

**IMPACT OF IMPLEMENTATION OF ISO 9001:2008
CERTIFICATION ON SERVICE DELIVERY IN KENYA'S
PUBLIC UNIVERSITIES: A CASE OF KISII UNIVERSITY**

BY

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**A Research Project Report submitted in partial fulfillment of the requirements
for the award of the degree a Master of Arts in Project Planning and
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DECLARATION

This Research Project Report is my original work and has not been presented for any academic award in any university.

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DEDICATION

I dedicate this Research Project Report to my parents Dr, Thomas Munyao and Damaris Salee, Beloved Spouse Festus Muema and our lovely daughter Nirrila Festus.

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LIST OF ABBREVIATIONS AND ACRONYMS

COD	Chair of Department
CUE	Commission for University Education
ISO	International Organization for Standardization
KEBS	Kenya Bureau of Standard
QMS	Quality Management Standards
SPSS	Statistical Package for Social Scientists
TQM	Total Quality Management

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ABSTRACT

The Purpose of this study was to find out whether implementation of ISO 9001:2008 certification helps to improve service delivery in Kenyan Public Universities and especially in Kisii University. ISO standards can by their nature be used by any organization regardless of their size, purpose of location and are voluntary. The study was guided by the following four objectives; To determine the influence of customer focus on service delivery in Kisii University, To assess the influence of Leadership on service delivery in Kisii University, To establish the influence of continuous improvement on service delivery in Kisii University and finally to find out the influence of involvement of people on service delivery in Kisii University. The study reviewed literature based on ISO Certification and service delivery, empirical review on past studies, theoretical framework and conceptual framework. The literature was supported by Deming's theory and institutional theory. The study adopted a descriptive survey design. The target population was 1261 academic and non-academic staff consisting of Heads of Departments, Deans of faculties, Chairs of Departments (CODs), Lectures and Administrative Assistants and 21 student leaders from Kisii University main campus. Stratified sampling technique was used to select 303 respondents from the target population and then random sampling was used to select respondents in each department. Questionnaires were used to obtain primary data from the sample population. After data collection data was screened, sorted and coded by use of SPSS. The findings of the study concluded that customer focus has a positive influence on improved service delivery at Kisii University, $\beta_1 = 0.449$, $p < 0.001$. The findings have also revealed that leadership has a positive influence on improved service delivery, $\beta_2 = 0.123$, $p < 0.05$. In addition, continuous improvement has a positive influence on improved service delivery, $\beta_3 = 0.213$, $p < 0.001$. Finally, involvement of people has a positive influence on improved service delivery at Kisii University, $\beta_4 = 0.181$, $p < 0.01$. These findings will be beneficial to universities and statutory bodies. Finally, there is a need to put up suggestion boxes at the departments to encourage input from staff and clients for improved service delivery. In addition, to enhance the positive impact of leadership, there is need to review the policies and procedures of communication within the institution. The study also recommends need for full commitment of the top management in the implementation of ISO especially through setting aside necessary resources towards its implementation. In order to enable continuous improvement in the university, there is need to realize the importance of documentation of procedures.

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

Globally, millions of organizations have different ways of enhancing their service delivery provision and this depends on the role of each organization. This is done in a bid to improve the performance of the organizations. Meisinger and Wagner (2013), state that millions of organizations worldwide have embraced ISO 9001 certification as the most important management tool. ISO according to (Kenya Bureau of Standards, 2015) is a global network of National Standard Bodies established in 1947 in Geneva, Switzerland. It has over 165 members and has one member representative per country. ISO has developed and sold over 20,000 standards worldwide (ISO). It is now generally accepted that ISO 9001:2008 certification has become the most prevalent global quality initiative (Tsiotras & Gotzamani, 2013) owing to the fact that over 1.2 million organizations worldwide are certified to this standard. The ISO 9001 standards as explained by (James (Jim) W. Collins & Steiger, 2009) was first released over 30 years ago and now more than one million organizations have achieved certification making it one of the most recognizable certifications in the world. It is recognized internationally as the quality management standard that benefits organizations in the following ways, continually improving operations, competitive advantage. According to a study by (James (Jim) W. Collins & Steiger, 2009) once an organization is certified, it joins millions of organizations that have used this tool as a powerful improvement tool however there is no evidence that ISO Certification moulds world class organization. (Okibo & Kimani et al, 2013) in their study revealed that ISO certification was acting as an award of excellence, and helped in constantly reviewing organizational structure, improved industrial based learning and improved general public Awareness. The United States according to (ISO) as a member body is represented by the American National Standards Institute (ANSI) founded in 1918. The Institute represents the interests of different business organizations, government institutions, academic institutions Unions and many other bodies.

In the Philippines for instance ISO Certified organizations are more popular since they are believed to be credible by customers. ISO 9001:2008 standard among other

standards is widely used by corporations and Educational Institutions. The Meken Food Corporations (MFC) of Pampanga and Maynilad Water Company in the Philippines were some of the first Companies to seek and implement ISO Certification. There are many more ISO Certified institutions in the Philippines. Ghana is a member body of ISO and represented by the Ghana Standards Authority (GSA) established in 1967. Its mandate among others is to establish standards to ensure high quality goods are produced, promote quality assurance through regular inspection of certified institutions, promoting standardizations in businesses, industry, health and safety. In Kenya according to (Kenya Bureau of Standards, 2015) ISO is represented by the Kenya Bureau of Standards (KEBS) and there are 179 ISO Certified Institutions. Many Universities in Kenya have adopted ISO 9001 Quality Management Standards certification to help improve quality and to gain a competitive edge over their competitors. According to (Hoyle, 2009) there are both positive and negative views about the value of ISO 9000 certification in organizations. Many organizations are concerned that despite the release of the ISO 9001:2008 version there is still a lot that is yet to be done to in terms of improving the standards and their organizational effectiveness (Hoyle, 2009). Kisii University was certified in 2013 by SGS which is a global ISO Certification body.

1.1.1 Relationship between ISO 9001 Certification and Service Delivery

All around, organizations of higher learning are encountering extraordinary changes in institutional frameworks and conveyance advancements, client needs and states of mind, and furthermore government desires. Taking care of client requests, conforming to statutory and other administrative necessities and staying aggressive in the present worldwide economy has turned into a genuine test for each college (Adhikari, 2010). Each association has its own particular objective of fulfilling a client's quality needs, exhibiting security in work put or consenting to natural controls. Improving the service delivery is one factor for survival of organizations but cost and speed of service are also vital. (Lai, 2007) suggests that for a firm to achieve success in the business environment it has to deliver superior service delivery. According to Buavaraporn (2010) improved service delivery enhances competitiveness as proven by improvement initiatives adopted within service organizations (Newman, 1998). Improvement of service delivery is important in organizations whose aim is customer

satisfaction, most especially in high customer- contact services such as the public service and most especially in the education sector such as Universities. So as to address the consumer loyalty and to build quality execution of the item or administration, associations embrace quality administration framework in light of ISO 9001 standard. To consent to natural directions and oversee and assess ecological perspectives, associations embrace natural administration framework in light of ISO 14011 standard (Valmohammadi, 2015). ISO 9001 offer new methodologies and strategies for administration that enhances an association's capacity to convey merchandise and ventures (Biazzo and Bernardi, 2003). Inside this scope of administration approaches, the ISO 9001 standard which gives a universally perceived premise to the improvement of an administration framework has been received by numerous colleges in their journey to meet the opposition in the new thousand years. ISO 9000 accreditation can convey business and money related advantages, however the administrators of associations ought to deliberately outline the ISO 9001 execution procedure (Kaziliunas, 2010). The advantages of ISO 9001 based changes, as indicated by Biazzo and Bernardi (2003), depend on the usage procedures received. It is sensible to trust that a few factors, for example, corporate vision and procedure, inspiration and persistent change and in addition intensity in the commercial center could impact the technique of the usage of ISO 9001. Execution methodology alludes to the decisions supervisors make about how much the choices relating to accreditation are shared amongst them and their staff. A more participatory basic leadership guarantees more correspondence, data, more impact and all the more comprehension of requirement for confirmation. In Africa, notwithstanding the developing interest and significance of ISO 9001 affirmation in numerous associations, the execution of such advancements in African associations and particularly a few areas has stayed low, the selection rates among customers and its utilization has not acquired huge yields the way associations perform and customers wind up noticeably content with the administrations offered (Zeithaml, Valerie and Bitner, 2010). For example this has been found in Uganda, Zimbabwe and Cameroon that a portion of the associations have embraced the ISO 9001 affirmation angles however its execution has not been powerful. One of the advantages the associations get from ISO 9001 confirmation in operations particularly regarding administration conveyance is enhanced proficiency and viability of their operations with the goal that

more controls, assessment, arranging and execution can be handled speedier and most helpfully, which will without a doubt affect essentially on the general administration conveyance arrangement of the association (Edgar, 2011). In Kenya, partners are ending up progressively more complex, better educated and additionally requesting on the ISO 9001 confirmation execution in their associations. In Kenya, a ton of accentuation has been put on ISO 9001 confirmation, with all services and open organizations required to be ISO affirmed by 2012 and government favoring ISO ensured providers amid acquirement forms (Macharia, 2010). As per ISO Survey-2008, in East and Central Africa, Kenya was observed to have the most astounding number of ISO 9001 accreditations with an aggregate of 257, trailed by Uganda with 44 and Tanzania 12 (Macharia, 2010). Out of the 257 ISO 9001 affirmed, 20 were producing organizations of which 15 were in Nairobi. Regardless of the number research on ISO 9000 and benefit conveyance offered in created nations, little data exists on ISO 9000 encounters in the creating nations especially Kenya. An investigation by (Jonai and Wafula, 2015) reasoned that Quality administration frameworks are an essential factor in productive and compelling authority for fruitful working of any association.

1.1.2 Public Universities and ISO Certification

Education has been categorized as a basic human right in Kenya since independence. This has in turn seen a high student enrolment rate in primary, secondary, tertiary and University. Consequently the number of public Universities increased from one during independence to 22 public chartered universities and 9 public University Constituent Colleges currently (CUE). College Education started in 1962 with only 571 understudies selected in Nairobi University College (Weidman, 1995). From that point forward the framework has experienced honorable development by 1998 there were a sum of six state funded colleges and 18 private colleges with shifting degrees of acknowledgment in the nation. With the foundation of the 8-4-4-framework, University instruction takes a time of four years to finish, however there are schools, for example, drug and law that take an extra year or two. Notwithstanding the Universities and their constituent grounds, advanced education in Kenya likewise incorporates polytechnics, foundations of science and innovation and confirmation level instructor preparing schools (Encyclopedia of Higher Education, 1992).

Despite the development in the previous quite a while, the limit of the advanced education segment in Kenya is as yet constrained and suits just 7.5 percent of understudies moving on from auxiliary schools, and 2 percent of the normal age accomplice (Weidman, 1995). In the vicinity of 1990 and 2000, it was accounted for that 180,000 of the understudies who achieved the base passage capability neglected to pick up admission to state funded colleges. In this manner, access to advanced education in Kenya is amazingly aggressive and understudies must win a review point normal on the Kenya Certificate of Secondary Education altogether finished and past the base qualification prerequisite (Kigotho, 2000).

The goals of colleges are to give inside and out learning, look for scholarly improvement, instruct understudies, and facilitate national advancement requests. Kenyan college instruction has made considerable progress, from one college level establishment (Nairobi University College) in the vicinity of 1963 and 1970 when it turned into a completely fledged college and changed to University of Nairobi. There was an expansion of understudy's enlistment and following the suggestions of a Presidential Working Party, Moi University was set up in 1984.

Not long after Kenyatta University College and Egerton University College which were constituent schools of UoN, were raised to full University status in 1985 and 1987 individually. By the end of 2009 there were 29 universities in Kenya; 7 public universities, 22 private universities of which 11 have either received university charter or are on letters of interim authority (Commission of Higher Education, 2009). Public universities in Kenya refer to the universities that are funded or subsidized by the government and established through institutional Acts of Parliament.

Kisii University is one such Institution which received its Full Charter in 2013 and was upgraded from a college to a full-fledged university. The University received ISO certification from SGS in 2013.

1.2 Statement of the Problem

Quality administration frameworks in light of universal measures benefits producers, specialist co-ops, clients, buyers and controllers and backings reasonable advancement, so its prevalence is important today. In Kenya, despite efforts by organizations to improve performance, there are still cases of complaints resulting

from poor performance. Universities are such organizations where despite its ISO certification status there are still complaints from various stakeholders on the organizations operations and performance. Many students have complained of slow service delivery in the organization and even delay in graduation resulting low acceptance of ISO 9001. According to recent Quality audits by the Commission for University Education, some universities including Kisii University were found to be lacking requisite infrastructure, resources, irregularly admitting students and also offering unaccredited programs despite them being ISO Certified (CUE). Kisii University had five of its campuses shut down and some unaccredited courses being offered by the institution recalled by CUE after the quality audit.

