EFFECTS OF STRATEGIC RESPONSES TO ADVANCES IN TECHNOLOGY ON ORGANISATION'S PERFORMANCE: EVIDENCE FROM TEXTBOOK PUBLISHERS IN KENYA

CHIRCHIR VIOLA CHEPKIRUI

A Research Project Submitted to the School of Business and Economics in Partial Fulfillment of the Requirements for the Award of the Degree of Master of Business Administration (Strategic Management) of Kabarak University

NOVEMBER, 2016

DECLARATION AND APPROVAL

Declaration

This project is my original work and to the best of my knowledge has not been presented for a degree, diploma or any other award in this or any other institution or university.

Signature…………………………………………Date………………………

Chirchir Viola Chepkirui

GMB/NE/0478/05/13

Approval

This project has been submitted for examination with our approval as university supervisors.

Signature…………………………………………Date……………………………..

Dr. MainaWaiganjo

Senior Lecturer, School of Business and Economics,

Kabarak University

Signature…………………………………………Date……………………………..

Mr. Phillip Ragama

Lecturer, School of Computer and Bioinformatics,

Kabarak University

ACKNOWLEDGEMENTS

ABSTRACT

The purpose of this study was to investigate the effects of strategic responses to advances in technology on organization's performance: looking at the evidence from textbook publishers in Kenya. More specifically, the study sought to evaluate how Change in Recruitment processes, Human Resource Development, Customer Relations Management and organizational policy change affect organization's performance. To achieve the objectives of the study, a descriptive research design was adopted where all 40 Publishing firms registered under the Kenya Publishers Association were targeted. The study relied solely on primary data which was collected using structured questionnaires containing mainly closed ended questions for ease of analysis. Data analysis was done using descriptive and inferential statistics with an aid of a computer software SPSS. Multiple regression and correlation analyses were applied in the analysis of the data to determine the relationship between the variablesThe correlation results, found that there was a strong positive correlation relationship, 0.572 with significance of $p = 0.00 < 0.05$ between human resource management and performance of publishing firms. The study further indicated a weak positive relationship, 0.349 with significance of $p = 0.037 < 0.05$ between change in recruitment policies process and performance of publishing firms. In terms of customer relations management and organization performance, the study found a weak positive relation, 0.475 with significance of $p = 0.000 < 0.05$, whereas the findings portrayed a significant strong positive relationship between change in organization policies and performance of publishing firms , 0.634 with significance of $p = 0.000 < 0.05$ .The study findings indicated that Customer Relations Management, Human Resource Development and change in recruitment processes have insignificant effect on organization's performance while change in organizational policy was found to have a significant effect on organization's performance. This study recommends further research to be done on firms in other related industries, to find out whether similar results can be achieved. In addition, a similar research can be carried out incorporating other variables and see if they would have a significant influence on organizational performance.

Keywords: *Publishing, Technology, Strategic responses, Organizational Performance*

TABLE OF CONTENTS

LIST OF TABLES

LIST OF FIGURES

ABBREVIATIONS AND ACRONYMS

DEBs – District Education Boards

ICT – Information, Communication and Technology

JKF – Jomo Kenyatta Foundation

K.P.A – Kenya Publishers Association

KIE – Kenya Institute of Education

KLB – Kenya Literature Bureau

KSES – Kenya School Equipment Scheme

PWC – Price Waterhouse Coopers

SMP – Strategic Management Process

UNEP– United Nations Environment Program

POD-Print on Demand

CHAPTER ONE

INTRODUCTION

1.1Background to the Study

Publishing in Kenya has been on the rise with growth of more local publishers. This has proved useful in reducing illiteracy levels and probably making the content of educational materials better in a bid to change the industry in Kenya (Chahale, 2013).

According to Pearce and Robinson (2007) and Albatch (2008), Books have always been regarded as an important media for the development and promotion of human values. They act as catalysts for the advancement of a nation. They record new ideas, preserve and communicate knowledge, impart education and values, and aid the overall development of an individual. With the coming of the Digital age the nature of the industry has changed technological breakthroughs can have sudden and dramatic effect on a firm, which could be an opportunity or threat.

Wheelmen and Hunger, (2012) stated that innovation and management of technology are becoming crucial to corporate success, due to the increased competition and accelerated product development cycles. To succeed in an industry, an organization must select a mode of strategic behavior that matches the level of environmental turbulence and develop a resource capability, which complements the chosen mode (Acur&Englyst, 2006).

Publishing industry is changing rapidly, a decade ago printed publications were considered to be the most important piece, and digital contents were often considered to be a fad or novelty for those who adopted internet early on (Ronte,2000).
This has necessitated this study so that it can bring out such strategic moves by publishers to serve client needs.

The shift from analogue to digital in the publishing process is in different stages for different publishers. Some publishers tackle most steps of the publishing process digitally whereas others still have a long way to go to get there. Nevertheless, most publishers seem to be convinced of its merits in terms of saving time, manpower, and

money. Digitization of content will allow for an additional channel of income as one can either sell single, digital copies online or order a print-run according to interest. Some publishers already digitize their front list titles, but this is mainly done through third party suppliers.(Adams, King &Hook, 2010)

Digital content opens up a whole array of publishing opportunities in different formats for different devices. For instance, Longhorn Publishers is currently running a pilot project together with World Reader to offer their educational content on Amazon Kindles for distribution to a selection of 6 nursery and primary schools in Kenya. E-Reader devices are increasingly becoming more sophisticated and even cheaper versions have been developed targeting the educational market in developing countries. (Adewuyi,2008)

1.1.1. Global Status of Publishing Industry

Globally for a long time, the book publishing industry was controlled by players in a small number of cities, mainly in North America and Europe, and more recently Japan. Early in the 21st century, however, it has evolved into a truly global business. In a growing number of emerging economies, the market for books and publishing has expanded over the past two decades. Despite its remarkable growth, little research has been carried out on the industry. Except for a few books describing the industry in broad, general terms, little academic research has been conducted on it (Compaine, 1978; Shatzkin, 1982).

According to Altbach (2008), publishing faces significant opportunities and challenges in the 21st century opportunities include growth of global economies that have widened the market for general books. The growth of internet has enabled sales of books online and generally increasing literacy levels. Challenges include competition due to global markets, technological changes such as digitalization of books that calls for changes in traditional publishing process.

Epstein(2001), stated that in the global scene, one significant change affecting publishers is a dramatic change in distribution due to advances in technology. There are fewer physical locations at which to sell printed books than before. Of the

remaining independent books stores, many have been turned into gift shops (important for children's books, local history, etc.).With the power of big box book retailers also declining, it is possibleAmazon.com could control more than 50 percent of combined printed and e-book sales within the next two years.

This industry has gone through various technological developments. The first commercial application of e-paper was launched in Japan in 2004. Audio books began to be developed and distributed by retailers in the late 80s, though spoken word albums existed before the age of videocassettes, DVD's, and compact discs. Sony's e-reader was made available in the United States in September 2006. The arrival of the Apple iPad in 2010, just like the launch of the iPhone in the mobile sector some years earlier, changed the rules as the launched its e-reader Kindle late in 2007. PWC considers that 2010 was the turning point as regards penetration by e-readers into mainstream markets (PWC, 2011).

New channels of distribution (Internet) are bringing cheaper and more efficient vehicles and a strong pressure to get rid of intermediaries while, at the same time, new aggregators/distributors are appearing. This process of disintermediation/ re-intermediation is common to other subsectors and has a strong impact on the structure of the market. The introduction of online distribution illustrates this process. Created in 1995, Amazon.com has come to dominate the online book sales market. It has had one of the fastest growths in the Internet's history, even as compared to eBay and Google. Amazon has since become an e-commerce platform for others, thanks to its pioneering retail e-commerce/ e-shopping business in many product categories, not just books(Frugoni, 2011).

The growth of e-books has gathered new momentum over the last few years. Digital technologies were introduced in the publishing value chain upstream, but not used for the final product. The players appeared reluctant to opt for this direction. Revenues derived from this new channel are also lower than those from printed material, unless new services and products are generated. The trade segment is still lagging behind though scientific, technical and medical (STM) publishing is already in digital format (90%). This segment was involved earlier in a transformation that is now almost

complete, and "paper" output has become marginal in the data-based sales and services provided by the largest companies. (Flichy, 2003)

(Digiworld Yearbook, 2011) foresees that on a global scale, the sales of e-books will compensate for the decline of physical books with the notable exception of Japan, where the book market has been declining since 1999. Some major digital platforms, bringing together several national companies, were launched in 2010. In Italy (Edigita by RCS, Mauri Spagnol and Feltrinelli), France (Eden by Flammarion, Gallimard and La Martinière) and Spain (Libranda by Planeta; Santillana and Random House Mondadori). In Germany, Bertelsman is preparing a platform in cooperation with the other German publisher Holtzbrinck. This evolution may help speed up the switch to digital.

In Africa, the general picture of publishing industry remains blurry. The growth of the industry in 1970's was followed by decline in 1980's. But support and initiatives witnessed since 1990's, Africa is yet to reach its potential. Africa's publishing industry contributes to at least 3%to the total world's population output and is heavily dependent on school textbooks publishing and donor-driven book procurement programs (Chakava, 2013).

While there is a lot of data on the extent of the eBook market in the UK, US and other countries, very little has been written on the eBook market in Africa. A comprehensive survey of the African eBook market is essential to determine trends and patterns in the market to inform decision-makers and LIS professionals. The uptake of eBooks on the African Continent has not yet reached any significant levels. Many African countries are only just beginning to set up an eBook infrastructure and spend their library budgets on eBooks at varying levels Rwanda has also benefitted from World reader's charitable initiatives aimed at establishing an eBook infrastructure Data on French-speaking countries such as The Democratic Republic of Congo, Burundi and Rwanda is difficult to retrieve as a result of language barriers. Relatively high comfort levels with print sources and fear of the unknown make it difficult for people to experiment with new formats that require enhancements Lack of affordable e-readers (Pilkington, 2013)

The uptake of eBooks is likely to be slower particularly amongst mature African adults who are generally technophobic, as compared to generation Y. It would therefore be wise for publishing companies to develop strategies for growing the eBook market in Africa, For example they could first target the younger generation which is more receptive to technology and keen to experiment with new innovations, in order to capture this market. E-readers and tablets will continue to be amongst the main drivers of the eBook market. There is therefore a need to find affordable gadgets to ease the pinch felt by customers who would like to venture into the eBook market, but are constrained by the high cost of essential equipment (Gary, 2011)

Africa's digital future is likely to be driven by mobile phones because they are cheaper. Half of Africa's population of 1 billion has access to a cell phone need to put more content onto cell phones as cheaper eBook readers are not on the horizon. If the stumbling blocks are removed, eBooks have the potential of spreading reading to more people and new groups of readers that libraries would otherwise find hard to reach. The eBook market is certainly growing at different rates across the African Continent, with some countries finding it difficult to catch up because of the low budgets allocated for books across all library sectors (Wischenbart, 2011)

According to Nyamjoh (2008), 90% of books published in Africa are school textbooks and the majority of these are published by multinational companies.
Kenya launched its first eBook store (eKitabu) only in 2012, eKitabu means eBook in Swahili, with the bookshop strategically positioned to drive the Kenyan eBook market, In Kenya, Tanzania and Somalia, technology still represents a considerable challenge, with libraries struggling with an inadequate and unreliable Internet infrastructure. Challenges pertaining to Internet connectivity generally, are also responsible for hampering the growth of the eBook market in the Continent UndergroundcablinghasalleviatedthischallengeinmostpartsofAfricathoughGeneral
lack of an effective legal framework to administer digital publishing in most countries links back to issues of piracy(Okafor,2012)

In Kenya, the history of publishing, according to Makotsi and Nyariki (1997), goes back to 1887 when Christian missionaries set up printing presses to supplement evangelistic reading materials.

In the late 1940s, the missionaries joined forces to form what could be regarded as the first ever locally based educational publishing firm-the NdiaKuu Press. The firm later became East African Literature Bureau in 1947 with its offices in Dar el Salaam, Nairobi and Kampala (Makotsi and Nyariki, 1997).Multinational companies made their entry into the publishing scene at around the same time. These firms included Longman Green in 1950, Oxford University Press in1952, followed by Thomas Nelson, Evans Brothers and Heinemann in 1965. In 1963, when Kenya attained independence, Longman and Oxford University Press, the pioneering multinationals, set up local branches and began full operations. Soon after Heinemann, MacMillan, Evans Brothers, Thomas Nelson, Pitman and Cambridge University Press also opened local offices.

