

**INFLUENCE OF VALUE DELIVERY ON ENTERPRISE GROWTH: A CASE OF  
FOOD RETAIL OUTLETS IN CBD,  
KISUMU COUNTY, KENYA**

**BY**

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**DECLARATION**

**Declaration by the Candidate**

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## ABSTRACT

The small and medium enterprise sector has been recognized throughout developing economies for its pivotal role in promoting the common people economic growth and equitable sustainable development. Small and medium enterprises (SMEs) growth accelerates achievement of socio –economic objectives in Kisumu County, including poverty reduction and employment creation. An efficient and effective value delivery approach can assist in enterprise growth. However, majority of small enterprises hardly celebrate the third birthday, implying that these enterprises exit the enterprise continuum. The purpose of this study was to analyze influence of value delivery on enterprise growth in the Food Retail Outlets in CBD, Kisumu County, Kenya. The specific objectives of the study were to examine the influence of: - employee satisfaction on value-added products in Food Retail Outlets, customer satisfaction on sales growth in Food Retail Outlets and integration of supplier base on value-added products in Food Retail Outlets. This study adopted the Resource-Based and Competence-Based Theories. Survey research design was adopted. A sample size of 240 respondents comprising of 30 owners, 90 employees and 120 customers was selected from a target population of 407 respondents comprising of 34 owners, 149 employees and 224 customers of the licensed SMEs in Food Retail Outlets in CBD, Kisumu County, Kenya. Purposive sampling, simple random sampling and systematic sampling techniques employed to select owners, employees, and customers of selected SMEs, respectively. Questionnaires were the main data collection instruments. Descriptive statistics including frequencies, percentages and standard deviations were used to analyze the data. Inferential statistics like Pearson correlation used to detect linear relationships and paired samples t-test and Oneway Anova test employed for hypothesis testing. The key findings of this study were: - employee satisfaction had a positive relationship with value-added products ( $P\text{-value} = 0.000 < 0.05$ ), customer satisfaction had a positive relationship with sales growth ( $P\text{-value} = 0.001 < 0.05$ ) and integration of supplier base had a positive relationship with value-added products ( $P\text{-value} = 0.000 < 0.05$ ). This study concludes that simultaneous recognition of employee satisfaction, customer satisfaction and integration of supplier base influence value delivery on enterprise growth in Food Retail outlets. The study recommends that SMEs should focus on developing efficient and effective competencies on employee satisfaction, customer satisfaction and integration of supplier base as they influence value delivery to customers, hence leading to enterprise growth. This study recommends further studies in other non- service related enterprises. The significance of the findings is anticipated to add knowledge and theories of growth, value delivery proposition, employee and customer satisfaction and integration of supplier base. The owners of SMEs will better understand effect of employee satisfaction, customer satisfaction and integration of supplier base on value delivery so as to promote the growth of their enterprises.

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**ABBREVIATIONS AND ACRONYMS**

<b>CBD</b>	-	Central Business District
<b>SMEs</b>	-	Small and Medium Enterprise
<b>US</b>	-	United States
<b>FFI</b>	-	Fast Food Industry
<b>FO</b>	-	Food Outlets
<b>FFR</b>	-	Fast Food Restaurant

## OPERATIONAL DEFINITIONS OF KEY TERMS

**Enterprise** refers to a business unit that provides food products/services

**Employee Satisfaction** refers to an entrepreneurial value that raises morale of employees to deliver service and food quality to customers.

**Customer satisfaction** refers to service quality experiences of food service/product and can promote customer loyalty and retention in food outlets.

**Delivery of value** refers to consumption experiences in food service and food product.

**Retail Food Outlet** refers to part of economy which deals in provision of food products and services.

**Growth** refers to sales and value added products in food retail outlets.

**Integration of supplier base** refers to offering of service and food quality within short lead time and can influence future purchase intentions.

## CHAPTER ONE

### INTRODUCTION

#### 1.0 Introduction

This chapter contains the background to the study, statement of the problem, objectives, and research hypotheses, significance of study, limitation to the study, scope and delimitation of the study.

#### 1.1 Background to the Study

Small medium enterprises (SMEs) worldwide have been recognized as the key engines of economic development, given that they create almost half of all new jobs in the world's economy (Koech, 2011, Andzelic, G., Dzakovic, V., Lalic., B., Zrnica, D. &Palcic, I. (2011).

Enterprise growth refers to profitability and productivity (Isaga, 2012). According to Lil (2012) enterprise growth refers to profitability, innovation capacity and resistance capability of business risk. Growth is defined as an increase in number of employees in the enterprise (Levie & Autio, 2013).

Value delivery to customers in enterprise operation is expected to result in growth (Marienelli, Simeone & Scarpato, 2015, Jang & Ha, 2014). Delivering value to customers creates competitive advantage in market place and therefore leading to enterprise growth (Chen & Yang, 2015). Efficient and effective delivery of value to customers influences growth of enterprise (Mc Coll Kennedy, 2015, Wang, 2014).

Influence of value delivery on enterprise growth has been analyzed within entrepreneurship. One major concern is that most of small enterprises fail to grow during their life span (Scheers & Botha, 2015).

Globally, employee satisfaction (Unal, 2013, Skaalvik & Skaalvik, 2011, Gkorezis & Petridou, 2012), customer satisfaction (Schultz, 2012, Ryu, 2012, Jang & Han, 2015) and integration of supplier base (Kapiki, 2012, Mc Cornick, 2014, Wu, 2015) influence value delivery on enterprise growth in Food Outlets. However, despite these efforts small enterprises remain small.

Internationally, employee satisfaction raises morale of workers, thus influencing value creation to customers, hence leading to enhanced overall total value-added products in fast food industry in US (Gkorezis & Petridou, 2012, Kehoe & Wright, 2013).

Integration of supplier base fulfils order value, so influencing value delivery to customers and thus resulting in increasing value added products in Food Outlets (Min & min, 2011). Also, integration of supplier base offers high-quality food products/services, so influencing service value delivery to customers hence positively impacting on value-added products in grocery enterprises in Finland (Mc Cornick, 2014, Peltola, 2015, Kozlekova, Hult, Lund, Mena to Kekev, 2015).

Studies conducted on fast food industry in US revealed that customer satisfaction elicits repeat purchases therefore influencing value creation to customers, and thus significantly impacting on sales in Burger King fast food enterprises (Khan, 2015, Min & Min, 2011).

Research project conducted on fast food restaurants revealed that integration of supplier base executes order value fulfillment, so influencing service quality delivery to customers and therefore enhancing overall total value added products in SMEs (Ali, Ahmed, Nasir, Nafar & Zahid, 2014). However small enterprises in food outlets hardly grow, hence remaining at initial level.

Regionally, in South Africa, research studies conducted on public organisation dealing in food services, revealed that employee satisfaction fosters morale of workers to influence value delivery, hence leading to improved output of value-added products (Deshpande, Arekar, Sharma & Somaiya, 2012, Scheers & Botha, 2014, Panagopoulos, 2013). However, small enterprise hardly grow beyond initial stage which they initiated their activities.

In Pakistan research studies revealed that customer satisfaction solicits willing to recommend purchasing similar food products/services, thus influencing service value delivery to customers, hence improving sales in Food Outlets (Tat, Soo K-Min Ai-Chin, Raili & Mid, 2011). In Saudi Arabia, research study revealed that customer satisfaction promotes loyalty and retention, so influencing service value delivery to customers, significantly impacting on sales in Fast Food Restaurants (Dedeoglu & Demarir (2015).

In Ghana, studies revealed that integration of supplier base delivers order value, thus influencing service quality delivery to customers, positively impacting on value-added products in SMEs in Fast Food Restaurants (FFR) (Othman, Zahari & Radzi, 2013, Wu, 2015). Also, customer satisfaction promotes loyalty and retention, eliciting repeat purchases, therefore influencing service value delivery, hence significantly impacting on

sales in Food Retail Outlets (Wang & Hung, 2015). However, SMEs in fast food industry hardly grow, hence remaining micro.

Generally, in Kenya studies conducted on Food Outlets suggested that customer satisfaction solicits willingness to recommend doing business with same service provider, so influencing value delivery hence resulting in sales (Mc Cornick, 2014).

Also, research projects conducted on food outlets showed that customer satisfaction influences value delivery to customers, and therefore leading to sales (Onyango, Othuo, Odhuon, 2012).

Integration of supplier base fulfils order value so influencing service quality delivery to customers, hence improving overall total outputs of value-added products in Food Outlets (Onyango, Othuo, & Odhuon, 2012). Despite this effort, SMEs hardly celebrate the 3<sup>rd</sup> birthday. The results of these studies have confirmed that employee satisfaction, customer satisfaction and integration of supplier base influence value delivery on enterprise growth in Food Outlets. However, most of these small enterprises fail to growth in their lifespan. Despite of this, little attention has been paid to investigate the effect of employee and customer satisfaction and integration of supplier base on value delivery on enterprise growth Food Outlets in CBD, Kisumu County, hence the aim of this study.

## **1.2 Statement of the Problem**

Delivery of value to customers through employee and customer satisfaction and integration of supplier base is key to enterprise growth. Currently, majority of small enterprises in Food Retail Outlets in central business district in Kisumu County hardly

celebrate the 3<sup>rd</sup> birthday. This suggests that these enterprises do not grow beyond the initial stage. Equally, majority of the enterprises that celebrate the 3<sup>rd</sup> birthday, scarcely achieve entrepreneurial transition, hence remaining small. This implies that factors that contribute to value delivery on enterprise growth is little understood and practiced in Food Retail Outlets in CBD in Kisumu County, hence the need for this study.

### **1.3 Purpose of the Study**

The purpose of this study was to analyze factors that contribute to value delivery on enterprise growth in Food Retail Outlets in Kisumu County, Kenya.

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

The specific objectives of the study were to examine:-

- i) The influence of employee satisfaction on value- added products in Food Retail Outlets
- ii) The influence of customer satisfaction on sales in Food Retail Outlets
- iii) The influence of integration of supplier base on value added products in food retail outlets.

### **1.5 Hypotheses**

The hypotheses which guided the study were:

**HO<sub>1</sub>**, employee satisfaction has no significant influence on value-added products in Food Retail Outlets

**HO<sub>2</sub>** customer satisfaction has no significant influence on sales in food Retail Outlets.

**HO<sub>3</sub>** integration of supplier base has no significant influence on of value-added products in Food Retail Outlets.

### **1.6 Significance of the Study**

The significant of the study is anticipated to add knowledge in theories of growth, value delivery proposition, employee and customer satisfaction and integration of supplier base. The findings of the study with owners of SMEs with better understanding of the effect of employee and customer satisfaction and integration of supplier base on value delivery hence lead to growth of their enterprises.

### **1.7 Justification of the Study**

This study was expected to be of significance to the county government as its findings would provide knowledge on promotion of SMEs for county economic development. The entrepreneurs of SMEs would gain insight into the knowledge to assist them make right decisions regarding operations in delivery of value to the customers. The study would also be useful to the business communities that are involved in service industry in Kisumu County as delivery of value to the customers would stimulate domestic tourist spending. For academia, apart from contributing to knowledge in this ever expanding and important sector of the economy, academics would borrow citations of the study for further studies. The policy makers would use the findings to develop government and NGO, support programmes such as business development services, where owners of SMEs would mentor their skills to improve the performance of enterprises.

### **1.8 Limitation to the Study**

Limited sample size that does not give a broad scope of phenomenon had been adopted in the previous research studies; however this study employed a large sample size for positive generalisability of findings.

Previous research studies adopted cross-sectional or descriptive research designs that limit data collection. The study adopted survey research design that allowed ease in data the collection.

Non-probability random, snow-balling and stratified random sampling techniques that provide negative generalisability of findings of phenomenon have been adopted in previous studies. This study employed, purposive, simple and systematic random sampling techniques that allow positive generalisability of findings.

Previous research projects had separately analyzed effects of employee satisfaction, customer satisfaction and integration of supplier base on value delivery on enterprise growth. However, despite the efforts, small enterprises fail to grow in lifespan. This study, simultaneously analyzed the three dimensions to provide comprehensive detail examination of Phenomenon.

### **1.9 Scope and Delimitation of the Study**

The scope and delimitations were influence of value deliver on enterprise growth in Food Retail Outlets in CBD, Kisumu County, Kenya. The study was conducted between May 2015 and October 2016 and adopted survey research design. The target population was

owners, employees and customers of duly registered and operational SMEs in Food Outlets in Central Business District, Kisumu County. The sample of the population was the owners, employees and customers of only registered, operational and licensed SMEs in Food Retail Outlets. Questionnaires were the main source of primary data collection, while secondary data was obtained from records and reports kept with county government and owners of selected SMEs.

## CHAPTER TWO

### LITERATURE REVIEW

#### 2.0 Introduction

This chapter presented a critique and literature related to the study, theoretical framework, concept of growth, concept of value delivery, conceptual framework, chapter summary and research gap.

#### 2.1 Theoretical Framework

The study was guided by two theories, the Resource Based Theory (Coff & Kryscyriski, 2011, Wernerfelt, 2011) and Competence Based Theory (Hawkins, Welcher, Holmboe, Kirk & Norcini, 2016). Resource Based Theory asserts that resources distributed among the enterprises are heterogeneous and immobile (Wernerfelt, 2011, Foss, 2011). The nature and quality of resources can lead to enterprise growth. Resource Based Theory echoes that enterprise resources like expansion of business activities, financial resources and educated staff ought to be valuable, rare, imperfectly imitable and non-substitutable to result in enterprise growth (Wernerfelt, 2011, Maritan & Peteraf, 2011).

Resource Based Theory holds that enterprise resources need to be reconfigured to deliver value to customers for enterprise progress into the next growth opportunity Hart & Dowell (2011). The empirical implication of resource based theory is that enterprise resources ought to be reconfigured to deliver value to customers, hence leading to growth during transition between stages. Competence Based Theory asserts that core competencies of an enterprise ought to influence value delivery to the customers hence resulting in growth (Hawkins, Welcher, Holmboe, Kirk & Norcini, 2016, Edgar, William,

Lockwood & Chris 2012). Competence Based Theory holds that costly duplicated core competencies of an enterprise configure resources influencing delivery of value to customers, hence leading to enterprise growth. (Poloyac, Empey, Rohan, Skledar, Empey, Kolin, Bies, Gibbs, Folan & Kroboth, 2011). The empirical implications of this theory is that focusing on developing efficient and effective competencies influence value delivery to customers hence leading to enterprise growth.

## **2.2 Concept of Enterprise Growth**

Growth is referred to as profitability, innovation capacity and resistance capacity to risk (Li Li & Lifeng, 2012). According to Isaga (2012), enterprise growth is referred to increase profits, sales, fixed assets. Also enterprise growth refers to an increase in number of employees (Levie Autio, 2013). However, in the study growth has been conceptualized as increase in sales and value-added products.

