

**THE ROLE OF INNOVATION ON ORGANISATION
PERFORMANCE
CASE STUDY OF DAR ES SALAAM PORT (DP)**

By

Joachim W. Ngonyani

**A dissertation submitted in partial fulfillment of the requirements for the
Master's degree in Entrepreneurship Management of
Mzumbe University**

July, 2014

CERTIFICATION

We, the undersigned, certify that we have read and hereby recommend for acceptance by the Mzumbe University, a dissertation titled “The Role of Innovation on Organization Performance: The Case of Dar es salaam Port (DP)” in partial fulfillment of the requirements for award of the degree of Masters of Entrepreneurship Management (MSC ENTER) of Mzumbe University.

Major Supervisor

Internal Examiner

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Finally to all my classmates ,for their kindness and support in my studies though many people assisted me, I wholly heartedly declare that I am sorely responsible for mistakes, errors, views and opinions which may be found in this research report

DEDICATION

This research work is sincerely dedicated to my lovely heavenly God the almighty, my entire family, relatives, friends and my supervisor Mr. J. Mnzava whom devoted their ceaseless support and courage morally, spiritually and financially. I pray that Almighty God protect and give them success and long life.

LIST OF ABBREVIATIONS

TPA	-Tanzania Ports Authority
DP	-Dar es Salaam port
THA	-Tanzania Harbors Authority
PHRTM	-Principal Human Resources Training Manager
BAL	- Bajaj auto Ltd
USP	- unique selling proposition
TRL	- Tanzania Railway Limited
TAZARA	- Tanzania-Zambia Railway Authority
TAZAMA	- Tanzania Zambia Mafuta Pipeline
JIT	-just in time
PPP	- public private partnership
ICDs	- inland container deport
CFS	-Container Freight Station
CRO	- Cargo Release Office
IDF	- import declaration form
ITUs	-intermodal transport units
ICT	-Information communication technology

ABSTRACT

This is a brief description on how the researchers accomplish the research study. The study topic is the” role of innovation on organization performance”. The study was conducted at Tanzania Ports Authority headquarter Dar es salaam, during the period of 07th may 2014 to 20th June 2014, and the research design was a case study.

Innovation has been the crucial organization variable because of its contribution in organization performance. With today’s complexity and competitive business environment, it has become significant for business organization to expand and maintain their services.

The expansion of exportation and importation services through water transport all over the world has caused most ports which do not engage in innovation Practices to face some difficulties. Thus innovation has been found to be one of the most important tools in any successful organization, which insure excellent business performance and contribute positively to the increase in its service.

The objective of this research was to evaluate the role of innovation on organization performance.

A case study design was used whereby the study was conducted at Dar es Salaam port. The research methodology in this study comprised of primary and secondary data collection methods. In primary data, questionnaires, observation and interview were used to collect data. Personal interviews were conducted to the top management as well as the distribution of the questionnaires so as to obtain the relevant information. Secondary data collection methods comprised of documents such as booklets, journals, newspapers and reports.

From the study the researcher found that the innovation of TPA (Dar es Salaam Port) is reasonably effective. The research revealed that the system of receiving feedback operates effectively and consistently those means includes: suggestion box, workers council, Progress reports follow up, etc.

The study revealed that there are some factors that hinder the effective implementation of innovation. In order for any organization to have an effective innovation performance it should be capable of identify various factors that may hinder its effective implementation. The following are the factors discovered by DP which may hinder effective implementation of effective innovation: Miss Calculation of budget, lack of personal push to public properties, people that are hurt by your idea, corruption, lack of qualified stuff and poor intermodal transport

The main recommendations include improvement of country intermodal transport, intermodal Linkage and Collaboration at national and regional levels, improvement in the Current aged Inter Modal Connections, improvement needed in Road Infrastructure, cargo tracking, E-transport, port Investments in transport infrastructures, training of staff, staff motivation, outsourcing of recruitment activities and improvement in ports quality

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CHAPTER ONE

INTRODUCTION AND PROBLEM SETTING

1.1 Introduction

This chapter contains historical background of the organization, background of the problem, objectives of the study, research questions, significance of the study, limitation and delimitation of the study

1.2 Historical Background of Tanzania Ports Authority (TPA)

1.2.1 Establishment

Tanzania port authority was formed on 15th April 2005. The Ports was established under the Ports Act, No. 17 of 2004 as a landlord port authority in Tanzania. TPA is charged with the responsibility of developing, managing and operation of all seaports and inland ports on Tanzania Mainland, which were hitherto under the Tanzania Harbors Authority (THA) and Marine Services Company Limited respectively.

1.2.2 Functions

The underlying objective of TPA in carrying out its functions and exercising its powers provided for under the Ports Act 2004 is to enhance the advantages of geographical position of Tanzania as a maritime nation by:

- i. Providing port facilities and services;
- ii. Promoting effective management and operations of sea and inland waterways ports;
- iii. Securing the provision of, or to provide services in relation to loading and unloading of cargo and passenger services;

- iv. Developing, promoting and managing port infrastructure and superstructure;
- v. Maintaining port safety and security; and
- vi. Entering into contractual obligations with other persons or body of persons in order to secure the provision of port services, by means of concession; joint venture, public, private partnership or other means, and to this end to delegate its own function of providing port services to one or more port operators.

1.2.3 Organization

Management of business and affairs of the Authority is vested in the Board of Directors. The Board sets the policy, reviews the objectives, direct strategies for performance improvements and assesses management's performance.

The Director General is the Chief Executive officer responsible for the proper and efficient conduct of the business and activities of the Authority. The Director General is assisted by the Deputy Director General, 11 Directors, 6 Managers of specialized units, Port Manager for Dar es Salaam and Port Masters for Tanga, Mtwara, Mwanza, Kigoma and Kyela Ports.

1.2.4 Corporate Strategic Focus

Corporate Plan

TPA has a five years Corporate Strategic Plan (2005/06 – 2009/2010), which outlines major areas of intervention towards transforming the country's ports into world-class ports. The specific areas of intervention in the form of Key Results Areas are:

- i. State of the art ports which are efficient, effective and economic;
- ii. Efficient and seamless logistics systems;
- iii. Effective resource management and accountability;
- iv. Effective information communication systems ;

- v. Clean environment;
- vi. Total logistics security and safety;
- vii. Corporate image.

Vision Statement

"To lead the regional maritime trade and logistics services to excellence"

Mission Statement

"To develop and manage ports that provide world class Maritime services and promote excelling total logistics services in Eastern, Central and Southern Africa".

Values Statement

"A stable systematic caring organization" with Integrity/Trust, Stability, Good Governance, Recognition, Customer Care and Team Work

1.2.5 The Ports

Sea Ports

The major sea ports are Dar es Salaam with a rated capacity of 4.1 million tones dry cargo and 6.0 million tons bulk liquid cargo, Tanga port 500,000 tones and Mtwara port 400,000 tones.

Opportunities for Growth:

- a. Wide hinterland and transit traffic to serve Zambia, Malawi, Democratic Republic of Congo, Rwanda, Burundi and Uganda;
- b. Modern facilities and equipment;
- c. Two railway networks to the hinterland, which are in the process of being improved through privatization;

- d. Large shipping network destinations and large road networks to the hinterland being improved;
- e. Continued operational improvements including private sector participation in providing port services.
- f. Mtwara also has the potential to become a major get way of a new trade corridor linking Malawi and Mozambique to the southern region of Tanzania.

Inland Ports

The major lake ports are Mwanza, Kemono Bay, Bukoba, Musoma on Lake Victoria, Kigoma, Kasanga on Lake Tanganyika and Itungi and Mbamba bay on Lake Nyasa. These ports have rated throughput of about 1 million tons per annum. There are also a cluster of smaller ports on these lakes.

Inland ports have the following potentials for growth:

- a. Are strategically located in rich agricultural and abundant natural resources areas,
- b. Adequate capacity to handle ferry wagons through link span facilities in lake Victoria;
- c. Adequate capacity for dry docking vessels at Mwanza and Kigoma ports;
- d. Availability of adequate equipment to handle container traffic at Kigoma port.

Dar es salaam Port (DP)

In 1867, Sultan Said Majid of Zanzibar chose this harbor as the major caravan terminal. in 1887, Germans came and started a light house which was used to direct ships entering the port. They also built a floating dock instead of Quay. In 1919 British came and added more facilities, they build 3 berths and two oil jetty

Dar es Salaam port is the Tanzania principal port with a rated capacity of 4.1 million (dwt) dry cargos and 6.0 million (dwt) bulk liquid cargo. The Port has a total quay length of about 2,000 meters with eleven deep-water berths. Dar es Salaam port handles about 95% of the Tanzania international trade. The port serves the landlocked countries of Malawi, Zambia, Democratic Republic of Congo, Burundi, Rwanda and Uganda. The port is strategically placed to serve as a convenient freight linkage not only to and from East and Central Africa countries but also to middle and Far East, Europe, Australia and America.

The port infrastructure and facilities are mentioned above on the right margin. The port of Dar es Salaam has the following marine crafts: Six (6) Berthing Tugs, Sixteen (16) Lighter Towing Tugs, Four (4) Lighters Two (2) Labour Launches, Two (2) Pilot Boats, Two (2) Patrol Boats ,Thirteen (13) Mooring Boats

The intrinsic capacity of the Port of Dar es Salaam is:-General Cargo 3.1 million tones, Container 1.0 million tones, Liquid Bulk 6.0 million tones

1.3 Back Ground Information to the Problem

The rapid movement of businesses all over the globe is truly an emblem of unprecedented growth of globalization. Business is changing after the expansive thinking of the late 1990s; and most companies find themselves in a spot of bother following global competition. Economic studies during recent times have concluded that technology innovation contributes nearly half of the nation's productivity, economic growth and standard of living. In the mid-nineties, the Royal Dutch/Shell Group of companies went through an organizational change based on a fundamental reorientation of its business process. It was seen as a major innovative effort. Since then, the importance of innovation is more spoken about in the business environment than before and all firms are showing increased attention to innovation as it is seen as the only

sustainable competitive advantage which gives companies increased capability to cope with change (Clegg, B., 1999).

Top management of many companies believe in this; the chairman of Ford Motors, William Ford Jr., said, from this point onward, innovation will be the compass by which the company sets its direction and that Ford will adopt innovation as its core business strategy going forward. The same thoughts are showered by CEO of GE, Jeffrey Immelt and CEO of Microsoft Corporation, Steve Ballmer, who believe Innovation is imperative and is the key element in companies 'success in future. However, there is a misconception of innovation being synonymous to only new product development or inventing something new. Many companies with this false view have tasted failure more often than not (Clegg, B., 1999).

