

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

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

**Keywords:** Service Delivery in Kenya's Public Universities, Implementation of ISO 9001:2008 Certification.

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## LIST OF ABBREVIATIONS AND ACRONYMS:

COD Chair of Department  
CUE Commission for University Education

ISO	International Organization for Standardization
KEBS	Kenya Bureau of Standard
QMS	Quality Management Standards
SPSS	Statistical Package for Social Scientists
TQM	Total Quality Management

## 1. INTRODUCTION

### **Relationship between ISO 9001 Certification and Service Delivery**

Globally, institutions of higher learning are experiencing unprecedented changes in institutional systems and delivery technologies, customer needs and moods, and also government expectations. Meeting customer demands, complying with statutory and other regulatory requirements and remaining competitive in today's global economy has become a real challenge for every university (Adhikari, 2010). Every organization has its own goal of satisfying a customer's quality needs, demonstrating safety in work place or complying with environmental regulations. Improving the service delivery is one factor for survival of organizations but cost and speed of service are also vital. (Lai, 2007) suggests that for a firm to achieve success in the business environment it has to deliver superior service delivery. According to Buavaraporn (2010) improved service delivery enhances competitiveness as proven by improvement initiatives adopted within service organizations (Newman, 1998). Improvement of service delivery is important in organizations whose aim is customer satisfaction, most especially in high customer- contact services such as the public service and most especially in the education sector such as Universities. In order to address the customer satisfaction and to increase quality performance of the product or service, organizations adopt quality management system based on ISO 9001 standard. To comply with environmental regulations and manage and evaluate environmental aspects, organizations adopt environmental management system based on ISO 14011 standard (Valmohammadi, 2015). ISO 9001 offer new approaches and methods of management that improves an organization's capability to deliver goods and services (Biazzo & Bernardi, 2003). Within this range of management approaches, the ISO 9001 standard which provides an internationally recognized basis for the development of a management system has been adopted by many universities in their quest to meet the competition in the new millennium. ISO 9000 certification can deliver business and financial benefits, but the managers of organizations should carefully design the ISO 9001 implementation strategy (Kaziliunas, 2010). The benefits of ISO 9001 based changes, according to Biazzo and Bernardi (2003), are based on the implementation strategies adopted. It is reasonable to believe that some factors such as corporate vision and strategy, motivation and continuous improvement as well as competitiveness in the marketplace could have a crucial influence on the strategy of the implementation of ISO 9001. Implementation strategy refers to the choices managers make about the degree to which the decisions pertaining to certification are shared between them and their staff. A more participatory decision making ensures more communication, information, more influence and more understanding of need for certification. In Africa, despite the growing interest and importance of ISO 9001 certification in many organizations, the implementation of such innovations in African organizations and especially some sectors has remained low, the adoption rates among clients and its usage has not brought significant outputs in the way organizations perform and clients become happy with the services offered (Zeithaml, Valerie and Bitner, 2010). For instance this has been seen in Uganda, Zimbabwe and Cameroon that some of the organizations have adopted the ISO 9001 certification aspects however its implementation has not been effective.

### **Public Universities and ISO Certification**

Education has been categorized as a basic human right in Kenya since independence. This has in turn seen a high student enrolment rate in primary, secondary, tertiary and University. Consequently the number of public Universities increased from one during independence to 22 public chartered universities and 9 public University Constituent Colleges currently (CUE). University Education began in 1962 with just 571 students enrolled in Nairobi University College (Weidman, 1995). Since then the system has undergone commendable expansion by 1998 there were a total of six public universities and 18 private universities with varying degrees of recognition in the country. With the establishment of the 8-4-4-system, University education takes a period of four years to complete, however there are schools such as medicine and law that take an additional year or two. In addition to the Universities and their constituent campuses, higher education in Kenya also includes polytechnics, institutes of science and technology and diploma level teacher training colleges (Encyclopedia of Higher Education, 1992).

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Notwithstanding the expansion in the past several years, the capacity of the higher education sector in Kenya is still limited and accommodates only 7.5 percent of students graduating from secondary schools, and 2 percent of the expected age cohort (Weidman, 1995). Between 1990 and 2000, it was reported that 180,000 of the students who attained the minimum entry qualification failed to gain admission to public universities. Therefore, access to higher education in Kenya is extremely competitive and students must earn a grade point average on the Kenya Certificate of Secondary Education significantly over and beyond the minimum eligibility requirement (Kigotho, 2000).