Value delivery to customers is an important phenomenon since it leads to enterprise growth (Rauch & Ryskik, 2013). Influence of value delivery on enterprise growth in Food Outlets (FO) has been widely analyzed within entrepreneurship. The major concern is that majority of small enterprises in fast food industry hardly grow.

Globally, several studies have been conducted on influence of value delivery on enterprise growth in Food Retail Outlets. A wide range of factors such as employee satisfaction (Urial, 2013, Skaalvik & Skaalvic, 2011), customer satisfaction influence value delivery to customers in Food Retail Outlets (Schultz, 2012, Ryu.2012) integration of supplier base (Kapiki, 2012, Mc Cornick2014, Wu, 2015). However, despite this effort small enterprises in fast food industry hardly grow in their lifespan.

Internationally, study conducted on Fast Food Restaurants revealed that employee satisfaction raises morale of workers to dedicate and commit to influencing value creation to customers, hence resulting in increased value added products (Gkorezis & Petridou, 2012, Kehoe & Wright, 2013).

Study conducted in US by Schultz (2012) shows effective customer satisfaction influences value delivery to purchasers, so promoting loyalty and retention and therefore leading to improved sales in Food Outlets. Studies conducted in fast food restaurants in India revealed that integration of supplier base influences value delivery to customers and therefore positively impacting on value added products/services (Ali, Mirza, Ahmed, Iram, Hurma & Zahra, 2014).

Employee satisfaction raises morale of workers to effect value creation to customers and therefore significantly impacting on value-added product/services in SMEs in fast food industry in Malaysia (Swetha & Kumar, 2014, Ologbo & Sofian, 2013). In research studies on groceries in Finland, results revealed that integration of supplier base fulfills order value and ordered quality of food or services within promised date, so influencing value addition creation, hence resulting in enhanced value-added products (Mc Cornick, 2014, Peltola, 2015, Kozlenkova, Hult, Lund, Mena & Keke, 2015). Excellent integration of supplier base offers high-quality food products or services, thus influencing value delivery to customers, resulting in sales in SMEs in faster food industry.

A study conducted on Fast Food industry in USA by Pride & Ferrell (2012) revealed that integration of supplier base influences value addition creation to customers, hence leading to growth of growth of Mc Donald Fast Food enterprise (Min & Min,

2011). Several research projects on Fast Food Restaurants (FFR) in US revealed that customer satisfaction influences value creation to purchasers, fostering loyalty and retention and therefore positively impacting on sales in fast food outlets (Chen & Yang, 2015, Min & Min, 2011). In their research project on Food Outlets in India results (Ali, Ahmed, Nazir, Zafar & Zahid, 2014) revealed that integration of supplier base offers high-quality services, so influencing value creation to customers leading to enterprise growth in Food Outlets. Despite these efforts, small enterprises in Food Outlets show dismal growth.

Regionally, studies revealed that customer satisfaction influences value delivery to customers, hence resulting in enhanced sales in Food Outlets in Pakistan (Tat, Sook-Min, Ai-Chin, Raili & Mid, 2011). In Ghana, studies conducted on fast food restaurants by (Othman, Zahari & Radzi, 2013, Wu 2015) revealed that integration of supplier base influences order value service delivery to customer and therefore enhancing value-added product/services. In their study Pine & Gilmore (2011) also asserts that integration of supplier base offers order value and ordered quality of food products/devices, so influencing value chain addition creation to customers hence leading to improved productivity.

Customer satisfaction influences value addition creation that retains old customers and also attracts new purchasers, hence leading to high productivity of in Food Outlets in Ghana (Wang & Hung, 2015). Dedeoglu & Demarir (2015) also found that customer satisfaction effect influence on value delivery to customers, thus positively impacting on sales in Food outlets in Saudi Arabia. Studies conducted on Fast Food Restaurants in

South Africa, results revealed that employee satisfaction influences high quality delivery to customers, thus significantly impacting on value-added products/services in Food Outlets (Deshpande, Arkar, Sharma & Somaiya, 2012). However, despite these efforts small enterprises remain small.

Generally, in Kenya, studies that have been conducted in Food Outlets revealed that customer satisfaction influences value delivery to customers, hence leading to high productivity in small enterprises (Mc Cornick, 2014). Onyango, Othuno & Othuon (2012) also found that customer satisfaction influences value creation to customers and therefore resulting in high productivity in Food Outlets. Despite this effort, small enterprises hardly grow beyond initial stage in which they initiated their business activities. In addition, good administration of resources and capacities influences value delivery to customers and thus promoting growth of SMEs in Food Outlets (Coad, 2013). The operating behaviour of enterprise, geographical locations, status of political economy and business environment influences value delivery on enterprise growth Food Outlets (Lifeng, 2012, Omri & Ayadi, 2014, Schoonjans, 2013, Wright & Stigliani, 2012). The enterprise specific characteristics like age and size significantly impacts on value delivery on growth in Fast Food Industry (FFI) (Lawless, 2014, Haltiwanger, 2013).

The entrepreneurial skills of founder, innovativeness and human capital positively influences high services quality on enterprise growth in Food Outlets (Fritsch & Schroeter, 2011, Navaretti, 2014). Material empowerment on equal gender basis significantly influences value delivery on enterprise growth in fast Food restaurants (Deshpande, Arekar, Sharma & Somiya, 2012, Gkorezis & Petridou, 2012, Tews, 2014).

Market orientation/structure influences value delivery to customers hence resulting in enterprise growth (Reijonen, Laukkanen, Komppula & Tuonminen, 2012). Human capital influences value creation to customers and therefore enhances enterprise growth (Rabetino, 2011, Charoenvat, 2013). The education and industry experience of entrepreneur influences delivery of service value to customers and therefore resulting in enterprises growth in food outlets (Fristsch & Schroeter, 2011, Lorunka, 2011, Armstrong and Taylor 2014). The institutional and financial resources positively influence value-delivery to customers, hence leading to growth of enterprise (Muthail & Venkatesh, 2012). However, despite these efforts small enterprises temporarily grow.

### **2.3 Concept of Value Delivery**

Value delivery is referred in the study as infusion or procession of quality for a price to customers. Value delivery to customers in enterprise operation is expected to result in growth (Wu, 2015, Walls, 2013). Delivery of value to customers elicits loyalty and retention, hence leading to enterprise growth (Min & Min, 2011, Othman, Zahari & Rahzi, 2013, Wu 2015). Delivery of service/product value to customers promotes repeat purchases, hence resulting in enterprise productivity (Wang, 2015, Chen & Yang, 2015). The procession of service quality to customer elicits consumption experiences in customers that are emotional, engaging, robust, compelling and memorable, hence positively impacting on enterprise growth (Olsson, 2012, Marlan & Klaus, 2011).

Efficient delivery of value to customers fosters customer satisfaction and therefore enhancing productivity of enterprise (Mc Coll Kennedy, 2015, Rauch & Rijkskik, 2013)

### **2.3.1 Employee Satisfaction**

Employee satisfaction has been conceptualized as a measure of happiness and delight of an employee with his job and working environment (Ganiyu, Uche & Elizabeth, 2012, Webster & Beehr, 2012). However, employee satisfaction refers to an entrepreneurial value that raises morale of employee to deliver service and food quality to customers. An employee who is satisfied and motivated influences value-addition creation to customers, (Walls, 2013, Ganiyu, Uche & Elizabeth, 2012, Choo, 2013). Employee satisfaction is a critical prerequisite to efficient influence on value addition creation to customers (Fauzi Ahmad & Gelaidan, 2013, Tee, 2013). Creating an entrepreneurial value to employee in job and working environment raises their morale to influence value delivery that fosters customer satisfaction (Bakker & Oerlemans 2011, Swelta & Kumar, 2014).

Good working relationship, promotion of teamwork, safe working environment, promotion, opportunity for use skills and abilities, competitive pay rewards, good relation with entrepreneur are family factors that foster employee satisfaction to influence value delivery to customers (Ologbo & Sofian, 2013, Deshpande, Arekar, Sharma & Somaiya, 2012). Employee satisfaction raises morale of workers in job and therefore influences value delivery to customers (Fauzi, Ahmad & Gelaidan, 2013, Tee, 2013). An employee who is satisfied and motivated with his job and working environment influences value addition creation to customers, eliciting repeat purchases (Walls, 2013, Uche & Elizabeth, 2012).

Employee satisfaction increases morale of workers to go an extra mile to highly influence delivery of value to customers, so promoting loyalty and retention (Bakker & Oerlemans,

2011, Okeye & Ezejiofor, 2013). Employee satisfaction raises morale of workers to influence value delivery that promotes customer satisfaction (Ologbo & Sofian, 2013, Bakker & Oerlemans, 2011). Good working relationship, promotion of teamwork, opportunity for use skills and abilities, competitive pay rewards, safe working environment, Good relationship with entrepreneur and resolution panel through which concerns of employees are made known faster employee satisfaction (Deshpande, Arekar, Sharma & Somaiyu, 2012, Ahlowalia, 2014)

Promotion of teamwork creates a good working relationship among employees fosters satisfaction and motivates to influence value delivery to customers (Tews, 2014, Gkorezis & Petridou, 2012). Allowing formulation of teamwork builds a cordial working relation among employees, elicits employee satisfaction to influence value –addition creation to customers (Armstrong & Taylor, 2014, Deshpande, Arekar, Sharma & Somaiyu, 2012).

Promotion of teamwork creates a warm working relation among workers attracts employee satisfaction to go an extra mile to influence service quality to customers (Chandrasekar, 2011, Michel & Ellingson, 2013). Promotion of teamwork among workers fosters employee satisfaction to influence value delivery to customers (Ologbo & Sofian, 2013, Chandrasekar, 2011, Lester, 2013, Baron & Kreps, 2013). Granting opportunity for use skills and abilities attracts fosters employee satisfaction so influencing value delivery to customers (Paille, 2013, Biswas, 2013).

Allowing workers to employ their skills and abilities promotes personal development, so satisfying and motivating them to influence delivery of excellent services to customers (Liu & White, 2011, Ji, Huang, Liu, Zhu & Cai, 2012). Giving opportunity for use skills

and experiential ability in enterprise elicits employee satisfaction to influence service value to customers (Reid & Xu 2012). Good relationship between employee and entrepreneur of enterprise satisfies and motivates worker to highly influence value delivery to customers (Giannikil & Mihail, 2011, Unal, 2013).

Warm and cordial relationships between worker and owner of enterprise, creates sense of belongings, raising morale to influence service value to customers (Remillard, 2012, Gkorezis & Petridou, 2012). A good relation among employees and owner of enterprises elicits satisfaction and motivation to influence service quality to customers (Deshpande, Arekar, Sharma & Somaiyu, 2012, Baron & Kreps, 2013). Safe working environment fosters employee satisfaction to influence value addition creation to customers (Albatta & Som, 2013, Leip & Stinchcomb, 2013).

Secured working environment raises morale of employees to influence service value that attracts customer satisfaction (Matz, 2013, Yang, Liu, Huang & Zhu, 2013, Kumar, 2013). Conducive workplace elicits employee satisfaction to influence service quality to customers (Walls, 2012, Uche & Elizabeth, 2012). Promotion of employee to supervisory role offers worker substantial freedom and customary to make decisions regarding his work, so eliciting satisfaction to influence value delivery to customers (Gkorezis & Petridou, 2012, Tews, 2014).

Granting opportunity for promotion creates self-esteem in worker, so fostering employee satisfaction to influence value-addition creation to customers (Liu & White 2011, Chandrasekar, 2011). Giving equal opportunity for promotion on gender basis creates

some sense of recognition, thus raising morale to influence value delivery to customers (Liu & White, 2011, Gavino, 2012, Wan, Suleiman & Omar, 2012).

Competitive pay rewards on performance satisfies and motivates employee to highly influence value delivery to customers (Sheehan, 2013, Kwon, 2014). Material empowerment and pay rewards on performance elicits employee satisfaction to influence value chain creation to customers (Larkin, Pierce & Gino, 2012, Misra, 2013). A reward on performance raises morale of employee to influence value addition creation to customers (Deshpande, Arekar, Sharma & Somaiya, 2012, Brewer, 2012).

A strong sense of communication about task performed on a regular basis satisfies and motivates employee to influence service value delivery to customers (Deshpande, Arekar, Sharma & Somaiya, 2012). Regular communication of tasks conducted by employee in enterprise attracts satisfaction and motivation to influence value addition creation to customers (Unal, 2013, Armstrong & Taylor, 2014).

Strong sense of communication about tasks promotes acquisition of skills and experiential abilities, so eliciting employee satisfaction to influence service value to customers (Deshpande, Arekar, Sharma & Somaiya, 2012, Dike, 2012, Gkorezis & Petridou, 2012). Resolution panel through which concerns of workers are made known on daily basis raises morale to influence value addition creation to customers. (Biswas, 2013, Unal, 2013). Having a process through which problems, concerns and grievances of workers are heard on a daily basis fosters employee satisfaction to influence value chain creation to purchasers (Rauch & Rijskik, 2013, Armstrong & Taylor, 2014).

### 2.3.2 Customer Satisfaction

Customer satisfaction has been conceptualized as a feeling of pleasure or disappointment of a customer, the result from comparing the pre-conceived performance or outcome in relation to the expectations of a service or product (Schultz, 2012, Wang & Hung 2015). However, customer satisfaction refers to service quality experiences of food service/product and can promote customer loyalty and retention in food outlets.

Customer satisfaction influences value addition creation that elicits repeat purchases (Bolton, 2014, Chen & Yang, 2015, Wang, 2015). Entrepreneurial service quality experiences positively impacts on value addition creation to customers (Helkkula, 2011, Walls, 2011, Tung & Ritchie, 2011). Fostering customer satisfaction in terms of product/service offerings, influences value delivery, promoting loyalty and retention (Olsson, 2012, Lemke, 2011). Creating entrepreneurial consumption experiences influences value delivery to customers and thus soliciting willingness to recommend similar products of enterprise (Walls, 2011, Wang, 2015).

Responsiveness, reliability, assurance, tangibility and empathy are dimension of service quality that foster customer satisfaction to influence value delivery to customers (Humnekar & Phadtare, 2011, Chen & Yang, 2015, Wang, 2015, Ryu, 2012, Wu, 2015). SME that was willing to assist customers and provides prompt and timely services fosters customer satisfaction, so influencing value delivery to customers (Humnekar & Phadtare, 2011, Lemke, Clark & Wilson, 2011).

The small enterprise that responds to customers complaints and questions promptly and timely attracts customer, satisfaction, therefore influencing value delivery to customers

(Bubalo & Gaggero, 2015, Lupo, 2015) Responsiveness to needs of customers elicits customer satisfaction so influencing value addition creation that attracts new and maintain prospective purchasers (Rajaratham, Munikrishnan, Shariff& Nair, 2014, Rajaratham, Munikrishnan).

