

**PERCEIVED EFFECT OF QUALITY MANAGEMENT STANDARDS
ON SERVICE DELIVERY AT NAIROBI CITY COUNTY**

BY

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DECLARATION

This project is my original work and has not been presented for the award of a degree in this University or any other Institution of higher learning for examination.

Signature

Date

IRENE WANJUGU NDANGA

This project has been submitted for examination with my approval as the University Supervisor.

Signature

Date

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DEDICATION

This project is dedicated to my family members: my husband Joseph Kamau and our children Terryl and Kendra for support and encouragement.

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TABLE OF CONTENTS

DECLARATION.....	ii
DEDICATION.....	iii
ACKNOWLEDGEMENTS	iv
LIST OF TABLES	vii
LIST OF FIGURES	viii
ABBREVIATIONS.....	ix
ABSTRACT.....	x
CHAPTER ONE: INTRODUCTION.....	1
1.1 Background of the study	1
1.1.1 Quality management standards	2
1.1.2 Service delivery	3
1.1.3 Nairobi City County.....	5
1.1.4 Quality Management in Nairobi City County.....	7
1.2 Research Problem	8
1.3 Research Objective	11
1.4 Value of the study	11
CHAPTER TWO: LITERATURE REVIEW.....	13
2.1 Introduction.....	13
2.2 Quality management standards.....	13
2.3 Service Delivery.....	14
2.4 Quality Management and Service delivery.....	16
CHAPTER THREE: RESEARCH METHODOLOGY	21
3.1 Introduction.....	21
3.2 Research Design.....	21
3.3 Target Population.....	21
3.4 Sample Design	22
3.5 Data collection	23
3.6 Data analysis	24

CHAPTER FOUR: DATA ANALYSIS AND FINDINGS.....	25
4.1 Introduction.....	25
4.2 Demographic Data	25
4.2.1 Gender of the Respondents	25
4.2.2 Age of the respondents.....	26
4.2.3 Highest level of Education.....	27
4.2.4 Distribution of Respondents by Department.....	28
4.2.5 Number of years worked in the Organization.....	29
4.3 Influence of quality management standards on service delivery	30
4.3.1 Effect of Quality management standard influence on service delivery	31
4.3.2 Employee involvement strategies used by management to ensure achievement of quality service delivery.....	32
4.3.3 Issues considered important for customer satisfaction with service delivery..	33
4.3.4 Continuous process improvement methods applied by NCC	34
4.3.5 Quality Results.....	35
4.3.6 Management Commitment.....	36
4.3.7 Continuous Process Improvement Methods	38
4.3.8 Customer satisfaction.....	40
4.3.9 Customer complaints regarding Nairobi City County	42
4.3.10 Measure put in place to solve the complaints	42
CHAPTER FIVE: SUMMARY, DISCUSSION, CONCLUSIONS AND RECOMMENDATIONS.....	44
5.1 Introduction.....	44
5.2 Summary of the Findings.....	44
5.3 Discussion of the findings.....	47
5.4 Conclusions.....	50
5.5 Recommendations.....	52
5.6 Recommendations for further studies	53
References	54
Appendix i: Questionnaire	i

LIST OF TABLES

Table 3.1: The Target Population	22
Table 3.2: Computation of sample.....	23
Table 4.3: Distribution of the respondents by age	27
Table 4.4: Perceived effect of quality management standard on service delivery.....	31
Table 4.5: Quality Results.....	35
Table 4.6: Management Commitment	37
Table 4.7: Continuous Process Improvement Methods	39
Table 4.8: Customer satisfaction.....	41

LIST OF FIGURES

Figure 4.2: Distribution of respondents by highest level of Education	28
Figure 4.3: Distribution of respondents by department	29
Figure 4.4: Classification of respondents by number of years worked in the NCC	30
Figure 4.5: Employee involvement strategies in quality service delivery	32
Figure 4.6: Issues considered important for customer satisfaction with service delivery .	33
Figure 4.7: Continuous process improvement methods existent in the organization	34
Figure 4.8: Customer complaints regarding Nairobi City County.....	42

ABBREVIATIONS

ISO	International Organization for Standardization
TQM	Total Quality Management systems
SDF	Service Delivery Framework
QMS	Quality Management Systems
UNEP	United Nations Environment Programme
UN-Habitat	United Nations Centre for Human Settlement
RRI	Rapid Result Initiative
NCC	Nairobi City County
DQS	Data Quality System

ABSTRACT

Quality management system enables organizations to achieve their goal and not simply deliver conformity products to customers. Although Nairobi City County (NCC), became the first urban centre in East and Central Africa to receive an international Organization for standardization (ISO) 9001:2008 certificate from Data Quality System(DQS), the City County is faced by a number of key challenges that hinder it from the delivering the required level of services and governance. These challenges have led to the current gap in quantity and quality of services delivered to the various service recipients. The purpose of the study was to investigate the effect of quality management standards on service delivery at NCC. The objective of the study was to assess the effect of quality management standards on service delivery at Nairobi City County. The research design to be employed in this study will be descriptive survey design because data was collected from a cross-section of employees at the Nairobi City County. The target population for the study was management staffs. The study adopted a stratified sampling. The study collected primary data. From the findings, the study concluded concludes that the quality management standard is positively influencing service delivery since there are measures put in place aimed at addressing the key challenges facing the Nairobi City County. The study further revealed that the employee involvement strategies applied by management have a significant positive effect on job involvement, job satisfaction, and organizational commitment, which in turn has an overall effect on service delivery. Additionally, the study concluded that the level of customer satisfaction by NCC is not yet at its optimum. This study may be of significance in providing the management of Nairobi City County, the Governor, County secretary, County reps and chief officers with a better understanding of its processes and identify tools for implementing continual improvement programs that can lead to improved profitability thereby increasing stakeholder value. In terms of employees, they will realize their rights and what is expected of them hence they will have a more bargaining power in their collective bargaining agreement.

CHAPTER ONE

INTRODUCTION

1.1 Background of the study

Quality management system enables organizations to achieve their goal and not simply deliver conformity products to customers. An organization management system should enable it to go further than satisfy its customers, it should enable it to satisfy all its stake holders thus creating an enabler for sustained success as reflected in ISO 9004 (Hoyle, D, 2009). He further states that all organizations have a way of operating which is intrinsically a management system, thus making this system effective should be a goal of top management and the most widely recognized tool for developing management systems is ISO 9001.

ISO 9000 is a quality system standard that sets out the methods by which a management system, incorporating all the activities associated with service quality, can be implemented in an organization to ensure that all the special performance requirements and the needs of the customers are fully met (Bell, McBride and Wilson, 2011). According to Dale (2003), in today's global competitive market place the demands of the customers are forever increasing as they require improved quality of products and services. Feigenbaum & Feigenbaum (1999) pointed out that 'total quality is a major factor in the business quality revolution that has proven itself to be one of the 20th century's most powerful creators of sales & revenue growth, genuinely good new jobs, and soundly based and sustainable businesses expansion'. According to Köper & Zaremba (2000), the most important task is to implement a consistent and reliable

quality system. Everything else is based on that, and further development is based on the reliability and integrity of the basic quality system that is in place.

1.1.1 Quality management standards

Quality implies different things to different people. It has, thus, been defined with different perspectives and orientations, according to the person, the measures applied and the context within which it is considered. Amid the wide gamut of such definitions, there seems to be no consensus definition, but they all deal either with the product or the services producing these products/services. From the perspective of the consumers or users, the product or service based definition is more useful. From the perspective of the organization providing goods/services, the process-perspective is more useful (Sangeeta and Banwe, 2004). Goetsch and Davies (2002) discuss the concept of service quality in relation to the application of ISO 9001:2000 and they define the characteristics of service quality as facilities, capacity, number of personnel and quantity of materials. In terms of time; Waiting time, delivery time and process times of administrative tasks. It could also include Hygiene, safety, reliability and security of customers. Responsiveness, accessibility, courtesy, comfort, and aesthetics of environment, competence, dependability, accuracy, completeness, credibility and effective communication of learners are also important aspects of quality.

Companies worldwide have adopted TQM practises to meet the quality challenge. Traditionally, the word quality has been associated with the final product or service which is offered to a client (Bell, McBride and Wilson, 2011). The word quality has a variety of definitions (Dale, 2003). Among the definitions includes; ‘fitness for use’

(Juran, 2004), 'conformance to requirement, not elegance' (Crosby, 2001). According to Beckford (2009), an effective QMS is a vital part of any quality programme, without which there's no basis for properly measuring and monitoring quality performance. The QMS informs the organization how well or badly its doing against standards which it has set for itself.

Mcbride and Wilson (2011) argue that when ISO 9000 is properly implemented out of a strategic decision rather than from reaction to changing competitive circumstances possible benefits that could be enjoyed include; Access to markets, organized form of communication (improved management, better planning of activities, early resolution of problems), more precise specification means (correct interpretation of customer's need, better chance of complying, identification of weaknesses in specification/orders), Greater control of suppliers, increased efficiency giving better quality product and increased productivity, less remedial work and scrap, feedback of customer problems and more rapid correction of inadequate production methods, improved performance in meeting target delivery dates, improvement in the standard of workmanship and therefore a more satisfied customer and lastly improvement of the reputation of the organization.

