QUALITY MANAGEMENT STRATEGIES AND CUSTOMER SATISFACTION AMONG PUBLIC HOSPITALS IN EMBU COUNTY, KENYA

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APRIL, 2019
DECLARATION

This research project is my own original work and has not been presented for the award of any other degree in any other University or learning institution.

Signature_________________________________ Date______________________

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D53/EMB/PT/29464/2014

As the appointed university supervisor, I approve that I oversaw the working of this research project by the student and that it is her own original work.

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DEDICATION

I dedicate this research project to my mother who has stood and walked with me throughout the journey. Her immense support, encouragement and inspiration each passing day have seen me through the research project from its start to its end. She has been my key support system and I sincerely appreciate her efforts, prayers and her moral and financial support.
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<table>
<thead>
<tr>
<th>Abbreviation</th>
<th>Full Form</th>
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<tbody>
<tr>
<td>GoK</td>
<td>Government of Kenya</td>
</tr>
<tr>
<td>KIPPRA</td>
<td>Kenya Institute of Public Policy and Analysis</td>
</tr>
<tr>
<td>MBA</td>
<td>Master of Business Administration</td>
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<tr>
<td>MoH</td>
<td>Ministry of Health</td>
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<tr>
<td>NACOSTI</td>
<td>National Commission for Science, Technology and Innovation</td>
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<td>ISO</td>
<td>International Standardization Organization</td>
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<tr>
<td>QC</td>
<td>Quality Control</td>
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<td>QM</td>
<td>Quality Management</td>
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<td>SERVQUAL</td>
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<td>SPSS</td>
<td>Statistical Package of Social Sciences</td>
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<td>TQC</td>
<td>Total Quality Control</td>
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<td>TQM</td>
<td>Total Quality Management</td>
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OPERATIONAL DEFINITION OF TERMS

Customer Satisfaction: Experience of the product or service meeting or exceeding consumer expectation or needs.

Employee Training: It involves a formal process of empowering workers with the necessary skills and knowledge to enable them perform their duties more efficiently and effectively.

Employee Motivation: It involves the degree to which an organization can boost employee morale or attitude to perform better using financial and non-financial aspects. Financial motivation entails monetary rewards while non-financial motivation may include aspects of improvement of working environment, delegation, promotion, training, job rotation among other aspects.

Quality: Refers to a mark of uncompromising standards and high achievement.

Performance: Refers to the ability of an organization to achieve its stakeholder objectives using minimal resources available to maximize productivity.

Quality Management Strategies: Refers to organized activities used to manage and direct an organization so as help it improve its effectiveness and efficiency.
**Research and Development:** Involves commitment of financial and non-financial resources in the collection of scientific information and using the information objectively to develop organizational programs, policies and strategies.

**Total Quality Management:** is a concept that involves organization-wide processes, initiatives, techniques and oriented customer centric philosophies such as employee training, employee motivation and research and development.
ABSTRACT

Product or service quality has become the driving force of global firms. Customers have become more enlightened with products and services that they consume due to access of information. However, it is observed from literature that the concept of quality has continued to evolve due to different attitudinal and perceptional nature of customers. Issues of quality among public organizations and more especially public hospitals in Kenya have continued to raise mixed reactions from different stakeholders such as the members of the public, public benefit organizations and management of County Governments in general. For public hospitals in Kenya to meet the changing needs and wants of their customers, they need to adopt effective quality management strategies in order to surpass customer expectations. The aim of this study was to investigate the influence of quality management strategies and customer satisfaction among public hospitals in Embu County, Kenya. The specific objectives of the study were; to establish the influence of employee training, research and development and employee motivation on customer satisfaction in public hospitals in Embu County, Kenya. The study was informed by the Total Quality Management Theory and supported by the SERVQUAL model, the Customer Satisfaction Theory and the Open System Theory. The study employed the descriptive research design to investigate the problem that was under study. Target population comprised of 239 respondents. The respondents of the study constituted employees of the six level four public hospitals in Embu County which included Siakago, Runyenjes, Kiritiri, Kianjokoma, Ishiara and Kairuri. Respondents were stratified into four strata and simple random sampling technique was used to select respondents from each stratum. To arrive at that ideal sample size of 149 employees, the study adopted the formula proposed by Israel (2009) in the form of $n = N/(1+N (e)^2)$. The units of analysis were level four public hospitals and unit of observation were employees of public hospitals in Embu County. Primary data was collected using structured questionnaires. Secondary data was obtained from internal management health reports, related articles and minutes of the organization. Validity of the instrument was tested using lecturers and quality management experts working in public hospitals in Kenya and reliability of the instrument was tested using Cronbach Alpha formula. Data was analyzed using descriptive and inferential statistics such as regression analysis. Regression analysis was carried out at 95% confidence level and 5% significance level to establish the statistical relationship between variables of the study. The analyzed data was tabulated and presented in the form of means, standard deviation and percentages. The study established that there was a positive statistical relationship between independent variables and the dependent variable because all the independent variables significance values were less than the critical value of 0.05. The study concludes that employee training, research and development and employee motivation are key determinants of customer satisfaction in public hospitals in Kenya. The study recommends that unless public hospitals in Kenya recognize the aspect of employee motivation, research and development and employee training, achieving organizational goals will be a difficult task to achieve in the dynamic business environment.
CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

The concept of quality has been experiencing controversies from various scholars around the world due to changes in consumer behaviors and theories from other disciplines (Singh & Mohanty, 2012). Quality is perceived from different perspectives by individual consumers. With increased industry competition, changing consumer needs, globalization, influence of technology, increased operational costs and convergence of markets, both profit and non-profit oriented organizations are striving to adopt quality management practices as specified by International Standards Organization (ISO) in order to remain competitive in the dynamic business environment (Abdullah, Uli & Tar, 2009).

Customer satisfaction is viewed as a construct that is dependent on quality management strategies that seek to enhance the effectiveness of service delivery (Muzaffar, Salamat & Ali, 2012). Despite the fact that many organizations around the world are striving to adopt numerous quality management strategies to manage customer satisfaction, it is noted that customer satisfaction has remained to be an evolving concept due to different consumer psychological aspects such as attitude, perceptions and motives towards products and services (Khan, Khan & Khan, 2011).

Khanfar (2011) argues that customer satisfaction can be evaluated from different dimensions which include; marketing cost per customer, number of referrals, quantity of products purchased and customer life time value (Lambert & Ouedraogo, 2008). Improving quality management practices such as leadership, technology in service
delivery, continuous improvement and conducting consumer surveys not only promotes organizational competitiveness but also enhances customer relations over the long term period (Lagrosen, 2002).

Chen (2011) posits that the implementation of quality management strategies in the system can result to internal efficiencies, which is considered to be a perspective of global market competitiveness. Similarly, Chartered Institute of Management Accountants (2011) postulates that customer attraction and retention in the changing business environment will be determined by the quality management models applied. The foundation of quality management strategies is established on the premise of customer centric culture (Eristavi, 2012). Zaim, Turkyilmaz, Tarim, Ucar and Akkas (2010) affirm that consistency in service and satisfaction is based on the quality management strategies adopted by an organization and always seek to identify intrinsic factors that drive customers to seek distinct services (Abdullah, Uli & Tar, 2009).

1.1.1 Customer Satisfaction in Public Hospitals in Embu County

Customer satisfaction is the extent and measure to which a product or service meets or surpasses customer needs and expectations (Kotler, 2010). Customer satisfaction is thought to be measured by the SERVQUAL scale dimension which involves reliability, assurance, responsiveness, empathy and tangibles. Kotler and Keller (2007) argue that customers in the competitive business environment can perceive quality from different perspectives. Services offered by public hospitals are heterogeneous in nature.
Service providers offer different services to different customers in the health sector based on the communication and customer information. Consumers are more likely to pay premium prices for products that surpass their expectation in the changing business environment. Customer satisfaction based on developing superior products and services is the key driver of competitive firms (Sultan & Wong, 2010). Organizations should hence strive to make customer satisfaction their main objective so as to obtain customer loyalty and eventually make them the firm’s brand ambassadors.

Again, if an organization does not measure its customer satisfaction levels, it will not be able to identify customers who are dissatisfied with the goods and the quality of services offered, negatively affecting the organization. On the other hand, the organization will also not be able to identify its satisfied clients who could otherwise be turned into potential referrers.

Senthilkumar and Arulraj (2010) suggest that improving internal processes like production, distribution, customer service and marketing will enhance efficiency and effectiveness of the firm. Product innovation and periodical improvement of existing products and services are always drivers of organizational performance. The ability of the organization to adjust to changing business environment with minimal resistance from employees enhances performance of the organization (Hanif, Hafeez & Riaz, 2010).

Ministry of Public Health (2014) points out that policies spelt out in the strategic plan of the Ministry of Health have become an uphill task to achieve due to inadequate support from the management boards of public Hospitals in Kenya. With the new
devolved Government structure, the Health sector in Kenya has been experiencing major challenges ranging from implementation of quality management policies or strategies formulated, poor financial management, staff dissatisfaction and high turnover rates of public health workers to the private sector (GoK, 2014).

According to the World Health Organization (2014), measurement of customer satisfaction in a public hospital is reflected by the time taken by nurses and doctors to attend to patients, the ability of the health personnel to listen and give customers personalized attention, the ability of customers to interact with nurses and doctors and positive attitude and perception of services provided by public facilities (Ministry of Public Health, 2014).

Even through donor funds are channeled to support health care services in Kenya, it is still observed that customer satisfaction is uncertain due to compromised quality management strategies adopted (Ministry of Public Health, 2014). KIPPRA (2014) concurs that quality of services in public health facilities is questionable since majority of the public health facilities are less equipped with doctors and nurses. On the other hand, it is observed that continuous strikes and boycotts to a larger extent have contributed to unsatisfactory services in the public health sector in Kenya.

Sultan and Wong (2010) argue that from the stakeholder perspective, problems of poor leadership, mismanagement of financial resources when implementing projects, inappropriate employee skills to manage projects has resulted to numerous complaints from the members of the public and other stakeholders including the suppliers, general public, national government, Non-governmental organizations and the Ministry of Health. Due to these challenges, public hospitals in Embu have been
performing poorly in the recent past leading to high resistance to changes among the employees, high costs of operation, mismanagement of funds allocated to implement initiated projects and resignation of key employees due to leadership wrangles between County Government and the management boards of the public health facilities (GoK, 2014).

