DECLARATION

Declaration by the Student

This proposal is my original work and has not been presented to any other examination body. No part of this research should be produced without my consent or that of The Management University of Africa.

Signature .......................... Date........................................

SHAMIME TAIB NAZIR
ADM: BML/9/00255/3/2014

Declaration by the Supervisor

This research project has been submitted with my approval as Management University of Africa

Signature .......................... Date........................................

Dr. Emmanuel Awour

The Management University of Africa
DEDICATION

To the Almighty God for good health and state of mind that has enabled me to come this far. This research Project is dedicated to my children and entire family for their effort to encourage and support me.
ACKNOWLEDGEMENT

My gratitude’s goes to my Supervisor Dr. Emmanuel Awour for encouraging me and giving me guidelines to prepare this Project. Special thanks to Danish Refugee Council (DRC) for allowing me to carry out the study in their organization. Splendid thanks to Management University of Africa for their provision of conducive environment, materials, facilities and knowledge which has impacted positively towards the success of this research.
ABSTRACT

Distribution of items both food and non-food items is a factor that cannot be ignored in determining the survival of most organizations especially in the relief provision organizations in developing countries. The main aim of this study was to find out the factors affecting distribution of non-food items in relief provision organizations, a case study of Danish Refugee Council Kenya Office. The specific objectives and research questions included analyzing the extent of staff training, effect of information technology, effect of organizational culture, effect of transportation and the extent to which security affects the distribution in relief provision organizations in Kenya. This study is a representative sample and a mixed research design was used, that is both qualitative and quantitative approaches. The quantitative approach was used to show the relationship between the independent and dependent variables while qualitative approach was basically descriptive. The target population was 120 staff members from DRC. Out of this, a stratified sample was applied to obtain a sample size of 40 respondents. Data collection was through questionnaires which was analyzed both qualitatively and quantitatively after data collection while tables and percentages were used in data analysis. The findings of the study provided policy makers with the insights on factors affecting distribution of non-food items in relief provision organizations in Kenya. It acted as a platform in informing their future researchers/organizations on how to better their distribution links in ensuring the majority of beneficiaries are reached; it also provides knowledge on how to better use available resources optimally to ensure efficacy and efficiency. Additionally, the government and International Non-governmental organizations were provided with reliable information that enhanced the strategies to adopt in order to effectively improve the general welfare of the public in relation to distribution of non-food items in Kenya.
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LIST OF ABBREVIATIONS

IT   Information Technology

DRC  Danish Refugee Council

JIT  Just in Time
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<td>Distribution</td>
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<td>Organizational Structure</td>
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CHAPTER ONE

INTRODUCTION OF THE STUDY

1.1 Introduction

This chapter contains the background of the study, statement of the problem, objectives of the study, significance of the study, limitations that were experienced during data collection and finally the scope of the study.

1.2 Background of the study

Distribution is an important function in any organization to realize its success. In greater scope, it influences the degree of performance, consumers’ satisfaction and also the organization’s reputation. Distribution function is the provision of goods and services which the consumers require by delivering them at the right time, right place, quality and quantity as the principles that govern relief provision organizations. It is the function which is responsible for planning, implementing and controlling efficient and cost effective flow of raw materials and related information from the point of origin to the point of consumption for the purpose of conforming the consumers’ requirements. Distribution involves warehousing, inventory management, transport and delivery which ensure flow of goods up to the end user where utility is created.

The main activities involved in distribution precisely referred to as Physical Distribution Management (PDM) are: inventory control, warehousing and storage, material handling, protecting, packaging and transportation. Kotler, 1996 indicates that distribution is the transfer of goods from the producer to the consumer. Similarly, Lysons (2006) indicates that supply chain is that network of an organization that are involved through upstream and downstream linkage in the different processes and activities that produces value in the form of products and services in the hand of ultimate consumers. Due to the population increase in the country, the exigency of meeting the customer’s delivery needs is therefore crucial to whatever they are in the part of the country. This study therefore was with the aim of coming up with innovative ways to curb or protect challenges which faces the distribution of items in DRC.

Following are those factors: level of staff training, level of technology, influence of organizational culture, effect of transportation and level of security. All the above should be regulated in such a
way that it can give room and a good opportunity for effective distribution of items. Failure to regulate the above factors may lead to beneficiaries being greatly affected which may even lead to loss of life by those individuals that would be useful citizens in building the nation. The study therefore seeks in evaluating those factors that affect the distribution of items in DRC. It therefore seeks to assess how level of training, level of technology, organizational culture, transportation and security affects distribution of items in relief provision organizations and particularly Danish Refugee Council.

1.2.1 Profile of DRC

The Danish Refugee Council (DRC) is a humanitarian, non-governmental, non-profit organization founded in 1956 that works in more than 30 countries throughout the world. DRC fulfills its mandate by providing direct assistance to conflict-affected populations – refugees, internally displaced people (IDPs) and host communities in the conflict areas of the world; and by advocating on behalf of conflict-affected populations internationally, and in Denmark, on the basis of humanitarian principles and the Human Rights Declaration. We understand "durable solutions" as any means by which the situation of refugees can be permanently and satisfactorily resolved, enabling them to live normal lives. Durable solutions can be voluntary repatriation, local integration or resettlement. In Denmark, DRC assists refugees in all aspects of integration as well as asylum procedures. Internationally, DRC actively participates in supporting the protection of refugees, and promoting durable solutions for conflict-affected populations.

The DRC’s supreme authority is the Council, which consists of up to three representatives of each member organization, six representatives of the voluntary groups and refugee counseling organizations cooperating with the Danish Refugee Council, and of the Executive Committee. DRC is an umbrella organization and is currently consisting of 30 organization members and voluntary groups, committed to the refugee cause. Membership of the DRC is open to non-party-political, voluntary, nationwide humanitarian and international organizations that work on a democratic basis, and whose aims conform to those of the DRC. In 2005, activities were launched in Kenya where DRC works to provide assistance to people living in the world’s largest refugee camp Dadaab, to people displaced and otherwise affected by post-election violence in 2007/08 in the Rift Valley, and in support of urban refugees in Nairobi. DRC’s most recent programme
development in Kenya is a long-term engagement in support of drought and conflict affected pastoral communities in Northern Kenya.
1.3 Statement of the Problem

Distribution of the products is a crucial aspect and major concern to most organizations private and limited as well as manufacturing in its success and profitability. Distribution possesses a significant challenge to organizations in Kenya considering that it requires accurate planning and proper management. Thus it is essential for an organization that distributes products to observe a good distribution control system. The need for more effective and more comprehensive distribution is more inevitable due to rise in Kenya’s population. Therefore much effort should be put to ensure all consumers’ needs are met effectively and efficiently. Inappropriate distribution management in an organization can lead to loss of items and this can be a huge blow to the distributing organization. This can definitely lead to the closure of an organization and also contribute to economic decline in the country and loss of jobs to those people who benefit from this field of distribution. In situations of displacement, there is always loss of personal property. Very often people flee with little more than the clothes they are wearing. In addition to food, people affected by crisis need basic lifesaving non-food items for their survival including items such as blankets, sleeping mats and plastic sheeting to safe-guard them from rain, sun, wind and the cold weather and environmental conditions. Kitchen sets including pans, plates and spoons are essential items for every family. Soap and washing powder are necessary to ensure personal hygiene, while jerry cans are needed to collect drinking water and to keep it safe from contamination. Clothes or material for making clothes and shoes may also be needed. In addition, women and girls need sanitary supplies. Children too have specific needs especially those who may have been orphaned and require baby food, clothes, diapers etc. This study therefore seeks to evaluate factors affecting the distribution of items in relief provision organizations in Kenya and particularly Danish Refugee Council (DRC).

1.4 Objectives of the Study

1.4.1 General Objective

The general objective of the study was to analyze the factors affecting the distribution of non-food items in relief provision institution in Kenya.
1.4.2 Specific Objectives

a) To analyze the effect/extent of staff training on distribution of non-food items in relief provision institutions in Kenya.

b) To determine the effect of information technology on distribution of non-food items in relief provision institutions in Kenya.

c) To assess the effect of organizational culture on distribution of non-food items in relief provision institutions in Kenya.

d) To establish the effect of transportation on the distribution of non-food items in relief provision institutions in Kenya.

e) To determine the extent to which security affects the distribution of non-food items in relief provision institutions in Kenya.

1.5 Research Questions

a) How does staff training affect distribution of non-food items in relief provision institutions in Kenya?

b) To what extent does information technology affect distribution of non-food items in relief provision institutions in Kenya?

c) How does organizational culture affect distribution of non-food items in relief provision institutions in Kenya?

d) To what extent does transportation influence the distribution of non-food items in relief provision institutions in Kenya?

e) What role does security play in the distribution of non-food items in relief provision institutions in Kenya?

1.6 Significance of the Study

i. Management of Danish Refugee Council

This study is of great significance to the management of DRC and other relief organizations to get to know more about the factors affecting distribution of non-food items in the organizations. By doing so, the management of this company is going to be better positioned to coordinate the distribution of items in their organization.

ii. Other Researchers
The sturdy is of great importance to other researchers whereby the study is to be used as a source of literature review materials to conduct study on other areas of study and even on the particular area of study.

The study enables future researchers to come up with better results since the study has created a way by giving an example.

iii. Business Investors/Donors
The investors benefit from their research study whereby the investors are equipped with the information that is necessary to invest in this line of business, have very little problem since research has provided the recommendation on what can be done to overcome some problems that face the distribution of non-food items.

iv. Other Related Organizations.
Other organizations that perform functions related to that of DRC will also get some insight to the problem facing the distribution and possible solution to them as well.

Scope of the Study
The research study will be carried out in DRC which is located on lower Kabete road. The study will target top level management, middle level management and lower level management using a target population of 120 and a sample size of 40 respondents.
CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

Study of this review was to examine past studies conducted on the subject of this study. The researcher identified published works that was relevant to the topic. The study provided the foundation for which the study was conducted by creating a gap to the study topic.