Despite the fact that universities understand the significance of providing quality services, it has been observed that in most of cases, efficiency of service delivery often falls far short of the goals that have been set. This is because the administrators forget to pay as much attention to planning the implementation of their quality standards as they give to formulating these standards. In spite of the developing prevalence and expanding quantities of ISO 9001 affirmed associations crosswise over numerous parts in the worldwide economy, regardless of whether this realizes better execution is as yet an open inquiry. The limited literatures available on ISO 9001 standards and service delivery have necessitated the need to undertake this study. (Durai & V, 2011) reveals that despite the fact that more than a million associations have been affirmed to ISO QMS 9001 standard till date, there were sure basic issues looked by greater part of these ensured associations, which affected their business execution.

Numerous analysts have attempted to discover the effect of ISO 9001:2008 confirmation on a wide range of firms and organizations around the globe, however most of this studies have provided inconclusive results on the link between implementation and improved service delivery. A study by Magd *et al* (2011) and Chris *et al* (2014) showed a positive effect of ISO 9000 while others such as Terziovski *et al* (2014) and Kumar and Balakrishnan (2011) found a negative impact effect from the ISO 9001 certification. Moreover, there have been limited studies addressing how ISO 9001:2008 influence service delivery among government institutions in Kenya such as Kisii University. In the event that such assessment

ponders are not directed quality execution will decay and clients won't be happy with benefit conveyance. This examination will along these lines fill the hole by breaking down the impact of usage of ISO 9001:2008 gauges on benefit conveyance in Kisii University Kenya.

1.3 Purpose of the Study

The purpose of this study was to establish the influence of ISO 9001:2008 Certification on Service delivery in Kisii University.

1.4 Objectives of the Study

The study was guided by the following objectives:

- i. To determine the influence of customer focus on service delivery in Kisii University.
- ii. To assess the influence of Leadership on service delivery in Kisii University.
- iii. To establish the influence of continuous improvement on service delivery in Kisii University.
- iv. To find out the influence of involvement of people on service delivery in Kisii University.

1.5 Research Questions

The corresponding research Questions were:

- i. To what extend does customer focus influence service delivery in Kisii University?
- ii. To what extend does leadership influence service delivery in Kisii University?
- iii. To what extend does continuous improvement affect service delivery in Kisii University?
- iv. To what extend does involvement of people influence service delivery in Kisii University?

1.6 Research Hypotheses

The study was guided by the following research hypotheses which were tested at 95percent level of significance.

- i. H0 There is no significant relationship between customer focus and improved service delivery at Kisii University.
H1 There is a significant relationship between customer focus and improved service delivery at Kisii University.
- ii. H0 There is no significant relationship between leadership and improved service delivery at Kisii University.
H1 There is a significant relationship between leadership and improved service delivery at Kisii University.
- iii. H0 There is no significant relationship between continuous improvement and improved service delivery at Kisii University.
H1 There is a significant relationship between continuous improvement and improved service delivery at Kisii University.
- iv. H0 There is no significant relationship between involvement of people and improved service delivery at Kisii University.
H1 There is a significant relationship between involvement of people and improved service delivery at Kisii University

1.7 Significance of the Study

The findings will be significant to the following groups: The education sector which has a major role to play in the development of the Kenyan economy must keep pace by enhancing service quality delivery to the sector. The study can shed light on the influence of ISO certification on service delivery. Colleges can have the capacity to gage itself whether ISO confirmation is for sure profitable against the difficulties experienced. The examination will be useful to the Universities and other state organizations who are as yet seeking after confirmation as it will illuminate them on the pertinence of ISO 9001 affirmation and its effect on benefit quality. The affirming offices will have the capacity to draw lessons from the investigation and think of methods for enhancing and improving the measures in order to guarantee that the advantages accumulating are completely gotten by the ensured associations. Both local and universal markets are progressively quality driven as far as items and administrations. The adoption of Quality Management System (ISO 9001:2008) by Universities is therefore a strategic decision to ensure quality service delivery.

It will help increase knowledge on customer satisfaction with the organization's services. Provision of service quality results in far fewer complaints and excellence performance. When the organization's quality management system is functioning correctly, the management is able to know and provide for customer expectations. Executing an ISO 9001 Quality Management System can enable representatives. It furnishes workers with clear desires, instruments to carry out their activity, and provoke, significant criticism on their execution. The ISO 9001 Quality Management System ensures the organization stays focused through quality auditing. The audits include inside reviews, enrollment and reconnaissance reviews and self-process reviews. ISO 9001 confirmation requires that the association occasionally review its quality procedures. Standard process reviews and as required reviews, when done effectively, gives the target criticism expected to remedy any deviations from the quality way and keep the association concentrated on its objectives. Finally, future specialists won't just utilize this investigation as a type of reference yet additionally attempt inquire about on the proposed additionally examine studies areas.

1.8 Limitations of the Study

The study could not establish whether there is documented information on how ISO 9001 is implemented in different parts of the world and also there is not much available information on the number of ISO Certified Institutions in Kenya. The Kenya Bureau of Standards which is the Kenyan Representative to ISO has provided the total number of ISO 9001:2008 Certified Institutions in Kenya but it does not provide a database of which specific institutions these are.

1.9 Delimitations of the study

There are eight fundamental principles that guide ISO 9001 implementation; however this study focused on only four of them based on the nature of the study. These were customer focus, Leadership, Continuous improvement and people involvement.

1.10 Assumptions of the Study

The study assumed that the customer focus, leadership, continuous improvement and people involvement influenced service delivery in Kisii University and this was confirmed by the findings and conclusion of the study.

1.11 Definition of significant terms

Service delivery: It is the act of providing services to customers.

Customer focus: It refers to organizations understanding client needs and meeting client necessities and furthermore endeavoring to surpass client desires.

Leadership: It is the capacity to propel a gathering of people in an association towards a shared objective or basic destinations.

Continuous improvement: It is a recurring activity to increase the ability to fulfill requirements.

Involvement of people: It involves full involvement of people in the organization to enable their abilities to be used for the benefit of the organization.

Total Quality Management (TQM): TQM is an administration rationality, a worldview, a constant change way to deal with working together through another administration demonstrate.

1.12 Organization of the study

The research report was organized into five chapters.

Chapter one consisted of the Introduction which consists of the Background of the study, statement of the problem, the purpose of the study, followed by the objectives of the study, research questions and hypotheses. Further, the chapter also includes the significance of the study, limitations, delimitation and assumptions of the study. The chapter also includes the operational definition of terms and organization of the study.

Chapter two constituted of theoretical reviews of past studies on service delivery and ISO 9001:2008 certifications by various scholars. Also included in the chapter was a theoretical review of different theories on ISO and an empirical review of different studies by different scholars, the conclusion of the literature review and finally the conceptual framework.

Chapter three covered the methodology of the study which discusses in detail the research design used, the target population, sample size and sampling technique. The chapter also captured the data collection methods to be used, data processing and analysis procedures, validity and reliability of the research instruments and finally a discussion on the ethical considerations of the study.

Chapter four described the data analysis, presentation and interpretation of the findings and finally chapter five covers the summary of major findings, conclusion based on the findings and the recommendations.

Chapter five covered the summary of major findings, conclusion based on the findings and the recommendations.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter covers a brief overview of the Implementation of ISO 9001 and service delivery. This is followed by the theoretical framework which is a study two different theories that support ISO 9001 implementation. These are Deming's theory and the Institutional Theory. Brief discussions of four major Total Quality Management Principles that guide ISO 9001 implementation are discussed. These are Customer Focus, Leadership, Continuous Improvement and People Involvement. Lastly the chapter discusses the research Gap and conclusion of the literature review. .

2.2 Implementation of ISO 9001 Certification

ISO is a Non-Governmental Organization set up in 1947 in Geneva Switzerland with the end goal of all around bringing together item or administration gauges of different nations or locales, in this way purposely truncated as ISO, (James (Jim) W. Collins and Steiger, 2009). It is a worldwide system of national norms assortments of more than 160 nations with one part illustrative per nation. Its point is to encourage the worldwide coordination and unification of modern benchmarks, for example, ISO 9001:2008 (Requirements for a QMS), ISO 100:1984, ISO 28001:2007, and ISO 60000/IEC/IEEE60559:2011 among others (Hoyle, 2009).

ISO 9001 sets out the criteria for a quality administration framework and is the main standard in the ISO 9000 family that can be affirmed to (James (Jim) W. Collins and Steiger, 2009) and it can be utilized by any association, vast or little, paying little mind to its field of movement. It is guided by eight QMS Principles specifically Continual change, Process approach, inclusion of individuals, Mutual gainful provider relationship, verifiable approach, frameworks approach and client center. However this study will be guided by only four principles relevant to the study which are customer focus, continual improvement, Leadership and people involvement.

The ISO 9000 family gives direction and apparatuses to all associations that need to guarantee that their items and administrations reliably meet clients' necessities and

that quality is reliably progressed. It tends to different parts of value administration and contains some of ISO's best known guidelines (Vallabhanen, 2015). ISO 9000:2008 is an all around perceived group of measures whose hypothetical back ground is the Total Quality Management, an administrative approach which plans to enhance benefit conveyance and association execution (Wanambisi, 2010). Among more than 18,000 gauges distributed by ISO (International Organization for Standardization), ISO 9001 is especially vital on the grounds that it is the most broad (Downs, 2012).

ISO 9001:2008 advances the numerous standards, for example, customer introduction, administration, work force inclusion, process approach, administration approach as a framework, establishing choices in view of information investigation, a shared valuable association with providers, and nonstop change of all procedures. ISO 9001:2008 prerequisites are arranged toward adequacy (Mincă, 2013). The primary controlling rule of ISO is the part of constant change which is the kind of progress that is centered around expanding the viability and proficiency of an association to satisfy its strategy and goals. It implies showing signs of improvement constantly (Wanambisi, 2010). Associations are urged to receive ISO 9001 prerequisites in their administration frameworks to enhance execution (ISO, 2012). An association which is guaranteed to ISO 9001 is relied upon to upgrade consumer loyalty and reliably give item that meets client and relevant statutory and administrative necessities. ISO study uncovers that ISO 9001 ensured associations ought to enhance the administration conveyance as far as quality, volume of items, representative inspirations and hierarchical aggressiveness.

2.3 Service Delivery

Organization transport is an evaluation of how well a passed on advantage agrees to the client's wants (Magi, 2013). Organization business overseers frequently assess the organization transport provided for their customers with a particular true objective to improve their organization, to quickly recognize issues, and to better overview client satisfaction. Organization transport is an achievement in customer advantage. It reflects at every organization encounter. Customers outline advantage wants from past experiences, verbal trade and advertisement. All things considered, Customers differentiate obvious organization and expected organization in which if the past

comes up short concerning the last the customers are disappointed. Measuring organization transport may incorporate both subjective and target shapes. In the two cases, it is every now and again some piece of shopper reliability which is being assessed (Llosa, 2008). The mission of organization transport is probably more no matter how you look at it and excellent than at whatever point ever. Affiliations have comprehended that the best approach to extended proficiency and profitability is upgrading organization transport (Kartha, 2012).

2.3.1 The Customer Focus Principle and its influence on improved Service Delivery

Customers according to (Hoyle, 2009) require confidence in an organization that it can deliver products and services according to their specifications, cost and quality. Most customers select suppliers based on evidence that they are qualified and have the capability to meet or even surpass customer expectations. This is evidenced by availability of ISO certificates by organizations. (Hoyle, 2009) explains that an organization that applies the customer focus principle has the ability to understand and meet the customer and other stakeholder needs expectations, has the knowledge, skills and resources required to meet customer requirements and also puts the customer first by being sensitive to their preferences. (James (Jim) W. Collins & Steiger, 2009) explains that organizations need to understand that their survival depends upon the customer and therefore organizations need to target customer perception and offer value through preferred products and services. A study by Golafshani, (2011) on *assessment of the effect ISO 9001:2008 certification on service delivery*. The study sought to address the effect of ISO 9001:2008 certification in improving service delivery and it was guided by the following objectives; to assess the effects of ISO 9001 certification on organizational productivity, to establish the effects of ISO 9001 certification on service delivery, to examine the effects of ISO 9001 certification on cost of service and to determine the effects of ISO 9001 certification on reputation of an organization. The study was necessitated by the lack of ample literature linking ISO 9001 certification to service delivery. A case study research design was adopted in the study. The study focused on 20 top managers, 48 middle level managers and 235 operational managers.

