

1 Innovative Activities and Sustainability Standards for Acquisition
2 and Retention of Tea Markets in Southern Highlands of Tanzania

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6
7 **Abstract**

8 Since 2013, the Government of Tanzania has put in place an agricultural policy that
9 emphasizes sustainable agriculture through sustainable, environmentally friendly crop
10 husbandry practices and public-private collaboration with other agricultural marketing actors
11 in meeting product quality, grades and standards for domestic, regional and international
12 markets. This paper, therefore, assessed the influence of Innovative Activities on
13 Sustainability Standards for Acquisition and Retention of tea markets in the Southern
14 Highlands of Tanzania. It specifically intended to determine the extent of innovative activities
15 undertaken by the tea growers in obtaining and maintaining certified compliance of tea
16 sustainability standards

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18 *Index terms*— innovative activities, sustainability standards, acquisition and retention of markets

19 **1 Innovative Activities and Sustainability Standards for Acqui-**
20 **sition and Retention of Tea**

21 Markets in Southern Highlands of Tanzania Dr. CRN, Charles Raphael Abstract—Since 2013, the Government of
22 Tanzania has put in place an agricultural policy that emphasizes sustainable agriculture through sustainable,
23 environmentally friendly crop husbandry practices and public-private collaboration with other agricultural
24 marketing actors in meeting product quality, grades and standards for domestic, regional and international
25 markets. This paper, therefore, assessed the influence of Innovative Activities on Sustainability Standards
26 for Acquisition and Retention of tea markets in the Southern Highlands of Tanzania. It specifically intended
27 to determine the extent of innovative activities undertaken by the tea growers in obtaining and maintaining
28 certified compliance of tea sustainability standards; examine the influence of activities on sustainability standards;
29 and examine the power of sustainability standards on acquisition and retention of tea markets in Southern
30 Highlands of Tanzania. The data were collected using a questionnaire from 300 tea growers sampled through
31 a stratified random sampling technique. The collected data were described statistically before analyzing them
32 using Simultaneous Multiple Linear Regression. The findings show that the Process Innovative Activities and the
33 Technological Innovative Activities were undertaken to a great extent. On the other hand, the Organizational
34 Innovative Activities were undertaken to a small extent by the surveyed tea growers in the Southern Highlands
35 of Tanzania. Furthermore the innovative activities such as process, organizational and technological innovative
36 activities had a statistically significant and positive relationship with sustainability standards. Likewise, the
37 studied sustainability standards such as workers' wages and rights, housing and education, health and safety,
38 and farm productivity, were generally found statically significant to the acquisition and retention of tea markets.
39 It is therefore recommended that the tea growers and exporters should continue to practice thoroughly the
40 innovative activities for achievement of sustainability standards leading to successful acquisition and retention of
41 tea markets.

2 I. Introduction

43 ince 2013, the Government of Tanzania has put in place an agricultural policy that emphasizes sustainable agri-
44 culture through sustainable, environmentally friendly crop husbandry practices and public-private collaboration
45 with other agricultural marketing actors in meeting product quality, grades, and standards for domestic, regional
46 and international markets.

47 The agricultural policy came as the result of the intention of boosting the development of crop commodities
48 (Economic Survey of the United Republic of Tanzania [URT], 2012). Before the policy, there was low product
49 quality due to poor linkages in crop production, processing, marketing, transactions, technology, policy and other
50 frameworks for sustainability of standards for agricultural products (URT, 2012).

51 In tackling such challenges, various philosophies, policies, and practices have been currently taken to Tanzania's
52 sustainable agriculture goals, including voluntary standards for certification of agricultural products and organic
53 agriculture (URT, 2011). In Tanzania, sustainable agriculture refers to the integration of environmental
54 conservation, profitable farms and prosperity of farming population (Action Aid Tanzania, 2011). Sustainable
55 agriculture deals with the capacity of producing sustainably without soil erosion, disturbing ecosystems, human,
56 and social capital for the purpose of maintaining healthy soils. Sustainable agriculture can be achieved by
57 minimizing the use of synthetic fertilizers, pesticides, herbicides, and other possible external inputs.