The objectives of universities are to provide in-depth knowledge, seek academic development, educate students, and coordinate national development demands. Kenyan university education has come a long way, from one university level institution (Nairobi University College) between 1963 and 1970 when it became a fully-fledged university and changed to University of Nairobi. There was an increase of student's enrollment and following the recommendations of a Presidential Working Party, Moi University was established in 1984.

Soon after Kenyatta University College and Egerton University College which were constituent colleges of UoN, were elevated to full University status in 1985 and 1987 respectively. By the end of 2009 there were 29 universities in Kenya; 7 public universities, 22 private universities of which 11 have either received university charter or are on letters of interim authority (Commission of Higher Education, 2009). Public universities in Kenya refer to the universities that are funded or subsidized by the government and established through institutional Acts of Parliament. Kisii University is one such Institution which received its Full Charter in 2013 and was upgraded from a college to a full-fledged university. The University received ISO certification from SGS in 2013

## 2. LITERATURE REVIEW

### Implementation of ISO 9001 Certification

ISO is a Non- Governmental Organization established in 1947 in Geneva Switzerland for the purpose of universally unifying product or service standards of various countries or regions, thus deliberately abbreviated as ISO, (James (Jim) W. Collins & Steiger, 2009). It is a global network of national standards bodies of over 160 countries with one member representative per country. Its aim is to facilitate the international coordination and unification of industrial standards such as ISO 9001:2008 (Requirements for a QMS), ISO 100:1984, ISO 28001:2007, and ISO 60000/IEC/IEEE60559:2011 among others (Hoyle, 2009).

ISO 9001 sets out the criteria for a quality management system and is the only standard in the ISO 9000 family that can be certified to (James (Jim) W. Collins & Steiger, 2009) and it can be used by any organization, large or small, regardless of its field of activity. It is guided by eight QMS Principles namely Continual improvement, Process approach, involvement of people, Mutual beneficial supplier relationship, factual approach, systems approach and customer focus. However this study will be guided by only four principles relevant to the study which are customer focus, continual improvement, Leadership and people involvement.

The ISO 9000 family provides guidance and tools for all organizations that want to ensure that their products and services consistently meet customers' requirements and that quality is consistently improved. It addresses various aspects of quality management and contains some of ISO's best known standards (Vallabhanen, 2015). ISO 9000:2008 is a well-recognized family of standards whose theoretical back ground is the Total Quality Management, a managerial approach which aims to improve service delivery and organization performance (Wanambisi, 2010). Among more than 18,000 standards published by ISO (International Organization for Standardization), ISO 9001 is particularly important because it is the most widespread (Downs, 2012).

ISO 9001:2008 promotes the many principles such as client orientation, leadership, personnel involvement, process approach, management approach as a system, founding decisions based on data analysis, a mutual beneficial relationship with suppliers, and continual improvement of all processes. ISO 9001:2008 requirements are oriented toward effectiveness (Mincă, .(2013)The main guiding principle of ISO is the aspect of continual improvement which is the type of change that is focused on increasing the effectiveness and efficiency of an organization to fulfill its policy and objectives. It means getting better all the time (Wanambisi, 2010). Organizations are encouraged to adopt ISO 9001 requirements in their management systems so as to improve performance (ISO, 2012). An organization which is certified to ISO 9001 is expected to enhance customer satisfaction and consistently provide product that meets customer and

applicable statutory and regulatory requirements. ISO survey reveals that ISO 9001 certified organizations should improve the service delivery in terms of quality, volume of products, employee motivations and organizational competitiveness.

### **Service Delivery**

Service delivery is an assessment of how well a delivered service conforms to the client's expectations (Magi, 2013). Service business operators often assess the service delivery provided to their customers in order to improve their service, to quickly identify problems, and to better assess client satisfaction. Service delivery is an achievement in customer service. It reflects at each service encounter. Customers form service expectations from past experiences, word of mouth and advertisement. In general, Customers compare perceived service with expected service in which if the former falls short of the latter the customers are disappointed. Measuring service delivery may involve both subjective and objective processes. In both cases, it is often some aspect of customer satisfaction which is being assessed (Llosa, 2008). The quest of service delivery is probably more widespread and intense than at any time in history. Organizations have realized that the key to increased productivity and profitability is improving service delivery (Kartha, 2012).

