promote



transparency and accountability in government operations. The Government Press-Kenya has also been responsible for the printing of the Kenya Gazette, which is the official record of the government's activities. Through the publication of the Kenya Gazette, the Government Press-Kenya has helped to promote public awareness of government activities and policies.

In addition, the Government Press-Kenya has played a critical role in the dissemination of information to the public. The agency has been responsible for the printing of the government's annual reports, budget statements, and other important documents. This has helped to ensure that the public is well-informed about government policies and activities. The Government Press-Kenya has also been responsible for the printing of educational materials, such as textbooks. This has helped to promote education and literacy in Kenya.

### **5.2.2 Digitalization of publishing is affecting service delivery in publishing industry.**

Most participants in the study disagreed 72% (53) that government press existing publications can be accessed online on the website. A few participants 13% (9) agreed while 15% (11) were neutral. The researcher further found out from the organization that the organization's website was dormant and there were no publications uploaded on the website. The organization did not have a presence on other online media platforms such as Twitter and Facebook. Most of the publication however were easily accessible on other government department websites like judiciary and Kenya school of law. Government press was limited in resources to operate a fully and modern website. This findings strengthened the researcher's decision of adopting the resource based view theory as the guiding theory of the study. This is because for the

government press to have more meaningful impacting in serving the public it should have a vibrant online presence. This can only be possible if there is enough resources.

### **5.2.3 The Impact of Digitization on Publishing**

One of the major impacts of digitization on publishing has been the shift from print to digital formats. The Government Press-Kenya has to invest in digital printing technology in order to remain competitive. This will help to improve the efficiency of the agency's operations, as well as reduce costs. The agency has also had to develop new skills and expertise in digital publishing, in order to meet the changing needs of its clients.

Another impact of digitization on publishing has been the increased demand for online publishing. The Government Press-Kenya has had to develop new online platforms in order to meet the changing needs of its clients. This has included the development of online portals for the Kenya Gazette and other government publications. The agency has also had to invest in online security measures, in order to protect sensitive government information.

### **5.2.4 Constraints and Challenges to Publishing growth and development**

Despite the role that publishing plays in promoting service delivery, there are still challenges and constraints that need to be addressed. One of the major challenges is the lack of funding for publishing activities. The Government Press-Kenya has struggled to secure adequate funding for its operations, which has limited its ability to invest in new technology and equipment. This has also limited the agency's ability to attract and retain skilled staff.

Another challenge is the lack of capacity building in the publishing industry. The Government Press-Kenya has had to invest in training and development programs in order to build the skills and expertise of its staff. However, there is still a need for more capacity building initiatives in the industry, in order to meet the changing needs of clients and remain competitive.

#### **5.2.5 Effects of management style to service delivery**

The management style employed by the Government Press-Kenya has a significant impact on service delivery. Effective management is critical to ensuring that the agency is able to deliver quality services to its clients. The agency has adopted a participatory management style, which involves involving staff in decision-making processes. This has helped to promote a sense of ownership among staff, as well as improve the quality of services delivered.

Another effect of management style on service delivery is the importance of communication. The Government Press-Kenya has invested in communication systems in order to ensure that staff are well-informed about agency operations and policies. This has helped to promote a sense of unity and common purpose among staff, as well as improve the quality of services delivered.

### **5.3 Summary of the Findings**

The summary of the findings presented in chapter five was obtained from collected primary data. This provided information that will be used to draw up conclusions and recommendations for future research. The study used a mixed research design which included quantitative, qualitative and case study research designs. This enabled

adequate data collection basically by the use of interview guide and questionnaires. The target population involved both the publishing and the management of Government Press. Non-probability and probability were employed in the study. Purposive sampling was used to select the Director of Government Press and other top management, while stratified sampling, on the other hand, was used to sample the non-publishing staff of Government press. The study adopted Pragmatism. The philosophy of pragmatism in the study only accepted ideas that were true if they supported intervention. Pragmatics accept that there are many different ways of seeing the world and doing research, that a single point of view can never provide the whole picture, and that there can be different realities. The research question, according to the research philosophy of pragmatism, is the most important determinant of research philosophy. In the sense of a single study, pragmatics may integrate both positivist and interpretivist positions according to the nature of the research issue (Zikmund, et,al 2013). The philosophy of pragmatism research can integrate more than one research methodology and research methods within the same study, unlike the philosophies of positivism and interpretivism science. In addition, in studies with the theory of pragmatism science, the use of multiple study methods such as qualitative, quantitative and action research methods can be integrated.