58 Importantly, the innovative activities are one of the solutions devised for Tanzania's sustainable agriculture,
59 which was likewise inevitable in Tea production. The activities based on the cooperation between public and
60 private stakeholders in the tea industry for the purpose of creating an enabling environment of adopting private
61 sustainability standards (Kavia, Loconto & Simbua, 2016). That cooperation is observed in Tea production
62 in the Southern Highlands (Mufindi, Njombe and Rungwe districts). In this cooperation, tea production is
63 divided between standard, three companies on a contract farming basis (Mufindi Tea Company [MTC], Unilever
64 and Wakulima Tea Company [WATCO]). TSHTDA organizes tea smallholders in groups/associations; TRIT
65 provides new technologies and extension frameworks for the system; RA/SAN certifies tea processing factories in
66 which smallholders deliver their tea leaves; MTC, Unilever, and WATCO owns the nine tea processing factories.
67 The duty of the companies is to ensure successful management services to smallholder groups for competent
68 production, processing, and marketing of high-quality teas through the RA and SAN standard (Kavia, Loconto
69 & Simbua, 2016).

70 Accordingly, the RA and SAN standards aimed at increasing product quantity and quality, and enhancing
71 market recognition of responsible farming. The companies were now helped to retain current markets and tap
72 into new ones for maintaining and improving their markets. The successful RA certification of smallholder tea
73 farmers required noteworthy participation of dissimilar stakeholders in the value chain, in addressing challenges
74 that prevent tea smallholders from implementing RA criteria practices. This involvement ranges from changing
75 the mindset of smallholders, through preliminary training to achieve RA certification, to hands-on guidance, and
76 practical advice (Kavia, Loconto & Simbua, 2016).

77 It must be remembered that tea ranks fifth after cashew nuts, coffee, cotton, and tobacco as the chief foreign
78 exchange earning export crops in Tanzania (TSHTDA, 2013). Tea contributed US\$ 47,993,000 equivalent to 7% of
79 the total cash crop export earnings in 2012 from exports of 26,133 tonnes (Kavia, Loconto & Simbua, 2016). The
80 country earned about US\$ 56,031,000 in 2013 after exporting 27,776 tonnes of made tea (Tea Board of Tanzania
81 [TBT], 2013). Also the tea industry contributed significantly to employment opportunities by employing about
82 50,000 families and about 2,000,000 people directly and indirectly (TSHTDA, 2013).

83 Due to such importance of the tea industry, some researches were conducted addressing the development
84 and maintenance of the sustainability standards, which in turn lead to the acquisition and retention of tea
85 markets. For example, Baffes (2004) did the study on Tanzania's Tea Sector: Constraints and Challenges. This
86 study reveals that low prices and late payments by the Tea Authority, old and inefficient processing factories,
87 inadequate use of inputs, rundown transport equipment, poorly maintained feeder roads (i.e., roads connecting
88 farms to tea factories), and low yields due to failure to adopt new clonal varieties, the problem of engineering
89 standards, lack of spare parts, power failures, non-replacement of machinery and overloading were constraints
90 and challenges faced the tea sector in Tanzania.

91 Additionally, Kavia, Loconto and Simbua (2016) assessed the institutional collaboration for sustainable
92 agriculture with reference to the tea sector in the Southern Highlands of the United Republic of Tanzania.
93 The study portrays that there was a variation of collaboration level between private and public institutions.
94 The institutional innovation implemented by different actors found to have improved numerous traditional tea
95 production practices. However, markets for sustainable products were found restricted to market channels.

96 The previous but current study, particularly by Kavia, Loconto, and Simbua (2016) indicates the institutional
97 innovation, particularly collaboration between public and private sectors in the tea industry. However, the study
98 did not show the extent to which such institutional innovation undertaken facilitated the tea growers/exporters in
99 obtaining and maintaining certified compliance of tea sustainability standards. Furthermore, the same study did
100 not establish the statistical influence of the institutional innovation on sustainability standards and eventually
101 leading to the acquisition and retention of tea markets. It was thus very essential to assess the influence of
102 institutional innovation on sustainability standards for acquisition and retention of tea markets in the Southern
103 Highlands of Tanzania by: i.

104 determining the extent of innovative activities undertaken by the tea growers in obtaining and maintaining
105 certified compliance of tea sustainability standards in the Southern Highlands of Tanzania ii.

106 examining the influence of innovative activities undertaken by the tea growers on sustainability standards in
107 the Southern Highlands of Tanzania; and iii. examining the influence of sustainability standards on acquisition
108 and retention of tea markets in the Southern Highlands of Tanzania II.

