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Exploration on the Effect of Operations Strategy on Performance of Media Council of Kenya.

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Abstract

Purpose: To explore the effect of operations strategy on performance of Media Council of Kenya.

Methodology: Descriptive research design was used in MCK offices in Nairobi County. This study targeted 96 employees of the Media Council of Kenya selected using census method. The data collection tools were interview guides and structured questionnaires for managers and officers respectively. The pre-test was done at Communications Authority of Kenya [CAK] where two managers and 8 operational staff were included. Cronbach Alpha Coefficient was used to test reliability while validity was measured by criterion, content and face types of validity. The analysis process was done using SPSS version 24 to generate various statistics reports. Appropriate diagnostic tests for assumptions of regression analysis were carried out accordingly. Specific descriptive statistics which were used comprised of mean, percentages and standard deviations, regression analysis was also be used to test the hypotheses of the study. Data was presented using tables and explanations.

Results: There was a general agreement that MCK was always very keen to ensure that formulated operations strategies are implemented in required timelines (mean of 4.86). This was because 75 (89%) strongly agreed and 8(10%) agreed with that. However, it was noted that the funding on operation strategy budget was not adequately provided (mean of 2.45). This was because 43(51%) strongly disagreed and 40(48%) disagreed.

The interview results revealed that timelines of undertaking the assigned tasks were very important in improving performance. Nevertheless, there were still challenges facing the operations teams beginning with covid-19. However, capitalizing on various sources of funds was a key strategy

implemented in various strategies particularly on the electioneering period in Kenya. Operation strategy had an R of 0.639 and R-square of 0.408. This therefore meant that operation strategy had 40.8% influence of performance of MCK. The significance level was 0.000 which was less than 0.05. This phenomenon enabled the study to reject the null hypothesis which has previously stated that there is no significant effect of operation strategy on performance of Media Council of Kenya.

Unique contribution to theory, policy and practice: The departmental needs were not adequately met on time hence delaying the various operations that could not proceed without the required resources. The recommendation on operations strategy is that the MCK management should come up with a system that aids staff on knowing what they are supposed to do and with what resources. When this is known, it will enable the staff raise concerns on any shortages of resources on time for timely resource allocation. If the whole fraternity of MCK interacts with the system on a daily basis, it would be very hard to miss out on any requests as compared to calling or word of mouth.

Keywords: *Cash Flow Concern, Media Council of Kenya, Operations Strategy, Performance*

1.0 INTRODUCTION

Performance as defined by World Customs Organization [WCO] (2019) as the maximum use of an institution's resources to generate more income. In other definition by Ojira et al. (2021), it is the process of ensuring that activities and outputs derived meet an organization's set objectives. In addition, Alamri (2019) adds in that performance is simply accomplishing the desired goals. Therefore, in this study, performance in public service will be taken to mean as the measurement of how well and efficient have the social services been delivered to the public. Performance will be measured based on quality, efficiency, dependability, flexibility and cost effectiveness of the services rendered (WCO, 2019). Performance has been key in any establishment may it be from a government or private sector. It is always prudent to measure the health of the establishment from time to time so as to ensure that the core operations still follow the laid down strategic vision. In government establishments such as Information, Communication and Technology [ICT] ministries, performance has been taken as a serious concern in realization of a nation's vision (Ministry of Information, Communications and Technology, Kenya [MICT] (2019).

Globally, public institutions such as media have always had a mandate to effectively achieve and even surpass the performance targets in their departments. In nations such as America, Simon (2019) demonstrated that too much bureaucracy in license award had negatively impacted decision making hence lowering performance in media affiliated public institutions. The various staff cannot think or make decisions of ways to achieve their objectives without overlying on the chain of command of decision making in the departments (Simon, 2019). Additionally, political interference on freedom of media has been a menace since after every period of time, a new government that is elected expects media fraternity to behave in certain ways (UN, 2020). Once in power, there is always a change of how offices are run to a point that they interfere with what was happening before.

In European nations such as UK, low staffing has been a problem especially when it comes to thorough monitoring and evaluation of programs aired by the presence of very many media stations (Center for Media Transition [CMT], 2018). Additionally, in Asian nation such as Japan, there has been unclear performance appraisal methods in media public institutions (UNCTAD, 2018). For example, unclarity of how to measure ethics adherence, accredited journalists, protected journalist rights, resolutions offered between the government and media or public and media. According to a report by Nordicom (2021), it complained of limited finances that have crippled operations such as conducting public opinion on the media thereby leading to low performance among media regulators in China.