The examination discoveries showed that ISO 9001 affirmation has prompted an expansion in the quantity of clients in the Hospital. Additionally that ISO 9001 accreditation has prompted arrangement of work directions and favorable workplace that guarantees productivity in assignment execution. There's additionally a sign that ISO 9001 accreditation has enhanced execution in associations through anticipation of imperfections and has likewise enhanced the notoriety of the association through giving a novel picture in the market. However, the study also points out that ISO certification remains an expensive tool to apply in the organizational processes due to the high costs associated with maintaining the standards. This is especially true since rework of processes for example contract procedures and order placements is a common occurrence in order to meet the customer requirements. With a specific end goal to enhance execution through ISO 9001 accreditation, the examination prescribes that the best administration of the healing facility ought to be submitted and dynamic in actualizing the prerequisites stipulated in the ISO 9001:2008 confirmation. Customary preparing and also holding fast to cooperation approach ought to likewise be connected. The examination reasoned that best administration ought to likewise receive ISO 9001:2008 as a showcasing apparatus since it has been watched that the confirmation enhances the organization's picture.

2.3.2 The Leadership Principle and its influence on service delivery

Leadership as defined by (Hoyle, 2009) refers to the ability to ensure that the organization is doing the right thing. (Hoyle, 2009) explains that an organization that applies the leadership principle has a clear vision that guides the organizations future, promotes honest and open communication, educates and trains people, is proactive and leads by example among many other values.

(James (Jim) W. Collins & Steiger, 2009) directs organizations to set policies and objectives, set a unity of purpose and direction, treat quality as a strategic issue and ensure that all financial, human and material resources required to achieve the set objectives are provided to the workers. According to the (British Standards Institution), a leader is an individual or a group of people that directs and controls people at the highest level. Top management are required to provide leadership and commitment by delegating authority and providing resources to the organization. Leadership according to the (British Standards Institution) is a requirement of top

management to do the following in an organization; establish policies and objectives that are compatible to the organizations strategic plan, communicate the policy to the organization, provide resources, promote continual improvement and take responsibility for the implementation and effectiveness of the Quality Management System. A study by Kenn Ramdass on the *the role of Leadership Competencies for implementing ISO 9000* sought to investigate the leadership competencies required to ensure that a Quality Management system is successfully implemented and to explain how leadership competencies influence the degree to which the QMS is successfully implemented. The leadership competencies investigated were client center, authority, process approach, framework way to deal with administration, constant change, authentic way to deal with basic leadership and commonly helpful provider connections.

The study conducted in South Africa attempted to survey ISO 9000 certified manufacturing firms as registered in the South African Bureau of Standards (SABS). 300 firms were sampled by systematic random sampling technique. The study found out that in some of the firms in South Africa there was an apparent lack of Top Management commitment in terms of providing resources, training staff and top management responsibility and accountability on the implementation of the QMS. However, the study also revealed that firms that had higher application of leadership competencies scored an average of 18% more on their ability to apply QMS principles.

2.3.3 The Involvement of people principle and its influence on service delivery

This principle as explained by (Hoyle, 2009) states that people are the core of an organization at all cadres and therefore they need to be fully involved in the activities and decision making processes of the organization for the benefit of the organization. People in an organization that applies the people involvement principle tend to have the freedom to accept ownership and their customers.

According to (James (Jim) W. Collins & Steiger, 2009), involvement of people in an organization involves developing the abilities and competencies of people in the organization by providing them with the opportunities to use their abilities to their maximum capability, maintaining a high level of communication between leaders and employees, organizing for regular value additional trainings and workshops to ensure

that all workers understand all the processes and finally making sure that employees duties are aligned to the organizations overall objective. A study by Jarmila ŠALGOVIČOVÁ and Matej BĪLÝ on *People Involvement and their competence in Quality Management Systems* reveals that people at all levels of organizations are important and that their involvement allows organizations to use their competencies and abilities to the benefit of the organization. The study revealed that people involvement involves effectively communicating the organizations expectations to people and listening to their views. This can be done through verbal or non-verbal communication. The study concludes that there is need for organizations to establish, document, implement and maintain processes for competence acquisition and people involvement.

2.3.4 Continual improvement and its influence on service delivery

Continual improvement in an organization according to (Hoyle, 2009) involves continually improving products, processes and services. It also involves continually improving the efficiency and effectiveness of all processes, procedures, services and products and also providing every worker in the organization with appropriate education and training on the methods and the tools necessary for continual improvement.

(James (Jim) W. Collins & Steiger, 2009) encourages organizations to make continual improvement a permanent objective in the organization. He also encourages organizations to focus on process improvement, avail resources in the organization to ensure targets are met, put in place corrective and preventive action plans, actively seek to reduce defects and continuously improve the efficiency and effectiveness of the QMS. A study by Lee, Hu, and Ko (2008) on *the Relationship between ISO 9001:2008 and Continual Improvement on Service delivery* and financial performance in manufacturing firms. An investigation of 96 recorded firms in four noteworthy classes of Taiwan's assembling industry that got ISO 14000 confirmation amid 2014-2015 period was done. Information Envelopment Analysis (DEA) and Wilcoxon marked rank test were utilized to break down the organizations' administrative productivity and budgetary execution. The outcomes demonstrated that ISO 14000 can be a viable methodology for Taiwan's assembling firms to enhance

their administrative efficiencies and look after aggressiveness. Additionally, it is never past the point of no return for a firm to be ISO 14000 confirmed. The discoveries demonstrated that organizations creating transitional products that had executed in the nick of time rehearses will probably embrace ISO accreditation. Besides, there was accounted for solid impact of the proprietorship structure upon ISO selection approach, particularly when a multinational firm is the biggest investor. Exact proof bolstered that ISO confirmation and proprietorship structure emphatically affect firm execution. Notwithstanding, their outcomes demonstrate that the positive effect of ISO accreditation on execution lessened in firms where proprietorship is exceedingly focused. A certified firm has developed unique resources inform of enlightened human resources and a robust management system structures. It further ascertained that the benefits of certification clearly outweigh the challenges such as the high cost on regular surveillance audits. The study concluded that the part of the execution estimation frameworks in showing the adjustment in execution between the improvement up to accomplishing ISO 9001 and the advantages in moving past affirmation was observed to be exceptionally basic.

2.4 Theoretical Framework

There a number of theories that can explain the issues of ISO certification and Service delivery. They include;

2.4.1 Deming's theory

This study adopted Deming's theory of on quest for quality which states that; "Quality is every ones response". Deming (1990-1993) is thought to be the father of Modern Quality. He lectured that to accomplish the most abnormal amount of execution requires more than a decent theory the association must change its conduct and receive better approaches for working together. Deming's theory emphasizes on continuous improvement which is one of the principles of ISO 9001:2008. It helps organizations to remain competitive and improve the quality of products. Deming came up with 14 points and the 5th point is to improve constantly the system of production and service.

Deming (1986) said, „Quality must be built at the design stage.“ This theory is therefore relevant to the study since it emphasizes on the need for continuous

improvement in order to produce service delivery s. Building on Total Quality Management (TQM) model as espoused by Deming, with a working model in place, a company should be able to support the structure with a series of drivers that translate the model into working vehicles. These drivers add guidance to the vehicles that carry the program into a series of actions creating the TQM climate focused on Customer Satisfaction and quality. The study utilized these theories to ascertain the relationship between implementing ISO 9001 -2008 in public universities.

2.4.2 Institutional theory

Institutional Theory underscores the formal and legal parts of government structures. Institutional condition can unequivocally affect the change of formal structures in an affiliation, consistently more essentially than promote weights. Institutional speculation focuses on the more significant and more grounded parts of social structure. It considers the strategies by which structures, plans, gauges, principles, and timetables, wind up clearly settled as complete standards for social direct (Scott, 2012). Different parts of institutional theory elucidate how these segments are made, diffused, gotten, and balanced over space and time; and how they fall into diminishing and disregard. Scott (2012) shows that, associations must comply with the standards and conviction frameworks winning in the earth so as to survive (DiMaggio and Powell, 2011), in light of the fact that institutional isomorphism, both basic and procedural, will gain the association authenticity (Dacin, 2014). Multinational enterprises (MNCs) working in various nations with fluctuating institutional situations will confront different weights.

Some of those weights in host and home institutional conditions are vouched for apply essential effects on focused procedure (Martinsons, 2011) and Human Resource Management (HRM) hones (Zaheer, 2012). Non-administrative associations and social associations are additionally powerless to isomorphic weights. Firms in various sorts of economies respond contrastingly to comparative difficulties (Knetter, 2015). Social, financial, and political elements constitute an institutional structure of a specific domain which furnishes firms with preferences for taking part in particular sorts of exercises there. On the off chance that organizations get the institutional help they have a tendency to perform all the more productively. New institutional

hypothesis has been utilized as a structure to recognize factors driving the presence of inner review. This hypothesis accepts that associations are headed to join the structures, practices and techniques regulated in the public eye to build their authenticity and their survival prospects, autonomous of the prompt adequacy (Meyer, 2014). Furthermore, DiMaggio and Powell (2011) infer that the impact of institutional weights is an expanded isomorphism or homogeneity of associations in a given institutional condition. This isomorphism or homogeneity is an aftereffect of three sorts of natural weights (DiMaggio and Powell, 2011):

Coercive weights are the aftereffect of legitimate orders or impact from associations they are needy upon. The presence of a legitimate domain firmly influences numerous parts of an association's conduct, structure and capacities. New York Stock Exchange (NYSE) requires all openly recorded firms to have an inner review work (NYSE, 2012). Mimetic weights are identified with vulnerability of firms which prompts duplicating or demonstrating to apparent fruitful structures, capacities, and so forth from different firms. Regularizing weights cover the impact of expert firms, gatherings and affiliations brought into the firm through procuring practices or participations. These weights may fit well the drivers for the presence of inward review. Industry attributes are additionally pertinent, as a few ventures confront more administrative investigation that may expand their interest in inner review, for example, the exceptionally controlled money related and utilities segments. Moreover, huge firms may be more defenseless against institutional weights on account of their conspicuous part in the public arena and in light of the fact that they are relied upon to be leaders in the advancement and execution of best corporate administration hones. In spite of the fact that the IIA is a persuasive relationship for the interior review group, it isn't viewed as a marker for the presence or non-presence of inside review. They are more engaged with existing inside review works and impacting the extent of work with preparing, productions.

2.5 Summary of Chapter

Many investigations have broke down the relationship between ISO 9000 and benefit conveyance. The current writing depicts and assesses ISO 9000 as a wellspring of upper hand. In spite of this there is still much open deliberation concerning the

standard's effect on firm execution, aggressiveness and operations administration. From an experimental point of view, past research has neglected to set up a causal connection amongst affirmation and change in m. Lee, to and Yu (2015) in their investigation of ISO 9001 in Macao, China keep up that associations can actualize the ISO 9000 models in various examples. In the event that distinctive examples of ISO 9001 execution are available practically speaking, it would be extremely intriguing and valuable to research whether diverse examples of ISO 9001 usage display diverse levels of execution or not.

Chime and Omachonu (2011) directed an investigation on quality framework execution process for business achievement. They went for inspecting the execution exercises engaged with ensuring a quality administration framework to the ISO 9000 quality administration framework standard. This involves building up the best business execution measures that will fill in as pointers of a compelling quality administration framework. They gathered information utilizing an online review joined with openly accessible money related revealing data. Relapse investigation and other factual procedures alongside content bunching and relationship of the study remarks were utilized to break down the information.

They discovered that accentuation on executing a documentation framework was connected to business execution as measured by the arrival on resources money related measure. Njehu (2013) inspected an assembling firm in Nairobi and recommended that there are changes in operations execution because of actualizing the ISO 9001 norms. Notwithstanding, this examination needed multi-authoritative correlation (Thuo, 2013). Naveh and Marcus (2012) found that the advantages of execution are procedural productivity and blunder rate diminishment and not piece of the pie, staff inspiration, or cost lessening.

Numerous research studies have been conducted on ISO certification, service delivery in organizations but none has focused on the relationship between of ISO 9001:2008 certifications on service delivery in Kenyan University. Therefore, this study seeks to fill the gap by focusing on four variables that comprise of reliability, assurance, tangibles, empathy and responsiveness. Moreover, it focuses on conformity and non-conformity of the ISO certification standards by the organization. The study therefore,

seeks to analyze whether ISO standards are followed and how they affect service delivery in Kenyan University.

2.6 Conceptual Framework

The conceptual framework discusses the inter-relationship between the Independent variable and the dependent variable. The study is guided by four Total Quality Management (TQM) Principles which are customer focus, leadership, continual improvement and involvement of people). The study will seek to establish the extent to which implementation of ISO 9001:2008 TQM principles (Independent Variable) influence improved service delivery (dependent variable) in Kisii University.