Innovation is rather a new way of doing things, which can be significant changes in products, processes or services; which eventually brings new value to customers (Morris, 2008). Echoing this was Nicholas M. Donfrio, Senior VP of IBM Corp. It is rarely the invention itself that creates revolution; it is the pervasive application of invention that makes the difference. Innovation creates options for business thus creating a value proposition to customers and when this doesn't happen, innovation cannot be claimed to exist at all (Verloop, j., 2004)

1.4 Statement of the Problem

The ever changing customer demand and business environment coupled with competition and globalization has increased the need to embrace marketing as one of the key function in TPAs business endeavors. TPA ports serve Tanzania Malawi, Zambia, DRC, Burundi, Rwanda and Uganda these countries are connected to the port through two railway system (TRL and TAZARA), road network as well as TAZAMA pipeline to Zambia. The seven countries have a total area of 4.5million square kilometers and population of close to 160 million with total annual seaborne traffic of over 16.0 million

tons. Where by DP which is Tanzania principal port has intrinsic capacity of handling 11.0million tons per annum of the maritime ports throughout, which is approximately low than the demand. Importation and Freight transport demand has been growing steadily over recent years and this rate of growth is expected to continue as the company facing number of opportunities of expansion like cargo for southern Sudan is also increasing but most of it is handled by the port of Mombasa while DP get a fraction of its which is also stand as a challenge to TPA, another opportunities is effort done by Tanzanian government to capitalize on the economic route concept and the existing political goodwill between Tanzania and Zimbabwe, through that effort TPA is determined to capture more traffic from Zimbabwe, which total rout cost for DP found to be very competitive to Zimbabwe compare to Durban.

Tanzania also is presently being regarded by many medium and small traders from Comoro as the most cost effective route and source of most their imports of general merchandise, building materials, cows and foodstuff. It is expected that with concerted innovative marketing efforts, this traffic which is treated as coastal exports to Comoro from Tanzania will continue growing.

Road freight has increased dramatically, while the modal share of ports and country infrastructure has decreased (NSGRP, 2010). This is exacerbating the problems of road transport, particularly congestion. This affects the port capacity to serve its customers better and even lose customers as well as lowering national income.

The demand for alternative to current strategies is growing inevitably stronger since TPA is imperative to the economy of the country and innovation seems to be the solution to the problems. Innovation has become an inevitable component in business economy nowadays with globalization making the world into a small village flooded with competition and drastically changing consumer needs, Innovative company can apply new thinking faster than its competitors or surprise its customers by offering products/service that makes the customers first realize its need and then consume it.

The competition and challenges continued every year. One reason of the failure of the TPA may be the TPA have not provided viable solution to this problem stems from the facts that the globalization change brought drastically changing consumer needs. In order to address this information gap, a researcher conducted study so as to have an in-depth understanding of the role of innovation on TPA performance and pinpoint the possible causes and solution for innovation failure.

1.5 Research Objectives

1.5.1 General Objective

The general objective of this study is to explore the role of innovation in Tanzania ports authority (TPA) company and to analyze its influence in the growth of the company.

1.5.2 Specific Objectives

- i. To examine the role innovation plays in firms' service portfolio management.
- ii. To examine if innovation lead to increased sales and market share for a company.
- iii. To examine the importance and contribution of innovation on growth and development of organization
- iv. To examine the factors which affect effective implementation of innovation process.
- v. To identify necessary conditions or preparations for effective innovation adoption.
- vi. To identify the means of receiving feedback which have been set by the organization to solve innovation problems.

1.6 Research Question

- i. What role does innovation play in firms' service portfolio management?
- ii. Does innovation lead to increased sales and market share for a company?
- iii. Is there any contribution that innovation has to the growth and development of Dar-es –Salaam port?
- iv. Are there any factors that hinder effective implementation of innovation process?
- v. What are necessary conditions for effective innovation adoption?
- vi. Does organization establish means of receiving feedback to solve the innovation problems?

1.7 Significance of the Study

This study is of the great significant as it had intended to fulfill academic purpose i.e. partial fulfillment of the requirements for award of the Masters degree of Entrepreneurship Management (MSC. Enter). It provides an insight to the factors for the existing level of innovation in organization and improves participation of staffs in Tanzania ports authority toward better achievement. Not only that but also the study enhance commitment and accountability to management of TPA that ought to strengthen the enforcement of the rules, regulations, procedures and policies towards innovation management. Moreover, the findings of this study also provide possible ways of raising government revenue while providing better and competitive services to customers from within and outside the country.

1.8 Scope of the Study

In this study, marine transportation industry is the major interest since it is presently one of the largest industries in global market. Being the leader in water transportation and transportation sector, it has been recognized as one of the drivers of economic growth.

Innovation proves to be the leveraging factor for firms competing in this intense environment, to differentiate service attributes and features, what with the markets flooded with various models and firms looking to build an USP. This helps a company sustain its market by catering to wide range of demand through creative services so as to stay ahead in market. Several studies have been made on this front support this. Advancements in science and technology are drivers of the future of automotive industry," (John Clor, 2010). Improvements to the internal combustion engine still have an important role to play in reducing transportation energy needs as many automakers are incorporating new technologies into their current and future designs to ensure high efficiency automobiles by improving fuel mileage, which not only holds good for cars but also big ships and boats. Ports segment has played an important role in giving a push to the Tanzanian marine transportation industry and if the increase in imports and exports are by any means indicators of growth, it becomes evident of the growing importance that the marine transportation industry enjoys in Tanzania's transportation economy.

The scope of this research/study is assessing the role of innovation in organization performance at Tanzania ports authority (Dar-es-salaam port). The main focus areas will be the selected departments within TPA specifically Dar es Salaam port. The research will aim to study on innovation management,

1.9 Limitations of the Study

Limitations of this study was respondents' unwillingness to be interviewed, some of respondents had no knowledge of the role of innovation on organization. The researcher overcame this problem by interviewing specific types of respondents and also interviewing a big number of respondents to ensure confidentiality of information to respondents. Other limitations were the time constraints and financial constraints as the researcher financed herself for the study.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter is concerning with reviewing several literatures in order to understand what is already known in relation to roles of innovation in organization performance. These literatures have been obtained from the internet, books, journals and previous researchers as well as different report.

2.2 Theoretical Literature Review

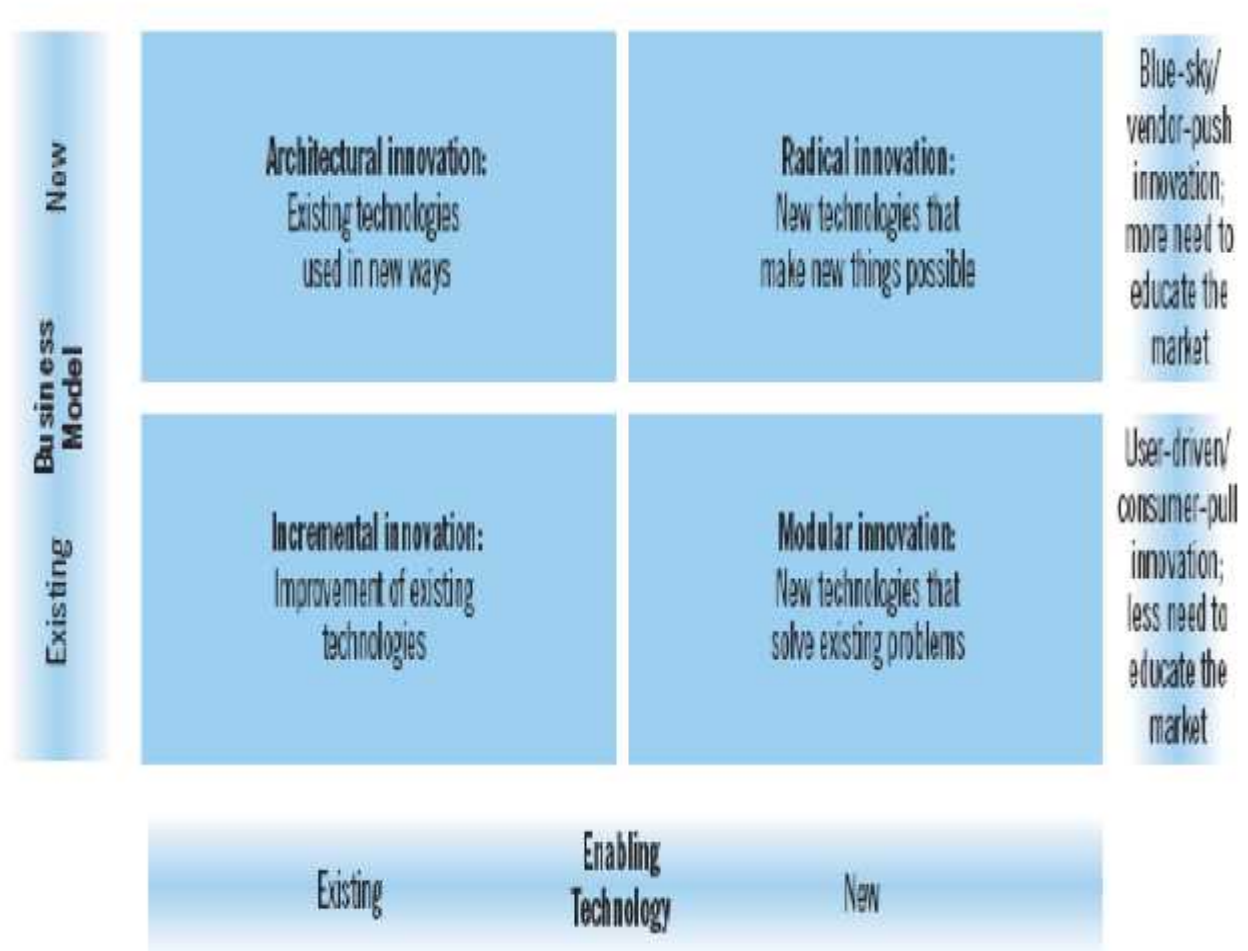
2.2.1 Innovation Management:

(Drucker's, P. F., 1985), the guru of business strategy, describes innovation as "the specific instrument of entrepreneurship, the act that endows resources with a new capacity to create wealth" (Drucker's, P. F., 1985). Generally spoken Innovation is to be defined as the successful implementation of a creation **(Hewnks and Ross, 1992)**. Innovation Management is the discipline of managing processes in innovation. Managing innovation is very essential as it not only serves the R & D of an organisation to be efficient but also helps in developing both products/services and organizational innovation. The focus of innovation management is to allow organizations to respond to external or internal opportunity, and use its creative efforts to introduce new ideas, processes or products. Business innovation can be seen as the creation of substantial new value for customers and the firm by creatively changing one or more dimensions of the business system.

According to Bessant, J., and Joe Tidd, Innovation is seen as a process of turning ideas into reality (Bessant, J., 1999). It was deduced from the linear model and compared to the pervious definition that innovation is more systematic and reasonable. Three stages

comprise this process which are generating new ideas, selecting the optimum ones and finally, implementing them.