One logical reason in research why quantitative and qualitative models were mixed into one study was Pragmatism, where pragmatism is the belief of doing what works best to achieve the desired results. According to Vibha and Christine, (2019) pragmatism supports researchers in choosing between different models of inquiry as research questions being addressed instinctually determine which methods are best suited.

This study will applied both the qualitative and quantitative methods because certain objectives were best addressed using qualitative analysis while others were well addressed using quantitative methods. The pragmatic philosophy underpinning this study allowed for a systematic application of appropriate quantitative and qualitative methods to address each specific objective. This study data was then analyzed using descriptive statistics such as figures, tables, percentages, and frequencies. The findings of the analysis revealed a number of things which are summarized as follows:

There was a weak collaboration and inadequate teamwork between the management and the employees. The other challenge was a weak internal and external communication mechanism. Another challenge that was revealed by the study is inadequate records and data management system.

The lack of an adequate skills database for all workers, inadequate monitoring and appraisal systems; poor public sector transition management; a slow pace of ICT adoption; Inadequate legal framework for preparation and ability to attract and maintain high-quality and professional workers in certain industries, including macroeconomics, devolution and other specialist sectors. Non-progressive business schemes and career development regression.

The Qualitative Study showed that the advent and growth of digital technology provided the possibility of new value ideas and business models, which have scope for substantial publication prospects in both print and online platforms as well as advancement in e-commerce. This was also reinforced by the fact that the analysis also showed that a range of technologies including various alternative systems, different content-formats and

viewing styles that satisfy customer requirements, editing processes and data changes on the website were encapsulated in new digital publishing formats implemented by the company. All of these advances lead to quick and effective delivery of output reductions in processing time which results in economic benefits for relevant players. Therefore, improving overall efficient service delivery.

The study further revealed that management styles affected service delivery in numerous way key among them being management styles in Government Press was quite intricate because even though it is a publishing and printing firm it also abides with other codes and regulations of the civil services, whose management styles or leadership requirement overrules the normal management styles that is norm in other publishing establishments. This affects service delivery especially when the services are required urgently due to the numerous process that are involved in the civil service to procure materials and other decision making process.

Overall the study found out numerous challenges and gaps which impacts the process and quality of service delivery. The major challenge was funding, among the resources requirements for implementation of service delivery strategy. Inadequate resources have led in compromise of accessibility and availability of services. The limitation has contributed to reduced staff morale which has negatively impacted service delivery. The adoption of resource based view theory helped to reinforce the phenomenon that resources and their availability are critical in ensuring service delivery is efficient. To create a competitive advantage, resources have to be relatively rare. In addition, the resource must be hard to imitate in order for the company to be above its competitors. This can be linked to the government press, which has its own unique patenting method.

Therefore, the source of a strategically equal result should be no substitute resource in order to create sustainable competitive advantage.

#### **5.4 Conclusions**

In conclusion, publishing is a critical tool for promoting service delivery in Kenya. The Government Press-Kenya plays a vital role in publishing government documents and information, which are essential for enhancing transparency, accountability, and good governance in promoting service delivery. However, there are challenges facing the Government Press-Kenya that need to be addressed to enhance its effectiveness in promoting service delivery through publishing. By implementing the recommendations proposed in this study, the Government Press-Kenya can enhance its effectiveness in promoting service delivery through publishing, which will ultimately benefit the citizens of Kenya.

#### **5.4 Recommendations**

These Based on the study's findings, the following recommendations are proposed:

1. The Government Press-Kenya should develop a website to enable citizens to access government documents and information easily.
2. The Government Press-Kenya should collaborate and coordinate with other government agencies and stakeholders to enhance its effectiveness in promoting service delivery through publishing.
3. The Government Press-Kenya should invest in capacity building and technology to enhance its effectiveness in publishing government documents and information.

4. The Government Press-Kenya should enhance public awareness of its role and functions in promoting service delivery through publishing.
5. The Government should allocate more resources to the Government Press-Kenya to enable it to carry out its mandate effectively.