1.1.2 Service delivery

Service delivery is getting services as effectively and quickly as possible to the intended recipient. A service delivery framework (SDF) is a set of principles, standards, policies and constraints used to guide the design, development, deployment, operation and retirement of services delivered by a service provider with a view to offering a consistent service experience to a specific user community in a specific business context. The process of ISO certification represents an international consensus on good management

practices with the aim of ensuring quality service delivery to ones clients. ISO certification has become a widespread practice as organizations increasingly work to conform to the international standards. The ISO 9001 is one of a series of quality management system standards. It helps bring out the best an organization by enabling one to understand the processes for delivering your products/services ones customers (Yang 2005).

Pfau (1989) described TQM as a holistic approach to improving quality, productivity and competitiveness in the international marketplace. Yang (2005) gives more detail by stating that TQM is an integrated management philosophy and a set of practices that emphasizes, among other things, continuous improvement, meeting customers' requirements, reducing rework, long-range thinking, increased employee involvement and team-work, process redesign, competitive benchmarking, team-based problem-solving, constant measurement of results, and closer relationships with suppliers (Ehigie and McAndrew, 2005).

An insight into the importance of having a developmental orientation towards service delivery quality is provided by the study by Chapman *et al.* (1997) of large service and manufacturing firms. They found that improved financial performance (sales per employee) was linked to greater integration of quality plans into strategic business plans. Terziovski *et al.* (1997) found that their variable quality environment had no significant influence on the relationship between ISO certification and business performance (Wayhan, Kirche and Khumawala, 2001).

Karia and Asaari (2006) examined the impact of TQM practices on employees' work-related attitudes. The results of their empirical study indicated that training and education have a significant positive effect on job involvement, job satisfaction, and organizational commitment. These have an overall effect on service delivery. Empowerment and teamwork significantly enhance job involvement, job satisfaction, career satisfaction, and organizational commitment. Finally, continuous improvement and problem prevention significantly enhance job satisfaction and organizational commitment. Numerous researchers also recognized that successful implementation of TQM and the scale of the potential benefits that can be obtained through this approach depend on several factors. Hoogervorst et al. (2005) argued that TQM approach requires focus on employee behavior, attention to organizational culture, management practices, and organizational structures and systems

1.1.3 Nairobi City County

The City of Nairobi was established in 1899 as a railway depot to serve the Kenya-Uganda Railway. It was gazetted as a Township in 1903 and upgraded to Municipal Board in 1928. In 1950 Nairobi was granted City status through a Royal Charter by the British Colonial administration. Nairobi later got incorporated under the Local Government Act Cap.265 which came into effect in January 1964. Nairobi is the political and administrative centre of the Republic of Kenya and it has grown steadily to become the largest metropolitan city in East Africa (www.naibocity.go.ke). Nairobi has experienced rapid growth in many respects from the depot it was in 1905 to the city it is today. The area covered by the City has increased from 3.84 square kms in 1910 to the current 680 square Kilometres.

The defunct City Council of Nairobi currently the Nairobi City County as per 1st schedule (article 6(1)) counties of the constitution of Kenya 2010 has an estimated population of 3 million people and serves day population from the adjacent districts of Thika, Kiambu, Machakos and Kajiado who use her facilities like water, schools, health centres and markets.

Besides being the political and administrative centre, the strategic location has made it an important regional hub for commercial, financial, industrial, education and communication in Eastern Africa. The industrial satellite towns of Thika, Ruiru and Kikuyu depend on the City's facilities like water, schools and health. The city also provides services to large rural, peri-urban and urban areas of Kiambu, Kajiado, Machakos and Thika Districts. Nairobi is also home to two key United Nations organisations – the United Nations Environment Programme (UNEP) and the United Nations Centre for Human Settlement (UN-Habitat) besides other international organisations and foreign missions (Korir, 2008).

The County is at crossroads to fulfill its mandate in a rapidly evolving demographic, political, technological and socio-economic environment. Over the two decades, the County's financial position and its ability to deliver services to Nairobi residents has deteriorated gradually to unacceptable standards. The inability of the County to provide infrastructure services to match rapidly growing population, commercial and industrial demand has led to problems such as overcrowding, inadequate sanitation, poor health, polluted water, inadequate liquid and solid waste management and lack of recreational facilities besides many other urban degeneration problems. The situation has

consequently led to increased crime, mushrooming of slums, construction of illegal structures and rapidly declining standards of living (Mitullah, 2003).

1.1.4 Quality Management in Nairobi City County

Poor performance including poor implementation of economic policies and mismanagement, and weak institutions of governance led to the government introducing performance management tools which included performance contract, performance appraisals, Rapid Result Initiative (RRI) Quality Management Systems (QMS) and Strategic Plans. The overall objective was to improve on performance. The first performance contract was introduced in 2005 and in the year 2007, ISO was one of the Key indicators under category C3 of performance contract Non Financial indicators, therefore there was no short cut on Nairobi City County embracing ISO (Korir, 2008).

The Nairobi City County (NCC) on Tuesday the 24th April, 2012, became the first urban centre in East and Central Africa to receive an international Organization for standardization (ISO) 9001:2008 certificate from Data Quality System (DQS). The County is at crossroads to fulfill its mandate in a rapidly evolving demographic, political, technological and socio-economic environment. Over the two decades, the County's financial position and its ability to deliver services to Nairobi residents has deteriorated gradually to unacceptable standards. The inability of the County to provide infrastructure services to match rapidly growing population, commercial and industrial demand has led to problems such as overcrowding, inadequate sanitation, poor health, polluted water, inadequate liquid and solid waste management and lack of recreational facilities besides many other urban degeneration problems.

The situation has consequently led to increased crime, mushrooming of slums, construction of illegal structures and rapidly declining standards of living (NEMA 2010). In the light of these recurring problems, the Government of Kenya has in the past formed numerous commissions, task forces, study groups and working parties to address the problems of the City of Nairobi and other Local Authorities. Of significance was the Omamo report (1995) and the Mbugua report (2000), which gave recommendations to guide the future development and management of the City Council. However, many of those recommendations have never been implemented. As a result many of the problems experienced by City Council of Nairobi have continued unabated and in some cases, deteriorated over the years (Mitullah, 2003).

This study is based on NCC which has 16 departments and a population of 12,000 permanent employees, NCC is mandated to provide services to the Nairobi residents thus it will focus on four departments which include Environment, Public Health, City Treasurer and Education as they are the key service rendering departments. It is therefore important to find out the perceived effect of quality management standards on service delivery at NCC, with an aim to improve in areas which this study may find wanting (www.nairobicity.go.ke).

1.2 Research Problem

Increasingly, organizations are recognizing the strategic importance of quality and quality management. Many organizations have arrived at the conclusion that effective quality management can enhance their competitive abilities and provide strategic advantages in the marketplace (Huq, 2005). Further, the area of TQM is important as it addresses an

issue which is vital for the survival of an individual organization as it is for an economy - the production of quality and services. Naidoo (2007) further indicated that TQM is a participative approach to quality improvement and will therefore have an impact on subordinate participation in the decision-making process.

There are several important driving forces for ISO 9001 certification. Market-related factors, customer service, efficiency and as a kick-start for quality improvement all these feature as strong motivating forces, (Fotopoulos *et al.*, 2009). They include: customer demands and expectations, competitive pressures, a regulatory environment and internal forces. The most significant benefits are in terms of raising quality awareness for service delivery. This reinforces the view that certification is a strong foundation to start the quality improvement process towards customer oriented approach. Thus many organisations are striving to achieve customer satisfaction through an emphasis on quality products and services (Eaden, 2009).

Public sector in developing countries like Kenya have major obstacles to overcome so as to deliver quality services to the public, usually, they are characterized by poor service delivery (Ehigie and McAndrew, 2005). Although Nairobi City County (NCC) on Tuesday the 24th April, 2012, became the first urban centre in East and Central Africa to receive an international Organization for standardization (ISO) 9001:2008 certificate from Data Quality System(DQS), the City County is faced by a number of key challenges that hinder it from the delivering the required level of services and governance. These challenges have led to the current gap in quantity and quality of services delivered to the various service recipients.

The challenges facing the City County are varied and emanate from the internal and external environment and range from legal, policy, institutional and structural issues. Key among the challenges is recovery of public image and public assets, streamlining the security systems the poor attitudes of both internal and external stakeholders, the inadequacy of financial resources and poor management of the same, unrationalised structure and staffing and the lack of a clear framework for stakeholder participation in the running management of the City.

There are a number of studies in the area of quality management. Huarng and Chen (2002) report evidence that TQM philosophy and TQM tools have a positive relationship with service delivery, i.e. the integration of TQM philosophy and tools positively influenced both cost reduction and business performance. Study conducted by Brah et al. (2000) yields clear evidence that TQM implementation improved business performance in the service sector of Singapore. Atieno (2007) studied the perception of employees of ISO 9001:2000 and found that employee training is significant for its implementation. Thiongo (2007) performed a study on the implementation of quality and environmental management systems as an integral management system in Kenya's companies. He found that environment greatly affects quality management. Gatimu (2008) did a study on the strategic benefits and challenges faced by manufacturing firms in the adoption of quality management systems in Kenya. He examined and found that management commitment, training, and continuous improvement affect quality management. Tanui (2008) did a survey of quality management practices in pharmaceutical companies in Kenya. He found that quality control, good manufacturing practice, training, drug regulations exist in the manufacturing sector.

None of the studies reviewed above assessed the effect of quality management standard on service delivery. In view of the above, there is need to investigate the effect of quality management standards on service delivery at NCC. The study sought to answer the following research question; what is the perceived effect of quality management standard on service delivery at Nairobi City County?