Assurance is the ability to inspire trust and confidence in customer, provide relevant information about products/services (Chen, 2012, Siddiqi, 2011). The small enterprise that had courtesy and knowledge to inspire trust and confidence in customers during business transaction fosters customer satisfaction, therefore influencing value delivery to purchasers, Pride & Ferrell, 2012, Izogo & Ogba, 2015).

SME that gives clear information about products/services to customers during business transaction attracts customers satisfaction, thus influencing value-addition creation (Othman, 2013, Wu, 2015). Reliability is the ability to render good service from the first encounter with customers, employee was depended on to perform service correctly and consistently (Lemke, Clark & Wilson, 2011). The small enterprise that provides correct and consistent service/products foster customer satisfaction, hence influencing value delivery to purchasers (Wang, 2015, Ryu, 2012).

SME that offers products/services dependable and accurately attracts customer satisfaction, so influencing delivery of value to customers (Humnekar & Phadtare, 2011, Wu, 2015). Tangibility is the appealing physical characteristics associated with product or service encounter (Humnekar & Phadtare, 2011, Izogo & Ogbo, 2015). The appealing arrangement and appearance of product, physical facilities uniforms of employees elicits

customer experience quality, so influencing value addition creation to purchasers (Othman, Zahari & Rahzi, 2013, Chen, 2012).

The appealing physical characteristics associated with service or products encounter promotes and attracts customer satisfaction thus influencing delivery of value to customers (Tuzunkan & Albayrac, 2016). Empathy is the ability of being caring and giving attention to individual customers providing a wide range of products/services safety and observing privacy during sales attracts customer satisfaction, so influencing value delivery (Humnekar & Phadtare, 2011, Wu, 2015).

The small enterprise that offers caring and giving individualized attention attracts customer satisfaction hence influencing value addition creation to purchasers (Chen & Yang, 2015, Wang, 2015). SME that provides a wide range of products/services elicits customer's satisfaction thus influences value delivery to customers (Ryu, 2012, Lemke, Clark & Wilson, 2011). The small enterprise that observes the privacy of customers during sales transaction fosters customer satisfaction so influencing value delivery to purchasers (Wu, 2015, Humnekar & Phadtare, 2011).

### **2.3.3 Integration of Supplier Base**

Integration of supplier base, and has been conceptualized as supplying raw materials to enterprise and delivering finished products to end users (Mc Cornick, 2014, Bolton, 2014). However, in the study, integration of supplier base refers to offering of service and food quality within short lead time and can influence future purchase intentions. Integration of supplier base influences value addition creation to customers, hence soliciting future purchases hence leading to enterprise growth (Rauch & Rijskik, 2013).

Integration of supplier base improves positioning of order value and ordered products /services to customers, thus eliciting future purchase intentions. (Mc Cornick, 2014, Bolton, 2014). Integration of supplier base efficiently and effectively influences value delivery to customers in terms of product/service offerings (Mc Coll Kennedy, 2015). Integration of supplier base is a value chain creation as it delivers order value and ordered quantity to customers (Bolton, 2014, Helkkula, 2011).

Integration of supplier base influences value delivery to customers, therefore creates competitive advantage in the market place to enterprise (Wang, 2014, Mc Coll Kennedy, 2015). Integration of supplier base executes order value fulfillment thus influencing value addition creation to customers (McCornick, Lemke, Clark & Wilson, 2011).

Product diversification provides a wide range of product/services. Thus integrates supplier base to influence value delivery to customers (Mc Cornick, 2014, Rauch & Rijskik, 2013). Diversifying product/services offerings integrates supplier base, hence influencing value delivery to customers (Rauch & Rijskik, 2013 Colla & Laupole, 2011).

Provides of a wide range of products/services fosters integration of supplier base and product diversification therefore influences value delivery to customers (Mc Cornick, 2014). Executing faster delivery flexible responds to ever-changing demands, so attracting integration of supplier base, thus influencing value delivery to customers (Mc Cornick, 2014, Bolton, 2014). The small enterprise that efficiently flexible and effectively responds to sudden change in demands integrates supplier base hence influences value addition creation to customers (Rauch & Ryskik, 2013, Caroline, 2014).

Executing faster delivery fosters prompt flexible and timely responsiveness to sudden change in demands integrates supplier base, thus influencing value delivery to customers (Mc Cornick, 2014). Faster delivery meets order value fulfillment per customer's requirement integrates supplier base and therefore influences value addition creation to purchasers (McCornick, 2014, Mc Coll Kennedy, 2015).

Meeting Delivery on its promise significantly integrates supplier base, thus influenced value addition creation to customers (Griffish, 2011, Colla & Lapoule, 2012). Order value fulfillment within promised delivery date positively impacts on integration of supplier base, hence, influencing delivery of value to customers (Mc Coll Kennedy, 2015, Delivery on its promise fulfils order value and ordered quantity within short lead time promotes integration of supplier base, therefore influencing value creation to customers (Mc Cornick, 2014).

Long term relationship with supplier integrates supplier base, thus influencing value chain creation to customers (Reid & Xu, 2012, Hento, 2013). Long-term relationship with supplier promotes service relation to customers, fostering integration of supplier base thus influencing value delivery to purchasers (Peltola, 2015, Hubner, 2015). Hubner, 2015 relation with supplier promotes service relationship with customers, so fostering integrating supplier base, hence influencing value addition creation to purchases (Vanelslander, Deketele & Hove, 2013, Fairchild, 2014).

Competitive pricing facilitates affordability of products/services, thus attracts integration supplier base to influence value delivery to customers (Hento, 2013, Colla & Laupoule, 2012). Cheap and affordable prices tagged to products/services foster integration of

supplier base, hence influencing value addition creation to customers (Vanelslander, 2013, Fairchild, Vanelslander, Deketele & Hove, 2013).

Competitive pricing make product/services cheap and affordable, therefore attracting integration of supplier base, so influencing value delivery to customers (Hento, 2013, Colla & Lapoule, 2012).Segmentation of market elicits integration of supplier base, thus influencing value addition creation to customers (Colla & Lapoule, 2012, Campo & Breugelmans, 2015).Market diversification enables a large target group to customers to be reached, fostering integration of supplier base, hence influencing value delivery to purchasers (Mc, Cornick, 2014).

Diversifying market facilitates efficient and effective integration of supplier base, therefore influencing value chain creation to customers (Antoncic & Antoncic, 2011).

## **2.4 The Link between Value Delivery Factors and Growth**

This section contains relationship between: - employee satisfaction and value added products, customer satisfaction and sales, and integration of supplier base and value-added products in the small and medium enterprises.

### **2.4.1 Relationship between Employee Satisfaction and Value –added Products in SMEs**

Employee satisfaction raises morale of workers in job and therefore influences value delivery to customers, hence resulting in increased value added products (Fauzi, Ahmad & Gelaidan, 2013, Tee, 2013). An employee who is satisfied and motivated with his job and working environment influences value addition creation to customers, eliciting repeat

purchases and therefore leading to value-added products in the enterprise (Walls, 2013, Uche & Elizabeth, 2012).

Employee satisfaction increases morale of workers to go an extra mile to highly influence delivery of value to customers, so promoting loyalty and retention hence resulting in improved value added products (Bakker & Oerlemans, 2011, Okeye & Ezejiofor, 2013).

Employee satisfaction raises morale of workers to influence value delivery that promotes customer satisfaction, hence leading to increased value added products/services (Ologbo & Sofian, 2013, Bakker & Oerlemans, 2011).

Good working relationship, promotion of teamwork, opportunity for use skills and abilities, competitive pay rewards, safe working environment, Good relationship with entrepreneur and resolution panel through which concerns of employees are made known faster employee satisfaction, thus influencing value delivery to customers, hence leading to increased value added products (Deshpande, Arekar, Sharma & Somaiyu, 2012, Ahlowalia, 2014). Promotion of teamwork creates a good working relationship among employees fosters satisfaction and motivates to influence value delivery to customers, hence positively impacting on value added products in SMEs (Tews, 2013, Gkorezis & Petridou, 2012).

Allowing formulation of teamwork builds a cordial working relation among employees, elicits employee satisfaction to influence value –addition creation to customers, thus significantly impacting on value added products (Armstrong & Taylor, 2014, Deshpande, Arekar, Sharma & Somaiyu, 2012). Promotion of teamwork creates a warm working

relation among workers attracts employee satisfaction to go an extra mile to influence service quality to customers, leading to increased value-added products (Chandrasekar, 2011, Michel & Ellingson, 2013).

Promotion of teamwork among workers fosters employee satisfaction to influence value delivery to customers, thus significantly impacting on value added products in SME (Ologbo & Sofian, 2013, Chandrase, 2011). Granting opportunity for use skills and abilities attracts fosters employee satisfaction so influencing value delivery to customers, hence resulting in increased value –added products (Paille, 2013, Biswas, 2013).

Allowing workers to employ their skills and abilities promotes personal development, so satisfying and motivating them to influence delivery of excellent services to customers and thus positively impacting on value-added product/services in SME (Liu & White, 2011, Ji, Huang, Liu, Zhu & Cai, 2012).

Giving opportunity for use skills and experiential ability in enterprise elicits employee satisfaction to influence service value to customers and therefore significantly impacts on value added product/services (Reid & XU 2012). Good relationship between employee and entrepreneur of enterprise, satisfies and motivates worker to highly influence value delivery to customers thus resulting in enhanced value-added products/services (Giannikil & Mihail, 2011, Unal, 2013).

Warm and cordial relationships between worker and owner of enterprise, creates sense of belongings, raising morale to influence service value to customers, hence positively impacting on value-added products (Remillard, 2012, Gkorezis & Petridou, 2012). A

good relation among employees and owner of enterprises elicits satisfaction and motivation to influence service quality to customers, hence leading to improved value-added products/services (Deshpande, Arekar, Sharma & Somaiyu, 2012, Baron & Kreps, 2013). Safe working environment fosters employee satisfaction to influence value addition creation to customers and therefore significantly impacting on value-added products in SME (Albatta & Som, 2013, Leip & Stinchcomb, 2013).

Secured working environment raises morale of employees to influence service value that attracts customer satisfaction and thus enhancing value-added products (Matz, 2013, Yang, Liu, Huang & Zhu, 2013, Kumar, 2013). Conducive workplace elicits employee satisfaction to influence service quality to customers and therefore leading to enhanced value-added products/services in SME (Walls, 2012, Uche & Elizabeth, 2012).

Promotion of employee to supervisory role offers worker substantial freedom and customary to make decisions regarding his work, so eliciting satisfaction to influence value delivery to customers, hence resulting in enhanced value added product (Gkorezis & Petridou, 2012, Tews, 2014). Granting opportunity for promotion creates self-esteem in worker, so fostering employee satisfaction to influence value-addition creation to customers, and therefore significantly impacting on value added products (Liu & White 2011, Chandrasekar, 2011).

Giving equal opportunity for promotion on gender basis creates some sense of recognition, thus raising morale to influence value delivery to customers, leading to improved value-added products/services (Liu & White, 2011, Gavino, 2012, Wan, Suleiman & Omar, 2012). Competitive pay rewards on performance satisfies and

motivates employee to highly influence value delivery to customers, hence positively impacting on value-added output in SME (Sheehan, 2013, Kwon, 2014). Material empowerment and pay rewards on performance elicits employee satisfaction to influence value chain creation to customers, hence enhancing overall value-added product/services (Larkin, Pierce & Gino, 2012, Misra, 2013).

Rewards on performance raises morale of employee to influence value addition creation to customers and therefore significantly impacting on value added products in SMEs (Deshpande, Arekar, Sharma & Somaiya, 2012, Brewer, 2012). A strong sense of communication about task performed on a regular basis satisfies and motivates employee to influence service value delivery to customers, thus positively impacting on value added products/services (Deshpande, Arekar, Sharma & Somaiya, 2012).

Regular communication of tasks conducted by employee in enterprise attracts satisfaction and motivation to influence value addition creation to customers (Unal, 2013, Armstrong & Taylor, 2014). Strong sense of communication about tasks promotes acquisition of skills and experiential abilities, so eliciting employee satisfaction to influence service value to customers, hence leading to improved value-added products in SMEs (Deshpande, Arekar, Sharma & Somaiya, 2012, Dike, 2012, Gkorezis & Petridou, 2012).

Resolution panel through which concerns of workers are made known on daily basis raises morale to influence value addition creation to customers and thus resulting in increased value added products (Biswas, 2013, Unal, 2013). Having a process through which problems, concerns and grievances of workers are heard on a daily basis fosters

employee satisfaction to influence value chain creation to purchasers, hence significantly impacting on value-added products (Rauch & Rijkskik, 2013, Armstrong & Taylor, 2014).

#### **2.4.2 Relationship between Customer Satisfaction and Sales in SMEs**

Customer satisfaction influences value delivery to customers, eliciting loyalty and retention, hence leading to sales turnover (Bolton, 2014, Wu, 2015). Customer satisfaction significantly impacts on value delivery that attracts new and retains old customers and therefore resulting in increased sales (Helkkula, 2011, Walls, 2011, Tung & Ritchie, 2011). Customer satisfaction influence value addition creation to customers, soliciting repeat purchases, and therefore resulting in sales growth in SMEs (Olsson, 2012, Lemke, Clark & Wilson, 2011).

Customer satisfaction fosters loyalty and retention behaviours, positively influencing value addition creation, thus generating huge sales returns in SME (Badgare & Jain, 2013, Manthiou, 2014, Othman, Zahari & Radzi, 2013). Customer satisfaction significantly influences value delivery to customers in terms of product/services, eliciting repeat purchases and therefore resulting in sales growth (Schultz, 2012, Min & Min, 2011). Responsiveness, tangibility, reliability, assurance and empathy foster customer satisfaction, thus influence value delivery to customers, hence leading to sales returns (Humnekar & Phadtare, 2011, Chen & Yang, 2015, Min & Min, 2011).

Responsiveness, the ability to assist customers and provide prompt and timely services, fosters customer satisfaction, so influencing value delivery, hence leading to sales turnover in SME (Humnekar & Phadtare, 2011, Manthiou, 2014). Responding to customers complaints and questions promptly and timely attracts customers satisfaction,

thus influencing value addition creation, hence resulting in sales turnover (Wu, 2015, Chen & Yang, 2015).

SME that provides prompt and timely services/products elicits service quality experiences in customers, thus influencing value delivery and therefore leading to huge sales return in SMEs (Min & Min, 2011). Assurance, the ability to inspire trust and confidence in customer, provides clear information fosters customer satisfaction so influencing value delivery, promoting loyalty and retention, hence generating sales (Chen & Yang, 2015). Assurance fosters service quality experiences in customer, thus influencing value delivery, hence leading to huge sale returns in SMEs (Manthiou, 2014 Mc Coll Kennedy, 2015). SME that inspired trust and confidence in customers, attracted customer satisfaction, so influencing value addition creation, hence resulting in generation of sales (Manthiou, 2014, Badgare & Jain, 2013).