109 **3 Methodology a) Approach**

110 The quantitative approach was applied in this study due to the nature of the study's main objective with causal-
111 effect. This objective demanded the study to be approached quantitatively with the support of quantitative data.
112 The approach of the study simplified the understanding of the research problem more absolutely predominantly
113 by elaborating association between variables, i.e., innovative activities,

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116 sustainability standards, acquisition, and retention of markets.

117 **5 b) Design**

118 The study at hand applied an explanatory cross-sectional survey design. The design applied aided in studying
119 each tea grower as a unit of analysis in Mufindi, Njombe, and Rungwe in Tanzanian Southern Highlands. The
120 design similarly donated in providing a speedy, efficient, and accurate means of assessing information about the
121 studied population. The "what" questions of the study supported the use of the survey design in the study.

122 **6 c) Area of the Study**

123 The data were collected from Tanzania Southern Highlands particularly in Mufindi, Njombe, and Rungwe
124 districts. The districts were preferred as they are the chosen districts for institutional innovation. These are
125 principal districts with a concentration of major national and multinational tea firms in the country. Tea
126 production in the Southern Highlands (Mufindi, Njombe, and Rungwe districts) is divided between smallholder
127 farms and large estates owned by tea companies with the processing facilities. This brief explanation indicates the
128 presence of private and public institutions that facilitated innovation for the achievement of required sustainability
129 standards.

130 **7 d) Population Sampling and Data Collection**

131 This study sampled 350 tea growers in smallholder farms and large estates using a stratified simple random
132 sampling technique. The data were collected from tea growers in smallholder farms and large estates using the
133 questionnaires designed in Kiswahili. The 300 questionnaires were received and found complete and useful for
134 the data analysis. The response rate was 86%. The calculation of this sample size is justifiable when based on
135 the nature of data analysis, i.e., Multiple Linear Regression (MLR). The sample size requirements for MLR is
136 calculated using the formula " $N > 50 + 8m$ (where $m =$ number of independent variables" by ??abachnick and
137 Fidell (2001, p. 117). After calculation, it was noted that this study has not violated the sample size assumption,
138 i.e., $N > 50 + 8(3) = 74$. It must be noted that this study had three predictors and 300 cases which are more than
139 74 obtained from the formula above.

140 **8 e) Data Analysis**

141 This study chiefly opted for Multiple Linear Regression (MLR) in analyzing the collected data. Before using
142 MLR, some Descriptive Statistics (DS) were performed mainly regarding demographic information of the surveyed
143 population. The DS was likewise used to obtain the results for specific objective number one. On the other hand,
144 MLR was used to test the relationship between innovative activities, sustainability standards, and acquisition
145 and retention of markets among tea growers in smallholder farms and large estates in Tanzania. In summary
146 the MLR was employed in analyzing the collected data for specific objective number two and three. The MLR
147 was the best technique for analysis because of having more than one predictors and one continuous dependent
148 variable. The predictors were innovative activities, while the continuous dependent variable was sustainability
149 standards or acquisition and retention of tea markets. Specifically, the activities included process, organizational,
150 and technological innovative activities. $Y_1 = ? + b_1 x_1 + b_2 x_2 + b_3 x_3 +$

151 **9 f) Measurement of the Variables**

152 This study has two prime variables: predictors and criterion variables. The predictor, in one hand is the
153 institutional innovation, while the criterion is the sustainability standards. In the other hand, the predictor
154 is sustainability standards, while the criterion is the acquisition and retention of markets. The institutional
155 innovation or innovative activities include Process Innovative Activities, Organizational Innovative Activities,
156 and Technological Innovative Activities. measurements are according to Ongong'a and Ochieng (2013); Kavia,

11 I. PERSONAL INFORMATION OF THE SURVEYED TEA GROWERS

157 Loconto, and Simbua (2016). The three items are new technology adopted to harvest tea leaves as opposed to
158 manual labor, improving factories processing capabilities, and production techniques. The 5-point Likert scale
159 ranging from 1 (not at all) to 5 (to a very great extent) was used to measure the statement items of Process
160 Innovative Activities in the surveyed districts.