**INDEPENDENT VARIABLE
VARIABLE**

DEPENDENT

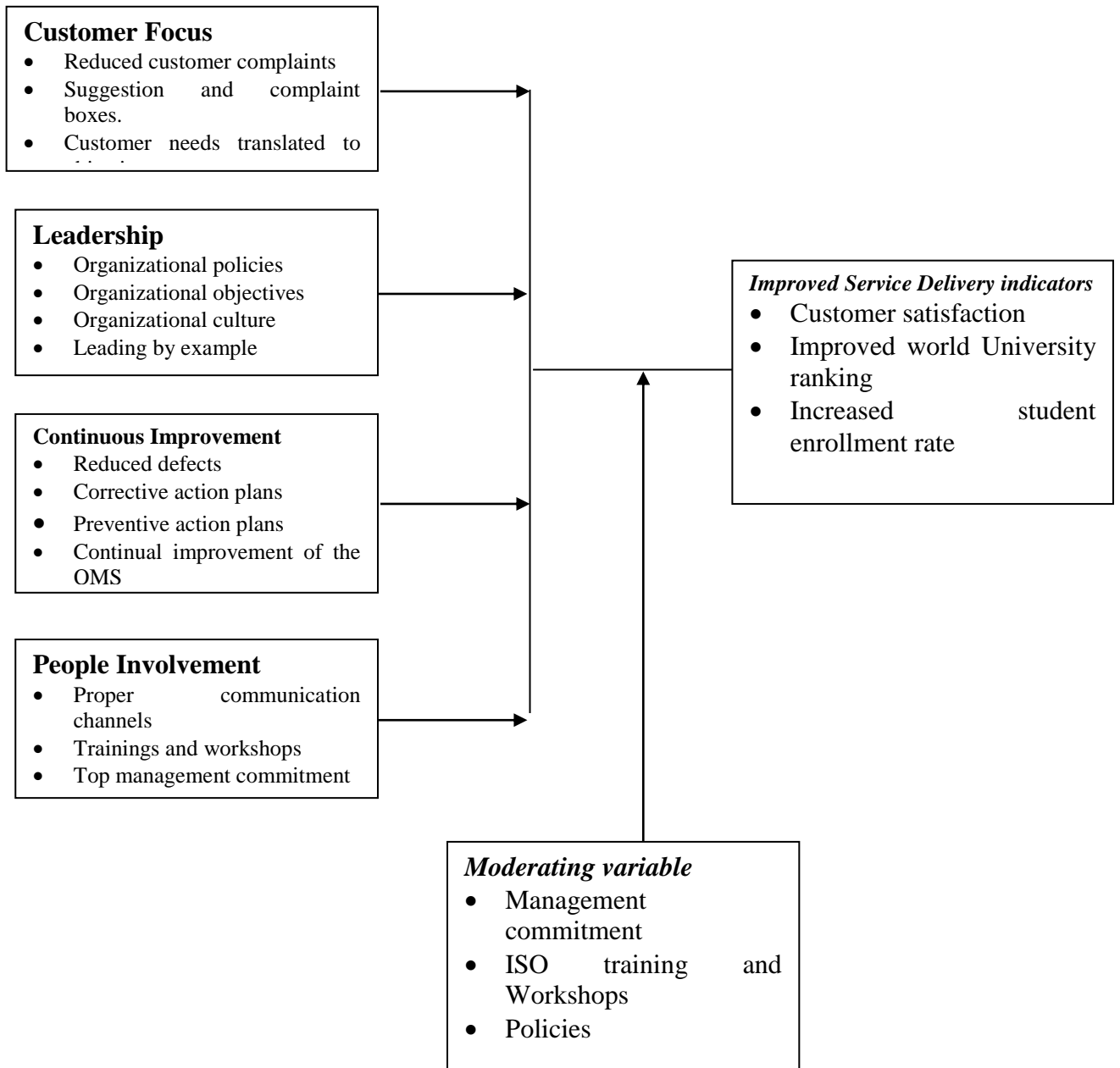


Figure 1 Conceptual Framework

2.7 Research Gap

Table 2.1: Research Gap

Variable	Author and Year	Findings	Knowledge Gap
Continual improvement	Lee, Hu, and Ko (2008)	ISO affirmation and proprietorship structure emphatically affect firm execution.	The study showed the role played by the hospital staff in continual improvement.
Customer Focus	Golafshani, (2011)	That ISO 9001 accreditation has enhanced execution in associations through anticipation of deformities and has likewise enhanced the notoriety of the association through giving an interesting picture in the market	The studies showed that ISO implementation is a tedious and expensive procedure but it provided guidelines on how organizations can make sure it is a cost effective process.
Involvement of people	Jarmila ŠALGOVIČOVÁ and Matej BĪLÝ	People involvement involves effectively communicating the organizations expectations to people and listening to their views.	Top management is able to make the choice on people and their involvement in various activities.
Leadership	Kenn Ramdass	Firms that had higher application of leadership competencies scored an average of 18% more on their ability to apply QMS principles.	The study showed there is need to improve top management commitment in iso 9000 implementation in most companies.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter presents the methodology that was used to conduct the research to answer the research objective and questions stated in chapter one. It describes the research design, the target population, Sample size and sampling technique, Research Instruments, data collection, Piloting the Instruments, validity and reliability of the research instruments. The chapter also includes data collection procedure, Data Analysis Techniques, ethical considerations and finally operational definition of the variables.

3.2 Research Design

The examination embraced an expressive overview plan .Descriptive research tries to confirm figured theories that allude to the current circumstance with a specific end goal to illustrate it (Bechhofer and Paterson, 2008). An illustrative research gives an exhaustive and precise portrayal overview by deciding the "how" or "why" the wonders will appear and furthermore what is associated with the circumstance (Robson, 2002). This outline was picked in light of the fact that it connected nearly to the exploration destinations of this examination and were down to earth in testing the examination speculations and in endeavoring to research the impact of the autonomous factors on the reliant variable together with the directing variable.

3.3 Target Population

The study target population was 1261 academic and non-academic staff from Kisii University main campus (kisii university Human Resource office, 2017) and 21 student leaders from Kisii University Main Campus. The target population above was chosen since they are accessible to information required by the researcher and are directly involved in the day to day implementation of ISO 9001:2008

Table 3.1 Target Population: Non-Teaching staff

	Total	SAMPLE
HODs	58	30
CODs	42	24
Senior Administrative staff	165	41
Administrative staff	206	20
clerks	134	53
Secretaries	58	21
Support staff	122	22
Total	785	211

Table 3.2 Target Population: Teaching staff

	Total	SAMPLE
Professors	1	1
Associate professor	5	2
Senior lectures	42	13
Lecture	103	23
Assistant Lectures	197	32
Tutorial fellows	47	10
Graduate Assistants	36	11
Total	431	92

Source (University HR records, 2017)

Table 3.3 Target Population: Number of students leaders at Kisii University.

	Number
Executive leaders	11
Faculty representatives	10
Total	21

Source (Dean of student's office, Kisii University)

3.4 Sample size and sampling technique

From the target population of 1261 academic and non-academic staff, Taro Yamane (1973) sample size formula was used to select a sample size of 303 academic and non-academic top management staff as shown below:

$$n = \frac{N}{1 + Ne^2}$$

Where:

n = Sample size

N = Population size

e = the error of Sampling

This study will allow the error of sampling on 0.05. Thus, sample size will be as follows:

$$= \frac{1261}{1 + 1261_{0.05}^2} = 303 \text{ staff members}$$

The study adopted stratified sampling technique to select the employees where respondents were picked from. Random sampling was used to select employees in each department to constitute the sample. This was done by assigning employees numbers. Papers with numbers indicated on them were mixed well and the researcher randomly picked 303 papers from 1261 papers with staff names.

3.5 Research Instruments

This examination utilized surveys to gather information pertinent to the investigation. Organized surveys were directed to representatives and understudy pioneers. The poll was picked in light of the fact that it gives a more complete view than some other research instrument. They were utilized to get essential information from the inspected populace. The surveys were figured by examine goals in a precise technique. The specialist managed the polls actually to the respondents and from that point the filled surveys were gathered promptly for information examination.

3.5.2 Validity and reliability of the Instruments

These are trial of estimation that are utilized to assess the adequacy of an estimation instrument (Kothari, 2004). Mugenda and Mugenda (1999) allude to legitimacy as the degree to which the instrument measure what it should quantify or intended to gauge. The instruments for this investigation i.e. the survey and the meeting plan were approved through utilization of substance legitimacy controlled by a specialist judgment.

Test-retest technique for evaluating unwavering quality was utilized to decide the dependability. A quantitative investigation of the request was performed utilizing the SPSS 11.5 PC program to measurably test the unwavering quality of the examination instrument. In the examination, the aggregate factors were utilized, in light of the fact that their dependability is high contrasted with a solitary variable (Bryman and Cramer, 2001). A connection coefficient was worked out utilizing Spearman's Product Moment Correlation. A relationship co-productive of 0.91 demonstrated a solid unwavering quality of the exploration instrument.

3.6 Data Collection Procedure

This alludes to the vital appraisal of the coded information and making derivations (Kombo& Tromp, 2009).Once the polls were gathered by the specialist, they were coded and bolstered into the SPSS PC programming and broke down. At first, screening of information was finished utilizing sort capacities. Information depended on the destinations and research inquiries of the examination. From the outcomes, the specialist got a researchable information.

3.7 Data Analysis Techniques

Quantitative information gathered was broke down utilizing illustrative factual methods which were frequencies, mean, standard deviation. Subjective information was ordered and detailed in developing topics; measures of focal propensity gave the outline insights of the factors being tried. The discoveries were exhibited by utilization of recurrence dissemination tables that give record of various circumstances a score or a reaction happens. The specialist utilized inferential insights Pearson connection to demonstrate the connections that existed between the factors. From the frequencies and perception the analyst made conclusions and suggestions.

The gathered information was dissected utilizing different relapses and connection investigation, the criticalness of every autonomous variable was tried at a certainty level of 95%. The relapse condition of the investigation was connected.

3.8 Ethical Considerations

Kombo and Tromp (2006), take note of that analysts whose subjects are individuals or creatures must think about the lead of their exploration, and offer regard for the moral issues related with completing their examination. This examination managed individuals as respondents and consequently, respondents were guaranteed of classification by the specialist.

The investigation put into thought the way that support in explore is intentional. This is the reason the analyst set aside opportunity to disclose to the respondents the significance of the investigation and accordingly asked for the respondents to take part in the examination by giving data pertinent to the examination. To build up great working association with the members, the scientist tried to build up a compatibility with them.

Variable description and operationalization				
Service delivery	Dependent variable	<ul style="list-style-type: none"> • Improved Competitive advantage • Increased student enrollment 	Questionnaire	All
To determine the influence of Customer focus on service delivery in Kisii University.	Customer focus Independent Variable	<ul style="list-style-type: none"> • Reduced customer complaints • Customer needs aligned with overall objectives. • Improved customer satisfaction 	Questionnaire	Question 6 Objective 1

To assess the influence of Leadership on service delivery in Kisii University.	Leadership Independent Variable	<ul style="list-style-type: none"> • Improved open and honest communication channels. • No. of ISO trainings and workshops organized. • Adequate resources provided. 	Questionnaire	Question 7 and 8 Objective 2
To establish the influence of continuous improvement on service delivery in Kisii University.	Continuous Improvement Independent Variable	<ul style="list-style-type: none"> • Continuous improvement of the organization QMS. • Continuous monitoring of the organization QMS. • No. of trainings organized on continuous improvement. 	Questionnaire	Question 9 and 10 Objective 3
To find out the influence of involvement of people on service delivery in Kisii University.	Involvement of people Independent Variable	<ul style="list-style-type: none"> • Job satisfaction • Teamwork in the institution. • Members of staff involved in networking and collaboration. 		Question 11 Objective 4

CHAPTER FOUR

DATA ANALYSIS, PRESENTATION AND INTERPRETATION

4.1 Introduction

The study employed different statistical techniques aided by the statistical package, SPSS to analyze the data. This chapter describes the data analysis, presentation and interpretation of the findings. The findings relate to the objectives that guided the study. The chapter begins with the background characteristics of the respondents, results on the objectives, and then explains factor analysis and reliability techniques adopted by the study, correlation and regression analysis.

4.2 Questionnaire return rate.

According to Hager et al (2003), several research methods textbooks suggest that research should strive to achieve response rates of 50 percent, 60 percent out 75 percent. Out of 303 questionnaires, 297 were filled, returned and giving a response rate of 96.61% which was sufficient.