After independence in 1963, many schools were started countrywide and the government established two book-publishing parastatals, the Jomo Kenyatta Foundation and the Kenya Literature Bureau. The book market became viable and the existing multinational agents registered their firms to become private publishers. Bitter disagreements arose between the parastatals and the private publishers, leading to the Ministry of Education coming in, not as a referee but as a player thus worsening an already volatile situation. The Ministry of Education went a step further and started the centralized supply of books to school via the Kenya School Equipment Scheme (KSES).It collaborated with Kenya Institute of Education (KIE), whose mandate was curriculum development generate order lists which it distributed in schools via the District Education Boards (DEBs) (Muita, 1998).

Kenyan government's introduction of free primary education and subsidized secondary education has led to unprecedented growth in educational publishing in Kenya. Additionally, the signing of the East African Community protocol has also opened doors for publishers within the region to participate in the development of educational materials not only for their nationals but also for other countries as well. The publishing industry structure is changing very fast. With the government's desire to introduce laptops in schools and the ever-increasing competition from brief case publishers, the industry clearly more than ever require a viable competitive strategy (Otike, 2013).

1.1.2. Technological Advancement in the Publishing Industry

The printing industry, like many other industries, continues to undergo technological changes, as computers and technology alter the manner in which work is performed. Many of the processes that were once done by hand are becoming more automated. Technology's influence can be seen in all three stages of printing: Prepress, preparation of materials for printing; press or output, the actual printing process; and post press or finishing, the folding, binding, and trimming of printed sheets into final form. The most notable changes have occurred in the prepress stage (Schiffrin, 2000).

Smithers(2016), notes that with the face of publishing industry set to change, its digital technologies emerge as one of the factors for future business. Computer technology create, sort and deliver electronic content that will engage and prove useful for recipients is among the important trends for publishing industry. New technologies are entering the market with better, faster networks and new devices such as e-readers, smart phones and tablets. Publishers are providing content for these devices and advertisers are exploring how to communicate with prospects and customers. The world is becoming connected and print has to reassess its position in the market as new alternatives are being presented with much marketing support.

The uses of computers have profoundly affected publishing in book production, distribution, storage and retrieval of knowledge. Traditional book composition technologies have entirely been replaced by computer based composition and book design. This has revolutionized the physical design of books. Sophisticated software programmes exist for book preparation and design. Computerized book design and preparation has dramatically lowered the cost of composition. Nearly all-prepress work is becoming computerized, and prepress workers need more training in computers and graphic communications software (Elnaggar, 2000).

Technology has also affected the printing process. In response to environmental concerns, printers increasingly use alcohol-free solutions, water-based inks, and recycled paper. Most commercial printers now do some form of digital printing and most printing processes today use scanners and digital cameras to input images and computers to manipulate and format the graphic images prior to printing. Digital

printing eliminates much of the lengthy process in transferring print files to the printing press by directly transferring digital files to an electronically driven output device bypassing traditional prepress operations (Abelson, 2005).

Print on Demand is a printing technology and business process in which copies of books or other documents are not printed until an order has been received, allowing books to be printed singly or in small quantities. This model flies in the face of traditional printing, where large quantities of books are produced in initial print runs to reduce costs prior to distribution. The sale of online books and e-books facilitate Print on Demand and eliminates the need for hard copy books displays. It has also changed the publishing industry by reducing the need for traditional publishing houses allowing authors to self-publish at very low costs (Kleper, 2000)

Print On demand process requires application of so called digital printing, which is computer-to –print method producing electronically made-up black and white or multi-colored printed products directly from an information system using a digitally controlled printing machine. The final product may differ by sample or by page. Given the low print runs; Printing-on-Demand (POD) is the most sensible business-model for this field of publishing. Unfortunately, the costs of POD machines are high and the maintenance of them requires skills and knowledge fine tuned to the POD technologies (Snow, 2001)

Elnaggar (2000), internet has been used by book publishers in a number of ways including, as a promotional channel, processing payments for tangible media products and delivering e-products to e-devices.it is a network connecting many computer networks based on a common addressing system. Internet is a fertile ground for doing online business. From its creation in 1983, it has grown rapidly into an increasingly commercial and popular medium. By mid-1990's, the internet connected millions of computers throughout the world.

Technologies for exploring the internet and receiving content are developing rapidly. Computers are changing from desktop to laptop to mobile devices. New e-reader devices are attracting a great deal of interest as alternative to traditional print products. Amazon's kindle and apple iPad are selling insignificant numbers and

highlight reading as one of the applications for prospective customers. The Android operating system used in its smart phones provides interesting opportunities for content and interaction. Google is becoming a significant player in publishing digital content. Google book has over 12million books to search as well as newspapers and magazines (Smithers, 2016).

Indeed new channels of distribution (Internet) are bringing cheaper and more efficient vehicles, together with a strong pressure to get rid of intermediaries while at the same time new aggregators/ distributors are appearing. This process of disintermediation/ re-intermediation is common to other subsectors and has a strong impact on the structure of the market. (Abadie etal, 2009).

PWC (2010), the era of digital documents started several years ago but reading of digital documents was difficult because of problems of reading texts on-screen. Nowadays, a new generation of hand held devices has emerged these are the e-book readers; they are simply portable piece of hardware with large storage capacity and the ability to download new titles instantly. E-book is an extremely attractive proposition to book publishers because they do not have to incur printing and warehouse costs, risks are therefore minimal. While both printed and e-books will continue to co-exist for a long time, consumption of e-books is on the rise, as the book market is undergoing a phase of transition. With many new readers making a hop from printed to e-books.

1.1.3. Strategic Responses in Publishing Industry

According to Chandler (1962), strategy is the determination of long run goals and objectives of an enterprise, adoption of courses of action and allocation of resources necessary for carrying out these goals. Strategy is seen as a field of enquiry developed from a practical need to understand reasons for success and failure among organizations. He also clarifies that strategy is made at the top and executed at the bottom, thus the field's focus is on the top management.

Strategy is the management's game plan for strengthening the performance of the enterprise. It is the direction and scope of an organization over the long-term: which achieves advantage for the organization through its configuration of resources within

a challenging environment, to meet the needs of markets and to fulfill stakeholder expectations (business growth, financial performance and market leadership). It is a framework that guides those choices that determine the nature and direction of an organization (Hooley, Peircy, & Nikolaud, 2008).Without a strategy, the management has got no roadmap to guide them.

Strategy is a firm's game plan for surviving in the changing environment. Strategies are therefore not static but keep changing as the environment changes. For organizations to be effective and hence successful, they should respond appropriately to changes that occur in their respective environment. This is termed as strategic responses, which are the actions that an organization Stakes to align itself with the environment. Any firm that does not align itself with the environment cannot survive and is soon forced out of the market. Strategic management is an ongoing process that evaluates and controls the business and the industries in which the company is involved. It assesses the 3 business 'competitors, sets goals and strategies to meet all existing and potential competitors then reassesses each strategy periodically to determine its implementation success or a need for its replacement to meet changed circumstances which may be political, economic, social or technological in nature (Burnes, 2000).

Mintzberg (1994), portrays strategy as a plan, a direction, a guide or course of action into the future and as a pattern, that is, consistency in behavior over time. The staffing needs, motivation, mentorship and continuous training and professional development have to be considered for effective execution of desired strategies and for successive achievement of set objectives. This is possible through formulation and execution of coherent staff policies and adoption of internal practices that expedite employee competencies and nurture behaviors that are required for library to achieve its strategic aims and outcomes. A firm should aim to maximize on strengths in its internal environment while minimizing the weaknesses.

 In building strategic capability, firms should identify the factors that are critical to their success, including human resources, technology adoption, marketing and finances (Johnson et al., 2008).

Kim and Mcintoch (2002), assert that rapid technological change, easier entry by foreign competitors, and the accelerating breakdown of traditional industry boundaries subject firms to new, unpredictable competitive forces. Contemporary firms, operating in dynamic market contexts, often deal with these contingencies by implementing strategies that permit quick reconfiguration and redeployment of assets to deal with environmental change.

Manimala (2011), asserted that strategic responses to environmental changes were mainly around improving quality and productivity, reducing costs, restructuring and culture-building, rather than finding partnerships and assistance from across the newly opened boundaries. The findings suggest that competition does have an impact on self-improvements and that the primary impetus for strategy making is from one's own internal strengths than from the environment

A company has competitive advantage whenever it has an edge over its rivals in securing customers and defending against competitive forces (Thompson & Strickland,2002). Sustainable competitive advantage is born out of core competencies that yield long-term benefit to the company. Prahalad & Hamel (1990) define a core competence as an area of specialized expertise that is the result of harmonizing complex streams of technology and work activity.

They further explain that a core competence has three characteristics first it provides access to a wide variety of markets, secondly it increases perceived customer benefits and lastly it is hard for competitors to imitate. Sources of competitive advantage include high quality products, superior customer service and achieving lower costs than its rivals. The strategy of an organization involves matching its corporate objectives and its available resources. (Tim & Hannagan , 2005)

1.2 Statement of the Problem

Publishing firms play an important role in improving education sector and over the last decade, the publishing sector in Kenya has continued to experience heavy competition due to advancements in technology. More specifically, technological changes experienced in the publishing industry include; extensive use of computers, printing on demand, e-books and faster internet services and devices such as e-

readers, smart phones and tablets. According to Acur and Englyst, (2006), an organization must select a mode of strategic behavior which matches the levels of environmental turbulence, and develop a resource capability which complements the chosen mode in order to succeed.

A few empirical studies done in this area have focused on diverse aspects of organization's response to environmental changes. Kamau (2007), did a research to determine environmental changes facing Re-insurance Corporation, as Kinyanjui (2013), studied the responses adopted by Kenolkobil limited to changes in business environment in Kenya. Kiptugen (2003), researched on strategic responses that Kenya Commercial Bank limited adapted to changing competitive environment and Njogu (2007), did a study on Strategic Responses by Schindler Kenya limited to changes in environment.

All these studies established that all the organizations adopted strategic responses to the different environmental changes facing them. However due to the contextual differences in the sectors in which different entities operate in, the different environmental changes they face as well as managerial differences, strategic responses gained from the studies may not be assumed to explain strategic responses adopted by textbook publishers in Kenya. In addition, none of the studies have examined Human Resource Development, Customer Relations Management, Change in recruitment process and policy change as strategic responses to technological change and their effects on organizational performance.This is the gap that this study sought to fill by posing the question:- 'how has textbook publishers in Kenya responded to technological changes that have occurred in the industry?

1.3 General Objective

To establish effects of strategic responses to new technologies on organization's performance

1.3.2 Objectives of the Study

i. To investigate the effects of Human Resource Development as a strategic response to advancement in technology on organizations performance of publishing firms

ii. To examine effects of change in recruitment processes as a strategic response to advancement in technology on organizational performance of publishing firms.

iii. To analyze the effects of customer relations management as a strategic response to advancement in technology on organizational performance of publishing firms.

iv. To assess the effects of policy change as a strategic response to advancement in technology on organizations performance of publishing firms.

1.4 Hypotheses of the Study

Ho_1: Human development of existing personnel has no significant effect on organizations Performance

Ho_2: Changes in recruitment processes has no significant effect on organizations performance

Ho_3: Customer relations management has no significant effect on performance of publishing firms

Ho_4: Policy change has had no significant effect on organization performance

1.5 Significance of the Study

The study is intended to benefit a number of key beneficiaries including Government, policy makers, practitioners in the publishing industry and researchers. Considering the importance of textbooks in the education system, the Government may find the information useful when developing policies that affect the publishing industry.

Textbook publishers in Kenya will gain insight on changes in technology and strategic responses to adopt. Use of such information will help them define their strategies.

Potential investors with an interest in the publishing industry with an interest in the publishing industry will use the findings to plan an entry strategy. Researchers may use the findings of this study to form a basis for further research.

1.6 Scope of Study

The research was done in all 40 textbook publishers registered under the Kenya Publishers Association (KPA) which is the umbrella body for the publishing firms in Kenya. Publishing firms are spread all over Kenya but majority are based in Nairobi. The study targeted the managers in all the selected publishing firms.

1.7 Limitation and Delimitations of the Study

The respondents approached were reluctant at first to give information fearing that the information sought might be used to intimidate them. The researcher sought to explain the purpose of the study and eliminate the fears. A letter of introduction from the university was also used to assure them that information provided will be strictly used for academic purposes.

1.9 Operational definition of terms

Human resource development-the process of improving, molding and changing skills, knowledge, creative abilities, aptitude, attitude, values, commitment, based on present and future job and organizational requirements for improved productivity in the workplace (Rodrigues & Chincholkar, 2006,). In this study it entails the process of induction, training, performance appraisal and development for future roles

Organizational Performance-Organizational performance can be defined as a strategic and integrated approach to delivering sustained success to organizations by improving the performance of the people who work in them and by developing the capabilities of teams and individual contributors (Armstrong & Baron, 2004). In this study however, performance is used to mean the output in terms of cost of production, time taken and number of books produced by the textbook publishers.

Organizational policy-guideline to managerial action, it's the general guide to making decisions in an organization (Yoder, 2005). In this study, it is used to mean guidelines used by textbooks publishers as a response to technological changes in the industry.

