

# Constructs Of Quality Management And Organizational Performance Of Nakuru Water Sanitation And Services Company In Nakuru County, Kenya

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*Abstract: This study investigated the constructs of quality management on organizational performance of Nakuru Water & Sanitation Services Company in Nakuru County. The specific objectives of this study were: to determine whether constructs of strategic planning, training, customer focus and continuous improvement have an influence on organizational performance. The researcher carried out analytical review of relevant literature. The theoretical foundation of this study was the Resource-based view theory and Institutional theory. To achieve the study objectives, the study adopted descriptive survey research design. The target population was 220 employees from Nakuru Water & Sanitation Services Company. Stratified sampling technique was used to select the sample size 142 respondents from all the sections in the company. Semi-structured questionnaire was used as a data collection instrument. A pilot study was conducted in a neighbouring county then the reliability of the instrument was determined through the use of Cronchbach's alpha formula and a coefficient of 0.876 was achieved. Expert judgment was used to test the validity of the instrument. The data collected in the field was analyzed using descriptive and inferential statistics. Data was presented using frequencies, percentages, tables multiple linear regressions and ANOVA. Null hypotheses was tested at  $\alpha= 0.05$ . The findings from this study revealed that strategic planning, training, customer focus and continuous improvement significantly influenced organizational performance. The NAWASSCO should build upon the weaknesses and strengths of its strategic planning by becoming more effective and efficient. The company should carry out training and career development programs to ensure capacity building and successful business operation. NAWASSCO should also ensure that employees are always upto task in terms of service delivery to its customers. It should constantly and continuously improve their products, services, and processes to remain efficient, productive and competitive. It is hoped that the study may help to develop greater insights into the constructs of quality management for the purpose of improving the organizational performance in NAWASSCO.*

*Keywords: Constructs of Quality Management & Organizational Performance*

## I. INTRODUCTION

The constructs of quality management in any organization is a systematic quality improvement approach for the purpose of improving performance in terms of continuous improvement, training, planning, productivity, customer satisfaction, and profitability (Gharakhani, Rahmati, Farrokhi & Farahmandian, 2013). The implementation of quality management constructs enables firms to improve effectiveness

and efficiencies, which is considered competitive in global marketplace. These constructs should be incorporated into the management process of any firm to ensure survival and the future success (Juran, 1995). According to Crosby, (1994) a construct of planning is vital in all practices of management in any firm to succeed. Organizations have adopted various constructs of quality management during the implementation stage in order to drive the agenda of performance. According to Chandler & McEvoy, (2000) there is a distinct link between

strategic quality management dimension and quality management concepts which is drawn from total quality management contribution. The key to competitive success and customer focus in many organizations is emphasizing on service quality and products as a weapon in business performance (Pula, 1994; Krasachol & Guh, 2001). Construct of quality has emerged as an important tool for the success of any organization in the business world (Yong & Wilkenson, 2002). To ensure sustainable competitive advantage in a firm, it is imperative to develop efficient and effective quality management constructs that are internationally recognized (Rohitratan & Boon-Itt, 2001).

## II. LITERATURE

Organizational performance comprises of results of an organization as measured against its outputs (or goals and objectives). According to Richard, Devinney, Yip & Johnson, (2009) organizational performance comprises three specific components: financial performance (return on investment, return on assets); market performance (shares, market share); and shareholder return (economic value added and total shareholder return). The primary goal of organizational performance is to increase effectiveness and efficiency of the organization. The biggest challenge to any organizational performance is the external environment: Political, economic, social cultural, environmental and technological (Snider & Rendon, 2001). According to Jang & Lin (2007) who conducted a survey in Taiwan concluded that quality management strategies have a positive relationship with the firm performance. Therefore, this study researched on constructs influencing firm performance. The main aim of constructs of quality management is to provide the pathway for the effective and efficient accomplishment of its goals in an organization (Klefsjo, Bergquist & Edgerman, 2006). Goetsh & Davies (2005) posits that a system of quality management normally consists of all the firms' procedures, plans, policies, processes and resources that are directed at achieving quality services which is consistent with the customer focus and the objectives of the organization. It is a practice of management that harnesses the human resources of a firm in an efficient and effective way in order to achieve the set objectives. This management practice is aim at bearing meaningful and profitable results when a firm recognizes the importance of quality planning (Garvin, 2011). A study done by summers (2006), customer serves as a source of vital information for enhancing improvements to an organization's services and products. Studies done by Ryan, Deane & Ellington, 2001; Gupta, (2008) in different studies agreed that an increased in product quality results in higher productivity and profits, improvement of market share and decreased in costs. There are many constructs of quality management but this study investigated only the following; strategic planning, training, customer focus and continuous improvement.