1.1.2 Quality Management Strategies

Quality management strategies are thought to be plans, initiatives or decisions that managers in competitive organizations make in order to enhance organizational performance in terms of quality service delivery (Yusuf, 2013). Quality management strategies are thought to be a function of customer service delivery though there exist deficiencies in evidence from strategic management literature to show the link between quality management strategies on customer service delivery in the public health sector in Kenya.

The quality management strategies that are conceptualized in the study to influence customer satisfaction involve employee training, research and development and employee motivation. Employee training is described as the process through which employees are equipped with relevant skills and knowledge to perform their duties and responsibilities in a more efficient and effective manner (Singh & Mohanty, 2012).

Further, research and development is defined as the process by which organizations continue to improve and develop new products and services by gathering intelligence from customers using specific scientific methods. Moreover, employee motivation is viewed to be the ability of an organization to boost the morale of workers using
financial and non-financial rewards which may include fringe benefits, delegation, promotions and trainings among others (Hanif, Hafeez & Riaz, 2010).

1.2 Statement of the Problem

It is noted from limited studies which have been conducted locally and internationally that issues of customer satisfaction have not been fully addressed in the healthcare sector among developing countries of the world (Uwalomwa & Olamide, 2012).

Mueni (2014) revealed that quality management strategies such as employee training and technology were attributed to customer satisfaction. Further, the study noted that service gaps were common in public organizations as compared to private organizations thus service gaps. Nevertheless, it was noted that the study was limited to quality management in higher institutions in Kenya and focused on different variables such as customer policies and organization performance. In addition, a survey by World Health organization (2014) indicated that majority (63%) of the public health organizations in Kenya have not put appropriate mechanisms of managing customer complaints.

A survey conducted by ISO (2014) on quality of services in public institutions in Kenya established that 78% of public institutions in Kenya experienced technological, leadership and change implementation problems when trying to adopt quality management strategies to manage customer satisfaction levels. The study further established that public hospitals in Kenya did not focus on implementing ISO practices due to internal challenges like culture and leadership styles. However, it was noted that the survey was limited to a single variable of service quality and ignored quality management strategies addressed by this study.
However, from the findings of previously done studies, it is identified that minimal focus has been made by previous researchers with regard to quality management strategies and customer satisfaction in the public health sector. Therefore, it is on this background that this study sought to establish the influence of quality management strategies and customer satisfaction in public hospitals in Embu County, Kenya.

1.3 Objectives of the Study

1.3.1 General Objective

The general objective of the study is to establish quality management strategies and customer satisfaction in Public Hospitals in Embu County.

1.3.2 Specific Objectives

The research objectives were:

i. To establish the influence of employee training on customer satisfaction in Public Hospitals in Embu County.

ii. To determine the influence of research and development on customer satisfaction in Public Hospitals in Embu County.

iii. To establish the influence of employee motivation on customer satisfaction in Public Hospitals in Embu County.

1.4 Research Questions

The research questions were:

i. What is the influence of employee training on customer satisfaction in Public Hospitals in Embu County?

ii. What is the influence of research and development on customer satisfaction in Public Hospitals in Embu County?
iii. What is the influence of employee motivation on customer satisfaction in Public Hospitals in Embu County?

1.5 Significance of the Study

Findings of the research study would help the board of management of public hospitals to have insights on the issues that influence strategy implementation and strive to minimize the challenges in order to implement quality management strategies. Further, employees of the public hospitals would find the findings crucial as the management would improve their working conditions and come up with appropriate motivation approaches to influence them perform effectively with minimal resistance.

In addition, the findings of the study would assist the County Governments to determine and identify appropriate mechanisms to put in place to monitor the progress of projects implemented by public health management boards and control activities of public health facilities thus minimizing operational costs. Moreover, the findings of the study would enable the national government understand challenges experienced by County Governments when implementing projects initiated and ensure that proper policies and formulated and implemented to control funds allocated for development projects for the benefit of the Kenya citizens.

The information of this study would benefit the Ministry of Health in establishing effective ways of implementing strategic plans. This would enable the ministry to gain competitive advantage over other ministries. The management would be better prepared in dealing with foreseeable challenges. Appropriate mechanisms and policies would be established spelling out how public health facilities should be managed,
how resources would be allocated and controlled, and how employees would be recruited and developed thus enhanced performance of public health facilities. Finally, the findings of the study would be of importance to future scholars in the field of strategic management in enriching knowledge in related areas of study thus generation of new theories and models to address issues in the health care sector.

1.6 Scope of the Study

The study focused on Public Hospitals in Embu County to establish quality management strategies on customer satisfaction. The variables of the study comprised of employee training, research and development and employee motivation on customer satisfaction. The three variables are considered appropriate in this study because previous empirical studies conducted locally and internationally did not investigate their effect on customer satisfaction among public hospitals. Embu County was considered the appropriate contextual environment of the study based on inconsistencies of service delivery in public health facilities as stipulated by previous surveys conducted by Kenya Public Policy Research and Analysis. The researcher took a period of three months to conduct the study.

1.7 Limitations of the Study

Accessing relevant and current secondary data was a limitation of the study. Many of the studies conducted were confined to different sectors and countries. However, this limitation was overcome by obtaining information from relevant and current journal articles. Further, the study was conducted when Public Hospitals are facing many challenges concerning quality management thus respondents had negative perceptions with the study. This limitation was overcome by introducing the objective of the study to respondents in advance. For fear of being victimized, obtaining the right
information from the respondents of the study was one of the main challenges. This limitation was overcome by giving an assurance to the respondents that the information they provided could be treated with utmost confidentiality.

1.8 Organization of the study

Chapter 1 of the study gives a background of the research study and discusses the statement of the problem. Further on, Chapter 2 gives an analysis of the study’s literature review, focusing both on the empirical and the theoretical review and a conceptual framework that shows the relationship between the different variables of the study. Chapter 3 which is the Research Methodology discusses the research design, target population, sample and sampling technique, data collection and procedure and the data analysis techniques that were used in the study. Chapter 4, Data Analysis and Presentation of Results presents the results and discussion of the study while chapter 5, A Summary of Findings, Conclusions and Recommendation gives a summary of the study findings as per the study objectives.
CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter outlines the theoretical review of the study, empirical review, a summary of knowledge gaps and finally, a conceptual framework that shows the relationship between the different variables of the study.

2.2 Theoretical Review

The study was anchored on the Total Quality Management Theory as the key theory and supported by SERVQUAL model and the Open System Theory as discussed.

2.2.1 Total Quality Management Theory

The theory was postulated by Edwards Deming and Joseph Juran in 1931. The theory was established on the foundation of customer satisfaction. They propose that quality is perceived from different perspectives by different customers. The central tenets of the theory emphasize that customer satisfaction in any competitive organization is determined by the kind of leadership, participation of workers in key decision making, integration of technology in the system, continuous improvement and consumer research (Yusuf, 2013).

Alves and Raposo (2010) acknowledge that product design and business process reengineering can stimulate organization performance in terms of customer satisfaction. Surpassing customer expectation is one of the reasons organizations are able attract and retain customers (Johnson & Scholes, 2002). Battisti, Nicolini and Salini (2010) affirm that customers are the sole stakeholders who can determine the quality of service of any system.
Further, Hanif, Hafeez and Riaz (2010) posit that despite complexity of the customer satisfaction construct in the organizational context, organizations that want to achieve competitiveness have no option but to adopt quality management strategies to sustain themselves in the changing business environment (Zaim et al, 2010). Uwalomwa and Olamide (2012) contend that due to the changing customer service perspectives, organizations operating in the changing business environment can adopt multiple models of managing customer satisfaction (Sultan & Wong, 2010). The theory is anchored on this study based on the premise that public hospitals are likely to exceed customer satisfaction if they embrace strategic management practices such as strategic leadership, technology, consumer research and continuous improvement.

2.2.2 SERVQUAL Model

The SERVQUAL model was designed by Parasuraman, Valerie, Zeithaml and Berry in 1985 and was envisioned to be used for analysing the source of quality problems and for assisting organizational leaders understand how the concept of quality service can be enhanced. The model shows how service quality arises and includes the phenomena related to the customer and the service provider. The expected service is a function of the customers’ past experiences and personal needs and word-of-mouth communication. It is also determined by the market communication activities of the firm. This basic structure of the model shows the steps that have to be taken into consideration when analysing service quality as shown in Figure 2.1 below.
Further, the quality gaps shown are as a result of inconsistencies in the quality management process which leads to the ultimate between expected and perceived (experienced) service, which is a function of the other gaps that may have occurred in the process (Kotler, 2007). The model shows seven gaps. The expectations of customers and the perception of the management of these expectations can translate into quality specifications. These specifications and the service delivery at the forefront, what is promised in external communication, the actual service delivered and perceived performance and expectations which is a function of gaps as shown in the model.

Battisti, Nicolini and Salini (2010) argue that the concept of the service gap informs most of the work which has been carried out to measure the satisfaction of quality
delivery against the expectations of the consumers. In trying to find out where such gaps exist, one cannot assess the overall level of customer satisfaction only but should also reveal areas where improvements should be made to enhance the customer satisfaction levels.

2.2.3 Open System Theory

The Open system theory was first developed by Bertalanffy in 1956. The theory argues that organizations are systems that collect information from the business environment and formulate decisions based on the data collected (Singh, 2012). Due to dynamism of the external environment, organizations should adopt multiple models such as the SWOT model and PESTEL 5Cs to analyze aspects that influence business operations (Senthilkumar & Arulraj, 2010).

Alves and Raposo (2010) opine that organizations that do not interact with the business environment are more likely to fail compared to firms that rely on the feedback they gather from the business environment. Khan et al (2011) argue that Total Quality Management being an externally oriented management philosophy in the modern context helps firms to circumnavigate through the ever-changing environment in order to be efficient and effective in the long run. The theory argues that organizations should align their TQM strategies with the changing needs of customers for them to remain relevant in the ever changing business environment. Internal and external factors should be analyzed when formulating TQM policies (Singh, 2012).