SME that gives clear information about products/services to customers attracts customer satisfaction, so influencing value delivery, eliciting loyalty and retention, hence leading to sales (Othman, 2013, Wu, 2015). Reliability, the ability to render good service from the first encounter with customers fosters customer satisfaction thus influencing value delivery, hence resulting in sales generation (Lemke, Clarke & Wilson, 2011, Wu, 2015).

The small enterprise that provides service/products correctly and consistently attracts service quality experiences in customers, thus influencing service value addition creation hence leading to huge sales turnover (Manthiou, 2014, Chen & Yang, 2015, Boonlertvanich, 2011). Provision of services/products accurately and dependably attracts

customer satisfaction, so influencing value delivery to customers and therefore resulting in sales growth (Humnekar & Phadtare, 2011, Min & Min, 2011).

Tangibility, the appealing physical characteristics of product/service elicits customer satisfaction to influence value addition creation in terms of product/service, hence generating sales turnover (Walls, 2017, Tuzikan & Albayrac, 2016). Appealing arrangement of products, physical facilities and uniform of staff foster service quality experiences in customers, thus influencing value delivery, hence leading to sale generation (Othman, Zahari & Rahzi, 2013). Appealing arrangement of interior of enterprise and uniform of staff promotes and attracts customer satisfaction, therefore influencing value delivery, to customer, hence leading to sales turnover (Chen & Yang, 2015, Wu, 2015). Empathy, the ability of being caring, giving individualized attention, providing a wide range of products/services, safety and observing privacy during sales attracts customer satisfaction, so influencing value delivery and thus resulting in sales generation (Humnekar & Phadtare, 2011, WU, 2015, Jang & Ha, 2014).

SME that cares and provides individualized attention fosters customer satisfaction so influencing value addition creation, promoting loyalty and retention, hence resulting in increased sales (Chen & Yang, 2015, Wu, 2015, Wang, 2015). Provision of a wide range of product elicits customer satisfaction so influencing value delivery to purchasers and therefore resulting in improved sales (Schultz, 2012, Marinelli, Simeone & Scarpato, 2015). SME that observes privacy and provides safety to customers during sales transactions fosters customer satisfaction, so influencing value addition creation and thus generating huge, sales returns (Humnekar & Phadtare, 2011, Chen & Yang, 2015).

### **2.4.3 Relationship between Integration of Supplier Base and Value added Products**

Integration of supplier base influences value delivery to customers, hence eliciting future purchases and therefore resulting in increased value-added product/services (Rauch & Rijskik, 2013). Integration of supplier base improves positioning of order value and ordered quantity, thus influencing value addition creation, hence leading to improved value added products in SMEs (Mc Cornick, 2014, Bolton, 2014). Efficient and effective integration of supplier base significantly influences value chain creation to customers, thus leading to enhanced average units of value-added products per employee (Mc Coll Kennedy, 2015, Helkkula, 2011). Integration of supplier base facilitates efficient delivery of value order and ordered quantity, therefore influencing value addition creation to customers, hence positively impacting on output of products/services (Bolton, 2014 Helkkula, 2011). Integration of supplier base flexible responds to sudden change in demands of customers therefore influencing value addition, hence eliciting future purchases, resulting in increased output of product/services (Wang, 2014).

Product diversification, meeting delivery on its promise, long term relationship with supplier, competitive pricing and segmentation of market foster integration of supplier base, thus influencing value delivery to customers, hence leading to increased output of product in SMEs (Mc Cornick, 2014, Rauch & Rijskik, 2013). Product diversification provides a wide range of products/services fostering integration of supplier base, thus

influencing value delivery to customers, hence positively impacting on value added products (Colla & Lapoule, 2011).

Diversifying products/services meets ever-changing needs of customers, promoting integration of supplier base, so influencing value chain creation to purchasers, hence significantly impacting on value-added products (Rauch & Rijskik, 2013). Product diversification provides a wide varieties of products fosters of supplier base thus influencing value addition creation to customers hence integration resulting in increased value-added products (Mc Cornick, 2014). Meeting delivery on its promise attracts supplier base, so influencing value delivery, soliciting future purchases hence integration of positively impacting on value, added products/services in SMEs (Mc Cornick, 2014, Rauch & Rijskik, 2013). Delivery of its promise meets order value fulfillment within promised delivery date elicits integration of supplier base so influencing value creation to customers, promoting future purchases, hence positively leading to enhanced value added products (Bolton, 2014, Mc Cornick, 2014). Executing faster delivery attracts integration of supplier base to influence value chain creation to customers and therefore significantly impacting on value added product/services (Mc Coll Kennedy, 2015, Mc Cornick, 2014).

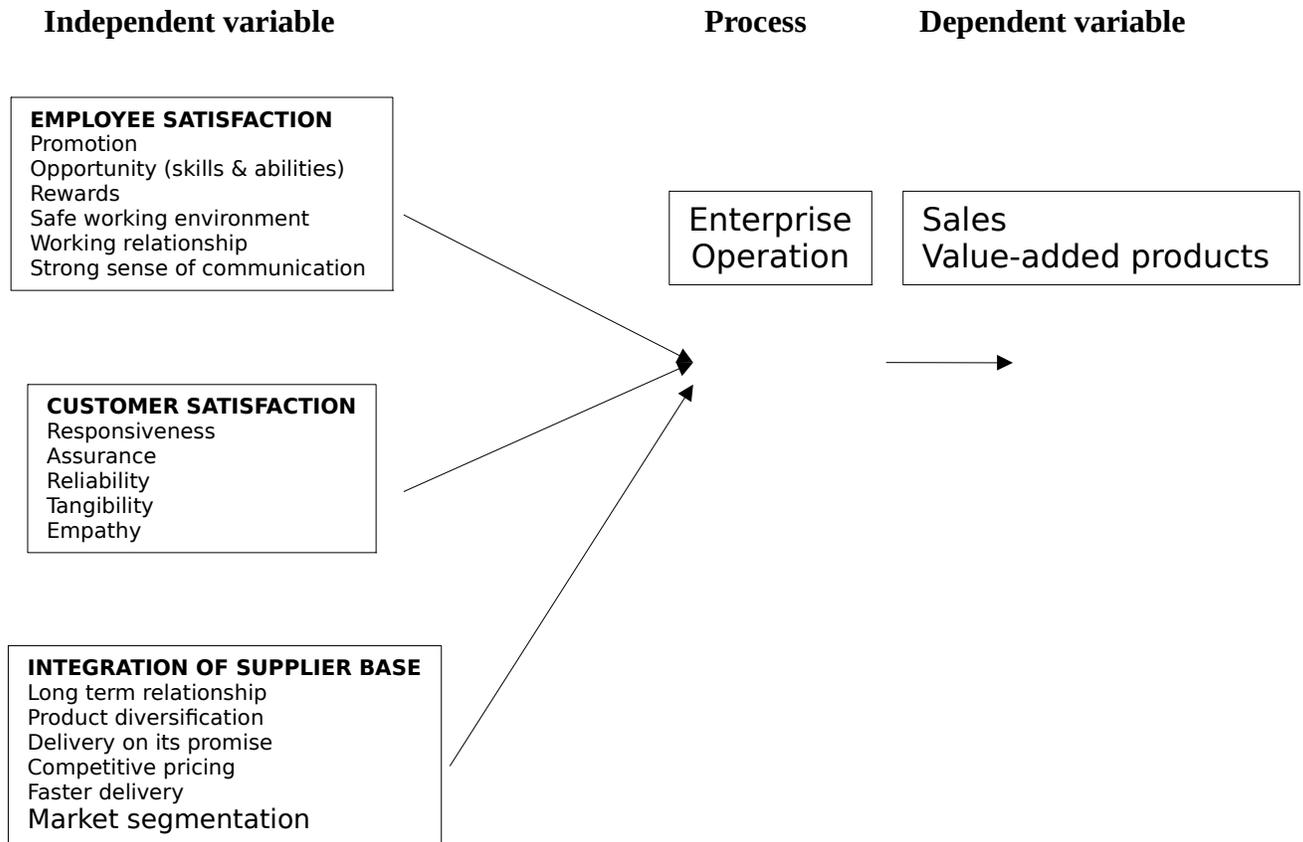
Long term relationship with supplier creates service relationship with customers, fosters integration of supplier base, thus influencing value delivery to purchasers, hence significantly impacting on value added products in SMEs (Reid & Xu, 2012 Hento, 2013). In-built alliances with supplier positions and correct product defects eliciting integration of supplier base to positively influence value chain addition creation to customers,

soliciting future purchases, hence positively impacting on value-added products (Peltola, 2015, Hubner 2015).

Long term relationship with supplier positions products within short lead time, fostering integration of supplier base, thus influencing value delivery to customers, hence positively impacting on value addition products (Vanelslander, 2013, Fairchild, 2014). Competitive pricing fosters integration of supplier base, so influencing value addition creation to customers, eliciting repeat future purchases and therefore resulting in increased value added products in SMEs of food outlets (Hento, 2013, Colla & Laupole, 2012). Cheap and affordable product/services fosters integration of supplier base to influence service value delivery, hence significantly impacting on value added product/services in SMEs (Vanelslander, 2013, Fairchild, 2014). Competitive pricing creates service relationship with customers fostering integration of supplier base so influencing value addition creation to purchasers hence significantly impacting on output of value added products (Colla & Lapoule, 2012, Hento, 2013).

## **2.5 Conceptual Framework**

The conceptual framework derived from empirical evidences for the study is presented in Figure 2.1. It conceptualizes Dependent variable, growth as sales and value –added products and the dimensions influencing value delivery such as employee satisfaction, customer satisfaction and integration of supplier base as independent variables (IV). In addition, it operationalises key elements employee satisfaction, customer satisfaction and integration of supplier base to actualize value delivery to customers, hence leading to enterprise growth as presented in fig 2.1.



**Figure 2.1: Conceptual Framework**

## 2.6 Chapter Summary and Research Gap

The summary on review of literature on influence of value delivery on enterprise growth and research gap is presented on Table 2.8

**Table 2.9 Chapter Summary and Research Gap**

<b>TIM E</b>	<b>AUTHOR</b>	<b>ISSUES</b>	<b>GAP</b>
2011	Min & Min Tat, Sook-Min Ai-Chin, Raili& Mid	Growth affected by value delivery but considered customer satisfaction	Employee satisfaction integration of supplier base
2011	Skaalvik & Skaalvik	Growth influenced by value delivery but considered employee satisfaction	Customer satisfaction integration of supplier base
2011	Pine & Gilmore	Growth affected by value delivery but considered integration of supplier base	Employee satisfaction customer satisfaction
2012	Gkorezis & Petridou, Deshpande, Arekar, Sharma & Somaiyu, Lester & Beehr	Enterprise growth affected by value delivery but considered employee satisfaction	Customer satisfaction integration of supplier base
2012	Pride & Ferrell, Onyango, Odhuon & Othuon	Growth influenced by value delivery but considered integration of supplier base	Employee satisfaction integration of supplier base.
2013	Choo, Kehoe & Wright	Enterprise growth affected by value delivery but considered employee satisfaction	Customer satisfaction integration of supplier base
2013	Othman, Zahari & Radzi	Growth affected by value delivery but considered integration of supplier base	Employee satisfaction customer satisfaction
2014	Mc Cornick, Ali, Mirza, Ahmed, Iram, Huma& Zahra	Enterprise growth influenced by value delivery but considered integration of supplier base	Employee and customer satisfaction
2015	Peltola, Kozlenkova, Hult, Lund, Mena &Kekev, Wu	Growth influence by value delivery but considered integration of supplier base	Employee satisfaction customer satisfaction
2015	Wang & Hung, Dedeoglu & Demarir	Enterprise growth affected by value delivery but considered customer satisfaction	Integration of supplier base employee satisfaction.

## **CHAPTER THREE**

### **RESEARCH METHODOLOGY**

#### **3.0 Introduction**

This chapter presents the research methodology. It commenced with the study area setting, justification for the choice of CBD, research design, population of the study, sampling design and sample size, data and data collection instrumentation, reliability and validity of the instrument and conclusion with data analysis in successive order. In each case the methodological approach of choice was explained and their use justified.

#### **3.1 Study Setting**

The study was conducted in Central Business District (CBD) of Kisumu County. Kisumu is the third largest city in Kenya after Nairobi and Mombasa. The city is located in the Western Winan gulf on the shores of Lake Victoria in the western highlands in Winan Sub-county and is the headquarter of Kisumu County. There has been an increased number of SMEs in the city over the years and more so after the elevation to city status. Majority of SMEs engage in the following services, food services, beverages, butcheries, general printing and stationary, masonry, carpentry, auto mechanic spares repairs, building materials, electrical among many others.

##### **3.1.1 Justification for the Choice of CBD Kisumu County**

The city has witnessed an increased in the number of small and medium sized enterprises (SMEs) and other enterprise initiatives to act as a source of income and livelihood to members of community of city. The choice of CBD in Kisumu County therefore ensured the availability and easy accessibility to entrepreneurial managers of the small and medium sized enterprises (SMEs) in Food Retail Outlets to give information on influence

of: customer satisfaction, employee satisfaction and integration of supplier base on the delivery of value on enterprise growth.

### **3.2 Research Design**

Creswell (2011, Green & Salkind, (2011) contends that a research design is an overall framework, a plan structure and logical model that is conceived in order to provide means of obtaining responses to the research hypothesis and or questions (Bernard, 2013, Arendt, 2012). Research design is an indispensable tool for mapping a technique for treating data for research purposes (Stanley, 2011). Research design is the arrangement for condition for collection and analysis of data in a manner that aims to combine relevance to the research purpose (Petter, 2013, Greer & Ivankova, 2015). This study was guided by survey research design. The importance of survey research design was to allow collection of data from the sampled respondents that were representation of the population as a whole and the researcher had ability to use the data to make plan for or predictions regarding the total population (Brown, 2013, Creswell, 2015, Mertens, 2014

### **3.3 Target Population**

The target population was owners, employees and customers of licensed, operational and duly registered SMEs of Food Outlets with County Youth Officer (Ministry of Public Service, Youth and Gender Affairs) as presented in Table 3.3

**Table 3.3 Target Population**

<b>Population</b>	<b>Ownership</b>	<b>Location</b>	<b>Year of existence</b>	<b>Respondents</b>
Owner	Hotels, groceries, soft beverages, soft drinks, butcheries	CBD	0-5yrs	34
Employees	Employed workers of SMEs in Food Outlets	CBD	0-5yrs	149
Customers	Consumer of food products and services	CBD	0-5yrs	224
Total				407

**Source: Kisumu County Integrated development plan 2012**

### **3.4 Study Sample and Sampling Design**

The section deals with sample size determination and sampling design techniques

#### **3.4.1 Sample Size Determination**

The sample for the study was designed to produce a representation of SMEs operating in Food Outlets in CBD in Kisumu County, Kenya. To arrive at a sample size, the study adopted a formula by Nassiuma (2009) for estimating a sample size,  $n$ , from a known population size,  $N$  and a Coefficient of variation (V.C) of 30%.