161 Organizational Innovative Activities was a nonmetric variable measured using four items. These measurements
162 are according to Ongong'a and Ochieng (2013); Kavia, Loconto, and Simbua (2016). The four items are highly
163 skilled laborforce (efficient labor force highly trained), well remunerated labour force, reconstruction of clustering
164 resources (a new organizational configuration), and achieving reselection and optimization of strategic goals
165 through the sharing of knowledge, networking, and collaboration. The 5point Likert scale ranging from 1 (not at
166 all) to 5 (to a very great extent) was used to measure the statement items of Organizational Innovative Activities
167 in the surveyed districts.

168 Technological Innovative Activities was a nonmetric variable measured using three items. These measurements
169 are according to Ongong'a and Ochieng (2013); Kavia, Loconto, and Simbua (2016). The three items are
170 generation of new technology for tea production, use of generated technology in tea production, and diffusive
171 process of generated technology. The 5-point Likert scale ranging from 1 (not at all) to 5 (to a very great extent)
172 was used to measure the statement items of Technological Innovative Activities in the surveyed districts.

173 Sustainability Standards was a metric (continuous) variable evaluated and measured using four major itemized
174 criteria. Similar measurements are outlined by RA/SAN and were previously used by Newsom, Jeffrey, and Milder
175 (2018). The four major criteria are tea workers' wage and rights, housing and education, health and safety, and
176 tea farm productivity. The number of achieved itemized criteria by the individual tea grower was used as a scale
177 when evaluating Sustainability Standards in the surveyed districts in the Southern Highlands of Tanzania. The
178 number was specifically 100 points for full compliance with a given criterion (major conformity); 50 points for
179 partial compliance (a minor non-conformity), and 0 points for non-compliance (a major non-conformity).

180 Acquisition and Retention of Markets was a metric (continuous) variable evaluated and measured using
181 quantity itemized criteria according to Kavia, Loconto, and Simbua (2016). The criteria are percentage of
182 tons increased in harvesting season compare to the seasons before introducing the innovative activities; market
183 recognition of RA-certified teas compare to the time before introducing the innovative activities; improved current
184 markets compare to the time before introducing the innovative activities; retained current markets compare to the
185 time before introducing the innovative activities; and new markets tapped compare to the time before introducing
186 the innovative activities.

187 10 III.

188 Results and Discussion a) Descriptive Results

189 11 i. Personal Information of the Surveyed Tea Growers

190 Both sexes of tea growers in Southern Highlands were surveyed in this study. Among the tea growers in the
191 surveyed districts, 70.0% were male, while 30.0% were female (Table 2). The majority of the surveyed tea
192 growers were the male. These results imply that the male are leading in the tea industry compare to the female
193 in surveyed districts.

194 Concerning the variable age, the range of ages is from 25 to 45 and above years. The results of surveyed tea
195 growers show that, 9% of them had the age between 25-29 years, 10% between 30-34 years, 20% between 35-39
196 years, 28% between 40-44 years, and 33% of the tea growers had 45 years and above (Table 2). The majority of
197 the surveyed tea growers had, therefore, the age of 45 years and above years old.

198 Marital status was one of the demographic information explored among the surveyed tea growers in this study.
199 The results show that 9% of the surveyed tea growers were single, 53% married, 16% divorced, and 22% widow
200 (Table 2). The majority of the tea growers were married. These results mean that tea growers who were surveyed
201 in the three districts of Southern Highlands in Tanzanian were married.

202 The location of this study was three districts. The surveyed tea growers were asked to identify the particular
203 district they were living and working in. In so doing, 30% of the tea growers lived and worked in Mufindi, 34%
204 lived and worked in Njombe, and 36% lived and worked in Rungwe. The majority of the surveyed tea growers
205 were therefore living and working in Rungwe though the insignificant difference is observed from tea growers
206 living and working in other districts.

207 The lowest education level considered in this study is no formal education level, while the highest level is
208 postgraduate. The results in Table 2 established that 10% of the surveyed tea growers had no formal education,
209 37% had primary education, 26% had secondary education, 20% had undergraduate education, and 7% had
210 postgraduate education. The majority of the tea growers had primary education in the surveyed districts of
211 Tanzanian Southern Highlands.

12 ii. The Extent to which Innovative Activities Achieved Sustainability Standards

This section specifically determined the extent to which innovative activities are undertaken by the tea growers in obtaining and maintaining certified compliance of tea sustainability standards in the surveyed districts of the Southern Highlands of Tanzania. It addresses the extent to which the activities such process, organizational, and technological activities achieved sustainability standards in the surveyed districts in Tanzania.

