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ACHIEVING IMPROVED PERFORMANCE THROUGH EXCELLENT SERVICE DELIVERY FOR COMPANIES MANUFACTURING FOOD IN KENYA

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Abstract

The overall objective of this paper was to determine the how improved firm performance can be achieved through excellent service delivery for companies manufacturing food in Kenya. Specifically, the study sought to determine the effect of service delivery on the performance of companies manufacturing food in Kenya. The population of the study comprised of the company's manufacturing food in Kenya. A descriptive cross-sectional survey design was adopted in data collection and analysis. Primary data was collected from respondents using a structured questionnaire, while secondary data was collected from published firm's reports. Out of the 75 respondents targeted by the study, 44 respondents forming 56.67% response rate, which was considered adequate for analysis with good representation from all the subsectors. On hypotheses testing, it was established that, 61.8% of variations in the overall firm performance are explained by variations in the firm's service delivery namely the application of service delivery innovation, resolution of public complaints, customer satisfaction index and conformity to the food regulatory standards. Thus, there is a relationship between service delivery and performance of companies manufacturing food in Kenya. H_{A1} is therefore supported. In conclusion, the study confirmed that there is a positive and statistically significant relationship between service delivery and performance of companies manufacturing food in Kenya, whereby 41.7% of changes in the overall firm performance are explained by changes in the firm's service delivery namely application of service delivery innovation, resolution of public complaints, customer satisfaction index and conformity to the food regulatory standards. The results therefore support the anchoring theory of resource advantage theory. This study has contributed in different areas including implications to theory, policy, management practice and methodological contributions as discussed in the subsequent paragraphs. First, this study has advanced frontiers of knowledge from the study findings; the relationship between service

delivery and firm performance has recently attracted increasing interest from academics and practitioners alike (Blind 2006; Dean 2004; Ho and Zheng 2004; Meuter et al. 2005; Verganti and Buganza 2005; Namibia (Republic), 2016; Zomerdijk and de Vries 2007), but there was little evidence of significant relationship between service delivery and firm performance. Secondly, this research makes several noteworthy contributions to the existing theory: the empirical relationship testing how the variations in the overall firm performance were explained by variations in the firm's service delivery confirms the conceptual model that the relationship between service delivery and firm performance is significant where service delivery constructs independently and positively influences improvements in firm performance with four significant predictors namely application of service delivery innovation, resolution of public complaints, customer satisfaction index and conformity to the food regulatory standards. Thirdly on the study's policy contributions: the results of the study show that business organization can maximize their service delivery for better overall performance benefit. The findings compliment policy direction that better measures of service delivery and firm performance which makes the study current in fitting to existing body of knowledge to overcome the outdated measures. Fourth, the study contributed to management practice: The findings that firm's service delivery positively influence overall firm performance will certainly be useful in making key managerial and operational decisions. Lastly on the methodological contributions: key methodological contribution is the use of a quantitative composite index in computing the SD index and firm performance index, the use an integrated empirical model to test the relation between service delivery and performance.

Key Words: *Performance, Service Delivery, Companies Manufacturing Food and Kenya*

Introduction

This concept of service delivery refers to the actual provision and delivery of services and products as on one package called a product package to the end customer. Service delivery is worried about how, when, and where the service item is conveyed to the customer. "The contact between the service provider and the customer" (actual service provision) can be either low, medium, or high contact. Service delivery is the way toward applying specific abilities as far as information and aptitudes to give customers assistance. Service delivery therefore comprises the actual service package and the delivery channel (Zeithaml and Bitner 2003; Lovelock & Wright 2002; Nengwekhulu, 2009; Ja-Shen, Hung, & Astrid, 2009).

Quality perception is seen by consumers who normally buy on the lowest quoted, safety and value for money pay the price, which is affected gained earlier experience when procuring the desired product. Marketing efforts are recognized to affirm and learn that purchasers know the new, improved quality and safe items are propelled once the business forms have been re-designed and updated. Many factors affect competitive advantage of the business ranging from and including compliance with safety food requirements, regulations and all manner and size of businesses should need (Po-Yu, 2017).