1.3 Research Objective

The objective of this study was to assess the effect of quality management standards on service delivery at Nairobi City County.

1.4 Value of the study

This study will provide the management of Nairobi City County, the Governor, County secretary, County reps and chief officers with a better understanding of its processes and identify tools for implementing continual improvement programs that can lead to improved profitability thereby increasing stakeholder value. It will guide the management towards a profitability operation and with better understanding of its processes and identify tools for implementing continual improvement programs that can lead to improved quality on service delivery thereby increasing stakeholder satisfaction.

It will help the government of Kenya in enhancing ways of ensuring that employees perform as per the expectations of the devolving government thus improve on the status of Kenyan society in terms of growth and development. Stakeholders, in terms of customers who have direct interest will create a healthy symbiotic relationship between the council and the customers at large. In terms of employees, they will realize their

rights and what is expected of them hence they will have a more bargaining power in their collective bargaining agreement.

Future researchers and scholars will find the study material important in their studies since they will have a ready source of literature review. The study report will act as reference and stimulate the interest among academicians. This study will add to existing literature on ISO implementation. The research findings will be useful to other players in the public sector who may embark on quality management systems noting that Nairobi City County is the first to implement.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter reviews various studies that have been done on quality management, their findings and the gap that still exists and which makes it worthwhile to undertake this study. In particular quality management, quality management and performance and factors influencing implementation of quality management standards are reviewed.

2.2 Quality management standards

Increasingly, organizations are recognizing the strategic importance of quality and quality management. Many organizations have arrived at the conclusion that effective quality management can enhance their competitive abilities and provide strategic advantages in the marketplace. This belief has led to "a flurry of activity" (Kiggundu, 2001) on the part of many organizations, both large and small, manufacturing and service, profit and non-profit, to shape and evolve their approaches) to quality management, often with the help of industrial and academic leaders in the field of quality management. One of the strongest proponents of quality management was W. Edwards Deming, a member of the select few credited with contributing to the rapid revitalization of the Japanese economy after World War II (Deming, 1986; Walton, 1986; Yoshida, 1989). The Deming management method is currently embraced by many firms in the United States and around the world (Huq, Ziaul 2005); its widespread popularity appears to stem from numerous case studies attributing organizational turnaround to the influence of the Deming management method (Bagad 2008, Conti, 2003, Kanji, 2003).

The importance of the quality of products or services in today's business environment is paramount (Janakiraman, and Gopal, 2006). When the strategic aspects of quality were recognized in the 1970s and 1980s, top managers began to link quality to firm performance and included quality in a strategic planning process as a means to sustain competitive advantage. This brought changes in the definition of quality, from a manufacturer's perspective to a customer's perspective (Sashkin, and Kiser, 2001). Since then, researchers in manufacturing, marketing, and consumer behaviour have produced a plethora of definitions of and theories on quality (Tigineh 2007, Walsh *et al* 2002).

2.3 Service Delivery

Service delivery is getting services as effectively and quickly as possible to the intended recipient. A service delivery framework (SDF) is a set of principles, standards, policies and constraints used to guide the design, development, deployment, operation and retirement of services delivered by a service provider with a view to offering a consistent service experience to a specific user community in a specific business context (Dale, 2006). Service delivery issues have been of academic and practitioner interest and the marketer in particular for more than two decades. This results from the increasing importance of the services sector in both developed and developing economies to embrace both public and private organizations (Dale, 2006). Poujol also observes that Service delivery has recently become a major concern for organizations (Poujol, 2009).

Service delivery is defined to meet customer's perception of how well a service meets or exceeds their expectations. Service delivery is often judged by customers and not by the organization itself. This distinction is always critical because it forces service marketers

to examine the quality from the customers viewpoint and thus determine what customers expect and then develop service products that meet or exceeds those expectations (Pride et al, 1997). Service providers must always do their best to identify the expectations of their target customers with respect to each specific service. This does not mean that the service provider will be able to meet the customer's wishes. The service provider faces tradeoffs between customer satisfaction and company profitability. However, what is important is that the service provider clearly defines and communicates the service level that will be provided, so that employees know what they must deliver and the attracted customers what they will get.

The greatest obstacle for customers in evaluating service delivery is the intangible nature of the service. The evaluation of a product is much easier because all goods possess tangible attributes such as colour and size which can be evaluated prior to the purchase of the product. Services have several experience and credence qualities. Experience qualities include, qualities such as taste, satisfaction and pleasure which are attributes that can be assessed only during consumption of a service. Credence qualities are attributes that customers may be unable to evaluate even after the purchase and consumption of the service (Purkey & Schmidt 1997).)

Most customers lack the knowledge or the skills to evaluate the quality of these types of services. Consequently, they place a great deal of faith in the integrity and competence of the service provider. Despite the difficulties in evaluating quality, service quality may be the only way customers can choose one service provider over another (Pride et al, 1997). Michael and Thomas (2007) concurs that quality standards are ultimately defined by the

customer. Actual performance by the service provider or provider perception of quality is of little relevance compared to the customer's perception and hence good service results when the service provider meets or exceeds the customer expectations. It is observed that service marketers should carefully position themselves so that customers expect a little less than the firm can actually deliver. The strategy should be to under promise but to over deliver.

2.4 Quality Management and Service delivery

Customer expectations are unique prior to a service. They influence customer's evaluation of service performance and customer satisfaction. Customer services, by definition, are intangible and easily duplicated (Kaynak, 2003). They can be divided into high-touch or high-tech services. High-touch services are mostly dependent on people in the service process producing the service. High-tech services are predominantly based on the use of automated systems, information technology and other types of physical resources.

However, one should always remember that high-touch also includes physical resources and technology based systems that have to be managed and integrated into the service process in a customer oriented fashion (Gronroos, 2001). Customer service delivery is differentiable and stem from the expectations of customers. Hence, it is necessary to identify and prioritize expectations for customer service and incorporate these expectations into a process for improving customer service delivery (Kassim and Bojei, 2001). Implementing and evaluating customer service is a very complex process. Zeithaml and Bitner (1996) reported that two aspects need to be taken into consideration when evaluating customer service i.e. content and delivery

Customers may be in the best position to evaluate the quality of service delivery, while the service providers are the best judges of the content of the message. Though there is a number of different aspects of services involved. Baldwin-Evans, (2007) examined the issue of ISO 9000 certification and its perceived benefits for Singapore based companies. The researcher sort to ascertain if quality management practices improved the performance for listed and non-listed companies. The results from a survey of 146 firms suggested that while certification led to better overall financial performance, non-listed certified firms experienced better documentation procedures, higher perceived quality of products or services, and more effective communication among employees than listed certified firms. Some problems encountered in certification included the failures to establish adequate monitoring programs, to follow set procedures and to carry out appropriate management reviews of the new system as well as unclear authorization.

The effective implementation of TQM will increase customer satisfaction with the service offerings (Omachonu and Ross, 1994). Quality enhances customer loyalty through satisfaction; this in turn can generate repeat business and lead to the attraction of new customers through positive word of mouth. The word of mouth communication will help in cost reduction. This Omachonu and Ross (1994), noted will provide competitive edge to the company. The improvement in quality will result in increased market share and profitability. Implementation of TQM further ensures that organisations change how they perform activities so as to eliminate inefficiency, improve customer satisfaction and achieve the best practice (Porter, 1996). Porter noted that constant improvement in the effectiveness of operation is essential but not a sufficient factor for organisation to be profitable. According to Sila (2007), TQM helps in improving the quality of products and

also reduces the scrap, rework and the need for buffer stock by establishing a stable production process. He argued that TQM will reduce the cost of production and time of production. Continuous improvement which is a feature of TQM is said to reduce the product cycle time thus improving productivity (Huang and Lin, 2002). Many other TQM practices such as training, information system management, relationship with suppliers etc have a positive impact on operational performance. The efficient management handling of these practices will improve efficiency and no doubt affect the profitability of the firm.

The total quality approach creates an integrated method of analyzing operation by focusing the processes of production on customer satisfaction. Thus, it requires that quality be built into all the processes so as to be efficient in the overall operation (Andrle, 1994). Kaynak (2003), suggested that the effectiveness of TQM organizations should be measured by the degree of integration with their supplier bases because supplier quality management is a critical component of TQM. Operational effectiveness is then a function of how well the various units of an organisation carry out their functions with quality. Bronwen et al (2007) studied the ISO certification on improvement of business performance and found that there was no proven link between quality certification (ISO 9000) and improved business performance. Combining these findings led to the inference that quality certification to ISO 9000 standards is not consistently associated with having a quality assurance system that delivers improved process control, or better quality.

An empirical analysis of financial impact of ISO 9000 certification in USA by Corbett, Montes, David and Kirsch (2001) found that the prescriptions contained in ISO 9000 lead

to superior performance. Firms may use the certification procedure as an opportunity for process improvement. In the latter view, it is the firm's own efforts that lead to superior performance, not the standard in itself, but these efforts are triggered and guided by the ISO 9000 certification process. Quazi and Padibjo (2002) studied the impact of ISO certification on quality management practices in Singapore. The result revealed that the ISO certification does not affect quality management practices and quality results of firms in Singapore. Further analyses indicated that some organizational characteristics, such as size and industry, have relationships with certain constructs of quality management practices. Najmi and Kehoe (2000) studied the role of performance management systems in promoting quality development beyond ISO 9000 and found that many companies who had obtained certification to ISO 9000 eventually observed a diminishing business benefit and required further stimulus to their quality management efforts.

