

**TOTAL QUALITY MANAGEMENT INITIATIVES AND SERVICE
DELIVERY IN NON-GOVERNMENTAL ORGANIZATIONS IN GARISSA
COUNTY, KENYA**

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DECLARATION

This research project is my very own work and has never been submitted for the conferment of any award at any other institution. No portion of the project may be replicated without the permission of the author and/or Kenyatta University.

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This research work has been submitted for evaluation with my consent as the appointed university supervisor.

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DEDICATION

This research project is dedicated to my father Osman A. Shurie. I appreciate your affection and assistance during this research.

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I would want to express my thankfulness to my supervisor, Dr. Hannah Bula, for sharing her extensive knowledge with me and helping me navigate each step. I also want to express my appreciation to the Kenyatta University fraternity for providing me with the chance to be a part of this outstanding organization.

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ABBREVIATIONS AND ACRONYMS

CAC	Corporate Affairs Commission
CES	Centre for External Studies
COVID-19	Corona Virus Disease of 2019
FY	Financial Year
GOEs	Government Owned Entities
HCT	Human Capital Theory
IT	Information Technology
NACOSTI	National Commission for Science, Technology and Innovation
NGO	Non-Governmental Organization
ODL	Open and Distance Learning
RBV	Resource Based View
SACCO	Savings and Credit Cooperative Organization
SASRA	Sacco Societies Regulatory Authority
SPSS	Statistical Package for Social Science
TQM	Total Quality Management

OPERATIONAL DEFINITION OF TERMS

Customer Focus	Business strategy that prioritizes the client in all business development and management choices.
Employee Training	Planned set of actions for imparting information to employees, resulting in a growth in job skills necessary for NGOs' growth.
Leadership	A type of social influence that optimizes other people's efforts to accomplish an objective
Service Delivery	Procedure for delivering and carrying out services in an efficient and effective manner to satisfy the demands of communities, NGOs, or people.
Technology	Refers to techniques, frameworks, and tools that come from using scientific knowledge in real-world applications.
Total Quality Management Initiative	A managerial strategy for sustained success via client satisfaction

ABSTRACT

Non-governmental organizations in Garissa County, Kenya, face multifaceted challenges in delivering services effectively and efficiently to their beneficiaries. Despite the growing emphasis on Total Quality Management as a means to enhance organizational performance and service delivery, there exists a dearth of empirical research investigating its influence within the Non-Governmental Organizations sector specifically in this region. Consequently, understanding the precise nature of these challenges and the extent to which Total Quality Management initiatives influence service delivery in Garissa County Non-Governmental Organizations is crucial for devising informed strategies to address them. The general objective of this study was to investigate the influence of total quality management initiatives and service delivery in NGOs in Garissa County, Kenya. The specific objectives were to ascertain the influence of leadership, customer focus, technology and staff training on service delivery in non-governmental organizations in Garissa County, Kenya. The research was dictated by the resource-based view theory, leadership contingency theory and human capital theory. The study was done through a descriptive research design. The target audience under research was 100 employees working with NGOs in Garissa County, Kenya. The study's sample size was determined through census where all the 100 employees were involved in the study. A semi-structured questionnaire was utilized in data gathering. A total of 10 people— being staff from NGOs in Wajir County which is adjacent to Garissa County were involved in the pilot study. Content validity, construct validity, and criteria validity were employed to gauge validity. Quantitative data was evaluated utilizing descriptive statistics such as means and standard deviation. Inferential statistics was analyzed using correlation analysis and multiple regression. The results were presented using frequency tables. The findings showed that total quality management elements of leadership, customer focus, technology and employee training positively influence service delivery in the NGOs in Garissa County. Multiple correlation analysis suggested that a positive and significant correlation between leadership, customer focus, technology and employee training and service delivery. The study concluded that leadership, customer focus, technology and employee training are important elements that influence service delivery by NGOs in Garissa County. The study recommended strengthening leadership, enhancing customer focus, establishing robust technology and increasing employee training as a way of further enhancing service delivery by NGOs in Garissa County. The study's beneficiaries include the local population, sponsors, employees of non-governmental organizations, and recipients of their services.

CHAPTER ONE

INTRODUCTION

1.1 Background to the Study

Most organizations now use service delivery to measure client satisfaction levels, which helps with organizational growth and restructuring and changes the political, economic, social, ecological, and environmental course of most organizations (Packard, 2019). Swallehe (2021) notes that good strategy management gives an organization consistency in its operations and guarantees that organizational units cooperate toward the same goals and purposes, both of which enhance service delivery. Therefore, if organizations wish to influence service delivery, they must provide effective services that satisfy the demands of the recipients.

Chen, Dyball and Harrison (2020) observe that the key drivers of strategy implementation play a significant role in how well organizations are able to deliver services. The desire of businesses to provide high-quality goods and services has led to a rise in the concept of Total Quality Management (TQM). Poister and Harris (2021) argue that TQM is widely acknowledged as a cutting-edge new system of principles, instruments, and practices required to manage an organization to deliver customer satisfaction in a rapidly evolving global economy. It is therefore possible to produce products and services with the highest levels of satisfaction for clients at the lowest possible prices by implementing an effective system for coordinating the work of various departments within an organization to preserve and enhance quality.

Milne, Iyer and Gooding-Williams (2018) indicate that the Country's development is not just concentrated on the function of the government. Non-Governmental Organization (NGOs) and the private sector both have a significant impact on making sure that sustainable development benefits the general population. For instance, Ahmad

and Arshad (2020) observe that due to Malaysia's success in fostering harmony between various ethnic groups, it has become one of the best examples of community relations for other nations. The majority of these accomplishments are the outcome of work done by various parties, including NGOs. Therefore, NGOs in Malaysia play a significant role at the grassroots level due to their proximity to the community and ability to implement programs that will benefit the community.

The comparatively long history of the nonprofit sector began in 1900, when the first social sector organization was officially registered as such, according to documentation preserved by the Corporate Affairs Commission in Nigeria. The nonprofit sector is highly active in Nigeria, as it is in the majority of developing nations (Leurs, 2019). The bulk of charities' services are philanthropic and aimed at improving society overall, claims Ngeh (2020). These NGOs are therefore nonprofit, social, and volunteer in nature. These services address a number of societal needs that are unmet by the government, private citizens, or profit-driven enterprises. However, it is difficult to evaluate the impact of these services and to understand the different aspects that influence their delivery because of the complexity of their goals and target audiences.