Table 4.1: Response rate (Non-teaching staff)

	Total	Returned questionnaires
HODs	30	29
CODs	24	23
Senior Administrative staff	41	40
Administrative staff	20	20
Clerks	53	52
Secretaries	21	21
Support staff	22	22
Total	211	207

Table 4.2: Response rate (Teaching staff)

	Total	Returned questionnaires
Professors	1	0
Associate professor	2	1
Senior lectures	13	13
Lecturers	23	23
Assistant Lectures	32	32
Tutorial fellows	10	10
Graduate Assistants	11	11
Total	92	90

4.3 Demographic characteristics of the respondents.

Background information of the respondents in a given study are important in highlighting whether the characteristics presented by the respondents or the settings in which they operate can act as potential confounders to the main phenomenon under investigation. The study thus carried out an examination of the characteristics of the teaching and non-teaching staff in Kisii University especially on their gender, age, level of education qualification, length of time working at the institution, awareness on ISO certification and level of understanding of ISO certification on the running of the institution. The findings regarding these were presented in Table 4.3.

Table 4.3: Demographic characteristics of respondents

Gender	Frequency	Percent	Cumulative Percent
Male	201	67.7	
Female	96	32.3	
Total	297	100	
Age bracket			
21 - 30 years	100	33.7	33.7
31 - 40 years	129	43.4	77.1
41 - 50 years	37	12.5	89.6
51 - 60 years	31	10.4	100
Total	297	100	
Highest level of education qualification			
Postgraduate	15	5.1	5.1
Undergraduate	128	43.1	48.1
Tertiary College	77	25.9	74.1
Secondary	63	21.2	95.3
Primary	14	4.7	100
Total	297	100	
Length of continuous service with the organization			
0 - 5 years	101	34	34
6 - 10 years	91	30.6	64.6
11 - 15 years	77	25.9	90.6
16 years and above	28	9.4	100
Total	297	100	
Awareness that Kisii University is ISO9001:2008 Certified			
Yes	156	52.5	
No	104	35	
Not sure	37	12.5	
Total	297	100	
Level of understanding and interaction with ISO 9001:2008 Quality Management Standards in your day to day activities at the University			
Never	18	6.1	
Rarely	1	0.3	
Moderately	128	43.1	
To a very great extent	150	50.5	
Total	297	100	

From the findings in Table 4., 201 (67.7%) of the teaching and non-teaching staff are male while 96 (32.3%) are female which shows clear domination of males compared to females in Kisii University. Furthermore, cumulatively, 77.1% of the respondents are aged 40 years and below which is the main working group or economically active group. More specifically, 100 (33.7%) are aged 21 - 30 years, 129 (43.4%) are aged 31 - 40 years, 37 (12.5%) are aged 41 - 50 years while 31 (10.4%) are aged 51 - 60 years indicating a trend that with increasing age, the lower the number.

The findings on the level of education showed that cumulatively, 74.1% of the respondents had attained tertiary, undergraduate or postgraduate education. Majority, 128 (43.1%) have undergraduate level of education, 77 (25.9%) have tertiary education, 63 (21.2%) have secondary education, 14 (4.7%) have primary level of education while 15 (5.1%) have postgraduate level of education. It seems that while there is a high transition from tertiary to undergraduate, there is very low transition from undergraduate to postgraduate level of education among the Kisii University staff.

The findings also showed that 101 (34%) of the respondents have worked for the institution for 5 years or less, 91 (30.6%) have worked for 6 to 10 years, 77 (25.9%) have worked for 11 to 15 years while 28 (9.4%) have worked for 16 years or more in the institution. Cumulatively, 64.6% of the respondents have worked continuously in the institution for 10 years or less. In terms of the level of awareness that Kisii University is ISO 9001:2008 Certified, 156 (52.5%) of the teaching and non-teaching staff were aware, 104 (35%) were not aware while 37 (12.5%) were not sure which indicated that there is a gap in terms of communication to the status of the institution. Finally, with regard to the level of understanding and interaction with ISO 9001: 2008 Quality Management Standards in their day to day activities at the University, 150 (50.5%) understood to a very great extent and 128 (43.1%) to a moderate extent.

4.4 Factor analysis on the Dependent Variable.

Factor examination is a measurable technique used to depict inconstancy among watched, connected factors as far as a conceivably bring down number of in secret factors called factors. For instance, it is conceivable that varieties in six watched factors for the most part mirror the varieties in two surreptitiously (hidden) factors.

Factor investigation looks for such joint varieties in light of in secret inert factors. The watched factors are displayed as straight blends of the potential elements, in addition to "mistake" terms. Factor investigation plans to discover autonomous idle factors. Supporters of factor expository strategies trust that the data increased about the interdependencies between watched factors can be utilized later to decrease the arrangement of factors in a dataset. Clients of factor examination trust that it manages informational collections where there are huge quantities of watched factors that are thought to mirror fewer fundamental/idle factors. It is a standout amongst the most usually utilized between reliance methods and is utilized when the applicable arrangement of factors demonstrates an orderly between reliance and the goal is to discover the inert elements that make a shared characteristic. Factor examination was completed on the five variables.

Table 4.4: Total Variance Explained for Customer Focus

	1	
There is suggestion box for customer to give feedback on our services	0.988	
There is well documented customer feedback and complaints handling procedure in your department e.g A complaints/compliments book	0.897	
There has been a notable improvement in customer feedback in your department/Faculty	0.994	
There has been a significant reduction in Customer Complaints in your department	0.623	
Since the University was ISO Certified, there has been improved level of customer satisfaction in your department/Faculty	0.992	
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		0.572
Bartlett's Test of Sphericity	Approx. Chi-Square	3422.221
	Df	10
	Sig.	0.000
Extraction Method: Principal Component Analysis. a. 1 components extracted.		
Total variance explained		
Initial Eigen values	% of Variance	Cumulative %
4.140	82.806	82.806

Regarding customer focus, the five items were loaded significantly on the first component and these can be summed up to relate to customer feedback and handling of customer complaints. This component accounts for 82.806% of the variance. This means that the five items that define customer focus can be grouped into 1. Sampling adequacy was tested using the Kaiser- Meyer- Olkin Measure (KMO measure) of sampling adequacy. As evidenced in Table 4.3, KMO was greater than 0.5 (0.572), and Bartlett's Test was significant, chi-square (10) = 3422.221, p-value < 0.000.

Table 4.5: Descriptive statistics for Service Delivery

	1	
There are policies and objectives that guide my daily activities	0.689	
The university has provided a conducive environment to enable staff achieve their objectives	0.909	
There is improved internal communication and increased employee participation	0.907	
There is increased Top Management Commitment in ISO implementation	0.98	
The university has provided adequate human, financial and material resources to assist staff in achieving set objectives	0.945	
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		0.718
Bartlett's Test of Sphericity	Approx. Chi-Square	3692.199
	Df	10
	Sig.	0.000

Extraction Method: Principal Component Analysis.

a. 1 components extracted.

Total variance explained			
Initial Eigen values	% of Variance	Cumulative %	
3.976	79.528	79.528	

With regard to leadership, the findings in Table 4.5 revealed that the five items were loaded significantly on the first component and these can be summed up to relate to working environment, policies and resources. This component accounts for 79.528% of the variance. This means that the five items that define leadership can be grouped into 1. Sampling adequacy was tested using the Kaiser- Meyer- Olkin Measure (KMO measure) of sampling adequacy. As evidenced in Table 4.4, KMO was greater than 0.5 (0.718), and Bartlett's Test was significant, chi-square (10) = 3692.2, p-value < 0.000.

Table 4.6: Total Variance Explained for Continuous Improvement

	1	
There are well documented procedures that are followed to the latter by all staff members in the department	0.982	
There has been an improvement in record keeping and documentation in your department	0.982	
There are regular Quality Audits that are carried out that add value to your job	0.924	
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		0.711
Bartlett's Test of Sphericity	Approx. Chi-Square	1639.6
	Df	2
	Sig.	3
		0.000
Extraction Method: Principal Component Analysis.		
a. 1 components extracted.		
Total variance explained		
Initial Eigen values	% of Variance	Cumulative %
2.782	92.729	92.729

In terms of continuous improvement, the findings in Table 4.6 revealed that the three items were loaded significantly on the first component and these can be summed up to relate to quality of auditing, record keeping and documentation. This component accounts for 92.729% of the variance. This means that the five items that define continuous improvement can be grouped into 1. Sampling adequacy was tested using the Kaiser- Meyer- Olkin Measure (KMO measure) of sampling adequacy. As evidenced in Table 4.5, KMO was greater than 0.5 (0.711), and Bartlett's Test was significant, chi-square (3) = 1639.62, p-value < 0.000.

Table 4.7: Total Variance Explained for Involvement of People

		1
There is a transparent, open and honest communication network in the university		0.728
I have attended more trainings/workshops on ISO QMS that have added value to your daily activities in the department		0.979
Members of staff are actively involved in decision making and monitoring of the QMS		0.979
The institutions related service information can easily be obtained		0.995
Timely and accurate rendition of management and financial report is an evidence of efficiency of the system within the organization		0.995
The institutions employees are always willing serve to customers		0.995
Extraction Method: Principal Component Analysis.		
<hr/>		
Total variance explained		
Initial Eigen values	% of Variance	Cumulative %
5.417	90.281	90.281

The findings on involvement of people in Table 4.7 revealed that all the six items were loaded significantly on the first component and these can be summed up to relate to involvement of all staff in decision making and communication. This component accounts for 90.281% of the variance. This means that the five items that define involvement of people can be grouped into 1.

Table 4.8: Total Variance Explained for Service Delivery

	1	2	3
When we promise to do something we do it	0.983		
We show sincere interest in solving customers problems for them	0.876		
We provide services at the time we promise	0.876		
We keep records accurately	0.942		
We are dependable		0.954	
The institution's related service information can easily be obtained			0.588
Employees can promptly response to customers' requests even when they are busy			0.894

Extraction Method: Principal Component Analysis.
Rotation Method: Varimax with Kaiser Normalization.
a. Rotation converged in 5 iterations.

Total variance explained		% of Variance	Cumulative %
Initial Eigen values			
	3.74	48.945	48.945
	1.487	23.757	72.702
	1.02	16.531	89.233

Finally, the findings on service delivery in Table 4.8 revealed that four items were loaded significantly on the first component and were related to solving of customer problems, one was significantly loaded on the second component and was related to dependability while the last two items were significantly loaded on the third component and were related to timely response. This means that the seven items that define service delivery can be grouped into 3 that explain a total of 89.233% of the variance.

4.5 Customer Focus and its influence on service delivery.

Majority of customers select suppliers based on evidence that they are qualified and have the capability to meet or even surpass customer expectations. Basing on this, the study sought to establish the views of the respondents on customer focus and eventually establish how this determines the degree of service delivery in the institution. The findings regarding this were presented in Table 4.9 which were the

responses summarized in mean response, the standard deviation and measures of skewness and kurtosis.

Table 4.9: Descriptive statistics for Customer Focus (students)

	N	Mean	Std. Deviation
Lectures attend classes regularly	16	3.2500	1.23828
Friendly university staff	16	2.8125	1.22304
Competitive edge over other universities	16	2.8125	1.32759
Examination results processed on time	16	2.8750	1.31022
Adequate infrastructure	16	2.7500	1.23828
Customer complaints procedure	16	2.2500	1.12546
Awareness that Kisii University is ISO 9001:2008 Certified	16	1.4375	.72744
University meets needs and expectations of students (customers).	16	2.6875	1.07819
Valid n (listwise)	16		

The findings in Table 4.9 showed with the statement that generally students agree that lecturers attend classes regularly with a mean = 3.25 (std. dev. = 1.24). The findings also revealed an overall neutrality that students agree with the statements that university staff are friendly with mean = 2.8125 (std.dev =1.22304) and that ISO 9001:2008 certification gives the University a competitive edge over other universities in the region with, mean = 2.8125 (std. dev. = 1.22304). The findings also showed that students disagreed with the statement that there is a customer complaints procedure that handles students complaints with a mean of 2.25 (std. dev 1.13) agreement with the statement that there has been a notable improvement in customer feedback in the department/Faculty, mean = 3.26 (std. dev. = 0.615). The study also revealed that students are not aware that Kisii University is ISO Certified revealing that there is need for communication.