Regionally, slow adoption of ICT innovations, corruption, and weak accountability systems have limited high performance of South African government institutions (Adam and Fazekas, 2021; UNCTAD, 2019). This is whereby the elected leaders impede expansion of ICT innovations hence paralyzing digitalization of media. This would enable them to cover their tracks of corruption and

take advantage of very weak processes to clear their names from any allegations (Adam and Fazekas, 2021). In Nigeria, ethnicity, poor remuneration to civil servants, poor infrastructure such as unworthy buildings, lack of continuous learning and development among the staff has resulted to delays and low performance in service administration (Dakuku, 2021). In Congo, low performance in media affiliated public institutions has been caused by demotivation, poor communication skills, poor leadership and management (OECD, 2020).

In East African nation such as Uganda, media affiliated public institutions performance has been dragged by insufficient office equipment such as high processor computers, and internet (UNCTAD, 2019). In Burundi, it is not a surprise to find a civil servant being absent from work without a valid reason hence halting services offered for the period that the staff would be absent (UN, 2020). In Tanzania, public institutions have suffered from resistance to digital change and system downtimes which eventually translates to low performance in these institutions (World Bank, 2021b).

Locally in Kenya, there have been poor media audience management; lack of privacy and security concerns (IMF, 2021). Adding to that, poor planning on growing media needs; incapacity to monitor and evaluate growth in media industry has negatively affected media affiliated public institutions (The Innovations Center, 2020). Further on, it has been noted that there is limited citizen participation when making policies related to media management; and poor working conditions which inhibit staff from achieving their full potential (PSC, 2019). In terms of legal privileges, there are undeveloped legal frameworks that govern media strategic operations and in which lack moral support from concerned parties (Ministry of Information, Communications and Technology, 2019). These concerns on performance are mainly as a result of non-application or application of poor operations strategies. Operations strategies are plans that an institution utilizes to ensure its functions grow and prosper so as to achieve the desired organizational goal (The Innovations Center, 2020). This study will investigate various operations strategies such as accreditation, adjudication, advisory, advocacy and analysis (MCK, 2018).

1.2 Statement of the Problem

Global public institutions are enacted to provide utmost services through customer service strategies to their citizens equally. As these public institutions strive to do so, they have been encountering funds related challenges such as too much bureaucracy on operations strategies that involve release of funds as stipulated by Simon (2019).

The Media Council of Kenya has continuously experienced cash flow concerns leading to its financial instability due to over-reliance of ex-cheque funding from the government (Internews, 2021; Jalang'o, 2018; Media Council of Kenya, 2019; 2018). This has seriously inhibited its exhaustive strategy implementation leading to a declined optimal performance by public servants when serving the citizens of Kenya. Low funding has resulted to low employee empowerment on

effective customer service skills; inefficient digitalized systems which are prone to downtime and unreliable processes (Internews, 2021).

The turn-around time clicks from hours to days before a service is rendered to a customer due to financial constrictions. Additionally, the much-needed digital transformation in Kenyan media has been lagged behind due poor funding. The present government policies on media regulations have not adequately covered on consistent financing structure. This has paved a room for speculation on alternative sources of financing such as increasing charges on media stations and costly punishments to media stations that are found on violation of media laws.

Various studies have paid attention to implementation of strategic practices in boosting performance. Studies such as Nduati et al. (2021) examined strategic management practices and performance in construction industry and not in public institutions. Gachugu (2019) established that strategic leadership affected performance of public institutions in Kenya while strategic change did not. Nevertheless, the limited investigations on customer service, operations and digital transformation strategic practices especially under this digital era affected their performance particularly the media council of Kenya. Therefore, there was need to investigate the effect of strategic practices on performance of Media Council of Kenya and the role of government policy.

1.3 Purpose of the Study

To explore the effect of operations strategy on performance of Media Council of Kenya.

1.4 Hypothesis

H₀1: There is no significance effect of operations strategy on performance of Media Council of Kenya.