The Kenyan government has acknowledged the significance of the part played by NGOs in the delivery of services. According to Christine (2020), the Kenyan government has been engaging NGOs in policymaking and service delivery since 2002 through a variety of ministries and provincial administrations. According to Karanja and Karuti(2018), NGOs in Kenya have grown economically significant and have significantly aided the country's development across all economic sectors. Additionally, some NGOs operating in Kenya have shown sound management techniques, as evidenced by things like good governance, quality personnel, having distinct goals and missions, and financial stability, among other things.

1.1.1 Service Delivery

Service delivery refers to the production or distribution of goods and services to the community in accordance with predetermined plans and allocated budgetary resources. The objective of a service delivery improvement plan is to enhance and expand service delivery while staying within the organization's budgetary constraints (Pitt, Foreman & Bromfield, 2015). As O'looney (2019) notes, the overarching goal is to achieve the most efficient and effective service delivery possible, whether undertaken by the private or public sector. Therefore, improving service delivery entails providing the same or superior goods and services to the community with equal or fewer resources.

Service delivery encompasses the provision of public activities, aids, or services to citizens, including both tangible products and intangible services (Fox & Meyer, 2017). Flynn (2020) defines service delivery as the swift and efficient provision of services to intended recipients, suggesting that timely service completion enhances the organization's reputation. To support this goal, organizations must undergo strategic redesign to continuously improve service delivery. It is essential to evaluate whether policies are in place, assess their effectiveness, and understand the community's response.

Carroll (2018) highlights that service delivery is a primary and visible role of NGOs in development work. NGOs fulfill this role by providing essential goods and services to communities in need. Göksel and Güneş (2020) add that NGOs sometimes collaborate with other organizations or the government, conducting research or resolving conflicts to facilitate service provision.

Schalock, Verdugo, and Bonham (2018) emphasize that service delivery improvement must be meticulously planned and approached systematically through strategic

planning, a core component of Total Quality Management (TQM). Mitchell (2019) asserts that without clear long-term direction, institutions cannot effectively plan for quality improvement, which should be part of a broader corporate strategy. Key to this strategy is a focus on customer satisfaction, as a strong strategic vision is a critical success factor for any organization.

In this study, service delivery was defined operationally by its quality, timeliness, and customer satisfaction. Quality refers to the standard and effectiveness of services, timeliness pertains to the promptness and efficiency of delivery, and customer satisfaction reflects the contentment of beneficiaries and stakeholders with the services received.

To measure service delivery, the study utilized several key indicators: surveys or feedback forms to assess satisfaction levels among beneficiaries and stakeholders, Net Promoter Score to gauge the likelihood of beneficiaries recommending the NGO's services to others, and the number of complaints or grievances related to service quality.

These operational indicators provided a comprehensive evaluation of service delivery, enabling the identification of areas for improvement and the enhancement of overall service quality.

1.1.2 Total Quality Management Initiatives

The Total Quality Management (TQM) initiative is a management philosophy that emphasizes the critical role of people and work processes in achieving its primary goals of enhancing customer satisfaction and improving organizational performance (Lazur, Jagadeesh, Karthikeyan & Shanmugaraja, 2018). Schaffer (2020) highlights that TQM involves the effective coordination of work processes to continually exceed customer expectations and drive improvement across all business units. This approach focuses

on ensuring total quality throughout all organizational functions, aiming to minimize waste and rework, thereby reducing costs and enhancing production efficiency. This study will examine TQM initiatives, including leadership, customer focus, technology, and employee training.

Leadership is foundational to any quality management improvement strategy. Leaders set the organizational direction and cultivate a sense of shared purpose. Ehigie and Akpan (2018) emphasize that leaders are responsible for creating and maintaining an environment conducive to quality management. Dhiman (2019) notes that in today's dynamic environment, employees have greater opportunities to fully engage in achieving organizational objectives. Effective leadership is crucial in setting goals and supporting staff in meeting these goals, thereby raising quality throughout the organization. Leaders must establish clear initiatives and strategies, involving all levels in quality management efforts.

The customer focus principle involves actions designed to benefit stakeholders and tools that help organizations understand customer needs and interests (Lengnick-Hall, 2016). Mehra and Ranganathan (2018) argue that businesses must consider service quality as an additional value for customers and pay close attention to customer feedback. When a company understands what its customers want, it can better allocate resources, personnel, and operational procedures to meet and exceed their expectations.

Employee training is closely connected to the adoption of quality management practices. Organizations pursuing a quality strategy recognize the necessity of investing in human capital through training to improve productivity and customer satisfaction (Youndt, Snell, Dean, & Lepak, 2016). Schonberger (2018) observes that employees need training to manage the expanded scope of their roles following the delegation of

quality responsibilities, acquire non-technical skills for quality improvement activities, and develop a broad skill set to adapt to changing customer and market requirements.

1.1.3 Non-Governmental Organizations

TQM has gained increasing attention as a framework for enhancing service delivery and organizational effectiveness within Non-Governmental Organizations (NGOs) (Al-Swidi, 2017). In their study, Al-Swidi et al. (2017) underscores the relevance of TQM principles such as customer focus, continuous improvement, and employee involvement in driving quality improvements in NGO operations. Similarly, Abdul-Razak and Zainon (2018) underscore the significance of TQM practices in enhancing service quality and responsiveness in the NGO sector. By adopting TQM initiatives, NGOs can expand their capacity to meet the diverse needs of beneficiaries and stakeholders, ultimately contributing to more sustainable development outcomes (Abdul-Razak & Zainon, 2018).

1.2 Statement of the Problem

Non-Governmental Organizations (NGOs) are independent entities that operate outside the direct control of government bodies, although they may work closely with government agencies and other organizations to achieve common goals. These organizations are typically non-profit and are driven by missions to address social, environmental, and economic issues. NGOs play a crucial role in global development, humanitarian aid, and advocacy, filling gaps that governments and private sectors may not adequately address.