Further, Hanif et al. (2010) postulates that for effective implementation of quality management strategies in any organization, it is appropriate for managers to critically
examine the effectiveness of the structures, processes, employees, culture and systems. For survival in the turbulent business environment, organizations have no alternative but to embrace practices that promote open door culture of information exchange between relevant stakeholders such as shareholders, employees and customers (Singh, 2012).

### 2.2.4 Consumer Satisfaction Theory (The Expectancy Disconfirmation theory)

The expectancy disconfirmation theory was developed as a way to try and explain the consumer’s decision making processes and to eventually measure customer satisfaction. The theory explains that consumers always buy goods and services with an already pre-determined perception about the goods expected performance.

According to (Yuksel, 2008), this already predetermined level of satisfaction thus becomes a standard upon which they judge the product. Once they consume the product or service, consumers compare their experience with the expectations they had and if the experience measures up to their expectations, a confirmation occurs (Yuksel, 2008). However, if the experience doesn’t match with the outcome, a disconfirmation occurs. Ideally, a customer is either satisfied or dissatisfied based on a positive or negative difference between the expectations and the actual experience (Isac & Rusu, 2014).

In this case, public hospitals in Embu County should always strive to meet and even exceed their customers’ expectations on the quality of services they offer so as to receive a positive confirmation from the customers’ already preconceived expectations. This can be achieved by introducing constant employee training programs that will help the employees enhance their skills, embracing research and
development that will ensure continuous process improvement and adopting the culture of appreciating and motivating employees.

2.2.5 Relationship Marketing Theory

Relationship marketing theory is one of the theories developed by Berry in 1983. It argues that organizations operating in the dynamic business environment should adopt consumer centric culture to survive (Senthilkumar & Arulraj, 2010). The theory suggests that firms should strive to adopt quality management practices to remain competitive and relevant in the changing business environment. Maintaining long term relationships with customers is one of the tenets of the theory.

Battisti, Nicolini and Salini (2010) posit that integration of technology in the system to enhance customer service delivery is one of the methods modern firms are adopting to remain competitive. Improvement of management styles, review of business policies and continuous dedication to serve customers better is the ultimate goal of quality management systems (Kotler, 2007). Senthilkumar and Arulraj (2010) suggest that customers are likely to remain loyal to organization services if the marketing principles are embraced.

Hanif, Hafeez and Riaz (2010) argue that customers have the freedom to terminate relationships if companies fail to produce products which are customer centered. Even though companies cannot produce products that are accepted by every customer, it is recommended that companies should not only forecast on profits alone but also on how to maintain sustainable relationships (Kotler & Keller, 2007). The theory is applicable in this study on the premise that public hospitals should embrace the culture of consumer research for them to sustain their relationships with customers.
2.3 Empirical Review

2.3.1 Employee Training and Customer Satisfaction

According to Singh (2012), to increase organizational product and enhance customer experience, training workers on customer care skills is not optional but a mandatory practice that should be institutionalized and conceptualized by each worker of the firm.

Mutunga (2011) on the other hand, acknowledges that sustaining customer loyalty is a dynamic issue that needs a combination of various approaches such as consumer research in order to survive. Without a customer service culture in the organization, consequences would include declined profits, reduced market share, increased marketing costs per customer and poor corporate image. However, the study focused on strategy but did not focus on continuous improvement on the performance of parastatals in Embu County Kenya.

Mueni (2014) contend that integration of technology in the system and employees training were key determinants of quality among higher institutions of learning. The study also established that employee resistance to accept new technology was a challenge to quality of education in Kenya. However, the study focused on the performance of higher institutions of learning and did not focus on continuous improvement on the performance of parastatals in Kenya. A research study conducted by KIPPRA (2014) on the implementation of ISO practices and performance of public universities in Kenya identified that inadequate training and awareness was the key challenge to the implementation of ISO practices and performance of public universities in Kenya. However, the study focused on leadership and did not focus on continuous improvement on performance of parastatals in Kenya.
Lambert and Ouedraogo (2008), affirm that the need to ensure total visible top management commitment to quality, embracing customer orientation in quality issues, adoption of process approach in implementation of quality practices and ensuring existence and maintenance of continuous improvement practices for products and services was a key driver of competitive firms. However, the studies focused on top management and organizational resources but failed to address issues in the public health sector in Kenya.

A study conducted by Cooney and Samson (2002), emphasized that it is essential that firms seeking to deliver quality services to their customers to heavily invest in their human capital through training and development. They further assert that the human development activities will improve the overall performance and productivity. The study explains that an organizational workforce requires training and enhancement skills so that they can keep up with the ever rising dynamics in the employment industry. However, the study only focused on the manufacturing industries in Australia and not on public hospitals in Kenya.

Muzaffar et al. (2012) asserts that employee training is one of the most efficient approaches of attaining organizational excellence. Organizations that ignore to develop human resources can experience resistance during change implementation. In addition, the study revealed that creativity and innovation among workers is important as it leads to improved service delivery among customers. Organizations that always strive to equip employees with relevant skills to a larger extent have minimal conflicts between the management levels (Battisti, Nicolini & Salini, 2010).
Chen (2011) demonstrates that diverse training provided to workers can result to numerous benefits such as profits, enhanced corporate image, minimal costs and customer satisfaction to organizations. The study further established that employee motivation is one of the drivers of customer satisfaction. Employees who are paid well, provided with fringe benefits such as medical covers and education policies are likely to provide excellent customer services compared to employees who are demotivated.

2.3.2 Research and Development and Customer Satisfaction

Singh (2012) argue that scientific collection, analysis and interpretation of information is a practice of competitive firms in the changing business environment. If service firms are to satisfy customer needs and wants in the dynamic business environment, they should invest in research and development. Continuous improvement of services or products will enhance organization productivity.

Senthilkumar and Arulraj (2010) noted that the development of new products that exceed customer expectations always enhance organizational performance. Efficiency and effectiveness of the system is enhanced by research and development. Due to changes in the business environment, firms should emphasize in research and development activities in order to achieve their goals. However, it was noted that the study was confined to determinants of service quality in India.

Chen (2011) says that regular customer surveys can provide opportunities such as new product development and enhanced service delivery. Satisfied customers are likely to influence other customers to experience the same. Senthilkumar and Arulraj (2010) contend that the inability of an organization to invent and engage employees in
research and development activities can automatically result to poor organizational performance (Kotler, 2008).

A study conducted by Vujovic and Kramar (2017) explains that investing in research and development and innovation is by all means a prerequisite for development in organizations and in sustaining their competitiveness and survival in the market. According to Vujovic and Kramar (2017), research and development and innovativeness must form some of the basic underlying principles of any firm wishing to acquire a competitive advantage and in creating additional value. However, the study focused on Montenegro firms, a country in Europe and not public health organizations in Kenya.

2.3.3 Employee Motivation and Customer Satisfaction

Chen (2011) established that employee motivation entails the ability of an organization to use both financial and non-financial aspects to influence employee behavior towards organizational objectives. Workplace environment and other personal characteristics such as attitude, perception and motives are seen to be drivers of customer satisfaction. Satisfied employees always have a positive influence on customer satisfaction in the service industry. Poorly motivated employees are likely to give poor customer service and vice versa in the dynamic service industry. However, the study was confined to the manufacturing sector in China.

Mulinge (2014) studied on the influence of technology on quality customer service delivery among commercial banks in Kenya and established that quality was perceived from different perspectives by customers in the market. Further, the study established that quality was an organization-wide concept that enhanced
organizational performance. However, the study was confined to parastatals in Kenya but not public hospitals.

Yusufu (2013) on the impact of quality management on performance of manufacturing firms in Kenya established that top leadership was one of the aspects that enhanced performance of manufacturing firms. Further, the study identified that technology integration in the system improved efficiency and effectiveness of manufacturing firms. Chen (2011) noted that employee motivation is a dynamic concept that makes workers to act or behave differently during service delivery. The study noted that customers experienced excellent services from workers who were provided with a conducive working environment contrary to those subjected to poor working environment.

According to McCoy (2016), motivation plays a significant role in employees’ job performance and productivity. For example, employees get motivated when their top managers acknowledge their individual goals and accomplishments. The thought of being recognized by the top management makes a significant difference in the workplace since employee motivation affects organizational effectiveness. McCoy (2016) again explains that for organizations to optimize their human capital, managers should understand how to motivate their employees. However, the study made a focus on the hospitality industry and not on the health sector.

Moturi (2010) established that continuous improvement was one of the strategic practices that enhanced performance of government ministries. Similarly, Muzaffar et al. (2012) asserts that employee motivation not only comprises of monetary rewards but it also comprises of other non-financial aspects such as flexibility, recognition and
appreciation from the top management. Singh and Mohanty (2012) observed that organizations with de-motivated workers always experience a decline in the market share compared to organizations that motivate their workers effectively.

2.3.4 Customer Satisfaction

A study by Kiptum (2016) on strategic management practices on customer service delivery established that competitive organizations need to understand quality management strategies that enhance customer satisfaction in the dynamic business environment. Customer acquisition, retention and development have remained key practices of customer relationship management. Customer satisfaction is regarded as a dynamic concept that is defined in different ways by different scholars (Battisti, Nicolini & Salini, 2010).

Alves and Raposo (2010) contend that customer satisfaction is an assessment of the difference between prior expectations about a product and its actual performance. Patterson (2007) also noted that customer satisfaction is the reaction of customers towards a state of fulfillment and judgment of customer about that fulfilled state. However, the findings of the study were limited to the hotel industry but not healthcare sector.

Reinartz, Werner and Kumar (2003) studied on the impact of customer relationship characteristics on profitable lifetime duration and revealed that customer satisfaction is the perceived feeling of a consumer for which he or she has set standards.