Yeung, Lee and Chan (2003) studied the senior management perspective and ISO effectiveness and found that although senior management's confidence in their understanding of the standard and quality management is the most influential factor for the development of their QMS and to the induction of changes in systems, it does not improve organizational performance. On the other hand, organizations that believe the ISO 9000 should be adopted for operational objectives and serve as a system foundation for operations achieve the best organizational performance. The research suggests that ineffectiveness of the ISO 9000 is largely due to incorrect management objectives and expectations from the standard.

Barrier (1994), notes that although certification does not guarantee that the service of the organisation is of high quality, it at least indicates that they have documented their system and is operating it. Lee (2004) argues that small companies introducing low-cost elements of a QMS such as rearranging processes, developing quality programs and getting employees involved, can culminate in many benefits. These benefits are getting top management involved, changing their thinking and attitude, educating employees and winning support. From the above the obvious analogy can be drawn that there are benefits to be gained by developing and implementing a quality management system that complies with ISO9001.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter presents the research methodology used to carry out the study. Included in this chapter are the research design, data collection and instruments and data analysis.

3.2 Research Design

The research design employed in this study was descriptive survey design. According to Cooper and Schindler (2006), descriptive survey design discover and measure cause and effect relationships among variables. The study used a descriptive design because it enables the researcher to collect in-depth information about the population being studied. The survey design to be used in this study is appropriate because data was collected from a cross-section of employees at the Nairobi City County.

3.3 Target Population

The population is an aggregate of all that conform to a given characteristic (Mugenda and Mugenda, 1999). The target population for the study was the management staffs who are involved in strategy formulation and implementation process as they participate in strategic decision making. Thus the study focused on senior management and middle level management because they are in charge of quality issues at the County. The distribution of population by rank is presented in table 3.1.

Table 3.1: The Target Population

Population	No of Employees in management
Health	40
Environment and Engineering	60
Education and Planning	50
Housing and Treasury	55
Legal and Procurement	50
Human Resource	45
Total Employees in management	300

Source: <http://www.nairobi.go.ke/>

3.4 Sample Design

This study adopted stratified sampling. According to Bryman (2008), sampling is the process of selecting a number of individuals for a study in such a way that the individual represents a larger group from which they are selected. It involved dividing the population into significant strata based on management levels. Dividing the population into a series of relevant strata means that the sample is more likely to be representative (Saunders et al., 2007). Mugenda & Mugenda (2003), recommend that a sample size of more than 30 or at least 10% is usually appropriate for social sciences. The study took 20 % of each of the strata population. The study utilized a sample of Sixty (60) chosen using the frame below. The sampling frame was the employees in various categories as shown in table 3.2

Table 3.2: Computation of sample

Population	Population	Sample size (20%)
Health	40	8
Environment and Engineering	60	12
Education and Planning	50	10
Housing and Treasury	55	11
Legal and Procurement	50	10
Human Resource	45	9
Total Employees in management	300	60

3.5 Data collection

Data was collected from 60 staff's managers at Nairobi City County. The main instrument for data collection was structured questionnaires. The study collected primary data. According to Mugenda and Mugenda (2008), primary data is data the researcher collects from respondents while secondary data refers to data from other sources. The questionnaire is a fast way of obtaining data as compared to others instruments (Mugenda & Mugenda, 2008). Questionnaires gave the researcher comprehensive data on a wide range of factors. Both open-ended and closed-ended questions were used. The questionnaires had two sections. Section A entailed questions on demographic information of the respondents while section B focused on questions relating to perceived effects of quality management standards on service delivery.

In developing the questionnaire, two broad categories of questions were considered, namely: structured and unstructured questions. According to Field (2005), structured questions are usually accompanied by a list of all possible alternatives from which

respondents selected the answer that best described their position. Questions were constructed to address specific objectives and provide variety of possible responses. Unstructured questions give the respondent freedom of response, which help the researcher to gauge the feelings of the respondent. These kinds of questions expose respondents' attitudes and views very well (Field, 2005).

The need for quantitative data was to evaluate the significance of a particular variable, measured in terms of frequency, percentage or mean score, while qualitative data provided a descriptive theoretical aspect of certain variable as depicted from the response in unstructured manner (uncontrolled)

3.6 Data analysis

Data analysis is the whole process which starts immediately after data collection and ends at the point of interpretation and processing data (Kothari, 2004). Therefore, editing, coding, classifying and tabulating are the processing steps to be used to process the collected data for a better and efficient analysis. The statistical package for social sciences (SPSS) was used. Data was analyzed using descriptive statistics whereby frequencies, percentages, mean and standard deviations generated from the various data categories were computed and presented in graphs and tables.

CHAPTER FOUR

DATA ANALYSIS AND FINDINGS

4.1 Introduction

This chapter contains research findings and discussion of the same. The purpose of the study was to assess the perceived effect of quality management standards on service delivery at Nairobi City County. The researcher made use of frequency tables and figures to present data. This study targeted 60 respondents; questionnaires were distributed to all targeted respondents. However, out of 60 questionnaires distributed only 50 respondents fully filled and returned the questionnaires. This constituted 83% response rate. The researcher made use of frequency tables and figures to present data. The study focused on senior management and middle level management because they are in charge of quality issues at the county.

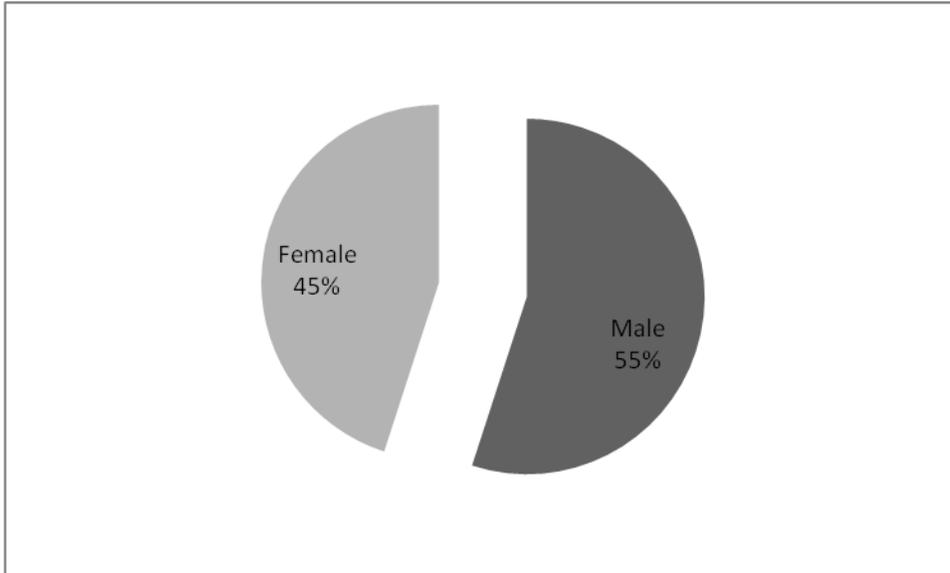
4.2 Demographic Data

The respondents were asked to respond to a series of questions about themselves and the organization.

4.2.1 Gender of the Respondents

The study sought to determine the gender distribution of the respondents, who were involved in strategy formulation and implementation process, as they participate in strategic decision making. The responses are as summarized in figure 4.1

Figure 4.1: Gender composition of the Respondents



As shown in figure 4.1, majority (55%) of the respondents were male while the rest (45%) were female. This implies that though there is gender distribution in senior and middle level management positions at the Nairobi City County most of the positions are occupied by the male.

4.2.2 Age of the respondents

The study also sought to determine the age brackets of those involved in the strategy formulation and implementation process. Age was considered to be a key factor in resistance to strategies change.

Age distributions of the respondents is presented in table 4.3

Table 4.3: Distribution of the respondents by age

Age bracket in Years	Frequency	Percentage
20-28	3	6
29-35	7	14
36-43	16	32
44-50	14	28
51 and above	10	20
Total	50	100

Table 4.3 summarizes the findings on the age bracket of the respondents'. From the findings, most (32%) of the respondents were within the age bracket of 36-43 years, 28% were aged between 44-50, 20% were over 51 years, 14% were between 29-35 years while the rest (6%) aged between 20-28years. This indicates that most of the employees entrusted with the formulation and implementation of the quality management programmes at the Nairobi City County were of flexible age brackets. This means that they can adjust to the strategies adopted within the organization, hence improving organization at performance through quality service delivery.

4.2.3 Highest level of Education

The respondents were asked to indicate their highest level of academic qualification

The findings are presented in figure 4.2 below.