2.2 Review of Theoretical Literature

2.2.1 Value Chain Analysis

Value chain analysis (VCA) is a process where a firm identifies its primary and support activities that add value to its final product and then analyze these activities to reduce costs or increase differentiation. Value chain represents the internal activities a firm engages in when transforming inputs into outputs.

Value chain analysis is a strategy tool used to analyze internal firm activities. Its goal is to recognize, which activities are the most valuable (i.e. are the source of cost or differentiation advantage) to the firm and which ones could be improved to provide competitive advantage. In other words, by looking into internal activities, the analysis reveals where a firm’s competitive advantages or disadvantages are. The firm that competes through differentiation advantage will try to perform its activities better than competitors would do. If it competes through cost advantage, it will try to perform internal activities at lower costs than competitors would do. When a company is capable of producing goods at lower costs than the market price or to provide superior products, it earns profits.

M. Porter introduced the generic value chain model in 1985. Value chain represents all the internal activities a firm engages in to produce goods and services. VC is formed of primary activities that add value to the final product directly and support activities that add value indirectly.
2.2.2 Theory of Constraints in Distribution

Theory of Constraint (TOC) is a focusing technique that searches for the inherent simplicity in the midst of complexity. Dr. Goldratt theorized that improvement in the throughput of any system is governed by very few factors, the critical one being the overall constraint. Depending on the environment of the company, this constraint can be located in different areas, sometimes internally (production, warehouse, purchasing, policies, etc.) and sometimes externally (in the market). In distribution, the constraint is usually in the market (an estimated 70 percent of the time).

Let’s look at how TOC applies to the issue of inventory in the distribution environment. What is the distributor’s mindset when deciding on how much stock to keep at each location? Two main questions must be addressed:
How much stock to keep upstream in the supply chain?

How much stock to keep downstream in the supply chain?

The natural tendency is to keep the stock as close to the consumers as possible — the thinking is, if a product is not at the consumption point, then there is a smaller chance the item will be sold. Therefore, it only seems “logical” that the distributor should keep most of the stock as close to the customer as possible — as far downstream as s/he can manage.

This is a common-practice “push” behavior: pushing products downstream in order to increase consumption. However, this push behavior requires a good forecasting model, in order to predict where and when the stock will be needed at the stock locations.

Even with today’s advanced forecasting tools, we can’t effectively answer the availability question: What to hold at which place and when? This is because:

The more specific (the narrower the aggregation), the less accurate the answer becomes — meaning that the question of “How much will be sold overall?” will be answered much more accurately than “How much will be sold at this specific location?”

Many times, data is incorrectly interpreted. It is common practice to use statistics without a good understanding of the “law” of aggregation. The more sophisticated the algorithm, the more sophisticated the end user has to be in order to correctly apply it.

No forecasting model can take into account a sudden change in consumption patterns.

TOC solution for distribution does call for a shift away from the common-practice push (forecast-driven) approach and towards a “pull” mechanism.

The TOC solution is built on constant renewal of the consumed stock. It includes several steps that apply in most environments:

Aggregating as much stock as possible as close to the source as possible — the supplier or central warehouse.

Setting a higher inventory target there — called the Stock Buffer Size.
Setting much lower Stock Buffer Sizes at all other locations.

Creating the transfer of real sales data on a frequent basis from all stock locations.

Shrinking the replenishment time as much as possible.

Replenishing the stock locations as frequently as possible, with a strict focus on shipping only to replenish to real consumption or to re-adjust the buffer sizes.

Continually monitoring the buffer sizes and making adjustments according to consumption.

A disciplined approach to implementing these steps can build a Decisive Competitive Edge (DCE) when linked to the timing of the constraint in the market. A DCE means satisfying a customer’s core need to an extent that no competitor can or will (as most companies do not have a DCE). It will also significantly improve cash flow—another possible constraint in today’s operating environment.

Within a period of three months after starting the implementation of a TOC solution, it has been reported that inventory turns have improved by a factor of 2.8, created by significant reductions in inventory while increasing sales through the lessening of stock outs. Finding the inherent simplicity in the midst of complexity can certainly pay off.

2.3 Review of Empirical Literature

2.3.1 Staff Training and Distribution of Non-Food Items

This refers to a systematic modification of behaviour through learning. It occurs as a result of education, instructions and planned experience. Training is also a task oriented as it focuses only on a specific area of work. The training standards are derived from the job. It is provided when there is skill gap between the expected and actual standards of work performance (Armstrong 2000). According to Saleemi (2000), training is the process of increasing the knowledge and skills of employee for doing particular jobs in an organized activity designed to create a change in thinking and behaviour of people and to enable them to do their jobs in a more efficient manner. In industry, it implies imparting technical knowledge, manipulative skills, problem solving and positive attitudes.
According to R. Harrison (2005), employee training is a tool that managers can utilize to help employees bridge the gap between their present level of performance and their desired level of performance. The challenge for the organization is to design training options that give employees the information or skills they need and then measure whether those training options were effective in producing desired outcomes. The purpose of training is to enable the employees to get acquainted with their present or perspective jobs and also increase their knowledge and skills. Training makes new employees more productive and efficient. It makes old employees familiar with new machines and techniques by refreshing their knowledge. Job training is never finished as long as an organization remains in business thus training is not a one stop process but it is an ongoing or continuous process. Training is effective only if properly done and effectively executed. Training methods must be appropriate to the level of employees, the nature of the tasks and the purpose of training. The effectiveness of training programmes should be evaluated so that necessary improvements may be made from time to time.

According to manpower service commissioner (M.P.S.C.) 1981, training refers to a planned process to modify attitude, knowledge or skills behaviour through learning experience. It also aims at achieving effective performance in an activity. Its purpose in the work situation is to develop the ability of the individual and to satisfy the current and future manpower needs of the organization. It must have a purpose. It can be well defined if the learning needs of the organization and the groups and individuals have been systematically identified and analyzed.

Armstrong (2000) says that job analysis for training purpose means examining in detail the content of jobs, the performance standard required in terms of quality and output, the knowledge, skills and competence needed to perform the job completely and thus meet the performance standards. This involves analyzing what the individual needs to know. It may be technical or commercial knowledge. It may also refer to the problem that occur and how they should be dealt with. Gordon (2004) states that transparency is an internal part of good governance in distribution function. For successful managing of resources in an organization, the distribution manager should be equipped with adequate knowledge and skills for improving decision making. He also explained that most of the developed countries have adopted a more decentralized approach and efforts have been put into providing distribution managers with adequate skills, experience and qualification, risk management and minimizing the potential of corruption.
Training provides individual with personal growth by providing knowledge, awareness and skills. This makes them work confidently and be focused and decisions made by them will be of high value. On the job, training involves induction of newly hired employees in an organization. It trains them in areas that are related to their jobs. Training helps familiarize them with operations that they will be entitled to do in the organization. In-job training therefore is a vertical instruction, demonstration on how they are entitled to do it. The advantage with training is that the employees can learn it with a short period of time. Irvin (2006) stated “Whether it is Total Quality Management (TQM), new technology, teamwork, leadership, customer service or Just-In-Time (JIT) production, the work place is changing and so should the skills that employees must have in order to change with it”. As a result, skills training and job learning has taken a leading role in facilitating change and skills acquisition.

According to Irvin (2006) “Training is a systematic acquisition of skills, rules, concepts or attitudes that result in improving performance in another environment”. Therefore from both statements, training is inevitable if employees are to remain relevant in their respective work environment. Lysons (1996) describes training as “A planned process to modify attitude, knowledge or skills behavior through learning experience to achieve effective performance in an activity”. Its purpose in the work situation is to develop the abilities of the individual and to satisfy the current and future human resource needs of the organization. Training needs can be identified though a job training analysis. This identifies the purpose of the job and also its competent parts and what must be learnt for effective work performance. A job analysis reveals the gaps which exists i.e. which is the difference between a person’s existing knowledge, skills and experience required for a specific job.

Hoyle (2007) says Total Quality Management, teamwork, leadership, customer service and Just-In-Time in the work place changes skills that employees must have in order to change with it and as a result, skills training and on-job learning role in facilitating change and skill acquisition. Training is a planned process to modify attitude, knowledge or skill behaviour through learning experience. It aims at achieving effective performance in an activity or range of activities. Its purpose in a work situation is to develop liability if the individual and to satisfy the current and future manpower needs of an organization and the groups and individuals that have been successfully analyzed. Employees can receive two kinds of training to improve their performance.
First, a company can offer general training to give employees new knowledge and skills, which will be transferable to any future job. Second, a company can offer training in skills specific to its technologies and work processes. Although those skills may not be transferable to future jobs, they are critical to the company. Focusing on company-specific training is important because a company derives its competitive advantage from what its employees know and can do that cannot be found elsewhere in the market.

Adequate training and availability of better management information and some forward thinking, leads to resection of all types of risks and quick customer order processing. She concluded her research by saying that distribution planning in an organization continues to improve and become more responsive to hanging circumstances. Sujuan (2009) says this can be achieved through leadership skills by provision of high standard training focusing on outcome rather than processes as a result training provide individuals with personal growth by providing knowledge awareness and skills. This makes them work confidently and focused and decision made by them is of high value.

Training for employment is very important. In a modern economy like our own the nature of work is constantly changing. New technologies mean that new work skills are constantly required. To succeed in business or in a career, people will need to be very flexible about where they work and how they work, and to constantly change the range of skills they use at work. There are basically two types of training: On the-job training where employees develop and improve their work skills whilst actually doing the job in question and off-the-job training

Employers will often encourage their employees to develop their skills through off-the-job training courses. Training is organizational effort aimed at helping employees to acquire the basic skills required for the efficient execution of the functions for which they are hired. Development, on the other hand, deals with activities undertaken to expose employees to perform additional duties and assume positions of importance in the organizational hierarchy.

2.3.2 Information Technology and Distribution of Non-Food Items

Information technology (IT) is the application of computers and telecommunications equipment to store, retrieve, transmit and manipulate data, often in the context of a business or other
enterprise. The term is commonly used as a synonym for computers and computer networks, but it also encompasses other information distribution technologies such as television and telephones. Several industries are associated with information technology, such as computer hardware, software, electronics, semiconductors, internet, telecom equipment, e-commerce and computer services. The role of information technology systems in a business environment can be classified into four broad categories. These categories include function performance, communication through networking, management and enterprise roles. Information technology provides commercial and industrial systems for businesses. These systems enable businesses to function effectively and efficiently.