2.0 LITERATURE REVIEW

2.1 Theoretical Review

Resource Based View Theory (RBVT) which was instructed by Wernerfelt (1984), guided customer service and operations strategies. RBVT stated that the institutions' performance is highly anchored on the internal resources it possesses. The resources could either be physical such as machinery and money or the resource could intangible such as intelligence, systems and strategic practices. Every institution whether public or private has various resources put into place and in which on proper utilization leads it to achieve of its objectives. For instance, in our case whereby public institutions always have a desire to achieve their objectives, they always put into place various strategic management practices that offer them a higher chance of performing better in their objectives.

RBVT was used in this study since it is a common interest for public institutions to stand out in public service. It has and will always be a goal for an institution to offer the best customer service and have outstanding operations that citizens would see value of the government. In customer services, institutions pay keen attentions to areas such as effective internal and external communications, customer retention, proactive support to the general public, outstanding channel competence and top-notch quality management. These measures when properly administered propel the institution to achieving high performance which is the desire of any public office.

2.2 Empirical Review

A report by Treasury Board of Canada Secretariat [TBCS] (2018) elucidates the strategic plans that Canadian government has on digital operations. According to the report, the Canadian government aims at having an open, collaborative government platform where citizens would access information easily using any device. The information would be based on modernization of procurement, Information Technology [IT], media industry, and proper governance of digital operations strategy. However as noted by TBCS (2018), digital skills were still inadequate among public servants, change management procedures to full digitalization was weak, delayed timing in implementation of digital operations strategies.

Macotiende et al. (2021) explored on intricacies of electronic governance of performance of Kenyan government employees in the ministry of interior and coordination. In line with operational strategies, Macotiende et al. (2021) was concerned with the operations related to e-visa processing. The target population was the immigration department's 516 employees in diverse airports such as Jomo Kenyatta and Wilson. These employees were later sampled using stratified proportionate random sampling to obtain 103. Macotiende et al. (2021) found out that the immigrations department use of e-visa processing had facilitated improvement of performance. Nevertheless, Macotiende et al. (2021) also discovered that operation strategies on online feedback on e-visa processing was insufficient.

A report by Internews (2021) assessed the Kenyan media strategic stand. The report revealed that use of social media as a source of information had 80% as compared to other sources such as newspapers, radios and television who shared the remaining 20%. Additionally, the advertisement has significantly reduced due to government withdrawal of advertising its operations in newspapers and television, so as to concentrate in government advertising agency website. The hefty pending bills left by the government in media stations such as Standard Media Group [SMG] and Nation Media Group [NMG], has caused them to change strategic operations to cope in covid-19 period. According to Internews (2021), though there has been intervention by MCK to intermediate between the government and media groups, there have been mass layoffs of approximately 300 journalists, imposition of salary reductions. This has caused a decline in performance in groups such as NMG who have experienced 12 to 20 percent decline in profits for 5 years till end of year 2019. NMG reported 375.2 million losses in 2020 first quarter. The most

interesting bit is that this was the first time NMG reported a loss since its commencement in listing at Nairobi Securities Exchange [NSE].

A study by Kibos (2019) examined how state corporations' performance was affected by operations strategies implemented. The target population included 168 corporates which were sampled using stratified method to obtain 84 corporates. The respondents who were operations managers in each sampled state corporates, were issued with questionnaires to respond. According to the findings made by Kibos (2019), organizations had adopted a strategy of technology incorporation to increase efficiency in their operations.

Additionally, there were service charters enacted to guide on operations strategic structures dealing with both internal and external stakeholders. Further on, these state corporations have developed policies that provide directions on the timelines required on implementation of different strategic operations. Though informative, Kibos (2019) choice of collecting data from just one category of respondents who were operations managers, was not exhaustive. This is because, the findings would be critiqued that they indicated the opinion of senior management level and not including middle and low management levels.

Further on, Riany (2019) investigated various e-government operational strategies the government was applying in state agencies in Kenya. According to Riany (2019), the main center concentration relied on how the government capitalized on e-commerce operations. The target population included 132 agencies with 4230 senior management respondents. The respondents were sampled using Yamani formular to 365 staff. These sampled respondents were issued with questionnaire where 298 (81%) answered them. The study revealed that the government had implemented strategies on identification of internal strengths, opportunities and weaknesses which have boosted performance of these corporates. Nevertheless, Riany (2019) did not include respondents such as operations officers who were frontline workers on e- government operations application.

