UNIVERSITY OF NAIROBI

DEPARTMENT OF POLITICAL SCIENCE AND PUBLIC ADMINISTRATION

THE QUALITY OF PUBLIC SERVICE DELIVERY IN PUBLIC ORGANIZATIONS IN KENYA

A STUDY OF THE ROLE OF THE CLIENT-SERVICE CHARTER IN THE CASE OF KIRINYAGA WATER AND SANITATION COMPANY.

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DECLARATION

I declare that this research project report is my original work and has not been presented to any other institution of higher learning for the award of a degree.

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DEDICATION

I dedicate this report to my elder Brother Ephraim and Sister Margaret who have been a strong pillar to my academic journey and for their unfailing support.

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ABBREVIATIONS AND ACRONYMS

SPA	Service Provision Agreement
CSRP	Civil Service Reform Programme
CSC	Client Service Charter
NPM	New Public Management
NPR	National Performance Review
ERS	Economic Recovery Strategy
PSTD	Public Sector Transformation Department
RBM	Result Based Management
MTP	Medium Term Plan
RRI	Result Based Initiative
KIRIWASCO	Kirinyaga Water and Sanitation Company
SPSS	Statistical Package for Social Science

ABSTRACT

This study aimed at assessing the quality of public service delivery in public organizations in Kenya: a study of the role of Client-Service Charter in the Kirinyaga Water and Sanitation Company. The objectives that guided the study were; to examine how institutional commitment regarding Client-service charter impacts on quality of services provided at Kirinyaga Water and Sanitation Company, to determine how personnel competence affects the quality of services delivered as provided in the Client-Service Charter at KIRIWASCO, and to determine the extent to which stakeholder's engagement during the formulation of Client-Service Charter influences the quality of services delivered at KIRIWASCO. A mixed-method approach that combined both quantitative and qualitative were used in this research. The sample size of the study was 50 respondents (15 service providers who were randomly selected and 35 service seekers selected conveniently). Structured questionnaires were used to collect data from service providers while informal conversation interviews were used to obtain data from clients/service seekers. A response rate of 82.0% was obtained by the study. The data obtained from the closed-ended questionnaires were analyzed quantitatively aided by the Statistical Package for Social Sciences and was presented using frequencies and percentages while the data acquired through informal conversation interview was analyzed by the use of descriptive and thematic interpretation guided by the study variables. The study findings showed that though the Client-Service has not fully enhanced the quality of public service delivery, it has helped reduce the discomfort and inefficiency of the public service delivery hence its role in enhancing the quality of public service delivery can be rated on average. The study found out that organizational commitment towards CSC was weakened by the organization's failure to create enough client's awareness regarding the CSC, and failure to enhance clients' feedback mechanisms and institutionalizing monitoring and evaluation of the quality management tool. Further, the study established that training of employees on new technology and motivating those who achieve service standards were not adhered to as revealed by customer service providers. Moreover, though the organization has a policy on stakeholder engagement, the involvement of some of the key stakeholders such as employees is not observed, and the organization does not regularly review its CSC to improve it and meet the changing expectations of clients. That withstanding, service seeker respondents affirmed that long queues have reduced since timely delivery of service is relatively observed, clients can easily access services while employees are courteous and polite when providing services which have to some extent improved customer satisfaction with the quality of services provided. This study recommends that Kirinyaga Water and Sanitation Company should enhance clients awareness of CSC, improve the effectiveness of feedback mechanism system by introducing other ways of obtaining feedback such as customer survey, institutionalize monitoring and evaluation of how the CSC is implemented, should offer relevant training to service providers when new technology is introduced and on values of CSC and should embrace their motivation on achieving the set service standards. Besides, the organization should engage all key stakeholders when formulating the Client Service Charter and institutionalize periodic review of the CSC to meet the dynamic anticipations of service seekers and augment the quality of services provided.

CHAPTER ONE

1.1 INTRODUCTION AND BACKGROUND OF THE STUDY

Provision of services in the public realm has been criticized for a long period over poor delivery where some scholars like Osborne and Plastnik (1997 cited in Mang'era and Bichanga, 2013) referring it as futile, unresponsive, and inefficacious and generally opposed to the expected service seekers. Bureaucrats tended to serve the goals of government agencies rather than meeting the customer's needs. Through the centerpiece of reinventing government initiated by Osborne and Gaebler (1992), citizens began to be viewed as customers with bureaucracies putting the needs of customers first. They concluded that reforms require "getting closer to the customer and putting customers into the driver's seat." Following this perspective, there has been a change of spotlight from those who discharge services to the recipients of those services where many countries globally have embarked on various initiatives aimed at enhancing prowess and efficiency in how services are delivered. One of the mechanisms that have produced decisive outcomes towards this change is the client service charter. It is considered as a useful mechanism for enhancing client-centered governance, provision of quality services, and ensuring public administrators become more liable and responsive (Garg, 2006).

Citizen/client service charter is the foreword of an organization indicating the commitment of the organization in the direction of its purpose, to boost the quality of services available as well as the extent of observance. It informs the stakeholders about the rights, the services available, the standards, quality, and time frame of service delivery, procedure of delivering services, and remedy available whenever services are not delivered. It also entails the duties of clients (ibid; 5).

The United Kingdom initiated the actualization of service charters in 1991. The prevalent structure of the client's service charter was founded upon six grounds which include; formulating canons, information, and straightforwardness, choice and engagement, politeness and convenience, focusing things first, and cost-effective use of money. The citizens' charter enthusiasm was dubbed as "Service First" when Tony Blair took over the office. It entailed the involvement of service recipients and customer service employees in its development, a strong focus on quality, focus on services via the service seeker's eyes and not just a reflection of the structure of the organization, effective review, and monitoring of performance against charters

and publishing results, regular review and updating of the charter as its main features (Torres 2005).

In line with the approximation attributed to citizen's charter Unit and the Organization of Economic Cooperation and Development perspective for the UK, 1999 at least 40 charters have been issued nationally and around 10,000 at the local level. The implementing partners of service charters appreciated the addition to enriching public services by transforming agencies' culture towards focusing on service recipients (Mc Guire, 2002 cited in Torres 2005).

The push for service charter in the United States was executed within the plan of the National Performance Review (NPR 2001). The United States is devoted to ensuring that the government is at the helm and bettering its public profile through NPR (Bovaird and Halachmi 2001 cited in Torres, 2005). All federal agencies were authorized by President Bill Clinton in 1993 to develop custom plans hence instituting the "Putting Customers First" Program. This was followed by agencies fostering standards for client service which would spell the parameters of service that clients could hope for from various departments of government and agencies. Four thousand standards for 570 federal units and programs had been advanced towards 1997 (Gore 1997 cited in Torres, 2005).

The African continent conventionally endorsed its charter for Public Service during the third Pan-African Forum of ministers of public service in Windhoek, Namibia from 5th to 6th February 2001. The charter was to serve as a policy scheme for public service administration of entire African countries and spring of insight for rejuvenating public services to react in an efficient way to advancing shortcomings encountered largely by Countries of African Continent. The charter was only adopted by a few counties such as South Africa, Swaziland, Gabon, Ethiopia, Uganda, and Tanzania (Manby, 2010). In South Africa, the service charter initiative commenced as a way of enhancing constitutional value which specifies that "transparency must be fostered by providing the public with timely, accessible, and accurate information", (Public Service Commission, 2008 cited in Nigussa 2014). As a manner of reinforcing this constitutional value, the government introduced a White paper in October 1997 on revolutionizing the delivery of public services (the Batho Pele, "People First", White Paper) that aimed at embedding the government's undertaking towards broadening services to entire citizens, not just an entitled minority. The comprehensive objective of Batho Pele was to transfigure the public service

toward a citizen-centered system. Delivery of service and accountability by government departments would upgrade through the execution of principles of Batho Pele (Mokrongo, 2003 cited in Nigussa, 2014).

The Kenyan Government began initiating public sector reforms since independence that aims at bettering the delivery of service in the public sector institutions. In 2004, the Kenyan government inaugurated the Economic Recovery Strategy for Wealth and Employment Creation (ERS) as part of the public service reform program that had been previously introduced in 1993. ERS aimed to aid the government to undertake a national improvement program instilling speedy and continued economic growth and lower a huge proportion of impoverishment through wealth and employment generation (Kobia and Mohammed, 2006 cited in ERS, 2004). Result Based Management was outlined in the public service directed toward speeding up the pursuit of ERS as a purposive guideline to enhance fulfillment, service delivery, and governance. Rapid Results Initiative and Citizen Service Charters were later popularized within the structure of Result Based Management (GOK, 2004). All service-based public sector organizations are required to develop and execute the client's service charter.

1.2 STATEMENT OF RESEARCH PROBLEM
The delivery of Public service has witnessed criticism from service seekers where the clients express dissatisfaction with how service providers have delivered the services. The Weberian model of bureaucracy which most public organizations operate under seems to be unresponsive to the needs of the customers. Osborne and Gaebler (1992) reiterate that even skilled employees can get trapped in the system. Customers get lost in the wilderness where they have no access to information about the quality standard of goods and services discharged, requirements for accessing the services, among others. Through the New Public Management (NPM) wave of reforms, client service charters begun to be viewed as solution which linked clients and service providers, where clients know what they expect from the latter (Wanna et al. 2008) and whose aim should be to upgrade the effectiveness of the provision of public services.

The introduction of the citizen service charter by the Kenyan government under the auspices of the Result Based Management Program in 2004, (GOK, 2004) has led to a great improvement of the public sector performance. Yet, service provision still suffers as it falls below the standards set in the client-service charter (Mang'era and Bichanga, 2013). Clients still experience long

queues, sometimes leading to delayed service provision. This trend is prevalent in various public institutions which leads scholars and service seekers to become skeptical over how

Client-service charter as an effective mechanism of developing service quality is being executed (Mang'era and Bichanga 2013, cited in Jela, 2015).

Similar studies that have been conducted on citizen service charters include those done by scholars such as Bichanga and Mang'era (2013) on challenges facing the execution of client's charters where they considered organization management structure, the competence of staff, and disposition of implementers as variables affecting the implementation of customer service charter and asserted that public sector institutions are still struggling with meeting customer demands and delivering services according to set standards in the service charters. Similarly, Jela, (2015) found that organizations fail to institutionalize stakeholder involvement policy and also the absence of keeping track of performance and assessment mechanisms.

Moreover, Mwania (2015) researched how citizen service charter influence service delivery where employee's awareness, implementation strategies, and adherence to customer service charter commitments were considered, on the same Mwania (ibid) asserts that awareness of staff about citizen service charters requires to be improved via consultations and provision of copies to employees, while Chepkirui (2014) evaluated the effectiveness of communicating using the same tool and opined that client's awareness of their requirements may improve their satisfaction. According to the Impact assessment report conducted by the Water Services Regulatory Board (WASREB) on providers of water services or utilities based on various key performance indicators such as human resources, service standards, financial management, user consultation, information, and control system, utility oversight and supervision, quality of service among others, KRIWASCO was ranked at position fifty out of eighty-four on larger scale category. Also, its performance reduced over time from a score of sixty-eight in financial year 2016/2017 to a score of fifty-seven in the financial year 2017/18. For instance, an indicator of service standards focuses on customer service and is affected by the quality of infrastructure provided, and the competence of the personnel in understanding their mandate and the culture of the organization (WASREB, 2019).

Following the assessment report by WASREB, though KIRIWASCO adopted the client-service charter that was intended to strengthen the actualization of the organization, its service delivery

has not been satisfactory. Taking stock of these trends, the proposed study aims to find out the relationship between client-service charter and the quality of public service delivery in public administration in Kenya using the case study of KIRIWASCO.

1.3 RESEARCH QUESTIONS

What is the relationship between client service charter and the quality of service delivery in Kenya's public sector organizations?

The specific research questions include the following;

I. To what extent does institutional commitment regarding client-service charter impact the quality of service delivery at Kirinyaga Water and Sanitation Company?
II. How does personnel competence affect the quality of services delivered as indicated in the client-service charter at Kirinyaga Water and Sanitation Company?
III. To what extent do stakeholders' engagement during the formulation of client-service charter influence the quality of services delivered at Kirinyaga Water and Sanitation Company?