According to Alter, S. (2006), Function IT systems are applications that allow individuals to function effectively in the workplace. Examples of common IT systems that enhance workplace functions are word processor applications, spreadsheet applications, statistical analysis software and computer aided design (CAD) programs. Employees can work and perform their task individually or collectively using these specialized software technologies. Network IT systems allow effective communication within and outside an organisation. Examples range from simple e-mail (electronic mail) to blogs, wiki sites, IM (instant messaging) and electronic conferencing systems. These types of technologies promote interaction and collaboration among working groups and also facilitate quick information flow at all levels.

Management IT systems (MITS) can be defined as planned applications that are designed to process data and transform the processed data into useful information for management decision making. It should be noted that Management Information systems (MIS) are subsets of Enterprise IT systems (this is explained later on in this article). However, because of the vital role MIS play in a business environment, it is considered here as a major information technology for businesses. In a typical scenario, management operates at different levels and so it is possible to apply management information systems at these varied levels. Basic examples of management information systems are human resources management systems, financial management information systems and marketing management information systems.

Enterprise IT systems are technologies designed to integrate and manage entire business processes for large organizations. Typically, enterprise application software is hosted on large servers over a computer network. Transmission of information can either be internal or external. Examples of
Enterprise information systems may be accounting software, health care specific software or Electronic Data Interchange (EDI). Another good example of software application within this category is Customer relationship management software (CRM).

According to R. Broderick (2000), the role of Information technology in business is wide and varied. It can be said that IT provides a huge range of capabilities that enhance management performance at all levels. In this concept, level of technology is one of the key factors that affect the distribution of items in relief-provision organizations. Poor transport network is as a result of inadequate technological know-how and facilities to improve the transport system. At the border point, clearance is still manual which is very slow; this can be eased by computerization of these activities. Lack of technology also leads to bureaucracy which results from poor documentation. Telecommunications systems are amongst the most challenging to design and realize since they integrate distributed resources under soft real-time constraints, and must be highly available and recognizable.

Technology is of great importance as well as of growing concern in distribution organizations. According to Terry (2007) technology simplifies and reduces tasks needing manual skills and strengths especially in factories and either forms of production if properly applied can increase productivity. The unused technology requirements enhance problem solving skills and the ability to interpret and thus like to lead to widening guilt between skilled and non-skilled workers. Routine tasks requiring low level of skills are disappearing fast. E.g. Copy typist has all but are disappearing from many offices; the availability of word processor, flexible printers and photocopiers have effectively eliminated copy typing.

Computer Terminal Network and communication equipment have made it possible to combine jobs which were previously carried out separately. In the process, it has also enabled tasks to be carried out by lower level staff process known as empowering. For example, consider the range of task carried out by British talon tale assistant dealing directly with the costal by telephone and having customer account and service details displayed on the screen; the assistant can deal with such matters as settling accounts, queries imitating new services required. The customer taking order for new equipment changing payments methods, deleting services no longer required. Previouly, such tasks were carried out manually and there were inevitable delays. Nowadays, it is done by one person immediately who is physically based in another country.
According to Gross (2005) and some academics reactionary advocate that segmentation can best be accomplished when macro based are considered simultaneously with the application or use of the production line. Microsoft can see an example of such approach in the case of workers’ new software program development for IBM compatible personal and promotion to be done. According to Saxenal (2006), the level of technological development in the industry creates an opportunity to marketers to develop new products. The consumer tends to benefit from these developments. The information technology revolution has substantially affected distribution operations, providing many benefits from labor productivity gains to accuracy and improved inventory turns. Still, distribution operations have only begun to realize the full potential of information technology and the coming years promise continued leaps forward in process capabilities.

### 2.3.3 Security and Distribution of Non-Food Items

Security as a condition is the degree of resistance to, or protection from, harm. It applies to any vulnerable and valuable asset, such as a person, dwelling, community, nation, or organization. Establishing or maintaining a sufficient degree of security is the aim of the work, structures, and processes called "security." Security measures can be defined as a set of mechanisms and techniques that protect an organization especially its resources and assets. It is therefore paramount to effectively manage the security of the distributors during their distribution operations. In Kenya since 1990s the issue of security has pre-occupied the minds of potential applicants and existing employees so much a sector that senior executives mush have to account for inflaming a variety of employment, the predictability – not just the size of the pay-cheque as it is not trivial to workers anymore. Some organizations fail to realize that their workers are their most important assets.

Lysons (2006) says a conducive environment is paramount to enhance performance and adherence to security matters is crucial to any enterprise. This is a programme concerned with protecting employees and other people affected by what the organization does. Safety or security programmes deal with prevention of accidents and minimization of the resorting loss and damages to persons or property. The law states that it is the duty of an employee to record from the employer injuries from the job or business premises. The working conditions and security influences how well a person performs his/her job. Organizations should therefore have both legal and moral obligation to provide healthy and safe working environment as well as ensure total well being of the employees.
Theft and pilferage are probably no more common today than they were in the past but they certainly have been more widely publicized. This notoriety has forced hospitality operators to reexamine their attitudes towards security. Management is no longer willing to dismiss theft, fraud, pilferage and shoplifting as minor problems. Security has of course always been important in the humanitarian business but it can be difficult to provide security particularly in the service areas and those areas that beneficiaries frequent because physical facilities are not always designed with security in mind. Security can be more of a consideration during the designing of storage areas but it often takes a back seat in dining rooms, lounges, front offices and other public areas.

In many respects, however, beneficiaries can enforce a good measure of security in their realm of responsibility. The activities and duties of buyers, receivers, and storeroom managers, among others are hidden from public view. If desired, management can set policies that go so far as to resemble an armed camp atmosphere in the receiving and storage of the hospitality operation. Potential security arises in connection with purchasing, receiving, storing and issuing and an owner-manager must be on guard against them. Being a humanitarian organization, the items are bought in bulk and therefore have to be stored in a warehouse where security is paramount.

Joel D et al (2011) say warehouses and distribution centers are frequent targets of burglary, theft and pilferage. These facilities contain lots of new merchandise in its original packaging, something that is highly-desirable to both professional and amateur thieves. Warehouses are subject to both internal and external theft. Internal thefts are committed by company employees, contractors, and other "insiders" who have a legitimate reason to be in the warehouse at certain times. External thefts are committed by "outsiders"- people outside of the company who have no legitimate need to be in the warehouse and are coming to the facility specifically to steal. Truck drivers and other types of delivery service drivers can pose a specific security risk. Some drivers have gotten into the habit of stealing from their customers when making a pick-up or delivery, and consider this to be a justifiable "fringe benefit" given the inadequate wages that they feel they are making. Drivers are often allowed to wander freely while their trailer is being loaded or unloaded and can use this opportunity to gather up items that they wish to steal. It is often easy to place additional items into the trailer after it has been loaded, or to place stolen items into the cab of the truck unnoticed.

Along the same lines, many warehouse employees feel that they are underpaid and underappreciated, and look at stealing from the warehouse as a way to supplement their income.
and to get back at their employer at the same time. There are variety of ways in which warehouse employees can steal: some simply load merchandise into their car during the day; others place merchandise in trash bins and come back later to retrieve it; and still others may pack merchandise into a box and ship it to themselves using a bogus address that they have established just for this purpose. Sometimes, dishonest warehouse employees work in conjunction with dishonest truck drivers to steal from the company. This can be a particularly dangerous combination: the warehouse employee has knowledge of what's coming and going, can plant stolen merchandise in outgoing shipments, and can modify paperwork to cover his tracks - while the truck driver has the means to remove the merchandise from the warehouse. Collusion between warehouse employees and truck drivers is a big problem in some industries and is responsible for multiple millions of dollars of losses each year.

Arnold (2007) in a nut shell said to avoid insecurity aspect and ensure employees’ safety employer should include a safety program within the enterprise by writing and formulating a safety policy which is clear, concise and sincere. It should show and reflect the management effort and commitment to security matters. The security committee should be formed whose task should be to implement the management written specific rules and regulations for safe operation of the company. Emily (2005) since people spend a large proportion of their time on the job, it is important for the work and the work place to be as risk-free as possible. Security is about protection of employees from injuries due to work related accidents. These accidents are unplanned and uncontrolled events which could result in damage to both human and property. Accidents could be classified as: Technical accidents where due to unsafe working condition to things like faulty equipment and machinery and general work environments

Human accidents include unsafe acts like deficiencies of the individual such as carelessness, improper attitudes and mobility to perform a job. A safety policy program could succeed through formulation of a policy that aims at making the place of work in all aspects. Safety education at all levels, enforcement of safety rule welfares should also be constituted concerned with the well being of employees both at the work place and at home. There are different types of welfare: financial which includes sports facilities. We have facilities welfare which in essence includes medical services, housing and transport to and from work.
According to David (2008) security in a warehouse involves protection against merchandise pilferage, deterioration and any form of operational disruption. Each form requires management attention. In warehouse operation it is necessary to protect against theft by employees and thieves as well as from riots and terrorists related disturbances. Typical security procedure should be strictly enforced to each warehouse. Security begins at the fence as standard procedure. Entry to the warehouse yard should be controlled through a single gate without exception, no private out mobile regardless of management rank or customer status should be allowed to enter the yard or park adjacent to the warehouse. Shortages are always a major concern in warehouse operations, many are honest mistakes that occur during order selection and shipment, but the purpose of security is to restrict theft from all angles. Inventory control and order processing systems help to protect merchandise from being carried out of the warehouse unless accompanied by a computer release document.