Hanif, Hafeez and Riaz (2010) argue that service quality is derived from employee satisfaction. They noted that satisfied workers were likely to exceed customer expectation compared to dis-satisfied workers. However, the findings of the study
were limited to firms in the United States and not Public hospitals in Kenya. Patterson and Paul (2007) studied on demographic correlates of loyalty in a service context and established that customer satisfaction is a crucial factor in determining how effective a firm will be in its customer relationships, therefore it is of great importance to measure it.

Uwalomwa and Olamide (2012) suggest that TQM philosophy is an organizational management approach founded on quality, based on the participation of all its members and aiming at long-term success through customer satisfaction. However, the study was confined to variables like a customer centric culture; an organization that centers on the customer; employee empowerment; process ownership; team building; and partnering with customers and suppliers but not the variables studied in this study.

Wairimu and Omondi (2014) studied on the relationship between quality management and organizational performance and established that a positive correlation exists between TQM practices and organizational performance. It emerged that customer satisfaction was the centric point of quality management. The concept of quality was determined by all stakeholders of the organization. The study concluded that organizations were to satisfy their customers if only they invested on modern technology, employee training, visionary leadership, team work, and product innovation and consumer research. However, the findings of the study were confined to manufacturing firms but not public hospitals in Kenya.
<table>
<thead>
<tr>
<th>Author</th>
<th>Focus of the Study</th>
<th>Findings</th>
<th>Knowledge Gaps</th>
<th>Focus on the Current Study</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mulinge (2014)</td>
<td>The influence of Technology on Quality Customer Service Delivery among Commercial Banks in Kenya.</td>
<td>Established that quality was perceived from different perspectives by customers in the market</td>
<td>The study focused on technology and service delivery in the banking sector</td>
<td>To establish the influence of research and development on customer satisfaction in public hospitals in Embu County, Kenya.</td>
</tr>
<tr>
<td>Mueni (2014)</td>
<td>The Relationship between Quality and Performance of Higher Institutions of Learning in Kenya.</td>
<td>Established that integration of technology in the system and employee training were key determinants of quality among higher intuitions of learning</td>
<td>The study focused on quality and performance of higher institutions of learning in Kenya</td>
<td>To establish the influence of employee training on customer satisfaction in public hospitals in Embu County, Kenya.</td>
</tr>
<tr>
<td>Yusufu (2013)</td>
<td>The Impact of Quality Management on Performance of Manufacturing firms in Kenya. MBA Thesis.</td>
<td>Established that top leadership was one of the aspects that enhanced performance of manufacturing firms.</td>
<td>The study focused on technology and leadership variables in the manufacturing sector</td>
<td>To establish the influence of employee motivation on customer satisfaction in public hospitals in Embu County, Kenya.</td>
</tr>
<tr>
<td>KIPPRA (2014)</td>
<td>The implementation of ISO Practices and Performance of Public Universities in Kenya.</td>
<td>Identified that inadequate training and awareness was the key challenge to the implementation of ISO practices and performance of</td>
<td>The study focused on leadership and technology as drivers of quality in public universities in Kenya</td>
<td>To establish the influence of employee training on customer satisfaction in public hospitals in Embu County, Kenya.</td>
</tr>
<tr>
<td>Author</td>
<td>Title</td>
<td>Findings</td>
<td>Purpose</td>
<td></td>
</tr>
<tr>
<td>-------------------------------</td>
<td>----------------------------------------------------------------------</td>
<td>--------------------------------------------------------------------------</td>
<td>-------------------------------------------------------------------------</td>
<td></td>
</tr>
<tr>
<td>Mutunga (2011)</td>
<td>Indicators of Quality Management Practices in State Corporations within the Agriculture Sector in Kenya</td>
<td>Established that for successful TQM implementation an organization require top management commitment, customer orientation, continuous improvement and adoption of process approach</td>
<td>To establish the influence of employee training on customer satisfaction in public hospitals in Embu County, Kenya.</td>
<td></td>
</tr>
<tr>
<td>Lambert and Ouedraogo, (2008)</td>
<td>Empirical investigation of ISO 9001 quality management systems and their impact on organizational learning and process performances</td>
<td>Established that need to maintain quality was a responsibility of top management.</td>
<td>To establish the influence of research and development on customer satisfaction in public hospitals in Embu County, Kenya.</td>
<td></td>
</tr>
<tr>
<td>Authors</td>
<td>Title</td>
<td>Findings</td>
<td>Study Focus</td>
<td>Research Focus</td>
</tr>
<tr>
<td>-------------------------</td>
<td>----------------------------------------------------------------------</td>
<td>--------------------------------------------------------------------------</td>
<td>------------------------------------------------------------------------------</td>
<td>--------------------------------------------------------------------------------</td>
</tr>
<tr>
<td>Cooney &amp; Samson (2002)</td>
<td>Employee Training, Quality Management and the Performance of Australian and New Zealand Manufacturing Companies</td>
<td>Established that firms should heavily invest in their human capital through training and development</td>
<td>The study focused on manufacturing firms in Australia and New Zealand</td>
<td>To establish the influence of employee training on customer satisfaction in public hospitals in Embu County, Kenya.</td>
</tr>
<tr>
<td>Vujovic &amp; Kramar (2017)</td>
<td>The relationship between innovations and Quality Management Systems</td>
<td>Found out that firms should invest in research and development as a prerequisite for development</td>
<td>The study focused on Montenegro firms in Europe</td>
<td>To establish the influence of research and development on customer satisfaction in public hospitals in Embu County, Kenya.</td>
</tr>
<tr>
<td>McCoy (2016)</td>
<td>Hotel Managers’ Motivational Strategies for Enhancing Employee Performance</td>
<td>Established that motivation plays an essential role in employees’ job performance and productivity</td>
<td>The study made a focus on the Hospitality Industry</td>
<td>To establish the influence of employee motivation on customer satisfaction in public hospitals in Embu County, Kenya.</td>
</tr>
</tbody>
</table>

Source: (Literature Review, 2018)
2.4 Conceptual Framework

- **Employee Training**
  - Employee skills and knowledge
  - Quality decisions formulated
  - Flexibility to changes

- **Research and Development**
  - New product development
  - Product and service improvement
  - Consumer research

- **Employee Motivation**
  - Employee participation in decisions
  - Salary review
  - Delegation and recognition

- **Customer Satisfaction**
  - Reliability
  - Assurance
  - Responsiveness
  - Empathy
  - Tangibles

**Figure 2.2: Conceptual Framework**

It is depicted from the conceptual framework in Figure 2.2 that quality management strategies that influences customer satisfaction are employee training, research and development and employee motivation. Indicators of employee training which influence customer satisfaction involve the employee skills and knowledge, quality decisions and flexibility to changes. Further, indicators of research and development involve new product development, improvement and consumer research and employee motivation indicators are employee participation in decision making, salary review, delegation and recognition. Moreover, indicators of the dependent variable which is customer satisfaction includes reliability, assurance, responsiveness, empathy and tangibles.
CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter discusses the research design, target population, sample and sampling technique, data collection and procedure, validity and reliability of the research instrument, data analysis technique and ethical considerations.

3.2 Research Design

Guest (2012) defines a research design as a plan that gives the direction of collecting, analyzing and interpreting data. In addition, Fisher (2010) suggests that a research design is essential in a study because it gives a clear picture of the data collection instruments and analysis techniques. The study adopted a descriptive research design to establish quality management strategies and customer satisfaction in public hospitals in Embu County, Kenya. The descriptive research design was suitable to this study because it allowed the researcher to test the relationship between variables in their natural setting without manipulating them.

3.3 Target Population

Mertler and Vannatta (2010) define a population as a group of individuals, elements or objects with common characteristics. Further, Collis and Hussey (2014) argue that a target population is the specific population about which the needed information is obtained. From the Ministry of Health records (2017), the target population of the study was 239 who comprised of employees of level four public hospitals in Embu which included Siakago, Runyenjes, Kiritiri, Kianjokoma, Ishiara and Kairuri.
Table 3.1 Target Population

<table>
<thead>
<tr>
<th>Respondents</th>
<th>Target Population</th>
<th>Percentage (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Hospital Administrators</td>
<td>12</td>
<td>5%</td>
</tr>
<tr>
<td>Doctors</td>
<td>10</td>
<td>4%</td>
</tr>
<tr>
<td>Clinical Officers</td>
<td>67</td>
<td>28%</td>
</tr>
<tr>
<td>Nurses</td>
<td>150</td>
<td>63%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>239</strong></td>
<td><strong>100%</strong></td>
</tr>
</tbody>
</table>

Source: (Ministry of Health Records, 2017)

3.4 Sample Size and Sampling Technique

Saunders, Lewis and Thornhill (2012) define a sample size as the representative of the universe. The sample size should be optimum as it should neither be too large, nor too small. An optimum sample is one which meets the requirements of reliability, efficiency, flexibility and representativeness. Novikov and Novikov (2013) define a sampling technique as the procedure in which elements of a sample are selected.

Out of the total population of 239 respondents selected from level four public hospitals in Embu which included Siakago, Runyenjes, Kiritiri, Kianjokoma, Ishiara and Kairuri, random sampling technique was used to select the respondents of the study.

Further, the study adopted the stratified sampling technique where the total population was divided into four strata (administrators, doctors, clinical officers and nurses) and simple random technique was used to select the respondents from each stratum which displayed homogenous characteristics. To arrive at that ideal sample size, the study adopted the formula proposed by Israel (2009) in the form of $n = \frac{N}{(1+N(e)^2)}$, where $n$ represents sample size, $N$ represents population size, $e$ represents confidence level.
(0.05). Using N=239 in the formula, the resulting sample size (n) was 149 employees working in level four public hospitals in Embu County which included Siakago, Runyenjes, Kiritiri, Kianjokoma, Ishiara and Kairuri as shown in Table 3.2.