Table: 2.1. Innovation management



Source: Apax Forum, 2006

There are a range of levels of innovations a company can carry out along its business process. As can be seen from the matrix below, it ranges from incremental to radical change and from competent level to system level each of which requires unique set of

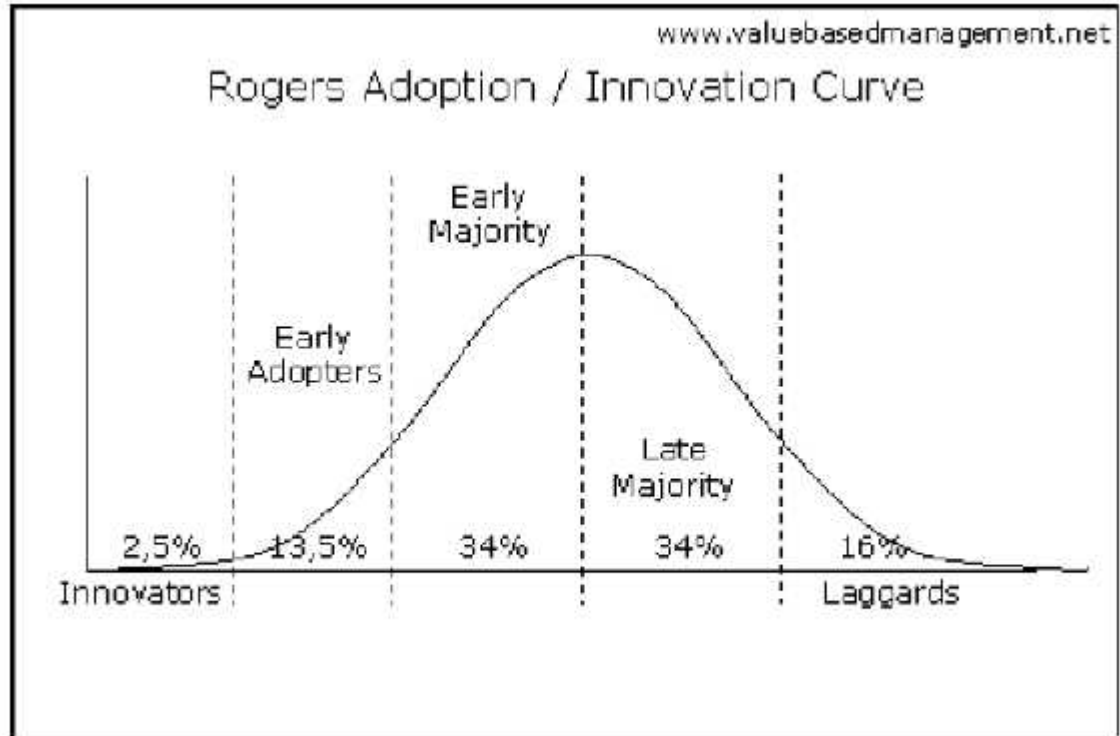
skills and leverage. And for any company to succeed it should find it moving further up in the grids.

- Derivative: Incremental changes to existing products. Needs relatively less resources.
- Breakthrough: Major changes to create entirely new product. Needs significant resources.
- Alliances and partnerships: Associations with other firms to exploit certain leverage (Wheelwright, S. C., 2003).

2.2.2 Innovation Adoption Curve:

Roger's Diffusion of Innovations Theory (Joe M. Bohlen, George M. Beal and Everett M. Rogers) which is otherwise termed as Roger's Innovation Adoption curve classifies adopters of innovation into various categories as can be seen in the picture below. Each segment denotes the verge of innovation by the companies as Innovators, Early Adopters, Early Majority, Late Majority and Laggards respectively.

Fig: 2.1. Roger's Adoption/ Innovation curve



Roger's categories are:

- Innovators (2.5 %)
- Early Adopters (13.5 %)
- Early Majority (34 %)
- Late Majority (34 %)
- Laggards (16 %)

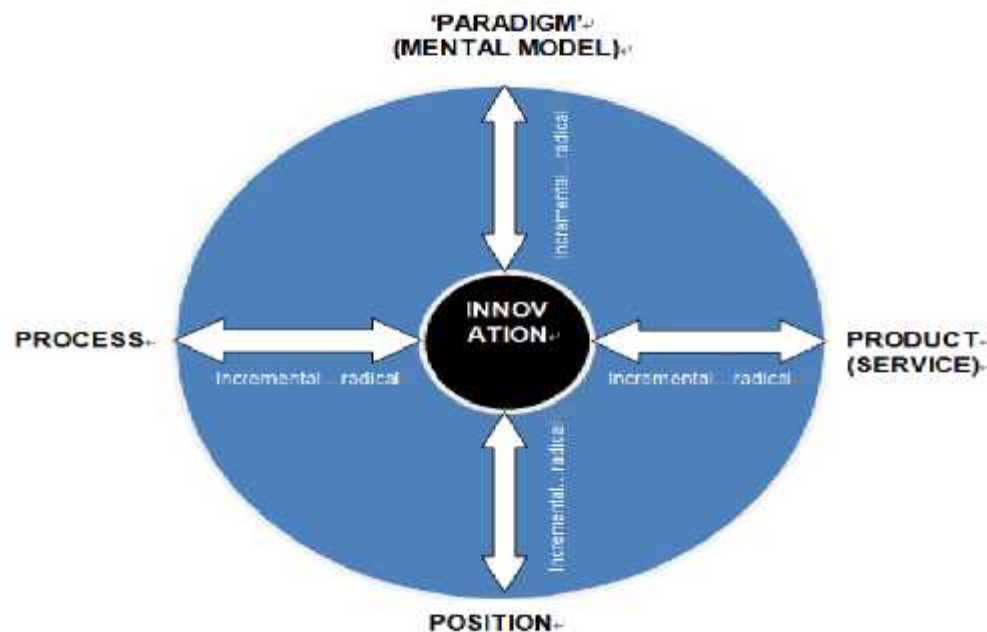
As obvious there very less firms which fall into the first two segments which requires innovation at every step of the business process to try out new ideas. "The concept of

adopter categories is important because it shows that all innovations go through a natural, predictable, and sometimes lengthy process before becoming widely adopted within a population" (Surry, D.W. and Ely, P.D., 2001)

2.2.3 4-P Model of Innovation:

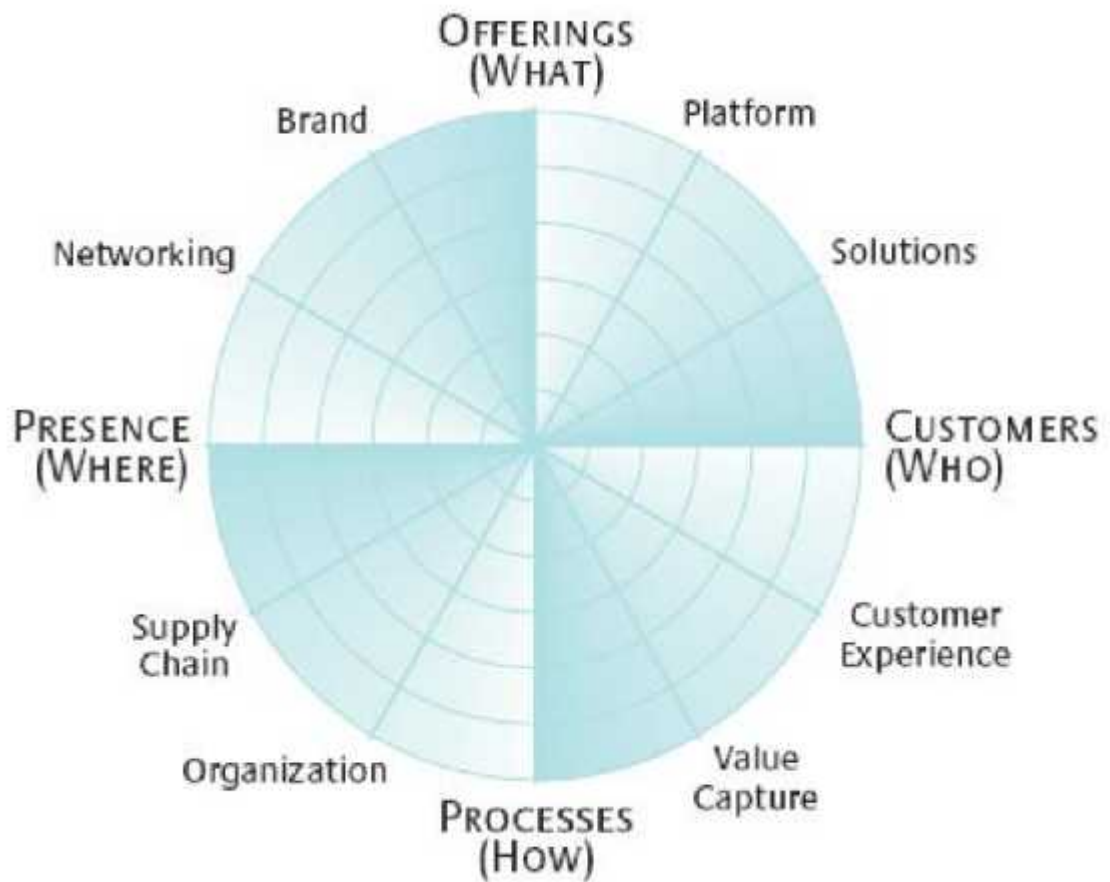
4Ps model is defined by Bess. J in order to classify the innovation forms. 4Ps represent product innovation, process innovation, position innovation and paradigm innovation. These four aspects had been formulated for innovation space. Innovation can take place along all aspects of a business and process innovation is changed in many ways in which things are created and delivered. Product innovation concerns the change of what is offered by the company while Position innovation can take place by the repositioning of the company in the context. And, changes in Paradigm innovation can be triggered by many different things and concerns the underlying mental models which constitute what the company does.

Fig: 2.2. 4P Model of Innovation



A more detailed picture of Innovation dimensions can be studied with Innovation Radar which constitutes 12 dimensions of innovation (Sawhney, M., 2006). It is more of a 360 degree tool that describes the innovative capability of a company. The innovation radar displays the 12 dimensions of business innovation, ranging across the offerings companies create, the segment they serve, the processes it employs and the point of presence for the business. This radar presents the dimensions through which a company can innovate.

Fig: 2.3. Innovation Radar – 360 degree view



2.2.4 The Innovation Factor:

In these days, the chances of any firm surviving and being successful is becoming ever more dependent on innovation (Felix. J. Heunks, 1998). Emphasis has to be made on innovation within the firm so as to strengthen the firm and to pass through the stage of growth. For this to happen, the management needs to be oriented towards and actively pursue change (Davidson, 1989).

We believe that P&G is designed to grow in good times and challenging times, alike. We have a proven track record in leading industry innovation and we have a long heritage of disciplined productivity improvement," A.G. Lafley, P&G chairman and chief executive officer, was quoted as saying in a New York Conference, 2008 when asked about P&G 'success. "This is important because innovation and productivity are the key drivers of profitable organic sales growth", he added. Great Plains Manufacturing, Inc., U.S.A, contributed the company's recent success to product innovations as well. Such has been the significance of innovation in General Electric's success, that GE has a long and rich tradition of innovation through its research initiatives and allocates substantial funding to its R&D programs.