#### **5.4.1 Theoretical Implications**

This research extends the Resource Based View Theory by interrogating the management of the resources management in publishing and relating it to service delivery. The success of service delivery will largely depend on how the resources are managed to achieve maximum yield using minimal resources which include materials and manpower. Manpower being the most important resource, the Resource Based View Theory is developed to achieve the greater understanding of how this resources contribute to improved service delivery.

The findings of the study established that Resource Based View Theory is the antecedent of service delivery which transmits its effect to client satisfaction. The results support the theory that the adoption of service delivery standard as a resource based view. These reflections on the resource-based view complete the theoretical foundation of the customer have driven business model with an internal view of the firm's value creation. The Resource Based View Theory represents such a paradigm shift that helps in understanding service delivery in a broad context and in different organizational levels and functions of the Government Press.

The management of the Government Press needs to apply the Resource Based View Theory in totality if they want to have effective service delivery, because the



Resource-Based View Theory explains the company profitability using information on its resources and capabilities. The role of publishing in effective service delivery is based on internal factors to enhance efficiency and improve processes, knowledge, and expertise gained.

#### **5.4.2 Policy Recommendations**

1. This study recommends improvement in communication between the management and the employees when it comes to policy formulation and implementations in the organization. The policy makers in the Government and the institution should consider lobbying for other branches of Government Press to be established in all the 47 counties of the country so as to bring the service closer to the people, this will go a long way to enhance the role of publishing in promoting service delivery effectiveness to the public.
2. The Government should encourage the publishing industry through adequate resource funding as well as proper management of the same so as to increase and promote service delivery effectiveness. The Publishing/ Printing firms that depend on the government funding in Kenya are the Government Press, Kenya Institute for Curriculum Development (KICD), Kenya Literature Bureau (KLB) and Jomo Kenyatta Foundation Publishers.
3. The study recommends that employees who perform exemplary well in their work be rewarded; this will contribute to the overall improvement of service delivery effectiveness. The employees should also be involved in policy formulation and setting of goals and target.

### **5.5 Suggestions for Further Research**

Even though the study has made some important findings in relation to its objectives, there are areas of improvement that could be adopted.

First, future studies should seek to expand beyond Government Press. The findings of this study cannot be applied universally because the study focused on a smaller area. Studies should be carried out in the entire publishing industry in Kenya and find the overall effects.

Based on the findings of the study the researcher suggests the following for further research. A comparative study should be conducted at various publishing establishments to find out whether organizational commitments influence service delivery effectiveness. From the findings it is recommended that the policy makers review policies that promote service delivery in printing and publishing establishments with an aim of instituting research on the most effective policies.

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**APPENDICES****APPENDIX A: Researcher's Introductory Letter to the Participant**

Dear Respondent,

My name is Joan Savai, I am a student at Moi University undertaking a Degree in Master of Science in Publishing in the School of Information Sciences. I am conducting a research on *Promotion of Service Delivery through Publishing: A Case Study of the Government Press-Kenya*. You have been selected to participate in the study and your contribution to this research is highly appreciated. The response to this questionnaire and all information obtained from you will be held in strict confidence and will only be used for academic purposes.

Yours sincerely,

Joan Savai

**IS/MSC/PUB/58/14**

## APPENDIX II: Questionnaire for Employees of Government Press

The study's questionnaire is divided into four major sections which touch on the background information and objectives of the study. Information provided will be in confidence and used for academic purposes only.

Kindly tick (✓) in the box against the items below, what applies/describes you best.

### SECTION A: PARTICIPANT'S BIO-DATA

1. Gender

(a) Male [ ]

(b) Female [ ]

2. Please indicate your age bracket.

(a) 18 – 22 years [ ]

(b) 23 – 27 years [ ]

(c) 27 – 32 years [ ]

(d) 32 – 37years [ ]

(e) 38 years and above [ ]

3. For how long have you worked in the Government Press?

(a) 1- 5 years [ ]

(b) 6 – 10 years [ ]

(c) Above11 years [ ]

4. Please indicate your highest level of education.

(a) Certificate [ ]

(b) Diploma [ ]

(c) Higher Diploma [ ]

(d) BA Degree [ ]

(e) Master's Degree [ ]

5. Indicate the Department you belong to in this organization.

(a) Pre Press [ ]

(b) Press /Machine [ ]

(c) Post Press/ Finishing [ ]

### **SECTION B PUBLISHING POLICY**

6. Does your organization have publishing policy related on service delivery?

(a)Yes [ ]

(b) No [ ]

Please explain briefly your Yes/No above

.....

