

**INFLUENCE OF CUSTOMER SERVICE CHARTER ON SERVICE DELIVERY:  
A CASE OF NAIROBI CITY WATER AND SEWERAGE COMPANY IN KENYA**

**BY  
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**A Research Project Report submitted in partial fulfilment of the requirements for  
the award of the Master of Arts degree in Project Planning and Management of the  
University of Nairobi**

**2015**

**DECLARATION**

This Research Project Report is my original work and it has never been submitted for any award.

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## **DEDICATION**

This Research Project Report is dedicated to my loving husband Titus Kimanthi and my sons Ted Kimanthi and Tobias Kibali who have made every sacrifice possible to ensure my period of study was smooth and exciting.

## **ACKNOWLEDGEMENT**

I express my sincere thanks to my supervisor, Mr. Kennedy Kibukho for his guidance and patience while undertaking this project and to all my colleagues who have made this project possible. Many thanks to all the Lecturers who taught me the different units in Project Planning and Management appreciate the Department of Extra mural studies for ensuring that I got all the assistance that I needed and the University of Nairobi for giving me a chance to study this worthy course. I acknowledge my study group members especially Kenneth Otieno who encouraged me even when things were tough.

Finally I wish to thank my work mates Pastor Boniface Kitavi and Mr. Timothy Irimu for their unending encouragement. I am also indebted to my employer, Nairobi City Water and Sewerage Company for making it possible for me to undertake this course.

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## **ABBREVIATIONS AND ACRONYMS**

<b>CCN</b>	City Council of Nairobi
<b>SPA</b>	Service Provision Agreement
<b>SPSS</b>	Statistical Package for the Social Sciences
<b>UK</b>	United Kingdom
<b>WASREB</b>	Water Services Regulatory Board
<b>WSD</b>	Water and Sewerage Department

## ABSTRACT

This study aimed at investigating the influence of customer service charter on service delivery: A case of Nairobi City Water and Sewerage Company. The objectives guiding this study were to establish the level of employee awareness on the customer service charter and its influence on service delivery, to assess the level of employee adherence to customer service charter commitment and its influence on service delivery and to establish customer service charter implementation strategies and their effect on service delivery in Nairobi City Water and Sewerage Company. Despite the adoption of the customer service charter as a way of improving service standards, the performance of the company has remained wanting. The only Customer perception survey carried out in January 2011 after adoption of the customer service charter showed a satisfaction level of 66.6%, which was far much lower than the acceptable level of 80%. The population in this study constituted 2700 employees and 284,845 customers. The study used stratified random sampling to sample 336 employees within the Company's six regional offices and 384 customers within the six regions. A set of questionnaires with closed ended questions was issued to the respondents in order to collect primary data for the study. The respondents answered the questions on their own. Quantitative approach of data analysis was used. Data was analyzed using frequencies, percentages, Pearson's correlation and linear regression statistics that were used to answer the research questions. The study findings showed that all the three variables explained 86.2% of the service delivery at Nairobi City Water And Sewerage Company. The study found out that in order to improve service delivery at Nairobi City Water and Sewerage Company the key determinants were customer service charter awareness amongst the staff and their adherence to the customer service charter commitments. The study found out that there was a weak positive correlation between awareness, staff adherence and Strategies. The correlation was statistically significant. This study recommends that Nairobi City Water and Sewerage Company conducts a refresher staff training on the service charter ,carries out staff consultations on the items of the service charter that may require to be adjusted , makes copies of the service charter available to staff in order to promote the awareness of the service charter amongst staff, adopts the culture of processes and procedures improvement in order to improve on service charter deliverables and of continuously improving the management information systems at the organization for it is a key strategy in the implementation of the service charter. Based on the findings of the study, the researcher recommends further studies in the area of influence of service charter adoption on the service delivery in other companies. The study also recommends further studies on influence of service charter adoption on staff motivation at Nairobi City Water and Sewerage Company.

## **CHAPTER ONE**

### **INTRODUCTION**

#### **1.1 Background of the Study**

Service delivery is a component of business that defines the interaction between providers and clients where the provider offers a service, whether that be information or a task, and the client either finds value or loses value as a result. The introduction of the modern service charter was closely associated with the conservative government of then Prime Minister of UK "John Major", who found himself in political circumstances that meant he needed to make his mark as a then new Prime Minister (Pollitt, 1994). In a press conference on 22 July 1991 launching the Charter, John Major stated that the 'charter programme will find better ways of converting money into better services'. The initial enthusiasm for service charters in the UK in the 1990s was remarkable. By March, 1994 there were officially 38 different individual government charter documents in the UK (Deakin, 1994). By 1997 there were 40 main charters and over 10,000 local charters that were not centrally controlled (Hansard, 1997). The enthusiastic but ad hoc nature of the spread of charters in the UK is confirmed by the fact that some of the new charters were established in some parts of the UK but not in others.

It has been estimated that the number of national charters in the UK grew to 200 (Milakovich, 2003). The first report of the service charter confirmed that the government was committed to a 'long-term programme of improvement and change to raise the standard of public services and make them more responsive to their users'. The programme established certain principles of public service relating to standards, complaints procedures and providers of public services were asked to produce their own charters. Service charter seems to have been part of a much longer term trend in which public services were becoming more user friendly and evolving in a way that has been described as the New Public Management (Hood, 1991). This has included a greater stress on public sector performance (Talbot, 2003). It has been observed that the service charter seemed to envisage the citizen primarily as a consumer and could be tending to substitute consumer-style rights for political and legal rights. Public sector reforms

became a common phenomenon around the globe, especially in developing countries and this become the way of responding to the needs of the taxpayers.

In Africa, the Charter was adopted at the third Pan African Conference of Ministers Windhoek, Namibia, from 5-6 February 2001, where African public service ministers adopted the Charter for the Public Service in Africa (Manby, May 2010 ). Countries that adopted the service charter include Ethiopia, South Africa, Algeria, Gabon, Swaziland, Tanzania and Uganda. In Kenya, the policy decision to introduce performance contracting in the management of public resources was conveyed in the Economic Recovery Strategy for Wealth and Employment Creation in 2003 as part of the civil service reforms (Talbot, 2003). The strategies have focused on deepening the use of citizen service delivery charters as accountability tools and entrenching performance as a culture in the public service. As part of the reforms the Kenyan government introduced service charters to act as a contractual obligation between the service provider and users of what was to be delivered. One of the key priorities of the Kenya Government was to implement and institutionalize public sector reforms that would lead to an efficient, effective and ethical delivery of services to the citizens.

### **Nairobi City Water & Sewerage Company**

Nairobi City Water and Sewerage Company is a Water Service Provider appointed by Athi Water Service Board to provide water and sewerage services within Nairobi and its environs. This mandate arose from the enactment of the Water Act 2002, which created new institution to manage water resources in the country. The company was formed in December 2003 out of the then Water and Sewerage Department (WSD) of City Council of Nairobi (CCN). Nairobi City Water and Sewerage Company mandate was to provide water and Sewerage services in Nairobi and environs as per the new water act. It operates under a service provision agreement (SPA) given by Athi Water Service Board who are the licensee of Water Services Providers within Nairobi.

To enable Nairobi City Water and Sewerage Company serve the residents of Nairobi efficiently, the company has six regional offices within Nairobi. The offices are named

according to their location within the city namely; Northern, Southern, Eastern, Western, North Eastern and Central Region office. Nairobi City Water and Sewerage Company serve approximately 284,845 customers within Nairobi; this is basically the number of metered connections. Nairobi City Water and Sewerage Company being a monopoly within Nairobi has had to put measures in place to improve on its service provision to meet and exceed its stakeholder's expectations. One strategy to ensure there is service improvement was the adoption of a customer service charter. The charter was launched on August 31<sup>st</sup> 2010. Customer needs are met in line with the Customer Service Charter that has been set out to ensure that the company adheres to its commitment to the customer. ([www.nairobiwater.co.ke](http://www.nairobiwater.co.ke)).

## **1.2 Statement of the Problem**

A service charter is as a public document that sets out basic information on the services provided, the standards of service that customers can expect from an organization, and how to make complaints or suggestions for improvement (Elke, Salvador and Tomas, 2007). Previous studies done in Kenya on customer service charter have not focused on the influence of Customer Service Charter on service delivery in Nairobi City Water and Sewerage Company. Some of the researchers who attempted to research on the customer service charter are Agnes, Laikera who did a study on impact of service charter on service delivery at the National Aids Control Council (NACC) and Roble, Ibrahim Muhumed, who did a study on influence of service charters on service delivery in Kenya: a case of Teachers Service Commission (TSC). Nairobi City water and Sewerage Company adopted the customer service charter as a way of improving the delivery of services within Nairobi County. Despite the adoption of the customer service charter as a way of improving service standards, the performance of the company has remained wanting. The impact reports done by the Water Services Regulatory Board (WASREB) have reflected the same. The report assesses the performance of the sector through monitoring nine key indicators: Water Coverage, Sanitation Coverage, and Unaccounted for Water, Water Quality, Hours of Supply, Metering, and Revenue collection efficiency, Operation and Maintenance Cost Coverage, Staff Productivity. The scoring of Nairobi City Water and Sewerage Company in 2011 was at 99, in 2012, the score dropped to 97.

The only Customer perception survey carried out in January 2011 after adoption of the customer service charter showed a satisfaction level of 66.6%, which was far much lower than the acceptable level of 80%.

The question was whether the adoption of customer service charter had improved service delivery in Nairobi City Water and Sewerage Company. Four years after the launch of the customer service charter, had it actually changed the way the employees delivered services to customers? Did the customers see any improvement? This study therefore sought to fill this knowledge gap by investigating the influence of customer service charter on service delivery in Nairobi City Water and Sewerage Company.

### **1.3 Purpose of the Study**

The purpose of this study was to investigate how customer service charter influenced service delivery using the case of Nairobi City Water and Sewerage Company.

### **1.4 Research Objectives**

The study was guided by the following objectives:

1. To establish the extent to which employee customer service charter awareness influences service delivery.
2. To establish the extent to which of employee adherence to customer service charter commitment influences service delivery.
3. To establish the extent to which customer service charter implementation strategies influence service delivery.

### **1.5 Research Questions**

The following research questions guided the study:

1. To what extent does employee awareness on the customer service charter influence service delivery?
2. To what extent does employee adherence to customer service charter commitment influence service delivery?