HP stresses on one aspect, about discovering new ideas and new ways to achieve desirable outcomes. The company has a consistent and connected global approach to delivering Innovation and has excelled on it for years now. This happens to be the USP for HP over its competitors when sustaining growth in the market. Over the years, HP has successfully brought new ideas and new ways of doing things to thousands of its clients across the industry. Suparno Banerjee, Vice President, Global Government Industry, HP, says there's a perfect storm driving transformation in government today and innovation is key. While each of our clients has unique challenges, we look at the innovative approaches we've successfully implemented in one area and see if we can leverage that innovation to help another client quickly meet their current challenge.

Speed and organizational agility is increasingly vital to the auto industry, since electronics now make up some 20% of a car's value and that level is rising. This prompted a whole new dimension to BMW models where 90% of the innovations are electronics-driven. Now automakers must ram innovation into high gear to avoid being overtaken by the competition. Knowing the customers well and creating an experimental environment to foster creative ideas has been the core area of BMW's success.

People talk about innovation in products, but what's underestimated is innovation in processes and organization," says Ernst Baumann, head of personnel at BMW.

2.2.4.1 Innovation - Not Just Product or Technological Innovation:

Not only product innovation is important for success but also process innovation to maintain a flexible and durable organization to account for a sufficient market share (Felix. J. Hewnks, 1998). NeXT Cube, a technologically sound product with innovative features, developed by Steve Jobs' NeXT Computers was a failure as there was a problem for customers finding compatible software in the market and more so it meant complication with advancements when customers needed customer-friendly computers (Sawhney, M., 2006). Innovation is just a conception of new idea which can be exploited to succeed in a firm (West and Farr, 1990). Innovation need not be major R&D breakthroughs as suggested by Dell Computers and Star Bucks Coffee. Dell Inc. became the most successful computers manufacturers because of makings PCs easier to use and also having a Quick to Market concept. Time to market for a new product is more important than anything as today's innovation may become a legacy tomorrow. Dell was able to innovate its business process by introducing JIT and direct selling. On the other hand Star Bucks didn't actually come up with a better tasting coffee but was able to create a whole new customer experience by bringing a communal place which enabled people take time off from work and home and connect with friends. Also, Honda's

rollout of 1998 Accord refers to the speed of new product line conversions which goes as creativity in process (Ettlie, J.E., 2006).

2.2.4.2 Innovation and Company Success - The Link:

Various researches and studies are being done to find the extent to which a company's success is relied on Innovation it carries out. Innovation has become an inevitable component in business economy nowadays with globalisation making the world into a small village flooded with competition and drastically changing consumer needs (Lars Lofqvist, 2010). Any company which has been serving its market well over years with standard products are facing problems of sustaining in the market, thanks to heavy competition and the high expectations of consumers (Davis, T. and Milton, F., 2000). Adding to this woe is the concept of product saturation and the inability of these companies to cope up to changing demands of the market which is one of the most critical tasks for today's firms (Whitefield, C., 2003). As we have already discussed in the previous sections, it need not only be product innovation that leads a company to success. It can be innovative thinking of business processes which is obvious from the case of Toyota Motors. 2008 witnessed what was one of the most remarkable achievements in automobile industry history with Toyota Motors selling more cars than General Motors for the first time ever.

For over 75 years, GM has been able to sell more cars annually than any other company in the world while Toyota had the tag of being industry's most profitable and innovative firm and all of a sudden it appeared likely to become the industry's leader too. One can claim that calling Toyota as an innovative firm might sound odd but still, it is only because it is not the product innovation that they relied on which is far too narrow when approaching innovation. Toyota's innovations, by contrast, have focused on process rather than on product, on the factory floor rather than on the showroom. But it hasn't made them any less powerful with a tangible evidence of giving GM a run for their money in the first quarter of 2008 by leading on sales. At the core of the company's

success is the Toyota Production System lean manufacturing which cannot be seen as an example of high technological innovation, yet it was instrumental in the company's success.

A Toyota engineer, Taiichi Ohno turned necessity into virtue, coming up with a system to get as much as possible out of every part, every machine, and every worker. The principles were simple, even obvious do away with waste, have parts arrive precisely when workers need them, fix problems as soon as they arise. And they weren't even entirely new - Ohno himself cited Henry Ford and American supermarkets as inspirations. Any creative idea is not just worth left on paper, it has to be put into practice to extract full value out of it. This is what Toyota has done, better than any other manufacturing company, turn principle into practice. A lot more inventions were brought upon in Toyota production system which were simple but proved to be mighty effective. Andon cord meant any worker can stop the assembly line if he notices a problem, Kanban allowed workers to signal when new parts are needed. In other cases, it has done so by reorganizing factory floors and workspaces in order to allow for a freer and easier flow of parts and products. Most innovation focuses on what gets made⁸. Toyota reinvented how things got made, which enabled it to build cars faster and with less labour than American companies. Soon after, Toyota's concepts were evident in almost all the companies and it meant it has had a real effect; the auto industry as a whole is far more productive than it used to be. Even in the brim of this commonality within firms, Toyota has been able to stay ahead in the market mainly because of the distinctive element of Toyota to approach innovation as an incremental process similar to Kaizen, continuous improvements.

Another major reason for the company's success can be comprehended from the top management's views of rejecting the idea that innovation is the province of an elect few; instead, is taken to be an everyday task for which everyone is responsible.

According to Matthew E. May, the author of a book about Toyota called *The Elegant Solution*, Toyota implements a million new ideas a year, and most of them come from ordinary workers. Most of these ideas are small; though not all of them work they are easier to reach. But cumulatively, every day, Toyota knows a little more, and does things a little better, than it did the day before.

2.2.5 Product Portfolio Management:

Portfolio management is about allocation of resources to achieve corporate product innovation objectives. An estimated 50% of a firm's current sales come from new products introduced in the market within the previous five years. It is a dynamic decision process wherein a list of active products needs to give way for new products to maintain a balance in the company's offerings based on risk-return, value maximization and so on. R&D projects are constantly revised in this process to select and prioritize new projects based on evaluation. Existing products may be accelerated, killed, or de-prioritized corresponding to the need of the market. Product Portfolio Management is found to be of great interest in recent years and despite its growing popularity, recent benchmarking studies have identified portfolio management as the weakest area in product innovation management hence giving scope for it to be studied.

Fig: 2.4 Product Portfolio Management



Source: AberdeenGroup, July 2006

Portfolio Management is a high impact, high value activity that, when implemented properly and conducted on a regular basis maximizes the return on product innovation investments, helps company maintain the competitive position by achieving balance and focus, forges a link between project selection and business strategy which is seen to be a major interest to most top performing companies. According to benchmarking studies conducted by Dr. Cooper and Dr. Edgett, some of the problems that arise due to the lack of proper portfolio management can be the poor balance between projects and the resource available, the non-sync of projects with the business strategy. Portfolio Management is about doing the right projects.

2.3 Empirical Review

A researcher D. Chandrasekhar (2010) developed an interest in the related subject. He researched on the value of innovation in a company a case study of Bajaj auto Ltd and the Indian two-wheeler industry and the following recommendations were drawn in this research.

- a) Chandrasekhar Begin by coating the saying that, more opportunities come through listening than telling and Bajaj has seemed to have listened to what the market needed and eventually has excelled in its offerings so as to succeed in all of its projects by means of a tough entity called Innovation. Increased sales and increase in market share came along the ride and the company is now giving the leader, Hero Honda Motors all the run for its money for the number one position.
- b) This takes the view that innovation as part of a company's business culture is seen as a dynamic engine for both its own growth and that of the industry's as is evident from the case of Bajaj auto Ltd and the Indian two-wheeler industry.
- c) Chandrasekhar continue to insist researches and practices within the spectrum of innovation in companies provide clear support for the importance of innovation in a company's success. It is evident from the findings that, it is the innovative culture which was ingrained in Bajaj Auto's system; in addition to the understanding of the change a process that has helped Bajaj set new standards in all projects it was venturing into.
- d) Finally Chandrasekhar concludes that. "The key to success lies in delighting customers by delivering total solutions by being proactive and BAL has just did that through its innovative portfolio management.

In a 2005 study survey by Cisco Innovation, business and information technology leaders cite innovation as the most critical factor in a company's success. 53% of the 635 respondents surveyed by the independent research firm Momentum Research Group said that innovation has the greatest impact on competitiveness. Cutting-edge technologies are clearly on the radar screen of business and technology leaders and this certainly indicates the emerging realization of innovation on the future competitiveness of businesses. Not just for growth, innovation has become a tool as much necessary for mere survival, especially during the extant slowdown (Kaushik, M., 2009).

2.4 Research Gap

Several studies have been made on the importance of managing innovation and about its role in a company's success. Most of these studies have been based on manufacturing industry i.e. involving giants like GM, Toyota Motors and so on. Automobile industry is presently one of the largest industries in global market. The service industry i.e. marine transportation segment is mostly neglected and has played an important role in giving a push to the Tanzanian economy and world at large. The presence of importation and exportation of cargo traffic was only 6,181,390 and 1,237,892 tones in the year 2008-2009 as against 10,443,339 and 2,000,598 tones in the year 2012-2013 respectively (TPA statistical reports). The imports, exports and freight transportation demand have been growing steadily over recent years and this rate is expected to continue (Maliyamkono and Mason, 2006). as imports exports and road freight has increased model shares of railways and ports infrastructure has decreased. This has exacerbated the problem of port poor performance in aspect like storage and particularly congestion. This make a study in DP an interesting one also with the fact that there only a less number of study based on service industry.

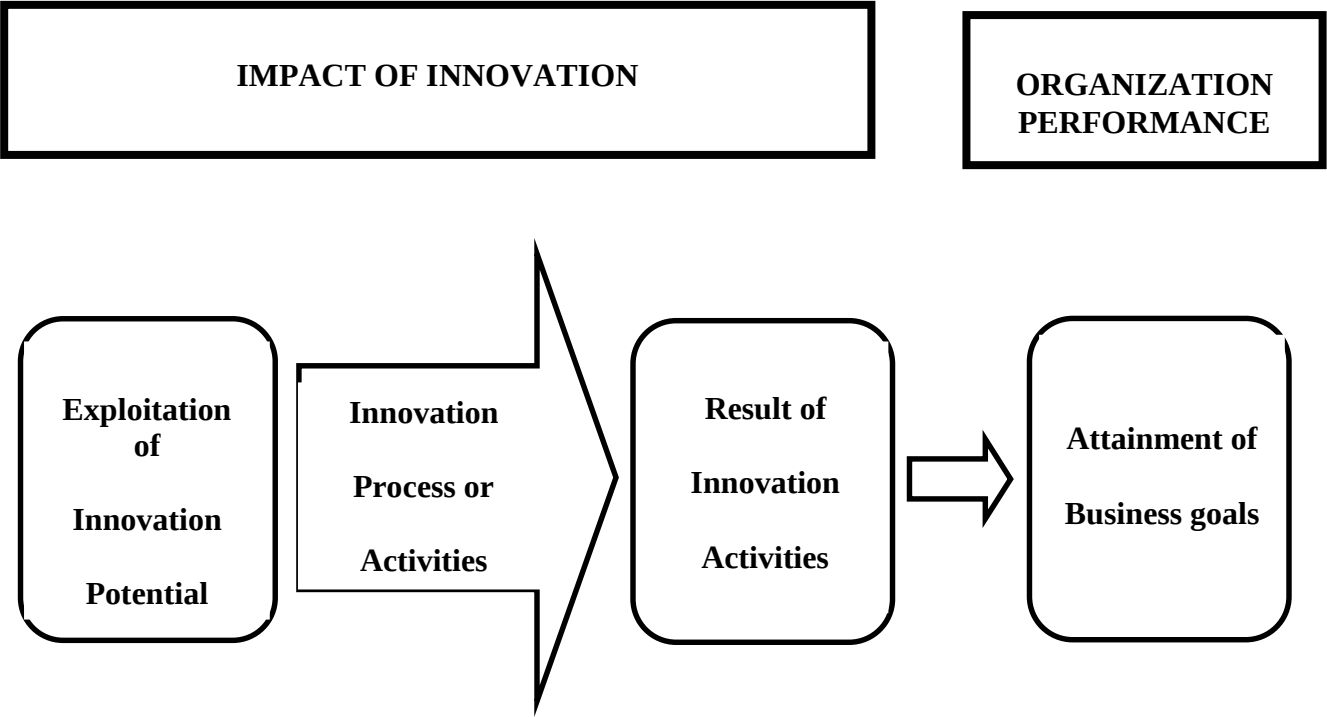
The second important aspect which brings interest for this study is the uniqueness in the way portfolio management is handled in different companies and how innovation can be leveraged in this. The key to any Ideal Product/service development for a company lies