Additionally, Media Council of Kenya [MCK] developed a report (2018) on various strategies it had purposed to achieve between 2018-2023 in media industry as state corporate. According to MCK (2018), there were operations strategies such as strengthening the support to journalists, enhance access to information, improve advocacy to media, encourage and protect the interests of independency of media and social media users. Other operations strategies were to improve the activeness of MCK in mediation talks between stakeholders whenever conflict arises, managing financial resources, ICT resources. However, MCK (2018) agreed that it faces diverse risks while strategizing its operations such as political interference, cash flow concerns, financial instability due to over-reliance of exchequer funding. MCK did not include other forms of funding operations strategies implemented on issuance of licenses among others.

3.0 RESEARCH METHODOLOGY

Descriptive research design was used in MCK offices in Nairobi County. This study targeted 96 employees of the Media Council of Kenya selected using census method. The data collection tools were interview guides and structured questionnaires for managers and officers respectively. The pre-test was done at Communications Authority of Kenya [CAK] where two managers and 8 operational staff were included. Cronbach Alpha Coefficient was used to test reliability while validity was measured by criterion, content and face types of validity. The analysis process was done using SPSS version 24 to generate various statistics reports. Appropriate diagnostic tests for assumptions of regression analysis were carried out accordingly. Specific descriptive statistics which were used comprised of mean, percentages and standard deviations, regression analysis was also be used to test the hypotheses of the study. Data was presented using tables and explanations.

4.0 RESULTS

4.1 Reliability Statistics

Reliability was measured through Cronbach alpha test on the results of the pre-test study. The pre-test was conducted at Communications Authority of Kenya [CAK]. respondents were 2 managers and 10 operational staff in corporate affairs, media training and development, regulatory and customer service departments. Table 1 presents the reliability results based on Cronbach alpha.

Table 1: *Reliability Results*

Instrument	Cronbach's Alpha	N of Items
Interview	0.933	2
Questionnaire	0.807	10

The results shown by Table 1 indicate that the interview instrument had a Cronback Alpha coefficient of 0.933 while the questionnaire instrument had 0.807. Therefore, being above 0.7, Kothari and Garg, (2014) indicated that the instruments were reliable enough to be used in the study.

4.2 Response Rate

The study issued different data collection instruments to various respondents such as 3 chief executive officers and directors, 8 assistant directors, 5 sectional heads and 80 operational staff. Table 2 indicates the number of various respondents who agreed to take part in the study.

Table 2: *Response Rate*

Respondents	Sampled	Response	Percentage
Chief executive officers and directors	3	1	1%
Assistant directors	8	5	6%
Sectional heads	5	3	4%
Operational staff	80	75	89%
Total	96	84	88%

The results shown by Table 4.2 indicate that the overall response rate was 84(88%). This comprised on 1 director, 5 assistant directors, 3 sectional heads, and 75 operational staff. Therefore, since the response rate was above 70%, it signified that there was an excellent response rate. According to Fosnacht et al. (2017), any response above 70% is considered very good.

4.3 Descriptive Statistics of Performance

Performance was the dependent variable of the study. It was defined through the following indicators; quality, efficiency, dependability, flexibility and cost effectiveness. Performance was measured using interviews and questionnaires which had Ordinal Likert scale. 1 represented strongly disagree, 2 represented disagree, 3 represented neutral, 4 represented agree, and 5 represented strongly agree as shown on Table 3.

Table 3: *Descriptive Statistics of Performance*

Statements	1	2	3	4	5	Mean
N=84						
Improved quality of the services	1(1%)	1(1%)	0(0%)	8(10%)	74 (88%)	4.82
Improved efficiency of the services	0(0%)	10(12%)	0(0%)	26(31%)	48 (57%)	4.33
Improved dependability of the services	6(7%)	36(43%)	0(0%)	42(50%)	0 (0%)	2.93
Improved flexibility of the services	1(1%)	1(1%)	0(0%)	8(10%)	74 (88%)	4.82
Improved cost effectiveness of the services	4(5%)	17(20%)	0(0%)	23(27%)	40 (48%)	3.93

The results on Table 3 indicate that there was a general agreement that strategic practices had improved quality and flexibility of services rendered in MCK (mean of 4.82). This was due to 74(88%) strongly agreeing with both statements. Nevertheless, it was noted that the dependability of the services was not improved (mean of 2.93). This is because 6(7%) strongly disagreed and 36(43%) disagreed with the statement. This means that MCK employees struggled a lot in creating rapport and winning the loyalty of their clients. This is because the services provided did not have a window to implement most feedback from the complaints raised by clients on various MCK services. From another perspective, MCK had to act as both as a corporate and media regulator. In term of being a corporate, MCK could be in good relations with a media station or journalist today however, when the media laws are broken, MCK steps-in as a regulator, no wonder the lack of dependability of its services. The results are in tandem with Center for Media Transition (2018)

who stated that there was a thin line between being corporate friendly and regulating digital platforms particularly on the news content. Therefore, Center for Media Transition (2018) advised that the regulators should be impartial and unpredictable.