Table 3.2: Sample Size

<table>
<thead>
<tr>
<th>Respondents</th>
<th>Target Population</th>
<th>Sample Size</th>
<th>Percentage (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Administrators</td>
<td>12</td>
<td>07</td>
<td>5%</td>
</tr>
<tr>
<td>Doctors</td>
<td>10</td>
<td>06</td>
<td>4%</td>
</tr>
<tr>
<td>Clinical Officers</td>
<td>67</td>
<td>42</td>
<td>28%</td>
</tr>
<tr>
<td>Nurses</td>
<td>150</td>
<td>94</td>
<td>63%</td>
</tr>
<tr>
<td>Total</td>
<td>239</td>
<td>149</td>
<td></td>
</tr>
</tbody>
</table>

Source: (Ministry of Health Records, 2017)

3.5 Data Collection Procedure and Instruments

Structured questionnaires were used as the main instrument in collecting the primary data. The respondents of the study from which information was sought constituted of employees of public hospitals in Embu County. Novikov and Novikov (2013) suggest the use of questionnaires because they provide opportunities to gather confidential information from respondents and also give respondents the opportunity to answer questions freely and frankly.

The questionnaires were distributed through the drop and pick later method. The questionnaires were administered in person and with the help of a research assistant. However, after administering the questionnaires, follow-ups were done through phone calls to ensure that the questionnaires were dully filled within the recommended timeframe.
3.6 Validity and Reliability of the Research Instrument

3.6.1 Validity Test

Saunders, Mertler and Vannatta (2010) regard the validity of a research instrument as the degree to which the instrument measures what it is expected to measure. Validity of the instrument was determined by using industry experts who included quality management officers in the health care sector and Lecturers from Kenyatta University. The feedback given was used to improve items of the questionnaires thus enhanced accuracy of the data collected.

3.6.2 Reliability Test

A research instrument is regarded to be reliable when it consistently generates similar results over repeated trials (Mertler & Vannatta, 2010). The study adopted internal consistency procedure, through which the researcher used Cronbach Alpha to check the reliability of the instrument that was used in the study. Alpha values ranged from 0 to 1 and coefficient values that were more than 0.7 were accepted in this study as proposed by Mertler and Vannatta (2010). As illustrated in Table 3.3, all the three variables were reliable since reliability coefficients were more than the critical value of 0.7 as proposed by Fisher (2010).

<table>
<thead>
<tr>
<th>Variables</th>
<th>No. of Items</th>
<th>Cronbach Alpha Coefficients</th>
<th>Comments</th>
</tr>
</thead>
<tbody>
<tr>
<td>Employee Training</td>
<td>3</td>
<td>0.842</td>
<td>Reliable</td>
</tr>
<tr>
<td>Research and Development</td>
<td>3</td>
<td>0.724</td>
<td>Reliable</td>
</tr>
<tr>
<td>Employee Motivation</td>
<td>3</td>
<td>0.718</td>
<td>Reliable</td>
</tr>
</tbody>
</table>

Source: Research data (2017)
3.7 Data Analysis

Before data analysis, data collected was cleaned, edited and categorized for consistency of results. Statistical Package of Social Sciences version 21 was used to analyze data. Descriptive, correlation and regression analysis were used to analyze data in form of mean scores, standard deviation, percentages and frequencies. Using inferential statistics, Pearson’s product moment correlation analysis was used to assess the relationship between the variables while multiple regression was used to determine the predictive power of the independent variable on the dependent variable. In addition, the researcher conducted a multiple regression analysis so as to test relationship among variables. The regression analysis was conducted at 95% confidence level and 5% significance level to determine the statistical relationship between variables. The regression model adopted was of the form; \( CS = \beta_0 + \beta_1 ET + \beta_2 RD + \beta_3 EM + \varepsilon \), where; CS denotes customer satisfaction, \( \beta_0 \) denotes Y intercept, \( \beta_1 \) to \( \beta_3 \) denote regression coefficients, ET denotes employee training, RD denotes research and development, EM denotes employee motivation and \( \varepsilon \) denotes error term.

3.8 Ethical Consideration

Prior to data analysis, the researcher sought permission from the management of public hospitals in Embu County, the National Commission for Science, Technology and Innovation (NACOSTI) and the administration of Kenyatta University to collect data. Responsibility to the respondents included voluntary participation and informed consent before participation. To ensure that the researcher was not biased, simple language and statements were used to describe the objectives of the research study. The researcher had the responsibility of ensuring accurate and correct data analysis,
correct data presentation and a true reporting of the study findings. Additionaly, discretion and anonymity of the respondents was promised.
CHAPTER FOUR

DATA ANALYSIS AND PRESENTATION OF RESULTS

4.1 Introduction
This chapter presents the results and discussion of the study conducted to establish the influence of quality management strategies on customer satisfaction among public hospitals in Embu County, Kenya. The chapter provides descriptive and regression analysis results. Further, the chapter discusses the research findings in relation to findings of previous empirical studies.

4.2 Descriptive Statistics

4.2.1 Response Rates
The study targeted a total of 239 respondents from which a sample size of 149 respondents that comprised of employees of level four public hospitals in Embu County was obtained. However, after questionnaire administration, only 101 questionnaires were returned duly filled. This contributed to 68% response rate. This response rate was adequate for data analysis and conforms to Guest (2012) who posits that a response rate of more than 50% is satisfactory enough for data analysis and reporting. A response rate of 68 % was justifiable in this study.

4.3 Respondent Demographic Characteristics

4.3.1 Respondent Level of Education
The respondents of the study were requested to show their level of education and the findings were as shown in Table 4.1:
Table 4.1: Respondents Level of Education

<table>
<thead>
<tr>
<th>Employee Level of Education</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Postgraduate</td>
<td>04</td>
<td>4.1</td>
</tr>
<tr>
<td>Bachelors</td>
<td>24</td>
<td>24.1</td>
</tr>
<tr>
<td>Diploma</td>
<td>63</td>
<td>62.3</td>
</tr>
<tr>
<td>Certificate</td>
<td>10</td>
<td>10.1</td>
</tr>
<tr>
<td>Others</td>
<td>00</td>
<td>0.0</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>101</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

Source: Field Data (2018)

As shown in Table 4.1 above, the study sought to establish the employees’ level of education and majority (62%) of the respondents were diploma holders who comprised of nurses and clinical officers; 24% were first degree holders; 10% were certificate holders and 4% were postgraduate holders. The findings imply that majority of the participants of the study were diploma holders who comprised of nurses and clinical officers. It was also noted that a few nurses and clinical officers had managed to advance their studies to the bachelor’s level after they had completed their diploma level of education.

4.3.2 Gender of Respondents

The respondents of the study were requested to show their gender and the findings were as shown in Table 4.2:

Table 4.2: Gender of Respondents

<table>
<thead>
<tr>
<th>Gender of Respondents</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Male</td>
<td>37</td>
<td>37</td>
</tr>
<tr>
<td>Female</td>
<td>64</td>
<td>63</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>101</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

Source: Field Data (2018)
As illustrated in Table 4.2, the study sought to establish the gender of employees and majority (63%) of the respondents were female and 37% were male respondents. The findings indicate that most of the respondents of the study were female nurses and clinical officers as compared to their male counterparts.

### 4.3.3 Age of Respondents

The respondents of the study were requested to show their age and the findings were as shown in Table 4.3:

<table>
<thead>
<tr>
<th>Age of Workers</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>18-23 Years</td>
<td>00</td>
<td>00</td>
</tr>
<tr>
<td>24-29 Years</td>
<td>42</td>
<td>42</td>
</tr>
<tr>
<td>30-35 Years</td>
<td>32</td>
<td>32</td>
</tr>
<tr>
<td>36-41 Years</td>
<td>27</td>
<td>26</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>101</td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

*Source: Field Data (2018)*

As shown in Table 4.3, the study sought to establish the age of employees who worked in public hospitals and majority (42%) were aged between 24-29 years; 32% were aged between 30-35 years; 26% were aged between 36-41 years and none of them were aged between 18-23 years. The findings imply that most of the workers were young people who were engaged after completing their college level education.
4. 4 Provision of Satisfactory Healthcare Services

4.4.1 Employee Service Satisfactory

The respondents of the study were requested to show if they were satisfied with healthcare services provided by public hospitals and the findings were as shown in Table 4.4:

Table 4.4: Employee Service Satisfactory

<table>
<thead>
<tr>
<th>Level of Satisfaction</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>62</td>
<td>61</td>
</tr>
<tr>
<td>No</td>
<td>39</td>
<td>39</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>101</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

Source: Field Data (2018)

As shown in Table 4.4, it was indicated by majority (61%) of employees that services that were provided by public hospitals were satisfactory despite a few service gaps and 39% said that the healthcare services provided were unsatisfactory due to issues of employee de-motivation and poor working conditions. However, it was noted that despite the service gaps that were experienced by customers, it was difficult for service providers in the public hospitals to identify them.

4.5 Quality Management Strategies and Customer Satisfaction

4.5.1 Employee Perspective of Training on Customer Satisfaction

The respondents of the study were requested to show the extent to which they agreed on the influence of employee training on customer satisfaction among public hospitals in Embu and the findings were as shown in Table 4.5 below:
Table 4.5: Employee Perspective of Training on Customer Satisfaction

<table>
<thead>
<tr>
<th>Statements</th>
<th>N</th>
<th>Mean</th>
<th>Std. Deviation</th>
<th>t-value</th>
<th>Significance (p-values)</th>
</tr>
</thead>
<tbody>
<tr>
<td>My County sponsors medical employees to further their studies</td>
<td>101</td>
<td>4.66</td>
<td>0.841</td>
<td>53.42</td>
<td>0.022</td>
</tr>
<tr>
<td>I value trainings that I attend since they improve my performance</td>
<td>101</td>
<td>4.73</td>
<td>0.552</td>
<td>51.45</td>
<td>0.000</td>
</tr>
<tr>
<td>I serve customers better based on skills acquired during trainings</td>
<td>101</td>
<td>4.38</td>
<td>0.537</td>
<td>43.34</td>
<td>0.000</td>
</tr>
<tr>
<td>Employees have a flexible schedule to advance their studies</td>
<td>101</td>
<td>2.41</td>
<td>0.556</td>
<td>33.23</td>
<td>0.011</td>
</tr>
<tr>
<td>Employees are given incentives that encourage development of skills</td>
<td>101</td>
<td>2.41</td>
<td>0.574</td>
<td>32.13</td>
<td>0.021</td>
</tr>
</tbody>
</table>

Overall mean score=3.718

Source: Field Data (2018)

As shown in Table 4.5 above, the study sought to establish employee perspective on the influence of training on customer satisfaction and most of them to a large extent agreed that most of their trainings attended influenced the customer experience. For instance, Counties sponsoring their employees to further their studies had a mean of 4.66; employees valued the trainings they attended had a mean of 4.73 and employees served customers better based on skills acquired had a mean of 4.38.