Stephen and Hanna (1997) said that when goods are on transit – in a moving vehicle, many hazards disappear. Theft is less likely, and damage usually does not occur while the vehicle is in motion. Motion itself may cause damage in some instances, but more damages are as a result of handling or poor packaging. As a general rule, truckload trucking maintains security of goods better than other modes of transportation. The reasons outline the operation in any transportation systems where goods are handled, stored or stopped security diminishes. The safety of the transportation personnel and the general public may also affect how goods are secured and what mode they take. Greater security measures, for example in disasters are ignored. Poor security for certain goods may jeopardize the public or even affect national defense.

According to Bloomberg (2008), security is being safe and protected from any risk. There are some measures which are put in place to ensure that security is maintained. Security is essential to everything because for anything to last longer, it is a must that it is secure. Being secure means protected from any cause of damage that is fire, accidents etc. To maintain property means first to secure it from any risk of loss. In Kenya, many people have insured themselves and their property against any loss; this is through insuring themselves and their property against possible risks through insurance agency. Through this insurance agency, someone can insure himself against various risks like risk of fire, floods, droughts, accidents, and sickness and against many other risks as stated by different companies (Thompson 2004).
Cole (1998) states that activities that are reducing losses from merchandize theft are product tags, guards, videos, cameras, point-of-sale computers, employee surveillance and burglar alarms are being used by more organizations, storefront protection however is most popular. Most organization do detailed background checks for every employee. Some use loss prevention software that detect suspicious employee behaviour. Various organizations have employee training programs that offer incentives for reducing merchandize losses. Others use written policies on ethical behaviour that are signed by all personnel including senior management.

2.3.4 Transportation and Distribution of Non-Food Items

It can be defined as a physical movement of goods and services or materials between points in the supply chain. In the context of humanitarian organizations transport is defined as: “The activities involved in moving supplies from point of origin to internal customers or beneficiaries”. The aim of transport is to physically move supplies in a reliable and safe manner, on time, cost effectively and efficiently to its destination. The definition given by Compton (1985) defines transport as a service function that provides efficient movement of all materials. It can also be added as a means by which supplies move from their premises to their supplies premises. The aim of efficient transport is speed, safety and achievements of goods load factor and low running cost. This objective is to ensure goods are carried in suitable maintained vehicles. It is of importance when negotiating in terms and conditions of a contract agreement as it should lead to timely delivery of supplies. Transportation is a key process in the logistics chain, which is involved at every stage, right from the manufacturing of the product, to its final delivery at the required location. While the basic goal of transportation in the supply chain invariably remains ensuring that the good reaches the customer within the stipulated time, there are several subsidiary roles that are met with efficient transportation management. These range reduced inventory costs to better warehouse management.

According to Dobler & Starling(2003), the role of transport is to facilitate the movement of goods. This may be from points of manufacture, storage or pre-positioning, to points of use; or between hubs and distribution points; or hubs to end use; or distribution points to end use; or return from end use back to hub and pre-positioning points or manufacturers. The source and destination may be in the same country, or one may be in a different country requiring international movement. The rapid growth of technology and the changes in the delivery of humanitarian aid has done little
to change the fact that relief supplies still have to be collected and delivered. There are various decisions that need to be made by both the carrier as well as the shipper for the proper functioning of any transportation system. The most important of these factors are those relating to cost. The carrier might need to incur a fixed operating cost in case of access to an operating facility, despite whether he is actually using the facility or not. Apart from that, the major cost incurred is trip-related, which covers labor and fuel costs. This can be minimized by strategizing on transportation routes, and minimizing labor by making use of advanced technologies like barcode reading and tagging.

When carefully planned, transportation can be a leading competitive strategy for a firm. The two most important factors that need to be optimized are transportation costs and customer responsiveness. Transportation managers are faced with various critical decisions, such as the ratio of outsourced transportation to company-owned transportation; whether or not to own and manage an independent transportation fleet; how to minimize the need for backup inventory by improving customer responsiveness, etc. This can be made possible with the use of information technology including satellite communication with on-road vehicles.

Historically, the transportation of supplies has been regarded as an ancillary function of little or no central importance. More recently, efficient transportation has been recognized as an essential determinant in providing consistent, quality service to beneficiaries. A good transport system fulfills three of the "rights" of supply. That is, getting the goods there at the right time, in the right condition and in a cost effective manner. Summarizing this thinking into a series of actionable steps, and successfully implementing those steps, will ensure timely and effective delivery of humanitarian assistance. Goods will arrive as scheduled, at the right price, in maximized loads with no breakages or pilferage. A good transport system complements an efficient distribution system.

In emergencies, the criteria of speed and reliability must be examined when considering the choice of mode. Different modes have quite different characteristics and will meet the speed/reliability/cost criteria to varying degrees. The appropriate mode must be carefully selected if it is to match all the requirements. Multi-modal solutions may provide the most effective and efficient transport option. Whilst the physical characteristics of certain goods and supplies may
determine a specific mode of transport, most goods will be capable of being moved by a variety of modes. Customer requirements and constraints on the organization providing the transport must be considered. In humanitarian aid situations, it is often environmental factors, such as the destruction of roads and railways that have a significant impact on mode selection. It is important to fully recognize the operational characteristics of the mode or modes that have been selected. It is also necessary to consider the type of vehicle or equipment that will be used within that mode.

The means of transportation describes the type of carrier used. There are basically five different modes or options which are railway, water, air, road, pipeline etc. of which each mode has got different characteristics and the best in any particular circumstance depend on the type of items to be moved, the distance and the location. For the case of DRC, there is intermodal transportation i.e. air, road, railway etc. to bring in the benefits of economic transportation can be attributed to firms delegation or industry delegation, global business expansion and application of new technology to improve intermodal process. Railways provide their own ways, terminal and vehicle all of which represent a large capital investment. It means that most of the total cost of operating a railway is fixed hence railways must have a high volume of traffic to absorb the fixed cost. They will not install and operate rails unless there is a large enough volume of traffic. Trains move goods by train loads composed of perhaps hundreds of cars each with a carrying capacity in the order 160,000 pounds. Road trucks do not provide their own way (roads and highways) and do not pay a fee to the government as license and other taxes tolls for the use of the roads. Terminals are owned and operated by the carrier. If owned, there are major expenses. However, in other comparisons to other modes the cost of a vehicle is small. This means for road carriers most of the costs are operating in nature. This allows organizations to compromise on the benefits of each mode used to transport the products.

Transportation is one element that is very crucial in distribution of products. The products should be made available to the user in time. However, in the public sector this is to the contrary, products delay on the most cases. Better team work, high moral and motivation procedures are better and understand minimizing the frequency and numbers of errors training empowers and they become assets to the organization. Transportation decisions can be characterized or considered in three aspects: Strategic, Tactical and Operational. Strategic is where conditions on what mode of transport to use for which products and where to invest in the company owned vehicle or use the
service of outside product is made. Tactical is connected with scheduling, noting and courier selection. Operational includes routine decision related to the vehicle loading, packaging, road safety and security.

According to Bloomberg (2002), transportation management can be defined as the planning, implementing and control of transportation service for the achievement of organizations’ goals and objectives. It also involves assigning people and equipment to general tasks and dispatching them to specific tasks. It may also involve negotiating with outside carriers for services. The firm prefers for hire or mixed. In private carriage, firms own both primary goods and the business unit that moves in. For hire carriage, firms sub-contract other firms that offer transportation services. James and Douglas (1982) states that the economic and resources constraints mandate that organizations make one most effective and productive mode and carrier choice decision possible. Because of transportation impact on consumers’ services, inventory, packaging, warehousing and the environment, transportation decision must be developed and evaluated.

According to Arnold (2007) transportation links the various integrated logistics activities. Without transportation, the integrated logistics system breaks down and an effective transportation system forms sound economy thus a profitable distribution planning function. According to Bower Sox (2008) transportation is a very visible element of logistics and consumers are all accustomed to seeing tracks and trains transporting products packed at business facilities, but few consumers understand just how dependent economic system is upon economical and dependable transportation. He also adds that transportation environmental impacts the range of decisions can be implemented in a logistical system. According to Data (2008) transportation is the foundation stone on which economic growth of a nation rests with the advent of large scale distribution systems. Transportation has always exerted tremendous impact on the supporting activities which associates with the distribution and marketing of goods and general economic activity.

Transport is a key necessity for specialization—allowing production and consumption of products to occur at different locations. Transport has throughout history been a spur to expansion; better transport allows more trade and a greater spread of people. Economic growth has always been dependent on increasing the capacity and rationality of transport. But the infrastructure and operation of transport has a great impact on the land and is the largest drainer of energy, making transport sustainability a major issue. Transport planning allows for high utilization and less
impact regarding new infrastructure. Using models of transport forecasting, planners are able to predict future transport patterns. On the operative level, logistics allows owners of cargo to plan transport as part of the supply chain. Transport as a field is studied through transport economics, the backbone for the creation of regulation policy by authorities. Transport engineering, a sub-discipline of civil engineering, and must take into account trip generation, trip distribution, mode choice and route assignment, while the operative level is handled through traffic engineering.

Because of the negative impacts made, transport often becomes the subject of controversy related to choice of mode, as well as increased capacity. Automotive transport can be seen as a tragedy of the commons, where the flexibility and comfort for the individual deteriorate the natural and urban environment for all. Density of development depends on mode of transport, with public transport allowing for better special utilization. Good land use keeps common activities close to peoples homes and places higher-density development closer to transport lines and hubs; minimize the need for transport. There are economies of agglomeration. Beyond transportation some land uses are more efficient when clustered. Transportation facilities consume land, and in cities, pavement (devoted to streets and parking) can easily exceed 20 percent of the total land use. An efficient transport system can reduce land waste.