3. To what extent does customer service charter implementation strategies influence service delivery?

### **1.6 Significance of the Study**

It was hoped that the study will enable Nairobi City Water and Sewerage Company to put in strategies that could improve on service delivery. Information generated from this study would be useful to the management and staff of Nairobi City Water and Sewerage Company and in other Water Service providers in general. The research findings also provided vital information that would benefit future academicians and researchers on service delivery.

### **1.7 Basic Assumptions of the Study**

An assumption is any fact that the researcher takes to be true without actually verifying it Mugenda and Mugenda, (2003).The assumption of the study was that targeted respondents would provide accurate information without bias or prejudice. The researcher also assumed that external factors like strikes would not arise as this would affect the process of data collection and hence the completion of the project. The researcher assumed that the cited respondents had some knowledge on customer service charter.

### **1.8 Limitations of the Study**

The study aimed at studying all the Nairobi City Water and Sewerage Company Staff and customers. The selected staff were within the Nairobi City Water and Sewerage Company regional offices and some were field staff who usually left the offices early for fieldwork. However, the researcher overcame this by ensuring that questionnaires were issued by 8am since the employees left the offices by 8.30 am. Employees and customers were assured of confidentiality to ensure that they were willing to give true information.

### **1.9 Delimitation of the Study**

This study investigated influence of customer service charter on service delivery in Nairobi City Water and Sewerage Company.It was delimited to Nairobi City Water and Sewerage Company which has approximately 2700 members of staff and approximately



284,845 customers within Nairobi County. The study treated the likert scale items as interval scale. The assumption was that the differences between each response were equal in distance. It has become accepted practice to assume that people treat the intervals between points on such scales to be equal in magnitude and therefore treat likert scale data as interval data (Susan, Nigel and Ana, 2014).

### **1.10 Definition of Significant Terms**

**Customer Service Charter:** A customer service charter is a code of practice which aims to improve access to an organization's services and endorse quality.

**Awareness:** This is the ability of Nairobi City Water and Sewerage Company employees to be able to perceive or be conscious of the company customer service charter components.

**Customer Service Charter commitments:** These are the responsibilities of Nairobi City Water and Sewerage Company towards its customers.

**Implementation strategies:** These are the processes Nairobi City Water and Sewerage Company has in place towards utilizing the customer service charter to the latter.

**Service delivery:** This is the act of providing a service to Nairobi City Water and Sewerage Company customers.

**Water Act 2002:** This was an act of parliament to provide for the management, conservation, use and control of water resources and for the acquisition and regulation of rights to use water; to provide for the regulations and management of water supply and sewerage services.

**Water Service Provider:** provides water services in accordance with the constitution, the Water Services Act and by-laws of the water services authority and in terms of any specific conditions set by the water services authority in a contract.

### **1.11 Organization of the Study**

The study is organised into five chapters. The first chapter is subdivided into Background of the study, Statement of the study, Purpose of the study, Research objectives, Research questions, Research hypothesis, Significant of the study, Basic assumptions of the Study, Limitations of the study, and Delimitation of the study and Definitions of Significant Terms Used in the Study and Organizational of the study.

The second chapter contains literature review which relates to the objectives of the study with focus on Employee awareness, Employee Adherence to Customer Service Charter commitment and existence of systems that enable charter implementation and its effect on service delivery charter in Nairobi City Water and Sewerage Company. Chapter three describes research methodology with introduction, research design, target population, sample and sampling techniques, research instruments, validity, reliability, data collection and analysis techniques.

Chapter four will cover data analysis, presentation, interpretation, and discussion of findings which shall be obtained from the study.

Finally chapter five will be a summary of findings, discussion, conclusion, contribution to the body of knowledge and recommendations of the study.

## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.1 Introduction**

This chapter reviewed of studies which had been done on the topic of the study. It provided an overview of some of the scholarly contributions on the field of employee awareness, adherence to customer service charter commitments and customer service charter implementation strategies. The chapter also related variables through a conceptual framework and explore related theory. It also gave a summary of the literature.

#### **2.2 Service Delivery**

Dealing with complaints is never easy, in particular, when you work in an agency where conflicts with service users are quite common. In such cases, it may be useful to train all front-line staff in conflict management. But complaints are not always voiced in an aggressive tone. Even though we all attach a negative connotation to complaints, they actually provide useful feed-back from service users, provided that the organization manages to put things right. Therefore, service users should be encouraged to voice complaints and suggestions. In-deed, more and more public agencies are starting to recognize that complaints are a valuable source for learning and improving (Elke et al. 2007).

Responsiveness in service delivery means that an organization will meet or exceed all agreed upon schedules and timelines. If the human resource decisions and strategies in companies are aimed at motivating and enabling employees to deliver customer-oriented promises successfully, they will move towards delivering service quality through their people (Wilson, Zeithaml, Bitner, and Gremler,2008).To build a customer-oriented, service-minded workforce, companies must hire the right people, develop people to deliver service quality, provide the needed support systems, and retain the best people.. Every attempt will be made to over-deliver on timelines. If schedule requirements cannot be met, customers and teammates should be informed as soon as the delay is known. All affected should be updated on estimate of when actions will be completed. Responsiveness is a key aspect of the quality of public services, reflecting the extent to

which services are designed around the needs of the individual. Service organizations should set timelines and deliver according to expectations. Mainly; customers will look at the control of the situation and therefore certainty. A customer registering a complaint or engaging in a dispute wants to know when it will be resolved (Bill and David, 2011). This is a natural reaction and often the simplest to accommodate. It is not as easy as setting an expectation.

There are times when customers do not understand why a process will take a certain amount of time, or times when they need it done faster than the set standard. The frontline staff need to sense surprise or concern when the duration of a process is mentioned; then they need to explain why it takes that long or, in some situations, see whether a form of prioritization is needed. It is hard to provide customers with certainty that they think they need: processes must be predictable and managed, and backlog, service levels, and expected turnaround times. From a business and consumer perspective, the issue of timeliness in the provision of public services is a principle that needs to be embraced across all industry sectors - as an obligation of the provider and a right of the customer (Baragwanath, 1996).

### **2.3 Service Charter**

A service charter is an expression of an understanding between citizens and provider of a public service on quantity and quality of services. A charter cannot be effective unless users are aware of its existence. Communications activities should include the following: Hold a public ceremony to launch the customer service charter and invite a wide range of stakeholders including users, the media, and employees, hang the customer service charter in prominent positions at service delivery points and in offices, and post it online, use the radio, newspaper, other media, members of the local government, and community members to increase awareness about the customer service charter (Post and Agarwa, 2008). There are numerous examples of service charters which are absolutely meaningless to staff since they had no input to the development of the charter. There are several very good reasons for consulting with your staff on the draft charter (Elke et al. 2007).

The charter has to be owned by front-line staff they are the ones who will have to make the charter real for users so they need to have a say. Middle managers also have to buy into the charter and support changes which will be necessary to meet the targets and commitments of the charter. Top managers have to understand how the charter project contributes to the strategic objectives of your organization (hence the importance of a clearly defined hierarchy of objectives). Change management always brings fear and anxiety, therefore staff (and unions) have to understand the charter. (Elke et al. 2007). Depending on the size and organizational culture of an organization the consultation may be informal, e. g. a presentation of the project and discussion with staff in a staff meeting Formal, e. g. organization of a written survey.

#### **2.4 Employee Awareness and Service Delivery**

People do not know what they do not know. The first thing to do to increase awareness and improve the quality of customer service delivery in any business is to ask employees the question: “would you describe for me, from your perspective, what you do-what your job entails?”(Steve, 2013) An effective charter must convey its message in simple, easy to read language and preferably in the style of a brochure publication (Mukesh, 2001). Employee Awareness is a level to which an employee knows certain policies, situation, documents or any other important information. Employee awareness has two important sides: Fostering of integrity in the staff: sharing and nurturing corporate culture and ethics, improving communications and commitment, code of conduct, etc and ameliorating practical knowledge on the enacted corporate policies and workplace procedures, comprising routine operations, business processes, emergency actions, etc. Many organizations have their programs for improvement of employee awareness that includes knowledge on company’s strategic goals, policies to reduce energy and time waste (or other saving options), decreasing operational costs and increasing efficiency, improving knowledge and professional attitudes because the higher employee awareness the better competitiveness of the company.

The service employees, who represent the organization in the customers' eyes, can have an impact on image and reputation of the company. When the service employees provide

the accurate service the customer's desires can be met, the company gains a positive reputation hence attaining the higher market share and the charge more than its competitors for service (Wilson et al., 2008). The service employees, who are knowledgeable, understanding, and concerned about the customers' needs, also influence the five dimensions of service quality: reliability, responsiveness, empathy, assurance, and tangibles. It is essential to understand and meet what the customer wants and needs with service employees' abilities to deliver (Wilson et al. 2008). To develop and maintain a consistent customer oriented and service-minded workforce, only hiring the right people in the right place is not enough. Companies must provide necessary training program and give the authority to their employees to ensure the good service delivery.

Internal awareness influences the excellence and consistency of service delivery provided by employees and experienced by customers, which ultimately results in positive brand awareness. Successful implementation of internal awareness programs further ensures that positive relationships are built with customers, resulting in the establishment of trust between the company and its customers. A relationship of trust ultimately creates loyalty towards the company, which leads to positive brand recognition and recall (Wilson et al. 2008). Bill and David (2011) observed that increased awareness on how the organization measures success enables the employees to put a smile on the customers' face. Employees should have the tools, technology, and training they need to perform at the world-class level. Training is not an expense but an investment.

## **2.5 Employee Adherence to Customer Service Charter Commitment and Service Delivery**

Service commitment refers to a pledge or set of principle describing the quality of service that should be expected (Victor, 2001). The employees of Service Provision companies are their most important asset. They require special attention to ensure their loyalty and commitment to deliver service excellence to customers. The company's image depends on the role employees play in delivering the service (Wilson et al. 2012). Employees of service companies play a significant role in the performance of the organization, and the companies will only be able to perform well if their internal performance is managed

effectively. Employees should have the same values as the company and should be able to adopt its culture. Performance cannot be sustained if there is no measurement in place. Therefore, service companies have to measure employee performance, as well as the overall performance of the organization.

Professional public servants are obliged to inform themselves fully about government intentions and anything else relevant to public decision-making and administrative actions affecting their work. Being knowledgeable is a key indicator of professionalism and professionals; worthy of the name, keep current Public service professionals cannot allow corruption to take root by ignoring it and failing to discipline professional offenders. Unless public service professionals clearly demonstrate that they do not tolerate corruption, there is little possibility that good governance can survive, let alone flourish. Democratic governments and public service professionals are obliged to keep their hands clean and rebuke those who cannot. The achievement of customer satisfaction in service operations depends to a great extent on employee customer service behavior (Rogelberg et al. 1999).