1.4 OBJECTIVES OF THE STUDY

The broad objective of this study was to determine the relationship between client-service charters and the quality of service delivery in Kenya's public sector organizations. The following specific objectives guided the study:

I. To examine how institutional commitment regarding client-service charter impacts on quality of services provided at Kirinyaga Water and Sanitation Company.
II. To determine how personnel competence affects the quality of services delivered as provided in the client-service charter at Kirinyaga Water and Sanitation Company.
III. To determine the extent to which stakeholders' engagement during the formulation of client-service charter influences the quality of services delivered at Kirinyaga Water and Sanitation Company.

1.5 JUSTIFICATION OF THE STUDY

1.5.1 Policy Justification

Before the introduction of the client-service charter as part of a reform to enable public service renewal, the relationship between public organizations and users of public services retained many of the characteristics of the traditional model of public administration (Clark, 2000). Countries across the globe embraced the client-service charter initiative as a way of bridging the gap between service providers and their clients. This has been an ongoing part of policy implementation in Kenya since the year 2004 when the service charter was first introduced.

Moreover, ministries, departments, agencies, among public organizations embarked on formulating client-service charters in a bid to put clients at the center of service provision and improve the effectiveness of their performance. However, how this policy is formulated and implemented remains an unresolved question on how far it has been able to enhance the quality of services provided considering that many public organizations still exhibit problems on timely delivery of services against what is stated on service charters, smooth accessibility of stated services, and ability to meet the ever-changing client's expectations that determine or quench their satisfaction with services provided.

Therefore, the researcher anticipates that the findings of the study will inform the formulation of policy and enrich intellectual contribution to the field of public administration. It is also expected that through this study, organizations will be in a position to come up with programs aimed at enhancing the quality of services delivered.

1.5.2 Academic Justification

There have been very few studies conducted relating to client-service charter, and specifically their role on the quality of service delivery. For instance, the studies highlighted in the problem statement (Mang'era and Bichanga, 2013; Chepkirui, 2014; Mwania 2015) touches on other aspects of CSC but remains silent about the review of this effective tool which shows some levels of an organization's commitment. Therefore the present study sought to fill the above lacuna and was also generally expected to build some knowledge of the existing literature and be of value to academicians and future researchers interested in this field of study.

1.6 SCOPE AND LIMITATIONS OF THE STUDY

This research was centered on client service charter and quality of service delivery, and only investigated three aspects of client service charter that are an institutional commitment, the competence of personnel, and stakeholder engagement. The study was conducted at Kirinyaga Water and Sanitation Company and targeted clients/customers who sought services daily and customer service employees.

However, there may be other variables associated with service charter which may influence the quality of services delivered by the public sector but were not be captured by the study. The study was partly affected by inadequate time and finances that inhibited conducting the study efficiently. This study depended on the cooperation and willingness of targeted respondents to give the required information. The study maximized the available time and financial resources during the period of the study and assured respondents that the data obtained was only to be used for the objectives of this research as mitigating mechanisms.

CHAPTER TWO

LITERATURE REVIEW

2.1 INTRODUCTION

This chapter entailed a reflection regarding studies that had been done on the study. It provided an empirical outline of institutional commitment, personnel competence, and stakeholder engagement which are independent variables of the study. It also looked into the quality of service delivery which forms the dependent variable. Besides, the chapter captured the components and rationale of the client service charter and also gave an overview of how public administration in Kenya has been transformed. The study also provided a theoretical framework that guides the study. It also gave a sum-up of the literature review and the gaps.

2.1.1 Client-Service Charters

Client-service charter is permeable of an organization outlining the commitment of the organization towards its deliverables to enrich the quality of services given along with the extent of responsiveness. It informs the stakeholders about the rights, the services available, the standards, quality, and time within which services are delivered, the procedure of service delivery, and the remedy available in case of non-deliverance. Service charter focuses on the responsibility of the institution to clients with courtesy, consultation, the standard of services, access, cordiality, information, openness, and clarity, restitution, and value for money (Garg, 2006).

Garg (2006) further stipulates that a good client service charter should entail components such as; vision and mission statement of the organization, details of activities provided by the institution, information concerning customers, statement of services inclusive of standards, quality, timeframe among others, made available to every citizen or client group and how/where to find services, particulars of how grievance can be handled and its accessibility, clients' expectations, countermeasures available at the disposal of clients whenever services don't meet the expected quality standards.

2.1.2 The Rationale for Client-Service Charters

Client service charters help organizations to maintain the expectation of service seekers and provide a structure for consultation with service users. Most service providers consider having the best knowledge of what is appropriate for their customers. However, that is not usually the

case since the expectations of users and what civil servants think they expect is quite contrasting-which is commonly attributed to as 'expectation gap' (Zeithaml et al. 2000). Besides, service charters strengthen measuring and assessing performance by public bureaus which assist the management to act upon underperformance.

Further, service charter enhances openness in public institutions by communicating to the customers about standards they can expect and indicate instances where performance fails to meet those standards, and push those institutions to increase performance where pledged standards fail to be met. Service users become enlightened about their entitlements and are made aware of the requirements to present to acquire a distinct service. Effective use of service charters enables public service providers to raise the satisfaction of service seekers, even where expectations of users are rising (Loffler et al. 2007).

2.2 INSTITUTIONAL COMMITMENT

According to the European Public Administration Network (2008), the organization's commitment to the clients about its service quality which customers can expect is crucial to a customer/client charter. Loffler et al. (2007) reiterate that the successful implementation of citizen charter requires a commitment by senior management, front line, and back-office staff and teamwork by all staff involved in the services provided in the charter. Apart from an organization changing the way it interacts with intended recipients of services provided, it is also expected to turn around its in-house routines and organizational culture in manners that are coherent with service delivery standards that have been publicly stated which also plays a role in structuring and executing the client-service charter which is a challenging task. Also, the official launch of the service charter should only take place when personnel in the institution are in a position to discharge duties according to standards of service delivery established by the service charter (Post and Aragwa, 2008 cited in Mwania 2015).

Some level of commitment should be portrayed by the institution through the provision of required physical facilities in conjunction with the atmosphere of the service facility which enables the creation of an appropriate service environment. A service-based institution should further commit itself by providing a good environment for service provision within each location that is firmly related to both clients and personnel's understanding of service quality (Schneider, Parkington and Boxton, 1980). Brown (1991) asserts that the work climate affects customer

service behavior whereby individuals may not be inspired to conduct themselves in a service-oriented style unless there is the presence of an organizational climate that reinforces customer service.

Frustration from employees can occur when there is an absence of necessary technology and relevant equipment to dispense services (Wilson et al. 2008). The institution should be in a position to provide necessary tools comprising of efficient technology, technological support, and equipment such as phone systems, computers, databases safeguarding customer information, vehicles, and protective clothing. The provision of these supportive technologies and equipment to the staff makes service delivery more effective and efficient.

Monitoring, review, and evaluation of charters at regular intervals through internal as well as external agencies should be undertaken by the institution (Garg, 2006). Further, monitoring and evaluation act as a significant mechanism for public administration which can be used to enhance how government and organizations attain outcomes (Jody and Ray, 2004). An institution should thereby establish a set of interior monitoring and assessment system to observe if the institution is meeting the realization standards with a response to the quality of services specified in the client service charter. Reviewing of client-service charter indicates the extent to which an institution is committed towards the quality of services delivered. Also, it shows that service charter is not a one-time event but a continuing routine that makes service charters not being regarded as mere posters on the wall. The review will greatly depend on feedback mechanisms available for service seekers and also frontline service providers.

A study conducted by Mwania (2015) revealed that organizations do not fully adhere to the commitments made to the service seekers on the client-service charter. This leads organizations not fulfilling its promises to the customers hence performing below customers' expectations. Skepticism among service users and service providers will increase if the service users find that the institution does not meet its standards and fails to do something about it (Elke et al. 2007 cited in Mwania, 2015). To Jela, (2015) organizational commitment is portrayed by an organization through conducting performance management. Similarly, Loffler (2007 cited in Jela, 2015) opined that "a service charter without performance management will always remain a paper tiger." Some aspects of performance management investigated were standard-setting, resource allocation, monitoring, and evaluation among others. One of his key findings was that

organizations fail to establish a mechanism for measuring, monitoring, and evaluating performance against the set standards (p. 41).

2.3 PERSONNEL COMPETENCE

Competence implies that all employees in the organization possess the required skills to discharge their duties, find solutions to problems, and be responsive (Utal, 1987 cited in Kelly, 2005). Some of the critical factors that influence the capacity of an organization to deliver services are the availability and quality of human resources within an organization (Kibua and Mwabu 2004). Personnel within the organization need to have the right skills to provide services competently. The competency degree and measure of the organizational personnel is one of the administrative aspects that influence policy performance. According to (Hill, 2003), trained staff is more capable of doing duties promptly, proficient, and seasoned workforce is among the preconditions for the successful execution of new programs and policy.

Where skills are deficient, the most apparent way of advancing them is through training courses that can be attained through basic, tertiary, and technical training institutions and in service that provides on the job training (Paul 1995 cited in Kibua and Mwabu 2004). Training is a crucial starting point for all employees. According to Utal, 1987, (cited in Kelly 2005), "They must know what to do, how to do it; and why they are doing their job. They must also know their relationship with the balance of the organization." A well-trained frontline line staffs have a likelihood of providing good services and satisfy the customers unlike when unskillful staffs serve the customers.

Further, Nayem (2010), noted that failure to train employees well and teaching them about new values and culture in the client-service charter may lead them to overlook provisions of the charter. He also alluded that most public organizations have a deficient of a well-trained and skilled staff which affects their service delivery capacity to provide a quality service in alignment to client-service charter. According to Korossy (1999), competence entails skills or abilities that enable staff to execute their duties and solve problems. Competence also requires public service to be conscious of a range of cultural and language needs. The language which the service provider uses to disseminate information to the client influences the client's perception of service quality. Being courteous and friendly towards customers portrays a positive attitude of the service provider that may enrich the customer's satisfaction.

Boshoff and Gray (2004), stipulate that when employees tend to be courteous and helpful to service seekers, it tends to increase the satisfaction level of service seekers from service provided to them. Further, attitudes and behaviors of employees have a considerable influence on customer satisfaction during their interaction with the service providers. A culture of providing courteous and helpful services should be cultivated by the organization and embodied in the client service charter. Motivation and effectiveness of employees are greatly influenced by the leadership or management style of the organization. The type of incentives and rewards available and how the workforce is utilized forms some of the important management issues. Involvement in decision making processes and promotion for good performance and offering training opportunities linked to performance are some nonfinancial incentives that can increase personnel motivation and performance. (Kibua and Mwabu, 2004). An organization should establish a clear set of goals whereby employees should be engaged and assure that there is a way to reward performance. Performance incentives should, therefore, be a constituent part of charter implementation (Jody and Ray, 2004). Motivated personnel carries out their duties expeditiously and they are more oriented towards customer service.

A study conducted by Mang'era and Bichanga (2013) showed that the competence of employees plays a crucial role in the realization of client service charter. However, the research revealed that employees were not equipped with enough training on citizen charter. Besides training on new technology was also inadequate, and awareness or communication amongst employees about the service charter was minimal. Further, they assert that the lack of enough and competent staff stifles effectiveness in service delivery.

2.4 STAKEHOLDERS ENGAGEMENT

Bryson (2004) depicts a stakeholder as any individual, group of individuals, or institution that has the right to the organization's consideration, resources, or products, or is affected by that output. Flynn (2011 cited in Jela 2015) postulates that the design of services offered by the institution should have a consideration of the anticipations and preferences of a range of stakeholders who have an interest in and influence over the organization. Stakeholders range from citizens, user groups, suppliers, employees, citizen advocacy groups, consumer organizations, and the organization's local community among others.

Identifying and involving stakeholders is one of the especially significant conditions of formulating a client service charter. An organization should, therefore, consult with all stakeholders and take into account diverse needs setting service standards, deciding on the level and amount of information to be included, clients' rights and responsibilities, service charge fees. According to Mohoo, (2016), consultation with the community should take into account all the needs of the client groups and people living with disabilities should also be accorded special consideration.