Service delivery is a critical function performed by NGOs in development work, where they provide essential goods and services to communities in need. However, concerns have been raised about the organizational systems that affect service delivery in NGOs

(Bozic, 2021). In the 2019/2020 financial year, the Non-Governmental Organizations Co-ordination Board registered 362 new NGOs, comprising 297 national and 65 international organizations, bringing the total to 11,624 registered NGOs. Out of these, 9,255 were active during FY 2019/2020. Many NGOs reported engaging in health-related projects (33%), education initiatives (14%), and relief/disaster management efforts (8%). This pattern is largely attributed to the COVID-19 pandemic, with many NGOs distributing personal protective equipment (PPE), running awareness campaigns, building community capacity, and providing relief to those affected.

Oluoch, Nyonje, and Awiti (2018) investigated the effect of TQM techniques on service delivery in public health institutions in Kisumu East Sub-County, Kenya, and discovered a significant, somewhat positive association between training for employees and service delivery. However, this research was specific to the health sector in Kisumu. Likewise, Mwikali and Bett (2019) studied TQM practices at Nairobi Hospital and found a substantial favourable influence on service delivery. Murenga and Njuguna (2020) investigated the effect of TQM practices on service delivery in small and medium enterprises, discovering a significant positive impact at Horizon Offices Limited, Kenya. Nonetheless, these studies focused on specific sectors and organizations, such as hospitals and private enterprises, rather than NGOs.

There is a notable gap in the literature concerning the influence of TQM initiatives on service delivery specifically within NGOs in Garissa County, Kenya. Previous research has studied TQM practices and service delivery in various contexts, such as public health facilities, private hospitals, and small and medium enterprises, but has not focused on the NGO sector in Garissa County. This study addressed this gap by investigating how TQM initiatives influence service delivery in NGOs operating in Garissa County, Kenya.

1.3 Objectives of the Study

This research was dictated by the subsequent general and specific objectives:

1.3.1 General Objective

The general objective of this research was to investigate the influence of total quality management initiatives and service delivery in NGOs in Garissa County, Kenya.

1.3.2 Specific Objectives

- i. To examine the influence of leadership on service delivery in NGOs in Garissa County, Kenya.
- ii. To ascertain the influence of customer focus on service delivery in NGOs in Garissa County, Kenya.
- iii. To determine the influence of technology on service delivery in NGOs in Garissa County, Kenya.
- iv. To assess the influence of employee training on service delivery in NGOs in Garissa County, Kenya.

1.4 Research Questions

- i. How does leadership influence service delivery in NGOs in Garissa County, Kenya?
- ii. How does customer focus influence service delivery in NGOs in Garissa County, Kenya?
- iii. How does technology influence service delivery in NGOs in Garissa County, Kenya?
- iv. How does employee training influence service delivery in NGOs in Garissa County, Kenya?

1.5 Significance of the Study

The research findings may directly assist managers and leaders within NGOs operating in Garissa County. By exploring the relationship between TQM initiatives and service delivery, managers can gain insights into effective strategies for improving organizational performance and enhancing service quality. They may learn from best practices identified in the study and implement TQM principles to optimize processes, allocate resources efficiently, and enhance staff training and development programs. Ultimately, managers may use the findings to drive continuous improvement efforts within their organizations, leading to better service delivery outcomes and increased stakeholder satisfaction.

Scholars and researchers studying TQM practices and service delivery in the context of NGOs may also find value in the research conducted in Garissa County. By offering concrete data and insights unique to the NGO sector in a particular region, the research will add to the body of knowledge already in existence. Researchers can build upon the findings of this study to further explore the mechanisms through which TQM initiatives influence service delivery within NGOs, identify contextual factors that affect implementation success, and develop theoretical frameworks for understanding TQM adoption and its impact on organizational performance. Researchers can also utilize the study as a starting point for cross-sector or cross-regional comparisons.

Policymakers and government agencies involved in the development and regulation of NGO activities can benefit from the research findings to inform policy decisions and initiatives. By understanding the connection between TQM practices and service delivery in NGOs, policymakers may develop supportive policies, guidelines, and incentives to promote the adoption of TQM principles within the sector. This may include providing funding or technical assistance for capacity-building programs,

establishing quality standards and accreditation mechanisms, and facilitating knowledge sharing and collaboration among NGOs. Ultimately, policy interventions informed by the research can contribute to strengthening the effectiveness, accountability, and sustainability of NGO service delivery efforts in Garissa County and yonder.

1.6 Scope of the Study

This research utilized theories and concepts from Total Quality Management (TQM) literature, organizational behavior, and service delivery frameworks. Theoretical perspectives will include TQM principles such as customer focus, continuous improvement, and employee involvement, as well as theories related to organizational culture, leadership, and change management. The study will also explore theories of service quality and effectiveness within the context of NGOs operating in Garissa County, Kenya.

The research design for this research was quantitative in nature, utilizing semi-structured questionnaires to collect data. A cross-sectional design research design was employed to gather information on TQM initiatives and service delivery practices within NGOs in Garissa County.

The target audience scope for this research comprised of NGOs operating in Garissa County, Kenya. NGOs of various sizes, sectors, and focus areas were included in the study to ensure a diverse representation of organizational contexts and experiences. Key stakeholders within these NGOs, including managers, staff members, and beneficiaries were targeted for data collection.

The sampling method for this research involved both probability and non-probability sampling techniques. A list of NGOs operating in Garissa County was obtained from relevant government agencies and NGO directories.

The time scope for this study encompassed a specified period, typically ranging from January to May, 2024. Data collection was conducted within this timeframe, allowing for the examination of current TQM initiatives and service delivery practices within NGOs in Garissa County. The study may also consider historical trends and contextual factors that have influenced TQM adoption and service delivery outcomes over time.

1.7 Limitations of the Study

The research encountered a number of difficulties. First, the study's narrow emphasis on NGOs in Garissa County, Kenya, limited how broadly the results may be applied. The unique characteristics and contextual factors of NGOs in this region may restrict the extent to which the results may be applied to other settings or populations. Additionally, there is a potential for sampling bias in the method used to select NGOs and participants. Despite efforts to obtain a diverse sample, certain NGOs or individuals may be overrepresented or underrepresented, affecting the representativeness of the findings.