in the inclusion of customer value dimension in their portfolio management (Sheila Mello, Ronald Lasser, Wayne Mackey & Richard Tait 2006). Results from the Product Innovation Agenda Benchmark Report claims that balancing the product/service development pipeline with development capacity as one of the top priorities in companies for success. This explicitly confirms the importance of innovation Management and hence efforts are made to bridge this gap by considering a case company (Morris, L., 2008). Tanzania ports authority is considered because it is presently among the largest service industry in Tanzania and growing in the world, With creative business strategies and innovation, the company could have ports with interfaces between water transportation and inland modes of transport such as rail, road, pipelines and air, strategically placed for geographical, historical and economic reasons, transport of cargo through Tanzania's ports to both local or transit to land-locked countries it could gain a maximum market share and enough money for national development.

2.5 Conceptual Framework

This study was guided by the conceptual framework developed by the researcher after reviewing a number of related literatures. The assumption of the framework is that the impact of innovation is a function of three factors shown in the figure below. At the center of the diagram there is dependent variable (attainment of business goals) which is preceded by independent variables (exploitation of innovation potential, following innovation process or activities, finally results of the innovation activities).

Fig: 2.5 Conceptual Frameworks



Source: researcher (2014)

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

Miller(1991) define Methodology as a body of knowledge that describes and analyses, indicates the limitations and resources clarifying their prepositions, consequences and relating their potentialities to research advance. According to Kothari (2004), research methodology is a systematic way of solving research problem. This involves the various steps that are generally adopted by the researcher in studying the research problem and its rationale. This chapter specifies the research operations that the researcher undertake and the way the researcher interpreted the results of this operation in terms of the central problem .The main focus of this chapter was to present the research design, area of the study, population and sample and samples procedures, data collections instruments and how data are presented and analyzed to answer the research questions.

3.2 Research Design

Kothari (2004) define Research design as the arrangement of conditions for collection and analysis of data in a manner that aims to combine relevance to the research purpose with economy in procedure. On the other hand Selltiz, et al (1966) and Orodho (2003), define research design as an arrangement of conditions for data collection and data analysis in a manner that aims to combine relevance to the research purpose with economy in procedure. The researcher used a case study design. A case is an in-depth comprehensive study of person, a social group, an episode, a process, a situation, a program, a community an institution, an organization or any unity (Krishna swami, 2002). The case study design was adopted because it focuses on the particular cases and it able to provide some generalization/ conclusion, in other words the objective is to view the social object as a whole.

It provide detail information's, which may be useful for policy decision, its flexible with respect to the collections methods i.e. all methods of data collection are useful to case studies; it can extend to any dimension of topic to be studied; it may be conducted in practically in any kind of social setting; and it is a highly fruitful approach for the purpose of group or process analysis as against the analysis of individual traits (krishnaswami, 2002).

3.3 Area of the Study

Area of the studies are interdisciplinary fields of research and scholarship pertaining to particular geographical, national/federal, or cultural regions. Krishna swami (2002) defined the area of the study is the territory to be covered by the study. The study was conducted at TPA, especially within different departments which are found in DP. The main reason which forced the researcher to select that area for research is due to the forcing situation of rapid growth of technology that give rise to rapid growth of globalization which cause rise in demand for importation and exportation of raw material and more advanced goods and equipment causing congestion of cargos in the TPA hence reducing revenue for the country. Also TPA is one among organizations in which innovation has great impact on its performance .Therefore TPA was helpful for the research as far as the topic is concerned. The researcher analyzed his data through simple hand coding, content analysis, tabulation; narrative form and percentage will be used in analyzing where necessary

3.4 The Target Population

Target population is the entire set of units for which the survey data is to be used to make inferences. It can also be defined as the eligible population that is included in research work. The target population of the study in this research was the employees of the TPA specifically in DP departments whose total number is 2335, staffs. While the

unity of inquiry are department staffs i: e top management and heads of departments in DP.

3.1 Target population

S/N	DEPARTMENTS	NO. OF EMPLOYEES
1	Director general	1
2	Port manager	58
3	Security	312
4	Internal audit	11
5	Assistant port manager operation	0
6	Assistant port manager (services)	0
7	Port communication	7
8	Marketing department	41
9	finance department	35
10	Procurement department	25
11	Medical	44
12	Revenue	39
13	Human resources department	52
14	Grain terminal ops	25
15	Engineering	266
16	Marine operation	282
17	Oil terminal	50
18	General cargo operation	796
19	Fire & safety	70
20	Container terminal	221
	Total	2335

Source: TPA organization structure of July 2013

3.5 Sampling and Sampling Procedure

Sample Size

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 (Trochim, 2006). This is the number of respondents included in the sample. According to Boyd (1981), for a sample to be representative it should be equal or more than 5% of total population. Hence the sample size of this study was 120(5.14%) respondents out of 2335 population.

A sample of 120 representatives was taken, in which most were top managers and heads of departments. The size of the sample may increase depending on money and time. Researcher used this so as to accommodate the unforeseen problems such as non-response to some or all questions and other errors. The following are the technique which was used by the researcher to select the sample size of respondent from the organization.

3.5.1 Judgmental /Purposive Sampling

In this type of sampling, items are selected deliberately by the researcher; his choice concerning the items remain supreme (Kothari, 2004). This method was applied to a specific type of respondents for the purpose of obtaining particular information. In this study the researcher used the purposive sampling technique to select the following units of inquiry; to obtain respondent at the organization from the Principal & Senior Officers From different Department of DP. This technique preferred this group because;

- The researcher want to obtain the respondents which are relatively informative depending on the nature of research questions
- It involve the researchers own judgment in selecting sample which was provide adequate information concerning the matter.

3.5.2 Simple Random Sampling

Under this sampling design, every item of the universe has an equal chance of inclusion in the sample (Kothari, 2004). Simple random sampling was employed to select 120 respondents from the units of inquiry;

This technique was used by the researcher to select the sample unit from the whole population of the Dar es Salaam port employees.

This technique is preferred because;

- The researcher wants each and every unit of the targeted population to have an equal opportunity of being selected in the sample.
- It is simple to use and can also be used multipurpose (with other techniques)

3.2 Composition of the sample

S/N	DEPARTMENT	POPULATION	SAMPLE SIZE	% OF SAMPLE SIZE TO PORPULATION
1	Port communication	7	4	4%
2	Marketing department	41	15	15%
3	finance department	35	12	12%
4	Procurement department	25	10	10%
5	Container terminal	221	15	10%
6	Director general	1	1	1%
7	Port manager	58	16	16%
8	Human resources department	52	14	14%
9	General cargo operation	796	15	8%
10	Marine operation	282	18	10%
	Total	1518	120	100%

Source: researcher's manipulation

3.6 Methods of Data Collection (Data Collection Instrument)

In order to come up with detailed explorative data and to clear information on the levels of community participation in innovation management, a researcher used the different types of data collection techniques. These methods helped in realizing the intended research goal. The researcher was using both primary and secondary methods of data collection in qualitative research. Primary data was used by the researcher to collect information from the selected departments. They included interview, questionnaire as well as documentary review as discussed below.

Primary Data

3.6.1 Questionnaires

It is a self administered schedule of questions and statement. It is a special of interview schedule, which is completed by the respondent himself or herself instead of interview. (Sanga, 1985; 52)

This method is simple compared to other methods; it is free from bias, less expensive and does not use much pressure on the respondents hence made them more comfortable. (Kothari; 1991; 124)

Open and close ended questionnaires for this case was distributed to the selected staff both staff from the top management to lower level. The technique helped the researcher to obtain data from different sample units.

3.6.2 Interviews

Is two ways systematic conversation between an investigator/researcher and informant/respondent initiated for obtaining information relevant to a specific study, krishnaswami, (2002). It involves not only conversation but also leaning from the respondent's gestures, facial expression and pauses and his environment. Personal interview was conducted to the respondents in order to obtain first hand information. The researcher used guiding questions in order to make sure that all issues are discussed. The technique enabled a researcher to meet with respondents face to face and understand their feelings on the issue during conversation. The answers to the questions posed during the interview were recorded by writing down either during the interview or immediately after the interview. According to Kothari (2004), the researcher select this technique because have the following advantages:

1. It is easy to correct mistake immediately since you will be talking with respondents.
2. Observation method can as well be applied to record verbal answers to various questions.
3. There is a greater flexibility under this method as the opportunity to restructure questions is always there, especially in the case of unstructured interviews.

The aim of this instrument was to enable the researcher to collect the TPA staff member's opinions on the problem without biasness.

Secondary Data

3.6.3 Documentary Source

A document is an artifact which has as its central feature an inscribed text (Scott 1990). Simply put, a document is a written text. Documents are produced by individuals and groups in the course of their everyday practices and are geared exclusively for their own immediate practical needs (Scott op cit.). They have been written with a purpose and are based on particular assumptions and presented in a certain way or style and to this extent, the researcher must be fully aware of the origins, purpose and the original audience of the documents (Grix 2001). Documentary sources contain data which was collected and compiled for another purpose. In this research, under a documentary source of data, secondary data was collected from various documents such as files, reports and publications to supplement primary data on the area of study. This technique has saved resources like time, and accessibility of information. Documentary review was used to obtain data on

1. Magnitude of the problem.
2. Strategies taken by different departments in other countries to manage innovation.
3. Other necessary information related to the study

3.6.4 Data Analysis

Krishna swami (2002) defines data analysis as a critical examination of the assembled and grouped data for studying the characteristics of the object under study and for determining the patterns of relationship among the variables relating to it.

Data to be collected was organized and checked to ensure completeness, accuracy, clarity and uniformity. Data was presented and analyzed by using both quantitative and qualitative techniques. Quantitative analysis involves the use of statistical methods including tables, graphs, charts, percentages, and the like depending on the type of data obtained for easy understanding.