The sample size determination is presented in table 3.4.1

$$n = \frac{NC}{C^2 + (N-1) e^2}$$

Where n= sample size

N = population size

C= coefficient of variation

e= error margin

$$n = \frac{407 \times 0.3}{0.3^2 + (407-1) 0.02^2} = 240 \text{ respondents}$$

**Table 3.4.1 Sample Size Calculation**

Population	Respondents	Sample size
Owners	34	30
Employees	149	90
Customers	224	120
<b>Total</b>	<b>407</b>	<b>240</b>

**Source: Nassiuma 2009**

$$n = \frac{NC}{C^2 + (N-1) e^2}$$

$$\frac{34 \times 0.3}{0.3^2 + (34-1) 0.02^2} = 30$$

$$\frac{149 \times 0.3}{0.3^2 + (149-1) 0.02^2} = 90$$

$$\frac{224 \times 0.03}{0.3^2 + (224-1) 0.02^2} = 120$$

### **3.4.2 Sampling Design**

Creswell (2013, Zohrabi, 2013, Turner, 2014) asserts a sampling design is a definite plan to obtain a sample from a given population. It refers to the technique/procedure the researcher would adopt in selecting items for the sample. Purposive sampling technique was adopted in selecting owners of SMEs. This is because it allowed easy selection of typicality of the respondents and also saves time and money (Creswell, 2013, Zohrabi, 2013). Simple random sampling was adopted for the selection of employee as it guarantees all the respondents an equal chance of participation in the study. This involved development of population frame in which the employee were listed and assigned a number value of between 001 to 149. The number were grouped into 90 units where from each, a number was picked at random. The employee whose number corresponded to the one randomly picked was selected as respondent. A systematic sampling technique was employed in the selection of the customers of the SMEs. Every first four customers of 30 SMEs was selected as respondents. This design was easy and cheaper than simple random sampling technique to implement (Brown, 2013, Creswell, 2013, Greer & Ivankova, 2015).

### **3.5.0 Data and Method of Data Collection**

#### **3.5.1 Data**

The data for the study was both primary and secondary. Primary data was collected from proprietors, employee and customer of SMEs of Food Outlets employees and customers while secondary data collected from reports kept by the owners of the enterprises and records kept by County Youth Officer (Ministry of Youths and Gender Affairs).

### **3.5.2 Method of Data Collection**

The researcher collected data from the study through questionnaires, which contained two parts. Section A dealt with demographic data and section B composing 5 point likert scale (1 – strongly agreed, 2- agree, 3-undecided, 4-disgareed, 5 –strongly disagreed to measure the variables under study (Mertens, 2014, Palinkas, Green, Wisdom, Duan & Hoagwood, 2015).

### **3.5.3 Administration of Study Instruments**

The instruments were self-administered to the sampled respondents. This was done after researcher was permitted to do so through official letters awarded to him by the relevant authorities. Self-administration of the instruments ensured that even the subsequent questions raised were responded to in order to give deeper explanation of factors which facilitated value delivery value on enterprise growth.

### **3.6 Reliability and Validity of the Instrument**

**This section presents reliability and validity of instruments.**

#### **3.6.1 Measure of Reliability**

Cohen(2011), Zohrabi, (2013), contents that reliability test should be conducted on the instruments to indicate the accuracy or precision of measuring instruments to generate desired data. Ten questionnaires were issued out to 10 SMEs with similar characteristics to the SMEs to be studied in Food Retail Outlets in Uasin Gishu County. The instrument items collected. And then 20 unfilled same questionnaires given out to the piloted SMEs and then requested to fill again to test whether the questionnaires would generate the same data/information.

### 3.6.2 Cronbach Alpha Test for Reliability

Cronbach (alpha) test was conducted to determine reliability of instruments and results is presented in Table 3.6. The Cronbach coefficient (alpha) value of reliability for customer satisfactions and sales is 0.724, employee satisfaction and value added products is 0.724, value added products is 0.703, integration of supplier base and value added products is 0.731. These values of reliability are more than the acceptable reliability 0.7, and indicate that instruments have good reliability.

**Table 3.6.2 Cronbach alpha test on the Reliability**

<b>Variables</b>	<b>No of item</b>	<b>Cronbach Alpha</b>
Customer satisfaction and sales growth.	10	0.724
Employee satisfaction and product capacity	9	0.703
Integration of supplier base and production capacity.	8	0.731

**Source: Field data, 2015**

### 3.6.3 Measure of validity

Cohen (2011), Zohrabi, (2013), Turner, (2014) assert that validity of instrument need to be conducted to ascertain the degree or the extent which measuring instrument provided adequate coverage of the topic under the study. Face validity or content validity was tested whether there was logical link between customer satisfaction and sales in Food Retail Outlets, employeesatisfaction andvalue added products in SMEs and integration of supplier base and value added products in Food Retail Outlets.

### 3.7 Data Presentation and Analysis Techniques

The data was analyzed using descriptive and inferential statistics. In achieving this, descriptive statistics particularly frequency percentages, standard deviation and tabulation were used to show the distribution of the responses. In addition, inferential statistics included Pearson correlation paired samples t-test and Oneway Anova test to measure the variables under the study as presented in Table 3.7

**Table 3.7 Data Analysis**

Objective	Measurement Independent Variable    Dependent Variable		Nature	Test
<b>Customer satisfaction</b>	Non-metric	Metric	Correlation	Measure of central tendency, Bi-variate Pearson correlation analysis, t-test, Oneway Anova test
<b>Employee Satisfaction</b>	Non-metric	Metric	Correlation	Measure of central tendency, Bi-variate Pearson correlation analysis, t-test, Oneway Anova
<b>Integration of supplier base</b>	Non-metric	Metric	Correlation	Measure of central tendency, Bi-variate Pearson correlation analysis, t-test, Oneway Anova

## CHAPTER FOUR

### DATA ANALYSIS AND PRESENTATION AND INTERPRETATION

#### 4.0 Introduction

This chapter contains demographic data, enterprise characteristics, relationship between employee satisfaction and value added products in Food Retail Outlets, enterprise growth, relationship between customer satisfaction and sales growth in Food Retail Outlets and relationship between integration of supplier base and value-added products in Food Retail Outlets.

#### 4.1 Demographic Data of Respondents

This section presents the demographic Data of Respondents as presented in Table 4.1.

**Table 4.1: Characteristics of Respondents**

Description	Frequency	Percent
<b>1. Position in the enterprise</b>		
Owner manager	13	10.8
Employed Manager	30	25.0
Employee	77	64.2
<b>Total</b>	<b>120</b>	<b>100.0</b>
<b>2. Gender</b>	47	39.2
Male	73	60.8
Female		
<b>Total</b>	<b>120</b>	<b>100.0</b>
<b>3. Age</b>		
21- 30 years	40	33.3
31- 40 years	36	30.0
41-50 years	20	16.7
Above 51 years	8	6.7
<b>Total</b>	<b>104</b>	<b>86.7</b>
<b>4. Level of education</b>		
Secondary	1	0.8
College	102	85.0
University	16	13.3
<b>Total</b>	<b>119</b>	<b>99.2</b>

**Source: Field data, 2015**

#### **4.1.1 Position in the Enterprise**

The results on position in the enterprise are presented in Table 4.1. This suggested that the majority of SMEs 77 (64.2%) are employee managed, SMEs employer managed 30 (25%) while SMEs self-owned took a paltry of 13 (10.8%). This suggests that employees were granted opportunity for promotion to manage and operate sampled SMEs. This finding concurs with that of (Tews, 2013, Scheers & Botha, 2014) granting opportunity for promotion to an employee raises his morale to influence value delivery to the customers and elicit repeat purchase hence leading to improved value added products in the small enterprises. This shows that granting opportunity for promotion is a precursor for influence of value delivery to the customers hence leading to improved value added products in the sampled SMEs.

#### **4.1.2 Gender Mainstreaming**

The results on gender mainstreaming are presented in Table 4.1. They revealed that the majority of proprietor (60.8%) of SMEs in Food Retail Outlets was predominantly female. This suggests that more women have been empowered to own most of the enterprises in Food Retail Outlets. This finding concurs with those of Deshpande (2012) that asserts material empowerment on equal gender basis empowers women to start and own productive SMEs in Food Retail Outlets in CBD Kisumu County. The gender of the founder, amount of capital and growth strategy influence, value delivery to the customers, hence leading to enterprise growth (Lorunka, 2011). This shows that empowerment on equal gender basis empowered women to start and own productive enterprises in Food Retail Outlets in CBD Kisumu County.

#### **4.1.3 Age Range of Respondents**

The result on age range of respondents is presented in Table 4.1. This showed that the majority (53.4%) respondents were in the age of above 31 years while 40 (33.3%) were in age group between 21-30 years. This finding concurs with that of Lawless (2011) showing age of an entrepreneur is one of the determining factors of influence value delivery to customers, hence leading to enterprise growth. This shows maturity in age was a precursor for influence of value delivery to the customers hence leading to enterprise growth.

#### **4.1.4 Educational Level of Respondents**

The result on educational levels of respondents is presented in Table 4.1. This revealed that the majority of respondents 99 (99.2%) had college and university education while paltry 1 (0.8%) respondents had secondary education.

This suggests that majority of the surveyed enterprises in Food Retail Outlets were operated by educated respondents. This findings collaborates that of Charoenrat (2013) showing employees with right education influences value delivery to the customers and therefore results in improved productivity in the enterprises. Small and medium enterprises with a stock of human capital influence value delivery to the customers and this leads to enterprise growth (Fritsch & Schroeter, 2011). This implies that educated entrepreneurs influence value delivery to the customers, hence leading to the improved higher productivity.

## 4.2 Enterprise Characteristics

This section contains skills, types of business, age of enterprise and start-up stage.

Table 4.2 Enterprise Characteristics

Description	Frequency	Percent
1. Skills		
a. Technical Skills	75	62.5
b. Entrepreneurial Skills	42	35.0
c. Business Management Skills	2	1.7
<b>Total</b>	<b>119</b>	<b>99.2</b>
2. Type of business		
a. Grocery Store	57	47.5
b. Hotel	36	30.0
c. Butcheries	17	14.2
d. Soft Drink Shop	9	7.5
<b>Total</b>	<b>119</b>	<b>99.2</b>
3. Age of the Enterprise		
a. One year	32	26.7
b. Three years	60	50.0
c. Five years	28	23.3
<b>Total</b>	<b>120</b>	<b>100.0</b>
4. Start-up stage		
a. Expanding customer base	55	45.8
b. Centralized Organization structure than in the start-up stage	13	10.8
c. Functional Organization	33	27.5
d. Product and services commercialization	16	13.3
<b>Total</b>	<b>117</b>	<b>97.5</b>

Source: Field data 2015

#### **4.2.1 Skills of Proprietors**

The results on skills of proprietors are presented in Table 4.2. This revealed that the majority 75 (62.5% respondents had technical skills, followed by 42 (35%) respondents with entrepreneurial skills, while 2 (1.7%) respondents run their enterprises through business management skills. This suggests that most of entrepreneurs had technical and entrepreneurial skills. This findings adds to the literature of Schroeter (2011) pointing out technical and entrepreneurial skills of the entrepreneurial is a pre-requisites for influencing value delivery to the customers, hence leading to enterprise growth. This indicates that technical skills and entrepreneurial skills were precursor for influence or value delivery to the customers hence leading to enterprise growth.

#### **4.2.2 Types of Business Services**

The results on the types of business services are presented in Table 4.2. This reveals that the enterprise services in grocery and hotels had a cumulative frequency of 78.2% while soft drinks and butcheries had a cumulative frequency of 36 (21.8%). This suggests that grocery and hotel enterprises dominated the services in the food retail outlets.

#### **4.2.3 Actual age of the Enterprise**

The results on actual age of the enterprise are presented in Table 4.2. This reveals that majority 60 (50%) enterprises had been in Food Retail Outlet for a period of three years, 32 (26.7%) of SMEs have been in the industry for one year, while 28 (23.3%) of SMEs had likelihood to survive and grow during the first and the second year. This suggest that majority of sampled SMEs had achieved entrepreneurial transition. They had expanded

beyond the stage which they initiated their activities. This finding concurs with that of Lawless (2011) Haltiwanger (2013) showing enterprise –specific characteristic like age is the best predictor of enterprise survival and growth. This shows that influence of value delivery to the customers made the surveyed SMEs to progress in the enterprise continuum.

#### **4.2.4 Start-up Stage of Growth**

The results on start-up stage of growth are presented in the Table 4.2. This reveals that the majority 55 (45.8%) surveyed enterprises in Food Retail Outlets had an expanding customer base characteristics, 33 (27.5%) exhibited functional specialization, 16 (13.3%) surveyed enterprises had products or services commercialization characteristics while 13 (10.8%) had centralized organizational structure characteristics. This suggest that majority of the studied SMEs in Food Retail Outlets had an expanding customers base. This finding supports imperial evidence of McColl Kennedy (2015) that asserts influence of value delivery to the customers widens market niche, hence expanding customer base in market place. This implies that influence of value delivery to the customers attracts and retails prospective customers hence expanding/widening market niche.

#### **4.3 Relationship between Employee Satisfaction and Value –Added Products**

The results on distribution of responses on employee satisfaction and value-added products in sampled SMEs in Food retail Outlets is presented in Table 4.3

**Table 4.3 Cross Tabulation on Employee satisfaction and value-added products.**

STATEMENTS	SA	A	U	D	SD
Opportunity for promotion	65(54.2%)	47(39.2%)	0	1(0.8%)	7(5.8%)
Opportunity for use skills and abilities	62(51.7%)	50(41.7%)	2(1.7%)	5(4.2%)	1(0.8%)
Rewards	39(32.5%)	60(50%)	3(2.5%)	15(12.5%)	2(1.7%)
Safe working environment	28(23.3%)	69(57.5%)	7(5.8%)	12(10%)	4(3.3%)
Good working relationship with owner	44(36.7%)	50(41.7%)	6(5%)	10(8.3%)	10(8.3%)
Resolution panel	37(30.8%)	54(45%)	14(11.7%)	11(9.2%)	4(3.3%)
Teamwork	47(39.2%)	60(50%)	2(1.7%)	10(8.3%)	1(0.8%)
Strong sense of communication	45(37.5%)	56(46.7%)	6(5%)	9(7.5%)	4(3.3%)
Employee satisfaction	46(38.3%)	63(52.5%)	2(1.7%)	6(5%)	3(2.5%)
No. of valid cases (117)					

**Source: Field Data 2015**

A five point Linker- type scale was used to measure level of employee satisfaction and integration likert type of supplier base on value-added products and customer satisfaction on sales respectively. The scale ranged from strongly agrees, agree, undecided, disagree, strongly disagree.