2.3.5 Organizational Culture and Distribution of Non-Food Items

Culture is a term that has various meanings. It’s a Review of Concepts and Definitions. However, the word “Culture” is most commonly used in three basic senses; excellence of taste in the fine arts and humanities, also known as high culture in an integrated pattern of human knowledge, belief and behaviour that depends upon the capacity of symbolic thought and social learning. The set of shared attitudes, values, goals and practices that characterizes an institution, organization or group. When the concept first emerged in 18th and 19th century in Europe, it connoted a process of cultivation or improvement as in agriculture and horticulture. In the 19th century, it came to refer first to the betterment or refinement of the individual, especially through education and then to the fulfillment of national aspirations or ideals. In the mid-19th century, some scientists used the term “culture” to refer to a universal human capacity. For the German no positivist sociologist, George Simmel, culture referred to “The cultivation of individuals through the agency of external forms which have been objectified in the course of history” (Russell 2003).
Russell (2003) this century has seen the human race make great strides in science and technology. We have walked on the moon, eradicated diseases and unleashed the power of the atom. Yet culture we are in many ways still living in the Middle Ages. It is a reflection of the control those in power have over our consciousness that whatever someone dare suggests ways to perfect our political/social/economic system, they are dismissed as a hopeless idealist or a nut. It’s believed the world can change in startling ways; amazing things are possible. When social or political systems are empty shells they can collapse quickly, just as communism did. They only thing that supports our present reality is our belief in it. We can hasten the destruction of that reality and undermine the antiquated values and institutions that prop it up by living our own truth. Now we stumble through the rubble of the old world toward a new millennium. As decline advances, new forms come into focus—the outline of a new world. Yet some institutions seem stronger than ever, multinational corporations, the media, religion. These seem destined to survive, at least in some form. We must struggle to destroy such institutions or transform them so they promote human dignity rather than degrade it. Once we truly believe thanks can change and begin to act on our most utopian dreams, we may find there is no limit to our human potential.

Lathanair (1991) in the 20th century said “Culture” emerged as a concept central to anthropology encompassing all human phenomena that are not purely results of human genetics. Specifically, the term “culture” in American anthropology had two meanings: The evolved human capacity to classify and represent experiences with symbols and to act imaginatively and creatively. The distinct ways that people living in different parts of the world classified and represented their experiences and acted creatively. Following World War II, the term became important, albeit with different meanings in other disciplines such as cultural studies, organizational psychology and management studies. In practice, culture referred to as elite ideal and was associated with such activities such as art, classical music and haute cuisine. As these forms were associated with urban life, “culture” was identified with “civilization”.

Arnold contrasted “culture” with “anarchy”; other Europeans, following philosophers Thomas Hobbes and Jean-Jacques Rousseau, contrasted “culture” with “the state of nature”. According to this way of thinking, one could classify some countries and nations as more civilized than others and some people as more cultured than others. This contrast led to Herbert Spencer’s theory of Social Darwinism and Lewis Henry Morgan’s theory of Cultural Revolution. Just as some critics
have argued that the distinction between high and low cultures is really an expression of the conflict between European elites and non-elites, some critics have argued that the distinction between civilized and uncivilized people is an expression of the conflict between European colonial powers and their colonial subjects (Lathanair, 1991).

Hisrich and Peters (2007) suggests a definition of culture that he finds scientifically useful for studying primate culture. He points out those scientists do not have access to the subjective thoughts or knowledge of non-human primates. Thus, if culture is defined in terms of knowledge, then scientists are severely limited in their attempts to study primate culture. Instead of defining culture as a kind of knowledge, McGrew suggests that we view culture as a process. He lists six steps in the process. A new pattern of behaviour is invented, or an existing one is modified. The innovator transmits this pattern to another; the form of the pattern is consistent within and across performers, perhaps even in terms of recognizable stylistic features. The one who acquires the pattern retains the ability to perform it long after having acquired it. The pattern spreads across social units in a population. These social units may be families, clans, troops or bands. The pattern endures across generations. It has admitted that all six criteria may be strict, given the difficulties in observing primate behaviour in the wild. But he also insists on the need to be inclusive as possible, on the need for a definition of culture that “casts the net widely”.

Culture is considered to be group-specific behaviour that is acquired, at least in part from social influences. Here, group is considered to be the species-typical unit, whether it is a troop, lineage, subgroup or so on. Prima facie evidence of culture comes from within species but across-group variation in behaviour, as when a pattern is persistent in one community of chimpanzees but absent from another or when different communities perform different versions on the same pattern. The suggestion of culture in action is stronger when the difference across the groups cannot be explained solely by ecological factors (Hisrich and Peters, 2007). Culture is a process of “sense-making” in organizations. Sense making has been defined as “a collaborative process of creating shared awareness and understanding out of different individuals’ perspectives and varied interests.” Note that this moves the definition of culture beyond patterns of behavior into the realm of jointly-held beliefs and interpretations about “what is.” It says that a crucial purpose of culture is to help orient its members to “reality” in ways that provide a basis for alignment of purpose and shared action. It is important for organizations of different size and level to create the kind of
environment or culture where the positive managerial patterns of listening, coaching, guiding, involving and problem solving are actively encouraged and reinforced. This is where the policy of the Human Resources department is critical as it reflects and reinforces organizational values and culture.

Organizational culture is the workplace environment formulated from the interaction of the employees in the workplace. Organizational culture is defined by all of the life experiences, strengths, weaknesses, education, upbringing, and so forth of the employees. While executive leaders play a large role in defining organizational culture by their actions and leadership, all employees contribute to the organizational culture. If “culture” is reduced to “learned behaviour” then all animals have culture. Certainly all specialists agree that all primate species evidence common cognitive skills: knowledge of object-permanence, cognitive mapping, the ability to categorize objects and creative problem solving. Moreover, all primates’ species show evidence of shared social skills, they recognize members of their social group, they form direct relationships based on degrees of kinship and rank, they recognize third-party social relationships, they predict future behaviour and they cooperate in problem-solving (Hisrich and Peters, 2007).

Nevertheless, the term “culture” applies to non-human animals only if we define culture as any or all learned behaviour. Within mainstream of physical anthropology, scholars tend to think that a more restrictive definition is necessary. These researchers are concerned with how human beings evolved to be different from other species. A more precise definition of culture with excludes non-human social behaviour would allow physical anthropologists to study how humans evolved their unique capacity for “culture” (Hisrich and Peters, 2007). The culture within an organization is very important, playing a large role in whether it is a happy and healthy environment in which to work. In communicating and promoting the organizational ethos to employees, their acknowledgement and acceptance of it can influence their work behavior and attitudes. When the interaction between the leadership and employees is good, the latter will make a greater contribution to team communication and collaboration, and will also be encouraged to accomplish the mission and objectives assigned by the organization, thereby enhancing job satisfaction.

Both internal and external stakeholders benefit from a strong organizational culture. In the most general sense: A strong organizational culture provides work community identity, a sense of uniqueness, and sense of connection for all members within the organization. Internal stakeholders
benefit from a strong organizational culture because people are an organization’s greatest resource and the way to manage them is by the subtle cues of culture; strong culture helps employees do their jobs better. A strong culture fosters better employee motivation because internal stakeholders are better able to understand what is expected of them and are able to more strongly identify with the organization when the culture is strong.

External stakeholders benefit from an organization’s healthy culture as well. The organizations and organizations that do the best job thinking through what they are all about, deciding how and to whom these central messages should be communicated and executing the communication plan in a quality way, invariably build a strong sense of esprit within their own organization and among the many constituents they serve. Knowledge about an organizational culture—again, when it is healthy and strong—gives internal and external members a sense of purpose and importance within the organization because they adopt the organization’s shared meaning. As an organizational undergoes change, as your organization is now doing, the issue of culture becomes even more critical because it is generally called into question. Nonetheless, managers are still faced with the challenge of providing some cultural continuity as change is initiated and as an organization grows. Every organization seeks to be more effective and achieve better results; a careful business strategy is developed to achieve this. However, successful execution of the strategy occurs when structure, roles, capability, leadership, people management systems and organizational culture change are all aligned to the strategy.

Organizations should strive for what is considered a "healthy" organizational culture in order to increase productivity, growth, efficiency and reduce counterproductive behavior and turnover of employees. Additionally, performance oriented cultures have been shown to possess statistically better financial growth. Such cultures possess high employee involvement, strong internal communications and an acceptance and encouragement of a healthy level of risk-taking in order to achieve innovation. Additionally, organizational cultures that explicitly emphasize factors related to the demands placed on them by industry technology and growth will be better performers in their industries. According to Kotter and Heskett (1992), organizations with adaptive cultures perform much better than organizations with unadaptive cultures. An adaptive culture translates into organizational success; it is characterized by managers paying close attention to all of their constituencies, especially customers, initiating change when needed, and taking risks. An
unadaptive culture can significantly reduce a firm's effectiveness, disabling the firm from pursuing all its competitive/operational options.

2.4 Critical Review

Hisrich and Peters (2007) culture is considered to be group-specific behaviour that is acquired, at least in part, from social influences. Group is considered to be species-typical unit whether it is a troop, lineage, subgroup, or so on. The study idea was good but it has failed to show us how culture has affected the distribution in relief provision organizations. It’s for this reason that the study was conducted in order to come up with views regarding this issue of culture so as to get the basis on how to address the culture issue matters in regard to distribution of items. Walter (1984) said that to maintain productive and motivated work force, training is of great importance. Burning out and rapid changes in methods of production and technology raises the need for continuous training, whereas this is true, the author has failed to show us how training contributes to effective distribution in organizations in Kenya. It’s for this reason that the study was conducted to fill in the gaps left.

Chaffy (2005) says creating on effective technology infrastructure is vital. An effective technology infrastructure is vital to all companies. Technology directly affects the quality of service experience by international and external users of the system in terms of speed and responsiveness to their requests for information. However, the study has not indicated to us how information technology affects distribution in organizations which is very vital to the study thus calling for study to be carried out to fill in the gaps left. Many researchers have dealt with the issue of security and they have shown the effects of insecurity in the society and they have recommended on how to improve security in both the society and organizations. However, they have left many gaps that are to be filled, like they have not shown the threat that insecurity can have in the distribution of items.

Transportation is an area that has been widely studied but not critically to clearly bring out its effects on the distribution of items. Gaps need to be filled so that the variable can be fully integrated with the topic in question.