### **The Customer Focus Principle and its influence on improved Service Delivery**

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

### **The Leadership Principle and its influence on service delivery**

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

(James (Jim) W. Collins & Steiger, 2009) directs organizations to set policies and objectives, set a unity of purpose and direction, treat quality as a strategic issue and ensure that all financial, human and material resources required to achieve the set objectives are provided to the workers. According to the (British Standards Institution), a leader is an individual or a group of people that directs and controls people at the highest level. Top management are required to provide leadership and commitment by delegating authority and providing resources to the organization. Leadership according to the (British Standards Institution) is requirement of top management to do the following in an organization; establish policies and objectives that are compatible to the organizations strategic plan, communicate the policy to the organization, provide resources, promote continual improvement and take responsibility for the implementation and effectiveness of the Quality Management System. A study by Kenn Ramdass on the *the role of Leadership Competencies for implementing ISO 9000* sought to investigate the leadership competencies required to ensure that a Quality Management system is successfully implemented and to explain how leadership competencies influence the degree to which the QMS is successfully implemented. The leadership competencies investigated were customer focus, leadership, process approach, system approach to management, continual improvement, factual approach to decision making and mutually beneficial supplier relationships.

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

### **The Involvement of people principle and its influence on service delivery**

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

According to (James (Jim) W. Collins & Steiger, 2009), involvement of people in an organization involves developing the abilities and competencies of people in the organization by providing them with the opportunities to use their abilities to their maximum capability, maintaining a high level of communication between leaders and employees, organizing for regular value additional trainings and workshops to ensure that all workers understand all the processes and finally making sure that employees duties are aligned to the organizations overall objective. A study by Jarmila ŠALGOVIČOVÁ and Matej BĪLÝ on *People Involvement and their competence in Quality Management Systems* reveals that people at all levels of organizations are important and that their involvement allows organizations to use their competencies and abilities to the benefit of the organization. The study revealed that people involvement involves effectively communicating the organizations expectations to people and listening to their views. This can be done through verbal or non-verbal communication. The study concludes that there is need for organizations to establish, document, implement and maintain processes for competence acquisition and people involvement.

### **Continual improvement and its influence on service delivery**

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

(James (Jim) W. Collins & Steiger, 2009) encourages organizations to make continual improvement a permanent objective in the organization. He also encourages organizations to focus on process improvement, avail resources in the organization to ensure targets are met, put in place corrective and preventive action plans, actively seek to reduce defects and continuously improve the efficiency and effectiveness of the QMS. A study by Lee, Hu, and Ko (2008) on *the Relationship between ISO 9001:2008 and Continual Improvement on Service delivery* and financial performance in manufacturing firms. A study of 96 listed firms in four major categories of Taiwan's manufacturing industry that obtained ISO 14000 certification during 2014-2015 period was carried out. Data Envelopment Analysis (DEA) and Wilcoxon signed-rank test were used to analyse the firms' managerial efficiency and financial performance. The results indicated that ISO 14000 can be an effective strategy for Taiwan's manufacturing firms to improve their managerial efficiencies and maintain competitiveness. Moreover, it is never too late for a firm to be ISO 14000 certified. The findings showed that firms producing intermediate goods that had implemented just-in-time practices were more likely to adopt ISO certification. Furthermore, there was reported strong influence of the ownership structure upon ISO adoption policy, especially when a multinational firm is the largest shareholder. Empirical evidence supported that ISO certification and ownership structure positively impact firm performance. However, their results indicate that the positive impact of ISO certification on performance diminished in firms where ownership is highly concentrated. A certified firm has developed unique resources in form of enlightened human resources and a robust management system structures. It further ascertained that the benefits of certification clearly outweigh the challenges such as the high cost on regular surveillance audits. The study concluded that the role of the performance measurement systems in indicating the change in performance between the development up to achieving ISO 9001 and the benefits in moving beyond certification was found to be very critical.