The results in table 4.3 suggests that majority of respondents 112 (93.4%) agreed that opportunity for promotion influence value delivery to customers, hence improving their average units of value added product, while 8 (6.6%) of respondents disagreed.

This finding concurs with that of Gavino (2012), Gkorezis & Petridou (2012) showing opportunity for promotion fosters employee satisfaction to influence delivery of service quality to customers hence enhancing value-added products in Fast Food Outlets.

This suggests that granting opportunity for promotion to employees, fosters satisfaction and motivation, so influencing value creation to customers and therefore increasing overall outputs of value added product in studied enterprise. Majority of respondents 112 (93.4%) agreed that opportunity for use skills and abilities raises their morale to influence value delivery to customers hence improving their average units of value added products, while 6 (5.2%) respondents disagreed.

This findings add to literature of Liu & White 2012, Lester (2012) Matache & Ruscu (2012) showing opportunity for use skills and abilities elicits employee satisfaction, thus influencing value delivery to customers, hence positively impacting on value-added products in SMEs. The results suggests that granting opportunity for use skills and abilities to employee satisfies ad motivates them to influence service quality delivery to customers, hence positively enhancing overall output of value-added products in sampled enterprises. Majority of respondents 99 (82.5%) agreed that competitive pay rewards on performance fosters employee satisfaction and motivation therefore influencing value creation to customers, hence improving overall value-added products, while 17 (14.2%) respondents disagreed.

This findings concurs with that of Sheehan (2013), Kwon, 2014, Giauque (2013) Pereira & Anderson, (2012) indicating competitive pay rewards on performance fosters employee satisfaction, thus influencing value creation to customers, hence leading to improved overall value-added products in SMEs. This suggests that competitive pay rewards on performance to employees raises their morale to influence service quality delivery to

customers thus leading to improved average units of value-added product in studied small enterprises.

Majority of respondents 97 (80.8%) accepted that safe working environment fosters satisfaction to influence value delivery to customers, therefore enhancing their average units of value-added products, while 16 (13.3%) respondents did not accept. The findings adds to the literature, Kwon (2014), Giauque (2013) showing safe working environment elicits employee satisfaction, so influencing value delivery to customers, hence improving overall value-added product in SMEs.

This suggests that safe working environment attracts employee satisfaction to influence service quality delivery to customers, hence improving overall value-added products in surveyed enterprises. Majority of respondents 94 (78.4%) acknowledged that good working relationship with owner, raises their morale to influence service value delivery to customers, hence improving their average units of value added products, while 20 (16.6%) of respondents did not accept. The findings concurs with that, Matz (2013), Leip & Stinchcomb (2013) indicating positive working environment fosters employee satisfaction to influence service quality delivery to customers and therefore leading to enhanced value-added products in SMEs.

This suggests that safe working environment fosters employee satisfaction to influence value delivery to customers and therefore enhancing average units of value-added products per employee in sampled enterprises.

Majority of respondents 91 (75.8%) agreed that resolution panel address their concerns so eliciting employee satisfaction, thus influencing value creation to customers and therefore improving their average units of value added products, while 15 (12.5%) respondents disagreed. The findings concurs with that of Biswas (2013) showing resolution panel address concerns of employee on a daily basis fosters satisfaction and motivation to influence value creation to customers, hence improving their average units of value-added products in the small enterprises. This suggests that formulating resolution panel through concerns of employees are made known on a daily basis fosters satisfaction and motivation to influence value creation to customers, hence improving overall value added products in sampled SMEs.

Majority of respondents 107 (89.2%) acknowledged that promotion of team work raises their morale to influence value delivery to customers, hence improving overall value-added products, while 11 (9.1%) respondents did not agree. The findings add to literature of Armstrong& Taylor (2014) pointing out that promotion of teamwork among employees eliminates challenges and frustrations, so fostering employee satisfaction to influence value delivery to customers, hence resulting in enhanced value-added products in SMEs. This suggests that promoting teamwork among employees fosters employee satisfaction to influence value delivery to customers, hence improving value added products in surveyed small and medium enterprises.

Majority of respondents 101 (92.2%) accepted that strong sense of communication about tasks on a regular basis satisfies and motivates them to influence value creation to customers, hence improving value added products, while 13 (10.8%) respondents

disagreed. The finding concurs with that work of Deshpande, Arekar, Sharma & Somaiya (2012), showing strong sense of communication about tasks on a regular basis improves experiential abilities and skills of workers, thus fostering satisfaction and motivation to influence value creation to customers, hence leading to enhanced overall value-added products in SMEs. This suggests that strong sense of communication about tasks on a regular basis attracts employee satisfaction to influence value, creation to customers and therefore leading to enhance enhanced value added product in studied enterprises.

Majority of the respondents 109 (90.8%) agreed that employee satisfaction raises their morale to influence service quality delivery to customers, hence improving value-added products, while Paltry 9 (7.5%) respondents disagreed. The findings add to literature of walls (2012), Uche & Elizabeth (2012), Bakker & Oerlemans (2011) showing employee satisfaction raises morale of workers to influence service quality delivery to customers, hence enhancing overall value-added products fast food restaurants. This indicates that fostering employee satisfaction raises morale of workers to become dedicated and committed influence service quality delivery to customers and therefore leading to enhanced value –added products in surveyed samples.

#### **4.4 Pearson Correlation of Employee Satisfaction and Value-Added Products**

The results on linear association between employee satisfaction and value added products is presented in Table 4.4

**Table 4.4; Correlation on Employee Satisfaction and Value-Added Products**

<b>Model</b>	<b>Sig(2-tailed)</b>	<b>Pearson Correlation</b>
Opportunity for promotion	.001	.305
Opportunity for use skills and abilities	.000	.380
Rewards	.005	.257
Safe and comfortable working environment	.020	.213
Good working relationship with owner manager	.005	.257
Resolution panel	.000	.318
Teamwork	.011	.232
Strong sense communication	.006	.250
Employee Satisfaction	.000	.494
<b>No of Valid Cases 120</b>		

**Source: field data, 2015**

The results in Table 4.4 suggests that P-value of opportunity for promotion is  $0.001 < 0.05$ . This suggests opportunity for promotion has a positive relationship with value-added products. This findings concurs with that work of Gavino (2012), Gkorezis & Petridou (2012), showing opportunity for promotion positively impacts on value-added products in small enterprise of fast food restaurants.

This suggests that granting opportunity for promotion to employees raises their morale to influence value delivery to customers thus positively impacting on value-added products in surveyed small and medium enterprises. The P-value of opportunity for use skills and abilities is  $0.000 < 0.05$ . This suggests opportunity for use skills and abilities has a positive relationship with value-added products. The findings add the literature of Liu & White (2012), Lester (2012) indicating, giving opportunity for use skills and abilities has a significant and positive relationship with value added products in fast food industry. This indicates that granting opportunity for use skills and abilities at workplace raises morale

of employees to influence value delivery to customers, thus significantly impacting on value-added products in surveyed samples.

The P- value for rewards is  $0.004 < 0.05$ . This indicates that pay rewards on performance has a positive relationship with value-added products. The findings is in line with that work of Sheehan (2013), Kwon (2014) showing competitive pay rewards on performance has a positive relationship with value-added products in small enterprises of fast food industry. This suggests that competitive pay rewards on performance fosters satisfaction and motivation of employee to influence service quality delivery and therefore positively impacting on value-added products in studied SMEs.

The P-value for safe working environment is  $0.020 < 0.05$ . This suggests that safe working environment has a positive relationship with value-added products/services. The findings concurs with that of Kwon (2014), Giauque (2013) showing safe working environment has a significant and positive relation to value-added products in fast food restaurants.

This suggests that safe working environment raises morale of employees to influence value delivery to customers, hence positively impacting on value added products/services in sampled small medium enterprises. The P-value of good working relationship with owner is  $0.005 < 0.05$ . This indicates that good working relationship with owner has a significant and positive relationship with value-added products.

The findings concurs with that work of Leip & Stinchcomb (2013) Matz, (2013) showing good working relationship with owner has a significant and positive relationship with value added products in SMEs of fast food outlets. This shows that good working

relationship with owner of enterprise fosters employee satisfaction to influence value delivery to customers thus positively impacting on value added products in studied small medium enterprises in Food Outlets.

The P-value for resolution panel is  $0.000 < 0.05$ . This shows that resolution panel has a positive relationship with value-added products. The findings collaborates that work of Biswas (2013) showing that resolution panel through which concerns are made known has a positive relationship with value-added products in small enterprises of fast food industry. This indicates that resolution panel through which concerns are made known on a daily basis satisfies and motivates employees so influencing service value delivery to customers, hence positively impacting on value-added products in surveyed SMEs.

The P-value for teamwork is  $0.011 < 0.05$ . This suggests that teamwork has a significant and positive relationship with value-added products.

This finding adds to the literature of Armstrong & Taylor (2014), indicating promotion of teamwork among employee has a significant and positive relation to value-added products in small enterprises of fast food industry. This suggests that promotion of teamwork among employees fosters satisfaction and motivation to influence value creation to customers, therefore significantly and positively impacting on value added products in sampled enterprises.

The P-value for strong sense of communication about task is  $0.006 < 0.05$ . This shows that strong sense of communication has a significant and positive relationship with value-added products. The findings collaborates that work of Deshpande, Arekar, Sharma &

Somaiya (2012), showing strong sense of communication about task has a positive relationship with value-added products in small enterprises of fast food industry.

This suggests that strong sense of communication about tasks to employees on daily basis elicits satisfaction and motivation thus influencing service value deliver to customers, hence positively impacting on value-added products in sampled enterprises. The P-value for employee satisfaction is  $0.000 < 0.05$ . This suggests that employee satisfaction has a positive relationship with value added products. The findings concurs with that of walls (2014), Uche & Elizabeth (2012) indicating employee satisfaction has a significant and positive relationship with value-added products in small enterprises of fast food industry. This implies that attracting employee satisfaction raises morale of workers to influence service value delivery to customers, hence significantly and positively impacting on value-added products in surveyed samples.

#### **4.5 Enterprise Growth**

The T-test was conducted on sales and value-added products/services at a two points before and after to determine growth. The t-test results of enterprise growth at 5% level of significance are presented in Table 4.5

**Table 4.5: T-test on Enterprise growth**

	Standard deviation	Paired differences		T	Sig. (2-tailed)
		95% confidence interval of the difference			
		LOWER	UPPER		
<b>Sales (Before) - sales (Now)</b>	0.37038	-0.00805	-0.00805	-2.218	0.028
Value-added products (Before)- Productivity (Now)	0.36052	-0.13183	-0.00150	-2.026	0.045
No of valid cases - 119					

**Source: Field data, 2015**

The results presented in Table 4.5 suggests that P-value for value-added products/services is  $0.045 < 0.05$ . This suggests that employee satisfaction has a significant and positive influence on value added products/services. The findings concurs with that of Kwon (2014), Scheers & Boltha (2014) Kehoe & Wright (2013) showing employee satisfaction has a significant and positive influence on value added products in small enterprises of fast food industry.

This suggests that employee satisfaction raises morale of workers to significantly and positively influence value delivery to customers, hence impacting on value-added products in surveyed samples. The P-value for sales is  $0.028 < 0.02$ . This indicated that customer satisfaction has a significant and positive influence on sales.

The findings collaborates that work of Schultz (2012), Walls (2012) showing customer satisfaction has a significant influence on sales in SMEs in fast food industry.

This suggests that fostering customer satisfaction influences value delivery to customers, hence significantly and positively impacting on sales in studied SMEs in Food Retail Outlets. The P-Value for Value-added products is  $0.045 < 0.05$ . This suggests that integration of supplier base has a significant and positive influence on value added products. The findings add to the literature of Bolton (2014), Mc Coll Kennedy (2015), Mc Cornick (2014) showing integration of supplier base has a significant and positive influence in value-added products in small enterprises of fast food industry.

This suggests that integration of supplier base influences service value delivery to customers, thus significantly impacting on value added products in sampled small enterprises in Food Retail Outlets.

#### **4.6 Anova Test on Employee Satisfaction and Value-Added Products**

The results on one way Anova tests on influence of employee satisfaction on value-added products is presented on Table 4.6

**Table 4.6 Anova Test on Employee Satisfaction and Value Added Products**

Sum of squares	Sum of squares	df	f	sig
Between groups	5.358	57	0.094	0.005
Within groups	2.967	62	0.048	
Total	8.325	119		

**Source: Field data, 2015**

The results presented on Table 4.6 suggests  $P\text{-value}=0.005 < 0.05$ .

This indicates that employee satisfaction significantly influences value delivery to customers, positively impacts on value added products in sampled enterprises.

$H_{01}$ , Employee satisfaction has no significant influence on value-added products is therefore rejected.

#### **4.6.1 Anova Test on Customer Satisfaction and Sales**

This results on one-way Anova test on influence of customer satisfaction on sales is presented on Table 4.6.1

**Table 4.6.1 Anova Test on Customer Satisfaction and Sales**

Sum of squares	Sum of squares	df	Mean square	f	sig
Between Groups	0.822	2	0.411	4.46	0.013
Within groups	10.769	117	0.411	8	
Total	11.592	119	0.092		

**Source: Field Data, 2015**

The result presented on Table 4.6.1 suggests  $p\text{-value} = 0.013 < 0.05$ . This indicates that customer satisfaction significantly influences value delivery to customers, positively impacting on sales in surveyed samples.

$H_{O2}$  customer satisfaction has no significant influence on sales is therefore rejected.

#### **4.6.2 One-way Anova Test on Supplier Base and Value-Added products**

The result on One-way Anova test on influence of integration of supplier base on value-added products is presented on Table 4.6.2

**Table 4.6.2 Anova Test on Integration of Supplier Base and Value Added Products**

<b>Sum of squares</b>	<b>Sum of squares</b>	<b>df</b>	<b>Mean squares</b>	<b>f</b>	<b>sig</b>
Between Groups	5.348	58	0.093	1.865	0.004
Within groups	2.961	62	0.047		
Total	8.325	119			

**Source; Field Data, 2015**

The results presented on Table 4.6.2 indicates that  $P\text{-value}$  is  $0.005 < 0.05$ . This suggests that integration of supplier base significantly influences value-delivery to customers, positively impacting on value-added products in studied enterprises.

$H_{O3}$  integration of supplier base has no significant influence on value added products are therefore rejected.