Another issue is self-reporting bias. The reliance on self-reported data from NGO staff posed a risk of introducing bias, as respondents might provide socially desirable answers or inaccurately report their experiences with TQM initiatives and service delivery practices, leading to measurement errors. Assuring participants that their answers would be kept private and anonymous contributed to addressing this problem. Moreover, the study's cross-sectional design made it more difficult to ascertain a causal link between TQM activities and service delivery results. Longitudinal or experimental

designs would provide stronger evidence of causality but may be impractical or resource-intensive for this study. Lastly, there was a risk of low response rates from NGOs or participants, which could impact the reliability and validity of the findings. This was resolved by giving respondents additional time to complete the surveys and by outlining the significance and goal of the research.

Additionally, resource constraints, including limited time, funding, and personnel restricted the scope and depth of the study. This was mitigated by ensuring that trips to the study locations were minimized. A detailed timeline and budget, identifying where to cut costs was also developed.

1.8 Organization of the Study

The research project includes five chapters. The research's history and the interaction between independent and dependent variables are described in the first chapter. The chapter addresses the problem statement, study objectives, importance, constraints, scope, and organizational structure. The second chapter addresses the conceptual framework, theoretical reviews, and empirical findings. The research approach used in the study is covered in detail in the third chapter. The research's results and comments are presented in the fourth chapter, and the study summary, conclusions, recommendations, and suggestions for additional research are presented in the fifth chapter.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter presents the literature review, which is organized into the following sections: research gaps, conceptual framework, and overview of the studied literature, theoretical literature review, and empirical literature review.

2.2 Theoretical Review

2.2.1 Resource Based View Theory

This research was grounded in Penrose's (1959) RBV theory, which claims that a firm's internal resources are more essential than external ones in gaining and retaining an aggressive edge. According to this perspective, internal resources like physical assets, human resources, and organizational sources typically determine how well an organization performs. When developing plans for long-term competitive advantage, the mix, kind, number, and character of a company's own assets must be prioritized. According to RBV, managing strategically entails maximizing a company's special resources and competencies while typically preserving and enhancing the sources.

Because it views resources as essential to great company success, RBV is pertinent to this study. If a resource has value, uniqueness, immutability, and organizational characteristics, it can help a corporation gain and maintain a competitive advantage. To find sources of competitive advantage, businesses should search within rather than concentrate on the external environment. Using internal elements rather than external ones makes it easier to achieve greater organizational performance, which is contrary to the input-output view of the organization.

2.2.2 Leadership Contingency Theory

According to Fiedler's (1964) Contingency Theory, a leader's approach must be appropriate for the circumstance in order for them to be successful. The organizational management can identify their own leadership style using this model, evaluate the situation that calls for leadership, and decide if it is the appropriate leadership style. According to Fiedler (1964), the appropriate leader must be chosen for each position based on their skill set and the requirements of the circumstance. To fit conditions with their style, leaders must first grasp their own natural style. They next have to determine if their style of leadership is suitable for the situation.

Sahal (2019) observe that the leader-member relationship is the first and most crucial factor. This relationship serves as an example of the degree of confidence, respect, and trust that exist between the subordinates and their leader. The next most important consideration is task structure. RBV is pertinent to this research since it views resources as essential to successful business operations. If a resource has value, distinctiveness, immutability, and organizational characteristics, it can help a corporation gain and maintain a competitive advantage. It alludes to the authority derived from the position that the ruler possesses. Hunt, J. G. (2017) asserts that a positive situation arises when there is a strong leader-member bond, a task that is well-organized, and a substantial amount of leader position power. To improve a leader's performance, the circumstances should be modified or adjusted to fit their strengths.

The theory was crucial to the research because it guarantees that the relevance of the task at hand determines how effective a leader is. Therefore, a leader will be successful if they can modify their leadership style to set challenging but attainable goals, are willing and able to accept responsibility for the task, and have the necessary training or experience for the job.

2.2.3 Human Capital Theory

Human Capital Theory (HCT), which contends that the value that people add to an organization can greatly improve its performance, emphasizes the significance of investing in human resources (Schultz, 1961). According to Schultz, education increases workers' cognitive stock of economically valuable skills produced by investments in human capital and innate talents, which in turn increases worker productivity and efficiency. The theory regards employees as valuable assets rather than expenses, with "human capital" referring to the collective intelligence, skills, and knowledge that define an organization's unique character.

Lin, Yu-Ping Wang, Wang and Jaw (2017) state that investments in education and training make individuals more productive. HCT posits that more productive individuals typically earn higher incomes and have better job opportunities. The theory advocates that education and specific skill training can increase productivity. However, Tan (2014) criticizes HCT for being overly simplistic and confusing labor with capital. Tan contends that the theory relies on the flawed assumption that individuals act rationally and that its basic premises about human motivations and decisions are unfounded, leading to inherent limitations.

Employee training enhances their ability to perform duties effectively, thereby improving organizational performance through better use of human resources to achieve goals. The value of human capital theory is found in its capacity to assist companies in comprehending the connection between economic and social advantages (outputs) and education and training (inputs). The theory offers a useful perspective for developing policies that encourage employees to invest in their own education, ultimately leading to better organizational outcomes.

2.3 Empirical Review

This part presents a review of past researches that been done in connection to the study variables.

2.3.1 Leadership and Service Delivery

A study by Zvavahera (2017) researched the effect of leadership on service delivery in universities. The methodology included document analysis, in-person, video, and teleconference interviews. The sample was created using purposeful sampling. The study's findings indicate that while the Centre for External Studies (CES) provides good service to full-time students, its Open and Distance Learning (ODL) students receive inadequate service.

Kolil, Ondiek, and Manyasi's (2019) study looked at how leadership affected the ways in which North Rift County Governments in Kenya provided services. Regression and correlation analysis were employed in the study's mixed methods approach. Using questionnaires, the data was gathered, and SPSS was used for analysis. Leadership and service delivery have a moderately good link, according to the study. 35.4% of service delivery was attributed to leadership, according to the findings. According to regression analysis, service delivery is statistically significantly impacted by leadership.

Shimengah (2018) investigated how "strategic leadership methods affect service delivery in Kenyan county governments." Building on earlier research, the study examined how ethical behavior and core skills might enhance service delivery. According to the study, service delivery can be improved by using strategic leadership techniques. By decreasing bureaucracy, enhancing the administration of resources, and engaging the public, electing and selecting county leaders with the required leadership abilities and professional credentials can speed up the attainment of devolution objectives.