From the customers' perspective, the employee he or she is talking to is the organization. Courtesy refers to using accepted and appropriate manners, as interpreted from the customer's perspective, to meet the expectations of the customer (Steve, 2013). Courtesy without empowerment is doomed from the onset. Courtesy is practiced by everyone throughout the world-class organization, and courteous behavior is viewed as underpinning every interaction. In customer-driven companies, courtesy among employees is as important as courtesy to customer's discourteous behavior is every employee's responsibility and must be addressed immediately. While intentional discourtesy is rare, behavior perceived as discourteous by the customer is more prevalent and perception, to the customer, is reality. Steve (2013) points out that exceptional customer service reflects the essence of every service industry employee's job role, is always voluntary as employees choose to deliver exceptional customer service and it costs no more to deliver than poor customer service-It is free.

World-class organizations need a "zero tolerance" policy for discourteous behavior. Such a policy should be supported by clear and timely processes that can either retrain or remove the employee from a customer service role. Remember: For every customer who complains directly to management, there are at least 10 more who complain to their friends and associates. The damage done to an organization by discourteous behavior is thus severe and lasting. Discourteous behavior will, of itself, cause customers to make choices detrimental to an organization's success. How customers are treated is often the difference between organizations that succeed and those that fail.

Service employees need training in interactive skills which are heavily intertwined with technical skills that ensure them to provide "courteous, caring, responsive and empathetic service. Interactive skills of training provided for employees, especially customer contact employees but also support employees, with specific skills as far as communication task are concerned (Gronroos, 2000). Successful companies highlight the training programs and make sure that the training fits their company's mission, values and strategies. In many public agencies, the service charter initiative is considered to be completed after the launch of the charter. However, just because service users are now better informed about what to expect from the service provider does not automatically improve the services provided.

## **2.6 Customer Service Charter Implementation Strategies and Service Delivery**

The precise nature of implementation strategies in regard to the customer service charter principles will ultimately be a matter for organizations to determine. However, for the charter to work effectively, the guiding principle in service organizations must be a continuous service improvement cycle, supported by a process of ongoing learning so as to understand the diversity of clients' needs. In this way you will be more likely to develop services which are culturally responsive, customer focused, effective and accountable. Organizations generally opt for a strategy of involving customers in implementing "customer-driven service". Adopting service standards provides a sound basis for listening actively to customers and learning about their needs. This is not to say that the customer is always the decisive factor. There are limits to the customer-driven



approach. Customers can never be the personal problem solver for individual customers but the key purpose of a customer service charter is to implement adopted policy reliably and effectively.

The way a service provider has to handle complaints may be regulated by legal provisions (Elke et al. 2007). It may be helpful to provide staff with a list of 'Dos' and 'Don'ts' how to behave properly when customers make a complain. Service charters will only drive improvements and produce benefits for service users if: managers and staff look at services from the point of view of service users. If a service charter is to bring about quality improvements in service quality, it needs to be embedded in a proper quality management system. A service organization should have in place a clearly defined vision of quality, a sound set of strategic objectives and a well-developed performance measurement system. It is essential to have one definition of quality in the organization. By doing so, all staff in will talk the same language, helping to avoid confusion. Service quality is difficult to define but easy to recognize by its absence.

The organization works with service users (e. g. through establishment of permanent user panels, regular focus group sessions, user surveys etc.) and the service provider works with its partners, using their expertise and mobilizing their resources(Brown, 1991) .The service delivery system is composed of both front office and back office operations (Chase and Tansik, 1983).Front office operations are conducted in the presence of the customer and must cope with the input uncertainty of customer contact and participation. Back office operations can realize the full potential of system rationality and efficiency possible when operations are sealed from customer disturbances (Brown, 1991).The attributes of facilities relevant to service quality include the operating implication of multi-location service delivery systems and the atmosphere encountered the customer within each facility.

The need for services to be produced, delivered and consumed in proximity to the customer can create the need for a service delivery organization to use multiple locations. The result is decentralization of the service production in the opportunity for developing

economies of scale. Employees can feel frustrated without the necessary technology and equipment (Wilson et al.2008). Therefore, necessary tools including effective technology and technological support and equipment provided in service organizations, such as, computers, phone system, customer information databases, vehicles and protective clothing It is important to provide these supportive technology and equipment for employee to deliver service effectiveness and efficiency. Ultimately, by offering them this it becomes more possible to achieve the customer satisfaction by adhering to the customer service charter set timelines.

Designing and implementing a customer service charter is challenging, as it requires an organization not only to change the way that it interfaces with the public, but also to transform its internal procedures and organizational culture in ways that are consistent with its publicly stated service delivery standards (Post and Agarwa, 2008). The process of implementing the customer service charter should not be a top-down initiative: staff should be consulted regularly and be involved in all phases of the implementation process. Management should educate staff about the customer service charter and provide them with the training necessary to implement the customer service charter (e.g., training on providing better customer service, using the new systems, grievance redress). The customer service charter should be officially launched only when staff are ready to perform up to the service delivery standards that the customer service charter establishes (Post and Agarwa, 2008). A service organization needs to set up an internal monitoring and evaluation system to monitor whether the organization is attaining the performance benchmarks outlined in the customer service charter.

Effective service delivery requires coordination of both front and back office operations. Effective use of technology is an important factor in service consistency. The physical facilities and properties together with atmosphere of the service facility is a characteristic of a service environment. The climate for service within each location is strongly related to both customers and employees' perceptions of service quality.(Schneider, Parkington and Buxton ,1980) while service predisposition lend s insight into stable individual differences among employees in terms of their propensity to exhibit customer service

Behaviors, work climate has also been shown to affect customer service behavior. Individuals may not be encouraged to behave in a service oriented manner unless an organizational climate exists that is supportive of customer service (Brown,1991).

Logical, consistent business hours are to be considered to ensure a successful customer service charter Implementation exercise. As chase and Tansik (1983) note, it is a rare customer who boycotts a service organization because it is open too many hours, but plenty pass up a service firm that is not open when needed. Non routine customer demands are expected in any service delivery system and the system must have at least minimal capabilities of dealing with them (Brown, 1991). The systems in place should be able to handle emergency situations, there should be a provision of customer privacy during the service encounter. It is important that systems are in place to manage the queuing process, Ensure privacy of records ,adhere to customer schedules , ensure that materials are available when and where needed, Employee selection, employee skill training, and ensuring employee attitude, creates a good image of the service company.

## **2.7 Theoretical Framework**

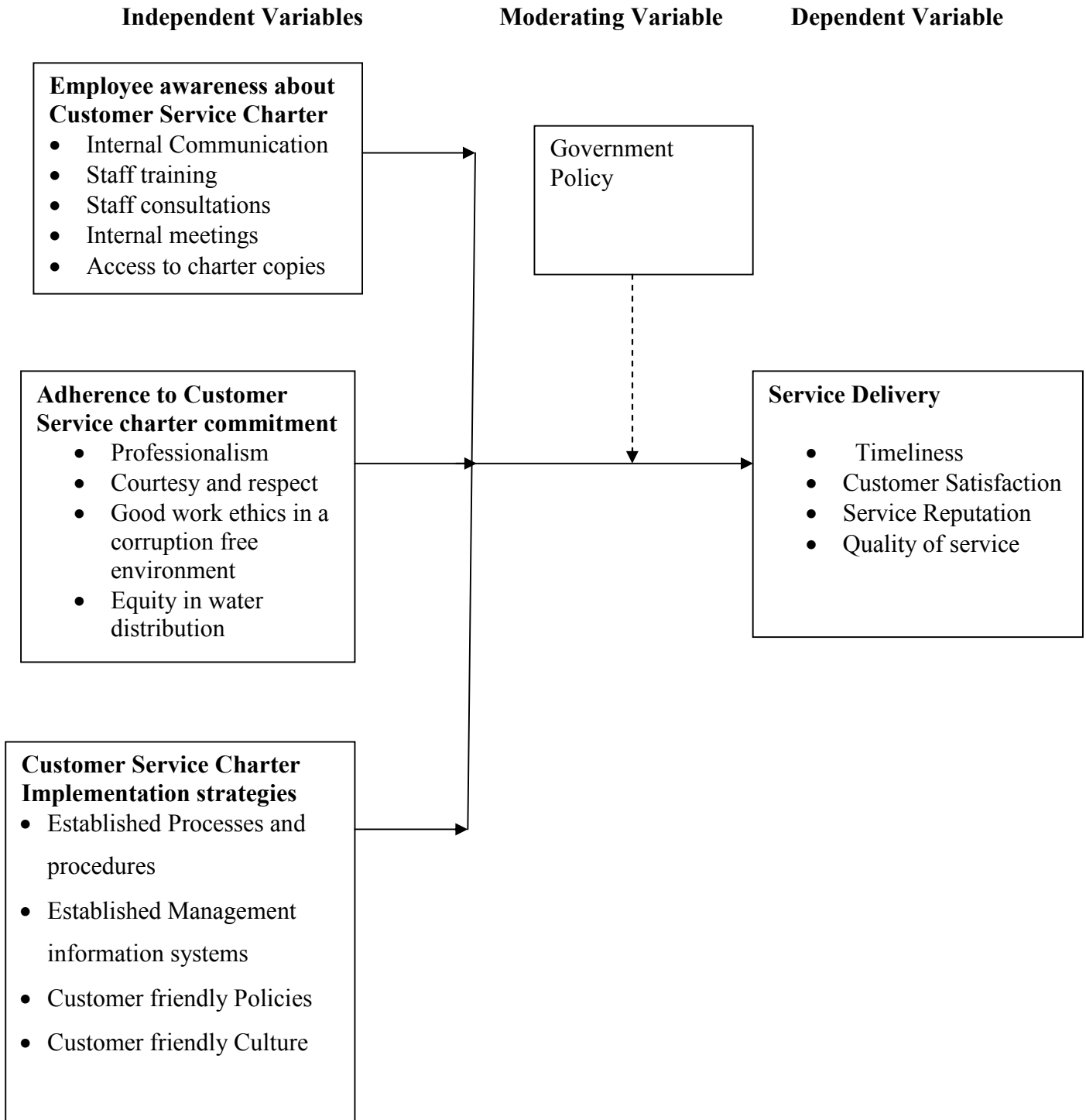
The originators of the Principal-agent theory were Stephene Ross and Barry Mitrick in the 1960s. The theory argues that the public (as principals), on whose behalf politicians and bureaucrats (as agents) are supposed to govern, is unable to hold the latter accountable because of insufficient information (information asymmetry), the incompleteness of the contracts of employment, and the problems of monitoring behaviour (Walsh, 1995). Sometimes called the principal-agent problem, agency theory is based on a fundamental premise that owners (principals) establish a relationship with managers (agents) and delegate work to them. Principals and agents have different self-interests (Jensen and Meckling, 1976), which creates an agency problem and requires mechanisms to minimize the problem in each instance. Eisenhardt (1989) differentiates between two different uses of agency theory – the positivist and the general approach. The positivist approach focuses mainly on the “principal-agent relationship between owners and managers of large, public corporations”. The more general approach, followed in this paper, is the ‘Principal-Agent’ relationship that introduces Agency

Theory as the “theory that can be applied to employer-employee, lawyer-client, buyer-supplier, and other agency relationships” (Harris and Raviv, 1979). The general Principal-Agent relationship can be applied to all levels in the organization, thus, providing this study a wider and more relevant coverage.