Earlier research has examined business performance from alternate points of view, such as "financial perspective, business unit level, or business wide view of performance". "Financial performance alludes to a proportion of how excellent a firm utilizes its asset and other resources to generate revenue". Non-financial performance focuses on operational targets aimed at significantly expanding new customers base and their customer loyalty with better brand visibility and repute (Quinn & Rohrbaugh, 1983; Ja-Shen, Hung, & Astrid, 2009; Boivard & Loeffner, 2012).

An integrated model to study the concepts of BPR strategy and performance of a firm relates to the Resource Based View hypothesis/theory usage, is therefore the most suitable theory.

Research Problem

By and by, consumers are considering the quality and security of food products, with specific spotlight on the negative effect of biotechnological food products specifically the genetically modified foods without regulations. Also, when trust is broken, huge endeavors are expected to improve brand picture through improved service delivery (Yubao, Luca, Yinghua, Patrick and Xuehe, 2017).

As indicated by several past studies have turned into how improved firm performance can be achieved through excellent service delivery (Attong & Metz, 2012; Fragoso, 2015). The following research gap was the major focus of the study. The relationship between service delivery (SD) and firm performance (FP) has as of late and recently pulled in expanding enthusiasm while attracting increasing interest from academics and practitioners alike (Dean 2004; Ho and Zheng 2004; Meuter et al. 2005; Verganti and Buganza 2005; Blind 2006; Zomerdijk and de Vries 2007; Namibia (Republic), 2016), yet there is little proof and evidence

of significant relationship between service delivery and firm performance. There is little proof and evidence to support the relationship between service delivery and firm performance due to limited understanding of service delivery and its role in improving performance. Firm performance has never used BSC on the indicators.

Consequently, the present study sought to determine the relationship between service delivery and performance of food processing companies in Kenya. In this way, the accompanying exploration addresses guided this investigation: Does service delivery affect the FP of companies manufacturing food in Kenya?

Research Objectives

The overall objective of the study was to determine the how improved firm performance can be achieved through excellent service delivery for companies manufacturing food in Kenya.

Specifically, the study sought to determine the effect of service delivery on the performance of companies manufacturing food in Kenya.

Literature Review And Hypotheses Development

The section reviewed both theoretical and empirical literature relevant to the study. The relation of the study's main variables were then be summarized in a conceptual framework.

Theoretical Review

RBV is the basic theory to clarify the effect of organizational resources on supporting an upper hand for superior firm performance than their rivals (Barney, 1991; Fahy, 2000). RBV in BPR strategy implementation requires the firm to create and deploy strategic resources (assets and capabilities) for the realization of unrivaled competitive advantage. These strategic resources should be identified, categorized and prioritized in pursuant of enhanced competitive edge (Gottschalg and Zollo, 2007). Key theorists who have contributed to the development of resource based view theory include: Jay (2013), George (2011) and Prahalad (2003). The Resource Based View (RBV) argues that the competitiveness of a firm is achieved through deliverance of superior value to customers (Musya, 2013). The businesses must strategically identify and utilize resources of a firm in order to sustain competitive advantage (Collier, 2013).

RBV asserts that organizations can outperform their competitors through developing resources that are unique and diversely distributed. Using resources based view (RBV) of firm performance, the theory explains the relationship between organization resources and sustaining competitive advantage for superior performance relative to competitors (Barney, 1991). These differences lead to variations in firm performance among firms in similar industries.

Implications of the RBV for the study: BPR strategy can be seen as overarching capabilities or competences which are able develop radical improvements through complex activities aimed at achieving superior performance which will further create some effect on the relationship

between service delivery and overall firm performance thanks to the individual resources of the firm (Hughes, 2005, p.8). MacLean et al., (2004) recommended that firms need to focus on resource competence as opposed to product market in the global turbulent business environment. RBV theory provides a better understanding on the interaction between service delivery and firm performance particularly those that manufacture food in Kenya.

Empirical Literature Review on Service Delivery and Firm Performance

The empirical review underneath depends on the above hypothetical review in an attempt to comprehend the interaction between service delivery and firm performance particularly those that manufacture food in Kenya.