Publishing- The process of production and dissemination of literature, music, or information the activity of making information available to the public (Epstein, 2001).In this study, the same meaning applies.

Recruitment process- described as the set of activities and processes used to legally obtain a sufficient number of qualified people at the right place and time (Costello, 2006). In this study it's used to mean general process used in selecting skilled personnel suitable to undertake jobs brought about by changes in technology within the publishing industry

Strategic Responses-refers to actions of or relating to a general plan that is created to achieve a goal in war, politics, etc., usually over a long period of time (Mintzberg, 1994). In this study, it's used to mean actions that guide textbook publishers' responses to technology.

15

Technology-refers to the knowledge of techniques, processes, etc. or it can be embedded in machines, computers devices and factories, which can be operated by individuals without detailed knowledge of the workings of such things (Wright, 2008). In this study, technological is used to means something that's based in science and applied to everyday life to solve problems.

Customer Relations Management- a combination of strategic, process, organizational, and technological change where by a company seeks to better manage its own enterprise around customer information (Hair et al, 2006). In this study it's used to refer to how the staff of an organization relate to its customers in order to know their needs and satisfy them effectively.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter reviews the literature related to technological advancement in the publishing industry, strategic responses in publishing industry and empirical studies in technology. It also discusses theoretical foundation and conceptual framework that will be used to guide this study.

2.2 Theoretical Literature

This section reviews theoretical foundations that discuss and explain strategic responses. The theories assist in appreciating how various strategic responses affect the performance of firms specifically in Kenya Revenue Authority. The theories discussed are the resource based theory, systems theory, institutional theory and agency theory.

2.2.1 Institutional Theory

According to Scott (1995), Institutional theory proposes that the institutional environment strongly influences the development of organizations. Organizations should align with the environment in order to survive. Zucker(1987), notes that organizations are influenced by pressure from both the internal and external environments. As the organizations respond in order to survive the pressures, they put in place structures that result in alignment with the environment.

Institutional theory is a theoretical framework for analyzing social (particularly organizational) phenomena, which views the social world as significantly comprised of institutions – enduring rules, practices, and structures that set conditions on action. Institutions are fundamental in explaining the social world because they are built into the social order, and direct the flow of social life. They are the constants that determine the rules of variation. Institutions condition action because departures from them are automatically counteracted by social controls that make deviation from the social order costly. These controls associate non-conformity with increased costs, through an increase in risk, greater cognitive demands, or a reduction in legitimacy and the resources that accompany it. Institutions are not everywhere and for everyone;

rather, they are situated within specific social contexts and condition action within those contexts (Meyer & Rowan 1977)

According to institutional theory, the net effect to institutional pressure is to increase the homogeneity of the organization with the environment which in turn increases chances of survival. Zucker (1987), notes that the rate of institutionalism increase's when firms are highly dependent on the institutional environment to when there exists a high level of uncertainty.

Scott (1995), organizations must conform to rules and beliefs of systems prevailing in the environment because institutional isomorphism will earn the organization legitimacy and the organization will in turn receive more institutional support. According to Oliver (1991), the institutional theory emphasizes the survival value of conformity with the institutional environment. And uphold adhering to external rules and norms. In so doing, organizations that adhere to this theory may limit the degree of choice in handling challenges and changes facing them, such organizations may be less aware of their capability to influence external conditions, resulting in lack of self-interest for handling external constraints.

2.2.2 Resource Dependency Theory

Resource dependency theory is the study of how the external resources of the organization affects the behavior of the organization. it has implications regarding the optimal divisional structure of organizations, recruitment of board members and employees, production strategies, contract structure, external organization links and other aspects of the organizational structure. It's concerned with how organizations utilizes, such as raw materials. The theory is important because an organization's ability to gather, alter and exploit raw materials faster than competitors can be fundamental to its success (Pfeffer & Salancik, 1978).

The failure of the institutional theory to fully explain the dependency of organization on external resources and the organization's ability to adaptor even change its environment, leaves rooms for a better theory; the resource dependency theory. Resource dependence theory has dealt more aggressively with these two issues. It proceeds from the indisputable open-systems proposition that organizations are not

able to internally generate all the resources and/or functions required to maintain themselves and therefore must enter into exchange transactions and relations with elements in the environment to ensure a stable flow of resources and services. Further, resource dependence theory provides a wide range of possible adaptation strategies. However, resource dependence theory does not consider the issue of social and cultural mood in the organizational environment, which is an issue that is addressed by institutional theory (Pfeffer & Salancik, 1978).

Accoding to Meyer and Scott(1983), the organization's population model looks at the collection of organizations that make similar demands from the environment and it stresses the competition created by limited environmental resources.

In this study, the theory is concerned with how resources from the environment, such as recruitment of new employees into the organization, productions strategies, external organizational links and many aspects of organizational strategies, has an impact on the organization. These resources give greater power to thus fundamental to its success.

2.2.3 Systems Theory

Systems theory springs from biology and its content free and applicable to many fields of study. Systems theory can be defined as a working hypothesis, the main function of which is to provide a theoretical model for explaining, predicting, and controlling phenomenon (Bertalanffy, 1962).

One common element of all systems is described by (Kuhn,1974) as knowing one part of a system enables us to know something about another part. The information content or a piece of information is proportional to the amount of information that can be inferred from the information (Kuhn, 1974). Systems can be either controlled (cybernetic) or uncontrolled. In controlled systems information is sensed, and changes are effected in response to the information. He refers to this as the detector, selector, and effect or on functions of the system. The detector is concerned with the communication of information between systems. The selector is defined by the rules that the system uses to make decisions and the effect or is the means by which transactions are made between systems. Communication and transaction are the only intersystem interactions. Communication is the exchange of information, while

transaction involves the exchange of matter-energy. All organizational and social interactions involve communication and/or transaction. Kuhn's model stresses that the role of decision is to move a system towards equilibrium. Communication and transaction provide the vehicle for a system to achieve equilibrium. "Culture is communicated, learned patterns... and society is a collective of people having a common body and process of culture." A subculture can be defined only relative to the current focus of attention. When society is viewed as a system, culture is seen as a pattern in the system. Social analysis is the study of communicated, learned patterns common to relatively large groups of people (Kuhn, 1974).

Systems theory is an interdisciplinary theory about every system in nature, in society and in many scientific domains as well as a framework with which we can investigate phenomena from a holistic approach (Capra, 1997). Systems thinking come from the shift inattention from the part to the whole (Checkland, 1997; Weinberg, 2001; Jackson, 2003), considering the observed reality as an integrated and interacting unicuum of phenomena where the individual properties of the single parts become indistinct. In contrast, the relationships between the parts themselves and the events they produce through their interaction become much more important, with the result that system elements are rationally connected towards a shared purpose (Golinelli, 2010).

The systemic perspective argues that we are not able to fully comprehend a phenomenon simply by breaking it up into elementary parts and then reforming it; we instead need to apply a global vision to underline its functioning. Although we can start from the analysis of the elementary components of a phenomenon, in order to fully comprehend the phenomenon in its entirety we have to observe it also from a higher level: a holistic perspective (Bertalanffy, 1968).

This study is informed by this theory in terms of understanding a part of the organization through such processes as Customer Relations Management and changes in recruitment process and applying the findings to the whole system in order to achieve the expected results.

2.3 Empirical Review

This section reviews literature from prior scholars regarding the strategic responses by publishing firm to advances in technology from various contexts.

2.3.1 Human Resource Development and Organization Performance

According to Rodrigues and Chincholkar (2006), Human Resource development is the process of improving, molding and changing skills, knowledge, creative abilities, aptitude, attitude, values, commitment, based on present and future job and organizational requirements for improved productivity in the workplace.

Several researches in literature point to the fact that HRD is a strategy for the improvement of employees to attain organizational goals of enhanced products and service delivery for survival and growth of an organization (Paprock et al, 2006)

Human resource development is an administrative activity associated with human resource planning, recruitment, selection, orientation, training, appraisal and Motivation. These activities build up to ensure that the staff are motivated and committed to the organizations goals and objectives through effective strategies such as in rewards and compensation systems, supervisory support, social relationships and job satisfaction (Madsen,2012)

Most organizations do not plan for development of their staff. Once these people are recruited, they do not go through orientation or inductions neither are they trained to acquire other modern skills to improve their talent and educational qualification (Franklin, 2010)

Researchers have shown that one of the major challenges facing organizations in the 21st Century is how to put in place strategies to motivate and encourage their employees to get committed to their original ideas and aspirations and also how to translate these aspirations into enhanced productivity for the organization (Gbererbie, 2010)

Thang, Thu and Buyens (2008), studied the impact of training programmes on firm performance by using the data from the VESI 2007. From a survey of 196 companies, the major findings indicated that the companies which implemented training in 2006 had increased sales and productivity (0.18 percent) in manufacturing companies. In

addition, manufacturing companies which implemented training programmes after 2005 saw an increase of 0.32 percent in total sales and productivity per year between 2005 and 2006. However, the authors found no statistically significant effect on 2005-2006 percentage change in sales and productivity of nonmanufacturing companies if these companies provided training after 2005. The survey result also shows that manufacturing companies have been solely focusing on training for technical engineers.

On-the-job training, according to Akintayo (2011), is particularly for all levels of employees being employed to achieve certain specified organizational goals. The authors maintain that the individual employee becomes accustomed to the machinery and materials that he will use in his subsequent work and to learn in the same physical and social environment. The point of view of these authors tends to suggest that on-the-job training is a specific form of job instruction, geared toward imparting and acquiring those skills and attitudes needed by the workers to perform particular function effectively. On the other hand, the off-the-job training method as perceived differs from the former in that, it occurs in a location removed from production or a revenue earning environment. Thus, workers trained outside the working place tend to acquire skills for proficiency and effectiveness on the job (Olaniyi, 2006).

Without the right training, employees can be the organization's biggest liability. Trained effectively, however, they can become a firm's biggest asset (Bartram& Gibson, 2000). Rosner (2009), adds another ingredient for success – support after training. He states, "The most effective programs train workers in new behaviors and then train managers to support employees as they apply learning daily. Support and endorsement from management can greatly enhance training results. One can conclude that training is not always the answer, and when it is the answer, it has to be the right training. A number of studies indicate that employee training has a positive impact on corporate performance. They generally test the hypothesis that, by improving the competency of employees, training also improves their productivity, which is reflected in an improvement in the firm's performance.

Betcherman, McMullen and Davidman (2008), concluded that firms that have training programs tended to perform better in terms of productivity, revenues, profitability,

viability and prospects. Saks et al. (2008), also found a positive relation between training and productivity, profit, revenue and client satisfaction, a relation that is more significant when the training is accompanied by incentives for the employees.

The effective recruitment and selection of employees is a fundamental HRM activity, one that if managed well can have a significant impact on organizational performance as well as lead to a more positive organizational image, recruitment and Selection are vital processes for a successful organization, having the right staff can improve and sustain organizational performance. Also, effective recruitment and selection is central and crucial to the successful functioning of the organization as it depends on finding people with the necessary skills, expertise and qualifications to deliver the organization's strategic objectives and the ability to make a positive contribution to the values and aims of the organization (Sisson, 2004).

0n the other hand, better recruitment and selection strategies result in improved organizational outcomes. The more effectively organizations recruit and select candidates, the more likely they are to hire and retain satisfied employees. In addition, the effectiveness of an organization's selection system can influence bottom-line business outcomes, such as productivity and financial performance. Hence, investing in the development of a comprehensive and valid selection system is money well spent (Hall & Torrington, l998).

Solkhe and Chaudhary (2011),Well-developed and well-implemented HRD systems are integral to the company's strategic plan and benefit both the employee and the company. Human resource development involves all management decisions and practices that direct, affect or influence the human resource in the organization.

Peretomode (2001), explains that employees may become obsolete and rustic if they do not update themselves with new work, methods, skills and knowledge about their work, organization and environment. The entire organization may also become rustic and obsolete if it lacks a systematic means of continually developing and reviewing organization capabilities. Training is as dynamic as the environment itself. This truth has an implication for the staff in service, the need to develop on the job and keep abreast with the continual changes in the job which may be conditioned by changes in

the environment in terms of scientific, technological and socio-cultural and economic advancement. The deficiency in the training programme of most human resources needs to be remedied through a system of staff training (Whawo, 2013).

Peretomode (2011), highlighted the determinants of training as acquiring more conceptual knowledge, skills and competencies both in teaching areas and non-teaching areas, obtain a high academic or professional qualifications in school / organization hierarchy, to meet up with the new changes in the educational system, the new methods, techniques and technological developments, to keep the staff in the system, procure job security.