Consultation, while developing and enforcing the charter, is wanting in most public organizations hence very few stakeholders know the service charter. As noted by Gurung et al. (2017), the implementation process of the charter is top-down. Further, he observed that engaging citizens and front-line customer service personnel while developing together with executing charter is essential. Such initiative gives a chance to formulate the charter grounded on local necessities, forging trust and raise awareness of the charter. An assessment empowered by the Indian government to evaluate citizen charters in public organizations revealed that client charter initiatives for most organizations do not involve public contribution and failure to communicate noticeable by poor and unclear standards. The inability to involve citizens as stakeholders in the first steps of charter development questions the ability of the charter to empower citizens. The involvement of stakeholders such as citizens serves as an input to adapting the services to public expectations (Government of India, 2008).

Saguin (2013), revealed that most public institutions develop their citizen charters because it is one of the requirements by the law hence minimal or no stakeholder involvement in charter development or refining. The mechanisms used by the organization tend to focus on issues concerning the service rather than active participation in agreeing with service standards. Moreover, the absence of stakeholder involvement indicates low responsiveness to citizen's needs which poses a significant constraint in achieving maximum customer satisfaction and generating ownership among stakeholders. Stakeholder engagement has not been institutionalized as a policy requirement in most public organizations and agencies in Kenya. This leads to the poor or absence of involvement of all those concerned when designing a client service charter (Jela, 2015). Service standards are determined by stakeholders in an organization that has a direct relationship with the quality of service delivery.

2.5 SUMMARY OF THE LITERATURE REVIEW AND GAPS

This section began by highlighting the components and rationale for client-service charters. Further, the three themes under the study; institutional commitment, personnel competence, and stakeholders' engagement were equally reviewed giving both their theoretical and empirical review. The dependent variable; quality of service delivery was also recapitulated in an attempt to draw its relationship with the client-service charter. Also, a revolution of Kenya's public administration was traced.

Following the above review, the researcher noted that there exists a gap in monitoring and review of client-service charters hence making client-service charter a one-time exercise. Monitoring, evaluation, and review of this quality control tool is a key indicator of organizational commitment towards meeting customers' ever-changing expectations which meet their satisfaction. Feedback mechanisms systems provided by the organization whereby clients can channel their views about their satisfaction with standards or quality of services provided is one of the key aspects which informs review of client service charter.

More to this, though posing relevant skills required to deliver duties according to standards set in client service charter by personnel in the organization is a prerequisite for efficient service delivery, employees also require training on the new culture that comes with CSC which enables service providers to have a positive attitude towards the quality tool. However, some of the literature reviewed for instance Jela, (2015), Bichanga, and Mange'ra (2013), among others remain silent on this critical aspect of the CSC. Therefore, this study aimed to bridge the above gaps and also to add knowledge to the existing literature.

2.6 OPERATIONALIZATION OF THE STUDY VARIABLES

2.6.1 Independent Variables

The independent variables of the study constitute client-service charter which is further classified into the following sub-categories; institutional commitment, personnel competence, and stakeholder engagement.

2.6.1.1 Institutional commitment:

The level of commitment by senior management, front line, and back-office employees and teamwork by all organizational members involved in the service indicated in the charter

determines the successful implementation of client-service charter (Loffler et al. 2007 cited in Jela, 2015). The following was presumed as indicators of institutional or organizational commitment; provision of physical facilities such as phone systems with hotlines, computers (provision of necessary technology), vehicles, and protective clothing where such facilities ensure a good working environment. Customer information databases; enable the organization to maintain the client's data which can ensure easy retrieval and access whenever needed. Having well-maintained and updated client's data also ensures that the water billing is accurate and each client only pays for what he/she consumes.

Further, having an operational customer care desk enables clients to easily access services required since they get directed to a specific employee who offers a particular service. An organization having a feedback mechanism system that helps to receive feedback from clients concerning services they receive for instance suggestion boxes, customer surveys was another indicator. Resource allocation to various departments of the organization ensures the smooth provision of services and it was therefore included as an indicator for institutional commitment. Performance management was also a key indicator in this subcategory since it is fundamental in ensuring that the CSC is well implemented and that the set service standards are met. Besides, monitoring and evaluating the performance of the client-service charter enables the organization to know it is on the right track and assures the organizations that the objectives of CSC are being realized.

2.6.1.2 Personnel competence:

An institution with personnel who possess the required skill to perform their duties will be in a position to meet set goals and quality standards embedded in the client-service charter. However, where there exists a gap in skills required by employees, training is necessary to bridge such a gap in skills and knowledge. Therefore, the number of pieces of training offered to employees regarding client service charter was the major indicator of this variable. Others included; use of courteous and helpful language during communication with clients, clarity of goals, the motivation of personnel through the use of various incentives, and sanctioning those who fail to meet the set performance target, and employees' cognizance of organizational culture.

2.6.1.3 Stakeholder's engagement

The participation of people who can influence or be influenced by an organization's outcomes is a prerequisite for effective pursuance of policy. To Pollit (1994 cited in Jela, 2015), proper and businesslike consultation with service seekers is one of the key principles that enable the efficient realization of service charter. Indicators in this variable entailed the organization's identification of stakeholders, consultation when setting quality standards, setting service charge, the decision on information to include in client-service charter, several meetings conducted quarterly or annually with stakeholders, and existent of organizational policy on stakeholder engagement, and conducting a periodic review of the Client Service Charter.

2.6.2 Dependent Variable: The Quality of Public Service Delivery

The quality of Public Service Delivery is the dependent variable of the study. Unlike product quality which is measured based on the physical features of goods produced service quality is measured by how it is delivered to the recipients. According to Hatry (2015), some public organizations use the word quality to refer solely to how services are discharged such as their timeliness, convenience, accessibility, helpfulness, and politeness of delivery. Service quality represents the level at which service provided meets or supersede the customers' expectations. The basic premise is that service charters set quality standards on which accomplishment may be bounded and standards arise emerging from demands put by service seekers towards those who provide services. The indicators of quality service delivery in this study included service timeliness, accessibility to services, customer satisfaction, courteousness, and helpfulness of services delivered.

Service timeliness encompasses the speed and efficiency of the administration of the service delivery process which is the most important driver across all services provided both by public and private organizations. Client service charter enables services to be delivered at the indicated to the clients at any cost so that the client's time is not lost hence feel satisfied with services achieved (Mahoo, 2016). The efficiency of an institution largely relies on timely delivery of services as desired by customers which enables satisfying the service seekers thereby maintaining the record of the organization (Njunwa, 2011 cited in Mahoo, 2016). Delivering services within the timelines as indicated in the charter formed a key tenet of service timeliness.

Accessibility implies smooth access of customers to the services together with the service providers. The client-service charter aims to bridge the space between service providers and service users so that responsiveness to clients may be improved and thus benefiting the clients. Public organizations should ensure that citizens can access public services in a user-friendly way that may, in turn, enhance user's perception of the quality of the services provided. To improve accessibility, organizations must ensure that the service charge is affordable to the majority of clients. The CSC indicates the requirements for service seekers such as service charges which enable clients to be prepared whenever they go to seek services.

Customer satisfaction refers to an individual's perception of contentment arising from matching up a product's perceived to result in his or her expectation (Kotler, 1997). Interpersonal interaction with customer service personnel appears to be a significant factor in service fulfillment (Hero and Durand 1985). Providing service with courtesy and the positive attitude of employees towards clients tends to improve client's satisfaction with services provided. Clients experience service fulfillment when the service sought is provided in a user-friendly way. Therefore indicators of this subcategory included the attitude of employees to clients, provision of services in a friendly way, and service helpfulness.

Figure 1.0 an organogram showing the relationship between variables

Independent variables   Dependent variable

Institutional commitment

- Provision of physical facilities
- Customer information databases
- Operational customer care desk, suggestion box
- Feedback system (client surveys)
- Resource allocation
- Performance management
- Monitoring of client-service charter

Quality of public   service delivery

Service timeliness

Personnel competence

- Training offered on client-service charter
- Use of courteous and helpful language
- Awareness of organizational culture
- Motivation of personnel

satisfaction

Accessibility to services

Helpfulness of services

Client/customer

Stakeholder engagement

- Identification of stakeholders
- Consultation when setting quality standards and Service charge
- Policy on stakeholder engagement
- Periodic review of Client-Service Charter

2.7 Transformation of Public Administration in Kenya

Though the public sector transformation in Kenya had commenced in 1965, a deliberate endeavor towards the reform and shift of the states' public sector management was initiated in the early 1990s (OPM/PSTD, 2010). The reforms aim to improve administrative structures to effectively meet the needs of both government and the people with enhanced delivery of public service to minimize impoverishment, raise incomes, and uphold reputable governance (Hope, 2012).

The efforts towards public sector transformation in Kenya have been steered by the fact that the state bureaucracy in the country has been performing poorly hence the delivery of public service has not been meeting the interests of citizens with its highest competence. The changes in the country emerged and resulted in the concept of restructuring of the civil service in the setting of public sector changeover, employing features of the New Public Management (NPM). The objective of NPM is nurturing a performance-aligned practice that attempts to change the fashion over which public institutions function in an attempt to enhance readiness, usefulness, and embracing client-oriented, mission-driven, as well as enhancing quality management (Hope, 2001).

The endeavor to build a competent government and catalyze a culture of actualization and quality service delivery traversing all the country's public sector has a long history, starting in early 1965 when the government initiated an organizational structure for change through its Sessional Paper No. 10 (OPM/PSTD, 2010). Despite the Kenyan Public service ran efficiently since that moment and being regarded as among the best in Sub-Saharan Africa, it started deteriorating towards the end of the 1970s. The problems which came up in conjunction with the expansion included overblown civil service, reducing productivity, levels of service, pay, anticipation, discipline, and ethics (World Bank, 2001 cited in OPM/PSTD, 2010).

Towards 1993, the government turned to a clear-cut concentration on public sector reform and transformation. The government inaugurated the Civil Service Reform Program (CSRP1) in 1993 to improve the productivity of public service. Containing cost was the major focus and the program was generally shaped by the financial requirements to minimize the usual civil service proportion (ibid). The broad policy areas for CSRP I was a public service organization, reduction

of recruiting levels, pay, and benefits, human resource management and training, financial including performance management (Nzioka, 1998 cited in OPM/PSTD, 2010).

Oyugi (2006 cited in OPM/PSTD, 2010) observed that CSRP 1 was more of a disconnected enthusiasm that was not integrated with budgetary reorganizations and failed to bring about the expected outcomes of reduction of the government wage bill and worsening of the quality of the public service occurred at the same time. Between the years 1999 to 2002, the government relying on the experience obtained from CSRP I reconfigured and delineated the blueprint for a CSRP II whose focus was on performance improvement.

The areas that were given preference under CSRP II reform were classified as the rationalization of ministerial tasks and frameworks, rationalizing personnel and managing the wage bill, pay and benefit reforms, push for improving performance, training and capacity enhancement which entailed conducting a training needs assessment to figure out the prevailing performance inconsistency in response to skills requirements (Oyugi, 2006 cited in OPM/PSTD 2010). However, the CSRP II was presumed to have faced similar circumstances as CSRP I and was unsatisfactory according to rating done by the World Bank. It failed to improve the worsening public assurance in public sector management norms and regulation or crumbling contentment of citizens with government service (OPM/PSTD, 2010).

A new government was voted in December 2002 on a platform of reforms and a promise of conducting the business differently. In 2003, it made clear its socio-economic master plan dubbed as Economic Recovery Strategy for Wealth and Employment Creation 2003-2007 (ERS 2003-2007). The ERS commenced the new government's reforms efforts in the public sector which encompassed the year 2003-2007 and formed the country's third stage of public sector reform and reconstruction. The major goal of ERS was to strengthen public administration as a fundamental pillar of economic recovery (the Republic of Kenya, 2003).