The results in Table 3 show that, the Process Innovative Activities are undertaken by the surveyed tea growers did not at all achieve Sustainability Standards by 7%, to a little extent by 9%, to a moderate extent by 14%, in great extent by 50%, and to a very great extent by 20%. The majority of the Process Innovative Activities undertaken by the surveyed tea growers in Tanzanian Southern Highlands achieved Sustainability Standards to the great extent.

Furthermore, the Technological Innovative Activities undertaken by the surveyed tea growers did not at all achieve Sustainability Standards by 10%, to a little extent by 10%, to a moderate extent by 8%, to a great extent by 44%, and to a very great extent by 29% (Table 3). The majority of Technological Innovative Activities undertaken by the surveyed tea growers in Tanzanian Southern Highlands achieved Sustainability Standards in great extent.

Besides, the surveyed tea growers achieved Organizational Innovative Activities in a very small extent by 24%, in a small extent by 49%, in a large extent by 16%, in a very large extent by 8%, and 3% of the tea growers in surveyed districts were neutral on the achievement of organizational innovative activities (Table 3). The majority of the tea growers in the surveyed districts achieved organizational innovative activities in the small extent in the districts of Tanzanian Southern Highlands. From the results presented above, it is generally but openly realized that the Process and the Technological Innovative Activities were undertaken by the surveyed tea growers in a great extent. The above results are supported by Ongong'a and Ochieng (2013) who previously found that, the indispensable elements of innovation and adoption of new technology system which included knowledge and education domain, business and enterprise domain, and bridging institutions that link the two domains were adopted in great extent in the tea industry in Kericho Kenya.

On the other hand, the Organizational Innovative Activities were undertaken by the surveyed tea growers in a small extent in the surveyed districts of the Southern Highlands in Tanzania. These results may be supported by Ongong'a and Ochieng (2013) who previously noted that the majority (33.3%) of tea firms in Kericho, Kenya did not at all adopt new technologies despite their development.

Generally, the extent of undertaking innovative activities by the tea growers in surveyed districts in Southern Highlands in Tanzania varied. This variation is likewise found by Ongong'a and Ochieng (2013) in Kericho Kenya, whereas the extent of adopting the use of information technologies, development of new products, increased variety of new products, new marketing, new packaging, and new marketing strategy varied.

13 b) Inferential Results

The Multiple Linear Regressions (MLR) was the principal Inferential Analysis used in this study. The model was performed to predict the influence of innovative activities on sustainability standards; and the influence of sustainability standards on acquisition and retention of tea markets. Preliminarily, some keystone analyses were done in avoiding violation of the MLR assumptions. The assumptions addressed were sample size, independence of residuals/relations, outliers, multi collinearity, normality, linearity, and Homoscedasticity.

14 i. Influence of Innovative Activities on Sustainability Standards

This section presents and discusses the results of specific objective two, which aimed at examining the influence of innovative activities undertaken by the tea growers on sustainability standards in Southern Highlands of Tanzania. Having used the MLR, the results indicate that sustainability standards (outcome variable) were explained by the model with the innovative activities (predictor variable) by 42%. The value obtained was .420, which implies the model explained 42% of the variance in sustainability standards (see Table 4). In testing how well the regression model fitted the data, it was found that the computed F statistics was 28.081 with an observed significance level of 0.000. The models reached the statistical significance which was $p < 0.001$ (see Table 4). It was anticipated that, the innovative activities undertaken by the tea growers had positive influence on sustainability standards in the surveyed districts in the Southern Highlands of Tanzania. The summary of regression analysis run portrays the results in Table 4. Moreover, the results show that Process Innovative Activities had a statistically significant and positive influence on sustainability standards (Beta=.215, $t=6.315$, $p < 0.001$). These results imply that the more the tea growers practice process innovative activities, the more they achieve the sustainability standards.

Furthermore, organizational innovative activities had a statistically significant and positive influence on sustainability standards (Beta=.215, $t=5.232$, $p < 0.001$). These results may advocate that the more the surveyed tea growers practiced organizational innovative activities, the more they achieved the sustainability standards in the surveyed districts of Tanzanian Southern Highlands.