The government comes with different policies at different times. Those who improved themselves on the job have greater chances on the job, and also the presence of aging staff and explosion of knowledge has been noted that with age, human beings suffer from diminished validity, creativity and flexibility, staff can be assisted to remain or once again become vibrant, vital, productive and pertinent through staff renewal activity, the declining rate of mobility and high tenure density coupled with less hiring new blood, the increasing heterogeneity of staff in the system.

Whawo (2013), explains that irrespective of the method of training that staff engaged in, the importance is to improve their teaching skills and use of teaching aids, evolve modern methods of evaluating students and above all, make them have a deeper knowledge of their teaching subjects. Equally important is the team work among staff, development of self-confidence in school leadership and effective classroom control. Also, that the training activities equip the trainees to contribute more meaningfully to the realization of educational objectives in the university and in the understanding of how the socio-economic and cultural values of the society influence school work. However, the training approaches of human resources development are different and the certificates obtained are equally different.

The scientific management principle of school administration of Frederick Taylor believes that performance should be part of each job so that each workman knows his job well (Egwunyenga, 2012). Thus, in the training of trained staff, their courses comprise of their main area and education course in which they are introduced to

teaching techniques, methods, presentation of lessons, art of classroom management and other factors affecting teaching and learning. The major benefits of training and development programs are that the employees who are trained need lesser supervision than those who are not. A trainee acquires new knowledge, skills and attitudes and applies them in job situations. Human development is a way to create the confidence among the employees so that they can operate the tasks without any obstruction with all efficiency and effectiveness. To conduct such programs is to save money because a university is likely to bear heavy expenditure on hiring new employees. It is also one of the best ways to expand the span of management.

Egwunyenga (2012), observed that the major factors which causes, mal-administration and non- performance in the state include lack of effective development of Human Resources within organization.   Although ineffective development of Human Resources to achieve organization goals is not peculiar to university, it cut across all institutions.

2.3.2 Changes in Recruitment processes and Organizational Performance

According to Costello (2006), recruitment is described as the set of activities and processes used to legally obtain a sufficient number of qualified people at the right place and time so that the people and the organization can select each other in their own best short and long term interests.

In other words, the recruitment process provides the organization with a pool of potentially qualified job candidates from which judicious selection can be made to fill vacancies. Successful recruitment begins with proper employment planning and forecasting. In this phase of the staffing process, an organization formulates plans to fill or eliminate future job openings based on an analysis of future needs, the talent available within and outside of the organization, and the current and anticipated resources that can be expanded to attract and retain such talent.

Jevanovic (2004),said recruitment is a process of attracting a pool of high quality applicants so as to select the best among them Selection and recruitment processes are

crucial to human resource development and important in affecting organizational success.

Much of the recent literature on personnel management has emphasized the necessity for the recruitment and selection of employees who are committed to the goals of the organization. Recent waves of organizational restructuring have dramatically changed and, in many cases, destroyed existing employment relationships. As traditional autocratic structures flatten and organizations utilize multidisciplinary teams to remain competitive, the need for strategic and transparent systems becomes paramount (Bingley et al, 2004).

Bingley et al (2004), suggested that, increasingly, many organizations are being transformed from structures that are built on functions and jobs, to those where focused, self-directed work teams, made up of empowered individuals with diverse backgrounds, are replacing traditional specialized workers.

According to Kaplan and Norton (2006), a common problem in recruitment and selection is poor human resource planning. The key goal of HR planning is to get the right number of people with the right skills, experience and competencies in the right jobs at the right time at the right cost.

Cran (2005),highlighted that firms need adaptable people who can adjust to rapidly changing customer needs and operational structures
 The traditional perspective on recruitment and selection assumed a rational framework, where the largely objective qualifications of the individual were matched to the requirements of the job. The assumptions of the rational model imply that those making the decisions have real knowledge about the job, real knowledge about the applicants' job relevant qualifications, can objectively compare these qualifications with the job demands, and select the applicant with the best match. (Stoner &Cess,2006)

However, more recently, there is growing evidence to suggest that the notion of 'fit' as it relates to suitability has assumed heightened significance in organizational settings. Kersley et al, (2007), defines 'fit' as the degree to which the goals and values of the applicant match those of individuals considered successful in the organization. They further highlight this notion of fit as the key to job success: Think back in your career

and ask yourself, of all the people you know who failed in a job and were terminated, how many of them failed because they lacked the right educational degree, the right job experience, or the right industry background? In all likelihood, most of them failed because of inadequate interpersonal skills, an inability to communicate, or because they just did not fit in with the culture; in other words bad chemistry.

One of the most significant developments in the field of organizations in recent times is the increasing importance given to human resource. People are vital to organizations as they offer perspectives, values and attributes to organizational life; and when managed effectively, these human traits can be of considerable benefits to the organization. As revealed in Djabatey (2012), this scenario lends credence to the increasing attention being paid to the people aspect of organizational wealth. This is so because the development of people, their competencies, and the process development of the total organization are the fulcrum of human resource management. However, most recruitment and selection processes have elements of subjective judgement inherent in them. But treating job applicants in a professional and positive manner is more likely to leave them, whether they are successful or not, with a positive view of the organization and how it has dealt with the applicants (Mullins, 1999; Djabatey, 2012)

Recruitment and selection are vital functions of human resource management for any type of business organization. These are terms that refer to the process of attracting and choosing candidates for employment. The quality of the human resource the firm has heavily depends on the effectiveness of these two functions (Gamage, 2014). Recruiting and selecting the wrong candidates who are not capable come with a huge negative cost which businesses cannot afford. Thus, the overall aim of recruitment and selection within the organization is to obtain the number and quality of employees that are required to satisfy the strategic objectives of the organization, at minimal cost (Ofori & Aryeetey, 2011).

The general purpose of recruitment according to Gamage (2014), is to provide the organization with a pool of potentially qualified job candidates. The quality of human resource in an organization highly depends on the quality of applicants attracted because organization is going to select employees from those who were attracted

Recruitment and selection form a major part of an organization's overall resourcing strategies, which identifies and secures people needed for an organization to survive and succeed in the short to medium-term (Elwood & James, 1996) Available evidence indicates that there is a positive and significant relationship between recruitment and selection and the performance of an enterprise (Gamage, 2014). Sang (2005), for example discovered a positive association between recruitment and selection and business performance. Such were also of positive results between recruitment and selection and performance as seen in Ichniowski and Shaw (1999), Katou and Budhwar (2006) and Wright et al. (2005). Other studies such as Syed and Jama (2012) have equally shown that implementing an effective recruitment and selection process is positively related to organizational performance.

With specific reference to recruitment and selection criteria and organizational performance, Montana and Charnov (2000), maintained that recruitment and selection include sourcing candidates by advertising or other methods, screening potential candidates using tests and interviews, selecting candidates based on the results of the tests or interviews, and on-boarding to ensure that the candidates are able to fulfill their new roles effectively

According to Gamage (2014), the selection practices determines who is hired and if properly designed, it can help identify competent candidates and accurately match them to the job. The use of the proper selection device will increase the probability that the right person is chosen to fill a slot. When the best people are selected for the job, productivity increases

Rauf (2007), discovered that sophisticated recruitment and selection procedures are positively related to performance in organizations. Writing on some of the challenges facing recruitment and selection criteria in organizations, István (2010) observed that there are a plenty of techniques used in recruitment and hiring today among which are some methods not accepted by experts universally, or not recommended for the hiring process. As argued by István (2010), selection methods can be evaluated in several ways. One possible approach is to compare hiring techniques on the basis of their validity, impartiality, scope of usage, and cost.

Sinha and Thaly (2013), noted that there is a variety of recruitment approaches (such as employee referral, campus recruitment, advertising, recruitment agencies/consultants, jobsites/portals, company websites, social media etc.);and most organizations will use a combination of two or more of these as part of a recruitment process or to deliver their overall recruitment strategy. However, which recruiting channels should be used depends on the job position, on the company's employer brand, on the resources the company has on its recruiting team, on how much recruiting budget the company has, etc. One can use them all and find out which suits the best. Every recruiting channel offers different benefits and limitations and works better for certain situations and companies

2.3.3 Customer Relations Management and Organizations Performance

Customer Relations Management is a new concept in marketing. It's a business strategy that aims to understand, anticipate and manage the needs of an organization's current and potential customers (Hair et al, 2006).

Kotler and Keller (2006), see Customer Relations Management as the process of managing detailed information about individual customers and carefully managing all customers touch points to maximize customer loyalty. A customers touch points according to the author are any occasions on which a customer encounters the brand and product from actual experience to personal or mass communication to casual observation.

Onut (2008), considers implementation of CRM in the banking sector to be focused on the evaluation of the critical satisfaction dimensions and determination of customer groups with the distinctive preferences and expectations in the private bank sector Thompson (2006),did a study on the Housing and development Board, singapore which reveals that the majority of CRM projects fall short of delivering strategic value because they fail to grow customer loyalty, revenues and profit sufficiency.

Previous studies have examined the influence of CRM on immediate metrics such as customer satisfaction and loyalty for example (Jayachandran et al, 2005, Mithas,

Krishnan &Fornell,2005).However the impact of CRM implementation on the firm profitably has not received sufficient attention from academics(Kumar, 2008).

Firms that deploy CRM are expected to produce outputs that match consumer need to a better degree than firms that use transactional marketing. These firms will build stronger relationships by customizing products using their superior customer knowledge. As such firms that implement CRM may achieve greater customer satisfaction (Mithas, Krishnan &Tornell, 2005)

Elmute, Jia and Gray (2009), conducted a study on customer relationship management strategic application& organizational effectiveness. The results show the result from 500 financial service providers in the USA that 79% of the respondents agreed the greatest barrier to CRM success comes from lack of leadership and management skills, 64% of the respondents agreed on poor data quality and inadequate data concerning the customers, competitors and markets. Moreover, it's a clear indicator that most of the organizations were less understanding of the requirements and benefits of CRM (Elmute, Jia & Gray, 2009)

Zablah et al. (2004), provided a detailed description of the CRM dimensions which includes knowledge management application and customer interaction management. The knowledge management process refers to a firm's activities that focus on capturing information about customers and markets (e.g., customer response to a direct mail campaign and obtaining data from secondary sources), employing analysis techniques to identify trends and patterns related to customers' behavior and market conditions and direct contact with the customer. On the other hand, interaction management focuses on the exchange of core benefits (i.e., products and services for money), information exchange, social exchange (i.e., interpersonal exchange), and any combination of the three Hence, the dimensions of knowledge management application, customer response, and customer interaction, are essential for successfully carrying out CRM which, in turn, enhances organizational performance.

2.3.4 Organizational Policy Change and Organizations Performance

Yoder (2005), defines policy as the guideline to managerial action, it's the general guide to making decisions in an organization.

According to Cornett(2006), Organizations rarely make policy changes with the intention of creating chaos in the workplace, but often, even when policy changes improve operations or create a safer or better environment for employees, employees' initial reaction is often resistance. Until employees are convinced of the need for policy and practice change, organizational performance may be adversely affected. Implementing new procedures, instituting different operational systems, transitioning to new equipment or software as directed by policy, any change that affects how employees perform daily tasks can be expected to impact organizational performance. Changes to employee policies such as attendance, leave or education or training often affect organization's performance even when the link between the job tasks and the policies affected are not linear (Cornett, 2006).

According to Katou and Budhwar (2007), an effective training process can enhance firm performance by producing highly trained and skilled employees

2.4 Conceptual Framework

Strategic responses have been identified as the factors that influence performance firms as they respond to advances in technology, in this study they include human resource development which is measured in terms of induction programs, training programmes, trainings and succession planning. Change in recruitment process is the other strategic response that is measured by qualifications standards, skills, experience and outsourcing of the recruitment process. Customer relations management as a strategy can be viewed in terms of customer care departments, number of clients, customer shifts and number of referrals as a result of better services being rendered. Organizational policy change is also another strategy that organizations are presumed to adopt in response to technological advances, this will be measured in terms of changes in management, replacement, recruitment and training policies. These strategic responses are the main factors that enhance organizational performance. Organizational performance measured by the reduction or increase in the production cost, number of production runs, duration and sales margin.

Independent Variables

Dependent Variables

Human Resource Development practices
- Induction
- Training programmes
- Appraisal
- Succession planning

Organization's Performance
- Cost of production
- Number of productions
- Time taken
- Sales

Change in Recruitment Processes
- Qualifications
- Skills
- Experience
- Outsourcing

Customer Relations Management
- Customer care departments
- Number of clients
- Customers shifting
- Number of referrals

Organizational Policy Change
- Management
- Replacement
- Recruitment
- training

- Literacy levels
- Government Policies

Moderating variables

*Figure 2:1***:** A conceptualization showing the relationship of new technologies and its impacts to organization's performance

CHAPTER THREE

METHODOLOGY

3.1 Introduction

This chapter clearly outlines the research design, study area, population of the study, sampling procedure and sample size, data collection instrument, data collection procedure, data analysis and ethical considerations.