In 2004, the government popularized the Result-Based Management (RBM) in an attempt to step up the realization of reform initiatives and as its approach for transforming the culture and activities of the public administration. It targeted attaining results, the actualization of performance measurement, learning, accepting change, and communicating performance. Also, the government to operationalize RBM turned to a rapid result approach which culminated in the initiation of the Rapid Result Initiative (RRI). The RRI was launched to propagate a robust focus

on outcomes and to rapidly track how services are delivered in public sector institutions (PSTD, 2010). Further, the government noted that some of the constituents for systematizing and mainstreaming RBM had to be established. These entailed planning strategically, performance contracting, developing yearly work plans, and service delivery charters (OPM/PSTD, 2010). The government released a Medium-Term Plan in the year 2008, referred to as Medium-Term Plan 2008-2012 (MTP 2008-2012) that outlined guidelines, measures for projects, and programs that the government was devoted to actualizing toward supporting the Kenya Vision 2030.

2.8 Theoretical Framework: Organization Theory for the Public Sector

This theory was put forward by Tom Christensen et al. (2007) posit that one cannot distinguish the motive of the public policy and decision making in public institutions without considering the organizational and viable mechanisms of public governance. There is a coupling between public organizations and the subject of public policy. The authors take into consideration the instrumental, cultural, and myth perspectives as their point of departure to show how public sector organizations are influenced to initiate changes or reforms directed at enhancing the effectiveness and quality of public service delivery (Christensen et al. 2007).

2.8.1 Instrumental perspective

Instrumental perspective views organizations as instruments or tools for attaining particular objectives regarded as significant in the community. Therefore public organizations and their service providers are required to act with instrumental rationality in accomplishing duties and realizing the aimed outcomes. Instrumental rationality entails organizational members gauging the alternatives available according to their usefulness concerning the selected objectives. Bureaucratic organizational arrangements involve powerful features of hierarchy, specialization, and routines. This tendency affects the decision-making process whereby decisions are made by top management in the hierarchy without involving all stakeholders. Further, the management is limited by bounded rationality because the bureaucrats have limited information, diffuse, and inconsistent organization's goals. Contemporary organizations must operate concerning needs and pressures from their external environment (Christensen et al. 2007).

From an instrumental perspective, there has been a paradigm transformation in public administration from an isolated organization centered viewpoint to an outward-looking direction that focuses on the impacts of the public services to the clients. The instrumental perspective,

therefore, calls for stakeholder's engagement which will assist public organizations in delivering better services. (Svara & Denhardt cited in Herguner, 2015).

2.8.2 Cultural perspective

Cultural perspective involves unofficial rules and values that develop and turn out crucial for the operations of formal organizations. Organizations become institutionalized when they develop unofficial norms and values along with the formal variety thus acquiring institutional aspects. Christensen et.al (2007). Further, the authors posit that organizational culture functions as an integrative glue which makes employees feel more devoted and discharges their mandates better because the organizational aspects of their actions are articulated. Institutional cultures grounded on professional norms can assist public sector organizations' employees to develop and can act as a significant factor in boosting the quality of public service delivery. For example, how front line employees interact with customers will speak volumes about their interaction and communication skills. Where public organizations imbue a culture of quality service, customers will feel more satisfied with the services provided.

Moreover, according to cultural perspective members of the organization will tend to oppose changes aimed at changing how the organization operates if the change itself is not aligned with the culture of the organization. Employees require training on the new values associated with the intended change that may help them embrace the change. However, in most circumstances, top management assumes that employees down in the hierarchy already have the skills to implement or cope with the reform, thus negative effects on the competence of employees. Training employees on a new set of values will assist them to acquire a positive attitude towards the intended reform hence employees will not be skeptical towards it.

2.8.3 Myth Perspective

A dominant notion of the myth perspective is that organizations serve within institutional contexts where they are fronted with values that are collectively created for how they ought to be fashioned and run. Parsons (1956 cited in Christensen et al. 2007) asserts that Organizations will implement myths as a way of getting legitimacy from the environment since they cannot exist merely by straining to be efficient. Once myths are rationalized or institutionalized, they become recognized by organizational members as effective tools for achieving distinct organizational goals. To DiMaggio and Powell (1983 cited in Christensen et al. 2007), organizations adopt

recipes due to three reasons; coercive acceptance which happens whenever organizations feasibly, through laws or regulations are advised to actualize certain reforms; normatively based adoption which emanates from the general norms, values, expertise or networks upheld by various professional groups, and finally mimetic adoption that emerges when institutions in circumstances manifested by immense suspicion, endeavor to imitate others that are anticipated as outstanding and renowned. Through coercive adoption, public organizations are left with no choice but to implement reforms that help strengthen their legitimacy. Client-service charters help set standards of quality hence it has been used as a practical approach to improvement. However, according to Brunsson, (1989 cited in Christensen et al. 2007), this can only be achieved by organizational leaders separating myths and actions

Critique and some divergences of the perspectives

However, organizations may tend to mimic reforms that are inconsistent with the goals and culture of the organization in an attempt to gain legitimacy from the external environment which may take long before being institutionalized as effective tools for improving service delivery and be embraced by organizational members. Organizational members must take client service charter as a practical mechanism aimed at developing the quality of services provided rather than viewing it as just a myth. Besides, organizational cultures are complicated in African bureaucracies where institutionalization of norms embodied with targeted reforms is not smooth that shape how organizations deliver goods and services and interact with service users (Bierschenk and Oliver de Sardan, 2014), hence the assumption of cultural perspective that a certain reform may work once it's imbued with the culture of an organization may delay execution of policies since organization culture takes time to be established.

2.9 Definition of Key Concepts
Client service charter; defined as a formal document signifying a logical attempt of an organization to boost the quality of services provided by public organizations.

Service delivery; this will be understood as to how the customer service personnel discharges services in public sector organizations as provided in their client service charter. Institutional commitment; defined as an undertaking by an institution to put in place strategies that enable service providers to meet the set service standards. Personnel; defined as a skilled individual charged with an obligation of providing services in an institution.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Overview

This section focused on the research design, the target population, sampling techniques, data collection strategies, how data was analyzed and presented, and ethical considerations.

3.2 Research Design

A mixed-method approach was employed in this inquiry which involves combining quantitative and qualitative methods. A combination of both methods helps overcome disadvantages associated with either quantitative or qualitative methods. Further, the study employed the use of a descriptive survey design. This research design is appropriate because it entails the acquiring of information by the use of structured questionnaires from a cross-section of respondents chosen in the study area rather than studying the whole population. This design also makes the researcher use less time.

3.3 Target Population

The target population of this research included customer service staff and service seekers of Kirinyaga Water and Sanitation Company. The clients/service seekers were sourced from the company's daily records; the average number of clients daily. There are approximately sixty (60) customers served daily and forty (40) customer service personnel hence making a total of 100 which formed the target population of this study.

3.4 Case Study Method

The case study method enables a researcher to closely examine the data within a specific context (Zainal, 2007). The research used a single case study that enables the investigator to collect both quantitative and qualitative data from a cross-section of targeted respondents.

3.4.1 Case Study Description

KIRIWASCO is a water service provider company confined by Shares and incorporated under the Companies Act Cap 486 of the laws of Kenya and operates under the supervision of the Tana Water Services Board. The enactment of the Water Act 2002, led to the establishment of new institutions to spearhead the water zone reform programme in the country. The Company has been mandated by Tana Water Services Board through a Service Provision Agreement (SPA) to carry out water and sewerage services in both urban and rural areas of Kirinyaga County.

Some of the operating objectives of KIRIWASCO include; increasing stakeholders' awareness of Water sector Reforms, improving access to sustainable and safe water, increase the demand for available safe water and increase access to improved sanitation, and achieving operational financial sustainability. KIRIWASCO launched its customer service charter in the year 2006[1]. The organization has five departments that include; technical department, commercial department, procurement department, Human Resource and Administration department, and Legal Affairs(LA) department each led by a manager. Each department has various subunits led by specific officers.

KIRIWASCO being one of the key essential service providers based at the local level makes it a good case for the present study, hence the study hoped to find out the role of the client-service charter in enhancing the quality of service provision in public organizations. Besides, service seekers being one of the target population of the study, the researcher delimited the challenge that was posed by the language barrier during data collection considering that some of the targeted respondents had a low level of literacy hence required interpretation of the questionnaire in their local dialect.

The choice of KIWASCO as the case of the study was informed by the Impact assessment reports on performance of Water Service Providers published after every financial year by the Water service Regulator Board (WASREB) based on various performance indicators which reflects unsatisfying performance of KIRIWASO on some of the performance indicators which affects its overall performance among the large scale water service providers category. Besides, there is no study which had been done before regarding the quality of public service delivery in Public Organization in Kenya; role of Client-Service Charter on the institution hence the policy recommendations offered by the research are of importance not only to KIRIWASO but also to other public sector organizations.

3.4.2 Units of Analysis

As described by Yin (2018), units of analysis are the individual members within the case or organization which the researchers decide to study guided by the drawn sample size. The study used client service providers of KIRIWASCO and the service seekers (clients) as its units of analysis. This is because the employees especially those at the front line interact closely with

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[1] www.kiriwasco.co.ke

clients as they offer services as stipulated under the client-service charter. Also, clients are crucial to this study because they are the major targets of services being provided and their various perception of service satisfaction determines the quality of service provided by the organization. Out of the five departments of KIRIWASCO, the study concentrated on Human Resource and administration department, Technical department, and commercial department.

S/No.	Department	Specific Units
1	Technical	Scheme meter officer, production officer Assets dev. Officer, W.S operator, and attendants Meter readers
2	Commercial	Revenue accountants and assistants. ICT officer and assistants Data entry clerks
3	HR & Administration	HR & Admin. Officer and HR assists. Registry clerks and secretaries
4		Clients seeking services from selected departments

Table 3.1: a table illustrating specific units of analysis

3.5 Sampling Techniques
The sample size was calculated using the following formula by Naissuma (2009)

$$n = \frac{NC^2}{C^2 + (N-1)e^2} \quad Where$$

n= sample size

N= Size of target population

C= coefficient of variation (0.5)

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On substitution:

$$n = \frac{100 \times 0.5^2}{0.5^2 + (100-1)0.05^2} = 50.25 \approx 50$$

Having known the sample size, the research adopted convenience sampling to divide the respondents into two subgroups; service seekers/ clients and customer service personnel. Besides, simple random sampling was then utilized in selecting individual respondents from the subgroups. This aided in ensuring that there was no research bias (Chawla and Sodhi, 2011).

Table 3.2: Sampling Frame

	Frequency
Clients	35
Customer service personnel	15
Total	50

3.6 Data Collection Instruments
This study employed the use of structured questionnaires to obtain quantitative data, and informal conversation interviews were used to collect qualitative data.

3.6.1 Questionnaires
In agreement with Zohrabi (2013), questionnaires are presumably one of the initial sources of obtaining data in any research undertaking. However, when designing a questionnaire, the researcher must ensure that it is "valid, reliable and unambiguous" (Richards & Schmidt, 2002 cited in Zohrabi, 2013). The closed-ended questions were based on a 5-point Likert scale. The questionnaire was divided into part A and part B where part A entailed respondents' background information while part B contained sections seeking information on service charter.

The importance of the mechanism is that it can be applied by the researcher to any number of people with minimal consequence on its validity and reliability. The questionnaire for customer service personnel was administered through the drop and pick method. However, uncertainty and obscurity of some queries in the questionnaires might lead to unsound and mismatched

responses, while the choice of words in the questions might influence the respondent's feedback (Gillham, 2000; Brown, 2001 cited in Zohrabi, 2013). The researcher countered the following weaknesses by ensuring questions were clear and easy to understand. This was also enabled by the pretest and review of the questionnaire by an expert, for this case, the supervisor.

3.6.2 Informal conversational interview

The informal conversational interview was used to collect data from service seekers. This took place as clients waited to be attended to or after getting the service immediately before they left the organization. The researcher was aided by strategies such as interview guidelines, and taking notes which involves an interviewer writing important points as the interview progresses Merriam (1998 cited in Zohrabi 2013). Besides, audio recording upon permission of an interviewee was utilized where the interviewer recorded proceedings of the interview as it progressed which was later transcribed during the data analysis stage (Yin et al. 2018). As observed by Cannel and Kahn, (1953 cited in Zohrabi, 2013), the inadequacy of the respondent to give certain types of data may weaken this method. To overcome this challenge, the researcher inquired in such a way that the information obtained was reliable and could be appropriately cross-examined.