#### 4.7 Cross Tabulation on Customer Satisfaction and Sales in SMEs

The results on distribution of responses on customer satisfaction and sales in Food Retail Outlets are presented in Table 4.7

**Table 4.7 Cross Tabulation on Customer Satisfaction and Sales in SMEs**

<b>QUESTIONS</b>	<b>YES</b>	<b>NO</b>
Often use	95 (78.5%)	24 (19.8%)
Responsiveness	99 (81.8%)	20 (16.5%)
Clear Information	100 (82.8%)	19 (15.7%)
Wide range of products	94 (77.7%)	25 (20.7%)
Individualized attention and patience	91 (75.2%)	27 (22.3%)
Faster delivery	100 (82.6%)	20 (16.5%)
Physical Appearance	90 (74.4%)	30 (24.8%)
Safety	97 (80.2%)	23 (19.0%)
Privacy	92 (76.0%)	28 (23.1%)
Customer Satisfaction	99 (81.8%)	20 (16.5%)
No of valid cases 119		

**Source; Field data 2015**

The results presented in Table 4.7 suggests that majority of respondents 95 (78.5%) accepted that they often use products and or services of the same enterprise, while 24 (19.8%) of respondents disagreed.

The findings concurs with that of Lemke, Clarke & Wilson (2011), Humnekar & Phadtare (2011) showing reliability of services fosters customer satisfaction, thus influencing value delivery to customers, eliciting repeat purchases, hence leading to sales in SMEs of fast food industry.

This suggests that provision of consistent and dependable services attracts customer satisfaction, so influencing value delivery to customers, hence generating sales in sampled small and medium enterprises.

Majority of respondents 99 (81.8%) agreed that responsiveness to their complaints and questions promptly and timely attracts customer satisfaction to influence service quality delivery, hence eliciting repeat purchases, while 20 (16.5%) of respondents disagreed.

These findings add to the literature of Humnekar & Phadtare (2011), Manthiou, 2014 indicating responsiveness to customer's complaints and question promptly and timely fosters customer satisfaction, so influencing value delivery to purchasers hence promoting loyalty and relation, hence leading to sales in SMEs.

This suggests that responding to customer's complaints and questions promptly and timely attracts customer satisfaction, so influencing value delivery, hence enhancing sales in surveyed samples in Food Retail Outlets.

Majority of respondents 100 (82.6%) accepted that clear information about products/services foster customer satisfaction, thus influencing service value delivery eliciting repeat purchases, while 19 (15.7%) respondents did not agree.

The findings add to the literature of Othman (2013), Wu (2015) showing SME giving clear information about products to customers fosters customer satisfaction, so influencing value delivery, eliciting repeat purchases, hence generating sales in SMEs.

This suggests that giving clear information about products/services to customers attracts customer satisfaction to influence value delivery, eliciting repeat purchases and thus

leading to sales in sampled SMEs. Majority of respondents 94 (77.7%) acknowledged that wide range of services/products fosters customer satisfaction, thus influencing value delivery soliciting willingness to recommend purchasing similar products, while 25 (20.7%) disagreed. The findings collaborates that work of Humnekar & Phadtare (2011), Wu (2015) indicating provision of a wide range of products/services elicits customer satisfaction, so influencing service quality delivery promoting loyalty and retention, and therefore resulting in enhanced sales in small enterprises.

This suggests that provision of a wide range of products/services to customers elicits customer satisfaction, so influencing value delivery and therefore soliciting willingness to recommend purchasing similar products/services, generating sales in studied enterprises.

Majority of respondents 91 (75.2%) agreed that individualized attention fosters customer satisfaction, thus influencing service value delivery so promoting loyalty and retention while 27 (22.3%) of respondents disagreed.

This finding adds to the literature of Chen & Yang (2015), Indicating giving individualized attention and patience to customers during business transactions fosters customer satisfaction, therefore influencing service value delivery, promoting loyalty and retention, hence leading to sales in small enterprises.

Majority of respondents 100 (82.6%) accepted that appealing appearance of physical facilities attracts customer satisfaction, thus influencing service quality delivery, hence eliciting repeat purchases, while 20 (16.5%) respondents disagreed.

The findings concurs with that of Othman, Zahari & Radzi (2013), Humnekar & Phadtare (2011) indicating an appealing appearance of physical facilities elicits customer satisfaction, therefore influencing value delivery, so soliciting willingness to recommend doing business with same enterprise, hence generating sales in surveyed SMEs. This implies that an appealing appearance of physical facilities fosters customer satisfaction, thus influencing service value delivery, soliciting willingness to recommend doing business transactions with same enterprises, hence improving sales in studied samples.

Majority of respondents 97 (80.2%) acknowledged that safety elicits customer satisfaction, so influencing value delivery, hence promoting loyalty and retention, while 23 (19.0%) of respondents did not accept.

The findings collaborates with that work of Wu (2015), Humnekar & Phadtare (2011) showing provision of safety to customers during sales fosters customer satisfaction, so influencing value delivery, promoting loyalty and retention, hence leading to sales in small enterprises of fast food industry.

This indicates that provision of safety to customers fosters customer satisfaction so influencing service quality delivery, promoting loyalty and retention, hence leading to sales in studied enterprises.

Majority of respondents 92 (76%) accepted that privacy fosters customer satisfaction, therefore influencing value delivery, eliciting repeat purchases, while 28 (23.1%) of respondents disagreed.

This findings adds to the literature of Humnekar & Phadtare (2011), Wu (2015) showing privacy of customers during sales fosters customer satisfaction, so influencing value delivery, eliciting repeat purchases, hence generating sales in SMEs of food Outlets.

This suggests that observing privacy of customers during sales fosters customer satisfaction, thus influencing service quality delivery, eliciting repeat purchases and therefore leading to sales in studied samples.

Majority of respondents 99 (81.8%) acknowledged that customer satisfaction influences service value delivery, hence soliciting willingness to recommend purchasing products/services of same enterprises while 20 (16.5%) of respondents did not accept.

This finding concurs with that Khan (2012), Min & Min (2011) showing customer satisfaction influences service value delivery to purchasers, eliciting repeat purchases, hence leading to sales in small enterprises in Food Outlets. This indicates that customer satisfaction influences service value delivery, thus promoting loyalty and retention and therefore leading to enhanced sales in sampled SMEs.

#### **4.8 Pearson Correlation on Customer Satisfaction and Sales in SMEs**

The results on Pearson correlation on customer satisfaction and sales at 5% level of significance is presented in Table 4.8

**Table 4.8 Correlation on Customer Satisfaction and Sales**

	<b>Sig(2-tailed)</b>	<b>Pearson Correlation</b>
Often use	.000	.508
Responsiveness	.000	.510
Clear Information	.000	.531
Wide range of products	.000	.525

Individualized attention and patience	.000	.388
Physical Appearance	.002	.278
Safety	.000	.371
Privacy	.002	.280
Customer Satisfaction	.001	.302
No of valid cases	119	

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**A: Dependent variable, sales per product/service (change).**

**Source: Field Data, 2015**

The results presented in Table 4.8 suggests the P-value of often use is  $0.000 < 0.05$ . This suggests that often use has a significant and positive relationship with sales.

This findings concurs with that of Lemke, Clarke & Wilson (2011), Wu (2015) showing often use has a significant and positive relationship with sales in SMEs of fast food industry. This suggests that consistent and dependable services/products fosters customer satisfaction, so influencing value delivery, eliciting repeat purchases and therefore positively impacting on sales in studied enterprises.

The P-value for responsiveness is  $0.000 < 0.05$ . This suggests that responsiveness has a significant and positive relationship with sales. The findings collaborates that work of Humnekar & Phadtare (2011), indicating responsiveness has a positive relationship with sales in small enterprises. This suggests that responding to customers complaints and questions promptly ad timely fosters customer satisfaction, so influencing service value delivery, soliciting willingness to recommend purchasing similar product/services hence positively impacting on sales in studied small enterprises.

The P-value for clear information is  $0.000 < 0.05$ . This indicates that clear information has a significant relationship with sales. This findings add to literature of Othman (2013), Wu

(2015) showing clear information about products/services has a positive relationship with sales in small enterprises. This implies that giving clear information about products/services to customers fosters customer satisfaction, so influencing value delivery, promoting loyalty and retention and therefore positively impacting on sales in surveyed samples in Food Retail Outlets.

The P-value for wide range of products is  $0.000 < 0.05$ . This suggests that a wide range of products has a significant and positive relationship with sales. This findings concurs with that of Wu (2015), Humnekar & Phadtare (2011) indicating provision of a wide range of products/services has a significant and positive relationship with sales in SMEs. This suggests that providing a wide range of product/services to customers elicits customer satisfaction, so influencing service value delivery, hence positively impacting on sales in sampled small enterprises.

The P-value for individualized attention is  $0.000 < 0.05$ . This suggests that individualized attention has a positive relationship with sales.

The findings collaborate with that work of Chen & Yang (2015) showing giving individualized attention has a significant and positive relationship with sales in small enterprises of fast food restaurant.

The P-value of physical appearance is  $0.002 < 0.05$ . This suggests that physical appearance has a significant and positive relationship with sales. The findings add to the literature of Othman, Zahari & Zahzi (2013), Humnekar & Phadtare (2011) indicating an appealing

appearance of physical facility has a positive relationship with sales in small enterprises of fast food industry.

This implies that appealing appearance of physical facilities creates customer satisfaction, so influencing value delivery, eliciting repeat purchases, and therefore significantly impacting on sales in studied samples.

The P-value for safety  $0.000 < 0.05$ . This suggests that safety has a significant relationship with sales. The findings concurs with that of Wu (2015), Humnekar & Phadtare (2011) showing safety has positive relationship with sales in SMEs. This implies that providing safety to customers during sales fosters customer satisfaction, thus influencing service value delivery, soliciting willingness to recommend purchasing similar products/services of same enterprises, and therefore positively impacting on sales in sampled SMEs.

The P-value for privacy is  $0.002 < 0.05$ . This indicates that privacy has a significant relationship with sales. The findings add to the literature of Humnekar & Phadtare (2011), Wu (2015) showing observing privacy of customers has a significant and positive relationship with sales in SMEs of fast food industry.

This suggest that observing privacy of customers during sales elicits customers satisfaction, so influencing value delivery, promoting loyalty and retention, hence positively impacting on sales in surveyed SMEs.

The P –value for customers satisfaction is  $0.001 < 0.05$ . This suggests that customer satisfaction has a significant and positive relationship with sales. The findings collaborate

with that work of Min & Min (2011) indicating customer satisfaction has a positive relationship with sales in small enterprises of Food Outlets.

This implies that attracting and maintaining customer satisfaction influences services quality delivery, promoting loyalty and retention, therefore positively impacting on sales in sampled Small Enterprises.

#### **4.9 Cross Tabulation on Supplier Base and Value-Added Products.**

The results on distribution of responses on integration of supplier base and value added products is presented in Table 4.9

**Table 4.9 Cross Tabulation on Supplier Base and Value Added Products.**

<b>STATEMENTS</b>	<b>SA</b>	<b>A</b>	<b>U</b>	<b>D</b>	<b>SD</b>
Delivery on its promise	43 (35.5)%	28 (23.1)%	2 (1.7%)	24 (19.8%)	11 (9.1%)
Competitive pricing	27 (22.3)%	62 (51.2)%	8 (6.6%)	19 (15.7%)	3 (2.5%)
Product diversification	23 (19.0)%	32 (26.4)%	11 (9.1)%	40 (33.1%)	13 (10.7%)
Executing faster delivery	48 (39.7)%	58 (47.9)%	6 (5.0)%	7 (5.8%)	2 (1.7%)
Market segmentation	37 (30.6)%	60 (49.6)%	8 (6.6)%	10 (8.3%)	5 (4.1%)
Long-term relationship	48 (39.7)%	60 (49.6)%	6 (5.0)%	4 (3.3%)	2 (1.7%)
Integration of supplier base	53 (43.8)%	59 (48.8)%	4 (3.3%)	1 (0.8%)	3 (2.5%)
<b>Valid cases (119)</b>					

**Source: field data, 2015**

The results presented in Table 4.9 suggest that majority of respondents 71 (58.6%) acknowledged that delivery on its promise integrates supplier base, so influencing value delivery, hence improving on value-added products, while 48 (39.6%) of respondents did not agree. This finding collaborates with that work of Griffish (2011), Mc Cornick (2014) showing meeting delivery on its promise attracts integration of supplier base, so influencing value delivery to customers and thus resulting in increased value-added product in SMEs.

This implies that meeting delivery on its promise to customers attracts integration of supplier base, thus influencing value delivery hence leading to enhanced value added products in sampled SMEs. Majority of respondents 89 (73.5%) accepted that conceptive pricing fosters integration of supplier base, so influencing value addition creation,

therefore leading to enhanced value-added products while 22 (18.2%) of respondents did not accept. The findings concurs with that of Hento (2013) Colla & Laupoule (2012) showing offering competitive pricing in market place fosters integration of supplier base and ordered quality, thus influencing value delivery to customers, hence improving value-added products in small enterprises of fast food industry.

This suggests that offering competitive prices to customers integrates supplier base so influencing service quality delivery, and thus leading to improved value-added products in surveyed small enterprises.

Majority of respondents 65 (45.5%) agreed that products diversification attracts integration of supplier base, thus influencing service value delivery, hence increasing value added products, 55 (4.4%) of respondents disagreed.

The findings add to the literature of Mc Cornick (2014), Rauch & Rijkskik (2013) indicating product diversification provides a wide range of products, elicits integration of supplier base, therefore influencing value delivery and thus resulting in enhanced value-added products in SMEs of Food Outlets.

This suggests that diversifying product/services integrates supplier base, so influencing service value delivery to customers, hence leading to increased value added products in studied small enterprises in Food Retail Outlets. Majority of respondents 106 (87.6%) accepted that faster delivery integrates supplier base, so influencing service value delivery, hence increasing value-added products while 9 (7.5%) of respondents disagreed.

The findings collaborates with that work of McCornick (2014), showing executing faster delivery integrates supplier base promptly and timely, so influencing service quality delivery, hence improving value-added products in SMEs of fast food industry.

This suggests that executing faster delivery of order value to customers integrates supplier base, thus influencing service quality, delivery and therefore enhancing value-added products/services in surveyed enterprises.

Majority of respondents 83 (68.6%) acknowledged that market segmentation fosters integration of supplier base, so influencing service value delivery and therefore improving value added products/services, while 32 (26.4%) of respondents disagreed.

This findings adds to the literature of Mc Cornick (2014) showing diversifying market fosters integration of supplier base so influencing service quality to customers hence leading to enhanced value-added products in small enterprises of Food Outlets. This suggests that segmenting market attracts integration supplier base, thus influencing service value delivery to customers, and therefore enhancing overall total value-added products in sampled enterprises.

Majority of respondents 108 (89.2%) agreed that long-term relationship with supplier integrates supplier base, so influencing service quality delivery, hence leading to improved value-added products while 6 (5.0%) of respondents disagreed.

The findings concurs with that of Reid & Xu (2012), showing long-term relationship with supplier creates service relation to customers, so attracting integration of supplier base to influence service value delivery, hence improving value-added products in SMEs.

This implies that long-term relationship with supplier elicits service relation with customers, fostering integration of supplier base, so influencing service value delivery, and therefore increasing value-added products in sampled SMEs.

