

**A SURVEY OF SERVICE QUALITY MANAGEMENT  
INITIATIVES IN THE PUBLIC SECTOR: A CASE STUDY  
OF SELECTED MINISTRIES IN KENYA**

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## ABSTRACT

This study sought to determine the service quality management initiatives adopted in the public sector in Kenya, to evaluate the benefits, if any, that public sector entities have derived from the adoption and application of these initiatives, and to identify challenges that may have affected the effectiveness of these management initiatives.

A sample survey of nine (9) key ministries was taken. Data was collected using questionnaires that were dropped and picked later and were analyzed using SPSS statistical software Windows version 10.5. The study found that the major service quality initiatives in use were the Rapid Results Initiative (used by 89.4% of ministries) and the ISO certification (used by 76.6% of ministries). Most ministries (77.8%) reported that they have realized a positive experience in their use of these quality management initiatives. The study also found that ministries adopting these quality management initiatives realized improvements in overall performance in the areas of speed of service, quality of service, customer service and productivity.

Although the deployment of these initiatives had positive results on customers, the study, however, found that employees felt a sense of alienation towards these management initiatives. It is likely that this alienation might limit the effectiveness of existing service quality initiatives in public sector organizations and thereby prove counterproductive to the desired improvements in service delivery to citizens.