3.7 Data Analysis Technique

The quantitative data obtained through structured questionnaires were scrutinized to determine its consistency through a process of cleaning and editing. Further, coding of the data in line with the specific objectives of the research followed. It was then analyzed by the use of the Statistical Package for Social Sciences (SPSS) version 20. This software was useful in generating descriptive statistics which entailed frequency tables and percentages, to ease interpretation of the data. Further, the qualitative data obtained through informal conversational interviews were analyzed utilizing descriptive and thematic interpretations guided by variables of the study. Also, the analysis of qualitative data entailed documenting, coding, analyzing it thematically.

3.7.1 Validity

Validity determines whether the research study adequately measures that which was intended to measure or how truthful the research results are (Golafshani, 2003). As stressed by Yin et al, (2018) construct validity, internal validity, and external validity were considered as necessary hallmarks for assessing the quality and acceptability of research.

Construct validity; deals with identifying appropriate operational measures under the variables of the study. It was ensured by doing a pretest of instruments of data collection and also having multiple sources of evidence or triangulation. However, construct validity may be affected by the researcher's preconceptions about the study and where the questionnaire contains obscure questions. The researcher ensured no research bias to avoid any preconceptions.

Internal validity; the research made use of rival explanations, explanation building as well as triangulation to ensure internal validity (Yin et al. 2018). However, the rival explanation may be negatively affected by the researcher's bias. This was countered by maintaining high levels of impartiality in the collection, analysis, and interpretation of data. *External validity*; this shows how a researcher's findings can be generalized to other contexts or studies. Both analytic and statistical generalizations (Yin et al. 2018) aids a researcher to maintain external validity. The present research ensured statistical generalization by eliminating any chances of selective bias, the use of simple random sampling, and wisely selecting a sample that represented the target population. Precision in the analysis of qualitative data was ensured to enhance the rigor of the conclusion drawn.

3.7.2 Reliability

According to Nunan (1999 cited in Zohrabi 2013), reliability involves the consistency, dependability, and replicability of the results gathered from a piece of research. Collecting data using different procedures enables reliability, for this case, the researcher used a triangulation of informal conversational interviews with the questionnaire. Besides, the researcher, made procedures such as data collection, how it's analyzed, and deriving different themes as explicit as possible (Yin et al, 2018). Pre-testing of the questionnaires was also done whereby at least 5% of the total questionnaires were piloted at the study site to ascertain reliability. Also, the researcher remained cognizant of taking notes on the spot during the interview and took distance from preconceptions during data analysis to enrich reliability.

3.8 Ethical Considerations

Informed Consent. The researcher ensured informed consent by sharing with targeted respondents the research goals, methods, expected outcomes, and rights and responsibilities of each participant. (American Anthropological Association, 2012 cited in Yin, 2018). Besides, the researcher had a consent letter from the university and showed identity and permissions acquired

so that respondents could be adequately informed and knew that data obtained was only to be used for research purposes.

Permissions: the researcher ensured that appropriate permissions or permits were secured before conducting the research. An introduction letter from the department was sought which enabled further consultation with the case organization or consultation with the groups affected.

Confidentiality; researchers should use suitable methods that guarantee the confidentiality and security of field notes, recordings, samples, or other primary data and the identities of respondents (APA, 2012 cited in Yin et al. 2018). The confidentiality of the respondents was maintained to eliminate any fear among them when providing information that was done through coding of questionnaires to ensure anonymity. Also, field notes obtained from the interview were preserved to further ensure confidentiality.

Openness/publicness: The researcher adhered to openness regarding the purpose of the study, maintained honesty during data analysis to avoid falsifying evidence or misrepresentation of findings and had an agreement with the participants on ways of disseminating results if required by the case organization. (Ibid, 125). The researcher explained what the whole study entailed to the targeted respondents and assured them that their participation in providing the required information was voluntary hence nobody was coerced to do so.

CHAPTER FOUR

DATA ANALYSIS, INTERPRETATION, AND PRESENTATION

4.1 INTRODUCTION

This chapter deals with analysis, presentation, and interpretation of the collected data aimed at evaluating the quality of public service delivery in public organizations in Kenya in particular a study of the role of Client-Service Charter in the case of KIRIWASCO. The analysis was done informed by the objectives of the study which included; to examine how institutional commitment regarding Client Service Charter impacts on the quality of services provided at Kirinyaga Water and Sanitation Company; to determine how personnel competence affects the quality of services delivered as provided in the Client-Service Charter at Kirinyaga Water and Sanitation Company; to determine the extent to which Stakeholders' engagement during the formulation of Client-Service Charter influences the quality of services delivered at Kirinyaga Water and Sanitation Company.

4.1.1 Response Rate

The researcher targeted a sample size of 50 respondents (35 service seekers and 15 service providers). Out of the 35 service seekers, 29 were successfully interviewed while 12 out of the 15 service providers completed the questionnaires and returned to the researcher. This represents an 82.0 % response rate as indicated in table 4.1. This response rate was considered sufficient and representative as Mugenda and Mugenda 2003 advocate a response rate of 50% is adequate, 60% good, and above 70% considered excellent.

Table 4.1: Response Rate

Category of Respondents	Questionnaires issued/interviewed	Questionnaires returned/interviewed	Percentage (%)
Clients	35	29	82.9
Service providers	15	12	80.0
Total	50	41	82.0

4.2 General Information of Respondents

The study sought to find out the participant's gender, age bracket, level of education as part of general information. Besides, the working position and the period which individual service provider has worked were also considered as part of general information.

4.2.1 Gender of Respondents

Out of the 12 service providers who responded to the questionnaires, 58.3% indicated that they were males while 41.7% indicated that they were females. This shows that there is a relatively good representation of both genders at KIRIWASCO. Similarly, 16 of the service seekers indicated that they were male while 13 indicate that they were females out of the 29 interviewed. This further indicates that more males than females sought services at the institution. Table 4.2 shown below indicates the gender of service providers/ employees.

Table 4.2: Gender of service providers respondents

Response		Frequency (N)	Percent (%)
Employee Information			
	Male	7	58.3
	Female	5	41.7
	Total	12	100.0

4.2.2 Age of the respondents

Concerning the age of service provider respondents, on one hand, 8.3 % indicated that they were aged between 18-25 years, 25.0% were aged between 26 and 30, 33.3% were aged between 31-35 years while another 25.0% were aged between 41 and 45 years. Finally, only one of the service provider respondents was over 50 years representing 8.3%. The majority of service provider respondents are below the age of 35 years which implies that KIRIWASCO is dominated by youths. Table 4.3 below indicates the age of service providers/employee respondents

Table 4.3: Age of service providers respondents

Age		Frequency (N)	Percent (%)	Cumulative Percent (%)
Valid	18-25	1	8.3	9.3
	26-30	3	25.0	33.3
	31-35	4	33.3	66.7
	41-45	3	25.0	91.7
	over 50	1	8.3	100.0
	Total	12	100.0	

On the other hand, only 1 of the service seeker respondents was aged between 18-25 years while two indicated that they were aged between 26 and 30 years. Also, 3 indicated that they were aged between 31 and 35 years, 5 indicated that they were aged between 36 and 40 years while four were aged between 41 and 45 years. Besides, 8 of the customer respondents were aged between 46 and 50 years while 6 were above 50 years which implies that the majority of the respondents who sought various services at the institution were between the age of 46 and 50 years.

4.2.3 Respondent's Level of Education

The level of education can influence one's response to different issues. For service providers, it can determine the right mix of skills hence also directly affecting employees' competence. Besides, service seeker's education level determines their ability to understand the contents of the client-service charter and their attitude towards the quality of services provided. Among the service providers respondents, 58.3% had attained a tertiary/diploma level of education, 33.3 % had attained a first degree level of education (first degree) while 8.3 % had attained a postgraduate level of education. The following Table 4.4 illustrates service provider's respondents' level of education.

Table 4.4: Service provider's level of education

		Frequency	Percent	Cumulative Percent
Valid	diploma	7	58.3	58.3
	First degree	4	33.3	91.7
	postgraduate	1	8.3	100.0
	Total	12	100.0	

Moreover, among the service seekers who were interviewed, 1 had never attended school, 6 had attained a basic level of education (primary), while 14 had attained a secondary level of education. Only 8 of the 29 interviewed had attained a tertiary level of education while none had attained a university level of education. This shows that majority of the service seeker respondents could be able to read the contents of the client-service charter.

4.2.4 Working position of service providers respondents

The questionnaire for the service providers also sought to find out about respondents working positions. 50.0 % of the respondents worked at the junior position level, 33.3% worked at the supervisory level, while 16.7% worked as senior managers. The majority of the service providers' respondents worked at the junior position level and also work at the frontline hence interacts with clients more often. The above information is indicated in table 4.4 below

Table 4.5: working position of service provider's respondents

		Frequency	Percent	Cumulative Percent
Valid	Junior staff	6	50.0	50.0
	Supervisor	4	33.3	83.3
	Senior manager	2	16.7	100.0
	Total	12	100.0	

4.2.5 Working period of service providers' respondents

Among the employee's respondents, 41.7% had worked for a period between 2 and 5 years, 25.0% had worked for a period of between 6 and 10 years. Additionally, 33.3% had worked for over 10 years as indicated in the table below. This implies that the majority of the respondents have worked between 2 and 5 years at KIRIWASCO.

Table 4.6: Working period of service provider's respondents

Response		Frequency	Percent	Cumulative Percent
	2-5years	5	41.7	41.7
	6-10 years	3	25.0	66.7
	over 10 years	4	33.3	100.0
	Total	12	100.0	

4.3 DESCRIPTIVE STATISTICS OF THE STUDY VARIABLES

The study employed the use of descriptive statistics to analyze the service provider's respondents' data which was obtained through the use of structured questionnaires. A five-point Likert scale was used to analyze the respondents' responses. As per the scale, those responses which the respondents strongly agreed with were awarded 1 while those which they strongly disagreed with were awarded 5. Across the continuum, 2 was for agree, 3 for not sure, and 4 for strongly disagree.   The descriptive statistics used for this study were the frequencies and percentages.

4.3.1: Institutional commitment towards client-service

The researcher used various subcategories to find out how this variable impacted the quality of service delivery which includes the following:

Provision of adequate physical facilities for service provision

Among the service providers' respondents, 16.7% strongly agreed that KIRIWASCO has enough physical facilities, 50.0% agreed, while 33.3 % disagreed that the organization has enough physical facilities to ensure smooth provision of services. None of the respondents strongly

disagreed or were not sure whether the organization provides adequate physical facilities for service provision. Physical facilities encompass having enough water meters of high quality, all types of pipes required for the water connection and necessary tools for the same, adequate vehicles for field offices, computers and desktops, office tables, and chairs which all enable employees to provide services sought by clients. The following table indicates the above responses.

Table 4.7: Organization's provision of adequate physical facilities for service provision

Response		Frequency (N)	Percent (%)	Cumulative Percent
Valid	strongly agree	2	16.7	16.7
	agree	6	50.0	66.7
	disagree	4	33.3	100.0
	Total	12	100.0	

As indicated by the above findings, the majority of the respondents concurred that the institution has enough physical facilities that enable the provision of services sought by clients.

Availability of customer information databases

About the availability of customer information database, 48.3% of service provider respondents strongly agreed that the organization has in place a customer information database, 25.0% agreed, while 16.7% strongly disagreed with the statement that the organization has a customer information database. The availability of a well-updated customer information database ensures that the client's information can be easily accessed whenever required. The above findings are shown in the table below

Table 4.8: Customer information database

Response		Frequency	Percent	Cumulative Percent
	Strongly agree	7	58.3	58.3
	agree	3	25.0	83.3
	Strongly disagree	2	16.7	100.0
	Total	12	100.0	

The efficiency of the customer care desk

Having an efficient customer care desk is vital for every organization. Service providers' respondents were asked about the existent of an effective customer care desk. 50.0 % strongly agreed that the customer care desk at the organization is efficient, 41.7% of respondents also agreed with the above statement while 8.3% strongly disagreed. However, none of the respondents disagreed or was not sure. The findings show that KIRIWASCO maintains an efficient customer care desk hence customers can easily be directed to where to access services. The following table illustrates the above findings

Table 4.9: Efficiency of Customer care desk

Response		Frequency	Percent	Cumulative Percent
	Strongly agree	6	50.0	50.0
	agree	5	41.7	91.7
	Strongly disagree	1	8.3	100.0
	Total	12	100.0	

Availability of Feedback mechanism for services provided.