### 3. RESEARCH METHODOLOGY

#### Research Design

The study adopted a descriptive survey design .Descriptive research tries to verify formulated hypotheses that refer to the present situation in order to elucidate it (Bechhofer & Paterson, 2008). A descriptive research gives a thorough and accurate description survey by determining the “how” or “why” the phenomena will come into being and also what is involved in the situation (Robson, 2002). This design was chosen because it applied closely to the research objectives of this study and were practical in testing the study hypotheses and in trying to investigate the effect of the independent variables on the dependent variable together with the moderating variable.

#### Target Population

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

**Table 3.1 Target Population: Non-Teaching staff**

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

**Table 3.2 Target Population: Teaching staff**

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

Source (University HR records, 2017)

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

	Number
<b>Executive leaders</b>	11
<b>Faculty representatives</b>	10
<b>Total</b>	<b>21</b>

Source: (Dean of student’s office, Kisii University)

### 3.4 Sample size and sampling technique

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

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

Where:

n = Sample size

N = Population size

e = the error of Sampling

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

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

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

### Research Instruments

This study used questionnaires to collect data relevant to the study. Structured questionnaires were administered to employees and student leaders. The questionnaire was chosen because it provides a more comprehensive view than any other research tool. They were used to obtain primary data from the sampled population. The questionnaires were formulated according to study objectives in a systematic procedure. The researcher administered the questionnaires personally to the respondents and thereafter the filled questionnaires were collected immediately for data analysis.

## 4. DATA ANALYSIS, PRESENTATION AND INTERPRETATION

### Factor analysis on the Dependent Variable

Factor analysis is a statistical method used to describe variability among observed, correlated variables in terms of a potentially lower number of unobserved variables called factors. For example, it is possible that variations in six observed variables mainly reflect the variations in two unobserved (underlying) variables. Factor analysis searches for such joint variations in response to unobserved latent variables. The observed variables are modelled as linear combinations of the potential factors, plus "error" terms. Factor analysis aims to find independent latent variables. Followers of factor analytic methods believe that the information gained about the interdependencies between observed variables can be used later to reduce the set of variables in a dataset. Users of factor analysis believe that it helps to deal with data sets where there are large numbers of observed variables that are thought to reflect a smaller number of underlying/latent variables. It is one of the most commonly used inter-dependency techniques and is used when the relevant set of variables shows a systematic inter-dependence and the objective is to find out the latent factors that create a commonality. Factor analysis was carried out on the five factors.

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**Table 4.4: Total Variance Explained for Customer Focus**

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

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

**Table 4.5: Descriptive statistics for Service Delivery**

	<b>1</b>	
There are policies and objectives that guide my daily activities	0.689	
The university has provided a conducive environment to enable staff achieve their objectives	0.909	
There is improved internal communication and increased employee participation	0.907	
There is increased Top Management Commitment in ISO implementation	0.98	
The university has provided adequate human, financial and material resources to assist staff in achieving set objectives	0.945	
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		0.718
Bartlett's Test of Sphericity	Approx. Chi-Square	3692.199
	Df	10
	Sig.	0.000
Extraction Method: Principal Component Analysis.		
a. 1 components extracted.		
Total variance explained		
Initial Eigen values	% of Variance	Cumulative %
3.976	79.528	79.528

With regard to leadership, the findings in Table 4.5 revealed that the five items were loaded significantly on the first component and these can be summed up to relate to working environment, policies and resources. This component accounts for 79.528% of the variance. This means that the five items that define leadership can be grouped into 1.



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Sampling adequacy was tested using the Kaiser- Meyer- Olkin Measure (KMO measure) of sampling adequacy. As evidenced in Table 4.4, KMO was greater than 0.5 (0.718), and Bartlett’s Test was significant, chi-square (10) = 3692.2, p-value < 0.000.