The study also conducted interviews on senior management. There were five questions asked on performance of MCK. The first question on the interviews related to ways management promoted quality. The mentioned responses included; rewarding employees who performed well, training of staff, and holding staff accountable. The second question on the interviews related to ways management promoted efficiency. The mentioned responses included; ensuring duties and responsibilities were communicated early, tasks were allocated to staff who had the required skills, and embracing telecommunication of duties.

The third question on the interviews related to ways management promoted dependability. The mentioned responses included; employees signing performance contracts, ensuring consistency, and inducing follow-up on assigned tasks. The fourth question on the interviews related to ways management promoted flexibility. The mentioned responses included work-life balance, frequent training conducive working environment and good remuneration. The fifth question on the interviews related to ways management promoted cost effectiveness. The mentioned responses included embracing technology to reduce paper work, training staff to avoid errors and handling complains raised on time.

Therefore, from the findings of the interviews, it was clear that quality, efficiency, dependability, flexibility and cost effectiveness were important factors that determined the performance of MCK. It hence required to use different methods as stated on the interview responses to ensure that performance in enhanced. According to Gachugu et al. (2019), it was clear that ensuring diversity and performance in government institutions, required collaboration of several factors related to generating value, competence, fidelity and keeping the cost of operations at bay.

4.4 Descriptive Statistics of Operations Strategy

Operations strategy was an independent variable of the study. It was defined through the following indicators; Accreditation operations, adjudication operations, advisory operations, advocacy operations and analysis operations. Operation strategy was measured using interviews and questionnaires which had Ordinal Likert scale. 1 represented strongly disagree, 2 represented disagree, 3 represented neutral, 4 represented agree, and 5 represented strongly agree as shown on Table 4.

Table 4: *Operations Strategy*

Statements N=84	1	2	3	4	5	Mean
Timely implementation of formulated operations strategies	1(1%)	0(0%)	0(0%)	8(10%)	75 (89%)	4.86
Online platform where feedback is received	0(0%)	15(18%)	0(0%)	43(51%)	26 (31%)	3.95
Early communication on new operational strategies	0(0%)	9(11%)	0(0%)	43(51%)	32 (38%)	4.17
Monitoring and evaluation of implemented strategies	0(0%)	5(6%)	0(0%)	43(51%)	36 (43%)	4.31
Funding on operation strategy budget is adequately provided	43(51%)	40(48%)	1(1%)	0(0%)	0 (0%)	2.45

The results on Table 4 indicate that there was a general agreement that MCK was always very keen to ensure that formulated operations strategies are implemented in required timelines (mean of 4.86). This was because 75 (89%) strongly agreed and 8(10%) agreed with that. However, it was noted that the funding on operation strategy budget was not adequately provided (mean of 2.45). This was because 43(51%) strongly disagreed and 40(48%) disagreed. The results mean that departmental needs were not adequately met on time hence delaying the various operations that could not proceed without the required resources. Khafaji et al. (2020) discovered that relationships among the stakeholders were greatly affected since the operations lagged behind on

the agreed timelines. A further scrutiny revealed that smart organization networks had not provided enough budgets to operational departments.

The study also conducted interviews on senior management. There were five questions asked on performance of MCK. The first question on the interviews related to timelines required to implement the suggested operations strategies. The mentioned responses included daily, weekly, monthly, quarterly, semi-annually and annually. The second question on the interviews related to challenges encountered when formulating, implementing and monitoring an operations strategy in MCK. The mentioned responses included lack of coordination between departments, low funding and clear job descriptions of the staff. The third question on the interviews related to ways covid-19 pandemic affected the operations strategies at MCK. The mentioned responses included; employee turnover due to covid-deaths and slower attainment of targets since employees were required to work from home.