2.3.2 Customer Focus and Service Delivery

Asad, Muhammad, and Ajmal (2016) studied the correlation between customer focus and service delivery within Pakistan's telecommunications sector. They distributed 500 questionnaires to various telecommunications companies and utilized statistical methods such as Cronbach's alpha, factor analysis, Pearson correlation, and multiple regression to validate the collected data. Their findings suggested a clear and favourable link between customer focus and service delivery. However, the investigation concentrated on this direct association, leaving an opportunity for future research to explore additional factors that could potentially influence service delivery effectiveness, such as organizational culture, employee engagement, or adoption of new technologies.

Kangethe (2015) looked into how Kenyan government-owned enterprises' (GOEs') operational performance was affected by their emphasis on customer quality. Using main and secondary data sources, this descriptive survey focused on Kenya's 34 commercial GOEs. The study employed multiple linear regression to analyze the data and found that effective communication of goals and strategies by management positively impacted employee productivity. Nevertheless, the research was confined to commercial GOEs, suggesting a need for further research into how customer quality focus affects a broader spectrum of government entities, including non-commercial bodies like regulatory agencies and service delivery organizations.

Kavulya, Muturi, Rotich, and Ogollah (2018) explored the effect of customer focus strategies on service delivery in Savings and Credit Cooperative Societies (SACCOs) across Kenya. Using a cross-sectional survey design, they targeted 181 SACCOs that had been operational for at least five years. The data were gathered using both closed-ended and open-ended questionnaires, and descriptive statistics and multiple regression

analysis were employed for analysis. The research found that customer focus techniques and SACCOs' service delivery performance were strongly positively correlated.

2.3.3 Technology and Service Delivery

Lichtsteiner, Karavdic, and Delafrooz (2022) conducted a study on the impact of data processing on aid transfer across client care centers in Switzerland. The research employed an explanatory study design and focused on consumers, targeting a sample size of 400 participants. The data collection was done through surveys, and the analysis incorporated both explanatory and probabilistic methods. The findings indicated that technology significantly enhances the efficiency of aid transfer in client care centers. Information technology was found to be crucial in improving service delivery to customers.

One limitation noted in the study is its exclusive focus on public client care centers in Switzerland, which may restrict the generalizability of the findings to other countries or contexts. Due to this narrow focus, there were concerns about the applicability of the results to different settings. Extending these findings to other frameworks without further research could lead to inaccuracies or misunderstandings.

Identified Gaps and Considerations; Regional Variation: The study did not examine how data processing impacts aid transfer in different regions. Variations in culture, economy, and infrastructure could influence the effectiveness of technology in improving aid transfer, highlighting the need for comparative studies across various regions.

Cultural Variability: Cultural factors can significantly influence attitudes towards technology adoption and service delivery beliefs. The study did not explore how

cultural differences might affect the relationship between information technology and aid transfer, leaving a gap in understanding the cultural nuances of technology implementation in client care centers.

Service Setting Differences: Customer service environments vary widely, from public sector organizations to private businesses and across different industries. This study focused solely on public client care centers, neglecting potential differences in the impact of IT on aid transfer in various customer service settings. Investigating these differences could offer a more thorough comprehension of the role of technology in diverse administrative contexts.

Omboti (2019) investigated how the Directorate of Immigration and Registration of Persons' service delivery was affected by cutting-edge technology. This study used a stratified sample technique and collected data using a pre-tested structured questionnaire. The analysis employed T-tests, F-tests, chi-square tests, and multiple linear regressions. The findings suggests that advanced technology significantly improved records management at the Directorate.

Otieno (2019) looked into how the Lake Victoria South Region of Kenya's water service delivery was affected by the use of new technologies. According to the survey, the degree of technological implementation significantly improved the delivery of water services. A descriptive technique and survey research design were used to sample 195 management-level employees of urban water service companies. Self-administered questionnaires were used to gather data, and both explanatory and probabilistic analysis techniques were used for analysis.

Otieno's study focused primarily on the perspectives of management-level employees from water service providers, without including the views of other stakeholders such as

consumers, regulatory bodies, or non-governmental organizations. This limitation suggests the need for a more inclusive approach that incorporates diverse stakeholder perspectives.

2.3.4 Employee Training and Service Delivery

Tanui and Kwasira (2019) investigated the effect of training for staff on the provision of services at Moi Teaching and Referral Hospital through a descriptive study. Their research involved 120 hospital employees, utilizing structured questionnaires that were pre-tested for validity and reliability. The analysis used both descriptive statistics and inferential techniques including Pearson correlation analysis and multiple regression. The results showed that gains in hospital service delivery were significantly positively correlated with staff training. However, the study's focus exclusively on one hospital limits the generalizability of its conclusions to broader healthcare settings with different organizational structures and patient demographics. Moreover, the study lacked specificity regarding the content and methodologies of the training programs, which could have provided deeper insights into their effectiveness. Additionally, the metrics used to assess service delivery were not elaborated upon, which could have enhanced understanding of the relationship between training interventions and service quality. Furthermore, the research primarily examined short-term effects and did not explore the sustainability of these improvements over time, thus missing insights crucial for long-term planning and resource allocation in healthcare settings.

Chirchir (2019) investigated how employee development and training affected service delivery in Uasin Gishu County, Kenya, where people were registered. Employing a survey and descriptive design, the study sampled 115 customers and 62 officers through simple random sampling, using questionnaires and document analysis for data collection. The findings highlighted the primary activities of the offices involved in

registering persons and issuing Kenya National Identity Cards. However, the study did not provide specific details about the training programs or development initiatives assessed, leaving gaps in understanding the exact impact of these interventions on service delivery outcomes.

Mutegi, Nzioki, and King'oriah (2021) investigated the impact of employee training on the delivery of public services at Huduma Centers around Kenya using a descriptive research methodology. The study used multi-stage random sampling to collect data from 52 Huduma centers' branch managers, supervisors, and consumers. It included secondary data from government statistics and literature in addition to primary data from self-administered questionnaires. The study found that employee training and public service delivery had a positive but small linear connection, with government policies acting as a mediating element. Similar to other studies, detailed information on the specific training programs evaluated was lacking, limiting a comprehensive understanding of their effectiveness in improving service delivery. Moreover, the study focused predominantly on immediate outcomes and did not delve into the broader or long-term impacts of training initiatives, missing opportunities to inform strategic planning and policy development for sustained service improvements.