Majority of respondents 112 (92.6%) agreed that integration of supplier base offers order value and ordered quality promptly and timely, thus influencing service quality delivery, to customers, hence enhancing overall total value-added products, while 4 (3.3%) of respondents did not accept.

The findings concurs with that of Bolton (2014), Wang (2014) showing integration of supplier base fulfils order value ad ordered quantity, so influencing value delivery, hence enhancing overall total value added product in small enterprises of Food Outlets.

This indicates that integration of supplier base fulfils order value and quantity ordered to customer, thus influencing service value delivery, hence leading to improved added products in studied small enterprises.

#### **4.10 Pearson Correlation on Integration of Supplier Base and Value-Added**

##### **Products**

The results on Pearson Correlation test on integration of supplier base and value added products is presented in Table 4.10.

**Table 4.10 Pearson Correlation Test on Supplier Base and Value-Added Products.**

<b>Model</b>	<b>Sig(2-tailed)</b>	<b>Pearson correlation</b>
Delivery on promise	0.021	0.211
Enterprise offers competitive pricing	0.000	0.428
Product diversification	0.000	0.359

Faster delivery	0.015	0.211
Market segmentation	0.000	0.330
Long-term relationship	0.014	0.224
Integration of supplier base	0.000	0.428

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a. Dependent variables, units of value added product/service (change)

**Source: field data, 2015**

The results presented in Table 4.9 suggests that P-value for delivery on its promise is  $0.021 < 0.05$ . This suggests that delivery on its promise has significant and positive relationship with value-added products.

This findings concurs with that of Griffish (2011), McCornick (2014) showing delivery on its promise has a significant and positive relationship with value-added products in small enterprises of fast food restaurants.

This suggests that meeting delivery on its promise integrates supplier base, so influencing service quality to customers, hence positively impacting on value-added products in sampled small medium enterprises.

The P-value for competitive pricing is  $0.000 < 0.05$ . This suggests that competitive pricing has a significant and positive relationship with value added products.

The findings collaborates with that work of Hento (2013) Colla & Laupole (2011) indicating competitive pricing has a significant and positive relationship with value-added products in small medium enterprises.

This suggests that offering competitive prices to customers integrates supplier base, so influencing service value delivery to customers and therefore positively impacting on value-added products in surveyed samples.

The P-value for product diversification is  $0.000 < 0.05$ . This indicates that product diversification has a positive relationship with value-added products.

This findings adds to the literature of Mc Cornick (2014), Rauch & Rijskik (2013) showing product diversification has a positive relationship with value-added products in small enterprises of food outlets.

This suggests that product diversification provides a wide range of products, attracts integration of supplier base, so influencing service quality delivery to customers, hence positively impacting on value added products in studied enterprises.

The P-value for faster delivery is  $0.015 < 0.05$ . This indicates that faster delivery has a positive relationship with value-added products. The finding collaborates with that work of McCornick (2014), showing executing faster delivery has a significant and positive relationship with value-added products in SMEs.

This suggests that executing faster delivery fulfils order value promptly and timely, attracts integration of supplier base, so influencing quality delivery, hence positively impacting on value-added products in sampled enterprises.

The P-Value for market segmentation is  $0.000 < 0.05$ . This suggests that market diversification has a significant and positive relationship with value-added products.

The findings concurs with that of McCornick (2014) showing a positive relationship between market segmentation and value-added products in small enterprises. This implies that segmenting markets facilitates efficient and effective responsiveness to needs of customers, so fostering integration of supplier base, to influence service quality delivery, hence significantly impacting on value-added products in surveyed SMEs.

The p-value for long-term relationship with supplier is  $0.014 < 0.05$ . This shows that long term relationship with supplier has a positive relationship with value-added products.

This finding adds to the literature of Reid & Xu (2012), indicating long-term relationship with supplier has a positive relationship with value-added products in SMEs of Food Outlets. This implies that developing long-term relationship with supplier creates service relationship with customers to attract integration of supplier base, so influencing service quality delivery to customers and therefore positively impacting on value added products in sampled enterprises of Food Retail Outlets.

The P-value for integration of supplier base is  $0.000 < 0.05$ . This indicates that integration of supplier base has a significant and positive relationship with value-added products. The findings collaborates with the work of Bolton (2014), Wang (2015) showing integration of supplier base has a significant and positive relationship with value-added products. This suggests that integration of supplier base fulfils order value offerings promptly and timely so influencing service quality delivery to customers, hence positively impacting on value-added products in surveyed enterprises.



## CHAPTER FIVE

### SUMMARY, CONCLUSION AND RECOMMENDATION

#### 5.0 Introduction

This section presents summary of key findings, conclusion, recommendation and suggestion for further study.

#### 5.1 Summary of Key Findings

In the light of the objectives, the key findings of the study show:

- i) Employee satisfaction had a positive relationship with value-added products in food retail outlets (P- value =  $0.000 < 0.05$ )
- ii) Customer satisfaction had a significant relationship with sales in Food Retail Outlets (P- value =  $0.001 < 0.05$ ).
- iii) Integration of supplier base had a positive relationship with value added products in Food Retail Outlets (P- value =  $0.000 < 0.05$ )

#### 5.2 Conclusions

In respect of objectives and findings, the study concludes;

- i) Employee satisfaction influences value delivery to customers, hence leading to improved value-added products in surveyed enterprises in Food Outlets.

- ii) Customer satisfaction influences service value delivery to purchasers and therefore resulting in a huge volume of sales in sampled SMEs in Food Outlets.
- iii) Integration of supplier base influences value delivery to customers, hence leading to enhanced value-added products in studied samples in Food Outlets.

Therefore, employee satisfaction, customer satisfaction and integration of supplier base influence value delivery on enterprise growth.

### **5.3 Recommendation**

In light of findings and conclusion, the study recommends

SMEs should focus on developing efficient and effective competencies on employee satisfaction as it influences value delivery to customers, hence leading to enterprise growth. Small enterprise in food outlets fail to grow, hence remaining small, since factors that contribute to value delivery on enterprise growth is little understood and practiced. Owners of SMEs should implement value delivery strategies such as employee satisfaction, as it raises morale of workers to be dedicated and committed to influencing service quality delivery to customers, hence improving overall value added products. Employee satisfaction is a critical prerequisite for customer satisfaction and thus improves overall value-added products in SMEs.

Small enterprises should focus on developing appropriate competencies on customer satisfaction as it influences value delivery to purchasers, hence leading to enterprise growth. SMEs should foster customer satisfaction as it elicits high service and food

quality that meet the functional needs as well as providing social-psychological benefits to purchasers, therefore soliciting willingness to make repeat business, resulting in sales.

In addition, SMEs should focus their energies on developing flexible, efficient and effective competencies on integration of supplier base as it influences value delivery to customers, thus leading to enterprise growth. SME attracting and maintaining integration of supplier base flexible responds to ever-changing demands of customers and executes order value fulfillment within delivery lead time, hence influencing future purchase behaviour intentions and thus leading to improved overall value-added products.

SMEs should network as it fosters learning experiences and information exchange that is vital in influencing value delivery to customers, thus leading to enterprise growth.

Policy-makers to design governmental and non-governmental sound support programs such as business development services and incubators, where entrepreneur can mentor skills necessary for influencing value delivery to promote growth of their enterprise.

Lastly, further studies should be conducted in other non-service related enterprises based on the findings of the study.

In respect of objectives, the contributions of study are presented on Table 5.3:-

**Table 5.3 Contributions of the Study**

Objectives	Contribution
To examine influence of employee satisfaction on value-added products in Food Outlets	Knowledge and theory on enterprise growth, value delivery proposition and employee satisfaction. Provides owners of

	SMEs with a better understanding of effect of employee satisfaction on value delivery enterprise growth
To examine influence of customer satisfaction on sales in Food Outlets	Literature on enterprise growth, customer satisfaction and value delivery proposition. Provides owners of SMEs with a better understanding of effect of customer satisfaction on value delivery on enterprise growth
To examine influence of integration of supplier base on value-added products on Food Outlets	Knowledge and theory on integration of supplier base, enterprise growth and value delivery proposition, Provides SMEs with a better understanding of effect of integration of supplier base on value delivery on enterprise growth.

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**APENDIX 1: QUESTIONNAIRE**

**Dear Sir/Madam,**

**RE: RESEARCH QUESTIONNAIRE**

This questionnaire is part of a research project. This questionnaire is focused primarily on value delivery factors for SMEs growth. All information will be treated with utmost confidentiality and will be used for academic purpose only. Your contribution in this questionnaire will highly be appreciated.

**SECTION A: (INTRODUCTION)**

1. Position in the enterprise

- a) Owner manager [ ]
- b) Employed Manager [ ]
- c) Employee [ ]

2. Gender

- a) Male [ ]
- b) Female [ ]

3. What is your actual age? \_\_\_\_\_

4. (i) Level of education

- a) Primary [ ]
- b) Secondary [ ]
- c) College [ ]
- d) University [ ]

5. What type of skills does you possess?

- a. Technical skills [ ]
- b. Entrepreneurship skills [ ]
- c. Business Management skills [ ]

6. Type of business services engaged into currently.

- a. Grocery Store [ ]
- b. Hotel [ ]
- c. Butchery [ ]
- d. Soft Drink Shop [ ]

7. What is the actual age of your enterprise at present?

- a. Less than a year [ ]

- b. One year
- c. Three years
- d. Five years

8. What is the characteristics exhibited by the enterprise?

- a. Expanding customer base
- b. Centralized Organization structure than in the start-up stage
- c. Functional specialization
- d. Product/service commercialization

#### **SECTION A: EMPLOYEES SATISFACTION**

#### **ENTREPRENEUR QUESTIONNAIRE ON VALUE CREATION**

9. In the enterprise, the following entrepreneurial value measures raises morale to deliver value added food products/services to customers. (Please indicate the degree of your agreement). **SD**= Strongly Disagree, **D**=Disagree, **U**=Undecided, **A**=Agree, **SA**=Strongly Agree).

<b>ITEMS</b>	<b>SD</b>	<b>D</b>	<b>U</b>	<b>A</b>	<b>SA</b>
Opportunity for promotion					
Opportunity for use skills and abilities					
Rewards					
Safe working environment					
Good working relationship with owner of SME					
Resolution panel					
Teamwork					
Strong sense of communication					
Employee Satisfaction					

**SECTION B: GROWTH****10. EMPLOYEE'S QUESTIONNAIRE ON GROWTH**

In the section below indicate on average how the enterprise is performing.

<b>ITEM</b>	<b>Start-up</b>	<b>Growth Stage</b>	<b>Change</b>
Sales per product/service			
Units of value added products per employee			

## APENDIX II: QUESTIONNAIRE

**Dear Sir/Madam,**

### **RE: RESEARCH QUESTIONNAIRE**

This questionnaire is part of a research project. This questionnaire is focused primarily on value delivery factors for SMEs growth. All information will be treated with utmost confidentiality and will be used for academic purpose only. Your contribution in this questionnaire will highly be appreciated.

### **SECTION C: CUSTOMERS SATISFACTION**

#### **11. CUSTOMERS' QUESTIONNAIRES ON VALUE SERVICE**

In the enterprise, the following superior value experiences measures elicit repeat purchases per food product/service. Please tick you answer where applicable.

(1= YES, 2 = NO).

<b>QUESTIONS</b>	<b>1</b>	<b>2</b>
Do you often use the enterprise services?		
Enterprise staff responds to your questions /complaints promptly and timely?		
You receive clear information about services/products offered by enterprise?		
Enterprise offer/provides a wide range of services/products that meets your changing needs?		
Enterprise staff gives you individualized attention and patience during sales?		
Enterprise provides consistent and dependable services?		
Services, physical facilities, equipment staff are accessible by you?		
You feel safe under the enterprise staff?		
Enterprise staff observes your privacy during business transaction?		
Satisfaction from value services has products elicits repeat purchases?		

### **SECTION D: INTEGRATION OF SUPPLIER BASE**

#### **CUSTOMER QUESTIONNAIRE ON DELIVERY OF VALUE**

12. In the enterprise, the following delivery measures have enhanced offering of value added products or services to you within short lead time. (Please indicate the degree of your agreement). **SD**= Strongly Disagree, **D**=Disagree, **U**=Undecided, **A**=Agree, **SA**=Strongly Agree.

ITEMS	SD	D	U	A	S A
Delivery on its promise meets your order					
Enterprise offers you competitive pricing					
Enterprise diversify product and services					
Enterprise provides faster delivery of services to you					
Segmentation of market					
Enterprise has built long-term relationship with the supplier.					
Integration of supplier base enhances offering of ordered service and food quality to you					

**APPENDIX II: AUTHORIZATION LETTER****MOI UNIVERSITY**  
**SCHOOL OF HUMAN RESOURCE DEVELOPMENT**  
**DEANS OFFICE**

P.O. Box 3900  
ELDORET  
KENYA.

Fax 254-053-43153/43620 Ext.434

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REF: MU/SHRD/PG/77

9<sup>th</sup> July, 2015

**TO WHOM IT MAY CONCERN**

**RE: ONONO PATRICK –SHRD/PGE/02/2013**

The above named is a Msc. student at Moi University, School of Human Resource Development, Department of Quantitative Skills and Entrepreneurship Studies. He has completed his coursework and successfully defended his proposal titled **“Delivery of Value for Enterprise Growth, in the Food Outlets Retail Sector in Kisumu County, Kenya.**

It is a requirement of his Masters Studies that he conducts research and produces a Thesis. Having defended his proposal successfully, he has been cleared by the School to proceed to the field and collect data.

Any assistance accorded to him will be highly appreciated.

*Ruth J. Tubey*

05 JUL 2015

DR. RUTH J. TUBEY

**DEAN, SCHOOL OF HUMAN RESOURCE DEVELOPMENT**

/mc

### APPENDIX III: RESEARCH PERMIT

**CONDITIONS**

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

  
**REPUBLIC OF KENYA**  
  
**National Commission for Science, Technology and Innovation**

**RESEARCH CLEARANCE PERMIT**

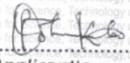
Serial No. A **6588**

**CONDITIONS: see back page**

**THIS IS TO CERTIFY THAT:**  
**MR. PATRICK ODHIAMBO ONONO**  
**of MOI UNIVERSITY, 0-40104 Koru, has**  
**been permitted to conduct research in**  
**Kisumu County**  
**on the topic: DELIVERY OF VALUE FOR ENTERPRISE GROWTH, IN THE FOOD OUTLETS RETAIL SECTOR IN KISUMU COUNTY, KENYA**  
**for the period ending:**  
**15th September, 2016**

**Permit No : NACOSTI/P/15/2704/7239**  
**Date Of Issue : 15th September, 2015**  
**Fee Received :Ksh 1,000**

  
**Director General**  
**National Commission for Science, Technology & Innovation**

  
**Applicant's Signature**