With changes "in "today's global and competitive environment"", BPR strategy is the only option to radically improve business processes while differentiating their product packages in the market place. This is aimed at meeting or exceeding changing customers' demands while enhance firm profitability and performance. BPR changes bring reductions of costs in the product packages (goods and/or services) provided to the customers from an organization. The BPR radical changes leads to better product quality particularly in getting better prices for customers, promptness of delivery and offerings of related services. BPR strategy implementation has huge initial cost savings for struggling businesses that are seeking to turn around their unprofitable business processes (Slater & Narver, 1995; Razalli, 2008).

Organizational operational excellence mirrors an organization's understanding and information with respect to the client's specific needs and desires (Slater & Narver, 1995). A study by Razalli, (2008) extended the idea of client's specific needs and desires by testing it against the firm's service delivery and found out that a firm should provide customized service design for select customer to boost their consumer loyalty for better productivity, expanded deals volume and profitability that eventually improves by and large the firm's performance benefit (Ja-Shen, Hung, & Astrid, 2009).

In the last few decades, it has been observed that much of the research on service delivery including service quality innovations has been limited to three key of service innovation adoption decisions, service delivery differentiation and service delivery channels (Adriaenssens, 2001; Drejer, 2004; Nijssen et al., 2006). The other two current dimension on service delivery research have focused on service delivery innovations deployment (Alam 2006), and key drivers of service delivery deployment strategy (Berry et al., 2006). Thus, according to Ja-Shen, Hung, & Astrid, (2009) subsequent research shall attest the significance of service delivery on the firm's overall performance. "This will add to the scanty body of knowledge on by testing the direct link between SD and FP."

Proposition I: Better service delivery leads to better firm performance.

Table 1: Summary of Knowledge gaps on SD and FP

Author(s)/ Year (s)	**Study/Research Focus & Gaps**	**How Gaps Could be Addressed & Proposed Remedy**
Alam (2006)	Focused on service innovation strategy but not service delivery and firm performance	There is need to empirically link service delivery with firm performance
Berry et al. (2006)	Focused on drivers of SD innovations adoption but not SD as an outcome performance indicator in relation to FP.	There is need to empirically test the link between SD as an outcome performance indicator in relation to FP
Dean 2004	Look at Organizational and Customer Variables in Service Delivery but not service delivery and firm performance	There is need to empirically link service delivery with firm performance
Drejer, (2004)	Focused on service delivery typologies but not service delivery and firm performance	There is need to empirically link service delivery with firm performance
Ho and Zheng 2004	Linked Customer Expectation to Service Delivery but not service delivery and firm performance	There is need to empirically link service delivery with firm performance
Ja-Shen, Hung, & Astrid, (2009)	There is no significant and satisfactory comprehension of the idea of SD and its role in improving FP. The investigation was led with Financial institutions in Taiwan, so the speculation of the outcomes to different businesses might be restricted. The examination model estimated one point in time and is in this way basically a static perspective.	There is need to empirically test the SD constructs and their role in improving firm performance Need to test the link between the two variables of SD and FP in a developing economy Need to develop a the research model to measure the relationship over time
Johnston and Clark (2001)	Focused on service operations and not the relationship to SD as an outcome performance indicator in relation to FP.	There is need to empirically the link SD as an outcome performance indicator in relation to FP
Meuter et al.	The researchers were keen on Customer Trial using Self-Service Technologies	Need to link service delivery to

Author(s)/ Year (s)	Study/Research Focus & Gaps	How Gaps Could be Addressed & Proposed Remedy
2005	without linking it to firm performance	firm performance
Nijssen et al. (2006)	Focused on SD differentiation characteristics but not SD as an outcome performance indicator in relation to FP	There is need to empirically link service delivery with firm performance
Zomerdijk and de Vries 2007	Conducted a survey on Service Delivery Systems without linking it to firm performance	Need to link service delivery to firm performance

Conceptual framework and Hypotheses Development

It is apparent from the literature that a lot more needs to be done than has already been done with regard to cementing the conceptual framework for establishing the causal link between service delivery and firm performance. This study through the conceptual model develops analysis and synthesis of the current literature as an attempt at filling this gap.