In summary, while these studies collectively underscore the beneficial influence of staff training on service delivery across various sectors, they also reveal notable gaps. These include inadequacies in monitoring service delivery outcomes, poor generalizability as a result of limited study scopes, an emphasis on short-term rather than long-term consequences, and inadequate information on the methods and content of training programs. A broader comprehension of how training interventions support long-term

enhancements in service delivery across various organizational contexts may be possible by filling in these gaps.

2.4 Summary of Literature Reviewed and Research Gaps

Table 2.1: Summary of Literature Reviewed and Research Gaps

Name	Study Title	Findings	Methodology	Research Gaps	Focus of the current study
Zvavahera (2017)	Leadership's impact on university service delivery	There were issues with the delivery of educational materials, the evaluation of assignments, and the administration of exams	-Quantitative research methods.	Universities were the study's primary emphasis.	The study focused on NGOs
Kolilet <i>al.</i> (2019)	Effect of leadership on service delivery	Service delivery and leadership are somewhat positively correlated.	Quantitative research methodology.	The North Rift County Governments in Kenya were the study's primary focus.	The study focused on NGOs
Shimengah (2018)	Impact of strategic leadership techniques on Kenyan county governments' service delivery	Service delivery can be improved by using strategic leadership techniques.	Cross-sectional research approach	The research concentrated on county governments in Kenya	The research concentrated on NGOs
Asadet <i>al.</i> (2016)	Relationship between customer focus and service delivery	Service delivery and customer orientation have a positive and robust relationship.	Quantitative data analysis techniques	The research concentrated on telecommunication organizations of Pakistan	The research centered on NGOs
Kangethe (2015)	Influence of customer quality focus and	Kenyan government-owned enterprises'	Surveys & questionnaires.	The research was confined to Kenyan Government	The study focused on NGOs

	operational performance	(GOEs') management makes sure that their staff members are aware of their objectives and plans.		Owned Entities	
Kavulyaet al. (2018)	Impact of a customer-focused approach on Saccos' service performance in Kenya	Saccos' customer-focused approach and service delivery are substantially and favorably correlated.	Quantitative data through surveys & questionnaires	The study's research approach was cross-sectional.	The research utilized descriptive research approach
Lichtsteine ret al. (2022)	How information technology affects the provision of services	Technology use improves the quality of services provided in customer service centers. Enhancing the delivery of services to clients requires the use of information technology.	Quantitative data through surveys & questionnaires	Switzerland's public customer service centers were the study's primary emphasis.	The study focused on NGOs
Omboti (2019)	Strategic technology's effects on the provision of public services	Strategic technology use at the Directorate of Immigration and Registration of Persons has improved records management.	Quantitative data through surveys & questionnaires	An analysis of the Directorate of Immigration and Registration of Persons was the subject of the study.	The study focused on NGOs
Otieno (2019)	Technology adoption's impact on the provision of water services	The research's findings showed that the level of technology adoption significantly improves the	Quantitative data through surveys & questionnaires	The investigation was conducted in Kenya's Lake Victoria South Region.	The study focused on NGOs

		delivery of water services.			
Tanui and Kwasira (2019)	Influence of staff training on service delivery.	Service delivery is significantly improved by staff training.	Quantitative data through surveys & questionnaires	The study focused on Moi Teaching and Referral Hospital	The study focused on NGOs
Chirchir (2019)	The effect of employee growth and training on service delivery in Kenyan person databases	Kenya National Identity Card issuance and person registration were the primary functions of the registration of individuals offices.	Quantitative data through surveys & questionnaires	A sample of the responders was chosen utilizing a simple random sampling technique.	Census method was used
Mutegiet <i>al.</i> (2021)	Effects of personnel training and public service delivery	Public service delivery has a positive, significant, low-linear association with employee training	Quantitative data through surveys & questionnaires	The study's primary emphasis was Kenya's Huduma Centers.	The study focused on NGOs

Source: Researcher (2024)