Figure 4.2: Distribution of respondents by highest level of education

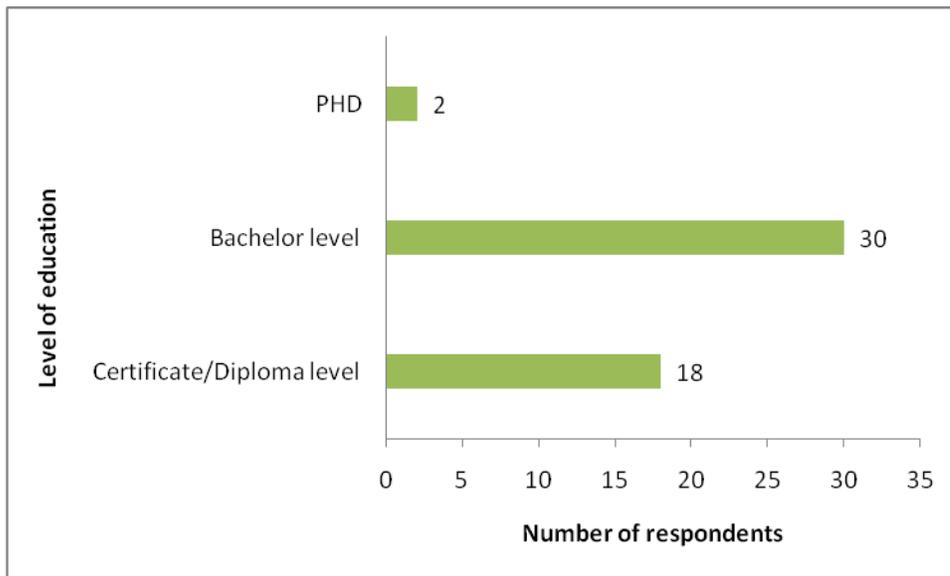


Figure 4.2 shows the findings of the study, majority (30) of the respondents had acquired university degree as their highest academic qualification; two had a master degree as their highest level of education while 18 had a diploma. This indicates that most of the managers at Nairobi City County are well educated hence are capable of formulating and implementing strategies.

4.2.4 Distribution of Respondents by Department

The respondents were asked to indicate their respective departments. The findings are summarized in figure 4.3 below.

Figure 4.3: Distribution of respondents by department



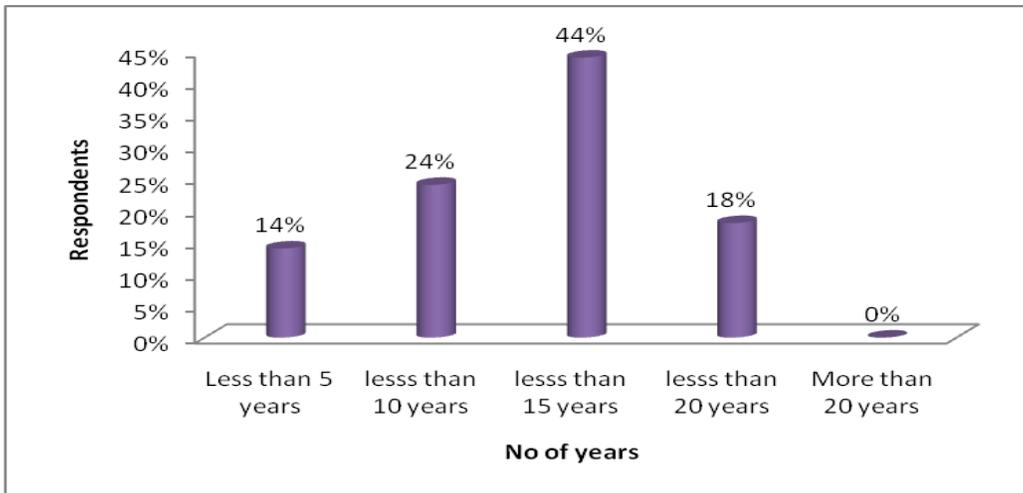
Figure 4.3 depicts the findings on the departments to which the respondents belong. It is evident from the figure that the respondents were approximately evenly distributed amongst the different departments with Environment and engineering at 26%, Health at 24%, Education and planning at 16%, Housing and treasury at 16%, Legal and procurement at 10%, and human resource at 8%. This indicates that all departments have been involved in the implementation of quality standards with more attention being placed on the Environment, Public Health, City Treasurer and Education departments. These are the key departments.

4.2.5 Number of years worked in the Organization

The researcher further sought to assess the period of years bracket the respondents had worked for the NCC. It is expected that the longer the period one works for an

organisation the easier it is for him/her to identify the customers' needs and to how best address them. On the other hand new employees are expected to bring new ideas to the company. The responses are in figure 4.4.

Figure 4.4: Classification of respondents by number of years worked in the NCC



From the findings in figure 4.4, most (44%) of the respondents had worked for less than fifteen years, 24% had worked for less than five years, 18% had worked for less than twenty years and 14% had worked for less than five years. This illustrates that the managers have worked at the NCC for a reasonably long period of time, thus enabling them to better understand customer needs.

4.3 Influence of quality management standards on service delivery

Key among the challenges faced by Nairobi City County is recovery of public image and public assets, streamlining the security systems addressing the poor attitudes of both internal and external stakeholders, the inadequacy of financial resources and poor management of the same, irrationalized structure and staffing and the lack of a clear framework for stakeholder participation in the management of the City. The researcher

therefore sought to identify the measures being taken by management to address this issues and the impact achieved.

4.3.1 Effect of Quality management standard influence on service delivery

The study sought to identify the significant quality management standards in the total quality process and their influence on service delivery at the NCC.

Table 4.4: Perceived effect of quality management standard on service delivery

	Mean	STDev
Quality improvement is part of the business objectives	4.23	0.123
Recognition for the employee’s contribution on the quality improvement	3.56	0.241
Realistic goals setting for its employees	3.45	0.298
Top management and functional managers regard quality as their top priority	4.31	0.098

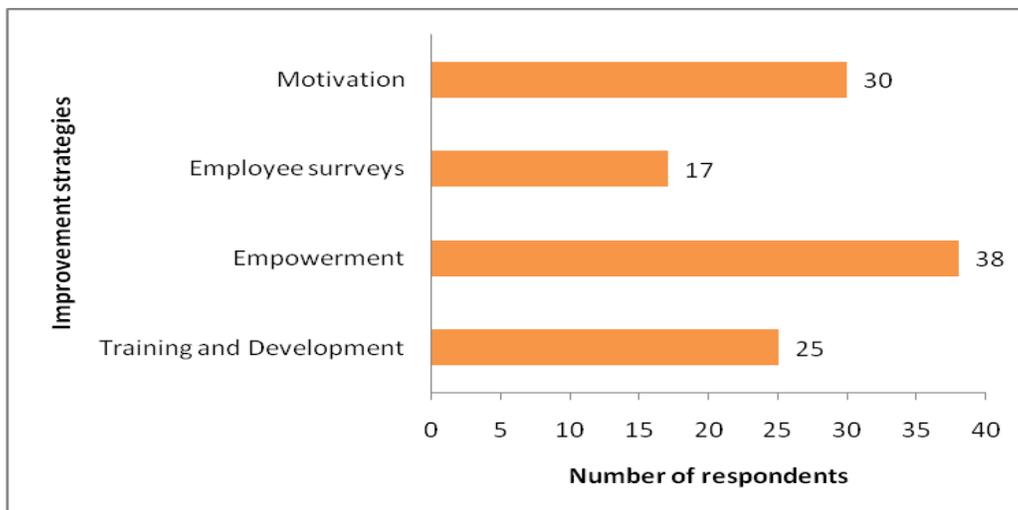
The respondents were asked to rate a series of statements on the influence of quality management standards on service delivery at NCC. As shown in table 4.4, most of the respondents agreed that Top management and functional manager’s regard quality as their top priority (mean score of 4.31 out of 5. In addition the respondents agreed that Quality improvement being part of the business objectives also positively influenced service delivery as depicted by a mean score of 4.23; the respondents further agreed that Recognition of the employee’s contribution to the quality improvement and Realistic goal setting for the employees, lead to quality service delivery as shown by mean score of 3.56

and 3.45, respectively. The findings indicate that quality management standards are perceived to have a positive influence on service delivery as the measures put in place aim at addressing the key challenges facing the Nairobi City County. These challenges include; recovery of public image and public assets, the poor attitudes of both internal and external stakeholders, inadequacy of financial resources and poor management of the same, irrationalized structure and staffing and lack of a clear framework for stakeholder participation in the running and management of the County.

4.3.2 Employee involvement strategies used by management to ensure achievement of quality service delivery

The study also sought to find out the employee development strategies used by management to ensure achievement of quality service delivery. The findings are elaborated below.

Figure 4.5: Employee involvement strategies in quality service delivery



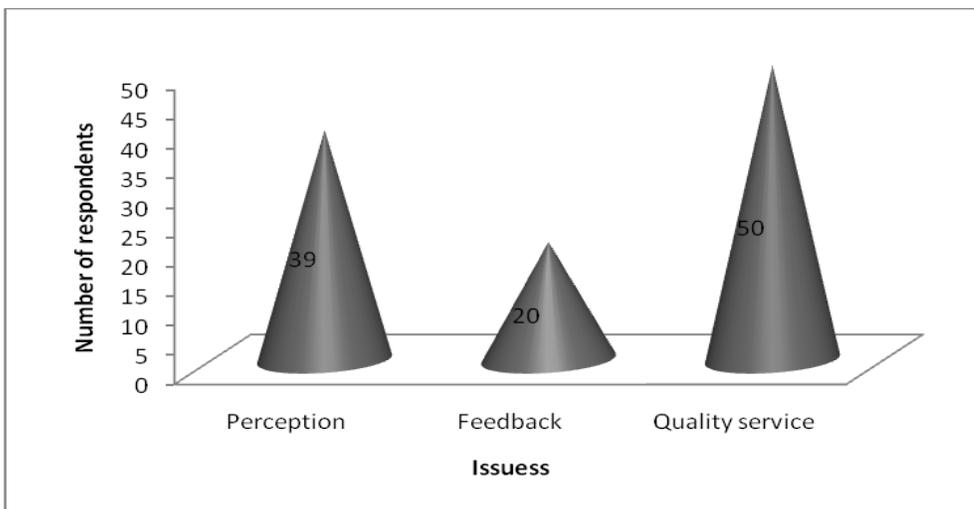
The respondents were required to indicate quality management strategies applied by NCC. The frequency of responses is captured in figure 4.5.