Table 4.10: Descriptive statistics for Customer Focus (staff)

	Mean	Std. Deviation	Skewness	Kurtosis
There is suggestion box for customer to give feedback on our services	3.19	1.077	-0.104	-1.655
There is well documented customer feedback and complaints handling procedure in your department e.g A complaints/compliments book	3.89	0.882	0.107	-1.332
There has been a notable improvement in customer feedback in your department/Faculty	3.62	0.615	0.105	0.207
There has been a significant reduction in Customer Complaints in your department	4.28	0.531	-0.940	8.087
Since the University was ISO Certified, there has been improved level of customer satisfaction in your department/Faculty	3.62	0.603	0.307	-0.586

The findings in Table 4.10 revealed overall neutrality with the statement that there is suggestion box for customer to give feedback on our services, mean = 3.19 (std. dev. = 1.077). The findings also revealed overall agreement with the statement that there is well documented customer feedback and complaints handling procedure in their department e.g A complaints/compliments book, mean = 3.89 (std. dev. = .0882). The findings also showed agreement with the statement that there has been a notable improvement in customer feedback in the department/Faculty, mean = 3.26 (std. dev. = 0.615). In addition, the findings also revealed agreement with the statement that there has been a significant reduction in Customer Complaints in your department, mean = 4.28 (std. dev. = 0.531) while there was agreement with the statement that since the University was ISO Certified, there has been improved level of customer satisfaction in the department/Faculty, mean = 3.62 (std. dev. = 0.603). The values of skewness were between -1 and +1 indicating that the data on customer focus was moderately skewed and thus the data is moderately symmetric. For Kurtosis, which is a measure of the peakedness of the population, there was generally violation of the -1 to +1 rule of thumb for kurtosis and generally, it can be said that the assumption of normality cannot hold.

4.6 Leadership and its influence on Service Delivery

Leadership as defined by (Hoyle, 2009) refers to the ability to ensure that the organization is doing the right thing. In this study, leadership was defined in terms of presence of policies and objectives that give guidance, conducive environment for achievement of objectives, internal communication and employee participation, management commitment and provision of adequate human, financial and material resources. Thus, the respondents were asked to state their level of agreement to statements regarding leadership in Kisii University and their responses were summarized as presented in Table 4.11.

Table 4.11: Descriptive statistics for Leadership

	Mean	Std. Deviation	Skewness	Kurtosis
There are policies and objectives that guide my daily activities	3.64	0.955	0.651	-1.298
The university has provided a conducive environment to enable staff achieve their objectives	2.92	0.959	0.556	-0.835
There is improved internal communication and increased employee participation	2.92	0.954	0.579	-0.851
There is increased Top Management Commitment in ISO implementation	2.76	1.560	-0.188	-1.842
The university has provided adequate human, financial and material resources to assist staff in achieving set objectives	2.95	0.978	0.465	-1.028

The findings in Table 4.9 revealed a general agreement with the statement that there are policies and objectives that guide my daily activities, mean = 3.64 (std. dev. = 0.955). However, there is overall neutrality with the statement that: the university has provided a conducive environment to enable staff achieve their objectives, mean = 2.92 (std. dev. = 0.959) and that there is improved internal communication and increased employee participation, mean = 2.92 (std. dev. = 0.954). In addition, there is overall neutrality with the statement that there is increased top management commitment in ISO implementation, mean = 2.76 (std. dev. = 1.560) and that the university has provided adequate human, financial and material resources to assist staff in achieving set objectives, mean = 2.95 (std. dev. = 0.978). The values of

skewness were within the -1 and +1 range while not all the kurtosis values were within the -1 and +1 range which in general, can be taken to imply that the normality assumption cannot hold in this case.

4.7 Continuous Improvement and its influence on service delivery.

Continual improvement in an organization according to Hoyle (2009) involves continually improving products, processes and services. It also involves continually improving the efficiency and effectiveness of all processes, procedures, services and products and also providing every worker in the organization with appropriate education and training on the methods and the tools necessary for continual improvement. In this case, continuous improvement is defined in terms of documentation procedures, record keeping and quality audits. Thus, the respondents were asked to state their level of agreement or disagreement with the statements on continuous improvement and the findings were summarized as presented in Table 4.12.

Table 4.12: Descriptive statistics for Continuous Improvement

	Mean	Std. Deviation	Skewness	Kurtosis
There are well documented procedures that are followed to the latter by all staff members in the department	3.19	1.077	-0.104	-1.655
There has been an improvement in record keeping and documentation in your department	2.76	1.557	-0.191	-1.837
There are regular Quality Audits that are carried out that add value to your job	2.23	1.307	0.471	-1.54

The findings revealed overall neutrality with the statement that there are well documented procedures that are followed to the latter by all staff members in the department, mean = 3.19 (std. dev. = 1.077). In addition, there is overall neutrality with the statement that there has been an improvement in record keeping and documentation in their department, mean = 2.76 (std. dev. = 1.557) and disagreement with the statement that there are regular quality audits that are carried out that add value to their job, mean = 2.23 (std. dev. = 1.307). While the values of skewness

indicated a moderate skewed population, the values of kurtosis were not within the rule of thumb range of -1 and +1. This indicates in general that with regard to the data, the normality of the population is not assumed.

4.8 Involvement of People and its influence on service delivery.

The principle of involvement of people as explained by Hoyle (2009) states that people are the core of an organization at all cadres and therefore they need to be fully involved in the activities and decision making processes of the organization for the benefit of the organization. This can be assessed in terms of transparency, honesty and openness, capacity building using trainings, involvement in decision making process, and access to vital information, reporting and service to customers. The findings were presented in Table 4.13.

Table 4.13: Descriptive statistics for Involvement of People

	Mea n	Std. Deviation	Skewness	Kurtosis
There is a transparent, open and honest communication network in the university	2.71	1.054	0.890	-0.883
I have attended more trainings/workshops on ISO QMS that have added value to your daily activities in the department	3.12	0.997	-0.273	-1.904
Members of staff are actively involved in decision making and monitoring of the QMS	3.13	0.993	-0.266	-1.942
The institutions related service information can easily be obtained	3.19	1.077	-0.104	-1.655
Timely and accurate rendition of management and financial report is an evidence of efficiency of the system within the organization	3.19	1.077	-0.104	-1.655
The institutions employees are always willing to serve customers	3.19	1.077	-0.104	-1.655

From the findings in Table 4.13, there is overall neutrality with the statement that there is a transparent, open and honest communication network in the university, mean = 2.71 (std. dev. = 1.054). In addition, there is overall neutrality with the

statements that: they have attended more trainings/ workshops on ISO QMS that have added value to their daily activities in the department, mean = 3.12 (std. dev. = 0.997); members of staff are actively involved in decision making and monitoring of the QMS, mean = 3.13 (std. dev. = 0.993); the institutions related service information can easily be obtained, mean = 3.19 (std. dev. = 1.077); timely and accurate rendition of management and financial report is an evidence of efficiency of the system within the organization, mean = 3.19 (std. dev. = 1.077) and the institution's employees are always willing to serve customers, mean = 3.19 (std. dev. = 1.077). The values of skewness were all within the -1 and +1 range while not all the values of Kurtosis were within this range implying that the assumption of normality cannot hold in this case.

4.9 Service Delivery

Administration conveyance is an appraisal of how well a conveyed benefit fits in with the customer's desires (Magi, 2013). Administration business administrators regularly survey the administration conveyance gave to their clients keeping in mind the end goal to enhance their administration, to rapidly recognize issues, and to better evaluate customer fulfillment. In this study, service delivery was assessed in terms of delivery of promises, solving of customers problems, and dependability, and timeliness, accuracy of records and ease of access to information. The study thus sought the views of the respondents with regard to their level of agreement or disagreement with the statements on service delivery and findings were presented in Table 4.14.

Table 4.14: Descriptive statistics for Service Delivery

	Mea n	Std. Deviatio n	Skewnes s	Kurtosis
When we promise to do something we do it	3.91	0.892	0.173	-1.727
We show sincere interest in solving customers problems for them	3.61	0.589	0.367	-0.696
We are dependable	4.25	0.435	1.145	-0.694
We provide services at the time we promise	3.61	0.589	0.367	-0.696
We keep records accurately	3.71	0.96	0.6	-1.651
The institution's related service information can easily be obtained	2.77	0.993	0.444	-0.618
Employees can promptly response to customers' requests even when they are busy	2.11	0.984	0.382	-0.971

The findings in Table 4.12 revealed that: there is overall agreement that when they promise to do something, they do it, mean = 3.91 (std. dev. = 0.892); overall agreement that they show sincere interest in solving customers' problems, mean = 3.61 (std. dev. = 0.589); overall agreement that they are dependable, mean = 4.25 (std. dev. = 0.435); overall agreement that they provide services at the time they promise, mean = 3.61 (std. dev. = 0.589) and overall agreement that they keep records accurately, mean = 3.71 (std. dev. = 0.960). However, there is overall neutrality with the statement that the institution's related service information can easily be obtained, mean = 2.77 (std. dev. = 0.993) and overall disagreement with the statement that employees can promptly respond to customer's requests even when they are busy, mean = 2.11 (std. dev. = 0.984). The values of skewness were all within the -1 and +1 range while not all the values of Kurtosis were within this range implying that the assumption of normality cannot hold in this case.

4.10 Correlation analysis on the Dependent and Independent variables.

Correlation analysis is usually used to establish the level to which two variables converge or diverge together depending on the case so as to determine the significance of the relationship. Normally, the Pearson's Product Moment Correlation Coefficient is used to make inference about the existing relationship between two variables. Generally, correlation analysis depicts to a given degree, the aspect of how one factor influences another. However, correlations do not imply or infer a cause-effect relationship. Consequently, a correlation analysis of the independent factors and the dependent factor (firm performance) was conducted and the findings were summarized and presented in Table 4.15.

Table 4.15: Correlations

		Custome r Focus	Leadershi p	Continuous Improve ment	Involvement of People
Leadership	Pearson	0.254**	1		
	Correlation Sig. (2- tailed)	0.000			
Continuous Improvement	Pearson	0.025	0.065	1	
	Correlation Sig. (2- tailed)	0.665	0.264		
Involvement of People	Pearson	0.424**	.591**	0.051	1
	Correlation Sig. (2- tailed)	0.000	0.000	0.381	
Service Delivery	Pearson	0.515**	0.365**	0.218**	0.464**
	Correlation Sig. (2- tailed)	0.000	0.000	0.000	0.000

** . Correlation is significant at the 0.01 level (2-tailed).

The findings in Table 4.15 revealed that there is a positive and significant relationship between customer focus and improved service delivery, $r = 0.515$, $p < 0.001$ meaning that increase in customer focus would result in a 51.5% chance of increased service delivery. Furthermore, leadership has a positive and significant relationship with improved service delivery, $r = 0.365$, $p < 0.001$ meaning that there is a 36.5% chance that service delivery will increase with increased leadership. In addition, continuous improvement has a positive and significant relationship with improved service delivery, $r = 0.218$, $p < 0.001$ implying that there is a 21.8% chance that service delivery will increase with increased continuous improvement. Finally, involvement of people has a positive and significant relationship with improved service delivery, $r = 0.464$, $p < 0.001$ meaning that there is 46.4% chance that service delivery will increase with increased involvement of people.

4.11 Regression Analysis of the study.

Before carrying out multiple linear regression analysis the assumptions of linearity (that there must be a linear relationship between the outcome variable and the independent variables) which in many cases is tested using scatter plots to depict

whether the relationship is linear or curvilinear. The findings on linearity were presented in Table 4.16.

Table 4.16: Linearity test

		Sum of Square s	df	Mean Square	F	Sig.
Service Delivery * Involvement of People	(Combined)	50.016	15	3.334	11.096	0.000
	Linearity	28.973	1	28.973	96.411	0.000
	Deviation from Linearity	21.043	14	1.503	5.002	0.000
Service Delivery * Continuous Improvement	(Combined)	8.853	3	2.951	6.884	0.000
	Linearity	6.383	1	6.383	14.888	0.000
	Deviation from Linearity	2.47	2	1.235	2.881	0.058
Service Delivery * Leadership	(Combined)	93.251	18	5.181	34.948	0.000
	Linearity	17.94	1	17.94	121.02	0.000
	Deviation from Linearity	75.311	17	4.43	29.885	0.000
Service Delivery * Customer Focus	(Combined)	69.472	18	3.86	16.51	0.000
	Linearity	35.698	1	35.698	152.70	0.000
	Deviation from Linearity	33.774	17	1.987	8.498	0.000

The findings depicted the linearity test between the dependent variable (service delivery) and the independent variables (customer focus, leadership, continuous improvement and involvement of people). A p-value of greater than 0.05 means that the inference is that there is no linear relationship. The findings revealed that there is a linear relationship between service delivery and involvement of people (F (1) = 96.411, p-value = 0.000). Also, there is a linear relationship between service delivery and continuous improvement (F (1) = 14.888, p-value = 0.000). Similarly, there is a

linear relationship between: service delivery and leadership ($F(1) = 121.021$, $p\text{-value} = 0.000$) and between service delivery and customer focus ($F(1) = 152.706$, $p\text{-value} = 0.000$). This means that the significant linear relationships indicate that the independent variables can be used to predict the behavior of the dependent variable. Thus, there is no violation of the linearity assumption.