The effectiveness of the feedback mechanism in an organization is crucial since it helps to enhance customer service provision. Customers can communicate about their levels of satisfaction with services provided or raise complaints. The client service charter at the

institution provides ways of giving feedback such as suggestion boxes, emails, and phone calls. 25.0% of the service provider respondents strongly agreed that the organization has a feedback system where it can get information from clients regarding services they receive, 33.3% agreed, 16.7 % were not sure, while another 25.0% disagreed with the above statement. Though the majority of the respondents affirmed the availability of a feedback mechanism system, it also indicates that there was a division between those of strongly agreed with respondents who disagreed. This is shown in the table below.

Table 4.10: Feedback system for services provided

Response		Frequency	Percent	Cumulative Percent
	Strongly agree	3	25.0	25.0
	agree	4	33.3	58.3
	Not sure	2	16.7	75.0
	disagreed	3	25.0	100.0
	Total	12	100.0	

Provision of adequate resources
For an organization to operate smoothly, the management has to inject adequate resources where money and human capital are the major resources. Despite resources being always scarce, 75.0 % of service provider respondents agreed that the organization has adequate resources for its operations, 16.7% were not sure. Besides, 8.3% disagreed with the above statement. The above findings imply that there is a smooth provision of services since adequate provision is resources is ensured by the organization. This is indicated in the table below.

Table 4.11: Provision of adequate resources

Response		Frequency	Percent	Cumulative Percent
	agree	9	75.0	75.0
	Not sure	2	16.7	91.7
	disagree	1	8.3	100.0
	Total	12	100.0	

Existence of a system for monitoring client-service charter implementation

Among the service providers respondents, 8.3 % strongly agreed that the organization has a system for monitoring how client service charter was being implemented, 33.3 % agreed, 41.7% disagreed while 16.7 % strongly disagreed with the above statement. No respondent indicated being not sure about the above statement. This implies that KIRIWASCO does not conduct monitoring on how the Client-Service Charter is implemented as the majority of respondents disagreed hence the organization may not be able to know whether service standards outlined in the CSC are met. This is indicated in the table below

Table 4.12: Existence of a system for monitoring client-service charter implementation

Response		Frequency	Percent	Cumulative Percent
	Strongly agree	1	8.3	8.3
	agree	4	33.3	41.7
	disagree	5	41.7	83.3
	Strongly disagree	2	16.7	100.0
	Total	12	100.0	

Performance management on the client service charter

This subcategory sought to find out if the organization has a mechanism for managing employees' performance. Among the service providers' respondents, 8.3 %   strongly agreed that there is a mechanism for performance management, 41.7 % agreed, 16.7 % were not sure, another 16.7 % disagreed, while the same proportion of respondents 16.7 % also strongly disagreed with the above statement. This implies that the organization conducts performance management as upheld by the majority of the respondents with aim of improving services delivered as stipulated in the client-service charter. The above findings are indicated in the table below

Table 4.13: Service provider's performance management

Response		Frequency	Percent	Cumulative Percent
	Strongly agree	1	8.3	8.3
	agree	5	41.7	50.0
	Not sure	2	16.7	66.7
	disagree	2	16.7	83.3
	Strongly disagree	2	16.7	100.0
	Total	12	100.0	

4.3.2: Personnel Competence and its impact on the quality of services delivered as indicated the in CSC

The above study variable aimed to find out how the competence of service providers impacted services delivered. The researcher was guided by the following subcategories;

Service providers training on new technology and values of Client Service Charter
Among the service provider respondents, 8.3 % strongly agreed that they receive training on new technology and values of Client Service charter, 16.7 % agreed, 8.3% were not sure, 25.0 % disagreed. Moreover, 41.7% strongly disagreed with the above statement. This implies that the majority of the service provider's respondents strongly disagreed that KIRIWASCO offers training on new technology and values of client service charter to its employees. Failure to provide the necessary training to equip employees with required skills may hinder efficient service delivery. The following findings are indicated in the table below.

Table 4.14: Service provider's training on new technology and values of Client Service Charter

Response		Frequency	Percent	Cumulative Percent
	Strongly agree	1	8.3	8.3
	agree	2	16.7	25.0
	Not sure	1	8.3	33.3
	disagree	3	25.0	58.3
	Strongly disagree	5	41.7	100.0
	Total	12	100.0	

Employees' awareness of organizational culture

According to the study findings, 33.3% of service provider respondents strongly agreed that they are aware of organizational culture that guides them on implementing CSC, 50.0% agreed, while those who were not sure and those disagreed tied at 8.3%. None of the service provider respondents disagreed with the above statement. The above findings indicate that majority of the respondents were aware of organizational culture. This is shown in the table below;

Table 4.15: Employees' awareness of organizational culture

Response		Frequency	Percent	Cumulative Percent
	Strongly agree	4	33.3	33.3
	agree	6	50.0	83.3
	Not sure	1	8.3	91.7
	Strongly disagree	1	8.3	100.0
	Total	12	100.0	

Support of culture of the organization towards Client Service Charter

On supportiveness of organizational culture toward CSC, 33.3 % of the service provider respondents strongly agreed that the culture of the organization is supportive of CSC, 58.3 % agreed, while 8.3 % were not sure. None of the service provider respondents disagreed or strongly disagreed with the above statement. An embodiment of the culture of the organization

with values of the CSC enables better implementation and ownership of the charter by employees. This is indicated in the table below

Table 4.16: Support of culture of the organization on Client Service Charter

Response		Frequency	Percent	Cumulative Percent
	Strongly agree	4	33.3	33.3
	agree	7	58.3	91.7
	Not sure	1	8.3	100.0
	Total	12	100.0	

Availability of mechanism for rewarding employees who meet service standards

Rewarding employees who meet service standards enables enhancing their motivation which in turn increases their productivity. Concerning the institution having a mechanism for rewarding employees who meet agreed service standards, 8.3 % of service provider respondents strongly agreed that the organization has a mechanism for rewarding employees who achieve service standards, 16.7 % agreed, 8.3% were not sure, 25.0 % disagreed. Further, 41.7 % strongly disagreed with the above statement. This implies that the organization rarely gives employees incentives for meeting service standards which may lower their morale towards implementing the set standards in the CSC. This is indicated in the table below;

Table 4.17: Availability of mechanism for rewarding employees who meet service standards

Response		Frequency	Percent	Cumulative Percent
	Strongly agree	1	8.3	8.3
	agree	2	16.7	25.0
	Not sure	1	8.3	33.3
	disagree	3	25.0	58.3
	Strongly disagree	5	41.7	100.0
	Total	12	100.0	

4.3.3 Stakeholder's Engagement
Formulation of the client service charter requires the contribution of various stakeholders who are directly or indirectly affected by decisions and operations of the organization. The study variable sought to find out the extent to which the engagement of stakeholders during the

formulation of CSC influence the quality of service delivered. The following subcategories were employed to aid understanding of the above variable

Recognition of Stakeholders by the Organization

Among the service provider respondents, 33.3 % strongly agreed that KIRIWASCO recognizes its stakeholders, 41.7 % agreed, however, 25.0 % of the service provider respondents strongly disagreed with the above statement. None of the service provider respondents disagreed that there is recognition of stakeholders by the organization. Based on the above findings, there is an indication that the organization recognizes its stakeholders. Also, the recognition of stakeholders by the organization enables it to easily decide those to involve when setting service standards. This is indicated in the table below.

Table 4.18: Organization's recognition of its Stakeholders

Response		Frequency	Percent	Cumulative Percent
	Strongly agree	4	33.3	33.3
	agree	5	41.7	75.0
	Strongly disagree	3	25.0	100.0
	Total	12	100.0	

An existence of policy on stakeholder's engagement

The above subcategory aimed to find out if the organization has a policy on stakeholder's involvement. 33.3 % of the service provider respondents strongly agreed that the organization has a policy for stakeholder engagement, 25.0 % agreed, and 16.7% were not sure. Further, 25.0% strongly disagreed. Besides, none of the service provider respondents disagreed with the above statement. This shows that the majority of the respondent concurred that the organization has a policy for stakeholder's engagement. The following findings are indicated in the table below.

Table 4.19: Existence of a policy on Stakeholder's engagement

Response		Frequency	Percent	Cumulative Percent
	Strongly agree	4	33.3	33.3
	agree	3	25.0	58.3
	Not sure	2	16.7	75.0
	Strongly disagree	3	25.0	100.0
	Total	12	100.0	

Consultation during the formulation of client-service charter

This subcategory aimed to find out who is involved during the setting of service standards, user charges, and other contents of the client-service charter. 16.7 % of the service provider respondents strongly agreed that they were consulted during the formulation of a client-service charter, 8.3 % were not sure, 25.0% disagreed, while 50.0% strongly disagreed with the above statement. However, none of the service provider respondents agreed that he/she was consulted during the formulation of CSC. Stakeholders feel appreciated as part of the organization when consulted during formulation even when not all their views may be included in the CSC. Consultation during the formulation of CSC is poorly done as revealed by findings outlined in the table below.

Table 4.20: Consultation during the formulation of Client Service Charter

Response		Frequency	Percent	Cumulative Percent
	Strongly agree	2	16.7	16.7
	Not sure	1	8.3	25.0
	disagree	3	25.0	50.0
	Strongly disagree	6	50.0	100.0
	Total	12	100.0	

Regular/periodic review of the Client- service charter by the organization

The review of the CSC by the organization is important to meet the dynamic expectations of clients towards the organization. Among the service provider's respondents, 25.0 % strongly agreed that the organization conducts a review of the CSC to meet the changing expectations of clients, 8.3 % agreed, another 8.3% were not sure, 16.7% disagreed. Besides, 41.7 % of the service provider respondents strongly disagreed with the above statement. According to the

above findings, the majority of the respondents strongly disagreed that the organization regularly reviews the Client-Service Charter. The table below illustrates the above findings

Table 4.21: Periodic review of a Client Service Charter by the Organization

Response	Frequency	Percent	Cumulative Percent
Strongly agree	3	25.0	25.0
agree	1	8.3	33.3
Not sure	1	8.3	41.7
disagree	2	16.7	58.3
Strongly disagree	5	41.7	100.0
Total	12	100.0	

4.4 DESCRIPTIVE AND THEMATIC INTERPRETATION OF QUALITATIVE DATA

The researcher also conducted interviews for clients guided by open-ended questions. The service seekers are the recipients of services delivered by the organization hence more often customers are the ones who rate the quality of services provided. Besides, views from service seekers were important for gauging the role of the Client-Service Charter at the institution. The questions for the interview were guided by the themes of the study. The qualitative data obtained through informal conversation interviews were analyzed through coding, documenting, and thematic interpretation.

Clients understanding of a Client service charter

The clients were asked about their understanding of CSC, where the purpose of this question was to assess the general understanding of client service charter by the client. 22 service seekers knew CSC with exception of 7 who did not know about it. The majority of the service seekers respondents understood it as a document provided by an organization that shows services available, requirements for users, and time taken for services to be provided. This shows that most of the respondents generally knew about the Client-Service Charter.

Interviewer; "please explain your understanding of client service charter?"

Respondent 12; "this is a paper provided by Institution showing services they provide, requirements for customer, and timelines for services".

Client's awareness of KIRIWASCO's Client Service Charter

This question aimed to find out the level of awareness of client service charter by clients. Twenty four of service seekers respondents confirmed that they were aware of the CSC, while five were not aware. Out of the 24 service seekers respondents, only 4 were fully aware, twelve were somewhat aware, while eight (8) were marginally aware. The five who were not aware of KIRIWASCO's client service charter indicated a lack of enough public/customer awareness creation by the institution about its CSC

Interviewer: "what could be the reason for being not aware of the KIRIWASCO's service charter?"

Respondent 06: "the institution does not create enough customer awareness about it."