The figure indicates that the most frequently used quality service delivery strategy by management is employee empowerment with a frequency of 38, followed by motivation with a frequency of 30, in addition training and development comes in with a frequency of 25 and lastly employee surveys with a frequency of 17. This implies that the strategies applied have a significant positive effect on job involvement, job satisfaction, and organizational commitment, which in turn has an overall effect on service delivery.

4.3.3 Issues considered important for customer satisfaction with service delivery

The study further sought to establish the issues put into consideration to ensure achievement of customer satisfaction with service delivery by the Nairobi City County. The respondents were asked to show issues management considers important for achieving customer satisfaction with service delivery by NCC. The responses are as presented in figure 4.6.

Figure 4.6: Issues considered important for customer satisfaction with service delivery

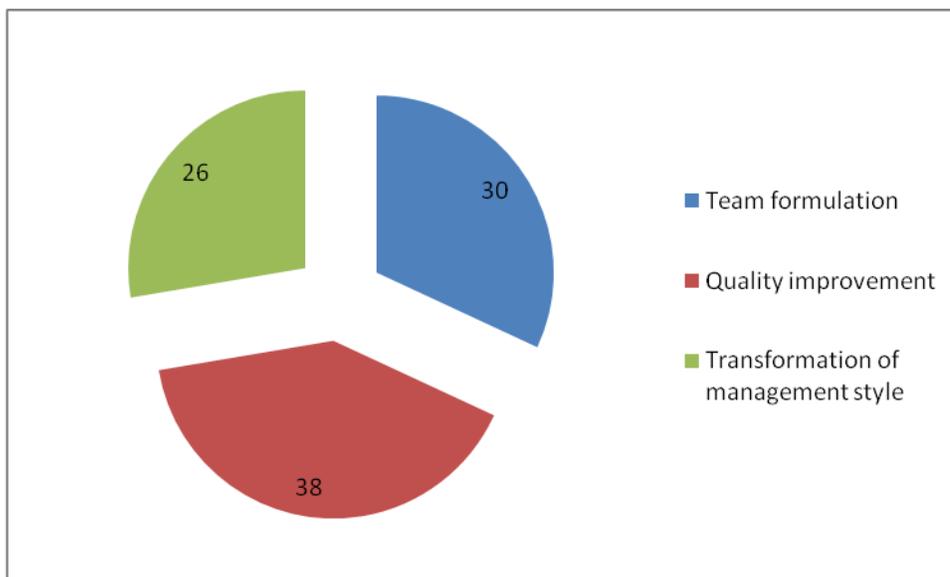


As shown in the figure, majority (n=50) picked quality of service as an issue affecting customer satisfaction with service quality. This was followed by 39 respondents and feedback at 20. This results demonstrate that the Nairobi City County like many organizations, is striving to achieve customer satisfaction through an emphasis on quality products and services.

4.3.4 Continuous process improvement methods applied by NCC

The researcher asked the respondents the most applied continuous process improvement methods by the Nairobi City County. The responses are summarized in figure 4.7.

Figure 4.7: Continuous process improvement methods existent in the organization



As shown in the figure, majority of the respondents (38) indicated that quality improvement was the most applied method, next was the team formulation with a frequency of 30 and transformation of management style with a frequency of 26. These

figures are sufficiently high and this indicates that NCC is keen on improving the quality of its services to its customers, in line with the goals of TQMs.

4.3.5 Quality Results

The respondents were asked to consider a series of statement quality results and rate the extent to which they apply to NCC. Mean scores and standard deviation were computed for each statement and summarized as in table 4.5.

Table 4.5: Quality Results

Quality Results	Mean	STDev
1. The Organization has done a good job of simplifying service delivery	4.02	0.066
2. Over the past few years, the Organization has shown steady, measurable improvements in the quality of services provided by support areas such as accounting, billing, human resources, and marketing.	3.82	0.686
3. Our quality programme has improved our competitive position	3.91	0.32
4. Our quality program has drastically increased our revenues	4.01	0.285
5. Our quality program has drastically increased our overall performance	3.76	0.012
6. Our quality program has been a positive development for our organization	4.14	0.124

As shown in the table, most of the respondents agreed that the quality program has been a positive development for the organization as indicated with a mean score of 4.14; moreover they agreed that the Organization has done a good job of simplifying service delivery as (mean score of 4.02); additionally they agreed that the quality program has drastically increased revenues collected (mean score of 4.01). Also the respondents agreed that the quality programme has improved their competitive position (mean score of 3.91); they also agreed that over the past few years, the Organization has shown steady, measurable improvements in the quality of services provided by support areas such as accounting, billing, human resources, and marketing with a mean score of 3.82. Finally, the respondents agreed that the quality program has drastically increased their overall performance (mean score 3.76). These findings demonstrate that quality management standards positively influence service delivery for at NCC which in turn leads to an increase in revenue and profits. In addition the positive effect also has positive influence on the internal operations of an organisation.

4.3.6 Management Commitment

The respondents were required to consider a number of statements describing management commitment to service quality standards and the extent to which each of them applies to NCC. Mean scores and standard deviation were computed for each statement and summarized. The results are presented in table 4.6.

Table 4.6: Management Commitment

Management Commitment	Mean	STDev
1. The senior executives provide highly visible management commitment in maintaining an environment that supports service improvement.	4.04	0.362
2. The CEO/Administrator is a primary driving force behind service delivery efforts.	4.20	0.122
3. The senior executives allocate adequate organizational resources (e.g., finances, people, time, and equipment) to achieve quality service	3.64	0.456
4. The senior executives consistently participate in activities to improve the quality of service delivery at NCC.	3.95	0.253
5. The senior executives have articulated a clear vision for improving the quality of service delivery at NCC	4.02	0.278

Perception of the CEO/Administrator on the primary driving force behind service delivery effort was rated highest with a mean score of 4.2; The perception that senior executives provide highly visible management commitment in maintaining an environment that supports service improvement was also high as shown by a mean score of 4.04; this was followed by the perception that the senior executives have articulated a clear vision for improving the quality of service delivery at NCC with a

mean score of 4.02. The respondents also intimated that the senior executives consistently participate in activities intended to improve the quality of service delivery at NCC with a mean score of 3.95; they also agreed that the senior executives allocate adequate organizational resources (e.g., finances, people, time, and equipment) to achieve quality service as indicated by a mean score of 3.64. These findings demonstrate that NCC management is highly committed to the quality programme. This implies that the realization of the benefits derived from the TQMs is highly possible if this trend is adhered to by the management.

4.3.7 Continuous Process Improvement Methods

CPIs are ongoing strategies applied by an organisation to improve the quality of their products and services in a dynamic business environment. With this in mind, the study sought to find out the level of application of these CPIs by NCC, bearing in mind that the County is at crossroads to fulfill its mandate in a rapidly evolving demographic, political, technological and socio-economic environment. Mean scores and standard deviation were computed in respect of responses for each statement and summarized. Results are in table 4.7.

Table 4.7: Continuous Process Improvement Methods

Continuous Process Improvement Methods	Mean	STDev
1. The quality assurance staff effectively coordinates their efforts with others to improve the quality of service delivery	3.76	0.468
2. Data from suppliers are used when developing the NCC's plan to improve quality.	3.5	0.365
3. The Organization has effective policies to support improving the quality of service delivery at	4.11	0.32
4. The Organization works closely with suppliers to improve the quality of their services.	3.84	0.124
5. The Organization tries to design quality into new services as they are being developed.	3.92	0.278
6. The services which the Organization provides are thoroughly tested for quality before they are implemented.	4.01	0.158
7. The Organization encourages employees to keep records of quality measurements.	4.165	0.147

As is evident in table 4.7, NCC encourages employees to keep records of quality measurements (mean score of 4.165), moreover they said that the Organization has effective policies to support improving the quality of service delivery at Nairobi City County as indicated by a mean score of 4.11. The respondents further agreed that the services which the Organization provides are thoroughly tested for quality before they are implemented with a mean score of 4.01; further more they agreed that the Organization tries to design quality into new services as they are being developed with a mean score of 3.92. They also said that the Organization works closely with suppliers to improve the

quality of their services as depicted by a mean score of 3.84, asked about the quality assurance staff effectively coordinating their efforts with others to improve the quality of service delivery, the respondents agreed as shown by the 3.76 mean score. Finally, the respondents also agreed that data from suppliers are used when developing the NCC's plan to improve quality shown by the 3.5 mean score. The findings indicate that the continuous process improvement methods were being applied to a great extent by the NCC through working closely with both internal and external factors. This shows that by so doing the NCC will greatly be able to overcome the current challenges it faces in order to deliver quality services to its customers.

4.3.8 Customer satisfaction

Quality enhances customer loyalty through satisfaction; this in turn can generate repeat business and lead to the attraction of new customers through positive word of mouth. The word of mouth communication will help in cost reduction. Service delivery is often judged by customers and not by the organization itself. The researcher therefore sought to establish the level of customer satisfaction by evaluating the organization's examination of the quality of service delivery from the customers' viewpoint.