2.5 Summary
The current study therefore aims at filling the gap identified in previous studies by investigating every concept thought to be creating problems, which are affecting the distribution of non-food items. This made it possible to identify solutions or efforts to solving problem which have been left by previous studies. Organizational culture refers to the beliefs and values that have existed in an organization for a long time, and to the beliefs of the staff and the foreseen value of their work that will influence their attitudes and behavior. Administrators usually adjust their leadership behavior to accomplish the mission of the organization, and this could influence the employees' job satisfaction. It is therefore essential to understand the relationship between organizational cultures, leadership behavior and job satisfaction of employees which has the eventual impact of achieving organizational goals.

Training and development are processes that attempt to provide an employee with information, skills and understanding of the organization and its goals. In addition, training and development are designed to help a person continue to make positive contribution in form of good performance. Technology simplifies and reduces tasks needing manual skill and strengths especially in factories and either forms of production property applied and increases productivity.

### 2.6 Conceptual Framework

Figure 2.1 Conceptual Framework

Independent Variables

- Organizational Culture
- Training
- Information Technology
- Transportation

Dependent Variable:

- Distribution of non-food items in relief provision organizations
2.6.1 Organizational Culture and Distribution of Non-Food Items

Achieving a new way of thinking requires a focused change in the underlying corporate cultural values and norms. Changing corporate culture fundamentally shifts how work is done in an organization and generally leads to renewed commitment and empowerment of employees and a stronger bond between the company and its employees. The mode of distribution to be used in the organization needs to be the one which is able to work hand in hand with the existing organizational culture, for instance, and the mode should be determined by the culture.

2.6.2 Training and Distribution of Non-Food Items

Employee training provides an employee with information, skills and an understanding of the organization and its goals. In addition, training is designed to help a person continue to make positive contribution in form of good performance. It is important to train the employees in order to enable better management of distribution.

2.6.3 Information Technology and Distribution of Non-Food Items

Information Technology simplifies and reduces tasks needing manual skill and strengths especially in factories and with forms of production property applied can increase productivity. Application of information technology assists in the choice of distribution mode since the information helps to get more details about a given mode since more information is accessible and therefore makes the right choice regarding the best choice.

2.6.4 Security and Distribution of Non-Food Items

Security is the degree of protection against danger, loss and criminals. Proper security in the organization is important because it ensures the organization is free from loss of documents or stock free from theft and free from any danger. For the purpose of this study, this will be considered as the responsibility of the stock. Stock in any organization represents cash and cash must be
looked after carefully as it shows the business worth. Physical security is a prerequisite for any satisfactory stocktaking. The aim is to protect stock from deterioration and the damage that is causes and losses due to shoplifting or pilferage.

2.6.5 Transport and Distribution of Non-Food Items

According to Donald (2003) transportation is the physical movement of materials between points in the supply chain. Transportation has affected the distribution of items due to bad roads and also congestion leading to late deliveries.

2.7 Operational Framework

<table>
<thead>
<tr>
<th>Variable</th>
<th>Operational Definition</th>
<th>Indicator or Measure</th>
<th>Measurement</th>
</tr>
</thead>
<tbody>
<tr>
<td>Organizational culture</td>
<td>The set of shared attitudes, values, goals and practices that characterizes an institution, organization or group.</td>
<td>• Commonality of an organizational culture to allow achievement of objective.</td>
<td>Questionnaire</td>
</tr>
</tbody>
</table>
| Training | This refers to a systematic modification of behaviour through learning. It occurs as a result of education, instructions and planned experience. | • Availability of training policy.  
• Frequency of training during the employment period.  
• Access to training and career | Questionnaire |
<table>
<thead>
<tr>
<th><strong>Information and Technology</strong></th>
<th>Information technology (IT) is the application of computers and telecommunications equipment to store, retrieve, transmit and manipulate data, often in the context of a business or other enterprise.</th>
<th>• Importance of IT in the distribution cycle.</th>
<th>Questionnaire</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Transportation</strong></td>
<td>It can be defined as a physical movement of goods and services or materials between points in the supply chain.</td>
<td>• Efficiency of transport system in the distribution cycle.</td>
<td>Questionnaire</td>
</tr>
<tr>
<td><strong>Security</strong></td>
<td>Security as a condition is the degree of resistance to, or protection from, harm. Security measures can be defined as a set of mechanisms and techniques that</td>
<td>• Availability of safe haven in ensuring efficient distribution.</td>
<td>Questionnaire</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Availability of security policy/manuals.</td>
<td></td>
</tr>
<tr>
<td>protect an organization especially its resources and assets.</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
CHAPTER THREE
RESEARCH DESIGN AND METHODOLOGY

3.1 Introduction

This chapter provides description of the research methodology that was used to answer questions described in chapter one of this research project. The methodology used in the research study included research design, target population, sampling design and data collection and analysis procedures.

3.2 Research Design

Mixed research design (descriptive research design) was used for the study, both qualitative and quantitative research methods. The qualitative research design was descriptive in nature while the quantitative research design showed the relationship between the independent and dependent variables. In this study data collected on factors affecting distribution of non-food items in the non-governmental organizations. Data was based on distribution as a dependent variable and how it is influenced by independent variables which are; Organizational Culture, Security, training, Transport and Information Technology.

Kerlinger (1969) points out that studies are not only restricted to fact findings but may often result in the formation of important principles of knowledge and solutions to significant problems.

Descriptive research provided clear, defined information and its findings were conclusive. It also determines the frequency with which the variables were conveyed.

3.3 Target Population

The target population for a survey as defined by Lavrakas (2008) is the entire set of units for which the survey data are to be used to make inferences. Thus, the target population defines those units for which the findings of the survey are meant to generalize. Establishing study objectives is the first step in designing a survey. Defining the target population should be the second step. Target populations must be specifically defined, as the definition determines whether sampled cases are eligible or ineligible for the survey.
The DRC staff list (2016) indicates that the organization has a total of 120 employees spread between three broad categories namely; top management with 10 employees, middle level management which is compromised 20 employees and lower management/support which has 90 employees. The target population in this study who are DRC Kenya staff is viewed to be sufficient to allow for generalization on factors affecting distribution in DRC and the wider NGO sector in Kenya.

### Table 3.3.1 Target Population

<table>
<thead>
<tr>
<th>Department</th>
<th>Target Population</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Top Level Management</td>
<td>10</td>
<td>8</td>
</tr>
<tr>
<td>Middle Level Management</td>
<td>20</td>
<td>17</td>
</tr>
<tr>
<td>Support Staff</td>
<td>90</td>
<td>75</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>120</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

Source: Author (2017)

### 3.4 Sample Design and Procedure

According to Mugenda and Mugenda (2008) Sampling is the process of selecting units (e.g., people, organizations) from a population of interest so that by studying the sample we may fairly generalize our results back to the population from which they were chosen. A sample is a small population of targeted population selected using some systematic form. The specific sampling method used was Stratified Random Sampling.

**Stratified Random Sampling**, also sometimes called proportional or quota random sampling, involves dividing your population into homogeneous subgroups and then taking a simple random sample in each subgroup. The reason why stratified sampling was used is that it is able to represent not only the overall population, but also key subgroups of the population, especially small minority groups. In determining the sample size in each strata Best and Khan formula was used which recommends using 30% of the target population. Using this formula helped in ensuring a representative sample was selected for the study since the population is heterogenous. Using the formula helped obtain a sample that is over and above the suggested minimum sample thresholds. Mugenda and Mugenda (2003) recommended that a sample size of a given population should
represent 10% of the population while Best and Khan’s recommendation in the respective strata ensured fairly good representation in the sample.

Stratified random sampling requires four steps:

i. Determine the strata that the population will be divided into. The strata are the characteristics that the population is divided into, perhaps gender, age, urban/rural, etc.

ii. Determine the number of participants necessary for each stratum.

iii. Split the units of analysis into the respective strata.

iv. Randomly sample participants from within the group using either the hat-and-draw method or a random number table.

Example of stratified sampling:

The sample was therefore drawn from each stratum from which respondents were selected.

**Table 3.4.1 Sample Size**

<table>
<thead>
<tr>
<th>Department</th>
<th>Target Population</th>
<th>Sample Size</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Management Department</td>
<td>10</td>
<td>4</td>
<td>10</td>
</tr>
</tbody>
</table>
### 3.5 Data Collection Methods

The researcher on the method of data collection instrument decided to use primary and secondary data. The primary sources of data collection methods used in the study included use of questionnaires that were used to source crucial information from the departmental heads. The researcher Pre-tested the questionnaires before the actual data collection was carried out.

The questionnaires were made up of several questions which were be prepared by the researcher and they were sent to the respondents to seek for detailed information from them whereby later, the data was tabulated and subjected to a statistical manipulation under the study. Semi-structured questionnaires were also be used by the researcher since the researcher found it easy to compute and also allow the respondents to give out clearly their opinions about the research/the problem under study.

### 3.6 Data Analysis Methods

After gathering data from questionnaires schedules, they were checked adequately for reliability and clarification. The data was analyzed using qualitative and quantitative techniques, descriptive methods were employed by the researcher and data presented in the form of frequency distribution tables that facilitated description and explanation of study findings.

The researcher recorded the findings by use of graphs and tables.

### 3.7 Ethical consideration

The following ethical considerations were taken into consideration during the study;

The need for approval of the research Project by the school of Management and Leadership at the Management University of Africa was important and mandatory to give validity to the document and to show that the study was done according to approved research standards and practices.
The researcher sought permission to conduct the study from all the DRC Management and the right of anonymity and confidentiality was guaranteed to the participants. This was ensured by informing the participants not to provide any personal information that may expose their identity if they do not wish so as well as give them enough information that pertains the study before data collection.

Informed consent from the participants in the study was obtained so as to gain their trust and confidence in the objectives of the study which was purely of academic purposes. Observation and maintenance of confidentiality was vital, especially for participants who wished to remain anonymous for either official or personal reasons, for fear of reprisals or otherwise.
CHAPTER FOUR

DATA ANALYSIS, PRESENTATION AND INTERPRETATIONS OF FINDINGS

4.1 Introduction

The chapter gives the analysis of the study findings which were collected and evaluated by the researcher from the field. The information has been given in quantitative and qualitative form in order to make it easy for the learners to understand it better.