On the other hand, it was indicated by some of the respondents that to a small extent they did not have flexible schedules to advance their studies and the results gave a mean of 2.41 and the provision of incentives to encourage employee skill development had a mean of 2.41. Overall intensity of employee training on customer satisfaction was positive with the overall mean score being 3.718.
The results further reveal that at one-sample t-test comparison of the employee training practices indicates differences that were all statistically significant. The extent of employee training practices on customer satisfaction varied from one measure to another where County sponsorship of medical employees for further studies had the highest difference (t-value = 53.42, p-value < 0.05) and employee provision of incentives to perform had the lowest difference (t-value = 32.13, p-value < 0.05).

As depicted from the findings illustrated in Table 4.5, it was observed that despite the trainings attended, it was a big challenge for employees to further their studies as they did not have flexible work schedules and also because they lacked incentives that would encourage them to develop and advance their skills.

Therefore, these findings are in line with Alves and Raposo (2010) and Uwalomwa and Olamide (2012) who revealed that employee training is the fundamental driver of customer satisfaction in any competitive public or private organization. Further, Sultan & Wong (2010) concur that without employee training, it is difficult for organizations to adapt to changes and offer distinct customer service. They concluded that unless employees are given necessary skills, organizational productivity will be an uphill task to achieve.

4.5.2 Employee Perspective of Research and Development on Customer Satisfaction

The respondents of the study were requested to show the extent to which they agreed on the influence of research and development on customer satisfaction among public hospitals in Embu and the findings were as shown in Table 4.6:
Table 4.6: Employee Perspective of Research and Development on Customer Satisfaction

<table>
<thead>
<tr>
<th>Statements</th>
<th>N</th>
<th>Mean</th>
<th>Std. Deviation</th>
<th>t-value</th>
<th>Significance (p-values)</th>
</tr>
</thead>
<tbody>
<tr>
<td>My hospital advocates for employee research in issues that affect patients</td>
<td>101</td>
<td>2.26</td>
<td>0.884</td>
<td>63.23</td>
<td>0.000</td>
</tr>
<tr>
<td>My hospital has formed partnership with global health organizations that sponsor medical employees to do highly specialized courses</td>
<td>101</td>
<td>2.21</td>
<td>0.664</td>
<td>52.13</td>
<td>0.000</td>
</tr>
<tr>
<td>The County has allocated adequate funds to support research activities of the health sector</td>
<td>101</td>
<td>1.23</td>
<td>0.587</td>
<td>44.42</td>
<td>0.000</td>
</tr>
<tr>
<td>The hospital is equipped with modern medical equipment</td>
<td>101</td>
<td>1.11</td>
<td>0.673</td>
<td>36.45</td>
<td>0.000</td>
</tr>
<tr>
<td>Employees are conversant on how to use modern medical equipment</td>
<td>101</td>
<td>1.04</td>
<td>0.596</td>
<td>28.34</td>
<td>0.000</td>
</tr>
</tbody>
</table>

Overall mean score=1.570

Source: Field Data (2018)

As shown in Table 4.6, the study sought to establish employee perspective on the influence of research and development on customer satisfaction and most of them to a large extent agreed that research and development had a significant effect on customer satisfaction despite little efforts by the Ministry of Health to support research and development initiatives.

For instance, it was indicated that the hospitals did not advocate for their medical staff to conduct research on patient issues as the mean results were 2.26; hospitals partnering with global health organizations that sponsor medical employees to do highly specialized courses had a mean of 2.21; allocation of funds by the County government to support medical research initiatives gave a mean of 1.23; hospitals
being equipped with modern medical machines had a mean of 1.11 and the employees' familiarity with usage of modern medical equipment had a mean of 1.04. Overall intensity of research and development on customer satisfaction had an overall mean score of 1.570.

The results further reveal that at one-sample t-test comparison of the research and development mean scores indicates differences that were all statistically significant. The extent of research and development on customer satisfaction varied from one measure to another where advocating for employee research in patient issues had the highest difference (t-value = 63.23, p-value < 0.05) and employee familiarity on using modern equipment had the lowest difference (t-value = 28.34, p-value < 0.05).

The findings illustrated in Table 4.6 imply that despite research and development influencing customer satisfaction, it was noted that public hospitals paid little attention to medical research initiatives. It was observed that most public hospitals were under-equipped with modern medical equipment that are intended to provide quality services to customers as well as the hospital employees had a low know-how on how to use and operate the equipment.

Therefore, these findings are supported by Wairimu and Omondi (2014); Yusufu (2013); Singh & Mohanty (2012) who identified that public organizations were dragging behind research initiatives due to employees mind set on innovation and inability to meet costs of research. It was also observed that research was promoted through employee empowerment, team work and change management in competitive modern organizations. However, it was noted that private organizations were more competitive than public organizations due to their investment in new technologies and systems to enhance customer services (Moturi, 2010).
4.5.3 Employee Perspective of Motivation on Customer Satisfaction

The respondents of the study were requested to show the extent to which they agreed on the influence of motivation on customer satisfaction among public hospitals in Embu and the findings were as shown in Table 4.7:

Table 4.7: Employee Perspective of Motivation on Customer Satisfaction

<table>
<thead>
<tr>
<th>Statements</th>
<th>N</th>
<th>Mean</th>
<th>Std. Deviation</th>
<th>t-value</th>
<th>Significance (p-values)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Am highly motivated by my immediate supervisor</td>
<td>101</td>
<td>2.76</td>
<td>0.642</td>
<td>29.19</td>
<td>0.000</td>
</tr>
<tr>
<td>Am paid for extra time worked</td>
<td>101</td>
<td>2.65</td>
<td>0.614</td>
<td>27.33</td>
<td>0.000</td>
</tr>
<tr>
<td>Am provided with a conducive working environment</td>
<td>101</td>
<td>2.41</td>
<td>0.587</td>
<td>21.22</td>
<td>0.000</td>
</tr>
<tr>
<td>Am delegated duties by my supervisor</td>
<td>101</td>
<td>2.23</td>
<td>0.473</td>
<td>16.95</td>
<td>0.000</td>
</tr>
<tr>
<td>Am paid my salary on time</td>
<td>101</td>
<td>2.11</td>
<td>0.276</td>
<td>14.97</td>
<td>0.000</td>
</tr>
<tr>
<td>Am always informed on new developments in the hospital</td>
<td>101</td>
<td>2.09</td>
<td>0.383</td>
<td>13.46</td>
<td>0.000</td>
</tr>
</tbody>
</table>

Overall mean score=2.375

Source: Field Data (2018)

As indicated in Table 4.7, the study sought to establish the influence of employee motivation on customer satisfaction and most of them to a large extent indicated that they were not motivated effectively despite their dedication to offer quality services. For instance, it was indicated that employees were not highly motivated as the mean results were 2.76; the provision of employees with a conducive working environment had a mean of 2.65; delegation of duties to employees had a mean of 2.23; and the prompt payment of the employees’ salaries had a mean of 2.11. Employees being
informed on new developments had a mean of 2.09. Overall intensity of employee motivation on customer satisfaction had an overall mean score of 2.375.

The results further reveal that at one-sample t-test comparison of the employee motivation mean scores indicates differences that were all statistically significant. The extent of employee motivation on customer satisfaction varied from one measure to another where employee motivation by supervisors had the highest difference (t-value = 29.19, p-value < 0.05) and if employees were informed on new development had the lowest difference (t-value = 13.46, p-value < 0.05).

The findings illustrated in Table 4.7 imply that employees of public hospitals were demotivated to a larger extent and this resulted to inconsistencies in service delivery. It was noted that salaries of employees delayed every month thus affecting employee performance. Further, it emerged that the employees were not provided with a conducive working environment that would boost their productivity. Also, the employees were not always informed on major key decisions and developments that took place in the hospitals and this also significantly lowered their work morale.

The findings are supported by Muzaffar, Salamat and Ali (2012); Mulinge (2014); KIPPRA (2014) and Kiptum (2016); Khan, Khan and Khan, (2011) who established that employee motivation was a determinant of quality service delivery in both public and private organizations. Using a combination of aspects in the organizational context can significantly boost organizational productivity. Using financial rewards and non-financial rewards such as promotions, training, delegation, job enrichment and design automatically influence customer satisfaction.
4.5.4 Parameters of Measuring Customer Satisfaction

The respondents of the study were requested to show the degree to which they agreed on the parameters used by public hospitals in Embu County to measure customer satisfaction and the findings were as shown in Table 4.8:

Table 4.8: Parameters of Measuring Customer Satisfaction

<table>
<thead>
<tr>
<th>Statements</th>
<th>N</th>
<th>Mean</th>
<th>Std. Deviation</th>
<th>t-value</th>
<th>Significance (p-values)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Employees receive adequate support from the hospitals to perform their duties well, promptly and without delay</td>
<td>101</td>
<td>4.86</td>
<td>0.912</td>
<td>53.19</td>
<td>0.010</td>
</tr>
<tr>
<td>Employees of the hospital have been impacted with adequate knowledge and experience to perform duties more diligently</td>
<td>101</td>
<td>4.75</td>
<td>0.934</td>
<td>47.33</td>
<td>0.010</td>
</tr>
<tr>
<td>Employees are trained to be customer friendly, to give individualized attention and to understand the needs of the patients.</td>
<td>101</td>
<td>4.61</td>
<td>0.947</td>
<td>39.21</td>
<td>0.000</td>
</tr>
<tr>
<td>The hospital operates at hours convenient to all patients and offers services as promised</td>
<td>101</td>
<td>4.43</td>
<td>0.833</td>
<td>27.15</td>
<td>0.020</td>
</tr>
<tr>
<td>The hospital has modern medical equipment to offer services</td>
<td>101</td>
<td>4.31</td>
<td>0.616</td>
<td>24.17</td>
<td>0.011</td>
</tr>
<tr>
<td>The hospital has computerized medical systems of keeping accurate customer information</td>
<td>101</td>
<td>2.31</td>
<td>0.416</td>
<td>24.17</td>
<td>0.011</td>
</tr>
</tbody>
</table>

**Overall mean score=4.211**

Source: Field Data (2018)

As presented by Table 4.8 above, the study sought to establish parameters used by public hospitals to measure the extent to which patients were satisfied with the services offered and most of them agreed that employees receive adequate support from the hospitals to perform their duties well, promptly and without delay was a
measure that reflected customer satisfaction with a mean of 4.86; Employees of the hospital had been impacted with adequate knowledge and experience to perform duties more diligently had a mean of 4.75; Employees were trained to be customer friendly, to give individualized attention and to understand the needs of the patients gave a mean of 4.61; the hospital operates at hours convenient to all patients and offers services as promised had a mean of 4.43; the availability of modern medical equipment in service delivery gave a mean of 4.31 and availability of computerized medical systems that kept accurate information and data had a mean of 2.31. Overall intensity of customer satisfaction was positive with an overall mean score of 4.211.