Kenya's economy depends heavily on its own natural resource on inter-relatedness between land, water and climate. Water as a resource has always played a pivotal role in country's economy. The main usage for water has been for human consumption, energy generation, agricultural

development, industrial growth and livestock. Currently 42% of the Gross Domestic Product (GDP) is derived from natural-resources. The economic growth rate per annum has consistently been lower than the population growth rate from mid 1990s to 2000. The low growth has been heavily linked to droughts, floods and/or rainfall failure (Sessional paper, 2009-2013). With only 647 cubic metres of water per capita against 1000 cubic metres as per the global benchmark, yet the water sector is crucial in terms of production, wealth and prosperity. A study done by Onjala, (2012) indicates that Kenya as a country is water-scarce as compared to other countries. Ministry of Water and Irrigation (MWI) is the lead agency in the Water Sector. The mandate of the ministry is to protect, harness and manage water resources in a sustainable manner to ensure availability and accessibility to drinking water for all. Other sectors such as Health, Agriculture, Livestock, Energy and Tourism – are entirely dependent on water (Owuor & Foeken, 2009).

Nakuru Water and Sanitation Services Company (NAWASSCO) was established under the Companies Act cap 486 in December 2003. It is owned of the County Government of Nakuru. NAWASSCO formation arose from the enactment of the Water Act 2002, which established the institution to manage water resources in the county. The Company provides water and sanitation services to its residents under an agreed framework specified in the Service Provision Agreement (SPA) that ensures adequate, clean, quality supply of water, affordable tariffs, maintenance and improvement of water and sanitation infrastructure. Currently, of the two million residents of Nakuru, only 20 per cent have direct access to piped water. The rest of the population get water from kiosks, rivers; vendors, bore holes, and water harvesting which may be unsafe for human consumption.

## III. RESEARCH METHODOLOGY

This study employed descriptive survey research design to get opinions from employees. According to Mugenda and Mugenda (2003), descriptive survey design is used in collecting data from the members of a population in order to determine the current status under study. This design is deem appropriate because it is an efficient method of collecting descriptive data regarding characteristics of a sample. The organizational performance was taken as the dependent variable while strategic planning, training, customer focus, and continuous improvement were the independent variables. Also, Oso & Onen (2011) confirmed that descriptive survey research design is suitable for extensive research studies where this study falls and thus approving and necessitating the use this design as the most appropriate for this study. In order to eliminate confounding variables in the study, techniques such as matching and random selection of respondents from appropriate population was done.

### LOCATION OF THE STUDY

The location of the study was in Nakuru Water and Sanitation Services Company in Nakuru County. The company is located in Nakuru town which is the headquarter

of the County. Nakuru town is located in North West of Nairobi capital city of Kenya. Nakuru County covers an area of 7496.5 square kilometers. It is geographically located between latitude  $0^{\circ} 25.3'$  North and  $0^{\circ} 53.2'$  North and longitude  $35^{\circ} 24.4'$  East and  $36^{\circ} 04'$  East. Nakuru County borders seven Counties; Kericho to the west, Baringo to the north, Kajiado to the south, Bomet and Narok to the south west, Nyandarua to the east and Laikipia to the north east. Nakuru County has nine sub-counties; Naivasha, Gilgil, Subukia, Nakuru North, Nakuru Town, Rongai, Njoro, Molo, and Kuresoi. Nakuru was chosen as the study area because NAWASSCO is where it is situated.