Qualitative analysis involves the use of factual and logical interpretation of data gathered. Coding and editing was done to present accurate and complete report for easy understanding and interpretation.

This kind of data analysis was made to help the researcher come up with conclusion and Suggestions that can assist in designing the structure that direct organization toward targeted innovational impact/objectives.

Ethical Considerations

Ethical clearance was obtained from the Research and Publications Directorate of Mzumbe University, through the Director of Postgraduate Studies, Research and Publications. Thereafter, permission to carry out this study was obtained from director of Tanzania ports authority to conduct the study. Personal consent was obtained from the individuals to participate in the study after the purpose and significance of the study explained to the participants.

3.7 Validity and Reliability of Measurement

Validity

This implies that we want to measure with a fundamental focus of the accurateness to be gathered the researcher tried his level best to ensure the method of data collection; sampling and methodology of the study are proper and related to the study. The study has utmost validity, based on the true data used and exact generalizations made through correlation of theoretical framework and the findings. The quality of data sourced from the company and relevant Research publications gain genuinely reflects the influence of the area under study. The result generalized from research was proposed as outcome provided for external validity.

Reliability

According to **kothari C.R (1990)**, the reliability of measuring instrument is defined as the ability of the instrument to measure what is supposed to measure. A measuring instrument is reliable if it provides consistent results. The information that was collected from different sources expected to guide the researcher to get evidences for drawing up conclusion of the problem. Therefore this study is valid and reliable as valid methodology to be used.

Reliability deals with the concern that study can be repeated with same outcomes and findings (Yin, 2003). In this study, it was possible to carry forward few findings made on Tanzania ports authority previously made and efforts was made to maintain reliable data throughout the report.

CHAPTER FOUR

RESEARCH FINDINGS AND DATA ANALYSIS

4.1 Introduction

This chapter presents the data collected during the study analyses and discusses the findings from the area of the study. The research findings were analyzed and interpreted in relation to the specific objectives and related research questions of the study. It therefore discuss the research findings focus on the role of innovation on organization performance based exclusively on the element covered by the study namely contribution of innovation, role innovation play in firms' service portfolio management, contribution of Innovation to sales and market share for a company, factor affecting implementation of innovation process, condition of innovation adoption, and The impact of innovation to its performance with response on **DP**.

4.2 Demographic Characteristics of the Respondents

The demographic compositions of the respondents are characterized by gender, working department and working tenure at DP. Out of the target of 120 employees all employees responded, which indicates that the response rate was 100%. All useable questionnaires were inspected and edited. The purpose of this process was to ensure that data is accurate, consistent and uniformly entered and arranged properly. (Table 4.0) indicates that the gender aspect could not balance as the number of men was higher compared to that of women on the part of employees at DP, meaning that the male employees are than the female employees that is 57% and 43% respectively.

Table 4.0: composition of the respondents in demographic terms

Demographic	Rage	N (Mean)	Percentage (%)
Gender	Male	66	55
	Female	54	45
	Total	120	100
Department	Port communication	4	3.34
	Marketing department	15	12.5
	finance department	12	10
	Procurement department	10	83.4
	Container terminal	15	12.5
	Director general	1	100
	Port manager	16	13.34
	Human resources department	14	11.67
	General cargo operation	15	12.5
	Marine operation	18	15
	Total	120	100
Working tenure	Below 5 years	10	8.34
	5-10 years	25	20.83
	10-15 years	95	79.17
	Total	120	100

Source: Research findings, 2014

The reason for the selection of the gender aspect was on the equality consideration and also that females are always not risk takers as men since they were not ready to lose their job. So whenever there was a suspicious thing that might jeopardize their existence at work and if the issue was not for the interest of the Authority, they would easily report the matter rather than men. Another aspect taken into consideration is years of service with the Authority. It was obvious that most of the respondents through questionnaires who had many years in service that is above five years and hence would have the knowledge of what transpired during the past. Senior member of staff had experience of between ten and fifteen years in their field of work/service. Here the experience was considered that it could have determined the sources of genuineness of data gathered.

4.3 Contribution of Innovation to the Growth and Development of DP

The main objective of this research was to evaluate the role of innovation on organization performance at Dar es Salaam port.

Data was interpreted and discussed by tabulation and the discussion of findings was guided by the specific objectives of the research.

Furthermore the observations made by the researcher was of great importance in the part so as to support the findings

4.3.1 Contributions that innovation has to the growth and development of Dar es Salaam port

About one twenty (120) employees especially heads of departments were provided with questionnaires and all of them responded. The questioner's specifically focused on whether there any activities that TPA has introduced for the company and how was the impact of the activities on TPA performance. The responses showed that the company has introduced several activities and respondents mentioned them i.e. introduction of computerized system of port clearing, introduction of ASYCUDA system letter updated to ASYCUDA++ and ASYCUDA WORLD, increase in public and private inland container deport (ICDs), Container Freight Station (CFS) etc and this have contributed very much to the level of performance that port have reached see statistical reports trend from the year 2008 to 2013 table 4.2 bellow. The researcher dispenses questionnaire to the individuals and the responses is analyzed in the table 4.1 below.

Table: 4.1. Response on contribution that innovation has to the growth and development of Dar es Salaam port

CATEGORIES	NO; OF RESPONDENTS	PERCENTAGE (%)
Yes	105	87.5%
No	0	0%
Don't know	15	12.5%
Total	120	100%

Source (Researcher 2014)

Interpretation

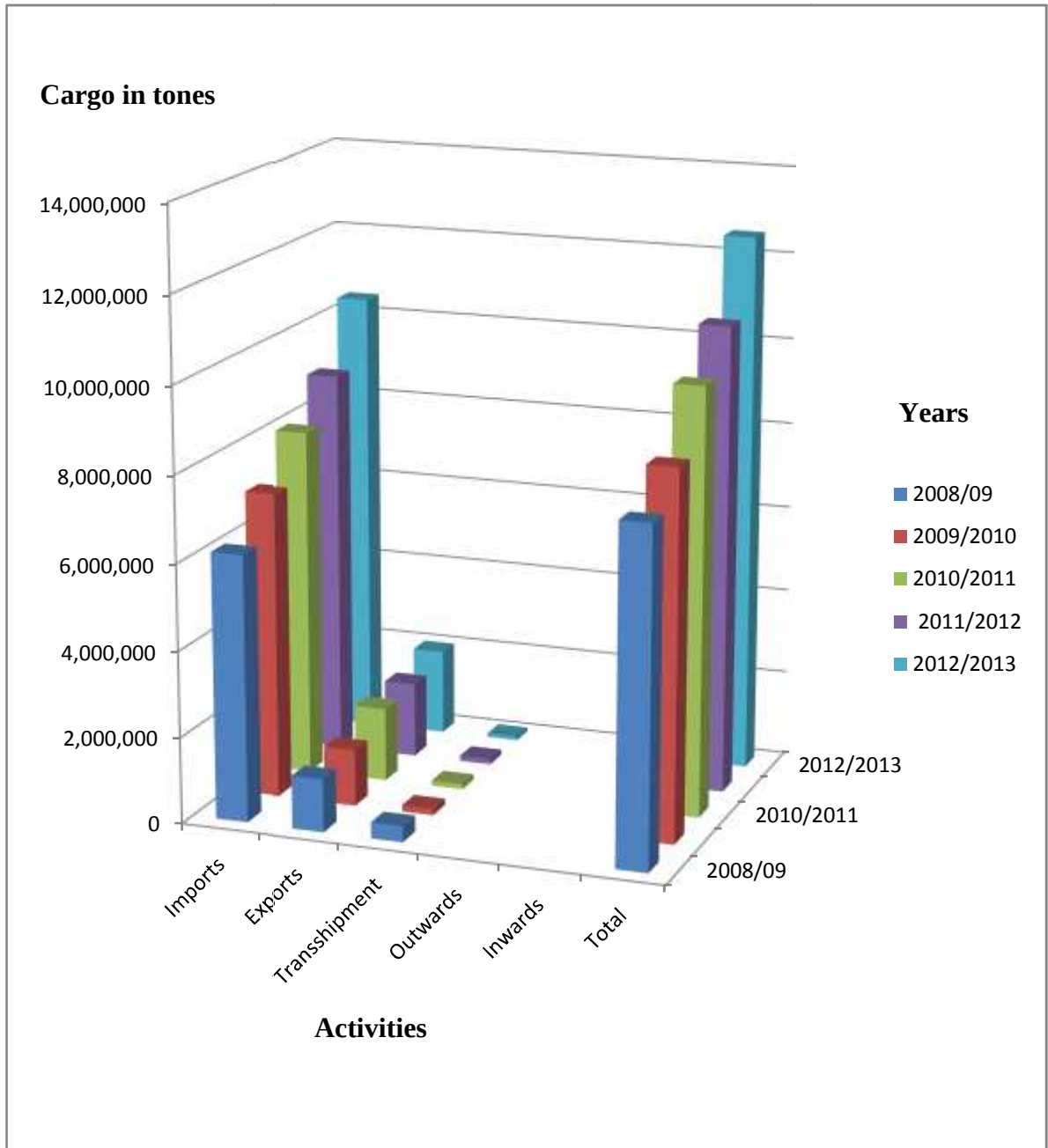
The table above shows that 87.5% of respondents agreed that the innovation contribute a lot to the development and growth of organization (DP) through positive responses on innovation activities indicated. That means innovation provided result to positive impacts on development and growth of DP. And this is evidenced by the statistical reports trend from the year 2008 to 2013 that showed the change in performance through increased in Dar es salaam port capacity in handling cargo traffic soon after establishment of Public private partnership (PPP) which managed increase in public and private inland container deport (ICDs), Container Freight Station (CFS) and the like that have provided large space for ports exports and imports good storage and easy clearance services enabled solving congestion problems at the Dar es Salaam port that has affected business quite considerably, see table 4.2.and chart 4.1 bellow

Table: 4.2.Cargo traffic in tones at Dar es Salaam port form 2008-2013

DAR ES SALAAM PORT					
	2008/09	2009/2010	2010/2011	2011/2012	2012/2013
Imports	6,181,390	7,089,219	8,086,001	8,992,587	10,443,339
Exports	1,237,892	1,316,242	1,715,578	1,749,496	2,000,598
Transshipment	375,762	146,599	118,331	124,674	86,738
Outwards					
Inwards					
Total	7,795,044	8,552,061	9,919,910	10,866,757	12,530,675

Source: TPA Annual statistical reports

Bar chart: 4.1 Cargo traffic at Dar es Salaam port form 2008-2013



Source: TPA Annual statistical reports

Also One of the strategy that TRA has implemented was the automation of all customs processes from import declaration form-IDF to Cargo Release Office-CRO and the modernization of the ASYCUDA++system. The ASYCUDA++ is in place and used by all clearing and forwarding companies at the Port of Dar es salaam. Under this system, payment of assessed duties and taxes are made through the banks with direct connection to the ASYCUDA++ system. An employee of Tan Traffic Company a Clearing and Forwarding agent said that the ASYCUDA system despite its not being user friendly, the system had cut down corruption transaction between clearing agents and TRA personnel and also increased efficiency in payment of custom duties. “Before this system, things used to be done manually creating a loophole for corruption as the agents could negotiate with TRA officials on devaluing imports and exports” he said. “Not only could the TRA officials connive with clearing agents but also agents could further alter TRA documents on valuation as they were hand written.”