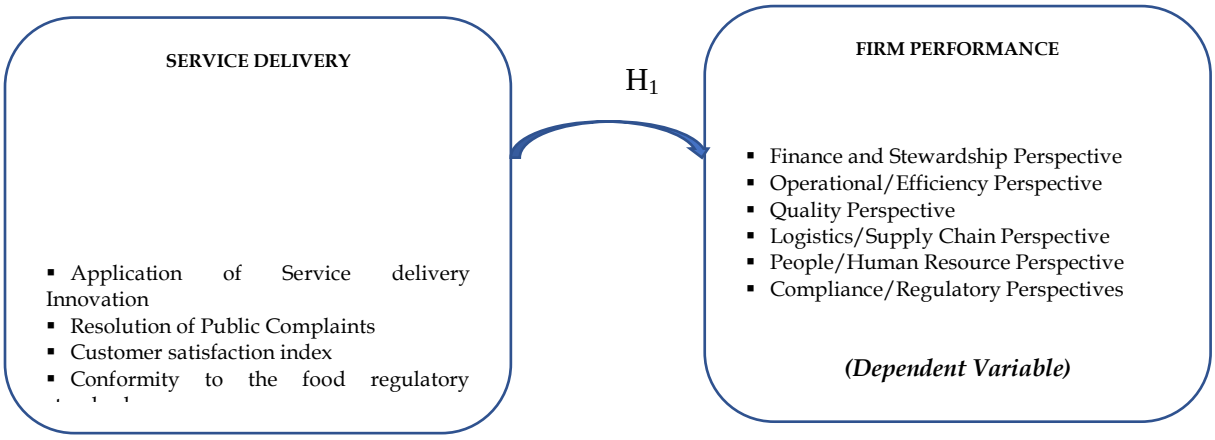

Figure 1 Conceptual Model

"Source: Researcher", 2020"

H_{A1}= "There is a significant relationship between service delivery and performance of companies manufacturing food in Kenya.

Research Methodology

The section highlighted the research methodology adopted that ensured the research objectives are addressed conclusively. This covered the research design, target population, sample size and sampling techniques, research instruments, data collection procedures, and data analysis.

This study therefore adopted the positivist approach by arguing that the study sets to empirically and objectively analyze the relationships existing among the variables in question and also the hypothesis were drawn from the theories. The positivist orientation will also enable hypotheses testing, acceptance or rejected based on the tested results thus leading to further research. This philosophy unveils the fact or causes of social phenomena thereby it is more on theory testing (positivism approach) as opposed to theory building (epistemology).

The study adopted a descriptive cross sectional design. Information about the subjects that was gathered represented a snap shot of what was going on at that point in time. This design has been used successfully by Magutu, Mbeche, Njihia and Nyaoga, (2016) and Ongore & Kusa, (2013) to test hypothesis and draw conclusions. In view of the breath of the study through the utilization of cross-sectional survey, the researcher was afforded the opportunity to capture data on service delivery and performance of companies manufacturing food in Kenya.

The study population-cum-unit of analysis of the study" was seventy-five (75) companies manufacturing food in Kenya. These food-manufacturing companies were classified into companies offering: cereals manufacturing, food manufacturing consultancy, food flavours manufacturing, food hygiene, sugarcraft supplies, food preparation, food processing and food packaging. The target respondents and informants were the chief executive officer (CEOs) and with their permission, the production or operations managers depending on the structure of the particular company. The respondents were picked to represent all the stratas of 75 food manufacturing firms.

Through a methodological triangulation method, both primary and secondary data, which reinforced each other, were gathered by utilizing a poll & survey questionnaire strategy with open-ended and closed questions well aligned with the study objectives and hypothesis based on the literature reviewed as well as theories anchoring the study (Emmel, 2014; Saunders et al, 2007). Sekaran, & Bougie, (2013) who applauded it because of its ability to maximize the benefit of standard and descriptive data that the interviews generate used this approach.