Multiple regression assumes that the residuals are normally distributed. The findings in Table 4.17 show the various statistics for testing for normality of the data.

Table 4.17: Normality test

	Statistic	df	Kolmogorov-Smirnova		Shapiro-Wilk	
			Sig.	Statistic	df	Sig.
Service Delivery	0.107	297	0.000	0.976	297	0.000
Customer Focus	0.118	297	0.000	0.966	297	0.000
Leadership	0.140	297	0.000	0.945	297	0.000
Continuous Improvement	0.295	297	0.000	0.796	297	0.000
Involvement of People	0.167	297	0.000	0.941	297	0.000
a. Lilliefors Significance Correction						

The different straight relapse investigation requires that the mistakes amongst watched and anticipated esteems (that is, the residuals of the relapse) ought to be ordinarily conveyed. This suspicion might be checked by taking a gander at a histogram or a Q-Q plot. Ordinarity can likewise be checked with an integrity of fit test (that is, the Kolmogorov-Smirnov test or Shapiro-Wilk test), however this test must be directed on the residuals themselves. The test measurements are appeared in the third table. Here two tests for ordinarity are run. For dataset little than 2000 components, we utilize the Shapiro-Wilk test, generally, the Kolmogorov-Smirnov test is utilized. For our situation, since we have just 297 components, the Shapiro-Wilk test is utilized. From the discoveries, all the $p\text{-values}$ are under 0.05. We can dismiss the invalid speculation and presume that the information originates from a

typical appropriation. The discoveries in Table 4.15 uncovered that the ordinariness presumption isn't damaged, $p\text{-esteem} < 0.05$.

The invalid theory for Levene's test is that the gatherings we're looking at all have comparable populace fluctuations. The Levene's test for homogeneity of fluctuations was completed and the discoveries as introduced in Table 4.18.

Table 4.18: Homogeneity of variance test

	Levene Statistic	df1	df2	Sig.
Customer Focus	16.683	16	280	0.000
Leadership	43.426	16	280	0.000
continuous Improvement	8.981	16	280	0.000
Involvement of People	24.181	16	280	0.000

The other supposition of different straight relapse is homoscedasticity. Typically, there ought to be no certain example in the dissemination; if there is a cone-formed example, the information is heteroscedastic. On the off chance that the information are heteroscedastic, a non-direct information change or expansion of a quadratic term may settle the issue at 0.05 level of centrality. The discoveries in Table 4.18 uncovered that basing on Levene measurement, homoscedasticity isn't an issue. This basically implies there is a direct relationship and there is no need a non-straight information change or quadratic term to settle.

Table 4.19: Multicollinearity

	Tolerance	VIF
Customer Focus	0.820	1.219
Leadership	0.650	1.540
continuous Improvement	0.996	1.005
Involvement of People	0.570	1.753

a. Dependent Variable: Service Delivery

Various straight relapse accept that there is no multicollinearity in the information. Multicollinearity happens when the free factors are too exceptionally connected with each other. It can be tried utilizing the Variance Inflation Factor (VIF) - the VIFs of the direct relapse demonstrate the degree that the fluctuations in the relapse gauges are expanded because of multicollinearity. VIF esteems higher than 10 show that multicollinearity is an issue. In addition, tolerance values of less than 0.1 indicate the

presence of multicollinearity. The findings in Table 4.17 revealed that the VIF values for all the independent variables were below 10. This means that for all the independent variables, there was no presence of multicollinearity.

4.11 Regression

Table 4.20: Model Summary

R	R Square	Adjusted R Square	Std. Error of the Estimate
0.622a	0.387	0.379	0.53131

a. Predictors: (Constant), Involvement of People, **continuous** Improvement, Customer Focus, Leadership

The model summary for the effect service delivery as presented in Table 4.18 revealed that the model has a positive correlation with performance, $R = 0.622$. On the other hand, the value of R-square (0.387) and adjusted R-square (0.379) both indicate that 38.7% and 37.9% respectively of the variation in service delivery is accounted for by the independent variables in the model.

Table 4.21: Analysis of variance

	Sum of Squares	Df	Mean Square	F	Sig.
Regression	52.031	4	13.008	46.079	0.000a
Residual	82.429	292	0.282		
Total	134.46	296			

a. Predictors: (Constant), Involvement of People, **continuous** Improvement, Customer Focus, Leadership
b. Dependent Variable: Service Delivery

The analysis of variance output in Table 4.21 is used to establish the amount of variation accounted for by the regression model compared to the residuals. The findings in Table 4.19 revealed that the mean square sum for the regression model was 52.031 while the one for the residuals was 82.429 giving a F statistic value of 46.079 which indicated that the regression model accounts for over 46 units in the change in service delivery compared to the residuals. The p-value of 0.000 indicates that the model is fit in predicting the change in service delivery.

The estimation of the regression coefficients in Table 4.22 enables the determination of the significance of the effect of the independent variables on service delivery given the other variables being held constant.

Table 4.22: Estimation of coefficients

	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta	t	Sig.
(Constant)	0.195	0.292		0.668	0.505
Customer Focus	0.449	0.059	0.387	7.647	0.000
Leadership	0.123	0.055	0.128	2.245	0.025
continuous Improvement	0.213	0.052	0.189	4.112	0.000
Involvement of People	0.181	0.051	0.215	3.545	0.000

a. Dependent Variable: Service Delivery

The findings in 4.22 revealed that customer focus has a positive and significant effect on service delivery $\beta_1 = 0.449$, p-value = 0.000 meaning that for each unit increase in customer focus, service delivery increases by 0.449 units. This means that the hypothesis stating that there is no significant relationship between customer focus and improved service delivery at Kisii University is rejected and the conclusion is that customer focus has a positive and significant effect on improved service delivery at Kisii University. These findings are in line with those of Hoyle (2009) who asserts that customers require confidence in an organization that it can deliver products and services according to their specifications, cost and quality. Most customers select suppliers based on evidence that they are qualified and have the capability to meet or even surpass customer expectations. This is evidenced by availability of ISO certificates by organizations. Hoyle (2009) explains that an organization that applies the customer focus principle has the ability to understand and meet the customer and other stakeholder needs expectations, has the knowledge, skills and resources required to meet customer requirements and also puts the customer first by being sensitive to their preferences. Collins & Steiger (2009) explain that organizations need to understand that their survival depends upon the customer and therefore organizations need to target customer perception and offer value through preferred products and services.

In addition, the findings revealed that leadership has a positive and significant effect on service delivery $\beta_2 = 0.123$, $p\text{-value} = 0.025$ meaning that service delivery will improve by 0.123 units given a unit increase in leadership. This means that the hypothesis stating that there is no significant relationship between leadership and improved service delivery at Kisii University is rejected and the conclusion is that leadership has a positive effect on improved service delivery at Kisii University. In line with these findings, Hoyle (2009) defines leadership as the ability to ensure that the organization is doing the right thing. An organization that applies the leadership principle has a clear vision that guides the organizations future, promotes honest and open communication, educates and trains people, is proactive and leads by example among many other values. Furthermore, Collins & Steiger (2009) direct organizations to set policies and objectives, set a unity of purpose and direction, treat quality as a strategic issue and ensure that all financial, human and material resources required to achieve the set objectives are provided to the workers.

Furthermore, the findings revealed that continuous improvement has a positive and significant effect on service delivery $\beta_3 = 0.213$, $p\text{-value} = 0.000$ indicating that for each unit increase in continuous improvement, service delivery increases by 0.213 units. This means that the hypothesis stating that there is no significant relationship between continuous improvement and improved service delivery at Kisii University is rejected and the conclusion is that continuous improvement has a positive effect on improved service delivery at Kisii University. In line with these findings, continual improvement in an organization according to (Hoyle, 2009) involves continually improving products, processes and services. It also involves continually improving the efficiency and effectiveness of all processes, procedures, services and products and also providing every worker in the organization with appropriate education and training on the methods and the tools necessary for continual improvement. Collins & Steiger (2009) encourage organizations make continual improvement a permanent objective in the organization. He also encourages organizations to focus on process improvement, avail resources in the organization to ensure targets are met, put in place corrective and preventive action plans, actively seek to reduce defects and continuously improve the efficiency and effectiveness of the QMS. Based on Deming's theory, Deming (1986) notes that "Quality must be built at the design

stage.” This theory is therefore relevant to the study since it emphasizes on the need for continuous improvement in order to produce service delivery.

Finally, involvement of people has a positive and significant effect on service delivery, $\beta_4 = 0.181$, $p\text{-value} = 0.000$ and this indicates that for each unit increase in involvement of people, service delivery increases by 0.181 units. The findings have indicated that the hypothesis stating that there is no significant relationship between involvement of people and improved service delivery at Kisii University is rejected and the conclusion is that involvement of people has a positive effect on improved service delivery at Kisii University. Hoyle (2009) states that people are the core of an organization at all cadres and therefore they need to be fully involved in the activities and decision making processes of the organization for the benefit of the organization. People in an organization that applies the people involvement principle tend to have the freedom to accept ownership and responsibility actively enhance their skills and knowledge and also focus on creating value for their customers. According to Collins & Steiger (2009), involvement of people in an organization involves developing the abilities and competencies of people in the organization by providing them with the opportunities to use their abilities to their maximum capability, maintaining a high level of communication between leaders and employees, organizing for regular value additional trainings and workshops to ensure that all workers understand all the processes and finally making sure that employees duties are aligned to the organizations overall objective.

CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

The chapter covers the summary of major findings, conclusion based on the findings and the recommendations. The conclusion shows the study's focus to contribute to existing information while the recommendations propose what should be most ideal in regards to the area of study especially with regard to the gaps or challenges identified in the investigation.

5.2 Summary of the Findings.

5.2.1 Customer focus and its influence on service delivery at Kisii University.

The findings have showed that customer focus has a positive influence on improved service delivery at Kisii University, $\beta_1 = 0.449$, $p < 0.001$. However, the teaching and non-teaching staff indicated that there was no suggestion box to give feedback by the customer on their services. This means that although there is acknowledgement on the importance of the customer to the institution, there were various gaps that do not allow the institution to get vital information about the services hence the decisions are not well informed. This is despite the fact that the university has a well-documented customer feedback and complaints handling procedure in their department e.g. a complaints/compliments book. The findings on the influence of customer focus were mainly because of the fact that there has been a notable improvement in customer feedback in the department/faculty hence there has been a significant reduction in customer complaints in your department and improved level of customer satisfaction in the department/faculty since the University was ISO Certified.

5.2.2 Leadership and its Influence of on service delivery.

The findings have revealed that leadership has a positive influence on improved service delivery, $\beta_2 = 0.123$, $p < 0.05$. Although there was agreement that there are policies and objectives that guide daily activities, there are gaps in terms of provision of a conducive environment to enable staff achieve their objectives, improved internal communication and increased employee participation, top management commitment

in ISO implementation and provision of adequate human, financial and material resources to assist staff in achieving set objectives by the university.

5.2.3 Continuous improvement and its influence on service delivery.

The findings have revealed that continuous improvement has a positive influence on improved service delivery, $\beta_3 = 0.213$, $p < 0.001$. However, there are gaps in terms of quality documented procedures that are followed to the latter by all staff members in the department which points also to a gap in the implementation of the procedures and this meant that there is questionable improvement in record keeping and documentation in their department especially given that even regular quality audits are not carried out that add value to their job.

5.2.4 Involvement of people and its influence on service delivery.

The findings have revealed that involvement of people has a positive influence on improved service delivery at Kisii University, $\beta_4 = 0.181$, $p < 0.001$. Despite this, there is no transparent, open and honest communication network in the university. Furthermore, there were gaps in terms of providing more trainings/ workshops on ISO QMS that have added value to their daily activities in the department, members of staff are not actively involved in decision making and monitoring of the QMS, the institutions related service information is not easily obtained, there is no timely and accurate rendition of management and financial report hence inefficiency of the system within the organization and the institution's employees are not always willing to serve customers.

5.3 Discussions

The study sought to determine the impact of implementation of ISO 9001:2008 Certification on service delivery in public universities in Kenya. The first objective was to determine the influence of customer focus on service delivery in Kisii University. A hypothesis was tested to establish whether there was a relationship between customer focus and improved service delivery in Kisii University. The findings revealed a positive correlation between customer focus and service delivery in Kisii University. The findings agree with those by Golafshani, (2011) on *assessment of the effect ISO 9001:2008 certification on service delivery*.