The purpose of this research objective was to know whether innovation used by DP bring about positive impacts on growth and development or not.

4.4 The Role of Innovation in increasing Sales and Market Share for A Company

Furthermore among respondents asked by researcher if Innovation lead to increased sales and market share of Dar es Salaam port, 80% said yes none disagreed while 19.17% don't know. Table 4.3 summarizes the responses on the question asked above at DP.

Table 4.3 Response on contribution of Innovation to increased sales and market share of Dar es Salaam port

CATEGORIES	NO; OF RESPONDENTS	PERCENTAGE (%)
Yes	97	80.83%
No	0	0%
Don't know	23	19.17%
Total	120	100%

Source (Researcher 2014)

Interpretation

It was showed that, Innovation lead to increased sales and market share and the fact is supported as per interpretation of the table above since 80.83% of the respondents agreed to the question and none disagreed to the questions and only 19.17% don't know. furthermore the respondents interviewed said that ports are major gateways for a country's effective participation in international trade .They also argued that if Tanzania could have ports with interfaces between water transportation and inland modes of transport such as rail, road, pipelines and air, strategically placed for geographical, historical and economic reasons, transport of cargo through Tanzania's ports to both local or transit to land-locked countries it could gain a maximum market share and enough money for national development. They also argued that multimodal transport could ease time for reaching domestic market including transport of imports and exports from all regions in Tanzania mainland and Zanzibar. Studies have revealed that for many years the Tanzania's domestic market has been captive in the sense that all imports and exports to and from Tanzania went through the Dar es Salaam port (Maliyamkono and Mason, 2006). As a result due to customs complicated procedures, lack of reliable, affordable and quick multimodal transport, customers have started to divert to competing ports like Mombasa in Kenya.

4. 5 The Factors that hinder Effective Implementation of Innovation Process

The researcher under this objective was aiming to know whether there are factors that hinder the effective implementation of innovation process and to obtain the information related to this question. The researcher dispenses questionnaire to the individuals and responses were analyzed in the table 4.4 below.

Table 4.4 Response on factors that hinder effective implementation of innovation process

CATEGORIES	NO; OF RESPONDENTS	PERCENTAGE (%)
Yes	112	93.33%
No	0	0%
Don't know	8	6.67%
Total	120	100%

Source (Researcher 2014)

Interpretation

It was showed that, there are factors that hinder the effective implementation of innovation process and the fact is supported as per interpretation of the table above since 93.33% of the respondents agreed to the question and none disagreed to the questions and only 6.67% don't know.

4.5.1 Factors that hinder effective implementation of innovation process

The dramatic change in technology and current globalization is inevitable in order for any organization to have an effective performance in existing stiff competition it should be capable of identifying various factors that may hinder effective implementation of innovation that May in one way or the other affect its intended result. The following are

the factors discovered by DP which hinder implementation of effective innovation process:

- **Lack of qualified staff;** this is a serious problem at TPA and TRA human resource management which are the first and most corrupt sector by the public due to the fact that nepotism is the much obvious form of corruption in the area that affect the efficiency of work in the area as the result of favoritism exist between relatives.
- **Corruption and bureaucracy** findings on the agreed matrix showing TRA had done substantially addressed the loopholes identified to curb corruption at the Dar es Salaam port. The committee however reported that the Ministry of Infrastructure and Development was still reluctant in implementing most of the issues it agreed to review and rectify. this also lead to innovation failure
- **People that are hurt by your idea;** No matter how great idea is, or how beneficial, some people will be made worse off when it's executed .people like to think that their new ideas are benign, or only beneficial. But, even the most harmless looking change will inevitably make someone worse off. There are always innovation winners and losers. Just as it's important to think broadly about competition, it also pays to think broadly about who might lose when your innovative idea is executed because this may require extra attention in implementing the idea, otherwise the idea will face the failure due to informal resistance.
- **Lack of personal push to public properties;** people lack self motives to work hard to public properties and this cause the pool performance of the new innovation, management should be strictly committed and well knowledge about the working environment and his stuff.
- **Miss calculation of budget;** if the budget set for particular improvement has wrongly calculated can lower the performance or even destroy the intended objective as a whole.

4.6 Means Established to Receiving Feedback to solve Innovation Problems

Here the researcher want to know if Dar es salaam port has established any means of receiving information/feedback necessary for solving innovation problems. The response from the interview is analyzed in the table 4.5 below.

Table 4.5 Response on means established to receiving feedback to solve the innovation problems

CATEGORIES	NO; OF RESPONDENTS	PERCENTAGE (%)
Yes	100	83.33%
No	0	0%
Don't know	20	16.67%
Total	120	100%

Source (Researcher 2014)

Interpretation

From the table 4.5 above 83.33% of the respondent agreed that there are means of receiving feedback for solving innovation problem whereby there is no any respondent who was not agree to the question asked.

4.6.1 Means established by DP to receive feedback necessary for solving innovation problems.

The port of Dar es salaam has established various means of receiving feed backs from employee on different circumstance that may affect performance i.e. performance on innovation that can enforce the management find it necessary to review the structure in order to find the need of restructuring or changing some aspects of the structure so that to solve the existing problem that hinder its effective performance.

The following are the means that Dar es Salaam port establishes to receive feedback on performance of innovation:

- ❖ **Suggestion box;** this is the important means that Dar es salaam port use to have people provide their views on the performance of the existing innovation on their daily operation of the departments.
- ❖ **Workers council;** this is available within DP to make sure that the problems are communicated internally and discussed to get solution for the arising problems for example innovation problem, structure problems, management problems etc
- ❖ **Progress reports follow up;** An assessment that takes place during a project or process, that conveys details such as what sub-goals have been accomplished, what resources have been expended, what problems have been encountered, and whether the project or process is expected to be completed on time and within budget. Progress reports are used by management to determine whether changes are necessary to an ongoing effort.

4.7 Necessary Conditions for Effective Innovation Adoption Employed by the Organization (DP)

To get the information relating to this question the questionnaires with the answer YES or NO was made, the questionnaire asked if there is necessary condition for effective innovation adoption. One twenty staffs responded to this question and the responses are shown in the table 4.6 below.

Table 4.6 Response on if there are necessary conditions for effective innovation adoption employed by the organization

CATEGORIES	NO; OF RESPONDENTS	PERCENTAGE (%)
Yes	107	89.17%
No	5	4.16%
Don't know	8	6.67%
Total	120	100%

Source (Researcher 2014)

Interpretation

It was showed that there are necessary conditions employed for the effective innovation adoption and the fact is supported as per interpretation of the table above, since 89.17% of the respondent agreed to the question and only 4.16% of the respondents did not agree to the question and 6.67% don't know. This said DP relies on the certain condition when adopting its innovation.

Effective innovation adoption helps communications, productivity, and structuring. It creates an environment where people can work effectively. Many productivity and performance issues can be traced back to poor innovation. A company can have a great mission, great people, great leadership, etc. and still not perform well because of adoption of poor innovation.

4.7.1 The conditions that DP relies on when adopting innovation:

Respondents argued that any business looking to create and sell new products/service should be familiar with the innovation process. The invention of an idea or product and its commercialization each may reflect innovation. There is, however, no a broad consensus on the number of phases in the innovative process. For better innovation the

company should follow five processes which are: generation, conceptualization, optimization, implementation and capture.

Generation; Generation, as the name indicates, is the phase in which the innovation process begins. It involves the brainstorming of ideas that will later be molded into viable solutions for customers. In this stage there can be some loose modeling and designing.

Conceptualization; In the conceptualization phase, ideas are placed in the official sphere of a company's research & development department. Companies set money aside to finance development. Innovators design and test their ideas while planning the service/product development process. Prototypes and models are generated. The overall product has begun to take shape, so research is conducted on consumer needs and desires.

Optimization; this stage is essential to any successfully commercialized invention. Consumer research and testing on prototypes are put together and analyzed. Every good idea needs to be more than compelling; it needs to fill a need in the marketplace. In this stage, design and function changes are made to accommodate market needs, pricing and consumer requirements. Final decisions are made about the aesthetics and function of a product/service so that it can be successfully commercialized.

Implementation; is the last step in the commercialization process. Ideas or products are brought to the consumer or end user. If you are offering a consumer good, the product is mass produced and sent through the distribution channel. Small modifications can still be made to adjust to real demand and needs, but the overall concept remains intact and will either be accepted or rejected by users.

Capture; Regardless of success, a company should implement a capture phase. In this stage, information about the success or failure of the product and the performance of preceding phases is brought together and analyzed to increase knowledge and

experience. If the product is successful, a company wants to figure out if additional innovations can be commercialized. This is also where the company begins to make revenues to fund future innovations.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATION

5.1 Introduction

The study was conducted at Tanzania Port Authority head office in Dar es Salaam. The purpose of this study was to assess the role of innovation on organization performance. In this chapter, a researcher was concerned about giving out the summary, recommendations and conclusion of the study that was conducted.

5.1 Summary

The study topic was to assess the “role of innovation on organization performance” the study was conducted to cover the following objectives.

- To examine the role innovation play in firms' service portfolio management.
- To examine if Innovation lead to increased sales and market share for a company.
- To examine importance and contribution of innovation on growth and development of organization
- To examine factors affect effective implementation of innovation process.
- To identify necessary conditions or preparations for effective innovation adoption.
- To identify the means of receiving feedback which have been set by the organization to solve innovation problem?

The findings were observed by the data collected through questionnaires, observations and interview

5.2 Conclusion

Researches and practices within the spectrum of innovation in companies provide clear support for the importance of innovation in a company's success. It is evident from the findings that, it is the innovative culture which was ingrained in TPA system; in addition to the understanding of the change a process that has helped TPA set standards in its projects it was venturing into. The picture that emerges here is the management of innovation to exploit its potential and TPA is seemed to have managed a unique way of handling its service portfolio through innovative measures across the enterprise to improve profitability. The key to success lies in delighting customers by delivering total solutions by being proactive and TPA has just did that through its innovative management. The company's success showcases the dominance of Tanzania marine transportation industry within automobiles in recent times and its growing trend by Innovative capability thereby showcasing the value that innovation offers a company.

As the saying goes, more opportunities come through listening than telling and TPA has seemed to have listened to what the market needed and eventually has excelled in its offerings so as to succeed in all of its projects by means of a tough entity called Innovation. Increased sales and increase in market share came along the ride and the company is now giving much effort in expanding its infrastructure with the help of the government building of main dares salaam gate ways for speed cars to solve city congestion that contribute in lowering DP performance in handling its transit goods. This takes the view that innovation as part of a company's business culture is seen as a dynamic engine for both its own growth and that of the industry's as is evident from the case of TPA and the Tanzania marine transportation industry.