4.2 Presentation of Findings

4.2.1 Response Analysis

Table 4.1 Response analysis

<table>
<thead>
<tr>
<th>Response</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Response</td>
<td>30</td>
<td>75</td>
</tr>
<tr>
<td>No Response</td>
<td>10</td>
<td>25</td>
</tr>
<tr>
<td>Total</td>
<td>40</td>
<td>100</td>
</tr>
</tbody>
</table>

Source: Author (2017)

Figure 4.1 Response analysis

As shown in table 4.1 and figure 4.1, 75% responded to the questionnaires and they gave back their questionnaires. The 25% did not respond to the questionnaires. This indicates that from the questionnaires given to the respondents at the organization, the majority showed concern by filling them.
4.2.2 Gender response

Table 4.2 Gender response

<table>
<thead>
<tr>
<th>Response</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Male</td>
<td>24</td>
<td>60</td>
</tr>
<tr>
<td>Female</td>
<td>16</td>
<td>40</td>
</tr>
<tr>
<td>Total</td>
<td>40</td>
<td>100</td>
</tr>
</tbody>
</table>

Source: Author (2017)

Figure 4.2 Gender response

Source: Author (2017)

As shown on table 4.2 and figure 4.2 on the issue of gender response, 60% are male respondents who had the majority response. On the other hand, responses of 40% indicate the minority response were from the female gender.

This response indicates that the male gender has the majority response.

4.2.3 Age Analysis

Table 4.3 Age analysis

<table>
<thead>
<tr>
<th>Response</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>21-30</td>
<td>8</td>
<td>20</td>
</tr>
</tbody>
</table>
As shown on Table 4.3 and the Figure 4.3 which indicated the response of the age brackets of the employees of the organization, 18% were employees who are 18-30 years. The response of the employees who were 31-40 years was 50%. There was a response of those who are aged between 41-50 years who responded by 20%. Finally, there was a response from those who are above 50 years of age who responded by 10%. This indicated that the majority respondents are aged between 31-40 years since it occupied half of the response.

4.2.4 Highest Education Level

Table 4.4 Highest Education level

<table>
<thead>
<tr>
<th>Response</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Primary</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Secondary</td>
<td>2</td>
<td>5</td>
</tr>
<tr>
<td>College</td>
<td>18</td>
<td>45</td>
</tr>
<tr>
<td>University</td>
<td>20</td>
<td>50</td>
</tr>
</tbody>
</table>
As shown on Table 4.4 and the Figure 4.4 which indicated the response on the highest education level qualifications, it was found that the organization lacked the category of primary education since this category had 0% response. There was a response of 45% which represented the college level of education and finally there was a response of 5% response which indicted the university level of education which had the majority workers.

4.2.5 Work Experience

Table 4.5 Work experience

<table>
<thead>
<tr>
<th>Response</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Source: Author (2017)
<table>
<thead>
<tr>
<th>Experience Duration</th>
<th>Below 1 year</th>
<th>1-4 years</th>
<th>5-10 years</th>
<th>Above 10 years</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>10%</td>
<td>4</td>
<td>11</td>
<td>16</td>
<td>9</td>
<td>40</td>
</tr>
<tr>
<td>28%</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>40%</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>22%</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>100</td>
</tr>
</tbody>
</table>

Source: Author (2017)

Figure 4.5 Work Experience

As shown on Table 4.5 and the Figure 4.5 indicating the response that was got on work experience of the employees, 10% of the response indicated the experience of less than one year. There was a response of those who have worked in the organization between 1-4 years who responded by 28%. There was a response of those who have worked for the duration ranging from 5-10 years who gave a response of 40%. Finally, there was a response of those who have worked for the organization for the duration exceeding 10 years; this was responded upon by 22% of the total response. This indicates that there was a good experienced worker in the organization who could be able to bring about effective performance in the organization.

4.2.6 Whether Organization Culture affects distribution of items.
Table 4.6 Whether Organization Culture affects distribution of items.

<table>
<thead>
<tr>
<th>Response</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>30</td>
<td>75</td>
</tr>
<tr>
<td>No</td>
<td>10</td>
<td>25</td>
</tr>
<tr>
<td>Total</td>
<td>40</td>
<td>100</td>
</tr>
</tbody>
</table>

Source: Author (2017)

Figure 4.6 Whether Organization Culture affects distribution of items.

Source: Author (2017)

As shown on Table 4.9 and Figure 4.9 which indicated the response on whether organizational culture affects distribution of items, the majority response of 75% indicated that the organizational culture affects distribution of items.

On the other hand, the minority of 25% indicated that the organizational culture does not affect distribution of items. By comparing the two responses, it can be noted that organizational culture affects distribution of items.

4.2.7 Extent to which Organizational Culture affects distribution of items

Table 4.7 Extent to which Organizational Culture affects distribution of items

<table>
<thead>
<tr>
<th>Response</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Very High</td>
<td>17</td>
<td>42</td>
</tr>
</tbody>
</table>
As shown on the Table 4.10 and Figure 4.10 which indicated the response on the rating of the organizational culture on distribution of items, the response of effect as very high was 42%, the rating of effect as high was 45%, and there was the rating of effect as being moderate whereby the response was 10%. Finally, there was a response of effect as being low whereby those who responded to that category were 3%. This indicated that the organizational culture affects distribution of items to a higher extent.

### 4.2.8 Whether Training of Distribution Personnel affects distribution of items

Table 4.8 *Whether Training of Distribution Personnel affects distribution of items*

<table>
<thead>
<tr>
<th>Response</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Very High</td>
<td>42%</td>
<td></td>
</tr>
<tr>
<td>High</td>
<td>45%</td>
<td></td>
</tr>
<tr>
<td>Moderate</td>
<td>10%</td>
<td></td>
</tr>
<tr>
<td>Low</td>
<td>3%</td>
<td></td>
</tr>
</tbody>
</table>

Source: Author (2017)
Table 4.8 Whether Training of Distribution Personnel affects distribution of items

<table>
<thead>
<tr>
<th>Response</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>35</td>
<td>87</td>
</tr>
<tr>
<td>No</td>
<td>5</td>
<td>13</td>
</tr>
<tr>
<td>Total</td>
<td>40</td>
<td>100</td>
</tr>
</tbody>
</table>

Source: Author (2017)

Figure 4.8 Whether Training of Distribution Personnel affects distribution of items

Source: Author (2017)

As shown on the Table 4.11 and Figure 4.11 which indicated the response got on whether training affects distribution of items, the response of 87% which is the majority response indicated yes that it affects distribution of non-food items. The minority response of 13% of employees indicated training does not affect distribution. By comparing the two responses gotten, it was concluded that training affects distribution of non-food items.

4.2.9 Whether Distribution Officers are conversant with the current distribution methods

Table 4.9 Whether Distribution Officers are conversant with the current distribution methods

<table>
<thead>
<tr>
<th>Response</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>36</td>
<td>90</td>
</tr>
<tr>
<td>No</td>
<td>4</td>
<td>10</td>
</tr>
</tbody>
</table>

Source: Author (2017)
Whether Distribution Officers are conversant with the current distribution methods

As shown on Table 4.13 and the Figure 4.13 which indicated the response on whether there is a measure that can be taken on training to effect the distribution of items, the majority of 90% indicated that there is a measure that can be taken while the response of 10% indicated that there is no measure that can be taken on training.

4.2.10 Whether Information Technology affects distribution of non-food items

<table>
<thead>
<tr>
<th>Response</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>33</td>
<td>82</td>
</tr>
<tr>
<td>No</td>
<td>7</td>
<td>18</td>
</tr>
<tr>
<td>Total</td>
<td>40</td>
<td>100</td>
</tr>
</tbody>
</table>

Source: Author (2017)
Figure 4.10 Whether Information Technology affects distribution of items

Source: Author (2017)

As shown on Table 4.13 and Figure 4.13 indicating analysis of whether information technology affects distribution of items, the response of 82% indicated that it affects while the response of 18% indicated that information technology does not affect distribution of non-food items. It can be understood from the study that information technology indeed affects the distribution of non-food items in relief provision institutions in Kenya.

4.2.11 Extent of IT effect on distribution of non-food items.

Table 4.11 Extent of IT effect on distribution of non-food items.

<table>
<thead>
<tr>
<th>Response</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Great</td>
<td>25</td>
<td>63</td>
</tr>
<tr>
<td>Moderate</td>
<td>10</td>
<td>25</td>
</tr>
<tr>
<td>Low</td>
<td>5</td>
<td>12</td>
</tr>
<tr>
<td>No Effect</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Total</td>
<td>40</td>
<td>100</td>
</tr>
</tbody>
</table>

Source: Author (2017)

Figure 4.11 Extent of IT effect on distribution of items.
As shown on Table 4.14 and the Figure 4.14 indicating the response on the extent to which IT affects distribution, it was indicated by the response of 63% which was the majority response that IT has a great effect to the distribution of non-food items. There was a response of rating of effect as moderate which gave a response of 25%. The response of effect as which gave a low was 12%. On the category of no effect, there was no response.

This indicated that IT must have great impact since the majority response rated the effect as great.

4.2.12 Whether Security affects distribution of non-food items.

Table 4.12 Whether Security affects distribution of non-food items.

<table>
<thead>
<tr>
<th>Response</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>31</td>
<td>78</td>
</tr>
<tr>
<td>No</td>
<td>9</td>
<td>22</td>
</tr>
<tr>
<td>Total</td>
<td>40</td>
<td>100</td>
</tr>
</tbody>
</table>

Source: Author (2017)

Figure 4.12 Whether Security affects distribution of items.
As shown on Table 4.15 and the Figure 4.15 which indicated the response on the issue of whether security affects the distribution of items, the response of 78% indicated yes, that it does while the response of 22% indicated that it does not affect the distribution. By evaluating the two responses, it could be concluded that security indeed affects distribution.

4.2.13 Whether transportation affects distribution of non-food items

<table>
<thead>
<tr>
<th>Response</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>30</td>
<td>75</td>
</tr>
<tr>
<td>No</td>
<td>10</td>
<td>25</td>
</tr>
<tr>
<td>Total</td>
<td>40</td>
<td>100</td>
</tr>
</tbody>
</table>

Source: Author (2017)
As shown on the Table 4.16 and Figure 4.16 above which shows effects of infrastructure on distribution, 75% of the total respondents indicated that infrastructure had an effect on distribution while 25% of the total respondents stated that infrastructure had no effect on distribution of non-food items.