2.5 Conceptual Framework

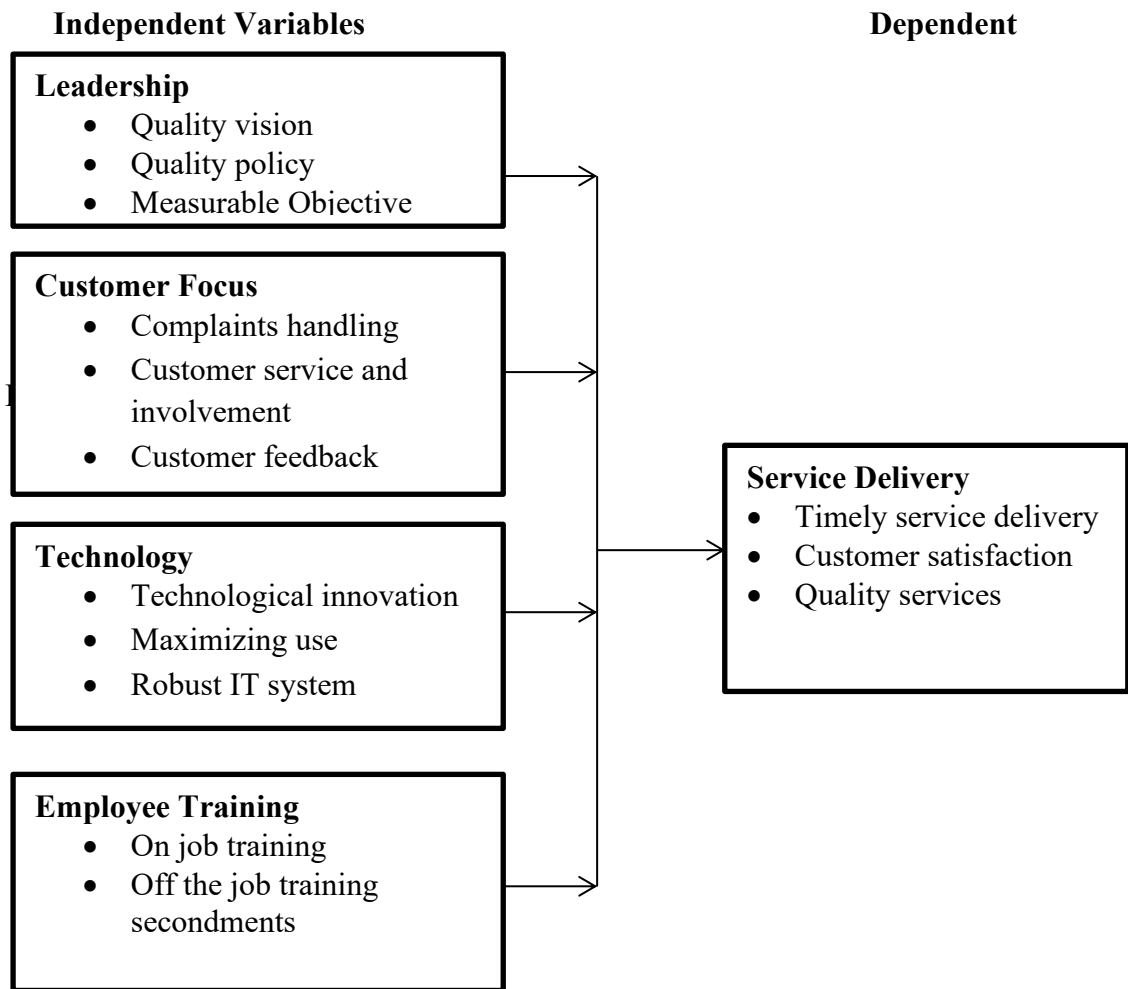


Figure 2.1: Conceptual Framework
Source: Researcher (2024)

Figure 2.1 depicts the link between several independent variables including leadership, customer focus, technology, and employee training and their impact on the dependent variable, service delivery. Effective leadership, strategies focused on customers, adoption of technology, and investment in employee training are identified as key factors that can collectively enhance service delivery outcomes. However, these efforts are not in isolation; they can be influenced or mediated by external factors such as government policies, regulatory requirements, and organizational culture.

In summary, organizations aiming to improve their service delivery performance and achieve sustainable success need to comprehensively understand and manage these

relationships. By strategically aligning leadership practices, customer-centric strategies, technological advancements, and robust employee training programs with external contextual factors, organizations can optimize their service delivery processes and outcomes. This holistic approach not only enhances operational efficiency but also strengthens organizational resilience in dynamically changing environments.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter discusses the research design, target population, sampling methods and sample size, research instrument, pilot study, data collection methods, data analysis, and ethical issues.

3.2 Research Design

Effective leadership, strategies focused on customers, adoption of technology, and investment in employee training are identified as key factors that can collectively enhance service delivery outcomes. However, these efforts are not in isolation; they can be influenced or mediated by external factors such as government policies, regulatory requirements, and organizational culture.

This research utilize a descriptive research approach, as outlined by Saunders, Lewis, and Thornhill (2007), which involves gathering data through methods such as interviews or questionnaires administered to a sample of individuals. The choice of this design is based on several key advantages highlighted by the authors. Firstly, it allows the researcher to systematically describe and document events, phenomena, or characteristics in a methodical manner. This structured approach ensures that data collection is carefully planned, thereby enhancing the precision and accuracy of the findings.

Moreover, the descriptive design facilitates generalizability of findings to a larger population. By sampling a subset of individuals and systematically describing their responses or behaviours, researchers can draw conclusions that may apply beyond the

specific sample studied. This aspect is crucial for generating insights that can inform broader practices or policies in relevant fields.

The research design selected enabled systematic data collection, precision in describing phenomena, and the potential for generalizing findings to larger populations. These attributes made it a suitable approach for achieving comprehensive and reliable insights into the research objectives.

3.3 Target Population

The target population under research was staff of 5 NGOs entailing 25 Employees from Healthcare NGO, 20 from Education NGO, 15 from environmental NGOs, 20 Human relief NGOs and 20 from Gender Equity NGOs' employees working with NGOs in Garissa County, Kenya who comprises of 100. Table 3.1 gives a summary of this.

Table 3.1: Target Population

Category	Population
Healthcare NGO	25
Education NGO	20
Environmental Conservation NGO	15
Humanitarian Relief NGO	20
Gender Equality NGO	20
Total	100

Source: County Government of Garissa Report, 2023

3.4 Sampling Design and Sample Size

Orodho (2005) posit that a sample is chosen that may be representative of the entire population due to a number of obstacles the researcher may have when trying to reach the entire population. Mugenda and Mugenda (2003) argue that if the research population is limited, sampling is unnecessary; the complete population should be analyzed. . As a result, the study's sample size was determined through census where all 100 respondents were chosen to participate in the research.

Table 3.2: Sample Size

Category of NGO	Sample
Healthcare	25
Education	20
Environmental Conservation	15
Humanitarian Relief	20
Gender Equality	20
Total	100

3.5 Data Collection Instrument

All respondents were given structured questionnaires to complete as part of the data gathering process. Data from the field was gathered utilizing semi-structured questionnaires. This was made possible by the sampled respondents' perceived comprehension of the study's questions, which reduces question interpretation and speeds up and lowers the cost of data collection. The study's goals were covered by the many sections that make up the instrument. Participants were asked to complete a questionnaire by indicating their level of agreement or disagreement with a series of statements related to the research topic, utilizing a 5-point Likert scale. (5 strongly agree, 4 agree, 3 neutral, 2 disagree, and 1 strongly disagree). This was done in relation to some listed questions relating to each research's objective.

3.6 Pilot Study

Pilot research entails an initial inquiry carried out prior to the main study and typically makes up 10% of the total sample size (Mugenda & Mugenda, 2003). Its objective is to evaluate the validity, feasibility, and dependability of research methods, tools, and procedures. The final study does not include the piloted respondents. A pilot study's main goal is to find and fix any possible problems or difficulties that can come up during the real data collection procedure. As such, a pilot study involving 10 participants from

5 NGOs in Wajir County was conducted. Results from the pilot study were used to improve the overall clarity of the statements in the questionnaire.