The questionnaire was divided into two sections. Whereby section I collected data on Service Delivery and Section II on Firm Performance. Firm performance was collected from secondary specifically from data annual performance reports of 2012/13, 2013/14, 2014/15 and 2015/16, 2016/17.

To compute the service delivery index and firm performance index, weighted scores (adopted from GoK, 2018) with an average of five years will be computed as follows:

Step 1: Determine the Actual Achievement for each service delivery and firm performance ***indicators***, $X_{\text{year 1-5}}$

Step 2: Find the ***average Score*** of the five-year Actual Achievement for each service delivery and firm performance ***indicators***, ***Average Score*** = $(X_{\text{year 1+}} X_{\text{year 2+}} X_{\text{year 3+}} X_{\text{year 4+}} X_{\text{year 5}})/5$

Step 3: Compute the Weighted Score by Multiplying the weight (assigned to the indicator as a percentage) by the ***Average Score*** to obtain the Weighted Score, i.e. **Weighted Score** = Indicator ***Weight*** as a percentage * ***Average Score***.

Step 4: Compute the ***Composite Score*** of each food manufacturing company by ***summation of weighted scores*** for indicators to obtain the ***service delivery index and firm performance index.***

After the computation of service delivery index and firm performance index, stepwise multiple regression analysis was used to test the study hypothesis as shown in table 2 below.

Table 2: Summary of Objectives, Hypotheses and Analytical Model

Objective	Hypothesis	Analytical model	Test Statistics	Analytical method	Interpretation
"To determine the effect service delivery on performance of companies manufacturing food in Kenya;"	$\mathbf{H_{A1}}$= "There is a relationship between service delivery and firm performance";"	$Y= \alpha +\beta_1 X_1 + \varepsilon$ Y= FP α= constant/intercept β_1= Coefficient parameters to be determined X= Composite index of service delivery, ε = Error term	Mean, t-value, Pearson's correlation, R, R^2 F-Ratio, P-values.	Multiple Regression Analysis	"R^2 for goodness-of fit"; "F-test for overall significance"; "t-test for individual significance"; and "Marginal changes" R^2 depicts model fitness and explains the changes in dependent variable. P-value, F-ratio and t-statistic explains the significance of the model constructs.

Source: Author, 2020

Data Analysis, Findings and Discussions

Introduction

This section presents the fundamental study findings and interpretations based on field-data collected from the target study participants. The presented findings constitute a basis towards drawing the study conclusions and recommendations.

Out of the targeted 75 respondents; however, the researcher received response from 44 respondents forming 56.67% response rate, which was considered adequate for analysis. All subsectors of the food-manufacturing manufacturing companies in Kenya were all proportionately represented in this study, avoiding any chances of bias or misrepresentation.

The study found out that majority (53%) of the food manufacturing companies have been in operation for more than fifty (50) years while there are new entrants which are between 1- 10 years old. This confirms that food processing in Kenya is more than 50 years old and majority of these firms are highly likely to re-engineer in order to deliver value to their customers.

Diagnostic Tests

Service delivery had the highest reliability coefficient of 0.974(α = 0.974) followed by firm performance (α = 0.923). The study adopted a cut-off point of 0.5 as indicators for reliable data. Normality was tested using the Shapiro-Wilk test and the results showed that all the variables were above 0.05 ($p > 0.05$) hence confirming data normality. Thus, p-values for the Sharipo-Wilk tests were 00.31 for service delivery and 0.20 for firm performance.

The variables of the study indicated VIF values of between 1.53 and 9.73 which is less than the 10 This indicated that the data set displayed no multicollinearity. P-values of Levene's test for homogeneity of variances were less than 0.05. The test therefore was significant at α= 0.05 meaning that the group variances are unequal hence no homogeneity.

Hypothesis Testing

The research hypothesis was tested at 95% (α=0.05) confidence level using multiple regression analysis, hence decision points to reject or fail to reject hypothesis were based on the p-values. Where $p<0.05$, the study failed to reject the hypotheses, and where $p>0.05$, the study rejected the hypotheses".

The study sought to determine the effect service delivery on performance of companies manufacturing food in Kenya. The hypothesis was:

H_{A1} =There is a relationship between service delivery and performance of companies manufacturing food in Kenya.