The public sector underperforms because state officials pursue their own narrow self-interests rather than the public interest. It is difficult to extract accountability and good performance from public servants (agents) because of the monopoly characteristics of public services, imperfect information about the services, and about the abilities and interests of public employees, and the huge transaction costs that would be involved in efforts to write and monitor complete contracts. One solution to the problem of the public sector is to expose the public services to greater competition. In this study, the customers were the principals while the Company and staff were agents. The agents are supposed to meet the interests of the customers. The employees on Nairobi Water and Sewerage Company being the agents are meant to deliver satisfactory services to the customers.

## **2.8 Conceptual Framework**

The conceptual framework in this study outlined how Employee awareness, Employee adherence to charter commitment and Customer Service Charter Implementation strategies (independent variables) related to influence of service delivery in Nairobi City Water and Sewerage Company.



**Figure 1: Conceptual Framework**

This study contained three variables, as it appears in Figure 1, which the researcher attempted to bring to light their influence on service delivery in Nairobi City Water and

Sewerage Company, which was the dependent variable. This study acknowledged when customer service charter is adopted in organizational operations it may cause a positive change to organizational service delivery.

This study sought to determine the influence of customer service charter on service delivery within Nairobi City Water and Sewerage Company. With the awareness of employees about the customer service charter, employees are in a position to offer the best representation of the company. This is because if an employee is ignorant of the customer service charter, it is the company that customers will see as ignorant. An employee who has been trained or is well informed about the customer service charter will be able to handle customers as the company requires and delight them. This study therefore sought to identify the relationship between staff awareness on customer service charter and service delivery.

This study also determined the influence of staff adherence to customer service charter commitments on better service delivery. Staff should ensure that what the company has committed itself to do in the customer service charter is adhered to. Customers should be handled with professionalism. In order to deliver good and quality service, organization must have good staff. They need to be trained to deliver quality service professionally. Staff should also treat customers with respect and courtesy. Even if the services provided cannot be easily obtained elsewhere, the Nairobi City Water and Sewerage Company's reputation and, ultimately, its survival are endangered by unresolved discourtesy to customers. Therefore a relationship employee adherence to the customer service charter commitment and service delivery was undertaken to determine the extent to which employee adherence to the customer service charter commitment influenced service delivery.

The strategies for customer service charter implementation in service delivery determines the level of charter implementation and hence the quality of service delivered. This is so because the customers will expect to be served as per the turnaround time indicated on the customer service charter. If these timelines are surpassed, it is the company that will

have failed. Staff should endeavour to deliver services in less than the timelines indicated on the customer service charter. This way, customers are delighted and perceive the service as great. The company needs to ensure that staff are well equipped to be able to deliver the services as per set timelines. Staff should be fully empowered to be able to implement the customer service charter. Staff should serve customers using favourable systems and processes. Resources cannot always be sufficient but the employee should be able to meet the set company timelines if well empowered. The staff should also have the knowhow to be able to act on issues faster and professionally. A company needs organized staff training if it wants to be competitive among others. The policy that affects service charter implementation should favour the customers and allow room for non-routine customer demands.

## **2.9 Gaps in Literature Reviewed**

From literature given, work has been done on customer service, customer retention, and Customer complaints scholars have revealed that most organizations are aware of the importance of customer orientation, providing quality service and customer satisfaction in ensuring that customer' requirements are met and surpassed like in the case of Rogelberg, Farrel and Creamer, (1999). The work done on customer service charter is mainly on customer awareness and customer perception of the service as per the timelines set in the customer service charter (Elke et al. 2007). However very little has been done touching on the employee awareness, staff adherence to service charter commitment and the customer service charter implementation strategies that a company should adopt in order to ensure the charter is actually bringing about service quality improvement. The above themes may be very present but there still lies a gap between these factors and effective service delivery. This study therefore sought to add knowledge on identified gap by dwelling on influence of customer service charter on service delivery in Nairobi City Water and Sewerage Company.

## **2.10 Summary of Literature Review**

The literature review comprises of the introduction, which explains the structure of the chapter. It then addresses the first research question which explores employee awareness

as a Customer Service charter Component, the second research objective which delves on staff adherence to customer service charter commitment and the third research objective which investigates the strategies for service charter implementation in service delivery. The theoretical Framework of this study as articulated by authorities in the field of customer service follows. Lastly, it draws the Conceptual framework for this study.



## **CHAPTER THREE**

### **RESEARCH METHODOLOGY**

#### **3.1 Introduction**

This chapter covers the methodology of this report. It discusses the research design, target population, sampling procedures, sample size, research instruments, validity and reliability of the instruments and data collection and analysis procedure, Ethical considerations and Operational definition of variables.

#### **3.2 Research Design**

Research design is the arrangement of conditions for collection and analysis of data in a manner that aims to combine relevance to the research purpose with economy in procedure (Kothari, 2012). The research design is a master plan which shows the method that the researcher is going to use to gather data. This research used the survey research design. This design was used because it is easier to collect data from a sample rather than from every member of the population. This made the research to consume less time and cost. It also utilized self-administered questionnaires which consisted of closed ended questions.

#### **3.3 Target Population**

Target population is defined as all members in a real or hypothetical set of people, events or objectives to which the researcher wishes to generalize the results of his research (Borgand Gall, 1989). Ideally, researchers would like to generalize results to the absolute population (Mugenda and Mugenda, 2003). The target population for this study comprised of 2,700 employees spread across Nairobi City Water and Sewerage Company and its 284,845 customers as summarized on table 3.1. This category of respondents provided information regarding influence of customer service charter on service delivery to the residents of Nairobi County.

**Table 3.1: Target Population**

Category	Frequency
Employees	2,700
Customers	284,845

**Source: Company Records (October 2014)**

### 3.4 Sample Size and Sampling Procedures

A sample is a smaller group obtained from the accessible population (Mugenda and Mugenda, 2003). The selected respondents should be as representative of the total population as possible. A researcher must plan how a sample should be selected and of what size such a sample would be.

#### 3.4.1 Sample Size

Where time and resources allow, the researcher should take as big a sample as possible. With a large sample, the researcher is confident that if another sample of the same size were to be selected, findings from the two samples would be similar to a high degree (Mugenda and Mugenda, 2003). The sample size of respondents was determined through

the following formulae  $n = \frac{z^2 pq}{d^2}$

Where

n = the desired sample size (if the target population is greater than 10,000)

z = the standard normal deviation at the required confidence level.

P = Population in the target population estimated to have characteristic being measured.

q = 1- p

If there is no estimate available of the proportion in the target population assumed to have the characteristic of interest, 50% should be used as recommended by Fisher et al as quoted by Mugenda and Mugenda.

The Z statistic is 1.96 and accuracy was desired at the 0.5 level. Hence the sample size where the target population is greater than 10,000 would be

$$n = \frac{((1.96))^2}{(0.05)^2} (0.50) (0.50)$$
$$= 384$$

The target population under study is 2,700 and therefore less than 10,000. In this case the final sample estimate ( $n_f$ ) was calculated using the following formula

$$n_f = \frac{n}{1 + \frac{n}{N}}$$

Where;

$n_f$  = The desired sample size when the population is less than 10,000

$n$  = the desired sample size when the population is more than 10,000

$N$  = the estimate of the population.

$N=2,700$

$n=384$

$$n_f = \frac{384}{1 + \frac{384}{2700}}$$

$n_f = 336$ , which agrees with Krejcie and Morgan (1970) sample size table.

See appendix 1

Thus the sample size involved in the study was 336 employees within Nairobi City Water and Sewerage Company.

Nairobi City Water and Sewerage Company had approximately 284,845 customers. Since this number was greater than 10, 000, a total of 384 customers formed the sample for the study.

### **3.4.2 Sampling Procedure**

Sampling is concerned with the selection of a subset of individuals from within a statistical population to estimate characteristics of the whole population (Githui and Wario, 2013). Sampling is appropriate when it is not feasible to involve the entire population under study (Cooper and Schindler, 2004). This study employed probability sampling design; systematic random sampling was used to select the employees to give responses. The researcher collected data from every 8<sup>th</sup> employee until a total of 336

employees was reached. Stratified sampling was used to select 384 respondents from the customer population of 284,845. The customers were divided into 6 strata and simple random sampling was used to get respondents from each stratum. The researcher used the findings of the study to generalize to the population and make inferences.

### **3.5 Data Collection Instrument**

A set of questionnaires with closed ended questions was issued to the respondents in order to collect primary data for the study. The respondents answered the questions on their own. Cooper and Schindler (2003) recommend the use of questionnaire in descriptive studies because self-administered surveys cost less than personal interviews and researcher can contact participants who might otherwise be inaccessible. The closed - ended questions were on 5-point likert scale. The likert scale is appropriate to the study as it minimizes the variability of response while pre -specifying a set of response alternatives to increase response rate (Githui and Wario, 2013).

#### **3.5.1 Pilot Testing of the Instruments**

According to Mugenda and Mugenda (2003), the purpose of pre testing the instrument is to ensure that items in the instrument are stated clearly and have the same meaning to all respondents. A 5% proportion of the sample size was used for pilot study to ascertain the reliability and validity of the proposed research instrument. The piloting was carried out on 16 employees and 19 customers of Nairobi City Water and Sewerage Company to test the reliability and validity of the questionnaire.