The fourth question on the interviews related to the sources of funding when implementing operations strategies. The mentioned responses included government, fees paid by media stations and journalism membership subscription fee and donations from well-wishers. The fifth question on the interviews related to various operation strategies that MCK has formulated and implemented in last one month. The mentioned responses included; fair airing of various politicians seeking elective seats, media coverage of political events, and organization of presidential debate.

It was notably evident that the timelines of undertaking the assigned tasks were very important in improving performance. Nevertheless, there were still challenges facing the operations teams beginning with covid-19. However, capitalizing on various sources of funds was a key strategy implemented in various strategies particularly on the electioneering period in Kenya. The results by Kibos (2019) also advocated on state corporations thinking outside the box to fund their operations in the eventualities that the government allocation was not adequate. This is because underfunding halted processes that required resources to progress.

4.5 Model Summary of Operations Strategy

Model summary was also examined to ascertain what level of influence operations strategy had on performance. The results are shown at Table 5.

Table 5: *Model Summary of Operations Strategy*

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.639 ^a	.408	.401	2.37690	2.301

a. Predictors: (Constant), Operations strategy

b. Dependent Variable: Performance

The results on Table 5 indicate that operation strategy had an R of 0.639 and R-square of 0.408. This therefore meant that operation strategy had 40.8% influence of performance of MCK. The other 59.2% were as a result of other factors not examined in the current study.

4.6 ANOVA of Operation Strategy

Analysis of variance (ANOVA) was examined to analyze whether the study would accept or reject the null hypothesis. The study had a null hypothesis which stated that there is no significance effect of operation strategy on performance of Media Council of Kenya. The results are indicated on Table 6.

Table 6: ANOVA of Operations Strategy

Model		Sum of Squares	df	Mean Square	F	Sig.
	Regression	318.965	1	318.965	56.457	.000 ^b
1	Residual	463.273	83	5.650		
	Total	782.238	84			

a. Dependent Variable: Performance

b. Predictors: (Constant), Operations strategy

According to Table 4.14, the significance level was 0.000 which was less than 0.05. This phenomenon enabled the study reject the null hypothesis which has previously stated that there is no significance effect of operation strategy on performance of Media Council of Kenya.

4.7 Regression Coefficients of Strategic Practices and Performance

The study had a regression model stipulated as follows: Performance = C + β 1X1, Where; C = constant coefficient (intercept), β = slope coefficient of independent variables and X1= Operations strategy. The results are indicated on Table 7.

Table 7: *Regression Coefficients of Strategic Practices and Performance*

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	9.327	2.812		.347	.321
	Operations strategy	.047	.139	.041	.335	.738

The results on Table 7 indicate that when equated coefficients $\text{Performance} = 9.327C + 0.047X2$. That is Constant is 9.327, operation strategy was 0.047, Therefore, the results indicates that operation strategy was statistically significant.

5.0 SUMMARY, CONCLUSION AND RECOMMENDATION

5.1 Summary of the findings

There was a general agreement that MCK was always very keen to ensure that formulated operations strategies are implemented in required timelines (mean of 4.86). This was because 75 (89%) strongly agreed and 8(10%) agreed with that. However, it was noted that the funding on operation strategy budget was not adequately provided (mean of 2.45). This was because 43(51%) strongly disagreed and 40(48%) disagreed.

The interview results revealed that timelines of undertaking the assigned tasks were very important in improving performance. Nevertheless, there were still challenges facing the operations teams beginning with covid-19. However, capitalizing on various sources of funds was a key strategy implemented in various strategies particularly on the electioneering period in Kenya. Operation strategy had an R of 0.639 and R-square of 0.408. This therefore meant that operation strategy had 40.8% influence of performance of MCK. The significance level was 0.000 which was less than 0.05. This phenomenon enabled the study reject the null hypothesis which has previously stated that there is no significance effect of operation strategy on performance of Media Council of Kenya.

5.2 Conclusion

The conclusion on operations strategy was that departmental needs were not adequately met on time hence delaying the various operations that could not proceed without the required resources.

5.3 Recommendations and Contributions of the Study

The recommendation on operations strategy is that the MCK management should come up with a system that aids staff on knowing what they are supposed to do and with what resources. When this is known, it will enable the staff raise concerns on any shortages of resources on time for timely resource allocation. If the whole fraternity of MCK interacts with the system on daily basis, it would be very hard to miss out on any requests as compared to calling or word of mouth.

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