Table 3: Variables Entered/Removed on the Effect Service Delivery on Firm Performance

Model	Variables Entered	Variables Removed	Method
1	Service Delivery Index[b]	.	Enter

a. Dependent Variable: Firm Performance Index

b. All requested variables entered.

Source: Research Data (2021)

Composite indices for service delivery and firm performance were computed before testing the effect service delivery on firm performance. Composite index on firm service delivery was derived from the four dimensions that were used to measure of firm service delivery: application of service delivery innovation, resolution of public complaints, customer satisfaction index and conformity to the food regulatory standards. Composite index on firm performance was derived from the six perspectives that were used to measure of firm performance (finance and stewardship, operational/efficiency, quality, logistics/supply chain, people/human resource, and compliance/regulatory) before finding the overall composite firm performance index.

From the findings on table 4, the two indices were included in the multiple regression analysis testing the relationship between service delivery and firm performance. Further the model goodness of fit using the adjusted R^2 (coefficient of determinations) done in the next table.

Table 4: Model Goodness of Fit of on the Effect Service Delivery on Firm Performance

Model	R	R^2	Adjusted R^2	Std. Error of the Estimate
1	.656[a]	.431	.417	10.79416

a. Predictors: (Constant), Service Delivery Index

Source: Research Data (2021)

As presented in Table 4, 41.7% (Adjusted R^2 = 0.417) of variations in the overall firm performance is explained by variations in the firm's service delivery namely application of service delivery innovation, resolution of public complaints, customer satisfaction index and conformity to the food regulatory standards. Table 5 presents that the model is statistically significant in explaining the relationship between service delivery and firm performance, F (1, 42) =31.786, P>0.000.

Table 5: Model Overall Significance on the Effect Service Delivery on Firm Performance

ANOVA[a]					
Regression Model	**SS (Sum of Squares)**	**df**	**Mean Square**	**F**	**Sig.**
Regression	3703.471	1	3703.471	31.786	.000[b]
Residual	4893.584	42	116.514		
Total	8597.055	43			

a. Dependent Variable: Firm Performance Index
b. Predictors: (Constant), Service Delivery Index
Source: Research Data (2021)

As presented in Table 6, using standardized coefficients: service delivery has a weak effect on firm performance (β=0.792, t= 8.401, P>0.000). The relationships derived is statistically significant.

Table 6: Regression Coefficients of Effect Service Delivery on Firm Performance Model

Model	**Unstandardized Coefficients**		**Standardized Coefficients**	**t**	**Sig./P-Value**
	B	**Std. Error**	**Beta**		
(Constant)	19.658	3.173		6.195	.000
Service Delivery Index	.907	.161	.656	5.638	.000

a. Dependent Variable: Firm Performance Index

Source: Research Data (2021)

The regression equation derived was thus as follows:

Y = 19.658 + 0.907 SD

Where:

Y_1 = Firm performance

SD = Service Delivery

The regression model suggests that firm performance index is constant at 19.658 and a unit improvement in service delivery leads to an improvement in firm performance by 0.907 units.

The findings therefore confirms alternate

hypothesis that there is a relationship between service delivery and performance of companies manufacturing food in Kenya. H_{A1} is therefore supported.

Discussion of the Research Results and Findings

This section discusses the results of this study in line with the research objective and the hypothesis formulated based on existing literature, both conceptual and empirical, and led to the development of conceptual model, which outlined the relationships between the variables. The results from the test of hypotheses are compared on how they fit into the existing body of knowledge and previous studies. Further, this section discusses the implications of the current research findings' provision of new insights and support of existing theory on which the study was founded.

The study determined effect service delivery on performance of companies manufacturing food in Kenya. In order to test for this influence, a corresponding hypothesis H_{A3} that states that there is a relationship between service delivery and performance of companies manufacturing food in Kenya was formulated.

In testing the third hypothesis on the effect of service delivery on the performance of manufacturers in Kenya the results showed that there is a significant relationship between service delivery and performance of companies manufacturing food in Kenya (R^2 = 41.7%).