**Table 4.6: Total Variance Explained for Continuous Improvement**

	<b>1</b>	
There are well documented procedures that are followed to the latter by all staff members in the department	0.982	
There has been an improvement in record keeping and documentation in your department	0.982	
There are regular Quality Audits that are carried out that add value to your job	0.924	
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		0.711
Bartlett's Test of Sphericity	Approx. Chi-Square	1639.62
	Df	3
	Sig.	0.000
Extraction Method: Principal Component Analysis.		
a. 1 components extracted.		
Total variance explained		
Initial Eigen values	% of Variance	Cumulative %
2.782	92.729	92.729

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

**Table 4.7: Total Variance Explained for Involvement of People**

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

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

**Table 4.8: Total Variance Explained for Service Delivery**

	1	2	3
When we promise to do something we do it	0.983		
We show sincere interest in solving customers problems for them	0.876		
We provide services at the time we promise	0.876		
We keep records accurately	0.942		
We are dependable		0.954	
The institution's related service information can easily be obtained			0.588
Employees can promptly response to customers' requests even when they are busy			0.894
Extraction Method: Principal Component Analysis.			
Rotation Method: Varimax with Kaiser Normalization.			
a. Rotation converged in 5 iterations.			
Total variance explained			
Initial Eigen values	% of Variance	Cumulative %	
3.74	48.945	48.945	
1.487	23.757	72.702	
1.02	16.531	89.233	

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

**Customer Focus and its influence on service delivery**

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

**Table 4.9: Descriptive statistics for Customer Focus (students)**

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

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

**Table 4.10: Descriptive statistics for Customer Focus (staff)**

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

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

### Leadership and its influence on Service Delivery

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

**Table 4.11: Descriptive statistics for Leadership**

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

The findings in Table 4.9 revealed a general agreement with the statement that there are policies and objectives that guide my daily activities, mean = 3.64 (std. dev. = 0.955). However, there is overall neutrality with the statement that: the university has provided a conducive environment to enable staff achieve their objectives, mean = 2.92 (std. dev. = 0.959) and that there is improved internal communication and increased employee participation, mean = 2.92 (std. dev. = 0.954). In addition, there is overall neutrality with the statement that there is increased top management commitment in ISO implementation, mean = 2.76 (std. dev. = 1.560) and that the university has provided adequate human, financial and material resources to assist staff in achieving set objectives, mean = 2.95 (std. dev. = 0.978). The values of skewness were within the -1 and +1 range while not all the kurtosis values were within the -1 and +1 range which in general, can be taken to imply that the normality assumption cannot hold in this case.

#### **Continuous Improvement and its influence on service delivery.**

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

**Table 4.12: Descriptive statistics for Continuous Improvement**

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

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The findings revealed overall neutrality with the statement that there are well documented procedures that are followed to the latter by all staff members in the department, mean = 3.19 (std. dev. = 1.077). In addition, there is overall neutrality with the statement that there has been an improvement in record keeping and documentation in their department, mean = 2.76 (std. dev. = 1.557) and disagreement with the statement that there are regular quality audits that are carried out that add value to their job, mean = 2.23 (std. dev. = 1.307). While the values of skewness indicated a moderate skewed population, the values of kurtosis were not within the rule of thumb range of -1 and +1. This indicates in general that with regard to the data, the normality of the population is not assumed.

**Involvement of People and its influence on service delivery**

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

**Table 4.13: Descriptive statistics for Involvement of People**

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

From the findings in Table 4.13, there is overall neutrality with the statement that there is a transparent, open and honest communication network in the university, mean = 2.71 (std. dev. = 1.054). In addition, there is overall neutrality with the statements that: they have attended more trainings/ workshops on ISO QMS that have added value to their daily activities in the department, mean = 3.12 (std. dev. = 0.997); members of staff are actively involved in decision making and monitoring of the QMS, mean = 3.13 (std. dev. = 0.993); the institutions related service information can easily be obtained, mean = 3.19 (std. dev. = 1.077); timely and accurate rendition of management and financial report is an evidence of efficiency of the system within the organization, mean = 3.19 (std. dev. = 1.077) and the institution's employees are always willing to serve customers, mean = 3.19 (std. dev. = 1.077). The values of skewness were all within the -1 and +1 range while not all the values of Kurtosis were within this range implying that the assumption of normality cannot hold in this case.

**Service Delivery**

Service delivery is an assessment of how well a delivered service conforms to the client's expectations (Magi, 2013). Service business operators often assess the service delivery provided to their customers in order to improve their service, to quickly identify problems, and to better assess client satisfaction. In this study, service delivery was assessed in terms of delivery of promises, solving of customers problems, and dependability, and timeliness, accuracy of records and ease of access to information. The study thus sought the views of the respondents with regard to their level of agreement or disagreement with the statements on service delivery and findings were presented in Table 4.14.