Table 4.8: Customer satisfaction

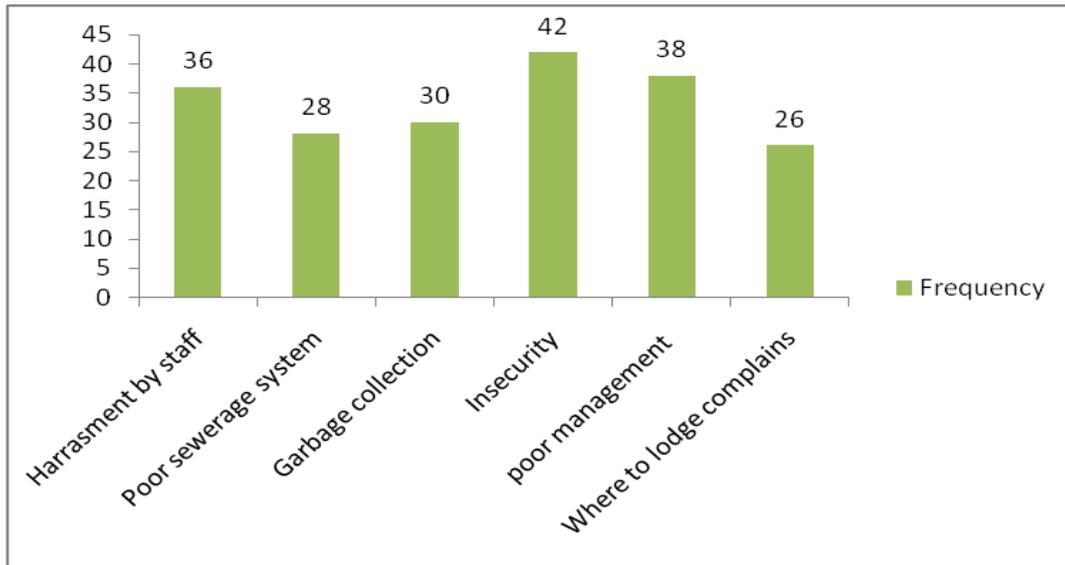
Customer satisfaction	Mean	STDev
1. Customers see high standard of quality in the service rendered	3.5	0.652
2. Customers do complain about the delivered services	2.96	0.213
3. In spite of complaint there is the repeat of customers	3.2	0.325
4. customers recommend NCC services to others	3.35	0.254
5. The defection of customers is as a result of poor service	3.46	0.189
6. The organization respond quickly to customers complain	3.61	0.456

The results in table 4.6 indicate that the level of the organizations' quick response to customers complains was high as depicted by a mean score of 3.61, the level of Customers seeing high standard of quality in the service rendered follows closely with a mean score of 3.5, the level of defection of customers as a result of poor service comes in next with a mean score of 3.46 followed by the level of customers recommending NCC services to others at a mean score of 3.35 and the level of a repeat of customers in spite of complaints as well as customers complaining about the delivered services coming in next with mean scores of 3.2 and 2.96 respectively. From the findings it can be concluded that the level of customer satisfaction by NCC is not yet at its optimum. In order to achieve an optimum customer satisfaction the challenges highlighted in the previous chapters need to be addressed in order to bridge the current gap.

4.3.9 Customer complaints regarding Nairobi City County

The study also sought to establish the customer complaints with regard to NCC.

Figure 4.8: Customer complaints regarding Nairobi City County



From the findings insecurity was the most complained about issue with a frequency of 42, poor management followed up with a frequency of 38, harassment by the NCC staff had a frequency of 36, garbage collection had a frequency of 30, poor sewer system had a frequency of 28 and finally lack of a proper complaints lodging channel had a frequency of 26. This finding shows the challenges the NCC need to address in order to increase satisfaction amongst its customers.

4.3.10 Measure put in place to solve the complaints

From the findings it was established that service delivery is getting services as effectively and quickly as possible to the intended recipient. NCC management has established a service delivery framework (SDF) with a set of principles, standards, policies and constraints used to guide the design, development, deployment, operation and retirement

of services delivered by a service provider with a view to offering a consistent service experience to a specific user community in a specific business context. The measures focused on include PR training for its staff, investment in facilities for cleaning the environment, repair of damaged sewer systems, evaluation of its management and staff and awarding of performance contracts, creating awareness on its complaints desk and working closely with the law enforcement authorities to maintain law and order within the county.

CHAPTER FIVE

SUMMARY, DISCUSSION, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter presents the summary of the data findings on the effect of quality management standards on service delivery at Nairobi City County, the conclusions and recommendations are drawn there to. The chapter is therefore structured into summary of findings, conclusions, recommendations and area for further research.

5.2 Summary of the Findings

The objectives of this study were assessing the effect of quality management standards on service delivery at Nairobi City County. From the study findings it was clear that effective quality management can enhance their competitive abilities and provide strategic advantages in the marketplace, the area of TQM is important as it addresses an issue which is vital for the survival of an individual organization as it is for an economy - the production of quality and services.

The study established that most of the employees entrusted with the formulation and implementation of the quality management programmes in Nairobi City County were of flexible age brackets, implying that they can adjust to the strategies adopted within the organization, hence improving organization at performance through quality service delivery.

The study further found out that most of the managers at Nairobi City County are well educated hence are capable of formulating and implementing strategies. The study found out that all departments have been involved in the implementation of quality standards with more attention being placed on the Environment, Public Health, City Treasurer and Education departments. These are the key departments. Additionally, on the number of years worked in the organization, the study found that the managers have worked at the NCC for a reasonably long period of time, thus enabling them to better understand customer needs.

With regard to quality management standard influence on service delivery, the study established that quality management standards are perceived to have a positive influence on service delivery as the measures put in place aim at addressing the key challenges facing the Nairobi City County such as recovery of public image and public assets the poor attitudes of both internal and external stakeholders, the inadequacy of financial resources and poor management of the same, irrationalized structure and staffing and the lack of a clear framework for stakeholder participation in the running management of the City.

On employee involvement strategies used by management to ensure achievement of quality service delivery, it was found out that the strategies applied have a significant positive effect on job involvement, job satisfaction, and organizational commitment, which in turn has an overall effect on service delivery. Furthermore it was also established that the Nairobi City County like many organisations is striving to achieve customer satisfaction through an emphasis on quality products and services.

The study also established that NCC is keen on improving the quality of its services to its customers, in line with the goals of TQMs.

On quality results it was found that quality management standards positively influence service delivery for at NCC which in turn leads to an increase in revenue and profits. In addition the positive effect also has positive influence on the internal operations of an organisation.

In addition the study found out that NCC management is highly committed to the quality programme. This implies that the realization of the benefits derived from the TQMs is highly possible if this trend is adhered to by the management. Furthermore the study also found out that the continuous process improvement methods were being applied to a great extent by the NCC through working closely with both internal and external factors, by so doing the NCC will greatly be able to overcome the current challenges it faces in order to deliver quality services to its customers.

The study also found out that the level of customer satisfaction by NCC is not yet at its optimum. In order to achieve an optimum customer satisfaction the challenges highlighted in the previous chapters need to be addressed in order to bridge the current gap. Finally the findings established that in addition to the key challenges highlighted in the previous chapters others include, poor management, harassment by the NCC staff, garbage collection, poor sewer system and lack of a proper complaints lodging channel. However the study also established that NCC has put measures in place to tackle these complaints such as PR training for its staff, investment in facilities for cleaning the environment, repair of damaged sewer systems, evaluation of its management and staff

and awarding of performance contracts, creating awareness on its complaints desk and working closely with the law enforcement authorities to maintain law and order within the county.

5.3 Discussion of the findings

From the study findings it was clear that effective quality management can enhance NCC's competitive abilities and provide strategic advantages in the marketplace, the area of TQM is important as it addresses an issue which is vital for the survival of an individual organization as it is for an economy - the production of quality and services. McBride and Wilson (2011) argue that when ISO 9000 is properly implemented out of a strategic decision rather than from reaction to changing competitive circumstances possible benefits that could be enjoyed include; Access to markets, organized form of communication (improved management, better planning of activities, early resolution of problems), more precise specification means (correct interpretation of customer's need, better chance of complying, identification of weaknesses in specification/orders), Greater control of suppliers, increased efficiency giving better quality product and increased productivity, less remedial work and scrap, feedback of customer problems and more rapid correction of inadequate production methods, improved performance in meeting target delivery dates, improvement in the standard of workmanship and therefore a more satisfied customer and lastly improvement of the reputation of the organization. This is also achievable by NCC only if it adheres to the set quality management programmes put in place.

The study found that all departments have been involved in the implementation of quality standards with more attention being placed on the Environment, Public Health, City Treasurer and Education departments. These are the key departments. In addition, to the number of years worked in the organization, the study found that the managers have worked at the NCC for a reasonably long period of time, thus enabling them to better understand customer needs. The findings correspond to those of Shortell and Kaluzny (1997) who found that, team-oriented approaches which incorporate experience in providing services for continuous quality improvement such as total quality management and continuous quality improvement have attracted increasing attention in service organisations.

On employee involvement strategies used by management to ensure achievement of quality service delivery, it was found out that the strategies applied have a significant positive effect on job involvement, job satisfaction, and organizational commitment, which in turn has an overall effect on service delivery. This concurs with the work of Kumra (2008), who states that service quality is not only involved in the final product and service, but also involved in the production and delivery process, thus employee involvement in process redesign and commitment is important to produce final products or services.