This findings fits well into the existing body of knowledge by holding that service delivery influence the firm's performance as evidenced by works of Razalli, (2008) which illustrated that business organization can maximize their service delivery for better overall performance benefit. Further, the study advances better measures of service delivery and firm performance which makes the study current in fitting to existing body of knowledge to overcome the outdated measures as observed by Kuwaiti & John, (2000) that Organizations have been measuring performance using outdated costing systems and financial reporting that do not reflect the need for customer satisfaction in service delivery.

These results are consistent with earlier conceptual and empirical evidence by Ja-Shen, Hung, & Astrid, (2009)business organization can maximize their service delivery especially the customer satisfaction for performance and profitability, increased sales volume, which ultimately improves overall performance benefit.Thus, according to Berry et al., (2006) and Ja-Shen, Hung, & Astrid, (2009) their recommendation that subsequent research needed to attest the importance of service delivery on the firm's performance. This study is consistent with the recommendation to add to the scanty body of knowledge on by testing the relationship between service delivery and firm performance.

The finding have further provided new insights on how to measure service delivery by contextually considering other measures other than customer satisfaction and service quality for food manufacturing companies in addition to decisions of service innovation adoption (Adriaenssens, 2001), service delivery characteristics (Nijssen et al., 2006)

or service delivery typologies (Drejer, 2004) of service innovation, service innovation strategy and process (Alam 2006), and drivers of SD innovation (Berry et al., 2006). The extended and new insights on service delivery include four new dimensions of application of service delivery innovation; resolution of public complaints; customer satisfaction index; conformity to the food regulatory standards.

Conceptually, the empirical relationship testing how the variations in the overall firm performance were explained by variations in the firm's SD confirms the conceptual model that the relationship between SD and firm performance is significant where SD constructs independently and positively influences improvements in FP with four significant SD innovation predictors of, resolution of public complaints, customer satisfaction index and conformity to the food regulatory standards. This study confirms and supports the use of resource based view theory based MacLean, Meyer and Estable., (2004) argument that the resources that a firm can use to pursue improved SD for improved performance leading to competitive advantage using SD innovations and the reputation to deliver better services. Therefore, food-manufacturing firms should invest more SD for them to realize improved FP.

Summary, Conclusions and Recommendations

This chapter presents the study's summary of findings on thematic areas, conclusions, recommendations, limitations and suggestions for further studies. The summary of findings is based on each and every indicator used in the study while the conclusions and recommendations are based on the generalized views under each objective area.

Summary of Findings

Primarily, the discussions laid focus on the results and whether they were consistent or contradicted other empirical studies. It also covered suggestions on areas of keen interest. On hypotheses testing, it was established that Thirdly, 41.7% of variations in the overall firm performance are explained by variations in the firm's service delivery namely application of SD innovation, resolution of public complaints, customer satisfaction index and conformity to the food regulatory standards. Thus, there is a relationship between service delivery and performance of companies manufacturing food in Kenya. H_{A1} is therefore supported. The table below provides the summary of results, summary of hypotheses testing and decision.

Table 7: Summary of the Results of the Hypothesis

Objective	Hypothesis	R	R^2	Adj. R^2	F	Sig./P-Value	Decision
To determine the effect service delivery on performance of companies manufacturing food in Kenya; and	H_{A1} :There is a relationship between service delivery and firm performance; and	.656[a]	.431	.417	31.786	.000[b]	Accept

Source: Researcher (2020)

Conclusion

In conclusion, the study confirmed that there is a positive and statistically significant relationship between SD and FP of companies manufacturing food in Kenya, whereby 41.7% of changes in the overall firm performance are explained by changes in the firm's service delivery namely application of service delivery innovation, resolution of public complaints, customer satisfaction index and conformity to the food regulatory standards. The results therefore support the anchoring theory of resource based view theory.

Contributions of the Research Findings

This study has contributed in different areas including implications to theory, policy, management practice and methodological contributions as discussed in the subsequent paragraphs.