**Table 4.14: Descriptive statistics for Service Delivery**

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

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

**Correlation analysis on the Dependent and Independent variables.**

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

**Table 4.15: Correlations**

		Customer Focus	Leadership	Continuous Improvement	Involvement of People
<b>Leadership</b>	Pearson Correlation	0.254**	1		
	Sig. (2-tailed)	0.000			
<b>Continuous Improvement</b>	Pearson Correlation	0.025	0.065	1	
	Sig. (2-tailed)	0.665	0.264		
<b>Involvement of People</b>	Pearson Correlation	0.424**	.591**	0.051	1
	Sig. (2-tailed)	0.000	0.000	0.381	
<b>Service Delivery</b>	Pearson Correlation	0.515**	0.365**	0.218**	0.464**
	Sig. (2-tailed)	0.000	0.000	0.000	0.000

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

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

**Regression Analysis of the study**

Before carrying out multiple linear regression analysis the assumptions of linearity (that there must be a linear relationship between the outcome variable and the independent variables) which in many cases is tested using scatter plots to depict whether the relationship is linear or curvilinear. The findings on linearity were presented in Table 4.16.

**Table 4.16: Linearity test**

		Sum of Squares	df	Mean Square	F	Sig.
<b>Service Delivery * Involvement of People</b>	(Combined)	50.016	15	3.334	11.096	0.000
	Linearity	28.973	1	28.973	96.411	0.000
	Deviation from Linearity	21.043	14	1.503	5.002	0.000
<b>Service Delivery * Continuous Improvement</b>	(Combined)	8.853	3	2.951	6.884	0.000
	Linearity	6.383	1	6.383	14.888	0.000
	Deviation from Linearity	2.47	2	1.235	2.881	0.058
<b>Service Delivery * Leadership</b>	(Combined)	93.251	18	5.181	34.948	0.000
	Linearity	17.94	1	17.94	121.021	0.000
	Deviation from Linearity	75.311	17	4.43	29.885	0.000
<b>Service Delivery * Customer Focus</b>	(Combined)	69.472	18	3.86	16.51	0.000
	Linearity	35.698	1	35.698	152.706	0.000
	Deviation from Linearity	33.774	17	1.987	8.498	0.000

The findings depicted the linearity test between the dependent variable (service delivery) and the independent variables (customer focus, leadership, continuous improvement and involvement of people). A p-value of greater than 0.05 means that the inference is that there is no linear relationship. The findings revealed that there is a linear relationship between service delivery and involvement of people ( $F(1) = 96.411$ ,  $p\text{-value} = 0.000$ ). Also, there is a linear relationship between service delivery and continuous improvement ( $F(1) = 14.888$ ,  $p\text{-value} = 0.000$ ). Similarly, there is a linear relationship between: service delivery and leadership ( $F(1) = 121.021$ ,  $p\text{-value} = 0.000$ ) and between service delivery and customer focus ( $F(1) = 152.706$ ,  $p\text{-value} = 0.000$ ). This means that the significant linear relationships indicate that the independent variables can be used to predict the behavior of the dependent variable. Thus, there is no violation of the linearity assumption.

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

**Table 4.17: Normality test**

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

a. Lilliefors Significance Correction

The multiple linear regression analysis requires that the errors between observed and predicted values (that is, the residuals of the regression) should be normally distributed. This assumption may be checked by looking at a histogram or a Q-Q plot. Normality can also be checked with a goodness of fit test (that is, the Kolmogorov-Smirnov test or Shapiro-Wilk test), though this test must be conducted on the residuals themselves. The test statistics are shown in the third table. Here two tests for normality are run. For dataset small than 2000 elements, we use the Shapiro-Wilk test, otherwise, the Kolmogorov-Smirnov test is used. In our case, since we have only 297 elements, the Shapiro-Wilk test is used. From the findings, all the p-values are less than 0.05. We can reject the null hypothesis and conclude that the data comes from a normal distribution. The findings in Table 4.15 revealed that the normality assumption is not violated, p-value < 0.05.