#### **3.5.2 Validity of the Instrument**

Validity refers to the appropriateness, meaningfulness and usefulness of any inferences a researcher draws based on data obtained through the use of a research instrument. In this study validity of instruments was arrived at by ensuring all aspects of research problems were captured. The questions that seemed to be ambiguous or too lengthy were corrected. The instruments were developed and corrected under professional guidance of the supervisor.

### 3.5.3 Reliability of the Instrument

Reliability of an instrument is the measure of the degree to which a research instrument yields consistent results or data after repeated trials (Mugenda and Mugenda, 2003). One of the aims of the pilot study was to help establish the reliability of the questionnaire. Mulusa (1998) observes that a reliable instrument should produce the expected results when used more than once to collect data from two samples drawn from the same population. The Cronbach's alpha was used to establish the reliability of the tools. Cronbach's alpha is used by most researchers as a test of internal reliability. The results were as summarized in table 3.2.

**Table 3.2: Reliability Statistics**

Objective no.	Cronbach's Alpha	No. of Items
Objective 1	.783	7
Objective 2	.827	8
Objective 3	.753	7

Cronbach's alpha reliability coefficient normally ranges between 0 and 1. The closer Cronbach's alpha coefficient is to 1.0 the greater the internal consistency of the items in the scale. The Cronbach's alpha coefficients ranged between of 0.75 and 0.83 for each of the objectives. George and Mallery (2003) provide the following rules of thumb: “ $\alpha > 0.9$  – Excellent,  $\alpha > 0.8$  – Good,  $\alpha > 0.7$  – Acceptable,  $\alpha > 0.6$  – Questionable,  $\alpha > 0.5$  – Poor, and  $\alpha < 0.5$  – Unacceptable”. Orodho, (2010) suggests a coefficient of greater than 0.7 as adequate, thus confirming that the instruments were reliable. This research considered an alpha of 0.7 as a reasonable goal for the instruments used.

### 3.6 Data Collection Procedures

Primary data was collected using structured questionnaires. Questionnaires were administered to the staff through drop and pick method. This provided the respondents with enough time and freedom to provide honest answers. The customers filled the questionnaires through guidance by the researcher.

### 3.7 Data Analysis Techniques

The data obtained from the field was edited, coded and interpreted according to themes which emanated from the research objectives and questions. Mugenda and Mugenda (2003) say that such data must be cleansed, coded, key punched into a computer and analyzed. Quantitative approaches of data analysis were used for the study. This was first done by organizing data into themes corresponding to study objectives which were analyzed using Statistical Package for the Social Sciences (SPSS) and Microsoft Excel which was used to generate frequencies, percentages, descriptive statistics, Cronbach's alpha, Pearson's correlation and linear regression statistics that were used to answer the research questions. The results were presented in tables.

Frequencies, percentages, and descriptive statistics were used to discuss the general characteristics of the data based on the themes. Cooper and Schindler, (2003) notes that the use of percentages is important for two reasons; first they simplify data by reducing all the numbers to range between 0 and 100. Second, they translate the data into standard form with a base of 100 for relative comparisons. Cronbach's alpha was used to test the reliability of the instruments and the data collected. Pearson's correlation was used to describe the relationship between study variables. These are; timeliness of the service, customer satisfaction, service reputation and service quality. Regression modeling was used to establish the employee awareness, adherence to customer service charter commitments and customer service charter implementation strategy variables that influenced service delivery at Nairobi Water and Sewerage Company.

The model was formulated as

$$Y = B_0 + B_1X_1 + B_2X_2 \dots\dots\dots B_nX_n + \epsilon$$

Where:

- Y= Dependent variable
- B<sub>0..n</sub> = Regression coefficients
- X<sub>1..n</sub> = dependent variables
- é. = Error term

### **3.8 Ethical Considerations**

Respondents were first assured of confidentiality before setting the issuance of questionnaires. Permission was sought from the relevant bodies prior to conducting the study with letters to this effect. Data was obtained through the use of questionnaires which were confidential.

### **3.9 Operational Definition of the Variables**

Operational definition is the measurement of a variable. It is the description of the operation that will be used in measuring a variable. Operational definition of a variable can be stated quantitatively or categorically. For instance, age can be stated quantitatively as the number of years while type of instruction can be stated categorically as lecture. Mugenda and Mugenda (2003) stated that operationalization is defining concepts making them measurable by looking at their behavioral dimensions, indicators and properties denoted by the same concept to make them measurable and observable. These measures were used to construct meaningful data collection instrument.

**Table 3.3: Operationalization of Variables**

Objective	Variables	Indicators	Measurement Scale	Instrument of Analysis	Type of analysis	Specific tools of analysis
To establish the extent to which employee awareness on the customer service charter influences service delivery.	<b>Independent</b> Employee awareness	<ul style="list-style-type: none"> <li>Internal communication</li> <li>Staff training</li> </ul>	Nominal Nominal	Questionnaires	Descriptive	Means, frequency tables and percentages Regression
	<b>Dependent</b> Service delivery	<ul style="list-style-type: none"> <li>Timeliness</li> <li>Customer satisfaction</li> <li>Service reputation</li> <li>Quality of service</li> </ul>	Ordinal	Questionnaires	Descriptive	Means, frequency tables and percentages Regression Correlation
To establish the extent to which of employee adherence to customer service charter commitment influences on service delivery.	<b>Independent</b> Adherence to customer service charter	<ul style="list-style-type: none"> <li>Professionalism</li> <li>Courtesy and respect</li> </ul>	Ordinal Ordinal	Questionnaires Questionnaires	Descriptive	Frequency tables and percentages Regression
	<b>Dependent</b> Service delivery	<ul style="list-style-type: none"> <li>Timeliness</li> <li>Customer satisfaction</li> <li>Service reputation</li> <li>Quality of service</li> </ul>	Ordinal	Questionnaires	Descriptive	Means, frequency tables and percentages Regression Correlation
To establish the extent to which customer service charter implementation strategies influence service delivery	Independent Customer service charter implementation strategies	<ul style="list-style-type: none"> <li>Established processes and procedures</li> <li>Established management information systems.</li> <li>Customer friendly policies</li> <li>Customer friendly culture</li> </ul>	Nominal Ordinal	Questionnaires Questionnaires	Descriptive	Frequency tables and percentages
	<b>Dependent</b> Service delivery	<ul style="list-style-type: none"> <li>Timeliness</li> <li>Customer satisfaction</li> <li>Service reputation</li> <li>Quality of service</li> </ul>	Ordinal	Questionnaires	Descriptive	Means, frequency tables and percentages



## CHAPTER FOUR

### DATA ANALYSIS, PRESENTATION AND INTERPRETATION

#### 4.1 Introduction

This chapter presents the data analysis, interpretation and presentations of the study findings. The findings were presented as the purpose and the objectives of the study. The main aim of this study was to investigate the influence of customer service charter on service delivery at Nairobi City Water and Sewerage Company. The study further sought to investigate how employee awareness, adherence to customer service charter commitments and customer service charter implementation strategies influenced service delivery at Nairobi City Water and Sewerage Company.

##### 4.1.1 Response Rate

The researcher in this study targeted a sample size of 720 respondents out of which 595 filled and returned their questionnaires. This represents an 82.6% response rate as shown in table 4.1. This response rate was good and representative as Mugenda and Mugenda (1999) advocate for a response rate of 50% is adequate for analysis and reporting rate of 70% and over is considered excellent.

**Table 4.1: Response Rate**

Respondents	Questionnaires		Percentage
	Issued	Returned	
Customers	384	319	83
Employees	336	276	82
Total	720	595	82.6

#### 4.2 General Information

As part of the general information, the study sought to find out the participants gender, age bracket and work duration. As indicated in table 4.2, 58.6% of the customers indicated that they were male while 41.4% indicated that they were female. 54.7% of the employee respondents indicated that they were male while 45.3% indicated that they were female. Further, 67.0% of the respondents indicated that they were aged between 26

and 35 years, 15.9% were aged between 18 and 25 years, 13.4% were aged between 36 and 45 years while only 3.6% were aged between 46 and 55 years.

In relation to the duration of time they had spent in their organization, 40.6% of the respondents indicated that they had spent between 6 and 10 years, 38.4% indicated that they had spent 1 and 5 years, 8.3 % had spent less than a year in the organization, 6.9% had spent 11-15 years, 4.3% had spent 16-20 years while only 1.4% had spent over 20 years in the organization. This is as shown on table 4.2.

**Table 4.2: General information of the respondents**

	Frequency (N)	Percentage (%)
Customers information		
Male	187	58.60%
Female	132	41.40%
Total	319	100.00%
Employee Information		
Male	151	54.70%
Female	125	45.30%
Employee Age group		
18-25 Years	44	15.90%
26-35 Years	185	67.00%
36-45 Years	37	13.40%
46-55 Years	10	3.60%
Years worked for the company		
< 1 Year	23	8.30%
1-5 Years	106	38.40%
6-10 Years	112	40.60%
11-15 Years	19	6.90%
16-20 Years	12	4.30%
Over 20 years	4	1.40%
Total	276	100.00%

### **4.3 Descriptive Statistics of the Study Variables**

Descriptive statistics were used to analyse the data. A five point Likert scale was used to interpret the respondent's responses. According to the scale, those statements which the respondents strongly disagreed with were awarded 1 while those which they strongly agreed with were awarded 5. Within the continuum are 2 for disagree, 3 for not sure and 4 for agree. The descriptive statistics used in this study were means and percentages.

#### **4.3.1 Service Delivery**

Means and percentages of responses on service delivery were computed. From the findings 37% of the respondents strongly agreed that adoption of customer service charter improves timeliness of services, 43.6% Agreed, 12.9% were not sure, 3.4% disagreed while 3.1% strongly disagreed that adoption of a customer service charter leads to improved service timeliness. 30.1% of the respondents strongly agreed that adoption of customer service charter leads to customer satisfaction, 52.4% Agreed, 12.5% were not sure, while 4.7% disagreed that adoption of a customer service charter leads to customer satisfaction. 36.4% of the respondents strongly agreed that adoption of customer service charter leads to service reputation, 49.2% Agreed, 11.3% were not sure, while 3.1% disagreed that adoption of a customer service charter leads to customer satisfaction. 47.6% of the respondents strongly agreed that adoption of customer service charter leads to service quality improvement, 36.4% Agreed, 3.8% were not sure, while 12.2% disagreed with the statement that adoption of a customer service charter leads to improved service quality.