16 IV. CONCLUSION AND AREAS FOR FURTHER RESEARCH A) CONCLUSION

270 Likewise, technological innovative activities had a significant influence on sustainability standards (Beta=.196,
271 $t=5.129$, $p>0.001$). These results entail that the more the surveyed tea growers practiced technological innovative
272 activities, the more they achieved sustainability standards in surveyed districts in Tanzanian Southern Highlands.

273 Generally, this study at hand noted that the process, organizational, and technological innovative activities
274 had statistically a significant and positive relationship with sustainability standards among tea growers in the
275 surveyed districts in Tanzanian Southern Highlands. These results are likewise supported by the earlier studies.
276 For example, the previous study by Ongong'a and Ochieng (2013) revealed that innovative strategies adopted
277 in tea industry in Kericho resulted into increased revenues, high productivity levels, and reduced costs which in
278 turn led to improved sustainability standards.

279 Moreover, Kavia, Loconto, and Simbua (2016) previously realized that the institutional innovation imple-
280 mented by different actors the adoption and achievement of sustainable practices for sustainability standards.
281 This means that the tea companies in the Southern Highlands were able to ensure that sustainable practices
282 were adopted by smallholder farmers in which the standard acted as an incentive for the adoption of sustainable
283 practices precisely because all the different actors collaborated around the goal of certification and changed their
284 organizational practices to support this new goal.

285 15 ii. Influence of Sustainability Standards on Acquisition and 286 Retention of Tea Markets

287 This section entails the results for the third specific objective of the study. It aimed at examining the influence
288 of sustainability standards on acquisition and retention of tea markets in the Southern Highlands of Tanzania.
289 The results of MLR display that, the acquisition and retention of tea markets (outcome variable) were explained
290 by the model, with the sustainability standards (predictor variable) by 35%. The value obtained was .345, which
291 means the model explained 35% of the variance in the acquisition and retention of tea markets (see Table 5). In
292 testing how well the regression model fitted the data, it was found that the computed F statistics was 19.198 with
293 an observed significance level of 0.000. The models reached the statistical significance, which was $p<0.001$ (see
294 Table 5). It was foreseen that the sustainability standards achieved by the tea growers had a positive influence
295 on the acquisition and retention of tea markets in the surveyed districts in the Southern Highlands of Tanzania.
296 The summary of regression analysis run depicts the results in Table 5. Additionally, the results illustrate that the
297 Workers' Wage and Rights had a statistically significant and positive influence on the acquisition and retention
298 of tea markets (Beta=.426, $t=2.481$, $p<0.001$). These results imply that the more the tea workers obtain their
299 respective wages and rights, the more the tea market are acquired and retained by the tea growers in the Southern
300 Highlands of Tanzania.

301 Furthermore, housing and education had a statistically significant and positive influence on the acquisition
302 and retention of tea markets (Beta=.142, $t=2.385$, $p<0.05$). These results may campaign that, the more the
303 surveyed tea community obtained housing and education, the more the tea growers acquired and retained tea
304 market in the surveyed districts of Tanzanian Southern Highlands.

305 Likewise, health and safety had a significant influence on the acquisition and retention of tea market
306 (Beta=.076, $t=2.212$, $p>0.05$). These results entail that the more the surveyed tea community obtained health
307 and safety, the more the tea growers acquired and retained tea markets in the surveyed districts in Tanzanian
308 Southern Highlands.

309 The studied sustainability standards such as workers' wages and rights, housing and education, health and
310 safety, and farm productivity were generally found statically significant to the acquisition and retention of tea
311 markets in the surveyed districts of Sothern Highlands in Tanzania. Previously, Ongong'a and Ochieng (2013)
312 likewise exposed that innovative strategies adopted in the tea industry in Kericho resulted into increased revenues,
313 high productivity levels, and reduced costs, which in turn led to improved sustainability standards and eventually
314 resulted into the acquisition and retention of tea markets.

315 Additionally, Kavia, Loconto, and Simbua (2016) previously noted that the institutional innovation imple-
316 mented by different actors has changed numerous old tea production performances; improved green leaf price;
317 and created favourable relationships between smallholders and companies in the production chain. A sustainable
318 production of product for the market is not contributed alone by a single incentive

319 16 IV. Conclusion and Areas for Further Research a) Conclu- 320 sion

321 The studied innovative activities such as process, organizational, and technological innovative activities had a
322 statistically significant and positive relationship with sustainability standards among tea growers in the surveyed
323 districts in the Tanzanian Southern Highlands. Among other factors, the activities contributed 42% in obtaining
324 and maintaining certified compliance of tea sustainability standards.