#### SAMPLING TECHNIQUE & SAMPLE SIZE

According to Kothari (2014), sampling technique is the specific process by which the entity of the sample is selected. Stratified random sampling was adopted in the study in getting the respondents because the sampling frame is made up of sub-sets. The sampling technique was ideal because it ensured that the respondents are proportional and representative of the whole population. The employees from NAWASSCO were categorized into three strata (Top management, staff members and support staff). NAWASSCO currently has 220 employees implying that a formula used by Israel (1992) was appropriate in deriving the required sample size.

$$n = N \div 1 + N(e^2)$$

Where

n= Sample size

N= Total population,

e= is the confidence level which is 0.05

$$n = 220 \div 1 + 220 (0.05)^2$$

220

$$1 + 220 (0.05)^2$$

$$n = 142$$

Proportionate sampling was used in selecting the respondents from the three categories to make a sample size of 142. Simple random sampling was adopted because it necessitated selecting of staff members and support staff in such a way that each employee had an equal probability of being selected. Each employee was assigned numbers, then the researcher use of the table of random numbers. This was done until the desired sample size was arrived.

#### INSTRUMENTATION

The questionnaire was used in collecting data in this study. A questionnaire was an ideal instrument of collecting data from a large number of respondents from which a lot of information is provided within a short period which facilitated easy coding (Kombo & Tromp, 2013). According to Orodho (2006) questionnaire provides confidentiality thus the respondents provide relevant information without any fear of being victimized or revealed. Kothari, (2014) points out that questionnaire are free from biasness and it provided a more comprehensive view than any other research tool. The questionnaire as indicated in Appendix I was employed to collect data from 142 employees and it adopted a five point Likert scale ranging from strongly agree, agree, undecided, disagree to strongly disagree in response to a particular

concept. Section A of the questionnaire entails personal details of the employees and Section B entails items concerning strategic planning, training, customer focus, continuous improvements and organizational performance.

#### FINDINGS & DISCUSSIONS

From the study, the following were the findings:

The first research objective sought to establish how strategic planning influences organizational performance in NAWASSCO. The respondents were given a list of statements regarding the influence of strategic planning on organizational performance to indicate the extent to which they agree. The findings are shown in table below.

	Strongly Agree		Agree		Undecided		Disagree		Strongly Disagree	
	Freq	%	Freq	%	Freq	%	Freq	%	Freq	%
Qualified personnel are normally responsible for strategic planning	87	64.0	32	23.5	13	9.5	3	2.2	1	0.8
Strategic planning reduce cost thus improving performance	88	64.7	23	16.9	15	11	7	5.1	3	2.2
Strategic planning is the roadmap leading to improve performance	74	54.4	36	26.4	20	14.8	2	1.4	4	3.0
There are clear set targets for the organization	72	52.9	38	27.9	10	7.4	9	6.6	7	5.2
There is quality set objectives in place for the organization	18	13.2	19	14	11	8.1	42	30.9	46	33.8

Source: Researcher (2020).

Table 1: Strategic planning items on organization performance

In the table above majority of the employees 87 (64%) and 32 (23.5%) strongly agreed and agreed respectively that qualified personnel are normally responsible for strategic planning. The undecided were 13 (9.5%), disagree were 3 (2.2%) and 1 (0.8%) strongly disagree. This indicated that most of the employees 87.5% believed that personnel who are qualified handled the strategic planning. Majority of the employees 88 (64.7%), 23 (16.9%) strongly agree and agree respectively that strategic planning reduce cost and thus improves performance. The undecided were 15 (11%), agree were 7 (5.1%) and 3 (2.2%) strongly disagree. This indicated that most of the employees 81.6% agree that strategic planning reduces cost and thus improves performance. In the item concerning strategic planning being the roadmap that leads to improve organizational performance; most employees 74 (54.4%) strongly agreed, with 36 (26.4%) agreed, while 20 (14.8%) were undecided, 2 (1.4%) disagreed and 4 (3.0%) strongly disagreed. This indicated that most of the employees (80.8%) agreed that strategic planning is the roadmap leading to improves performance.

Majority of the employees 72 (52.9%) strongly agreed

that there are clear set targets for the organization, with 38 (27.9%) agreed, while 10 (7.4%) were undecided and 7 (5.2%) strongly agreed as well 3% agreed. This indicated that most of the employees 78.8% agreed that in their organization there are clear set targets. Majority of the employees 46 (33.8%), 42 (30.9%) strongly disagreed and disagreed respectively, while 11 (8.1%) were undecided and 18 (13.2%) strongly agreed as well as 19 (14%) agreed. This indicated that most of the employees 64.7% disagreed that there is quality set objectives in place for the organization. Cumulatively, 78.68% of the employees agree that strategic planning improve organizational performance.