As indicated in the findings, the respondents agreed that adoption of a customer service charter influences timeliness of services as shown by a mean of 4.0784. The respondents also agreed that adoption of a customer service charter influences customer satisfaction as shown by the mean of 4.069. Further, the respondents agreed that adoption of a customer service charter influences service reputation as shown by a mean of 4.1881. In addition, the respondents agreed that adoption of a customer service charter influences service quality as shown by the mean of 4.1944 as shown on table 4.3.

**Table 4.3: Aspects of Service Delivery**

	<b>5</b>	<b>4</b>	<b>3</b>	<b>2</b>	<b>1</b>	<b>Mean</b>	<b>N</b>
	<b>%</b>	<b>%</b>	<b>%</b>	<b>%</b>	<b>%</b>		
Timeliness of services	37	43.6	2.9	3.4	3.1	4.0784	319
Customer satisfaction	30.1	52.4	12.5	4.7	0	4.069	319
Service reputation	36.4	49.2	11.3	3.1	0	4.1881	319
Service quality	47.6	36.4	3.8	12.2	0	4.1944	319

When correlations coefficients were generated between the customer service charter variables the results were as shown in Table 4.4. Findings on the Pearson's correlation coefficient were generated at 95% confidence level. A Pearson product-moment correlation coefficient was computed to assess the relationship between the study variables.

Relationship between employee awareness and adherence as per table above can be described as positive correlation between the two variables,  $r = .130$ ,  $n = 273$ ,  $p = 0.025$ . Employee awareness and strategies had a positive correlation between the two variables,  $r = .306$ ,  $n = 274$ ,  $p = 0.010$ . The relationship between adherence and Strategies was a positive correlation between the two variables,  $r = .107$ ,  $n = 274$ ,  $p = 0.068$ . Overall, as shown in table 4.3 there was a weak positive correlation between awareness, staff adherence and Strategies. The correlation was statistically significant. This implied that if awareness was increased, then adherence and strategies would also increase and vice versa.

**Table 4.4: Pearson’s correlation coefficients on Service Charter parameters**

		Awareness	Adherence	Strategies
Awareness	Pearson Correlation	1	.130*	.306*
	Sig. (2-tailed)		.025	.010
	N	275	273	274
Adherence	Pearson Correlation	.130*	1	.107
	Sig. (2-tailed)	.025		.068
	N	273	274	274
Strategies	Pearson Correlation	.306*	.107	1
	Sig. (2-tailed)	.010	.068	
	N	274	274	274

#### 4.3.2 Employee Awareness on Customer Service Charter

Descriptive statistics were used to analyze the data on employee awareness. According to the findings, the respondents agreed with a mean of 4.2065 that they could easily access copies of the Nairobi City Water and Sewerage Company customer service charter. The respondents also agreed with a mean of 3.8225 that internal communication about the customer service charter was done through the use of the notice board. Further, the respondents agreed with a mean of 3.770 that internal communication on the customer service charter was done during internal meetings and agreed with a mean of 3.6087 that Nairobi City Water and Sewerage Company trained employees on the customer service charter. Finally, the respondents disagreed with a mean of 2.4312 that they had been consulted during the development of the Nairobi City Water and Sewerage Company customer service charter as shown on table 4.5.

From the findings 22.1% of the respondents strongly agreed that they had been consulted during the development of the Nairobi City water and sewerage company customer service charter, 10.5% agreed, 23.2% disagreed while 44.2% strongly disagreed with the statement that they had been consulted during development of the customer service charter. 21.7% of the respondents strongly agreed that Nairobi City Water and Sewerage Company trained its employees on the customer service charter, 48.6% agreed, 12.0%

were not sure, 4.3% disagreed while 13.4% strongly disagreed with the statement that Nairobi City Water and Sewerage Company trained its employees on the customer service charter. 24.6% of the respondents strongly agreed that Nairobi City Water and Sewerage Company communicated about the customer service charter during internal meetings, 33.7% agreed, 37.0% were not sure, 4.3% disagreed while 0.4% strongly disagreed with the statement that Nairobi City Water and Sewerage Company communicated about the customer service charter during internal meetings. 22.5% of the respondents strongly agreed that Nairobi City Water and Sewerage Company communicated about the customer service charter by pinning copies on the notice board, 48.9% agreed, 19.6% were not sure, 6.5% disagreed while 2.5% strongly disagreed with the statement that Nairobi City Water and Sewerage Company communicated about the customer service charter by pinning copies on the notice board.

Finally, 36.6% of the respondents strongly agreed that they could easily access copies of the Nairobi City Water and Sewerage Company customer service charter, 52.9% agreed, 6.5% were not sure, 2.5% disagreed while 1.4% strongly disagreed with the statement that they could easily access copies of the Nairobi City Water and Sewerage Company customer service charter as shown on table 4.5

**Table 4.5: Employee awareness on customer service charter**

	<b>5</b>	<b>4</b>	<b>3</b>	<b>2</b>	<b>1</b>	<b>Mean</b>	<b>N</b>
	<b>%</b>	<b>%</b>	<b>%</b>	<b>%</b>	<b>%</b>		
Employee consultation	22.1	10.5	0.0	23.2	44.2	2.4312	276
Training of employees	21.7	48.6	12.0	4.3	13.4	3.6087	276
Internal Communication during internal meetings	24.6	33.7	37.0	4.3	0.4	3.7790	276
Internal Communication through the notice board	22.5	48.9	19.6	6.5	2.5	3.8225	276
Ease in access of the customer service charter	36.6	52.9	6.5	2.5	1.4	4.2065	276

### **4.3.3 Adherence to Customer Service Charter Commitments**

According to the study findings, the respondents were sure not if the company adhered to the commitments highlighted on the customer service charter. The mean for the company treating customers with courtesy and respect was 3.30094, for upholding professionalism in serving customers 3.1693, ensuring equity in distribution of water in Nairobi.3.1285, Collecting, treating and disposing sewer in accordance with required environmental standards 3.0846 and upholding good work ethics in a corruption free environment. 3.1317.

The above findings indicate that 21% of the respondents strongly agreed that Nairobi City water and sewerage company treated customers with courtesy and respect,28.84% agreed,17.24% were not sure,25.08% disagreed while 7.84% strongly disagreed with the statement that the company treated customers with courtesy and respect .15.05 % of the respondents strongly agreed that Nairobi City Water and Sewerage Company upheld professionalism in serving customers, 28.21% agreed,22.88% were not sure,26.33% disagreed while 7.52% strongly disagreed with the statement that Nairobi City Water and Sewerage Company upheld professionalism in serving customers. 11.29% of the respondents strongly agreed that Nairobi City Water and Sewerage Company ensured equity in distribution of water in Nairobi, 30.72% agreed, 27.27% were not sure, 21% disagreed while 9.72% strongly disagreed with the statement that Nairobi City Water and Sewerage Company ensured equity in distribution of water in Nairobi. 14.73% of the respondents strongly agreed that Nairobi City Water and Sewerage Company collected, treated and disposed sewer as required by environmental standards, 27.59% agreed, 20.38% were not sure, 26.02% disagreed while 11.29% strongly disagreed with the statement that Nairobi City Water and Sewerage Company collected, treated and disposed sewer as required by environmental standards Finally, 9.40% of the respondents strongly agreed that Nairobi City Water and Sewerage Company upheld good work ethics in a corruption free environment, 28.21% agreed,26.02% were not sure,30.09% disagreed while 15.05% strongly disagreed with the statement that Nairobi City Water and Sewerage Company upheld good work ethics in a corruption free environment as shown in table 4.6.

**Table 4.6: Customer service charter commitments**

	<b>5</b>	<b>4</b>	<b>3</b>	<b>2</b>	<b>1</b>	<b>Mean</b>	<b>N</b>
	<b>%</b>	<b>%</b>	<b>%</b>	<b>%</b>	<b>%</b>		
Treating customers with courtesy and respect.	21.00	28.84	17.24	25.08	7.84	3.3009	319
Upholding professionalism in serving customers.	15.05	28.21	22.88	26.33	7.52	3.1693	312
Ensures equity in distribution of water in Nairobi.	11.29	30.72	27.27	21.00	9.72	3.1285	389
Collecting, treating and disposing sewer in accordance with required environmental standards.	14.73	27.59	20.38	26.02	11.29	3.0846	306
Upholding good work ethics in a corruption free environment.	9.40	28.21	26.02	30.09	15.05	3.1317	317

#### **4.3.4 Customer Service Charter Implementation Strategies**

Descriptive statistics were used to analyse responses on customer service charter implementation strategies. Respondents strongly agreed with a mean of 4.7790 that Nairobi City Water and Sewerage Company had put in place procedures to be used in service delivery. Further, the respondents agreed with a mean of 4.1630 that Nairobi City Water and Sewerage Company had management information systems that the employees utilize during service delivery. The respondents also agreed with a mean of 4.4457 that their organization had customer friendly policies and agreed with a mean of 3.8225 that the company culture was customer friendly. Lastly the respondents agreed with a mean of 3.5833 that their organization had monitoring and evaluation systems that monitored how the customer service charter was being implemented.

From the findings above, 77.9% of the respondents strongly agreed that Nairobi City water and sewerage company had procedures for implementation of the customer service charter while 22.1% agreed with the statement that the company had procedures for implementation of customer service charter. 53.3% of the respondents strongly agreed that



Nairobi City Water and Sewerage Company had management information systems in place for implementation of the customer service charter, 19.4% agreed, 10.9% were not sure, 8.7% disagreed while 2.9% strongly disagreed with the statement that the company had management information systems in place for implementation of the customer service charter. 22.5% of the respondents strongly that Nairobi City Water and Sewerage Company had monitoring and evaluation systems in place for the implementation of the customer service charter. 35.7% agreed, 12.0% were not sure, 10.9% disagreed while 10.1% strongly disagreed with the statement that Nairobi City Water and Sewerage Company communicated had monitoring and evaluation systems in place for the implementation of the customer service charter. 21.7% of the respondents strongly agreed that Nairobi City Water and Sewerage Company culture was conducive for customer service charter implementation, 38.8% agreed, 39.5% were not sure of the statement that Nairobi City Water and Sewerage Company culture was conducive for customer service charter implementation, 44.6% of the respondents strongly agreed that Nairobi City Water and Sewerage Company had policies which were customer friendly while 55.4% agreed that Nairobi City Water and Sewerage Company had customer friendly policies. This is as shown in table 4.7.