From the study the researcher found that the innovation of TPA (Dar es Salaam Port) is reasonably effective. The research revealed that the system of receiving feedback operates effectively and consistently those means includes: suggestion box, workers council, Progress reports follow up, etc.

The researcher believes that the innovation contribute a lot to the growth and development of DP.

Despite of the above strengths showed DP innovation also face some weakness which was identified.

The study revealed that there are some factors that hinder the effective implementation of innovation. In order for any organization to have an effective innovation performance it should be capable of identify various factors that may hinder its effective implementation. The following are the factors discovered by DP which may hinder effective implementation of effective innovation:

- Miss calculation of budget
- Lack of personal push to public properties
- People that are hurt by your idea
- Corruption
- Lack qualified stuff
- Poor intermodal transport

Under this researcher observed that top level positions have been occupied by the same personnel who are not well qualified for a long time. Also there is no rotation of positions practices hence one person can hold his position for a period of more than 3 years. The researcher believes that the number of qualified personnel should be increased by training the existing staffs.

5.3 Recommendations

From the analysis done and the data gathered, the researcher indicates that the innovation of Dar es Salaam port is fairly effective

Despite effectiveness of innovation the DP have realized, there are some improvements that have to be made to make it more effective in the future. In this case the researcher recommended on the followings:

5.3.1 Government roles

Innovation often improves the quality of service for end-users, but technological development does not emerge as the most critical issue. The future of DP transport is more dependent on the quality of rail operating systems, and on the stabilization of the institutional and political environment (to enable professionals to build “pro-active” strategies and not remain in a “reactive” position).

➤ Improvement of country intermodal transport

A reliable multimodal transport network in Tanzania as it could be at the Dar es Salaam port and TAZAMA terminal would help to handle transit traffic. Currently, about 30% traffic is transit to land-locked countries of Zambia, Congo and Malawi, which are served by TAZARA. Burundi, Rwanda, Uganda and Congo use the central railway line — TRL. Availability of multimodal transport would increase a percentage rate of services to transport cargo to the landlocked countries. Improvement of infrastructure could extensively used to move cargo to and from the ports.

If Tanzania’s ports and other port related industries develop both infrastructure and superstructure facilities it could enable the provision of a wide range of services for various types of trade i.e. facilities for cargo consolidation, distribution, warehousing and storage, transportation, documentation, etc.

➤ A need for Intermodal Linkage and Collaboration at national and regional levels

there is a need for Intermodal linkage and collaboration at national and regional levels
At national Level, substantial amount of infrastructure, equipment and instruments

should be put in place to facilitate inter-modal collaboration, with a significant level of collaboration already taking place and growing with demand with the country's development. At Regional Level, under the East African Community, financing of regional road networks will link major rail terminals. It is felt that adequate developments in the form of yards, platforms and provision of handling equipment should be available at all important inter-modal exchanges.

if the three East African Railways are linked by wagon ferry services at Mwanza, Jinja and Kigoma on Lake Victoria and the Kahe-Taveta line between Tanzania and Taveta, in Kenya more cargo and passengers would be transferred from one area to another at cheap price hence growth on individual income and governments at large.

There is also a need to cooperate with other neighbours on donor funded initiative to improve transit trade facilitation on the Dar es Salaam corridor comprising the transport routes from Dar es Salaam port to Zambia, Malawi, Kigoma and Eastern DRC. This involves inter-modal transport exchanges. This corridor is one of the two considered to be the most efficient corridors with significant potential in the SADC region.

➤ **Improve the Current aged Inter Modal Connections**

There is a need to improve the existing aged multimodal connections for example on the TRL network, all commercial stations, yards, inland container depots and inland dry ports should have inter-modal linkage points with some road/railway interface facilities. among the key ones are Ilala, Isaka, and Moshi. Same applies to most of the stations on Tazara line. Where there is either inland or sea ports, interface facilities have been installed to link rail, road and maritime modes. Examples are Dar es Salaam, Tanga, Mtwara, Kigoma and Mwanza. However, infrastructure in most cases is technically aged and obsolete and the equipment and freight handling facilities are inadequate for optimal exploitation of inter-modal collaboration. All these need to be changed and revamped.

➤ **Improvement needed in Road Infrastructure**

The road transport infrastructure in Tanzania is still in relatively poor condition and is in an unsatisfactory state (particularly on the central corridor) to cater for the growing domestic and international transport demand. Lack of financial resources has led to a backlog of infrastructure projects this also affect the port innovation since the port may have effective innovated its process but the infrastructures of the country will set the whole process back as if there is no effort done since the export of transitions to landlocked country will be encountered with road congestion and accidents along the way.

5.3.2 Improve role of ICT on the ports intermodal transport

Improvement on ICT is important in DP operation since different responses ranging from ICT can help freight forwarders and terminal operators to be co-ordinated and the movements of intermodal transport units (ITUs) should not planned manually, ICT can help computer-aided management, combined with automation, would reduce process times for various procedures, such the planning of ITU trips, the positioning of ITUs in the yard, and road and rail gate management, ICT can help new transshipment technologies for cranes and lifters would also allow the maximum terminal capacity to be reached, ICT can help computer-based booking and dispatch systems for the reservation of transport capacity and for the allocation of loading time and position; ICT can help fast loading/unloading devices; ICT can help intelligent gate procedures and automated guidance of trucks to reserved loading places; ICT can help electronic devices to automatically locate and register the position in the yard and computer-aided yard allocation policies.

➤ **Cargo tracking**

ICT enables the user to integrate and display ship routings as well as commercial operations in such a way that a “virtual road “is constructed. Ships and their cargo may

be tracked and traced by different authorities such as customs, immigration and traffic managers, with as much reliability as if the ships were operating in the Tanzania road network. The development allows for precise and permanent checks that could provide the basis for a fully-fledged “traffic facilitation system”(such as a TIR/truck system) for water transport. This can reduce interface costs and delays due to port controls, and consequently promote water transport as a key element in intermodal transport.

➤ **E-transport**

In the area of e-transport, the potential of business-to-business tools (electronic brokerage, booking etc.) may be demonstrated and validated in real-life transport operations. They gave an example by allowing the consignee to monitor their cargo around the clock, from origin to destination. This system may provides a "total control node" for a logistic chain including rail, waterborne transport and trucking, as well as managing stock control and distribution by linking into existing consignor and carrier information systems. With the goal of developing ‘intelligent port/ship interfaces’ this system may enable a fast transfer of cargo and trailers between the terminal and the vessel through innovative design and management of terminals and vessels.

5.3.3 Other barriers

➤ **Port Investments in transport infrastructures**

TPA for a long time has not assigned a high priority to expand and improve its ports in terms of infrastructure and superstructure, cargo handling equipment and trained personnel as a result the traffic is constantly on the rise without enhancing the port capacity. This has also resulted slow improvement of port productivity in ship operations and land side operations including efficient cargo delivery and achievement of low cargo dwell times. They also mentioned poor better trained middle management; lack of enough skilled labour to achieve good management of operations and poor maintenance of equipments and facilities hence increase high equipment costs and availability.

➤ **Training of stuff**

The organization commitment to training and development of its employee need to be improved to provide most qualified employee that can interact with the new innovation better and offer good service to its customers and organization

➤ **Stuff motivation**

Employee motivation is also needed to drive employee effort toward work and this will help the stuffs to offer their maximum effort and ideas that will improve company performance

➤ **Outsourcing of recruitment activities**

The outsourcing of recruitment activities will enable the company to reduce the nepotism that contributes to low qualified employee enrolled in work place hence poor performance.

➤ **Improve ports quality**

there is a need to modernize ports to expand the container handling capacity of the port to meet the rapidly increasing containerized traffic, rehabilitate the general cargo berths, improve equipment maintenance, upgrade oil handling facilities, improve the management and skills level of the labour force and improve entrance channel.

5.4 Recommendations for further study

According to the time, resources constraints and for the sake of detailed study of the subject matter, the researcher deliberately restrained his investigations solely in order to

access the role of innovation on organization performance. The researcher's study was completely based on the case study of Tanzania Port Authority (Dar es Salaam port) in Dar es Salaam region. It is obvious that, there are possibly some numbers of issues relating to the topic that have not yet been proved in this case other researchers are invited for further research in this field of study.

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APPENDIX

Appendix I

QUESTIONNAIRES

I am Joachim Walter Ngonyani, second degree Student of Mzumbe University pursuing masters of Science in entrepreneurship. I am doing my field attachment here at Tanzania ports authority (TPA) i.e. Dar es Salaam port (DP). I request your support in filling this questionnaire which is a part of my training. The information will solely be used for academic purpose and not otherwise, please I kindly request your cooperation.

- i. Your name.....
- ii. Sex.....
- iii. Department /section.....
- iv. Working tenure.....

1. What do you understand by the world innovation?

.....
.....
.....

2. Do you think innovation is important to TPA?

(a)Yes () (b) No ()

3. Is there any improvement made in TPA activities?

(a)Yes () (b) No ()

If yes mention them

- (i)
- (ii)
- (iii)

(iv)

(v)

If no why

.....

.....

.....

4. Do newly established activities contribute to the growth and development of TPA?

(a)Yes () (b) No ()

If yes how

.....

.....

.....

.....

5. Are you involved in key terms regarding adoption of innovation?

(a)Yes () (b) No ()

6. If yes, what are the conditions used for effective innovation adoption process?

(i)

(ii)

(iii)

(iv)

(v)

7. Does the subordinate involved in innovation adoption process?

(a)Yes () (b) No ()

8. If yes to which extent do they participated (in terms of percentage)

(i) 70% - 100%

(ii) 40% - 60%

(iii) 0% - 30%

9. Proper /well adopted innovation can be used as a weapon to the growth and development of organization?

Please tick where appropriate in the space provided.

(a)Yes () (b)No ()

10. If yes, what are the positive outputs of the well adopted innovation to the organization performance?

(i)

(ii)

(iii)

(iv)

(v)

11. And what are the negative outputs of adopted innovation?, mention as many as possible.

(i)

(ii)

(iii)

(iv)

(v)

12. Are there any factors that affect effective implementation of innovation requirements?

(a)Yes () (b)No ()

If yes, can you mention them?

- (i)
- (ii)
- (iii)
- (iv)
- (v)

13. What other factors a part from innovation that may contribute to the growth and development of organization?

- (i)
- (ii)
- (iii)
- (iv)
- (v)

14. Does the organization have the means of receiving feedback through suggestion on the effectiveness of newly adopted innovation?

(a)Yes () (b) No ()

If not why?

.....
.....

.....
.....

15. Suggestions are implemented?

(a) Yes () (b) No ()

If yes how?

.....
.....
.....
.....

16. How long does it take to review the objective with respect to adopted innovation?

Answer in term of duration, tick the appropriate box provided below

(a) Year (1) (2) (3)

(b) Month (3) (6) (9)

17. Mention common features that show the shape and characteristics of high performance of innovation?

(i)
(ii)
(iii)

18. Are there any means being set by the organization to solve innovation problem?

(a)Yes () (b) No ()

19. What should be done to ensure innovation performance is efficiency and effective?

.....

.....