**TRAINING ON ORGANIZATIONAL PERFORMANCE**

The second research objective sought to establish how training influences organizational performance in NAWASSCO. The respondents were given a list of statements regarding the influence of training on organizational performance to indicate the extent to which they agree. The findings are shown in table below

	Strongly Agree		Agree		Undecided		Disagree		Strongly Disagree	
	Freq	%	Freq	%	Freq	%	Freq	%	Freq	%
The organization have regular training for the employees	10	7.3	12	8.8	3	2.2	41	30.2	70	51.5
Training leads to employees motivation and morale.	89	65.4	33	24.3	3	2.2	5	3.7	6	4.4
The organization have relevant policy on training.	94	69.1	40	29.4	0	0.0	1	1.4	1	0.1
Training of employees always improves performance.	86	63.2	36	26.5	2	1.5	6	4.4	6	4.4
Training increase employee satisfaction thus improving performance.	91	66.9	32	23.5	4	2.9	7	5.2	2	1.5

Source: Researcher (2020)

Table 2: Training items on organizational performance

In the table above majority of the employees 70 (51.5%) and 41 (30.2%) strongly disagree and disagree respectively. The undecided were 3 (2.2%), agree were 12 (8.8%) and 10 (7.3%) strongly agree. This indicated that most of the employees 81.7% disagree that organization has a regular training for its employees. Majority of the employees 89 (65.4%) and 33 (24.3%) strongly agree and agree respectively agreed that training leads to employees motivation and morale. The undecided were 3 (2.2%), disagree were 5 (3.7%) and 6 (4.4%) strongly disagree. This indicated that most of the employees 89.7% agree that training leads to employees' motivation and morale thus this improves performance. Majority of employees 94 (69.4%) strongly agreed, with 40 (29.4%) agreed, while 0 (0.0%) were undecided, 1 (1.4%) disagreed and 1 (0.1%) strongly disagreed. This indicated that most of the employees (98.8%) agreed that the organization has existing relevant policy on training.

Majority of the employees 86 (63.2%) strongly agreed

that there are clear set targets for the organization, with 36 (26.5%) agreed, while 2 (1.5%) were undecided and 6 (4.4%) strongly disagree as well 6 (4.4%) disagree. This indicated that most of the employees 89.7% agreed that training of employees always improves performance in the organization. Majority of the employees 91 (66.9%), 32 (23.5%) strongly agree and agree respectively, while 4 (2.9%) were undecided and 7 (5.2%) disagree as well as 2 (1.5%) strongly disagree. This indicated that most of the employees 90.4% agreed that training increase employee satisfaction thus improving performance in the organization. In overall, 90.06% of the employees agree that training have a greater impact in improving organizational performance.

**CUSTOMER FOCUS ON ORGANIZATIONAL PERFORMANCE**

The third research objective sought to find out the influence of customer focus on organizational performance in NAWASSCO. The respondents were given a list of statements regarding the influence of customer focus on organizational performance to indicate the extent to which they agree. The findings are shown in table below.

	Strongly Agree		Agree		Undecided		Disagree		Strongly Disagree	
	Freq	%	Freq	%	Freq	%	Freq	%	Freq	%
There are clear sets targets concerning the customers.	80	58.8	35	25.7	7	5.1	6	4.5	8	5.9
Understanding customers' needs increases performance.	96	70.6	27	19.6	2	1.5	6	4.5	5	3.8
Organization carries out customer satisfaction surveys regularly.	74	54.4	30	22.1	5	3.7	17	12.5	10	7.3
Organization regularly organize meet the customer forums.	19	14	16	11.7	8	5.8	36	26.5	57	42
Strong commitment to the customer increases performance	95	69.9	32	23.5	4	2.9	3	2.2	2	1.5

Source: Researcher (2020)

Table 3: Customer focus on organizational performance

In the table above majority of the employees 80 (58.8%) and 32 (25.7%) strongly agreed and agreed respectively that there are clear sets targets concerning the customers. The undecided were 7 (5.1%), disagree were 6 (4.5%) and 8 (5.9%) strongly disagree. This indicated that most of the employees 84.5% agreed that there are clear sets targets concerning the customers. Majority of the employees 96

(70.6%) and 27 (19.6%) strongly agree and agree respectively. The undecided employees were 2 (1.5%), disagree were 6 (4.5%) and 5 (3.8%) strongly disagree. This indicated that most of the employees 90.2% agree that understanding customers' needs increases organizational performance. In the item concerning organization carrying out customer satisfaction surveys regularly; most employees 74 (54.4%) strongly agreed, with 30 (22.1%) agreed, while 5 (3.7%) were undecided, 17 (12.5%) disagreed and 10 (7.3%) strongly disagreed. This indicated that most of the employees (76.5%) agreed that strong commitment to the customers' needs increases organizational performance.