**Table 4.7: Organizational strategies**

	<b>5</b>	<b>4</b>	<b>3</b>	<b>2</b>	<b>1</b>	<b>Mean</b>	<b>N</b>
	<b>%</b>	<b>%</b>	<b>%</b>	<b>%</b>	<b>%</b>		
Existence of procedures	77.9	22.1	0	0	0	4.779	276
Management information systems	53.3	19.4	10.9	8.7	2.9	4.163	276
Monitoring and evaluation system	22.5	35.7	12	10.9	10.1	3.5833	276
Culture	21.7	38.8	39.5	0	0	3.8225	276
Policies	44.6	55.4	0	0	0	4.4457	276

#### **4.4 Test of Study Relationships**

The relationship between the study variables was established through the use of Regression.

#### 4.4.1 The Relationship between Dependent and Independent Variables

For the purpose of identifying the important variables influencing the dependent variable the researcher used the regression analysis. Regression analysis was used to investigate the impact of Staff awareness, staff adherence to customer service charter commitments and customer service charter implementation strategies on service delivery. At 95 percent confidence level, the p value was set at 0.05. The regression statistics generated were  $R^2=.862$ , Awareness  $p=.023$ , Adherence  $p=.012$ , and strategies  $p=.543$ . This finding leads to the conclusion that in order to improve service delivery at Nairobi City Water and Sewerage Company the key determinants are customer service charter awareness amongst the staff and their adherence to the customer service charter commitments.

**Table 4.8: Regression Statistics on service charter and service delivery**

	R square	Adjusted R Square	Std. Error of the Estimate	df	F	Sig.
R	.896a	0.862	0.61723	4	34.235	.000a
		B			Sig.	
(Constant)		0.789			0.342	
Awareness		0.436			0.023	
Adherence		0.354			0.012	
Strategies		0.675			0.543	

Dependent Variable: Customer service charter adoption leads to improvement in service quality

#### 4.4.2 The Relationship between Staff Awareness and Service Delivery

To determine the strength of the relationship, and the awareness variables that influenced service delivery, linear regression techniques were employed. Linear regression modeling was adopted to identify awareness variables responsible for the improvement in service delivery at the organization. The regression statistics generated were as shown in Table 4.8. At 95 percent confidence level, the results of the regression were  $R^2=.621$ , Staff consultations  $p=.029$ , Staff training  $p=.018$ , Access to copies of the charter  $p=.043$ , Internal Communication  $p=.342$  and Internal meetings  $p=.411$ . This finding leads to the conclusion that in order to improve on the staff awareness on the service charter, the

organization needs to invest in Staff consultations, Staff training and on staff access to copies of the charter.

**Table 4.9: Regression statistics on staff awareness and service delivery**

R	R Square	Adjusted R Square	Std. Error of the Estimate	df	F	Sig.
.626 <sup>a</sup>	0.621	0.647	0.24617	4	3.767	.000 <sup>a</sup>
		B				Sig.
(Constant)		0.56				0.12
Staff consultations		0.352				0.029
Staff training		0.604				0.018
Internal meetings		0.123				0.411
Internal communication		0.02				0.342
Access to copies of the charter		0.205				0.043
Dependent Variable: Customer Service Charter adoption leads to improvement in timeliness of services						

#### 4.4.3 The Relationship between Staff Adherence and Service Delivery

To determine the influence of the adherence to service charter on service delivery, linear regression techniques were employed. Linear regression modeling was adopted to identify awareness variables responsible for the improvement in service delivery at the organization. The regression statistics generated were as shown in Table 4.9. At 95 percent confidence level, the p value was set at 0.05. The regression findings were:  $R^2=.615$ , Courtesy and respect  $p=.224$ , Professionalism in serving customers  $p=.012$ , Equity in distribution of water  $p=.011$ , Collecting, treating and disposing sewer  $p=.012$  and Corruption free environment  $p=.243$ . This finding leads to the conclusion that in order to improve on the staff adherence to the service charter, the organization needs to invest

in staff Professionalism while serving customers, exercising Equity in distribution of water and in efficient Collection, treatment and disposal of sewer.

**Table 4.10: Regression statistics on staff adherence to service charter and service delivery**

R	R Square	Adjusted R Square	Std. Error of the Estimate	df	F	Sig.
-0.62 <sup>a</sup>	0.615	0.637	.47521	4	4.561	.000 <sup>a</sup>
				382		
		B			Sig.	
(Constant)		0.423			0.12	
Courtesy and respect		0.416			0.224	
Professionalism in serving customers		0.513			0.012	
Equity in distribution of water		0.401			0.011	
Collecting, treating and disposing water		0.226			0.004	
Corruption free environment		0.216			0.243	
Dependent Variable: Customer service charter adoption leads to increased customer satisfaction						

#### **4.4.4 The Relationship between Service Charter Adoption Strategies and Service Delivery**

To determine the influence of the strategies adopted during service charter implementation on service delivery, linear regression techniques were employed. Linear regression modeling was adopted to identify the variables responsible for the variations in service delivery at the organization. The regression statistics generated were as shown in Table 4.10. At 95 percent confidence level, the p value was set at 0.05. The regression results were:  $R^2=.569$ , Existence of procedures  $p=.022$ , Existence of management

information systems  $p=.015$ , Existence of Monitoring and evaluation system  $p=.621$ , Culture  $p=.445$  and policies  $p=.243$ . This finding leads to the conclusion that in order to improve on the implementation strategies of the service charter, the organization needs to invest in processes and procedures improvement, and on the improvement of the management information systems at the organization.

**Table 4.11: Regression statistics on service charter strategies and service delivery**

R	R Square	Adjusted R Square	Std. Error of the Estimate	df	F	Sig.
.578 <sup>a</sup>	0.569	0.593	.65321	5	6.226	.000 <sup>a</sup>
		B				Sig.
(Constant)		0.642				0.12
Procedures and processes		0.341				0.022
Management information systems		0.255				0.015
Monitoring and evaluation		0.54				0.621
Culture		0.322				0.445
Policies		0.121				0.243

Dependent Variable: Customer service charter adoption leads to improvement in service reputation

## **CHAPTER FIVE**

### **SUMMARY, DISCUSSIONS, CONCLUSION AND RECOMMENDATIONS**

#### **5.1 Introduction**

This chapter presents the summary of findings, discussion, conclusion drawn from the findings and recommendations made therefore. The main aim of this study was to investigate the influence of customer service charter on service delivery in Nairobi City Water and Sewerage Company in Nairobi. The study further sought to investigate the influence of employee awareness, adherence to customer service charter commitments and customer service charter implementation strategies on service delivery at Nairobi City Water and Sewerage Company.

#### **5.2 Summary of the Findings**

The company had put into consideration the issue of gender equity and mainstreaming in its staffing. In relation to the duration of time they had spent in their organization, majority of the respondents had spent between 6 and 10 years. In terms of age most of the staff were between 26 and 35 years. It was established that staff awareness on customer service charter, adherence to customer service charter commitments and customer service charter implementation strategies were positively correlated. The key determinants to service delivery at Nairobi City Water and Sewerage Company were identified as customer service charter awareness amongst the staff and their adherence to the customer service charter commitments.

The first objective was to establish the extent to which awareness of customer service charter influenced service delivery at Nairobi City Water and Sewerage Company. It was established that Staff consultations, Staff training, and Access to copies of the charter greatly influenced awareness of the customer service charter. This finding leads to the conclusion that in order to improve on the staff awareness on the service charter, the organization needs to invest in Staff consultations, Staff training and on staff access to copies of the charter.

The second objective of the study was to investigate the influence of adherence to customer service charter commitments on service delivery in Nairobi City Water and Sewerage Company. It was established that three variables greatly influenced the adherence. These were; Professionalism in serving customers; Equity in distribution of water; and Collecting, treating and disposing sewer. Conclusions were therefore made that in order to improve on the staff adherence to the service charter, the organization needs to invest in staff Professionalism while serving customers, exercising Equity in distribution of water and in efficient Collection, treatment and disposal of sewer.

The third objective sought to investigate the extent to which customer service charter implementation strategies influenced service delivery at Nairobi City Water and Sewerage Company. It was established that two strategies greatly influenced service delivery at the organization. These were; the existence of procedures and the existence of management information systems. It was concluded that in order to improve on the implementation strategies of the service charter, the organization needs to invest in processes and procedures improvement, and on the improvement of the management information systems at the organization.

### **5.3 Discussion of Key Findings**

The three objectives guiding this study were summarized below based on findings attained in chapter four.

#### **5.3.1 Employee Awareness on Customer Service Charter**

Most of Nairobi City Water and Sewerage Company staff were not consulted during the development of the customer service charter. The charter has to be owned by front-line staff they are the ones who will have to make the charter real for users so they need to have a say. Middle managers also have to buy into the charter and support changes which will be necessary to meet the targets and commitments of the charter. Top managers have to understand how the charter contributes to the strategic objectives of the organization (hence the importance of a clearly defined hierarchy of objectives). Nairobi City Water and Sewerage Company did not also put enough effort in communicating the service

charter to the employees and even training them on the contents of the customer service charter. It is important to dedicate time and resources to publicizing the customer service charter after it is launched; this step enhances accountability and bridges the gap between users and service providers (Post and Agarwa, 2008). The issue of feed-back to the people consulted is most important. Most consultees certainly do not expect that all of their views and wishes will be accepted but they definitely want to have confirmation that they have been listened to and that their view has been taken into account (Elke et al. 2007). To improve awareness, service charters should be posted at service delivery points (Mario and Carmen, 2010).

### **5.3.2 Adherence to Customer Service Charter Commitments**

Adherence to customer service charter commitments formed the second objective of this study. Findings indicated that Nairobi City Water and Sewerage Company's efforts in adhering to the commitments made to customers on the customer service charter were not enough. Charters will only be effective if the way in which the charter is presented corresponds to the needs of the target group(s) to which it is addressed (Elke et al.2007). The customers agreed that the Company adhered to their commitments but to a small extent. That was a wakeup call to the company to ensure that it lived up to its promises to the customers. If the service users get the picture that the organization does not live up to its standards, and does nothing about it, cynicism among service users and staff will only increase (Elke et al.2007). A service firm can differentiate itself by delivering consistently higher quality than its competitors do. In order to provide good service companies should empower front-line service employees by giving them authority, responsibility and incentives they need to recognize, care about, and tend to customers' needs (Kotler and Armstrong, 2008).