325 On the other hand, the studied sustainability standards, such as workers' wages and rights, housing and
326 education, health and safety, and farm productivity had a statistically significant and positive relationship with
327 acquisition and retention of tea markets in the surveyed districts of Sothern Highlands in Tanzania. Among other
328 factors, the sustainability standards contributed 35% in acquiring and maintaining tea markets.

329 When the innovative activities are practised to a great extent by the tea growers, the sustainability standards
 330 are achieved and eventually lead to the acquisition and retention of the tea markets. It is therefore recommended
 331 that the tea growers and exporters should continue to practice thoroughly the innovative activities for effective
 332 and efficient achievement of sustainability standards leading to successful acquisition and retention of tea markets.

333 17 b) Areas for Further Research

334 The reasons on why some innovative activities are practised in a small extent are not addressed in this study.
 335 Future study can be done to come up with the reasons of difference in practiced extent of the studied innovative
 336 activities.

337 Furthermore, this study has not able to address the simultaneous direct and indirect relationship between
 338 innovative activities, sustainability standards and tea market acquisition and retention. Further research can be
 339 done in the future in establishing the simultaneous direct and indirect relationship between innovative activities,
 340 sustainability standards and tea markets acquisition and retention.

341 Moreover, not all innovative activities e.g., product innovative activities are covered in this study. Further
 342 research can be done in the future by studying all types of innovative activities and statistically relate them with
 343 sustainability standards and tea markets acquisition and retention.

344 Finally, the studied innovative activities contributed 42% on sustainability standards, while sustainability
 345 standards contributed 35% on the tea markets acquisition and retention. The future study is suggested to know
 other factors that influence sustainability standards and tea markets acquisition and retention. ¹

1

BM	Proposed Sample Size	Surveyed Size	Sample	Percentage
Mufindi	117	93		31.0
Njombe	120	111		37.0
Rungwe	113	96		32.0
Total	300	300		100.0

Figure 1: Table 1 :

x 1-3:

Organizational Innovative Activities and Technological
 Innovative Activities)

And

Where: Y 2 -Criterion (i.e. Markets Acquisition and
 Retention)

?: constant (intercept)

b 1-4: Regression Coefficients

x 1-4: Predictors (Tea Workers' Wage and Rights, Housing
 and Education, Health and Safety, and Tea Farm
 Productivity)

Where: Y 1 -Criterion (i.e., Sustainability Standards)

?: constant (intercept)

b 1-3: Regression Coefficients

Predictors (Productivity)

$$Y_2 = ? + b_1 x_1 + b_2 x_2 + b_3 x_3 + b_4 x_4$$

Figure 2:

346

17 B) AREAS FOR FURTHER RESEARCH

2

Personal Information	Scale	Frequency	Percent
Sex	1. Male	211	70.0
	2. Female	89	30.0
	Total	300	100.0
Age	1. 25-29 years	26	09.0
	2. 30-34 years	30	10.0
	3. 35-39 years	60	20.0
	4. 40 -44 years	85	28.0
	5. 45 and above years	99	33.0
Total	300	100.0	
Marital Status	1. Single	26	09.0
	2. Married	159	53.0
	3. Divorced	48	16.0
	4. Widow	67	22.0
Total	300	100.0	
Residential and Working Area	1. Mufindi	91	30.0
	2. Njombe	101	34.0
	3. Rungwe	108	36.0
	Total	300	100.0
Education Level	1. No Formal Education	31	10.0
	2. Primary Education	112	37.0
	3. Secondary Education	77	26.0
	4. Undergraduate Education	60	20.0
	5. Postgraduate Education	20	07.0
	Total	300	100.0

Figure 3: Table 2 :

3

Scale Achievement Extent	Process Innovative Activities		Technological Innovative Activities		Organi
	F	%	F	%	F
Not at all	21	7	29	10	22
To a little extent	27	9	30	10	50
To a moderate extent	43	14	23	8	17
To a great extent	150	50	132	44	143
To a very great extent	59	20	86	29	68
Total	300	100	300	100	300

Figure 4: Table 3 :

4

B t Sig.

Figure 5: Table 4 :

5

B

t

Sig.

Figure 6: Table 5 :

347 .1 Acknowledgements

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349 Their contributions are acknowledged; however, their names cannot be mentioned individually.

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