Majority of the employees 57 (42%) strongly disagreed that the organization regularly organize meet the customer forums, with 36 (26.5%) disagreed, while 8 (5.8%) were undecided, 16 (11.7%) agreed and 19 (14%) strongly agreed as well. This indicated that most of the employees 67.5% disagree that the organizations regularly organize meet the customer forums. Majority of the employees 95 (69.9%), 32 (23.5%) strongly agree and agree respectively, while 4 (2.9%) were undecided and 3 (2.2%) strongly disagree as well as 2 (1.5%) disagree. This indicated that most of the employees 93.4% agreed that there is quality set objectives in place for the organization. Cumulatively, 82.42% of the employees agree that customer focus greatly improve organizational performance.

#### CONTINUOUS IMPROVEMENT ON ORGANIZATIONAL PERFORMANCE

The fourth research objective sought to find out the influence of continuous improvement on organizational performance in NAWASSCO. The respondents were given a list of statements regarding the influence of continuous improvement on organizational performance to indicate the extent to which they agree. The findings are shown in table below.

	Strongly Agree		Agree		Undecided		Disagree		Strongly Disagree	
	Fr eq	%	Fr eq	%	Fr eq	%	Fr eq	%	Fr eq	%
Organization evaluate the actual performance regularly.	62	45.6	44	32.4	10	7.4	11	8.0	9	6.6
Organization regularly relates the performance against the set targets	50	36.8	26	19.1	18	13.2	26	19.1	16	11.8
Corrective actions are taken regularly thus improving performance.	46	33.8	38	27.9	13	9.6	20	14.7	19	14.0
CI boosts employee involvement and reduces turnover.	89	65.4	38	28	1	0.7	3	2.2	5	3.7

Sections are encourage to learn from each other and rectify their mistakes.	Fr eq	%	Fr eq	%	Fr eq	%	Fr eq	%	Fr eq	%
	78	57.4	39	28.7	6	4.4	6	4.4	7	5.1

Source: Researcher (2020).

Table 4: Continuous improvement on organizational performance

In the table above majority of the employees 62 (45.6%) and 44 (32.4%) strongly agreed and agreed respectively that organization evaluate the actual performance regularly. The undecided were 10 (7.4%), disagree were 11 (8.0%) and 9 (6.6%) strongly disagree. This indicated that most of the employees 76.0% believed that organization evaluate the actual performance regularly. Majority of the employees 50 (36.8%) and 26 (19.1%) strongly agree and agree respectively. The undecided were 18 (13.2%), disagree were 26 (19.1%) and 16 (11.8%) strongly disagree. This indicated that most of the employees 55.9% agree that organization regularly relates the performance against the set targets. Most employees 46 (33.8%) strongly agreed, with 38 (27.9%) agreed, while 13 (9.6%) were undecided, 20 (14.7%) disagreed and 19 (14%) strongly disagreed. This indicated that most of the employees (61.7%) agreed that corrective actions are taken regularly in order to improve organizational performance.

Majority of the employees 89 (65.4%) strongly agreed that there are clear set targets for the organization, with 38 (28%) agreed, while 1 (0.7%) were undecided and 3 (2.2%) disagree as well 5 (3.7%) strongly disagree. This indicated that most of the employees 93.4% agreed that continuous improvement boosts employee involvement and reduces turnover. Majority of the employees 78 (57.4%), 39 (28.7%) strongly agree and agree respectively, while 6 (4.4%) were undecided and 6 (4.4%) strongly disagree as well as 7 (5.1%) disagree. This indicated that most of the employees 86.1% agreed that sections are always encouraged to learn from each other and rectify their mistakes. In overall, 74.62% of the employees agree that continuous improvement improve organizational performance. The finding in the study indicates that continuous improvement influences organizational performance.