The second objective was to assess the influence of Leadership on service delivery in Kisii University. A hypotheses was tested to establish any relationship between leadership and improved service delivery. The findings indicated that there is a positive relationship between Leadership and improved service delivery. . This was in agreement with a study by Kenn Ramdass on the *the role of Leadership Competencies for implementing ISO 9000 s* which revealed an apparent lack of top level managment commitment in most firms is south Africa. The study revealed that organizations that applied the leadership principle scored higher in terms of applying of QMS principles than those that do not apply the leadership principle.

The third objective was to establish the influence of continuous improvement on service delivery in Kisii University. Hypothesis tested revealed a positive correlation between continuous improvement on service delivery in Kisii University. This was in congruence with the findings of a study by Jarmila ŠALGOVIČOVÂ and Matej BĪLŸ on *People Involvement and their competence in Quality Managemrnt Systems*.The study revealed that people involvement allows people to use their abilities to the benefit of the organization.

The final objective was to assess the influence of involvement of people on service delivery in Kisii University. Hypothesis tested at 95% significance level revealed a positive relationship between involvement of people and service delivery in Kisii University. The study concurred with a study by Lee, Hu, and Ko (2008) *on the Relationship between ISO 9001:2008 and Continual Improvement on Service delivery and financial performance in manufacturing firms*.

5.4 Conclusion

The primary purpose of this study was to establish the influence of ISO 9001:2008 Certification on Service delivery in Kisii University. More specifically, the study aimed to achieve the following specific objectives: to determine the influence of customer focus on service delivery at Kisii University, to assess the influence of Leadership on service delivery at Kisii University, to establish the influence of continuous improvement on service delivery at Kisii University and to find out the influence of involvement of people on service delivery at Kisii University.

The findings revealed that increased customer focus results in increased service delivery. However, there is no suggestion box to give feedback by the customer about the services hence there is no inclusion of the view of the customer to enable service improvement at the department level. Hence since the University is ISO Certified, it can be pointed out that there is not full implementation of the certification.

It has also been revealed that leadership increases service delivery. Despite this, there are challenges that curtail the full realization of service delivery through leadership. For instance, although there are policies and objectives that guide daily activities in the institution, there is not conducive environment for the staff to attain their objectives, there is poor internal communication, little employee participation in the decision making process, lack of commitment by the top management in the implementation of ISO and inadequacies in human, financial and material resource provision hence the staff are not able to full realize the objectives set out.

Increased continuous improvement in the university enhances improved service delivery. Nonetheless, there is no full implementation of documented procedures by the staff at department level; poor record keeping and documentation at the departments and even regular audits that are aimed at taking note of the existing gaps for redress are not carried out.

Finally, involvement of people enhances improved serviced delivery. However, transparency, honesty and openness are lacking and particularly the communication network in the university which points to a top-down leadership framework. Given that the institution is ISO certified, there is need to continuously provide training to the staff for them to understand what it all entails and how they can use it to improve their activities in the university, however, such trainings are lacking and this means that there are no resources set aside for the trainings. Furthermore, staff members are not involved in the decision making process, hence they cannot own the activities in the institution and feel excluded. Furthermore, it is difficult to obtain service information.

5.5 Recommendations

There are no suggestion boxes in the departments that can be used to obtain feedback from the clients for improved service delivery. There is a need to put up suggestion boxes at the departments and also encourage the clients to give their suggestions for improved services in the university.

In addition, to enhance the positive impact of leadership, there is need to review the policies and procedures of communication within the institution so that all the input of the staff are captured. This would provide a positive environment for the staff to thrive in their activities in the university. In addition, this also calls for the full commitment of the top management to the implementation of the ISO especially through realization of its importance and the setting aside of necessary resources towards its implementation.

In order to enable continuous improvement in the university, there is need to realize the importance of fully implementing documented procedures in the institution. This would enhance the quality of records kept at the department level hence general improvement of service delivery.

Finally, while involvement of people creates an environment where many ideas are used in the decision making process, there is need to enhance and promote transparency, openness and honesty among the various cadres of staff at the institution. The leadership style should be such that there is promotion of teamwork and synergy in all aspects. Furthermore, there is need for continuous training and capacity building towards the understanding of the importance of ISO certification.

5.6 Suggestions for future research

The study covered academic and non-academic staff from Kisii University main campus who are directly involved in the day to day implementation of ISO 9001:2008.

However, there is need to increase the scope to cover other public and private universities so as to confirm the findings of this study and also to add more knowledge.

Furthermore, because of the difference in operations between public institutions and private institutions in terms of service delivery, there is need to include the perspective of the top management for the purpose of establishing existing challenges in service delivery and find out means of mitigating them.

Furthermore, universities in Kenya are administered under the Commission of University Education, however, there are factors that are inherent with this commission that impact either directly or indirectly to the service delivery at the institution level and especially under the County Government regime. Thus, there is need to have a deeper look into the role of the commission, in terms of regulation and policy, so as to get an overview of the challenges with view of addressing them from all angles.

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APPENDICES

APPENDIX I: INTRODUCTORY LETTER

I am a Masters student at the University of Nairobi and as a partial requirement of the coursework assessment; I am required to submit a research report on: **IMPACT OF IMPLEMENTATION OF ISO 9001 CERTIFICATION ON SERVICE DELIVERY IN KENYA'S PUBLIC UNIVERSITIES. A CASE OF KISII UNIVERSITY.** I would highly appreciate if you could kindly complete the Questionnaire to assist me collect data. Your information alongside others will help me in my research and will be used strictly for academic purposes and will be treated as confidential, therefore, do not write your name on the questionnaire.

Thank you in advance,

Yours faithfully,

Mary Miombe Mutuku

APPENDIX II: QUESTIONNAIRE

This questionnaire consists of four major sections which include the following: the first part consists of the Demographic and Respondents profile, the second one focuses on General information based on the objectives, the third section consists of information service delivery while the final is **ONLY** for students to answer.

Please give answers in the spaces provided and tick (✓) in the box that matches your response to the questions where applicable.

PART A: Demographic and Respondents profile

1. Gender (Tick as applicable)

- a) Male
- b) Female

2. What is your age bracket (Tick as applicable)

- a) 21 – 30 years
- b) 31-40 years
- c) 41-50 years
- d) 51 – 60 Years

3. What is your highest level of education qualification? (Tick as applicable)

- a) Post graduate
- b) Undergraduate
- c) Tertiary college
- d) Secondary
- e) Primary

4. Length of continuous service with the organization? (Tick as applicable)

- a) 0 - 5 years
- b) 6- 10 years
- c) 11 – 15 Years
- d) 16 Years and above

5. Are you aware that Kisii University is ISO9001:2008 Certified?

- a. Yes
- b. No

c. Not Sure []

6. If yes above, on a scale of 1 -5 please rate your level of understanding and interaction with ISO 9001:2008 Quality Management Standards in your day to day activities at the University.

a) To a Very great extend []

b) Moderately []

c) Rarely []

d) Never []

PART B: GENERAL INFORMATION

OBJECTIVE 1: CUSTOMER FOCUS

To what extend do you agree with the following statements regarding customer focus?

Key SA: Strongly Agree, A: Agree, U: Undecided; D: Disagree; SD: Strongly Disagree

Statement	SD	D	U	A	SA
Since the University was ISO 9001:2008 CERTIFIED;					
a. There is suggestion box for customer to give feedback on our services					
b. There is well documented customer feedback and complaints handling procedure in your department e.g A complaints/compliments book.					
c. There has been a notable improvement in customer feedback in your department/Faculty.					
d. There has been a significant reduction in Customer Complaints in your department.					
e. Since the University was ISO Certified, there has been improved level of customer satisfaction in your department/Faculty.					

OBJECTIVE 2: LEADERSHIP

7. To what extent do you agree with the following statements regarding Leadership since Kisii University was **ISO 9001:2008 CERTIFIED**;

Key SA: Strongly Agree, A: Agree, U: Undecided; D: Disagree; SD: Strongly Disagree

Statement	SD	D	U	A	SA
Since Kisii University was ISO9001:2008 Certified;					
a. There are policies and objectives that guide my daily activities.					
b. The university has provided a conducive environment to enable staff achieve their objectives.					
c. There is improved internal communication and increased employee participation.					
d. There is increased Top Management Commitment in ISO implementation.					
e. The university has provided adequate human, financial and material resources to assist staff in achieving set objectives.					

OBJECTIVE 3: CONTINUOUS IMPROVEMENT

8. To what extent do you agree with the following statements regarding Continuous improvement since the University was ISO Certified?

Key SA: Strongly Agree, A: Agree, U: Undecided; D: Disagree; SD: Strongly Disagree

Statement	SD	D	U	A	SA
Since the University was ISO 9001:2008 Certified;					
a. There are well documented procedures that are followed to the latter by all staff members in the department.					
b. There has been an improvement in record keeping and documentation in your department.					
c. There are regular Quality Audits that are carried out that add value to your job.					

OBJECTIVE 4: INVOLVEMENT OF PEOPLE

9. To what extent do you agree with the following statements regarding involvement of people at Kisii University?

Key SA: Strongly Agree, A: Agree, U: Undecided; D: Disagree; SD: Strongly Disagree

Please indicate your degree of agreement on the following service quality in your firm. Rate the below Questions as follows

Strongly Disagree = Disagree =Moderately Agree = Agree =Strongly Agree

Statement	S D	D	U	A	SA
a. There is a transparent, open and honest communication network in the university.					
b. I have attended more trainings/workshops on ISO QMS that have added value to your daily activities in the department..					
c. Members of staff are actively involved in decision making and monitoring of the QMS.					
d. The institutions related service information can easily be obtained					
e. The institutions employees promptly serve customers					
f. The institutions employees are always willing serve to customers					

PART C: SERVICE DELIVERY

10. To what extent do you agree with the following statements regarding service delivery at Kisii University?

Key SA: Strongly Agree, A: Agree, U: Undecided; D: Disagree; SD: Strongly Disagree

Please indicate your degree of agreement on the following statements regarding service quality in Kisii University. Rate the below Questions as follows

Strongly Disagree = Disagree =Moderately Agree = Agree =Strongly Agree

Statement	S D	D	U	A	SA
When we promise to do something we do it					
We show sincere interest in solving customers problems for them					
We are dependable					
We provide services at the time we promise					
We keep records accurately					
The institution's related service information can easily be obtained					
Employees can promptly response to customers' requests even when they are busy					

PART D: (To be filled by students only)

OBJECTIVE 1: CUSTOMER FOCUS

11. Gender (Tick as applicable)

- a. Male
- b. Female

12. What is your age bracket (Tick as applicable)

- a. Below 18 years
- b. 19 -25years
- c. 26 -35 years
- d. Above 35 Years

13. What is your program of study? (Tick as applicable)

- a. PhD
- b. Undergraduate
- c. Certificate
- d. Masters
- e. Diploma

14. Please Indicate your year of Admission into Kisii University? (Tick as applicable)

- a. 2017
- b. 2016
- c. 2015
- d. 2014
- d. 2013 and before

15. Are you knowledgeable about ISO 9001:2008 Quality Management Systems (QMS) ?

- a. Yes
- b. No
- c. Not Sure

16. If Yes above, Are you aware that Kisii University is ISO9001:2008 Certified?

- a. Yes
- b. No
- c. Not Sure

17. Please tick in the appropriate box the extent to which you agree with the following statements. SA (STRONGLY AGREE), A (AGREE), N(NEUTRAL),

STATEMENT	SA	A	N	D	SD
There is an established Customer Complaints Procedure for addressing students' complaints.					
The university offers relevant market driven courses.					
The university has adequate infrastructure that supports learning.					
The University offers Quality education services.					
Lecturers attend classes regularly and on time.					
Examination results are processed and issued on time.					
The University Staff are friendly and always willing to serve customers.					
Kisii University meets my needs and expectations as student.					
ISO 9001:2008 Certification has given the University a competitive edge over other universities in the region.					
I would recommend Kisii University to a friend/family member or other students to pursue their studies.					

D(DISAGREE). SD

(STRONGLY DISAGREE)

THANKYOU VERY MUCH FOR YOUR RESPONSE

APPENDIX III: LIST OF PUBLIC CHARTERED UNIVERSITIES IN KENYA

1. University of Nairobi
2. Kenyatta University
3. Moi University
4. Egerton University
5. Jomo Kenyatta University of Agriculture and Technology (JKUAT)
6. Chuka University
7. Maseno University
8. Dedan Kimathi University of Technology
9. Technical University of Nairobi
10. Masinde Muliro University of Science and Technology
11. Technical University of Mombasa
12. Kisii University
13. Pwani University
14. Maasai Mara University
15. University of Eldoret
16. Laikipia University
17. Jaramogi OgingaOdinga University
18. Meru University of Science and Technology
19. South Eastern Kenya University
20. Karatina University
21. MultiMedia University of Kenya
22. University of Kabianga