3.2 Research Design

A research design is the plan, structure of investigation conceived to obtain answers to research questions that includes an outline of the research work from hypothesis, methods and procedures for collecting and analyzing data and presenting the results in a form that can be understood by all (Mugenda& Mugenda,1999). This research problem was studied through the use of a descriptive survey research design. A descriptive study is concerned with finding out the what, where and how of a phenomenon (Cooper & Schindler, 2001).

3.3Target Population

Target population is defined as all the members of real or hypothetical set of people, events, or objects to which a researcher wishes to generalize the results of the study (Kothari, 2004). The study targeted all publishing firms registered under Kenya Publishers Association in Kenya which are 40 in number where questionnaires were used in collecting information from one managing director in each of the 40 textbook publishing firms in the county.

3.4 Sample Population

The study utilized census. Thus all the 40 respondents in the target population were involved in the study. When the population is small there is no reason for sampling if time and resources allow and this increases reliability (Mugenda,2003).

3.5 Data Collection Instruments

Structured questionnaires were used in this study to collect information. It was used to collect both qualitative and qualitative data from one managing director in each of the 40 firms within selected. The questionnaire sample is as attached as Appendix II.

3.5.1 Validity

Validity means that the research outcomes truly reflect the phenomenon the study is trying to measure (Mugenda&Mugenda, 2007). To guarantee internal, construct and content validity of the research instrument, the research instruments were given to the research project experts for expert judgement and the researcher made corrections on them as necessary. In this study, this was ensured by checking the instrument items against the study objectives. The use of real-life settings and ensuring the sample is representative of the population of study will improve external validity.

3.5.2 Reliability

The reliability of instruments measure the consistency of instruments, Best and Khan, (2003) considers the reliability of the instruments to be the degree of consistency that the instruments or procedure demonstrates. What it measures it does so consistently. The cronbach's alpha reliability coefficient of four independent variables was obtained. In general, reliabilities less that 0.60 are considered poor, those in the 0.7 range are acceptable and those over 0.8 are good (Sekaran, 2003)

3.6 Data Analysis Techniques and Procedures

Data Analysis is the processing of data to make meaningful information (Saunders, Lewis and Thornbill, 2009). Data collected were prepared in readiness for analysis by editing, handling blank responses, coding, categorizing, and keying into Statistical Package for Social Sciences (SPSS) computer software for analysis. Descriptive statistics (frequencies and percentages) and inferential statistics (Correlation, ANOVA and regression) were used to illustrate the degree of the relationships that existed between the independent and dependent variables.

A multiple linear regression model was used to test the significance of the influence of the independent variables on the dependent variable

The regression equation estimated is:

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \varepsilon$$

Whereby Y= Organizational Performance, X_1= Human resource development practices, X_2= Change in recruitment processes, X_3 = Customer relations management, X_4=Organizational policy change, whileβ_0,β_1,β_2,β_3, andβ_4, are coefficients to be estimated andε is the error term.

3.7 Ethical Considerations

There are a number of ethical considerations to be kept in mind during the research process. First and foremost is that some of the information that this study sought to have and analyze might be considered private by the publishing firms. The respondents might give confidential and sensitive information that that should not get to the hands of the public. Our first consideration was therefore to ensure confidentiality and protect the anonymity of our respondents. All communication with respondents and any information given for the purpose of the study were treated with the strictest confidence. All the respondents to the study were coded to protect their anonymity. The research accompanied her with an explanatory letter that assured the respondent of the confidentiality of their response. Participation in the study was entirely voluntary and correspondence with the respondent contained a clear narrative describing the purpose of the study as well as a guarantee that the information provided will only be used for the purposes

CHAPTER FOUR

DATA ANALYSIS, INTERPRETATIONS AND DISCUSSIONS

4.1 Introduction

This chapter mainly presents the findings of the study, interpretation and discussions in line with the objectives of the study. The first part covers, findings related to the demographic characteristics of the respondents such as gender, age, educational level, and experiences which were all presented using tables. Results from the descriptive statistics and inferential statistics are also presented in this chapter.

4.1.1 Response Rate

Table 4.1

Response rate

No. of questionnaires returned	No. of respondents targeted	Response Rate (%)
36	40	90

Source: Research data, 2016

The study targeted 40 managers drawn from the publishing firms' but the actual number that participated in the study was 36. A response rate of 90% was obtained, which is an acceptable proportion according to Mugenda & Mugenda (2003), who reports that a response rate of 50% and above is acceptable.

4.2 Demographic Characteristics of the Respondents

To present sample characteristics, cross tabulations and frequency distributions were used to indicate variations of respondents based on age, gender, and length of service. Descriptive statistics aided the study in illustrating the characteristics of the respondents and nature of the data in line with the study objectives.

4.2.1 Gender by Age of the Respondents

Data on gender and age is presented in Table 4.2 as presented

Table 4.2

Gender by age of the Respondents

Gender of the respondent		Respondent's age					Total
		Below 20 years	21-29 years	30-40 years	40-49 years	50 years and above	
Male	Frequency	1	4	4	6	2	**17**
	Percentage	5.9	23.5	23.5	35.3	11.8	**100**
Female	Frequency	0	7	7	4	1	**19**
	Percentage	0.0	36.8	36.8	21.1	5.3	**100**
Total	**Frequency**	**1**	**11**	**11**	**10**	**3**	**36**
	Percentage	**2.8**	**30.6**	**30.6**	**27.8**	**8.3**	**100**

Source: Research data, 2016

The results in Table 4.2 show that, majority of the respondents 66.67% were aged above 30 years, meaning that the prime aged have mainly been considered for managerial positions as compared to the youth (below 30 years). This interesting finding may be due the fact that the level of inexperience among the youth especially in Kenya thus rendering them unfit to hold senior positions. In respect to gender, 52.7% of the total respondents were female, while the rest 47.2% were male, implicating that the firms employed the two genders within the confine of the Kenya Constitution 2010 which asserts that at least 30% of either gender should be represented in Public Service.

Frequency distribution was used to present level of education and experience of the respondents.

Table 4.3:

Education by Experience of the respondents

Level of education		Experience				Total
		less than 5 years	5-10 years	10-15 years	15-20 years	
College	Frequency	7	6	1	3	**17**
	Percentage	19.4	16.7	2.8	8.3	**47.2**
University graduate	Frequency	2	5	3	2	**12**
	Percentage	5.6	13.9	8.3	5.6	**33.3**
Master's graduate	Frequency	1	2	0	4	**7**
	Percentage	2.8	5.6	0.0	11.1	**19.4**
Total	**Frequency**	**10**	**13**	**4**	**9**	**36**
	Percentage	**27.8**	**36.1**	**11.1**	**25.0**	**100**

Source: Research data, 2016

According to the results in Table 4.3, majority (41.2%) of those acting as managers have at least attained college education as their highest level of education, the rest 16.7% and 14.3% are bachelors' degrees holders and masters' graduates respectively. This means that for one to be manager he/she must at least be able analyze and understanding some basic issues involved in the business. A point to note is that 57.1% of the managers who are masters' graduate have relevant work experience of over 15 years. This means that in recent times more emphasis has been placed on education than it was before when one could easily land a decent job with just secondary education.

4.2.4 Marital Status of the Respondents

A frequency distribution was used to present marital status and gender of the respondents

Table 4.4

Marital Status by Age of the Respondents

Marital Status		Respondent's age					Total
		Below 20 years	**21-29 years**	**30-40 years**	**40-49 years**	**50 years and above**	
Single	Frequency	1	7	4	0	0	**12**
	Percentage (%)	2.8	19.4	11.1%	0.0	0.0	**33.3**
Married	Frequency	0	4	7	10	3	**24**
	Percentage (%)	0.0	11.1	19.4	27.8	8.3	**66.7**
Total	**Frequency**	**1**	**11**	**11**	**10**	**3**	**36**
	Percentage (%)	**2.8**	**30.6**	**30.6**	**27.8**	**8.3**	**100**

Source: Research data, 2016

According to the findings in table 4.4, majority of the respondents are either married or single. More, specifically majority of the agents are married 66.6%, meaning that those tasked with the responsibility of managing these institutions are family men and women. Among the married majority 54.2% (41.7%+12.5%) are aged above 40 years with the rest 45.8% aged below 40 years.

4.3 Strategic Responses

4.3.1 Human Resource Development Responses

Managers were asked to indicate their Human resource development strategic responses and how they affect performance of publishing firms. Specifically, questions revolved around the effects of induction programmes, trainings, appraisals and succession plans. The results are presented in Table 4.5

Table 4.5:

Human Resource Development Aspects

Statement	SA Freq(%)	A Freq(%)	N Freq(%)	D Freq(%)	SD Freq(%)	χ^2	P-value
My organization has elaborate induction programme for its new employees	11(30.6)	23(63.9)	2(5.6)	0	0	18.5	0.000
My organization regularly conducts trainings for new and existing employees	6(16.7)	23(63.9)	5(13.9)	2(5.6)	0	30.0	0.000
My organization regularly administers performance appraisals to its employees	9(25)	12(33.3)	12(33.3))	1(2.8)	2(5.6)	15.9	0.003
My organization has an elaborate succession plan	6(16.7)	17(47.2)	8(22.2)	3(8.3)	2(5.6)	19.8	0.001

Source: Research data, 2016

From the results, elaborate induction programmes and regular trainings are the major strategic responses adopted by publishing firms in order to improve on human resource development with (80-94.5% of the respondents (strongly agreed and agreed) ($\chi^2 = 18.5, P \leq 0.001$） that their organization had elaborate an induction programmes in place and that regular trainings were being conducted for both new

and existing employees. However, when asked if their organizations regularly administered performance appraisals to its employees, the opinions were torn in between with 58.3% (strongly agreed and agreed) to this ($\chi^2 = 15.9, P \leq 0.003$).

The findings also indicate that most publishing firms had an elaborate succession plan in place in regards to the leadership of the institutions, with (63.9%) of the respondents strongly agreeing or being in agreement ($\chi^2 = 19.8, P \leq 0.001$). In consideration of the above outcomes, there is high likelihood that that human resource development strategy spurs a major response to advances in technology which in turn affect organizational performance. These findings agree with those of Thang, Thu and Buyens (2008), who indicated that the manufacturing companies which implemented training had increased sales and productivity. They are also in line with those of Olaniyi (2006) and Rosner (2009)who found out that workers trained outside the working place tend to acquire skills for proficiency and effectiveness on the job.

4.3.2 Change in Recruitment Processes

Change in recruitment process is an important strategy in organizations as it influences performance. Studies shows that change in recruitment process countered the effects of changes in technology which in turn influence organizational performance. Managers were asked to indicate their change in recruitment processes as a strategic response to technology and how it affected the performance of publishing firms. Specifically, questions revolved around the qualifications, selection panel, and experience. The results are presented in Table 4.6

Table 4.6

Change in Recruitment Processes Aspects

Statement	SA Freq(%)	A Freq(%)	N Freq(%)	D Freq(%)	SD Freq(%)	χ^2	P-value
Academic qualifications are considered when selecting candidates	14(38.9)	18(50.0)	3(8.3)	1(2.8)	0	22	0.000
The selection panel always recommend the appointment of candidates who have better skills and qualifications than them	31(86.1)	4(11.1)	1(2.8)	0	0	45	0.000
Experience takes precedence over qualification when selecting candidates	6(16.7)	16(44.4)	12(33.3)	2(5.6)	0	12	0.000
To ensure that the best candidates are procured, the organizations outsources the selection and recruitment of employees when necessary	7(19.4)	18(50.0)	6(16.7)	0	5(13.9)	12	0.000
The curriculum vitae, references and qualifications are checked thoroughly before appointing a candidate	8(22.2)	19(52.8)	5(13.9)	3(8.3)	1(2.8)	27	0.000

Source: Research data, 2016

Table 4.6 shows that the respondents agreed (x^2= 22, P≤0.0001) that academic qualifications are considered when selecting candidates. Interestingly majority of the respondents strongly agreed (x^2= 45.3, P≤0.0001) that the selection panel always

recommend the appointment of candidates who have better skills and qualifications than them. When managers were asked whether experience took precedence over qualification when selecting candidates 44.4% agreed (x^2= 12, P≤0.0001). They also indicated that to ensure that the best candidates are procured, the organizations outsourced the selection and recruitment of employees when necessary with 50% of the respondents being in agreement (x^2= 12, P≤0.0001). During recruitment process the curriculum vitae, references and qualifications are checked thoroughly before appointing a candidate, this evident since 52.3% of the respondents were in agreement (x^2= 27, P≤0.0001). These findings agree with those of Jevanovic (2004),who reported that selection and recruitment processes are crucial to human resource development and important in affecting organizational success. Cran (2005), also highlighted that firms need adaptable people who can adjust to rapidly changing customer needs and operational structures.