### **5.3.3 Customer Service Charter Implementation Strategies**

In regards to Customer service charter implementation strategies which formed the third objective of this study, findings indicated that out of the sampled respondents 77.9% strongly agreed that Nairobi City Water and Sewerage Company had procedures that guided staff in service delivery. The company also has Management Information Systems



that the staff use in service delivery (M=4.16300). Employees can feel frustrated without the necessary technology and equipment (Wilson et al.2008). Therefore, necessary tools including effective technology and technological support and equipment provided in service organizations, such as, computers, phone system, customer information databases, vehicles and protective clothing It is important to provide these supportive technology and equipment for employee to deliver service effectiveness and efficiency. The findings also indicated that Nairobi City Water and Sewerage Company had customer friendly policies in place. It is however important to note that the Company should relook into its culture which the employees could not fully agree that it was customer friendly. Of importance is the Monitoring and evaluation system that the employees felt was not fully implemented for monitoring and evaluation in service delivery (M=3.5833)\_Monitoring and evaluation is a powerful public management tool that can be used to improve the way governments and organizations achieve results (Jody and Ray, 2004). If monitoring systems work well, evaluation is necessary less often, and when it is needed, it is much easier to carry out (Louisa and Mike, 2004). If your service charter is to bring about quality improvements in service quality, it needs to be embedded in a proper quality management system (Elke *et al.* 2007).

#### **5.4 Conclusion of the Finding**

The study established that the organization needs to invest in Staff consultations, Staff training and on staff access to copies of the charter in order to increase the awareness of the service charter amongst staff. To improve on staff adherence to customer service charter commitments, the company needs to invest in staff Professionalism while serving customers, exercising Equity in distribution of water and in efficient Collection, treatment and disposal of sewer. To improve on the implementation strategies of the service charter, the organization needs to invest in processes and procedures improvement, and on the improvement of the management information systems at the organization.

### **5.5 Recommendations**

Based on the findings of the study, the researcher recommends that Nairobi City Water and Sewerage Company:

1. Conducts a refresher staff training on the service charter carries out staff consultations on the items of the service charter that may require to be adjusted
2. Makes copies of the service charter available to staff in order to promote the awareness of the service charter amongst staff
3. Adopts the culture of processes and procedures improvement in order to improve on service charter deliverables and of continuously improving the management information systems at the organization for it is a key strategy in the implementation of the service charter.

### **5.6 Suggestions for Further Studies**

Based on the findings of the study, the researcher recommends

1. Further studies in the area of Influence of service charter adoption on the service delivery in other companies.
2. Further studies on Influence of service charter adoption on staff motivation at Nairobi Water and Sewerage Company.

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## APPENDICES

### APPENDIX I: TABLE FOR DETERMINING SAMPLE SIZE FOR A GIVEN POPULATION

Table for Determining Sample Size for a Given Population									
N	S	N	S	N	S	N	S	N	S
10	10	100	80	280	162	800	260	2800	338
15	14	110	86	290	165	850	265	3000	341
20	19	120	92	300	169	900	269	3500	246
25	24	130	97	320	175	950	274	4000	351
30	28	140	103	340	181	1000	278	4500	351
35	32	150	108	360	186	1100	285	5000	357
40	36	160	113	380	181	1200	291	6000	361
45	40	180	118	400	196	1300	297	7000	364
50	44	190	123	420	201	1400	302	8000	367
55	48	200	127	440	205	1500	306	9000	368
60	52	210	132	460	210	1600	310	10000	373
65	56	220	136	480	214	1700	313	15000	375
70	59	230	140	500	217	1800	317	20000	377
75	63	240	144	550	225	1900	320	30000	379
80	66	250	148	600	234	2000	322	40000	380
85	70	260	152	650	242	2200	327	50000	381
90	73	270	155	700	248	2400	331	75000	382
95	76	270	159	750	256	2600	335	100000	384

Note: "N" is population size  
"S" is sample size.

Source: Krejcie & Morgan, 1970

## **APPENDIX II: LETTER OF TRANSMITTAL**

### **RE: PARTICIPATION IN RESEARCH**

I am a postgraduate student pursuing my master degree in Project Planning and management at the University of Nairobi. As part of this course, I am carrying out a research on the influence of customer service charter on service delivery at Nairobi City Water and Sewerage Company in Nairobi County. This is to request you to kindly fill in this questionnaire by responding to the questions concerning the customer service charter awareness, adherence to customer charter commitment and customer service charter implementation strategies in the company.

The data collected will be used for this academic research only. Your participation is important for the success of this project and I greatly appreciate your contribution.

Thanking you most sincerely in advance.

Yours Faithfully

Karen Ndunge Mwanja



### APPENDIX III: EMPLOYEE RESEARCH QUESTIONNAIRE

Instructions: Please tick in the appropriate bracket or provided spaces

#### PART A: GENERAL QUESTIONS

Kindly fill this questionnaire as accurately as possible by ticking in the appropriate space

1. What is your Age Group?

18 - 25 Years [ ] 26 - 35 Years [ ] 36 - 45 Years [ ]

46 - 55 Years [ ] Above 56 Years [ ]

2. For how many years have you worked for the company? (Include the years worked at the City Council of Nairobi.)

Less than 1 yr [ ] 1-5 yrs [ ] 6-10yrs [ ] 11-15 years [ ] 16-20yrs [ ] Over 20 yrs [ ]

#### SECTION B: EMPLOYEE AWARENESS

**To what extent does the employee awareness on customer service charter influence service delivery?**

**5 = strongly agree, 4 = Agree, 3 =Not sure, 2 = Disagree,1 = strongly disagree.**

**Please tick the appropriate box.**

	5	4	3	2	1
I was consulted during the development of the customer service charter.					
The company usually trains employees on the contents of the customer service charter.					
Internal Communication about the customer service charter is usually done during internal meetings.					
Internal Communication about the customer service charter is usually done through pinning copies of the same on the notice board.					
I can easily access a copy of the customer service charter.					

**SECTION C: CUSTOMER SERVICE CHARTER IMPLEMENTATION STRATEGIES**

**To what extent does the strategy of customer service charter Implementation influence service delivery?**

**5 = strongly agree, 4 = Agree, 3 =Not sure, 2 = Disagree, 1 = strongly disagree.**

**Please tick the appropriate box.**

	5	4	3	2	1
Nairobi City Water and Sewerage Company has procedures that guide me as I execute my work.					
There are management information systems in place that I utilize in my service delivery.					
There is a system in place to monitor and evaluate how the customer service charter is being implemented.					
The culture within the company is conducive for customer service charter implementation.					
The company policies in place are customer friendly					

Thank you for taking time to give your responses.

**APPENDIX IV: CUSTOMER RESEARCH QUESTIONNAIRE**

Instructions: Please tick in the appropriate bracket or provided spaces

**PART A: GENERAL QUESTIONS**

Kindly fill this questionnaire as accurately as possible by ticking in the appropriate space

1. What is your gender? Male [ ] Female [ ]

**PART B: ADHERENCE TO CUSTOMER SERVICE CHARTER COMMITMENTS**

**To what extent does the adherence to customer service charter commitment influence service delivery?**

**5 = strongly agree, 4 = Agree, 3 =Not sure, 2 = Disagree, 1 = strongly disagree.**

**Please tick the appropriate box.**

	5	4	3	2	1
Nairobi City Water and Sewerage Company treats all its customers with courtesy and respect.					
Nairobi City Water and Sewerage Company upholds professionalism in serving its customers.					
Nairobi City Water and Sewerage Company ensures equity in distribution of water in Nairobi.					
Nairobi City Water and Sewerage Company collects, treats and disposes sewer in accordance with required environmental standards.					
Nairobi City Water and Sewerage Company upholds good work ethics in a corruption free environment.					

**SECTION C: SERVICE DELIVERY**

Please indicate by ticking the scale that best represents the influence of the adoption of Customer Service Charter to the improvement of the listed below elements of Service Delivery in your organization.

**5 = strongly agree, 4 = Agree, 3 =Not sure, 2 = Disagree, 1 = strongly disagree.**

**Please tick the appropriate box.**

	5	4	3	2	1
Customer service charter adoption leads to improvement in timeliness of services					
Customer service charter adoption leads to increased customer satisfaction					
Customer service charter adoption leads to improvement in service reputation					
Customer service charter adoption leads to improvement in service quality					

Thank you for taking time to give your responses

**APPENDIX V: LETTER OF AUTHORIZATION**



**NATIONAL COMMISSION FOR SCIENCE,  
TECHNOLOGY AND INNOVATION**

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Ref. No.

Date:  
**15<sup>th</sup> June, 2015**

**NACOSTI/P/15/3175/6164**


Karen Ndunge Mwanja  
University of Nairobi  
P.O Box 30197-00100  
**NAIROBI.**

**RE: RESEARCH AUTHORIZATION**

Following your application for authority to carry out research on *“Influence of customer service charter on service delivery: A case of Nairobi City Water and Sewerage Company,”* I am pleased to inform you that you have been authorized to undertake research in **Nairobi County** for a period ending **20<sup>th</sup> November, 2015.**

You are advised to report **the Managing Director, Nairobi City Water and Sewerage Company, the County Commissioner and the County Director of Education, Nairobi County** before embarking on the research project.

On completion of the research, you are expected to submit **two hard copies and one soft copy in pdf** of the research report/thesis to our office.

  
**SAID HUSSEIN**  
**FOR: DIRECTOR-GENERAL/CEO**

Copy to

The Managing Director  
Nairobi City Water and Sewerage Company.

The County Commissioner  
Nairobi County.



**APPENDIX VI: RESEARCH PERMIT**



**UNIVERSITY OF NAIROBI**  
COLLEGE OF EDUCATION AND EXTERNAL STUDIES  
SCHOOL OF CONTINUING AND DISTANCE EDUCATION  
DEPARTMENT OF EXTRA-MURAL STUDIES  
NAIROBI EXTRA-MURAL CENTRE

Your Ref:

Main Campus  
Gandhi Wing, Ground Floor  
P.O. Box 30197  
NAIROBI

Our Ref:

Telephone: 318262 Ext. 120

7<sup>TH</sup> November 2014

**REF: UON/CEES//NEMC/19/305**

**TO WHOM IT MAY CONCERN**

**RE: KAREN NDUNGE MWANIA - REG NO L50/82900/2012**

This is to confirm that the above named is a student at the University of Nairobi College of Education and External Studies, School of Continuing and Distance Education, Department of Extra- Mural Studies pursuing Master of Arts in Project Planning and Management.

She is proceeding for research entitled "influence of customer service charter on service delivery" A case of Nairobi city water and Sewerage Company.

Any assistance given to her will be highly appreciated.

**CAREN AWILLY**  
CENTRE ORGANIZER  
NAIROBI EXTRA MURAL CENTRE