The results further reveal that at one-sample t-test comparison of the customer satisfaction mean scores indicates differences that were all statistically significant. The extent of customer satisfaction varied from one measure to another where promptness in service delivery had the highest difference (t-value = 53.19, p-value < 0.05) and computerization of medical systems had the lowest difference (t-value = 24.17, p-value < 0.05).

The findings are supported by Eristavi (2012); Chen (2011). Abdullah, Uli and Tar, (2009). Uwalomwa and Olamide (2012); Sultan and Wong (2010) who advocate that customer satisfaction is based on the dimensions of the SERVQUAL model that include; reliability, assurance, empathy, responsiveness and tangibles. Further, customer satisfaction can translate to extended service or product consumption and reduced marketing costs, more especially in advertising costs and direct sales force costs (Senthilkumar & Arulraj, 2010).
4.6 Inferential Statistics

Pearson’s product moment correlation analysis was used to assess the relationship between the variables while multiple regression was used to determine the predictive power of quality management strategies on customer satisfaction among Public Hospitals in Embu County as shown in Table 4.9:

**Table 4.9: Correlations Analysis**

<table>
<thead>
<tr>
<th></th>
<th>Employee Training</th>
<th>Research and Development</th>
<th>Employee Motivation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Employee Training</td>
<td>.710</td>
<td>.0012</td>
<td>1</td>
</tr>
<tr>
<td>Research and Development</td>
<td>.693</td>
<td>.027</td>
<td>.799</td>
</tr>
<tr>
<td>Employee Motivation</td>
<td>.579</td>
<td>.560</td>
<td>.762</td>
</tr>
</tbody>
</table>

Source: Field Data (2018)

The data presented on employee training, research and development and employee motivation was computed into single variables per factor by obtaining the averages of each factor. Pearson’s correlation analysis was then conducted at 95% level of confidence interval and 5% significance level 2-tailed.

Table 4.9 shows the correlation matrix between the factors (employee training, research and development and employee motivation) on Customer Satisfaction among Public Hospitals in Embu County. It was established that a positive relationship
between Customer Satisfaction among Public Hospitals in Embu County and employee training, research and development and employee motivation with 0.710, 0.799 and 0.762 scores respectively existed. The positive relationship shows that there is a correlation between employee training, research and development and employee motivation and Customer Satisfaction among Public Hospitals in Embu County.

This notwithstanding, all the factors had a significant p-value (p<0.05) at 95% confidence level. The significance values for the relationship between Customer Satisfaction among Public Hospitals in Embu County and employee training, research and development and employee motivation were 0.0012, 0.0017 and 0.0023 respectively.

Table: 4.10 Cross Tabulations

<table>
<thead>
<tr>
<th>Item</th>
<th>Pearson Chi-square value</th>
<th>Df</th>
<th>Asymp. Sig. (2-sided)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Employee Training</td>
<td>17.846</td>
<td>15</td>
<td>.00</td>
</tr>
<tr>
<td>Research and Development</td>
<td>21.945</td>
<td>18</td>
<td>.03</td>
</tr>
<tr>
<td>Employee Motivation</td>
<td>19.945</td>
<td>18</td>
<td>.02</td>
</tr>
</tbody>
</table>

Source: Field Data (2018)

The study sought to establish the statistical relationship between the three variables of the study on the dependent variable. Simple-cross tabulation was conducted as shown in Table (4.10) above and significance values of the three variables were less than 0.05. From the findings, it was concluded that all the three variables (employee training, research and development and employee motivation) had a significant
statistical influence on Customer Satisfaction among Public Hospitals in Embu County.

4.7 Regression Analysis

In addition, the researcher conducted a multiple regression analysis so as to test relationship among variables. The researcher applied the statistical package for social sciences (SPSS V 21) to code, enter and compute the measurements of the multiple regressions for the study. Coefficient of determination explains the extent to which changes in the dependent variable can be explained by changes in the independent variables or the percentage of variation in the dependent variable (Customer Satisfaction among Public Hospitals in Embu County) that is explained by all the three independent variables (employee training, research and development and employee motivation).

4.8 Model Summary

Table 4.11: Model Summary

<table>
<thead>
<tr>
<th>Model</th>
<th>R</th>
<th>R Square</th>
<th>Adjusted Square</th>
<th>R</th>
<th>Std. Error of the Estimate</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>0.923</td>
<td>0.852</td>
<td>0.789</td>
<td>0.6273</td>
<td></td>
</tr>
</tbody>
</table>

Source: Field Data (2018)

The three independent factors that were studied, explain only 85.2% of Customer Satisfaction among Public Hospitals in Embu County as represented by the $R^2$. This therefore means that other factors not studied in this research contribute to 14.8% of Customer Satisfaction among Public Hospitals in Embu County. Therefore, further
research should be conducted to investigate other factors (14.8%) that influence Customer Satisfaction among Public Hospitals in Embu County.

4.9 Relationship between Independent and Dependent Variables

Table 4.12: Regression Coefficients

<table>
<thead>
<tr>
<th>Model</th>
<th>Unstandardized Coefficients</th>
<th>Standardized Coefficients</th>
<th>t</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>B</td>
<td>Std. Error</td>
<td>Beta</td>
<td></td>
</tr>
<tr>
<td>1 (Constant)</td>
<td>1.139</td>
<td>1.2235</td>
<td>1.515</td>
<td>0.0133</td>
</tr>
<tr>
<td>Employee Training</td>
<td>0.887</td>
<td>0.1032</td>
<td>0.152</td>
<td>4.223</td>
</tr>
<tr>
<td>Research and Development</td>
<td>0.752</td>
<td>0.3425</td>
<td>0.154</td>
<td>3.424</td>
</tr>
<tr>
<td>Employee Motivation</td>
<td>0.645</td>
<td>0.2178</td>
<td>0.116</td>
<td>3.236</td>
</tr>
</tbody>
</table>

Source: Field Data (2018)

The three variables of the study (Employee Training, Research and Development, and Employee Motivation) were regressed on the dependent variable (customer satisfaction). As shown in Table 4.12, after conducting regression analysis, it was established that the three independent variables of the study had a positive effect on the dependent variable, which meant that a unit increase in the independent variable would result to a unit increase in the dependent variable.

According to the SPSS generated table above, the equation $CS = \beta_0 + \beta_1 ET + \beta_2 RD + \beta_3 EM + \varepsilon$, becomes: $CS = 1.139 + 0.887ET + 0.752RD + 0.645EM$. According to the regression equation established, taking all factors into account (employee training,
research and development and employee motivation) constant at zero, sustainable customer satisfaction will be 0.139. The data findings analyzed also shows that taking all other independent variables at zero, a unit increase in employee training will lead to a 0.887 increase in Customer Satisfaction among Public Hospitals in Embu County; a unit increase in research and development will lead to a 0.752 increase in Customer Satisfaction among Public Hospitals in Embu County and a unit increase in employee motivation will lead to a 0.645 increase in Customer Satisfaction among Public Hospitals in Embu County.

At 5% level of significance and 95% level of confidence, employee training showed a 0.0122 level of significance, research and development showed a 0.0112 level of significance and employee motivation showed a 0.0111 level of significance. Therefore, it was concluded that there is a positive relationship between independent variables (employee training, research and development and employee motivation) and dependent variable (customer satisfaction) among Public Hospitals in Embu County.)
CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter presents a summary of the study findings as per the study objectives, conclusions based on those findings and recommendations which are based on both the study findings and other relevant literature considered necessary and vital to be used in future to improve the study situation.

5.2 Summary of Findings

5.2.1 Employee Training

The study established that employees of the public hospitals were not provided with incentives that would motivate them to advance their skills through training. On the other hand, it was also observed that the hospital employees were not provided with flexible work schedules that would eventually provide them with opportunities of advancing their skills through training and development.

The regression analysis conducted indicated that a unit increase in employee training led to a 0.887 increase in Customer Satisfaction among Public Hospitals in Embu County. Hence, employee training is a significant factor in enhancing customer satisfaction among the public hospitals in the county. Also, at 5% level of significance and 95% level of confidence, employee training showed a 0.0122 level of significance, implying a positive relationship existed between employee training and the dependent variable.
Employees are the key asset in helping an organization achieve its organizational goals and in this case, organizations should invest in their workforce through impacting skills and knowledge that is achieved through training. Through training, a firm is able to keep in touch with all the latest technology developments, keep up with the industry changes and increase job satisfaction levels among its employees.

5.2.2 Research and Development

It was revealed by the study that despite the effort of employees to improve services, public hospitals were dragging behind new changes in the healthcare sector. For instance, it was pointed out that use of modern medical equipment and employee literacy on ICT skills was a big challenge among public hospitals in Embu County. It emerged that most of the public hospitals were under-equipped with medical equipment where most of them were outdated and could not provide quality services to patients in the changing healthcare sector.