4.3.3Customer Relations Management

Managers were asked to indicate their customer relations management strategic responses and how they affect performance of publishing firms. Specifically, questions revolved around the effects of dedicated teams that handle customers related issues, level of care, turnover rate, satisfaction of customers and policies in place to take care of the unforeseen customer needs. The results are presented in Table 4.7

Table 4.7:

Customer Relations Management Aspects

Statement	SA Freq(%)	A Freq(%)	N Freq(%)	D Freq(%)	SD Freq(%)	χ^2	P-value
We have a team of employees dedicated to the customer care department	15(41.7)	17(47.2)	3(8.3)	1(2.8)	0	22.22	0.000
Our client numbers have increased over time due to better care	5(13.9)	19(52.8)	10(27.8)	2(5.6)	0	18.44	0.000
We have few customers shifting from our organization to other firms	3(8.3)	23(63.9)	6(16.7)	1(2.8)	3(8.3)	45.11	0.005
Our clients refer other clients to us because of the satisfaction they get	10(2.8)	9(25)	15(41.7)	0	2(5.6)	9.55	0.000
We are very good at adapting our policies and responding to unplanned customer demands	7(19.4)	20(55.6)	5(13.9)	4(11.1)	0	18.44	0.000

Source: Research data, 2016

From the above findings, 47.2% of the managers were in agreement that a team of employees dedicated to the customer care department was in place in their organizations(x^2= 22.2, P≤0.0001). When asked whether client numbers have

increased over time due to better care, 52.8% of the respondents agreed (x^2=18.44, P≤0.0001). The respondents also appreciated the fact that few customers have since been shifting from their organization to other firms seeking better services, this is vindicated by 63.9% of them agreeing. Asked whether existing clients referred others to the organization because of the satisfaction they get, the managers were not sure with 41.7% of them opting to be neutral (x^2= 9.55, P≤0.0001). However, 55.6% of the respondents were agreed that they were very good at adapting their policies and responding to unplanned customer demands (x^2= 9.55, P≤0.0001). These findings disagree with those of Thompson (2006), who found out that the majority of CRM projects fall short of delivering strategic value because they fail to grow customer loyalty, revenues and profit sufficiency. However, these results are in tandem with those of Mithas et al. (2005) who reported that firms that implement CRM may achieve greater customer satisfaction hence improved performance.

4.3.4 Organizational Policy Change

The study indicated organizational policy change as one of the important aspects in an organization as it influences performance. From the findings it can be deduced that change in organizational policies affects performance of an organization through the relationships that was formed with the following aspects: decision making, reviews, recruitment and training. The study sought to analyze the extent to which change in organizational policies influenced performance of organization in the publishing industry. By responding to the questions that described the various policy change aspects, the respondents helped in achieving this objective.5- point Likert scale was used, that ranged from:1=Strongly Agree to 5=Strongly Disagree and the results are shown below in table 4.8

Table 4.8

Organizational Policy Change Aspects

Statement	SA Freq(%)	A Freq(%)	N Freq(%)	D Freq(%)	SD Freq(%)	χ^2	P-value
The organization's management is guided by strict policies in making decisions	15(41.7)	16(44.4)	4(11.1)	1(2.8)	0	19.33	0.000
The organization continuously reviews its replacement policies and activities to meet the changing needs of the market	3(8.3)	24(66.7)	6(16.7)	2(5.6)	1(2.8)	50.94	0.000
We have laid down policies on employees recruitment which specifies the inherent requirements of the job	10(27.8)	18(50)	5(13.9)	2(5.6)	1(2.8)	27.05	0.000
We have an elaborate policy to guide training of employees in the organization.	5(13.9)	24(66.7))	1(2.8)	3(8.3)	3(8.3)	50.11	0.000

Source: Research data, 2016

From the results in table 4.8, 44.4% of the managers agreed that the organization's management is guided by strict policies in making decisions (x^2=19.33, P≤0.0001). On whether the organization continuously reviewed its replacement policies and activities to meet the changing needs of the market, 66.7% of the managers were in agreement (x^2=50.94, P≤0.0001). The respondents also agreed that they had laid down policies on employees recruitment which specifies the inherent requirements of the job

and that there was an elaborate policy to guide training of employees in the organization (x^2=50.11, P≤0.0001). These results agree with those of Katou and Budhwar (2007) who found out that effective training process can enhance firm performance by producing highly trained and skilled employees. They are also in line with those of Cornett (2006), who reported that implementing new procedures, instituting different operational systems, transitioning to new equipment or software as directed by policy, and any change that affects how employees perform daily tasks can be expected to impact organizational performance.

4.4 Inferential Statistics

Correlation and regression analysis results are presented in this section to evaluate the relationship between the dependent and independent variable. ANOVA test was done to establish overall significance of the regression model.

4.4.1 Correlation Analysis

Correlation analysis was used to determine the significance and degree of association of the variables.

Table 4.9

Summary of Correlations

		Human Resource Management	Recruitment	Customer Relations Management	Policy Change	Performance
Human Resource Development	Pearson Correlation	1				
	P-value					
Recruitment	Pearson Correlation	.431**	1			
	P-value	.009				
Customer Relations Management	Pearson Correlation	.511**	.460**	1		
	P-value	.001	.005			
Policy Change	Pearson Correlation	.781**	.586**	.773**	1	
	P-value	.000	.000	.000		
Performance	Pearson Correlation	.572**	.349*	.475**	.634**	1
	P-value	.000	.037	.003	.000	

**. Correlation is significant at the 0.01 level (2-tailed).

*. Correlation is significant at the 0.05 level (2-tailed).

The correlation statistics summary shown in table 4.9 indicates both weak and strong but significant positive association between the independent and dependent variables. The correlation results, found that there was a significant relationship at 1% level of

significance between human resource management and performance of publishing firms (r =0.572, p = 0.00).These results are in tandem with those of Thang et al. (2008), who indicated that the companies which implemented training had increased sales and productivity. These results are also in line with those of Olaniyi (2006) who found out that workers trained outside the working place tend to acquire skills for proficiency and effectiveness on the job. The study also assessed whether change in recruitment policies process had an effect on the performance of publishing firms and a weak positive relationship (r = 0.349, p = 0.037) is noted at 5% level of significance. Available evidence also indicates that there is a positive and significant relationship between recruitment and selection and the performance of an enterprise (Gamage, 2014). The study also sought to determine whether customer relations management had a significant effect on the performance of publishing firms and found a weak positive relation (r = 0.475, p= 0.000) at 1% level of significance. These results are in line with those of Mithas et al. (2005) who reported that firms that deploy CRM are expected to produce outputs that match consumer need to a better degree than firms that use transactional marketing Finally, the findings portrayed a significant strong positive relationship between change in organization policies and performance of publishing firms (r = 0.634, p= 0.000) at 1% level of significance. Cornette (2006) reported that changes to employee policies such as attendance, leave or education or training often affect organization's performance which these results agree with. The results therefore indicated that change in organizational policies strategy exhibited a significant association with organizational performance followed by human resource development and the least being change in recruitment policy.

4.4.2 Regression Analysis

To produce a best fit line to predict independent variables on the dependent variable Stepwise regression analysis was used. It was used to determine how each independent variable affected the dependent variable and which of those factors are more significant. Table 4.10 shows the results.

Table 4.10

Multiple Linear Regression Analysis Model Summary

Model	Root MSE	R Square	Adjusted R Square	Coeff Var
1	0.2113	0.423	0.3486	9.5557

a. Predictors: (Constant), Policy, Recruitment, CRM, HRD

Source: Research data, 2016

Adjusted R square value of, $r^2 = 0.3486$ indicate that when all the variables are combined, the multiple linear regression model could explain approximately 34.86% of the variation in performance of publishing firms 65.14% is unexplained.

4.4.3 Anova and Regression Results

The results of Anova performed on the independent and dependent variables are summarized in table 4.11 while the regression analysis results are also presented on table 4.12

Table 4.11

Anova Results

Source	DF	Sum of Squares	Mean Square	F Value	Pr > F
Model	4	1.01473	0.25368	5.68	0.0015
Error	31	1.38408	0.04465		
Corrected Total	35	2.39881			

Source: Research data, 2016

The ANOVA results shown in table 4.9b indicated an overall significance of 0.0015, which is less than the level of significance of 0.05 meaning that the overall regression model is significant.

Table 4.12

Multiple Linear Regression Results

Variable	DF	Parameter Estimate	Standard Error	t Value	Pr > |t|	Variance Inflation
Intercept	1	1.19133	0.42747	2.79	0.009	0
lx1	1	0.07047	0.20769	0.34	0.7367	2.85509
lx2	1	-0.05439	0.18434	-0.3	0.7699	1.44116
lx3	1	-0.07665	0.20106	-0.38	0.7056	1.96474
lx4	1	0.56174	0.24732	2.27	0.0302	4.46787

Key

Performance= organizational performance;

ly=log (performance);

lx1=log(hrd);

lx2=log(recruitment);

lx3=log(crm);

lx4=log(policy);

run;

Source: Research data, 2016

The VIF (variance inflation factor) is much less than 10 for all the variables, indicating that collinearity is not a problem between the independent variables.

The equation for the regression model is expressed as:

$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + e$

$Y = 1.1913 + 0.0704 X_1 - 0.0544 X_2 - 0.0766 X_3 + 0.562 X_4$

Where;

Y = Organizational performance (Dependent Variable)

X_1 = Human resource development

X_2 = change in recruitment process

X_3 = Customer relationship management

X_4 = Organizational policy change

$\beta 0$ = intercept

$\beta 1 - \beta 5$ = variable co-efficient

e = Error Term

Table 4.12 indicates the prediction equation is organizational performance = 1.1913 + .0.0704 (Human resource development) - 0.0544 (recruitment process) - 0.0766 (customer relations management) + 0.562(organizational policy change). The standard error was (0.42747), being an estimate of the standard deviation of the coefficient, is a random variable with a mean of zero and which captured the variables that could not be quantified. If a coefficient is large compared to its standard error, then it is probably different from 0.

The findings showed there was an insignificant relationship between human resource development (0.070, p = 0.736) and performance of publishing firms. The findings also, indicated an insignificant relationship at 5% level of significance between change in recruitment process and customer relations management and performance of publishing firms with p-values of (p = 0.769) and (p=0.706) respectively. The only variable that had a significant effect on the performance of publishing firms was change in organizational policy with a p value=0.0302 and regression coefficient=0.5617.

The most important independent variable in influencing organizational performance was also determined by the use of beta values as shown in table 4.12. It identified organizational policy change (0.562) as the most important variable of the study followed by human resource development (0.070), change in the recruitment process (-0.05) and customer relations management (-0.07) respectively.

4.5 Hypotheses Testing

The specific objectives of the research are highlighted, hypotheses are tested and implications discussed in this section.

4.5.1 Specific Objectives

$H0_1$: Human resource development as a strategic response has no significant effect on organizational performance of publishing firms.

Regression results showed that human resource development as a response strategy insignificantly influenced performance of an organization ($p = 0.736$) hence we fail to reject the null hypothesis.

H0$_2$: Change in recruitment process as a strategic response has no significant effect on the organizational performance of publishing firms.

The regression results showed that the change in recruitment process as a response strategy towards technological advancement insignificantly influenced organizational performance at 5% level of significance (*p*= 0.766) and thus we fail to reject the null hypothesis.

H0$_3$: Customer relations Management as a strategic response has no significant effect on organizational performance of publishing firms.

Regression results showed that the customer relations management insignificantly influenced performance of publishing firms (p value = 0.705) and thus we fail to reject the null hypothesis.

H0$_4$: Change in organizational policy as a strategic response has no significant effect on organizational performance of publishing firms.

Regression results showed that the change in organizational policy significantly influenced performance of publishing firms (p value = 0.03) and thus we reject the null hypothesis at 5% level of significance.

CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

Discussion, conclusions, and recommendations arising out of the research findings in the previous chapter and areas for further study are presented in this chapter .The overall objective of this study was to establish effects of strategic responses to new technologies on organization's performance. On the other hand the specific objectives of the study were to investigate, examine, analyze and determine the effect of human resource development, change in recruitment process, customer relations management and change in policy on organizational performance of publishing firms in Kenya.

5.2 Summary of Findings

According to the findings it showed that when all variables are combined 34.86% of the variation in organizational performance can be only be explain by variation in the independent variables with 65.14% being attributed to other factors not included in the model.

According to the first objective of the study which was to ascertain human resource development affects organizational performance of publishing firms, the data analysis and interpretation of the questionnaires showed that majority of respondents agreed that the publishing firms have elaborate induction programmes for its new employees. They also agreed that the organization regularly conducted trainings for new and existing employees, administered performance appraisals regularly to its employees, and that these firms have an elaborate succession plans. From the correlation results, it was found that the human resource development has a significant positive effect on organizational performance of publishing firms meaning a significant relationship exist between human resource management and organizational performance. According to regression results it was the second most important variable in organizational performance in terms of influence.