Furthermore it was also established that the Nairobi City County like many organisations is striving to achieve customer satisfaction through an emphasis on quality products and services. This is in line with Grönroos (2007) who suggested that in order to increase long term quality, the customer expectations should be focused, revealed, and calibrated

and he also developed the dynamic model of expectation that describes that the quality of professional services develops in a customer relationship over time. The study also established that NCC is keen on improving the quality of its services to its customers, in line with the goals of TQMs. Chang (2008) describes that the concept of service quality should be generally approached from the customer's point of view because they may have different values, different ground of assessment, and different circumstances.

On quality results it was found that quality management standards positively influence service delivery for at NCC which in turn leads to an increase in revenue and profits. In addition the positive effect also has positive influence on the internal operations of an organisation. This is in line with Zeithaml and Bitner (2003) who argues that customer satisfaction has become a major contributor for enhancing a service company such as long term profitability, customer loyalty, and customer retention.

Finally the findings established that in addition to the key challenges highlighted in the previous chapters others include, poor management, harassment by the NCC staff, garbage collection, poor sewer system and lack of a proper complaints lodging channel. However the study also established that NCC has put measures in place to tackle these complaints such as PR training for its staff, investment in facilities for cleaning the environment, repair of damaged sewer systems, evaluation of its management and staff and awarding of performance contracts, creating awareness on its complaints desk and working closely with the law enforcement authorities to maintain law and order within the county.

5.4 Conclusions

The study concludes that effective quality management can enhance NCC's competitive abilities and provide strategic advantages in the marketplace, the area of TQM is important as it addresses an issue which is vital for the survival of an individual organization as it is for an economy - the production of quality and services. The study concludes that most of the employees entrusted with the formulation and implementation of the quality management programmes in Nairobi City County are of flexible age brackets, implying that they can adjust to the strategies adopted within the organization, hence improving organization at performance through quality service delivery.

The study further concludes that most of the managers at Nairobi City County are well educated hence are capable of formulating and implementing strategies. The study concludes that all departments have been involved in the implementation of quality standards with more attention being placed on the Environment, Public Health, City Treasurer and Education departments. These are the key departments. In addition, on the number of years worked in the organization, the study concludes that the managers have worked at the NCC for a reasonably long period of time, thus enabling them to better understand customer needs.

With regard to quality management standard influence on service delivery, the study concludes that quality management standards are perceived to have a positive influence on service delivery as the measures put in place aim at addressing the key challenges facing the Nairobi City County such as recovery of public image and public assets the poor attitudes of both internal and external stakeholders, the inadequacy of financial

resources and poor management of the same, irrationalized structure and staffing and the lack of a clear framework for stakeholder participation in the running management of the City.

On employee involvement strategies used by management to ensure achievement of quality service delivery, the study concludes that the strategies applied have a significant positive effect on job involvement, job satisfaction, and organizational commitment, which in turn has an overall effect on service delivery. Furthermore the study concludes that the Nairobi City County like many organisations is striving to achieve customer satisfaction through an emphasis on quality products and services.

The study also concludes that NCC is keen on improving the quality of its services to its customers, in line with the goals of TQMs. On quality results the study concludes that quality management standards positively influence service delivery for at NCC which in turn leads to an increase in revenue and profits. In addition the positive effect also has positive influence on the internal operations of an organisation. In addition the study concludes that NCC management is highly committed to the quality programme. This implies that the realization of the benefits derived from the TQMs is highly possible if this trend is adhered to by the management.

Furthermore the study also concludes that the continuous process improvement methods were being applied to a great extent by the NCC through working closely with both internal and external factors, by so doing the NCC will greatly be able to overcome the current challenges it faces in order to deliver quality services to its customers. The study concludes that the level of customer satisfaction by NCC is not yet at its optimum. In

order to achieve an optimum customer satisfaction the challenges highlighted in the previous chapters need to be addressed in order to bridge the current gap.

Finally the study concludes that in addition to the key challenges highlighted in the previous chapters others include, poor management, harassment by the NCC staff, garbage collection, poor sewer system and lack of a proper complaints lodging channel. However the study also concludes that NCC has put measures in place to tackle these complaints such as PR training for its staff, investment in facilities for cleaning the environment, repair of damaged sewer systems, evaluation of its management and staff and awarding of performance contracts, creating awareness on its complaints desk and working closely with the law enforcement authorities to maintain law and order within the county.

5.5 Recommendations

The study therefore recommends that the management continue applying employee involvement strategies to further enhance its effect on service delivery, as well as emphasis on the quality of services. Regarding Environment, Public Health, City Treasurer and Education departments as the key service rendering departments the study recommends that customer should be treated well since they are a key asset in organization survival, hence strategies set should be fair to the client and should not shift the priority of quality service or product to standard one.

The study further recommends that customers' expectations should be incorporated into the process of improving customer service delivery (the strategy should be to under

promise but to over deliver). Management continued high commitment to the quality programmes implementation is also recommended by the study. Additionally the study recommends tackling of the known challenges by NCC in order to achieve optimum customer satisfaction and further research to be done on emerging challenges.

5.6 Recommendations for further studies

A comparative study is recommended on perceived effect of quality management standards on service delivery in other counties across Kenya such as Mombasa, Kisumu and Nakuru which operate in highly competitive environment, to ascertain the validity of the research findings. The study also recommends a thorough exploration of other factors that affect quality management standards on service delivery.

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Appendix i: Questionnaire

SECTION A

(Please complete this section by checking the correct answer)

1. What is your gender? Male Female

2. What is your age Bracket?

20-28 28-35 36-43 44-51 Above 51

3. What is your level of education?

Certificate/ Diploma level

Bachelor level

PhD level

4. What department are you based in the organization?

Health

Environment and Engineering

Education and Planning

Housing and Treasury

Legal and Procurement

Human Resource

5. How long have you worked with this organization?

Less than five year

Less than ten years

Less than fifteen years

Less than twenty years

More than twenty years

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SECTION B : INFLUENCE OF QUALITY MANAGEMENT STANDARDS ON SERVICE DELIVERY

Please mark from 1 - 5 for the following variables to identify the influence of quality management standards on service delivery in your organization. Please select the scales that are best describe your company/organization.

6. In total quality process, what is the most salient quality management standard influence likely on service delivery? Please indicate accordingly.

	Very high	High	Moderate	Low	Very low
Quality improvement is part of the business objectives					
Recognition for the employee's contribution on the quality improvement					
Realistic goals setting for its employees					
Top management and functional managers regard quality as their top priority					

7. What employee involvement strategies are used by management to ensure achievement of quality service delivery?

- a) Motivation
- b) Employee surveys
- c) Empowerment
- d) Training and Development

c) All the above
 (Please tick one)

8. What issues do you put into consideration to ensure customer satisfaction is achieved on service delivery?

- a) Perception
- b) Feedback
- c) Quality of service

9. What kind of continuous process improvement methods exist in your organization?

- a) Team formulation
 - b) Quality improvement
 - c) Transformation of management style
 - d) All the above
- (Please tick one)

On a scale of 1-5, rate the following statements on how they apply in your organization
 Where; 1=strongly disagree, 2=disagree, 3=Neutral, 4=Agree and 5 strongly agree

	Quality Results	1	2	3	4	5
	7. The Organization has done a good job of simplifying service delivery					
	8. Over the past few years, the Organization has shown steady, measurable improvements in the quality of services provided by support areas such as accounting, billing, human resources, and marketing.					
	9. Our quality programme has improved our competitive position					

	10. Our quality program has drastically increased our revenues					
	11. Our quality program has drastically increased our overall performance					
	12. Our quality program has been a positive development for our organization					

On a scale of 1-5, rate the following statements on how they apply in your organization
Where; 1=strongly disagree, 2=disagree, 3=Neutral, 4=Agree and 5 strongly agree

	<u>1</u>	<u>2</u>	<u>3</u>	<u>4</u>	<u>5</u>
Management Commitment					
1. The senior executives provide highly visible management commitment in maintaining an environment that supports service improvement.					
2. The CEO/Administrator is a primary driving force behind service delivery efforts.					
3. The senior executives allocate adequate organizational resources (e.g., finances, people, time, and equipment) to achieve quality service					
4. The senior executives consistently participate in activities to improve the quality of service delivery at NCC.					
5. The senior executives have articulated a clear vision for					

	<u>1</u>	<u>2</u>	<u>3</u>	<u>4</u>	<u>5</u>
Management Commitment					
improving the quality of service delivery at NCC					

On a scale of 1-5, rate the following statements on how they apply in your organization

Where; 1=strongly disagree, 2=disagree, 3=Neutral, 4=Agree and 5 strongly agree

Continuous Process Improvement Methods	1	2	3	4	5
1. The quality assurance staff effectively coordinates their efforts with others to improve the quality of service delivery					
2. Data from suppliers are used when developing the NCC's plan to improve quality.					
3. The Organization has effective policies to support improving the quality of service delivery at					
4. The Organization works closely with suppliers to improve the quality of their services.					
5. The Organization tries to design quality into new services as they are being developed.					
6. The services which the Organization provides are thoroughly tested for quality before they are implemented.					
7. The Organization encourages employees to keep records of quality measurements.					

Customer satisfaction

On a scale of 1- 5 how will you rate how satisfied your customers are to the services rendered

	1	2	3	4	5
1. Customers see high standard of quality in the service rendered					
2. Customers do complain about the delivered services					
3. In spite of complaint there is the repeat of customers					
4. customers recommend NCC services to others					
5. The defection of customers is as a result of poor service					
6. The organization respond quickly to customers complain					

10. What do your customers complain about the most?

11. How do you help to solve the complaint?