Client's agreement with service standards set in KIRIWASCO's Client Service Charter

With exception of four respondents, all the other 25 affirmed the service standards contained in the client service charter. One of the respondents who affirmed pointed that the standards set are usually adhered to during service delivery, while another respondent said that there is the prompt answering of the phone calls which enables solving raised complaints on time (Respondent 09). Besides another respondent said that user chargers are friendly. However, one of the respondents who disagreed with service standards argued that the institution rarely involves clients when setting such service standards (respondent 15).

Clients understanding of the quality of service delivery

The majority of the clients (21 respondents) understood the quality of service delivery as the provision of services of set standards whenever required by clients, for instance, one of the service seeker respondent (respondent 08) while alluded that service quality means easily accessible services within the reach of clients. Besides another respondent (respondent 26) said that having a constant supply of safe and clean water for domestic use where constant supply implies more hours of water supply.

Respondent 26: "I understand the quality of service delivery as being supplied with safe and clean water for more hours so that I can use it whenever required"

Satisfaction with services provided by KIRIWASCO Employees

Eighteen of the service seekers respondents said that they were fully/highly satisfied with services provided, seven were fairly or moderately satisfied, while four of the service seekers respondents' were lowly satisfied or their satisfaction was on the negative. Those who were highly satisfied associated their satisfaction with the timely provision of services, positive attitude of employees towards clients, friendly nature of employees to clients, and paying close attention to clients whenever a client experiences a problem. Further, those who were moderately satisfied pointed out complaints taking too long before being resolved and interruptions of water supply either through rationing or when servicing main lines of water supply. Service seeker respondents who were poorly satisfied were not happy with how billing was done and felt that they could be paying more than what they consume.

On the same issue of satisfaction, respondents were asked how satisfied they are with the customer care desk at KIRIWASCO where all respondents registered high satisfaction with the customer care desk. To support the above level of satisfaction with the customer service, respondents gave examples such as probing into what clients required, listening keenly to client's needs, politeness, and guiding clients according to service sought and respecting clients. Moreover, employees regarded as courteous and respectful as affirmed by the majority of service seeker respondents.

Interviewer: "how satisfied are you with the customer care desk of KIRIWASCO?"

Respondent 05: "I usually get very satisfied with their service because they listen keenly to client's needs especially when replying to phone calls and get directed to specific officers whenever I visit the institution for services".

Improving the quality of services delivered at KIRIWASCO

Service seeker respondents were asked to give their suggestions on what could be done to enhance how services were delivered at the organization. Some respondents opined that billing should be done appropriately to be charging the consumer for only what they consume, others suggested an improvement in water availability. Besides, some suggested that there should be a timely response of field offices to solve problems experienced by clients, and solving client's grievances or complaints on time.

Respondent 04: "if the company improves on water meter reading and how they do billing, I think services would be better."

Further, receiving feedback from clients concerning services they get can enable the institution to know how they are satisfied by service delivery. Therefore respondents interviewed were asked if they had ever given feedback to KIRIWASCO, only a few respondents (7 respondents) affirmed to have given feedback. Such feedback was given on an average of between one and five times, through a suggestion box, approaching some employees, or direct phone calls to the organization though the latter was only done when confirming water bills. The majority of the respondents (22 respondents) were found not to have given feedback regarding services delivered where they said that the organization rarely asked about clients' feedback on the quality of services provided. For instance,

Respondent 11: "have never given feedback about services they provide since the organization has never asked for it."

Change of service delivery with the availability of CSC

Among the service seeker respondents, the majority agreed that service delivery has changed with the availability of client-service charter at KIRIWASCO. However, a few of the respondents felt that it has not. Those who affirmed gave examples such as clients knew what they expected from the organization and the timelines for each service sought. Others said that there is no much straining to acquire a certain service because services were more accessible since the introduction of the CSC. Besides, some agreed that the customer relations office/customer care desk has improved.

Respondent 09: "I believe service delivery has changed with the availability of CSC since services are now easily available and able to know if the organization has met the timeline indicated in the charter."

However, a few of the service seeker respondents held a diverse view and asserted that the service delivery has not changed with the availability of CSC since its contents or service standards are sometimes not strictly adhered to for instance more time is taken on resolving clients complaint or grievance and the untimely response of field officers whenever there is water problem on the ground.

Further, service seeker respondents were asked to rate the accessibility of services at KIRIWASCO in line with CSC to which have of the respondents rated them as very accessible while a quarter of the other respondents regarding services as fairly accessible and a few were not sure about it. Customer satisfaction is one of the aspects that can enable organizations to ascertain if a certain tool for improving service quality has been implemented effectively. The majority of the service seeker respondents (15 respondents) asserted that CSC has led to increased customer satisfaction to a large extent with exception of the rest of the respondents who indicated fair and low customer satisfaction.

Service seeker respondents who affirmed a greater extent of satisfaction gave examples such as expeditious service delivery, and positive attitude of employees towards clients. This has also enabled the customer care desk to be friendly to clients and guiding them well on whom to approach to access service.

Respondent 28: "most of the employees now have a positive attitude to service seekers whenever providing services which makes me happy and more satisfied with the organization."

Moreover, service seeker respondents who showed a low extent of satisfaction cited issues such as disrupted supply water and failure to solve complaints on time. For instance *respondent 07, "sometimes complains take too long to be solved hence delayed service which lowers client's satisfaction with CSC of the organization."*

4.5 DISCUSSION OF KEY RESEARCH FINDINGS
Level of Institutional commitment towards Client-Service Charter

There is a provision of adequate physical facilities by the organization which was affirmed by the majority of the service provider respondents (50.0% agreed). Besides, the company enables the provision of enough resources for instance finance which was upheld by the majority of the respondents (75.5% agreed). The availability of adequate physical facilities and resources enables a good working environment for employees which further ensures the CSC serves its intended roles. However, the organization does not create enough customer/client awareness about the existence of the CSC of the organization as was revealed from the service seeker's responses. The level of awareness of the CSC by service seeker respondents was low (where 12 were somewhat aware, 8 marginally aware, and 5 had never seen or heard about it). Service

seekers require to have full knowledge of the service standards contained in the client service charter which can only happen when the organization creates enough client awareness or publicize its CSC.

The organization maintains an efficient customer care desk as upheld by the majority of service provider respondents (50.0% strongly agreed). This ensures that service seekers can easily access the required employees for service. Besides, it resonates with the service seeker's responses who all acknowledged a high level of satisfaction with the customer care desk.

A feedback mechanism system which can assist organization tap clients feedback concerning service provided has been put in place where the majority of service provider respondents strongly agreed about its existence. However, its effectiveness is questionable as revealed by service seeker respondents where the majority have never given feedback to the organization concerning the quality of services they receive. Only a few of the service seeker respondents had given their feedback. Further, the majority of the respondents (41.7%) agreed that the organization has a mechanism for managing the performance of service providers/employees which shows that there are set service standards that employees are required to achieve. On monitoring and evaluation of how CSC was being implemented, a similar 41.7% of service provider respondents disagreed that there were monitoring and evaluation of the CSC.

Personnel competence and its effects on the quality of services delivered

The majority of the service provider respondents (41.7%) strongly disagreed that the organization does provide training on new technology and values of CSC which may prevent clients from delivering services efficiently. Besides, the assumption by the organization that employees already have the required skills discourages the smooth implementation of reforms. As revealed by the research findings, the majority of service provider respondents agreed that they are aware of the organizational culture which informs operations of KIRIWASCO. Moreover, the culture of the organization is supportive of the implementation of the Client Service Charter which can enhance the untroubled implementation of the CSC. For instance, the service seeker respondents all affirmed that employees provide services to clients with courtesy and respect.

Rewarding service providers who meet agreed service targets and standards can enhance the motivation of employees and attract a positive change towards productivity. However, the majority of service provider respondents strongly disagreed that the organization has a mechanism for rewarding employees who achieve service standards. Effective Performance management should include rewarding and reinforcing good performance and performance improvement plans for those who do not meet the set service standards.

Stakeholder's Engagement

The majority of the service provider respondents (41.7%) strongly agreed that the organization recognizes its stakeholders. Further, 33.3% of service provider respondents affirmed that there is an institutionalized policy on stakeholder engagement. However, the engagement of the stakeholder's during the formulation of the CSC was found to be weak since the majority of the service provider respondents (50.0%) strongly disagreed that they were consulted during the formulation of the service charter which implies that CSC formulation emanates from the top management of the organization. Failure to engage all key stakeholders can attract resistance during the CSC implementation. Another proxy of stakeholder engagement was a regular review of the CSC, in which the majority (41.7%) of the service provider respondents strongly disagreed that the organization regularly reviews the CSC to meet the dynamic expectations of the service seekers. The absence of the periodic review of the CSC by the organization may make it a mere poster on the wall that does not address the client's changing needs and expectations regarding services provided.

The overall impact of CSC on quality of Public service delivery

Service delivery has changed with the availability of the client-service charter which was affirmed by the majority of the clients though discounted by a few of the service seeker respondents. For instance, the service seeker respondents indicated that timelines for service delivery are more often observed as outlined in the CSC and that clients know what they expect from the organization. On the same, the majority of the service seeker respondents rated accessibility of services as very accessible.

Respondent C15: "service providers are now able to observe service delivery timelines as indicated in their Client-Service Charter hence I do not take more time waiting to be served."

Besides, the client-service charter has to some extent enhanced customer satisfaction as confirmed by service seeker respondents. Those who reported a greater extent of satisfaction said that employees are more polite and have a positive attitude towards the client. However, some indicated low satisfaction with services sought due to reasons such as inadequate or disrupted water supply and employees taking long to solve customer complaints regarding services hence clients strain much before complaints are addressed.

CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSIONS, AND RECOMMENDATIONS

5.1 INTRODUCTION

This chapter presents the summary of research findings, conclusions drawn from the research findings, and recommendations. The purpose of the study was to assess the quality of public service delivery in public organizations in Kenya, a study of the role of Clients-Service Charter, in the case of Kirinyaga Water and Sanitation Company. Besides, the study sought to examine how institutional commitment regarding Client-Service Charter impacts on the quality of service delivery, to determine how personnel competence affects the quality of services delivered as provided in the Clients-Service Charter, and determine the extent to which stakeholder's engagement during the formulation of Client-Service Charter influences the quality of services delivered at KIRIWASCO.

5.2 SUMMARY OF FINDINGS

The organization had ensured a good representation of both genders where 58.3% of service providers were males while 41.7% were females which imply gender equity and mainstreaming. Further, the majority of service provider respondents are aged between 31 and 35 years. About the working position, the majority of service provider respondents were junior staff while most had acquired a diploma level of education. Besides, most of the service provider respondents had worked in the organization for a period of between 2 and 5 years. The demographic information of the service seekers showed that more males than females sought various services from the organization, and the majority were between the age of 46 and 50 years. On the same, the majority of service seeker respondents had attained a secondary level of education hence could understand the contents of CSC. Only a few youths sought services while most of the service seekers were between the age of 46 and 50 years.

The first objective of the study was to examine how the level of institutional commitment towards the Client-Service Charter impacts the quality of service delivery. The study established that though the organization had adequate physical facilities and resources to ensure effective service delivery, the customer awareness about their understanding and existence of the Client-service charter was poorly done as revealed by a low level of awareness. Besides, a good customer information database had been institutionalized, however, a few service seeker

respondents were not satisfied with how billing was being carried out. The customer care desk was effective as the majority of the service seeker respondents indicated a high level of satisfaction with it. Though the majority of service provider respondents agreed that the organization has institutionalized a feedback mechanism system, its effectiveness is low as most service seeker respondents opined that they had not given their feedback since the organization rarely ask for it.

Besides, the majority of service provider respondents (41.7%) disagreed that the organization does monitoring of Client-Service Charter implementation. This may inhibit the organization from ensuring that the CSC fully serve the roles/purpose it was intended. Brown et al., (2006) advocates that when monitoring and evaluation are not institutionalized, service delivery is undermined, and or services may not be provided at all according to set standards. Further, a service organization requires to put in place an internal monitoring and evaluation system to monitor if the organization is meeting the performance standards embedded in the client-service charter. It's only through monitoring and evaluation of the service charter that can enable the organization to conduct a well-informed review of the CSC. A similar percentage of service provider respondents agreed that KIRIWASCO has a mechanism for managing employees' performance.