To determine whether change in recruitment process affects organizational performance of publishing firms was the second objective. According to the findings it showed that majority of the respondents strongly agreed that the selection panel

always recommended the appointment of candidates who have better skills and qualifications than them, they also agreed that academic qualifications are considered when selecting candidates, experience took precedence over qualification when selecting candidates, to ensure that the best candidates are procured, the organizations outsources the selection and recruitment of employees when necessary and that the curriculum vitae, references and qualifications are checked thoroughly before appointing a candidate. From the correlation results, it was found that the change in recruitment policy has a significant positive effect on organizational performance meaning a significant relationship exists between recruitment policy and performance of publishing firms. According to regression results it was the third most important variable in organizational performance of publishing firms.

The study also sought to analyse the effect of customer relationship management on the organizational performance of firms in the publishing sector. The findings revealed that majority of the managers agreed that the organization had a team of employees dedicated to the customer care department, they also indicated that client numbers have increased over time as a result of better care, few customers shifting from their organization to other firms, clients refer other clients to them because of the satisfaction they get, and that they were very good at adapting their policies and responding to unplanned customer demands. From the correlation results, it was found that customer relationship management has a significant positive effect on organizational performance meaning a significant relationship exist between customer relationship management and performance of firms in the publishing industry. According to regression results it was the least important variable influencing organizational performance.

Finally the study sought to evaluate the effect of organizational policy change on the performance of publishing firms. The results revealed that majority of the managers agreed that the organization's management is guided by strict policies in making decisions, organization continuously reviews its replacement policies and activities to meet the changing needs of the market, they have laid down policies on employees recruitment which specifies the inherent requirements of the job, and that they have an elaborate policy to guide training of employees in the organization. From the correlation results, it was found that organizational policy change has a significant

positive effect on organizational performance meaning a significant relationship exist between organizational policy change and performance of firms in the publishing industry. According to regression results it was the most important variable influencing organizational performance.

5.3 Conclusions

Organizational performance in the publishing industry is influenced by various factors. The findings revealed that organizational policy change was an important factor influencing organizational performance as compared to the other three variables; (human resource management, change in recruitment process and customer relationship management), in publishing firms. More specifically, existence of an elaborate policy to guide training of employees in the organization and continuous reviews of replacement policies and activities to meet the changing needs of the market had a strong influence on organizational performance of publishing firms. With this in mind, corporate managers/supervisors need to be aware of such factors that influence performance and should put more effort to improve them at all times.

According to the findings it was determined that regular trainings conducted by the organization for new and existing employees as well as existence of an elaborate induction programme for new employees to a great extent influenced the performance of organizations. This could be due to the fact that employees tend to work better and be productive if they are inducted properly and trained according to the organizational needs. They also appreciated the fact that the curriculum vitae, references and qualifications of prospective employees are checked thoroughly before appointing a candidate which illustrated keenness and precaution on who joins up as member of staff given the kind of market we currently operate in. Moreover, the continuous reviews on replacement policies and activities to meet the changing needs of the market as well as elaborate policies in place that guide training of employees in the organization were also some of the important aspects that came into play. Therefore, based on these findings, the study concludes that all of the variables were important in the study with the most crucial being organizational policy change.

5.4 Recommendations

As a result of the research findings, it is recommended that the strong strategies influencing on organizational performance in the publishing industry as they respond to changes in technology be put into great consideration. These consist of but not limited to: human resource management, change in recruitment process, customer relationship management and change in organizational policy. Adopting new and advanced strategies will not only improve organization performance but also ensure longevity of these firms given the technological advances in this era.

Change in organizational policy being the most influential variable among the other three should be of the greatest concern to every organization that seeks improvement in performance and long term survival. Publishing firms should strive towards better organizational polices; training, recruitment, decisions making and review of replacement policies. By ensuring that organizational policies are flexible and accommodative the organization will not only ensure its long term existence but also guarantee it overall performance.

5.5 Recommendation for Further Research

The researcher recommends further research to be attempted on firms in other industries, to find out whether similar results can be achieved. This study focused on strategies of publishing firms in Kenya. However, a similar research can be carried out in other publishing firms in East Africa and Africa so as to achieve generalizability of findings.

REFERENCES

Adams J, King C, Hook D. (2010) *Global Research Report Africa* ,Thomson Reuters, Iss 5.

Adewuyi, D. A. "African Scholars Publishing in American Online Journals: An empirical analysis by an editor." *Conference on Electronic Publishing and Dissemination*, Dakar, Senegal: 6-7October, 2008. Accessed: 6 June 2012

Abelson, J. (2005).*Open Networks and Open Society: The Relationship between Freedom, Law, and Technology.*;Iss82,Pp 37-50

Abadie,F., Maghiros, I., and Pascu, C., (eds), *The Future Evolution of the Creative Content Industries.three Discussion Papers*, IPTS

Acur, N. &Englyst L., (2006).*Proactive Assessment of Strategy Formulation Processes-   how to ensure quality in process and outcome*, Int. Journal of Operations & Production Management, Vol .26 Iss1,Pp.69-91

Akintayo, D. I., (2011),.*Influence of workers` training on reduction of industrial conflict in industrial organizations in South-West Nigeria*: International Journal of Human ResourcesStudies. Iss2: 23-30

Alfred, D., Chandler, Jr. (1962).*Strategy and structure*; *Chapters in the history of American Industrial Enterprise*, The MIT press Cambridge, NA

Altbach, P. (2008), Trends *in Global Higher Education, Tracking an Academic Revolution*. Paris: UnESCo Report.

Amstrong, M.& Baron, A. (2004).*Managing Performance Management in Action*. London: Chartered Institute of personnel and development.

Bartram, S. & Gibson, B. (2000). The Training Needs Analysis Toolkit, 2nd ed. Amherst,MA:HRD Press, Inc

Bertalanffy, L. V. (1962). Democracy and Elite: The Educational Quest. New Currents in Modern Thought, 19: 31-36.

Betcherman, G., McMullen, K., Davidman, K. (2008). Training for the New Economy: ASynthesis Report, Canadian Policy Research Network, Ottawa, 117

Bingley, P., Cappellari, L. &Westergård-Nielsen, N. (2013), Unemployment Insurance, WageDynamics and Inequality Over the Life Cycle. The Economic Journal 123 (568): 341–372.

Burnes, B. (2000). Managing change; *a strategic approach to organizational dynamics.*3rd Edition, Harlow: Pearson education

Callaghan, E. (1997).Is indigenous publishing essential for a developing country such as Kenya to develop culturally? In: *The Culture of Publishing.* http://www.brookes.ac.uk/schools/apm/publishing/culture/1997/ca llagha.html.

Capra, F. (1997). *The web of life*. New York: Doubleday-Anchor Book

Chahale, S. W. (2013). *The publishing industry in Kenya.*Copyrightnews.Kenya Copyright Board Report.

Chakava, H. (1996).*Publishing in African: one man's perspective.*Nairobi*:* East African Educational Publishers.

Chakravarthy,B. S.(1986).*Measuring strategic performance*; strategic management journal. Vol 7, Iss.5,437-458

Chandler, A. D. Jr. (1962).*Strategy and structure: Chapters in the History of the American Industrial Enterprise*. Cambridge, MA: MIT Press

Checkland, P. 1997. *Systems Thinking, Systems Practice*. Chichester: John Wiley & Sons Ltd.

Compaine, B.M. (1978).*The Book Industry in Transition: An Economic Analysis of Book.* White plains,NY

Cornford, R.2011 Digital Publishing in West Africa: What Works, What
Doesn't, and Why

Cornett, A.P. &Sørensen, N.K.(2007): "*Regional Restructuring - Creating New Advantages or Reinforcing Old Disadvantages – A Critical Assessment of Development Policy Impacts of the Regional and Municipality Reform in Denmark*" pp. 347-365 in Iréne Johansson (ed.)

Cooper, D. &Schindler, P. (2011),*Business Research Methods*. MA: McGraw-Hill Higher Education. (11thed)

Costello, D. (2006).*Leveraging the Employee Life Cycle*, CRM magazine, Academics Search Premier Database 10(12), 48-48.

Cran, C. (2005). *Developing country.International Journal of Human Resource Management.*Distribution and Marketing, Knowledge Industry Publications. White Plains, NY.Pp18

Djabatey E. N. (2012). Recruitment and selection practices of organizations: A case study of HFC Bank (GH) Ltd. Unpublished thesis submitted to the Institute of Distance Learning,Kwame Nkrumah University of Science and Technology. Ghana: Kwame NkrumahUniversity of Science and Technology.

Egwunyenga E. J (2011). Essentials of School Administration. Benin-City: Justice-Joda Publishers.

Elmuti, D., Jia, H., & Gray, D. (2009), Customer relationship management strategicapplication and organizational effectiveness: an empirical investigation. *Journal of StrategicMarketing*, *17*(1), 75-96.

Elnaggar, R., Cortellesa,V. &Amar,H. (2000). *A UML-based Architectural Model for timing and performance analysis of radio sub-system*.proc.of the 5th world multi-conference on systemic, Orlando relationship: Methodological and theoretical challenges. In D. Holman, T.D. Wall,

Epstein, J. L. (2001). *Teachers Involve Parents in Schoolwork (TIPS) manuals and prototype activities for the elementary* and *middle grades*. Baltimore: Center on School, Family, and Community Partnerships, Johns Hopkins University.

Flichy, P., (2003), *innovation technique*, Paris, La découverte.

Franklin,J.(2010). *Australian dictionary of biography*, *the missionary*. Quadrant pp56

Frugoni, C., (2011), *The book publishing industry*, Paris, Les Belles Lettres. First published (2001) *Medioevo sur naso*, Gino Laterza & Figli.

Gary, N(2011) . UNESCO Focus: South African Pubs Still Begrudge E-books

Golinelli, G.M. 2010. *Viable S:ystems Approach (VSA). Governing Business Dynamics*. Padova: Kluwer (Cedam).

Nyamjoh,F. B. (2008). *A Relevant Education for African Development*. Citizenship studies, pg 161-184

Gamage, A. S. (2014). Recruitment and selection practices in manufacturing SMEs in Japan: An analysis of the link with business performance. *Ruhuna Journal of Management andFinance*, 1(1), 37-52

Ghebregiorgis, F. &Karsten,L. (2007),*Human resource management and performance in adeveloping country*: Evidence from Eritrea, personnel review, Vol 36:iss5,Pp722-738

Greg, A. B. & Laura, J. (2006).*How many interviews are enough? An experiment with data saturation and variability; Field Methods.*

Hair, J., Black, W., Babin, B.,Anderson, R.,& Tatham, R. (2006). Multivariate data analysis (6th ed.). Uppersaddle River, N.Wiley& Sons.

Okafor,(2012). Publishing in Africa. report. Iss 2 (Www://Allafrica.com/)

Pearson, J. (2005).*Human impact of modern working practices.* LPrenticeHall, London.

Peretomode, V.F (2011).   Educational Administration Applied Concepts and Theoretical Perspectives, Lagos: Joja Educational Research and Publishers Ltd.

Pilkington, M.(2013). Worldreader announces one million eBook campaign.

Ichniowski, C., Shaw, K. & Prennushi, G. (1999), 'The effects of human resource management practices on productivity: a study of steel finishing lines', *American EconomicReview,87*(3). 291-313.

IDATE (2011), *Digiworld Yearbook*

István, J. (2010). Selection methods used in recruiting sales team members. Periodica Oeconomica, October, 110–117.

Jayachandran, S., Sharma, S., Kaufman, P. and Raman, P. (2005). 'The Role of Relational Information Processes and Technology Use in Customer Relationship   Management', *Journal of Marketing*, Vol. 69, No. 4, pp. 177-192.

Johnson,G., Scholes, K., & Whittington, R.,(2008)..*Exploring corporate strategy: texts and cases*.8th Ed. Harlow: Prentice Hall financial times(An imprint of Pearson education limited)Pp,20

Jovanovic, B.&Peter, L. R.(2001). *The Q –theory of mergers*."American Economic review.Iss 92:Pp198-204

Kamau,S. (2007). *Strategic responses to changes in external environmen*t: the case of Kenya Re-insurance Corporation. MBA Project, University of Nairobi.

Kaplan, R. S. &Norton,D.P. (2006). How to Implement a New Strategy without Disrupting Your Organization, *Harvard Business Review* (March): 100-109

Katou, A. A.&Budhwar, P.S. (2007). The effect of human resource management policies on organizational performance in Greek manufacturing firms. *Thunderbird International Business Review,* 49, 1-35.

Kinyanjui, N. (2013). *Researched on responses adopted by kenolkobil limited to changes in business environment in Kenya.*Unpublished MBA project.School of business. Nairobi University

Kiptugen, E.J. (2003). *Strategic response to changing competitive environment.A case study of Kenya Commercial Bank*. Unpublished MBA project School of business Nairobi University

Kleper, M.L. (2000), The handbook of Digital publishing.Rochester institute of technology, prentice Hall.