First, this study has advanced frontiers of knowledge from the study findings; the relationship between service delivery and firm performance has recently attracted increasing interest from academics and practitioners alike (Blind 2006; Dean 2004; Ho and Zheng 2004; Meuter et al. 2005; Verganti and Buganza 2005; Namibia (Republic), 2016; Zomerdijk and de Vries 2007), but there was little evidence of significant relationship between service delivery and firm performance. The research findings confirmed that there is a significant relationship between service delivery and performance of companies manufacturing food in Kenya Further, the study advances better measures of service delivery and firm performance which makes the study current in fitting to existing body of knowledge to overcome the outdated measures as observed by Kuwaiti & John, (2000) that Organizations have been measuring performance using outdated costing systems and financial reporting that do not reflect the need for customer satisfaction in service delivery.

Secondly, the empirical relationship testing how the variations in the overall firm performance were explained by variations in the firm's service delivery confirms the conceptual model that the relationship

between service delivery and firm performance is significant where service delivery constructs independently and positively influences improvements in FP with four significant predictors namely application of SD innovation, resolution of public complaints, customer satisfaction index and conformity to the food regulatory standards. This study confirms and supports confirms and supports the use of resource based view theory based MacLean, Meyer and Estable., (2004) argument that the resources that a firm can use to pursue improved SD for improved FP leading to competitive advantage using SD innovations and the reputation to deliver better services. Therefore, food-manufacturing firms should invest more SD for them to realize improved FP. Therefore food manufacturing firms should invest more SD for them to realize improved FP.

Thirdly on the study's policy contributions: the results of the study show that business organization can maximize their service delivery for better overall performance benefit. The findings compliment policy direction that better measures of service delivery and firm performance which makes the study current in fitting to existing body of knowledge to overcome the outdated measures. There is need for food manufacturing firms to maximize their service delivery especially the customer satisfaction for performance and profitability, increased sales volume, which ultimately improves overall performance benefit.

Fourth, the study contributed to management practice: The findings show that firm's service delivery positively influence overall firm performance will certainly be useful in making key managerial and operational decisions. The positive effects have higher contributions to the performance and this implies that the firm should focus more on service delivery innovation, resolution of public complaints, customer satisfaction index and conformity to the food regulatory standards. This will lead to positive and significant firm performance.

Lastly on the methodological contributions: key methodological contribution is the use of a quantitative composite index in computing the SD index and firm performance index, the use an integrated empirical model to test the relation between service delivery and performance. Lastly, the study used a number of indicators to measure each construct, which improved the construct validity. Based on this, the ground has been set for replication whereby questionnaires were used as a useful tool for data collection, which allowed the respondents privacy and chance to express themselves freely without fear and shyness. This is therefore a methodological contribution compared to the commonly used interviews and lab experiments.

Limitations of the study

The study had a number of limitations. The use of aggregated statistics for measures of the conceptualized variables on service delivery and firm performance was with the assumption that those measures had not changed and that performance reflected the outcome of BPR strategy adopted. However,

the dynamics surrounding regulations in food processing keep changing and are different given that the way they respond to the changes in the environment is also different. This study didn't stretch out past the food manufacturing companies' boundaries henceforth came up short on a dyadic methodology. A single respondent was used in data collection, which may bias or determine the nature of responses. This study drew its sample from companies manufacturing food in Kenya, and further research should include a broader perspective of all manufacturing firms or large scale manufacturing firms. The same can be applied to the service firms and industry. The information that was sought from the companies manufacturing food in Kenya were voluntary, but out the fifty questionnaires that were returned, there were some outliers hence only forty four (44) questionnaires were used in the correlation and regression analysis of this study.

Suggestions for Further Research

The data collected for firm service delivery and performance was quantitative in nature. These secondary data was not easy to get. The firms indicated that it was confidential classified information, hence giving the researcher tough conditions in its use. Future research can use qualitative indicators, information and issues regarding service delivery and firm performance. This study used four dimensions that were used to measure of firm service delivery: application of service delivery innovation, resolution of public complaints, customer satisfaction index and conformity to the food regulatory standards. Future research can test the mediating effect of service delivery on the relationship between BPR strategy and customer satisfaction. This will involve checking whether the service delivery has an influence on customer satisfaction.

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