Moreover, the study sought to determine how the level of personnel competence affects the quality of services delivered as provided in the client-service charter. Most service provider respondents strongly disagreed that the organization provides training on new technology and values emended in the CSC which may negatively impact how employees discharge their mandates and prevent the CSC from effectively serve its purpose. Half of the service provider respondents agreed that they are aware of the organization's culture and is supportive of client service charter implementation. Despite the service providers meeting service standards and agreed targets through performance management, the majority of respondents (41.7%) strongly disagreed that the organization has established ways for rewarding employees who meet service standards or sanction those who fail to meet the set standards. This negatively impacts the motivation of employees and can likely lower their morale towards the quality of services they provide.

The above is in tandem with Ngorobi (2015) who asserts that organizational features influence the delivery of services. Such factors encompass service provides skills and competence, level of professionalism, attitude, and incentives. Employees who are skilled and with the right mix of skills, adequately motivated and competent can enable the organization to achieve effective service delivery. Besides, the working environment is likely to drawback the morale of the service providers thus negatively affects the quality of services delivered.

The final objective of the study was to determine the extent to which the level of stakeholder engagement during the formulation of CSC influences the quality of services delivered at KIRIWASCO. The study findings revealed that the majority of the service provider respondents strongly agreed (41.7%) that the organization recognizes its stakeholders while 33.3 % affirmed that there is an institutionalized policy on stakeholders' engagement. However, the stakeholders such as employees are rarely consulted during the formulation of the CSC as asserted by the majority of the service provider respondents. Besides, the study established that KIRIWASCO does not regularly review the CSC to meet the changing expectations of clients which was strongly affirmed by the majority of the service provider respondents. This makes the CSC a one-time exercise though it's supposed to be a continuous exercise. In line with the above findings, Bana and McCourt (2006) assert that the Client-Service Charter requires a formal review to assess its effectiveness in responding to the dynamic environment and circumstances.

Besides, the period for reviewing the CSC should take place when different stakeholders are engaged (Tritter, 2004 cited in Mohoo 2016). The review process should consider whether the service commitments and standards are still embedded in the needs and priorities of the organization's service seekers and key stakeholders and if there is reliable and effective data collection from the service seekers feedback, service standards and complaints, and whether changes should be applied to the grievance handling procedure.

Though half of the service seeker respondents indicated a greater extent of satisfaction with the services provided by employees of KIRIWASCO attributing features such a timely provision of services, and easy accessibility of services and politeness, the level of awareness of the client-service charter among clients is low. The organization should dedicate time and resources to improving awareness of the CSC after its launching which enhances accountability and bridges the gap between service seekers and the service providers (Post and Agarwa, 2008). Besides,

customer satisfaction can be fully ensured if there is quality, responsive, and timely public service provision. Most of the client's respondents affirmed that service delivery has changed with the availability of CSC which has enabled them to access services without strain. This resonates with Drezner et al. (2012) who argue that customer satisfaction can be realized if service seekers receive services at public service organizations without any constriction.

5.3 CONCLUSIONS

Following the findings of the study, it was established that the organization is committed to improving the working environment of employees putting in place adequate physical facilities, having the customer information database, and an effective customer care desk, and performance management of employees as was affirmed by service provider respondents. Though the organization has enough resources such as finances, it has not created enough awareness of the Client-Service Charter for clients which may make clients not being conversant with the service standards contained in the CSC. Besides, the institutionalized feedback mechanism has not been effective since the majority of the service seeker respondents had not communicated their feedback regarding the quality of services sought from the organization. Further, the organization does not have a monitoring and evaluation mechanism which can be used to assess if the CSC is effectively implemented and whether the service standards are being adhered to.

Competence of employees can be enhanced through training them the required skills and values of introduced reform. The study established that the organization rarely offers training on new technology and values of the CSC to the service providers. This may make them not meet service standards embedded in the CSC hence adversely affect the quality of service provided. Moreover, the motivation of employees can be enhanced by giving them incentives to inform of rewards and sanctioning those who do not perform to the expected standards. However, the majority of service provider respondents strongly disagreed that the organization has a mechanism for rewarding those who meet the agreed standards, this weakens the performance management process.

Even though the organization recognizes its stakeholders and has an institutionalized policy on stakeholder engagement which was affirmed by the majority of service provider respondents, the organization rarely engages some of these key stakeholders. The study established that employees are not consulted during the formulation of the Client-Service Charter. The service

providers are the ones required to implement the charter hence they need to own it. Further, a review of the CSC has not been done as the majority of the service provider responders strongly disagreed that the organization conducts a periodic review of CSC to meet the changing expectations of service seekers. A review of the CSC is required to improve the tool for quality management and ensures that it's effectively meeting its intended roles.

Though the Client-Service Charter has not fully ensured the quality of Public service delivery, it has helped to reduce the discomfort and inefficiency which has long been associated with the delivery of public services. A good number of service seeker respondents cited timely delivery of services, accessing services without strain, and some notable improvement in customer satisfaction which shows that the CSC can be an effective tool for enhancing the quality of service delivery.

5.4 RECOMMENDATIONS

Based on the findings of the study, the researcher recommends that Kirinyaga Water and Sanitation Company;

1. Should put in place measures geared towards improving clients' level of awareness about the Client-Service Charter so that majority of the clients can be informed about its contents and the set service standards.

2. Should institutionalize client satisfaction surveys aimed at enhancing the effectiveness of the feedback mechanism system for receiving feedback from clients concerning services they receive from the organization.

3. Should institutionalize a working monitoring and evaluation system so that it stay informed about how far the client-service charter is achieving its intended objectives.

4. Should offer relevant training on new technology and values of the CSC to employees to enhance their competence and come up with ways of motivating those who meet the set service standards and sanctioning those who do not.

5. Should engage all key stakeholders in the formulation of the CSC and institutionalize periodic review of the CSC so that it can meet the dynamic expectations of service users.

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5.6 APPENDICES

5.6.1 Appendix i: questionnaire for customer service personnel (employees)
Kindly answer the following questions by ticking in the appropriate box or filling the spaces provided

SECTION A: BACKGROUND INFORMATION

1. Age of the respondent

   18-25 years [ ]   26-30 years [ ]   31-35 years [ ] 36-40 years [ ] 41-45 years [ ] 46-50 years [ ] Over 50 years [ ]

2. Level of education

   Diploma [ ] First degree [ ]   Postgraduate [ ] PhD [ ]

3. Working position

   Junior staff [ ] supervisor [ ] middle level manager [ ] senior manager [ ]

4. The period you have worked in this organization
   Less than 2 years [ ]   2-5 years [ ] 6-10 years [ ] over 10 years [ ]

SECTION B: INSTITUTIONAL COMMITMENT

To what extent does the level of institutional commitment towards client-service charter impact the quality of service delivery?

On a scale of 1-5, where 1-Strongly agree, 2- Agree, Not sure, 4- Disagree, and 5- Strongly disagree, state the extent to which you agree with the following statements regarding the level of institutional commitment towards client-service charter and its impact on the quality of service delivery (tick appropriately)

S/No.	Description	Response				
		1	2	3	4	5
6.	KIRIWASCO has enough physical facilities that enable the provision of services					
7.	The organization maintains a customer information database that can be easily accessed when required					
8.	There is existent of efficient customer care desk that caters to the needs of clients					
9.	The institution has a feedback system where it can get information from clients concerning services provided.					
10.	There is an adequate resource especially finances that ensure operations of the institutions runs smoothly					
11.	The organization has a system in place to monitor and review how the client-service charter has been implemented					
12.	The organization has a mechanism in place for managing the performance of employees concerning client service charter					

SECTION C: PERSONNEL COMPETENCE

How does the level of personnel competence affect the quality of services delivered as stipulated in the client-service charter?

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

S/No.	Description	Response				
		1	2	3	4	5
13.	I usually receive training on new technology and values of the client-service charter that enables me to serve clients better					
14.	I am aware of organizational culture that guides me on client-service charter implementation					
15.	The culture of the organization is supportive of the client-service charter that enables quality of service delivery					
16.	Kirinyaga water and sanitation company has mechanisms for rewarding employees who meet service standards					

SECTION C: STAKEHOLDERS' ENGAGEMENT

To what extent do stakeholders' engagement during the formulation of client-service charter influence the quality of services delivered?

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

S/No.	Description	Response				
		1	2	3	4	5
17.	Kirinyaga Water and Sanitation Company recognizes its stakeholders					
18.	The organization has a policy on stakeholder's engagement					
19.	I was consulted during the formulation of the client-service charter					
20.	The organization regularly reviews the service charter to meet the changing expectations of customers					

5.6.2 Appendix ii: An Interview Guide for Clients

SECTION A: BACKGROUND INFORMATION

1) What is your age?..

2) What is your highest level of education?

   ……………………………………………………………………………………………

SECTION B: CLIENT-SERVICE CHARTER INFORMATION

3) Please explain your understanding of a client service charter ?...

   ……………………………………………………………………………………………

4) Are you aware of KIRIWASCO's client service charter?

   Yes [ ]   No [ ]

5) If yes, please explain?

   Fully aware [ ]   somewhat aware [ ]   marginally aware [ ]

6) If no, what could be the reason……………………………………………………………

   ………………………………………………………………………………………

7) Do you agree with the standards contained in the KIRIWASCO's client service charter?...

   Please Explain………………………………………………………….......................

   ……………………………………………………………………………………………

8) Can you explain how you understand the quality of service delivery……………………………………………………………………………………..

   ……………………………………………………………………………………………

9) How satisfied are you with services provided by employees of KIRIWASCO?

   ……………………………………………………………………………………………

   Explain above with examples…………………………………………………………

   ……………………………………………………………………………………………

10) How satisfied are you with the customer care desk of KIRIWASO?............................

   Explain with examples……………………………………………………………

………

11) What do you think should be done to enhance the quality of services delivered at KIRIWASCO?...

....

12) Have you ever given feedback to KIRIWASCO concerning the quality of services they offer………………………………………………………...

How do you give this feedback (please state number of times) ………………………..

……………………………………………………………………………………………………

13) What methods/ways did you use to communicate your feedback to KIRIWASCO?...

……………………………………………………………………………………………………

14) How courteous and respectful are KIRIWASCO employees to their clients? ....

……………………………………………………………………………………………………

15) Do you think service delivery has changed with the availability of Client -service charter at KIRIWASCO?...

Please explain…………………………………………………………………………..

……………………………………………………………………………………………………

16) How can you rate the accessibility of service at KIRIWASCO in line with client service charter?...

17) In your opinion, to what extent has client service charter led to increased customer satisfaction?..

Please use examples…………………………………………………………………...

5.6.3 Appendix iii: Duly Singed Turnitin Originality Report

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Turnitin Originality Report

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Francis Munene

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http://ir.jkuat.ac.ke

<1% match (publications)
"Global Encyclopedia of Public Administration, Public Policy, and Governance". Springer
Science and Business Media LLC, 2018

5.6.4 Appendix iv: Letter of Introduction from the University

University of Nairobi
COLLEGE OF HUMANITIES AND SOCIAL SCIENCES
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P.O. Box 30197
Nairobi, Kenya

22 June 2020

TO WHOM IT MAY CONCERN

AUTHORIZATION TO CONDUCT FIELD RESEARCH

This is to confirm that Mr. Francis Munene Ndege of Registration Number (C51/11400/2018) is a bonafide student at the Department of Political Science and Public Administration, University of Nairobi.

Mr. Ndege is pursuing a Degree in Master of Public Administration. He is researching on, **"The Quality of Public Service Delivery in Public Organizations in Kenya: A study of the Role of the Client-Service Charter in the Case of Kirinyaga Water and Sanitation Company."**

He has successfully completed the first part of his studies (Coursework) and is hereby authorized to proceed to the second part (Field Research). This shall enable the student to collect relevant data for his academic work.

It is against this background that the Department of Political Science and Public Administration, University of Nairobi requests you to assist the student in collecting relevant academic data. The information obtained shall only be used for academic purpose.

The student is expected to abide by your regulations and the ethics that this exercise demands. In case of any clarification please feel free to contact the undersigned.

Thanking you for continued support.

Yours Sincerely,

Professor Fred Jonyo (PhD, Makerere)
Chairman,
Department of Political Science and Public Administration
UNIVERSITY OF NAIROBI