.....

.....

7. Do you think the publishing policies in your institution are important?

(a)Yes [ ]

(b) No [ ]

Kindly explain your answer

.....  
.....

8. To what extent is the publishing policy in your Institution practiced?

(a) Regularly [ ]

(b) Once in a while [ ]

(c) Rarely [ ]

9 (a) Does the publishing policy in your organization have an effect on service delivery?

(i) Yes [ ]

(ii) No [ ]

(b) If Yes or No Kindly explain further

.....  
.....  
.....

10. Does the organizational policy face any challenges of implementation? If yes explain further

.....  
.....  
.....  
.....

(b) How can the publishing policies be enhanced in improving effective service delivery in your organization?

.....  
.....  
.....

(c) Any other views

.....  
.....  
.....

11. Please specify any other aspect(s) of policy that you feel your organization could address in order to achieve higher levels of effectiveness in service delivery:

.....  
.....  
.....

### SECTION C: DIGITALIZATION OF PUBLISHING OPERATIONS

Please indicate your level of agreement with the following statements by ticking the appropriate box below.

KEY1. Strongly agree (SA) 2. Agree (A) 3. Disagree (DA) 4. Strongly Disagree (SD)  
5. Uncertain (UN)

Item	Strongly Agree (SA)	Agree (A)	Strongly Disagree (SD)	Disagree (DA)	Uncertain (UN)
My organization always makes available information on any forthcoming publications on different platforms to aid promotion efforts					
All our existing publications can be accessed on-line on the website of my organization					
My organization has elaborate e-publishing plans to aid the distribution of our publications to the online audience					
Digitalization efforts of my organization have contributed significantly to the delivery of our publishing services					

In the last one year, my organization has trained me at least once on how to be more responsive to customer through online platforms.					
---	--	--	--	--	--

Please specify any other aspect(s) of digitalization you feel your institution could address in order to improve its effectiveness in service delivery:

.....

.....

.....

**SECTION D: CONSTRAINT TO PUBLISHING GROWTH AND DEVELOPMENT**

(1). In your own opinion what are the major constraints inhibiting publishing growth and development in your organization?

.....

.....

.....

(2) How can your organization effectiveness be enhanced to improve service delivery?

.....

.....

.....

(3) Does your organization have any plans to test or adopt a different publishing strategy to ensure increase access to and availability of publications?

(a) Yes      [   ]

(b) No        [   ]

If yes, explain

.....

.....

.....

(4) In what ways can the government help the local publishing industry improve or be productive?



.....  
.....  
.....

(5). Do you know of any latest publishing innovation that your organization is applying

(a) Yes [ ]

(b) No [ ]

If yes name them?

.....  
.....  
.....

(6) Please give any other suggestions that could improve your organizations publishing operations

.....  
.....  
.....

**PART D: CHALLENGES FACED BY GOVERNMENT PRESS STAFF IN THEIR ENDEAVOUR TO IMPROVE SERVICE DELIVERY**

(1) Do you encounter any challenges in your daily activities in effort to ensure there is effective service delivery?

(a) Yes [ ]

(b) No [ ]

If yes, please describe your challenges

.....  
.....  
.....

(2) Considering your printing and publishing experience, do you think the sequential processes of any particular printing method, affects the quality of work and choice of the clients?

(a) Yes

(b) No

Please explain your choice of answer above

.....  
.....

(3) Please specify any other aspect(s) of challenges you feel your organization could address in order to achieve higher levels of effective service delivery.

.....  
.....

**APPENDIX III: Interview Schedule for key Informant**

- 1) For how long have you worked in Government Press?
- 2) In your view, how does publishing promote service delivery?
- 3) How adequately prepared are the employees to work with administration on policies introduced?
- 4) To what extent are the employees involved in policy development in the departments?
- 5) How do you operationalize your service delivery system?
- 6) Does the department have sufficient resources to enable achievement of the tasks in the service delivery development?
- 7) Is there an independent monitoring and evaluation system to give feedback on effective service development in this organization?
- 8) Has the organization designed computer software that synchronize all the operations of production to enhance service delivery?
- 9) What are the challenges faced during implementation of service delivery procedures in the department?
- 10) Suggest ways on how these challenges can be addressed?
- 11) Does the management style of your organization affects service delivery?

