

**Toward Productivity Improvement in Private Firms  
and Public Offices: Case Studies in Tanzania**

by

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**Abstract**

High productivity in the private and public sector is essential for rapid economic growth. The adoption of efficient management practices is expected to improve productivity in private firms and public offices. This dissertation analyzes the impact of an experimental management training program that featured *Kaizen*, a Japanese business philosophy and methodology of continuous improvement of working practices, product quality and productivity, and so forth, on the management practices and business performance of trained enterprises in Dar es Salaam, Tanzania. Previous experiments of management training found short-run impacts on business performance weak, but little has been known about longer-run impacts. This study extends the observation period to find positive and statistically significant impacts on the adoption of management practices and business performance three years after the training program. The dissertation also explores communication efficacy, a core component of management practices, in public offices. By conducting a questionnaire survey of 46 public offices and 171 civil servants in Dar es Salaam and Pwani, Tanzania, this study examines their communication practices as well as their educational and occupational backgrounds. The results suggest that communication breakdown and other communication problems prevail in public offices, harming their productivity, even though the civil servants are highly educated. Another finding is that public officer's participation in leadership and other soft skills training programs help mitigate such problems.