The null hypothesis for Levene's test is that the groups we're comparing all have similar population variances. The Levene's test for homogeneity of variances was carried out and the findings as presented in Table 4.18.

**Table 4.18: Homogeneity of variance test**

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

The other assumption of multiple linear regression is homoscedasticity. Normally, there should be no clear pattern in the distribution; if there is a cone-shaped pattern, the data is heteroscedastic. If the data are heteroscedastic, a non-linear data transformation or addition of a quadratic term might fix the problem at 0.05 level of significance. The findings in Table 4.18 revealed that basing on Levene statistic, homoscedasticity is not a problem. This essentially means that there is a linear relationship and there is no need to have a non-linear data transformation or quadratic term to fix.

**Table 4.19: Multicollinearity**

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

a. Dependent Variable: Service Delivery

Multiple linear regression assumes that there is no multicollinearity in the data. Multicollinearity occurs when the independent variables are too highly correlated with each other. It can be tested using the Variance Inflation Factor (VIF) - the VIFs of the linear regression indicate the degree that the variances in the regression estimates are increased due to multicollinearity. VIF values higher than 10 indicate that multicollinearity is a problem. In addition, tolerance values of less than 0.1 indicate the presence of multicollinearity. The findings in Table 4.17 revealed that the VIF values for all the independent variables were below 10. This means that for all the independent variables, there was no presence of multicollinearity.



#### 4.11 Regression

**Table 4.20: Model Summary**

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

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

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

**Table 4.21: Analysis of variance**

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

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

b. Dependent Variable: Service Delivery

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

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

**Table 4.22: Estimation of coefficients**

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

a. Dependent Variable: Service Delivery

The findings in 4.22 revealed that customer focus has a positive and significant effect on service delivery  $\beta_1 = 0.449$ , p-value = 0.000 meaning that for each unit increase in customer focus, service delivery increases by 0.449 units. This means that the hypothesis stating that there is no significant relationship between customer focus and improved service delivery at Kisii University is rejected and the conclusion is that customer focus has a positive and significant effect on improved service delivery at Kisii University. These findings are in line with those of Hoyle (2009) who asserts that customers require confidence in an organization that it can deliver products and services according to their specifications, cost and quality. Most customers select suppliers based on evidence that they are qualified and have the capability to meet or even surpass customer expectations. This is evidenced by availability of ISO certificates by organizations. Hoyle (2009) explains that an organization that applies the customer focus principle has the ability to understand and meet the customer

and other stakeholder needs expectations, has the knowledge, skills and resources required to meet customer requirements and also puts the customer first by being sensitive to their preferences. Collins & Steiger (2009) explain that organizations need to understand that their survival depends upon the customer and therefore organizations need to target customer perception and offer value through preferred products and services.

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

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

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

## 5. SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATIONS

### Summary of the Findings

#### Customer focus and its influence on service delivery at Kisii University

The findings have showed that customer focus has a positive influence on improved service delivery at Kisii University,  $\beta_1 = 0.449$ ,  $p < 0.001$ . However, the teaching and non-teaching staff indicated that there was no suggestion box to give feedback by the customer on their services. This means that although there is acknowledgement on the importance of the customer to the institution, there were various gaps that do not allow the institution to get vital information about the

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services hence the decisions are not well informed. This is despite the fact that the university has a well-documented customer feedback and complaints handling procedure in their department e.g. a complaints/compliments book. The findings on the influence of customer focus were mainly because of the fact that there has been a notable improvement in customer feedback in the department/faculty hence there has been a significant reduction in customer complaints in your department and improved level of customer satisfaction in the department/faculty since the University was ISO Certified.

**Leadership and its Influence of on service delivery**

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

**Continuous improvement and its influence on service delivery**

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

**Involvement of people and its influence on service delivery**

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

**Discussions**

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

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

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

The final objective was to assess the influence of involvement of people on service delivery in Kisii University. Hypothesis tested at 95% significance level revealed a positive relationship between involvement of people and service

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delivery in Kisii University. The study concurred with a study by Lee, Hu, and Ko (2008) *on the Relationship between ISO 9001:2008 and Continual Improvement on Service delivery* and financial performance in manufacturing firms.

**Conclusion**

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

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

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

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

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

**Recommendations**

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

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

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

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

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