Kothari, C. R. (1990).*Research Methodology*: Methods and techniques 2nd Edition wishirapakashan

Kotler, P.&Keller, K. (2006), Kevin Lane. Marketing Management. 12th ed. Sao Paulo:Pearson Prentice Hall, Pp750

Kumar, A.&Shah,D.(2004).Building and sustaining profitable customer loyalty for the 21st Century. *Journal of Retailing*, 80 (4),317-331

Kuhn, A. (1974).*The Logic of Social Systems*.Jossey-Bass, San Francisco.

Kvale, S. (1996), Interviews*: An introduction to qualitative research interviewing.* Thousand Oaks, Calif: Sage Publications.

Madsen,S. R.(2012). *Women and leadership in Higher education Learning and advancement in leadership program*.Advances in developing Human resources.

Makotsi, R. &Nyariki,L. (1997). *Publishing and Book trade in Kenya*. Nairobi: East African Educational Publishers. *Management, Vol. 26.*Ministry of Education and Human Resource Development 1998.*National Policy on Textbook Publication, Procurement and Supply.* Nairobi: Ministry of Education and Human Resource Development.

Mayer,J., and W. Scott (1983). Organizational Environments:Ritual and Rationality. Beverly Hills: Sage

Meyer, J. W., & Rowan, B. (1977). Institutionalized organizations: Formal structure as myth andceremony. *American Journal of Sociology*, 83, 340–363.

Mintzberg, H. (1994). *The rise and fall of strategic planning*. Prentice hall; Englewood cliffs, NJ, USA

Mithas, S., Krishnan, M. S. and Fornell, C. (2005), 'Why do Customer Relationship ManagementApplications Affect Customer Satisfaction?' *Journal of Marketing*, Vol. 69, No. 4, pp. 201-20

Mugenda, O. (2003). *Research Methods: Quantitative and qualitative approaches.* Nairobi: Acts Press.

Muita, D. N.(1998). *Kenya introduces national textbook policy*. Bellagio Publishing Newsletter, Number 23. October, 1998.

Mulokozi, M.M. (1999). *Publishing in Kiswahili.A writer's perspective in publishing in African Languages*; Challenges and perspective. Bellagio Studies in publishing Pp11-42

Nancy, S. A. (2000). Competing for Talent: *Key Recruitment and Selection Strategies for Becoming an Employer of Choice*, Davies-Black Publishing, Palo Alto, California.

Ngoc, T.&Van N.T.&Buyens,D. (2008).*The impact oftraining on firm performance.Case of Vietnam*. "Working paper of faculty of economics and businessadministration",Ghent University.

Njogu, E.W.G. (2007). *Strategic Responses by Schindler Kenya limited to changes in environment*. Unpublished MBA project school of business Nairobi University *of Nigerian Breweries Plc*. Unpublished ME.D Project, University of Ibadan, Ibadan.

Ofori, D., & Aryeetey, M. (2011). Recruitment and selection practices in small and medium enterprises. *International Journal of Business Administration*, 2(3):45-60.

Olaniyi, A. A. (2006). *Manpower development and training in work organization: Case study*

Onut, C.A. (2008). *A Strategic Approach towards Building An effective Customer Relationship Management*, Babcock Journal of management and social sciences, vol.6. No.2.

Otike, J. (2013). *Access to knowledge in Kenya.A country report*. MBA project Moi University

Paprock, K.E., Yumol, B. &Atienza, T.V.(2006), National human resource development in transitioning societies in the developing world: The Philippines. *Advances in Developing HumanResources*. Vol. 8 (1), pp. 46-61.

Pearce, J. A &Robinson,R.B.Jr (2007). *Formulation, implementation and control of comprehensive strategy*, 10th Edition, Chicago, II, Richard D. Irwin

Pfeffer, J.&Salancik, G. R. (1978).*The External Control of Organizations: A Resource Dependence Perspective.* New York: Harper & Row. policies on organizational performance in Greek manufacturing firms. *Thunderbird International Business Review,* 49, 1-35.

PWC, (2010).*Turning the page;the future of e-books*. Illustrative annual report

Rauf, M.A. (2007). *HRM sophistication and SME performance: A case of readymade garment manufacturers and exporters in Lahore.* Pakistan Report, London: HMS

Rodrigues, L.L.R. & A.M. Chincholkar (2005).Benchmarking the HR practices of an engineering institute with public sector industry for performance enhancement.*International Journal ofTraining and Development*. Vol. 9 (1), pp. 6-20.

Ronte, B. (2000*).Effects of technology on the publishing industry media*.Uk media.Pp19

Rosner, R. (2009). *Training is the answer-but what was the question*? Critical analysis on Workforce, 78, 42-50.

Sang, C. (2005). Relationship between human resource management practices and perception of organizational Taiwan performance, roles of management style, social capital, and culture: Comparison between manufacturing firms in Cambodia and Taiwan.Taiwan: National Cheng Kung University.

Saks, A. M. & Cote, S. (2005). *Socialization via emotion: the mediating role of emotions in the relationship between socialization tactics and newcomer adjustment*. Paper presented at the annual meeting of the AdministrativeSciences Association of Canada, Toronto

Saunders,M., Lewis P., & Thornhill, A. (2007) *Research methods for business studies* (4[th]ed). England: prentice Hall

Schiffrin,A. (2000). *The Business of Books: How the International Conglomerates Took Over Publishing and Changed the Way We Read*. Verso books publishers, UK

Scott,R. W. (1995). *Institutions and organizations.Ideas, interests and identities*; 360 pages publisher. *Organizational Structure*; Vol 1 Pp 1-20

Shatzkin, L.B. (1982), *In Cold Type; overcoming the book crisis.* Houghton Mifflin co. Boston,MA

Smiters, P. (2016), Print technology, profit trough innovation:report. Iss 1

Snow, D(2001), 'Print on Demand: The best bridge between New Technologies and established markets' Booktech: The magazine for publishers

Sinha, V. & Thaly, P. (2013). A review on changing trend of recruitment practice to enhance the quality of hiring in global organizations. *Management*, 18(2), 141-156.Sisson Keith, (2004), Personnel Management, Blackwell, 2nd Edition.

Stoner, J & Freeman, E. (2006).), "Recruiting for diversity", *Women in Management Review*,Volume 18, No.12, pp. 68-76

Syed, Z. J. W. (2012). Universalistic perspective of HRM and organizational performance: meta- analytical study. *International Bulletin of Business Administration, 13*

Thang, N.N.,Thu, N.V., &Buyens, D.,(2008)*The impact of Training on Firmperformance: case of Vietnam*, in proceedings of the 7th International Conference of them Academy of Human Resource Development(Asia chapter),Bangok ,Thailand.

Thompson, S.H, (2006).*Towards holistic perspective of Customer Relationship Management (CRM) implementation:* A case study of Housing and Development Board, Singapore Decision Support Systems, 42.iss 1614

Wheelen, T. L.& Hunger, J. D (2012), *Strategic Management and business*

Whawo D, D.(2003.0 Educational Administration, Planning and Supervision. Benin-City: Joda Publications *Policy*13th Edition, Addison-Wesley Publishing Company, New York.

Wischenbart, R. (2011). The global e-Book market: current conditions andfuture projections.

Wright, P. M.&Gardner,T. (2008). The human resource-firm performance in your Organization, *Harvard Business Review* (March): 100-109.

Zucker, L. G. (1988). 'Where do institutionalpatterns come from? Organizations as actorsinsocial systems', in Lynne G. Zucker (ed.), *Institutionalpatterns and organizations: Culture andenvironment.* Cambridge, MA: Ballinger. pp. 23-49.

Yoder, D.G. (2005).IPO."*American Economic Review* (Papers and Proceedings) 91, no. 2: 336-341

Zablah, A. R., Bellenger, D. N., and Johnston, W. J., "An evaluation of divergent perspectives on customer relationship management: towards a common

understanding of an emerging phenomenon," *Industrial MarketingManagement*, Vol. 33, No. 6, pp. 475-489 (2004).

APPENDIX I: QUESTIONNAIRE

SECTION A: SOCIO-DEMOGRAPHIC DATA OF THE RESPONDENT

1. Name of the Publishing firm……………………….

2. Gender

   [ ] Male

   [ ] Female

3. Age

   [ ] Below 20years

   [ ] 21-29 years

   [ ] 30-40 years

   [ ] 40-49 years

   [ ] 50 years and above

4. Marital Status

   [ ] Single

   [ ] Married

   [ ] Separated

   [ ] Divorced

   [ ] Widowed

   [ ] Widow

5. Level of education

   [ ] High school

   [ ] College

   [ ] University graduate

   [ ] Master's graduate

   [ ] Doctoral degree

6. How long have you been with the company?

              [ ] less than 5 years

              [ ] 5-10 years

              [ ] 10-15 years

              [ ] 15-20 years

              [ ] Over 20 years

7. Tenure of your job

              [ ] Contract

              [ ] Permanent

              [ ] Part-time

              [ ] Other (please specify)………………………….

SECTION B: QUESTIONS ON STRATEGIC RESPONSES

Kindly rate your levels of agreement or disagreement with the statements in the tables below using the scale given:

SA=Strongly Agree (1)

A=Agree (2)

N=Not Sure (3)

D=Disagree (4)

SD=Strongly Disagree (5)

Kindly place a tick (√) against the suggested opinion to show your level of agreement or disagreement with it in the that appropriate box in the table

PART A: HUMAN RESOURCE DEVELOPMENT

Item	Human Resource Development	SA	A	N	D	SD
i.	My organization has elaborate induction programme for its new employees					
ii.	My organization regularly conducts trainings for new and existing employees.					
iii.	My organization regularly administers performance appraisals to its employees.					
iv.	My organization has an elaborate succession plan					

PART B: CHANGE IN RECRUITMENT PROCESS

Item	Change in recruitment process	SA	A	N	D	SD
i.	Academic qualifications are considered when selecting candidates					
ii.	The selection panel always recommend the appointment of candidates who have better skills and qualifications than them					
iii.	Experience takes precedence over qualification when selecting candidates					
iv.	To ensure that the best candidates are procured, the organizations outsources the selection and recruitment of employees when necessary					
v.	The curriculum vitae, references and qualifications are checked thoroughly before appointing a candidate					

PART C: CUSTOMER RELATION MANAGEMENT

Item	Customer Relationship Management	SA	A	N	D	SD
i.	We have a team of employees dedicated to the customer care department					
ii.	Our client numbers have increased over time due to better care.					
iii.	We have few customers shifting from our organization to other firms.					
iv.	Our clients refer other clients to us because of the satisfaction they get.					
v.	We are very good at adapting our policies and responding to unplanned customer demands					

PART D: ORGANIZATIONAL POLICY CHANGE

Item	Organizational Policy Change	SA	A	N	D	SD
i.	The organization's management is guided by strict policies in making decisions.					
ii.	The organization continuously reviews its replacement policies and activities to meet the changing needs of the market					
iii.	We have laid down policies on employees recruitment which specifies the inherent requirements of the job					
iv.	We have an elaborate policy to guide training of employees in the organization.					

PART E: ORGANIZATIONAL PERFORMANCE

Item	Organizational Performance	SA	A	N	D	SD
i.	The cost of productions has decreased significantly over time					
ii.	Our sales target have increased over time					
iii.	There has been an increase of items produced over a period of time.					
iv.	Time taken on production has significantly reduced.					

APPENDIX II:LIST OF PUBLISHING FIRMS IN KENYA

1. Longhorn Kenya Ltd

2. Nsemia Inc Publishers

3. Oxford University Press

4. Biblica Kenya

5. Big books Ltd

6. Bookmark Africa

7. Bookpoint Limited

8. Ariba Book Centre

9. Cambridge University Press

10. East African Educational Publishers

11. Evangel Publishing House

12. The Flip Experts

13. Focus Publishers Ltd

14. Geoperi Publications

15. Daystar University Research and Publication Centre

16. Kenya Literature Bureau

17. Kenya National Library

18. Kwani Trust

19. LawAfrica Publishing Ltd

20. Longman publishers

21. Text Book Centre

22. Marimba Publishers

23. Moi University

24. Moran Publishers

25. Mountain Top Publishers

26. Mentor Publishing Company Ltd

27. Njigua Books

28. Videmuwa

29. Phoenix Publishers

30. Queenex Publishers

31. Simpemar Publishers

32. Single Education & Publishers

33. Story Moja Publishers

34. eKitabu

35. Spotlight Publishers

36. The Jomo Kenyatta Foundation

37. Top Performers

38. University of Nairobi Press

39. WordAlive Publishers

40. One Planet Publishers

Source: Kenya Publishers Association Website 2016.