4.3 Summary of Data Analysis

4.3.1 Organizational Culture

The organizational respondents which had the longest number of response representing 75% indicated that the organization has been highly challenged by the organizational culture existing in the organization which affects the distribution while 25% said the organization is not affected by organization culture. Qualitatively, it was indicated by the majority that the organizational culture existing in the organization has been of help in some ways while on the other hand, it has been a challenge to the distribution of items. In this case, the respondents stated that the organizational undertakings has to be done in conjunction with the existing culture which indicated that culture highly affects the distribution in the organization.

4.3.2 Training
The training of employees in the organization was seen by 87% response to be a factor which affects the distribution in non-governmental organization to a great extent while the 13% indicated that training is not a factor affecting the distribution of items in non-governmental organizations in Kenya. Qualitatively, it was noted from the majority that the organization with trained workers will perform very well in the issue of distribution. This is because the employees will be having the relevant skills needed to manage the distribution effectively.

4.3.3 Information Technology

Majority of respondents representing 82% indicated that IT had an effect on the distribution of items in Kenya while the minority of 18% indicated IT as a factor which does not affect distribution of items. Qualitatively, the majority respondents were of the opinion that use of IT would give the organization maximum efficiency in regard to distribution. Respondents indicated that the organization with good communication technology in it will be better positioned to effect the distribution since the system will be able to deliver the information regarding the process to the needed destination at the right time while the errors will be detected in matters of information being delivered and feedback will be provided without delay to it.

4.3.4 Security

The largest number of respondents representing 80% of the respondents indicated that security affected the distribution of items to a great extent while the response of 20% indicated security as not being a factor that affects distribution in the organization. Qualitatively, the majority response indicted that the security governs the channels to be used by the given organization in delivering their items to the desired beneficiaries. The terms and conditions set by the Security Department have to be followed to the latter without any alterations made to it. This is a clear indication that security affects the distribution to a great extent.

4.3.5 Transportation

Infrastructure is the corner stone to any organization either in the manufacturing or service sector. 75% of the respondents said that transportation affected distribution of items in DRC and it needs improvement. It can be explained in terms of poor roads, lack of technological devices and lack of electricity. Transport network systems become less effective rendering the distribution process less profound because of lack of technology. Poor road conditions and lack of connectivity in the
rural areas is a very big problem in distribution. This is associated in delays in delivery as vehicles transporting distribution items cannot get access easily to distribution markers/points in the remote areas because of poor road conditions. This has brought up increased transport unit cost which comes about while using alternative means of transport to respond to emergencies in the rural areas.
CHAPTER FIVE

SUMMARY OF THE FINDINGS, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This research was conducted with an aim of determining the factors affecting distribution of non-food items. This gives details of the summary of findings, conclusions and recommendations of the research study. The summary of findings gives more information and explanation of the major sectors raised by the respondents on the distribution of non-food items. This was based on the analyzed facts in quantitative analysis where numerical values were used as well as qualitative analysis to explain the effects of independent variables on dependant variable. These findings contributed in answering of the research questions and making conclusions to the research study.

5.2 Summary of the Findings

5.2.1 How does Organizational Culture affect distribution of non-food items in relief-provision institutions?

The majority response of 75% indicated that the organizational culture affects distribution where they said the organization relies mostly on the pattern that will not contradict the organization’s culture. The organizational culture at times calls for the change in the pattern in order to fit the demands of the organization as well as beneficiaries as determined by the culture.

5.2.2 How does Training affect distribution of non-food items in relief-provision institutions?

The response of 87% which is the majority response indicated that training has an effect on the distribution of items. The respondents indicated that the training of employees gives them knowledge regarding the distribution thus enabling them to work effectively towards achieving the set objectives.

5.2.3 To what extent does Information Technology affect distribution of non-food items in relief-provision institutions?

The 82% response indicated that information technology has great impact on the distribution of items. In this regard, it was found out that the information technology enables the distribution of
information as it is required regarding the distribution of items. This enables the effectiveness of the process.

5.2.4 How does Security affect distribution of non-food items in relief-provision institutions?

The majority response of 80% indicated that the security affects the distribution to a great extent and especially due to the fact that the beneficiaries are mostly located in high-risk security residencies. It was stated that the Security Department gives the regulations regarding the distribution in various parts of the country and the set regulations are to be strictly followed.

5.2.5 How does transportation affect distribution of non-food items in relief-provision institutions?

There was a response of 75% which indicated that indeed transportation affects distribution. Once the transport system is not suitable, then the distribution becomes unreliable as well as unfavorable. Distributed non-food items can either reach its destination when damaged or in a state that is below the recommended standards.

The study revealed that there was need to establish an effective distribution function and proper transportation system in the organization.

5.3 Conclusion

The conclusion drawn from the study findings is that; operational costs in a given institution highly affect the distribution of items to a great extent. This is because it was noted that the costs vary from time to time which on the other hand forces the management to adjust the quantity in order to enable cost reduction.

Organizational culture is concluded as one of the major factors determining the distribution of non-food items since it was noted that organizational culture is a key factor in determining the goals of an organization. Since culture is the way things are done in a given institution, it means that culture determines the distribution patterns since everything has to be done in accordance to culture in order to attain the set goal.
The distribution is highly affected by the employee training in an organization. This is because from the study conducted, it was noted that the organization training of employees improves their standard of performance which on the other hand enables the organization to have effective distribution.

The use of Information Technology in the organization gives the management smooth environment for effective distribution since information about the distribution is provided when required. Good management of information technology enables analysis of data and error detection to be realized which helps in the distribution.

The security regulations determine the extent to which the organization should involve itself on certain issues of distribution. In the regard, the department gives policies which have to be followed by the organization. By doing so, it is understood that it affects the distribution to a large extent.

Lack of proper transportation system is an indication of failure and especially into the remote areas of the country. Inaccessibility to the beneficiaries is an automatic lack of achievement on the set goals for relief-provision institutions. With this, it can be deduced that transportation is one of the pillars required to achieve the desired output.

5.4 Recommendations

5.4.1 Organizational Culture

The organizational management should evaluate and set good culture which should be done in consultation with the organizational employees in order to have an understanding of all the key areas; this will eventually lead to good results. Culture should be set in regard to daily undertakings of an organization in order to be able to give room for effective functioning or performance. Well set culture will make it easier for distribution since the organization will have an understanding of which fits them well.

5.4.2 Training

The employee training should be done on both methods whereby it should involve the on-job training and off-job training. By doing so, the management will have prepared the employees on how to improve the distribution of items whose end result will be better performance.
5.4.3 Information Technology

The management should implement systems which are able to enhance effective communication and safe keeping of the organizational data. On the other hand, information technology systems which are able to save time in regard to processing data needs to be implemented. Doing so will enhance distribution since information regarding the whole process will be easily accessed.

5.4.4 Security

The management of the organization needs to work hand in hand with the security personnel so as to be able to understand better the risks involved in the distribution of items in the institution. Adjusting to this issue will give room for the effectiveness in distribution.

5.4.5 Transportation

Maintain good transport system that reduces the lead time. The organization should adopt good and reliable mode of transport that can enhance smooth flow of the items.

5.5 Suggestion for Further Study

It is highly recommended that study needs to be conducted in this particular area whereby it will seek to create more details about this study. Also the study needing to be focused on are the factors affecting the distribution channels in relief-provision institutions. Government institutions, both local and International organizations are the targets for the further study as they are the ones contributing to policy making and this will enhance efficiency and efficacy of the outcome on distribution.

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**QUESTIONNAIRE ON THE ASSESSMENT OF FACTORS AFFECTING THE DISTRIBUTION OF NON-FOOD ITEMS IN RELIEF PROVISION ORGANIZATIONS.**

**A CASE STUDY OF DANISH REFUGEE COUNCIL (DRC)**

Case Study

**SECTION 1**
(Please tick where applicable)

1. What is your Gender? □ Male □ Female

2. What Age Group do you belong to?
   - 21-30 years □
   - 31-40 years □
   - 41-50 years □
   - Above 50 □

3. What is your Highest Level of Education?
   - Primary □
   - Secondary □
   - College □
   - University □

4. How long have you been with DRC? (Work Experience)
   - Below 1 year □
   - 1-4 years □
   - Above 10 years □

SECTION II

Organizational Culture

1. Does Organizational culture affect distribution of items in DRC
   - Yes □
   - No □

Please explain your answer on the efficiency of the distribution management function
2. What is the extent of organizational culture in the distribution pattern in DRC

Very High [ ]
High [ ]
Moderate [ ]
Low [ ]

SECTION III

Training & Development of Staff

1. Does training of distribution personnel affect distribution function?

Yes [ ]
No [ ]

If Yes, how often?

Very Often [ ]
Not Know [ ]

2. Are the distribution officers very conversant with the current distribution methods?

Yes [ ]
No [ ]

In your opinion, how has that affected the distribution of items in the department?

3. Is there a training policy in the organization that aligns training and career development?

Yes [ ]
No [ ]
SECTION IV

Technological Influence

1. Does Information Technology affect the distribution function?
   Yes  No

   If Yes, to what extent?
   Great  Moderate  Low
   No effect

SECTION V

Security

1. Does Security of both items and personnel affect distribution of items in DRC
   Yes  No

   If yes explain how it affects the efficiency of the distribution Management function
   ----------------------------------------------------------------------------------------------------------------------------------------
   ----------------------------------------------------------------------------------------------------------------------------------------
   ----------------------------------------------------------------------------------------------------------------------------------------
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SECTION VI

Establishment of Transport System

1. Does the Transport System used in your organization affect distribution of items?
   Yes
   No
If yes explain how it affects the efficiency of the distribution Management function

4. In your view, do you think the Transport System in distribution affects your performance?

5. Which opinion can you give on what should be done to improve infrastructure system within the organization?