Thank you

## APPENDIX IV: Constraints to Publishing Growth and Development

Statement		Responses			
		A	N	D	Total
<b>My organization always makes available</b>					
<b>information on any forthcoming</b>	N	3	4	66	73
<b>publications on different platforms to aid</b>	(%)	4	6	90	100
<b>promotion efforts</b>					
<b>All our existing publications can be accessed</b>	N	9	11	53	73
<b>on-line on the website of my organization</b>	(%)	13	15	72	100
<b>My organization has elaborate marketing</b>					
<b>plans to aid the distribution of our</b>	N	35	15	3	73
<b>publications to the target audience</b>	(%)	49	20	4	100
<b>Marketing efforts of my organization have</b>					
<b>contributed significantly to the delivery of</b>	N	44	6	20	73
<b>our publishing services</b>	(%)	60	12	28	100
<b>In the last one year, my organization has</b>	N	57	5	11	73
<b>trained me at least once on how to be more</b>	(%)	78	7	15	100
<b>responsive to customer requirements</b>					

### APPENDIX V: Effectiveness of Service Delivery through Publishing Policy

STATEMENTS		RESPONSES			
		A	D	N	TOTAL
My organization has a clearly laid out policy on effective service delivery	N	71	2	0	73
	(%)	98	2	0	100
The publishing policy of my organization provides guidelines on all publishing activities	N	59	10	4	73
	(%)	80	14	6	100
The publishing policy of my organization specifies clearly the expected quality of services desired	N	63	10	0	73
	(%)	86	14	0	100
Strategic policy planning which was implemented through work plans led to improved service delivery due to periodic monitoring and reporting.	N	65	6	2	73
	(%)	89	8	3	100

**APPENDIX VI: Letter from School of Information Sciences**

Direct Line (053) 43041

**SCHOOL OF INFORMATION SCIENCES  
DEPARTMENT OF PUBLISHING AND MEDIA STUDIES**

Ref. No.: IS/MS/23/11

8<sup>th</sup> August 2016

The Executive Secretary  
Government Press  
P O Box .....  
NAIROBI

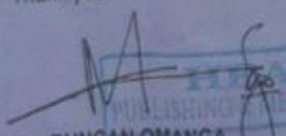
RE: JOAN SAVAI ONDEGO: IS/MS/PUB/58/14

The above named is our Master of Science (MSc) student in the Department of Publishing and Media Studies, School of Information Sciences Moi University.

Ms Savai intends to carry out research work entitled *"The Role of Publishing in promoting service effectiveness; Case Study of Government Press Kenya"* which is a requirement for her MSc Programme in Publishing Studies.

We are kindly requesting you to issue her with a research permit to enable her proceed her research.

Thank you.

  
**HEAD  
PUBLISHING AND MEDIA STUDIES**

Dr. DUNCAN OMANGA  
HEAD: PUBLISHING AND MEDIA STUDIES

/mkm

## APPENDIX VII: Research Authorization Letters



Republic of Kenya  
**MINISTRY OF EDUCATION**  
**STATE DEPARTMENT OF BASIC EDUCATION**

Telegrams: "SCHOOLING", Nairobi  
 Telephone: Nairobi 020 2453699  
 Email: [www.nairobi@gmail.com](mailto:www.nairobi@gmail.com)  
[ofc@nairobi@gmail.com](mailto:ofc@nairobi@gmail.com)

REGIONAL COORDINATOR OF EDUCATION  
 NAIROBI REGION  
 NYAYO HOUSE  
 P.O. Box 74629 - 00200  
 NAIROBI

When replying please quote

Ref: **RCE/NRB/GEN/1/VOL. 1**

DATE: **9<sup>th</sup> June, 2017**

Jean Savai Ondego  
 Moi University  
 P.O. Box 3900-30100  
**ELDORET**

**RE: RESEARCH AUTHORIZATION**

We are in receipt of a letter from the National Commission for Science, Technology and Innovation regarding research authorization in Nairobi County on "**The role of publishing in promoting service delivery effectiveness, a case of Government Press, Kenya**".