#### ORGANIZATIONAL PERFORMANCE

The study sought to establish the extent to which constructs of quality management influence organizational performance in NAWASSCO. The findings are shown in table below.

	Strongly Agree		Agree		Undecided		Disagree		Strongly Disagree	
	Fr eq	%	Fr eq	%	Fr eq	%	Fr eq	%	Fr eq	%
Constructs of quality management promote customer satisfaction	95	69.9	29	21.3	5	3.7	4	2.9	3	2.2
Constructs of quality management reduces the financial cost	37	27.2	70	51.5	9	6.6	10	7.4	10	7.4

Constructs of quality management encourages team work among the employees	64	47.1	46	33.8	14	10.3	8	5.9	4	2.9
Constructs of quality management improves employee retention	39	28.7	57	41.9	13	9.6	12	8.8	15	11
Constructs of quality management improve employee motivation and morale.	81	59.6	40	29.4	2	1.5	6	4.4	7	5.1

Source: Researcher (2020).

Table 5: Organizational performance items

In the table above majority of the employees 95 (69.9%) and 29 (21.3%) strongly agreed and agreed respectively that constructs of quality management promote organizational performance. The undecided were 5 (3.7%), disagree were 44 (2.9%) and 3 (2.2%) strongly disagree. This indicated that most of the employees 91.2% agreed that constructs of quality management promote customer satisfaction. Majority of the employees 37 (27.2%) and 70 (51.5%) strongly agree and agree respectively. The undecided were 9 (6.6%), disagree were 10 (7.4%) and 10 (7.4%) strongly disagree. This indicated that most of the employees 79.4% agree that constructs of quality management reduces the financial cost. In the item concerning the constructs of quality management encouraging team work among the employees; most employees 64 (47.1%) strongly agreed, with 46 (33.8%) agreed, while 14 (10.3%) were undecided, 8 (5.9%) disagreed and 4 (2.9%) strongly disagreed. This indicated that most of the employees (80.9%) agreed that constructs of quality management encourages team work among the employees.

Majority of the employees 39 (28.7%) strongly agreed that there are clear set targets for the organization, with 57 (41.9%) agreed, while 13 (9.6%) were undecided and 12 (8.8%) strongly disagree as well 15 (11%) disagree. This indicated that most of the employees 70.6% agreed that constructs of quality management improves employee retention. Majority of the employees 81 (59.6%), 40 (29.4%) strongly agree and agree respectively, while 2 (1.5%) were undecided and 6 (4.4%) strongly disagree as well as 7 (5.1%) disagree. This indicated that most of the employees 89.0% agree that constructs of quality management improve employee motivation and morale. Cumulatively, 82.22% of the employees agree that constructs of quality management improve organizational performance.

#### IV. CONCLUSIONS

On the basis of the findings of the study, the following conclusions are made:

Based on the discussion of the findings the following conclusions were made: It was revealed that strategic planning, training, customer focus and continuous improvement significantly influence organizational performance in Nakuru Water Sanitation and Services Company. In view of the findings of this study, the following

conclusions have been drawn. The strategic planning had an influence on organizational performance which means that strategic planning plays a key role in organizational performance. The effect of training on organizational performance established in this study should inspire the stake holders in the company to formulate training and development programmes that may improve the organization performance. The customer focus significantly influences organizational performance in Nakuru Water Sanitation and Services Company. The company should be able to meet customer expectations all time. Continuous improvement is significant to the provision of water since this dictates any change that takes place in the company should always be on improving provision of services.

#### V. RECOMMENDATIONS

This study recommends that:

- ✓ NAWASSCO should build upon the weaknesses and strengths of its strategic planning by becoming more effective and efficient in leading others. Having this knowledge the managers will gain direction to develop goals and objectives to become better leaders.
- ✓ NAWASSCO should carry out training programs to ensure successful business operation; do an in-depth understanding of the institution environment, an insight regarding training options and career development approach to weld in employees into organizational effectiveness and knowledge sharing to improve organizational performance.
- ✓ NAWASSCO should ensure that employees to be great at customer service they create an institution culture focused on caring. It should ensure a good understanding of what their customers want and establish good lines of communication.
- ✓ NAWASSCO need to continuously improve their products, services, and processes to remain competitive and be able to maintain a work space that is organized and clean, promoting enhanced functionality, efficiency, and productivity.

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