It was generally observed that despite the benefits of technology such as efficiency and effectiveness in service delivery, ICT culture was not embraced in public hospitals in Embu County compared to the private hospitals. Also, it was identified that public hospitals in the county did not advocate and encourage their employees to conduct research on issues that affect patients with very little efforts to sponsor medical employees to do highly specialized courses being made. The county government also paid little or no attention to funding medical research initiatives among the public hospitals in the county.

The regression analysis of the study indicated that a unit increase in research and development led to a 0.752 increase in Customer Satisfaction among Public Hospitals in the county, implying that the variable has a significant effect on customer
satisfaction. Additionally, at 5% level of significance and 95% level of confidence, research and development showed a 0.0112 level of significance, implying a positive relationship existed between the variable and customer satisfaction.

In this case, public hospitals in Embu County should invest heavily on research and development initiatives to improve the quality of services they offer.

5.2.3 Employee Motivation

It was revealed that employee motivation among public hospitals was not embraced to a larger extent. It was noted that employees were not highly compensated and due to poor compensation policies among public hospitals to their employees, frequent strikes were witnessed among public hospitals leading to unsatisfactory and inconsistencies in service delivery. It emerged that employees who worked in public hospitals were not effectively compensated compared to those who worked in the private sector. However, due to poor working conditions, not being paid for extra time and the employees not being informed of key developments taking place in their work places, service delivery among public hospitals in the county was poor since most of the patients were not given standard services.

Incorporating employee motivation programs and initiatives such as providing a work life balance, offering competitive salaries and delegating duties to the juniors will motivate the employees and increase their efficiency and productivity. This is because from the analysis, unit increase in employee motivation led to a 0.645 increase in customer satisfaction among Public Hospitals in Embu County. Also, at 5% level of significance and 95% level of confidence, employee motivation showed a 0.0111 level of significance, implying a positive relationship existed between employee motivation and customer satisfaction.
5.3 Conclusions

Based on the findings of the study, it can be concluded that public hospitals in Kenya should embrace quality management strategies such as employee training to enhance creativity and innovation in the healthcare industry in Kenya. Data analysis shows a positive relationship exists between employee training and customer satisfaction. Through employee training, new skills are likely to be developed to address service gaps in the public health sector in Kenya.

Further, investments in research and development initiatives such as buying new medical equipment and training workers on ICT skills can boost the service experience in the healthcare sector in Kenya. Through exchange programs, medical officers are likely to gain in-depth understanding of complex and life threatening issues.

However, counties should expand their budgets to promote research and development initiatives among public hospitals that will certainly improve the quality of services they deliver as a positive relationship between research and development and customer satisfaction exists from the study findings.

Finally, it can be concluded that public hospitals in Kenya should embrace the culture of employee motivation to enhance quality of service delivery. Public hospitals should strive and benchmark its compensation policies with those of private hospitals to boost the morale of doctors, nurses and clinical officers. Public hospitals should embrace the culture of delegating duties, promote workers, train and enrich jobs of the medical officers. Since there exists a positive relationship and correlation between employee motivation and customer satisfaction, public hospitals should craft compensation policies that address issues of risk exposure among healthcare
professionals. This will help to have a contented and satisfied team of employees who will definitely deliver fast and excellent services to the patients.

5.4 Recommendations

The study established that despite the trainings attended by employees of public hospitals, service gaps were evident. Hence, this study recommends that public hospitals should carry out needs assessment among their workers periodically and subject them to formal training on customer care management to sustain the competitiveness of the healthcare sector in Kenya based on excellent customer care services. Public hospitals should partner with other industry players in order to adopt customer service models that are relevant with changing consumer needs and wants. Furthermore, the study identified that research and development initiatives were not fully endorsed by public hospitals due to the challenge of funds. Therefore, this study recommends that public hospitals in Kenya need to consider in investing in modern medical equipment in order to provide improved customer services. In addition, public hospitals should partner with ICT firms in order to equip employees with ICT skills and invest in customer management systems. Through the Ministry of Health, public hospitals in Kenya should be integrated with modern ICT systems to facilitate service delivery in a more effective manner.

Finally, the study established that motivation of workers in public hospitals was not given the attention it deserved and this had resulted to endless strikes. Therefore, the study recommends that National and County Governments should seek to establish a criterion of compensating medical staff based on their skills, knowledge and experience. Further, County Governments should develop comprehensive policies that encourage staff development rather than policies that focus on career stagnation.
County Governments further should strive to expand healthcare budgets to address issues of housing, transport and medical covers among workers.

5.5 Suggestions for Further Research

Since the study only addressed three variables which included, employee training, research and development and employee motivation, the study suggests that other researchers should seek to investigate other variables that may influence customer satisfaction among public hospitals in Kenya. The studies should also seek to establish the relationship between the three variables and customer satisfaction. Future scholars should also seek to address issues that influence customer satisfaction in other related sectors such as pharmaceutical sector. More research should also be conducted so as to help improve the understanding of the concepts of quality management strategies and customer satisfaction and how they are measured because they are very significant factors for firms in the service industry in terms of profitability and growth.
REFERENCES


APPENDICES

Appendix 1: Introductory Letter

Kamani Mercy Mukami

Kenyatta University,

Kenya.

Dear Respondent,

**REF: MASTER OF BUSINESS ADMINISTRATION RESEARCH STUDY**

I am a student at Kenyatta University pursuing my Master’s degree in Business Administration (Strategic Management). To enable me complete my studies, I am required by the school administration to carry out a research study. The research study involves collection of data and report writing thereafter. The title of my research study is “Quality Management Strategies and Customer Satisfaction among Public Hospitals in Embu County, Kenya”

It is for this reason that I humbly request for your participation and help me complete my degree by filing in the attached questionnaire. The research findings will be used for academic purposes only and will also be treated with utmost discretion. Your support and assistance in filling in the attached questionnaires will be greatly appreciated.

Kind regards,

Thank you in advance.
Appendix 2: Questionnaire for Employees of Public Hospitals

SECTION A: DEMOGRAPHIC CHARACTERISTICS

1. What is your Education Level?
   a) PhD. [  ]
   b) Masters [  ]
   c) Diploma [  ]
   d) Certificate [  ]

2. Gender of Respondent?
   a) Male [  ]
   b) Female [  ]

3. Age of Respondent
   a) 18-23 Years [  ]
   b) 24-29 Years [  ]
   c) 30-35 Years [  ]
   d) 36-41 Years [  ]
   e) Above 42 Years

SECTION B: QUALITY MANAGEMENT STRATEGIES AND CUSTOMER SATISFACTION IN PUBLIC HOSPITALS IN EMBU COUNTY

Clearly indicate to what degree you agree with the statements below using the Likert scale of 1-5 as indicated below:

PART A: EMPLOYEE TRAINING AND CUSTOMER SATISFACTION

4. Show to what degree you agree with the statements provided below relating to the effect of employee training on customer satisfaction in your hospitals (scale 5= Strongly agree, 4= Agree, 3 = Moderately agree, 2= Disagree, 1 = Strongly disagree)
Employees have a flexible schedule to advance their studies

Employees are given incentives that encourage development of skills

My County sponsors medical employees to further their studies

I value trainings that I attend since they improve my performance

I serve customers better based on skills acquired during trainings

---

**PART B: RESEARCH AND DEVELOPMENT AND CUSTOMER SATISFACTION**

5. Show to what extent you agree with the statements provided below relating to the effect of research and development on customer satisfaction in your hospitals (scale 5= Strongly agree, 4= Agree, 3 = Moderately agree, 2= Disagree, 1 = Strongly disagree)

<table>
<thead>
<tr>
<th>Statements</th>
<th>5</th>
<th>4</th>
<th>3</th>
<th>2</th>
<th>1</th>
</tr>
</thead>
<tbody>
<tr>
<td>My hospital advocates for employee research in issues that affect patients</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>My hospital has formed partnership with global health organizations that sponsor medical employees to do highly specialized courses</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>The County has allocated adequate funds to support research activities of the health sector</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>The hospital is equipped with modern medical equipment</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Employees are conversant on how to use modern medical equipment</td>
<td></td>
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</tbody>
</table>
### PART C: EMPLOYEE MOTIVATION AND CUSTOMER SATISFACTION

6. Show to what extent you agree with the statements provided below relating to the effect of employee motivation on customer satisfaction in your hospitals (scale 5= Strongly agree, 4= Agree, 3 = Moderately agree, 2= Disagree, 1 = Strongly disagree)

<table>
<thead>
<tr>
<th>Statements</th>
<th>5</th>
<th>4</th>
<th>3</th>
<th>2</th>
<th>1</th>
</tr>
</thead>
<tbody>
<tr>
<td>Am highly motivated by my immediate supervisor</td>
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<tr>
<td>Am paid for extra time worked</td>
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<tr>
<td>Am provided with a conducive working environment</td>
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<tr>
<td>Am delegated duties by my supervisor</td>
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<tr>
<td>Am paid my salary on time</td>
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<tr>
<td>Am always informed on new developments in the hospital</td>
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</tbody>
</table>

### PART D: MEASUREMENT OF CUSTOMER SATISFACTION

7. Show to what extent you agree with the statements provided below relating to the parameters used by your hospital to measure customer satisfaction (scale 5= Strongly agree, 4= Agree, 3 = Moderately agree, 2= Disagree, 1 = Strongly disagree)

<table>
<thead>
<tr>
<th>Statements</th>
<th>5</th>
<th>4</th>
<th>3</th>
<th>2</th>
<th>1</th>
</tr>
</thead>
<tbody>
<tr>
<td>Employees get enough support from the hospitals to perform their duties well, promptly and without delay</td>
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<tr>
<td>Employees of the hospital have been impacted with adequate knowledge and experience to perform duties more diligently</td>
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<tr>
<td>Employees are trained to be customer friendly, to give individualized attention and to understand the needs of the customers</td>
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<td>The hospital operates at hours convenient to all patients and offers services as promised</td>
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<tr>
<td>The hospital has modern up-to date medical equipment to offer services</td>
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<tr>
<td>The hospital has computerized medical systems of keeping accurate customer information</td>
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</tbody>
</table>
Appendix 3: List of Level Four Hospitals in Embu County

1. Siakago
2. Runyenjes
3. Kiritiri
4. Kianjokoma
5. Ishiara
6. Kairuri