This office has no objection and authority is hereby granted for a period ending **28<sup>th</sup> April, 2018** as indicated in the request letter.

Kindly inform the Sub County Director of Education of the Sub County you intend to visit.



**MAINA NGURU**  
 FOR: REGIONAL COORDINATOR OF EDUCATION  
 NAIROBI

c.c

Director General/CEO  
 Nation Commission for Science, Technology and Innovation  
**NAIROBI**

## APPENDIX VIII: Research letter from Government Printer



### The Presidency

#### MINISTRY OF INTERIOR AND CO-ORDINATION OF NATIONAL GOVERNMENT GOVERNMENT PRESS DEPARTMENT

Telegrams "GAZETTE". Nairobi  
Telephone: +254-20-2226596/7/8, 317840/1/2  
Email: [info@governmentprinter@interior.go.ke](mailto:info@governmentprinter@interior.go.ke)

The Government Printer  
P. O. Box 30128-00100  
**NAIROBI**

When replying please quote

**GP/GEN/VOL.IV/17/78**

**11<sup>th</sup> July, 2017**

**Joan Savai Ondego**  
P. O. Box 30128-00100  
**NAIROBI**

#### PERMISSION TO CONDUCT A RESEARCH AT GOVERNMENT PRESS.

The purpose of this letter is to inform you that I give **JOAN SAVAI ONDEGO IS/MSC/PUB/58/14** permission to conduct the research titled **PUBLISHING IN PROMOTION OF SERVICE DELIVERY: A CASE OF GOVERNMENT PRESS-KENYA** at Government Press. We have agreed to the following study procedures to cover; Pre-Press, Press and Post-Press. This also serves as assurance that this institution complies with all Public Service Regulations regarding Human Subject Research and will ensure that these requirements are followed in the conduct of this research.

I take this opportunity to wish you the best in your research.





**APPENDIX IX: Research Permit letter NACOSTI**



**NATIONAL COMMISSION FOR SCIENCE,  
TECHNOLOGY AND INNOVATION**

Telephone: +254-20-2213471,  
22412349, 3310571, 3218430  
Fax: +254-20-518245, 318249  
Email: [cg@nacosti.go.ke](mailto:cg@nacosti.go.ke)  
Website: [www.nacosti.go.ke](http://www.nacosti.go.ke)  
When replying please quote

9<sup>th</sup> Floor, Utalii House  
Uhuru Highway  
P.O. Box 30623-00100  
NAIROBI-KENYA

Ref. No. **NACOSTI/P/17/12692/15394**

Date: **28<sup>th</sup> April, 2017**

Joan Savai Ondego  
Moi University  
P.O. Box 3900 - 30100  
**ELDORET.**

**RE: RESEARCH AUTHORIZATION**

Following your application for authority to carry out research on *"The role of publishing in promoting service delivery effectiveness, a case of Government Press, Kenya,"* I am pleased to inform you that you have been authorized to undertake research in **Nairobi County** for the period ending **28<sup>th</sup> April, 2018**.

You are advised to report to **the County Commissioner and the County Director of Education, Nairobi County** before embarking on the research project.

On completion of the research, you are expected to submit **two hard copies and one soft copy in pdf** of the research report/thesis to our office.

  
**BONIFACE WANYAMA**  
**FOR: DIRECTOR-GENERAL/CEO**

Copy to:

The County Commissioner  
Nairobi County.

**COUNTY COMMISSIONER**  
**NAIROBI COUNTY**  
P. O. Box 30124-00100, NBI  
TEL: 341096

The County Director of Education  
Nairobi County.



**CONDITIONS**

- 1. You must report to the County Commissioner and the County Education Officer of the area before embarking on your research. Failure to do that may lead to the cancellation of your permit.
- 2. Government Officer will not be interviewed without prior appointment.
- 3. No questionnaire will be used unless it has been approved.
- 4. Excavation, filming and collection of biological specimens are subject to further permission from the relevant Government Ministries.
- 5. You are required to submit at least two(2) hard copies and one (1) soft copy of your final report.
- 6. The Government of Kenya reserves the right to modify the conditions of this permit including its cancellation without notice.



REPUBLIC OF KENYA



National Commission for Science, Technology and Innovation

RESEARCH CLEARANCE PERMIT

Serial No. A13817

CONDITIONS: see back page