3.6.1 Validity of Research Instruments

Validity is the level to which the tools employed to gather data will be intended to assess the things the researcher wants them to test based on the goals of the research (Orodho 2005). In this instance, three validity tests were performed to make sure the instruments are reliable. So as to make sure that the research tools are understandable and written in plain English, content validity was completed first. Criterion validity guaranteed that every question systematically addressed the study's specified aims, while construct validity guaranteed that the study is related within those objectives. To guarantee that all of the study's objectives are met, content validity was attained by going over each item one at a time and contrasting the contents. This process involved examining the content of each question to verify that it accurately represents the intended constructs and covers all relevant aspects of staff training and service delivery. Additionally, feedback from experts in the field was solicited to assess the relevance and comprehensiveness of the questionnaire items.

Justification; Content validity is essential for demonstrating that the questionnaire adequately represents the constructs of interest. By systematically reviewing questionnaire items and seeking expert feedback, the research can ensure that the questionnaire effectively captures the key aspects of staff training and service delivery, thus enhancing the validity of the research's conclusions.

3.6.2 Reliability of Research Instruments

The ability of a research tool to produce dependable results following multiple tests is known as reliability (Mugenda & Mugenda, 2003). The test-retest approach was used

in this study to determine the questionnaires' reliability. The management and support personnel both received the instruments. Two weeks later, the same respondents took the second test. By calculating a correlation coefficient, the Cronbach's alpha test was utilized to assess the research tool's internal consistency. Additionally, it evaluated the degree to which scores in various variables vary due to chance or random errors and permits the analysis of the dependability of each assertion utilized to measure a goal under several categories. The correlation coefficient needs to be higher than 0.7 in order for the instruments to be considered credible. Consequently, a correlation coefficient of 0.7 and above was the study's goal.

3.7 Data Collection Procedure

The management of the organization was approached to obtain consent for the research to conduct the research in the organization. The respondents had two weeks to complete the questionnaires, which the researcher administered in person and collected at a later date.

The researcher got an introduction letter from Graduate School Kenyatta University and a research license from the NACOSTI prior to conducting the study. Upon obtaining approval, the researcher personally administered the questionnaires and provided responders with a two-week period to complete them. Additionally, the researcher visited respondents to emphasize the importance of questionnaire completion, thereby ensuring a high response rate.

3.8 Data Analysis and Presentation

To represent useful data, the information gathered from the questionnaires was first cleaned, edited, and grouped into mutual themes. In accordance with the goals of the study, the qualitative information gathered from the open-ended questions was

thematically examined and narratively presented. Descriptive statistics like mean and standard deviation were utilized to assess quantitative data. Version 20.0 of SPSS was used to enable this. Tables, graphs, and charts were used to exhibit the findings.

Multiple regression and correlation analysis were used in inferential statistics. Regression analysis and other inferential statistics were employed to test for and against dependent variables at a 95% confidence level with a 5% error term.

The regression equation was:

$$Y = \beta_{0i} + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \varepsilon$$

Whereby Y = Service delivery

X_1 = Leadership

X_2 = Customer focus

X_3 = Technology

X_4 = Employee Training

$\beta_1 - \beta_4$ = Coefficients

ε = the error term

3.9 Ethical Considerations

In the process of obtaining informed consent, participants received comprehensive information regarding the research's aims, procedures, associated risks, and potential benefits. Their consent was purely voluntary, free from any form of coercion.

To maintain confidentiality, strict measures were implemented to anonymize or de-identify collected data, ensuring the protection of participants' personal information and preventing its disclosure. Respect for participants' privacy rights was paramount, with data collection procedures designed to uphold their privacy and prevent any infringement upon it.

Efforts were made to minimize potential physical, psychological, or social harm to participants, and proper support was readily available when needed.

Participants were treated equitably and without bias, ensuring fair access to participation opportunities for all individuals involved in the research.

Adherence to the highest standards of research integrity were maintained, with a commitment to accurately represent the study's aims and findings, as well as to disclose any conflicts of interest that may arise.

The research prioritized beneficence, striving to maximize benefits and minimize risks to both participants and society, thereby making a positive contribution to knowledge or practice.

Recognizing participants' autonomy, opportunities were provided for them to withdraw from the research at any point without facing any form of penalty.

CHAPTER FOUR
STUDY FINDINGS AND DISCUSSIONS

4.1 Introduction

This chapter discusses the research findings based on the research objectives. Specific areas covered include response rate, demographic characteristics of the respondents, findings based on descriptive and inferential analysis.

4.2 Response Rate

The study targeted a sample of 100 respondents being employees from across 5 NGOs in Garissa County. Therefore, 100 questionnaires were distributed to the targeted respondents. Results are as displayed in Table 4.1.

Table 4.1: Response Rate

Questionnaires Distributed	Questionnaires Returned	Response Rate
Healthcare NGO staff	23	92%
Education NGO staff	19	95%
Environmental Conservation NGO staff	13	86%
Humanitarian Relief NGO staff	18	90%
Gender Equality NGO staff	20	100%
Total		93%

Source: Field data (2025)

A total of 93 questionnaires were correctly filled and returned corresponding to a response rate of 93%. Mugenda and Mugenda (2013) are of the view that a response rate of more than 70% is excellent for reporting. Consequently, a response rate of 94% was considered exceptional for analysis and inferences.

4.3 Respondent's Demographic Characteristics

This subsection presents findings based on the assessed bio data of the study respondents. The characteristics assessed included age, gender and educational level of responders. The results are as presented in the following subsections.

4.3.1 Gender of the respondents

The research aimed to ascertain the gender of the responders. This was important so as to ensure the study included perspectives from both men and women. Table 4.2 summarizes the findings based on this parameter.

Table 4.2: Gender of the Respondents

Gender	Frequency	Percentage
Male	51	54.8
Female	42	45.2
Total	93	100

Source: Field data (2025)

Table 4.2 shows that majority of the responders were men being 51 or 54.8% while women were 42 corresponding to 45.2% of the responders. The findings imply that perspectives of both men and women were taken into consideration.

4.3.2 Age of the Respondents

Respondents were asked to indicate their age on the questionnaire. This was important since age influences experiences and perspectives of employees. Table 4.3 demonstrates the study findings.

Table 4.3: Age of Respondents

Age Distribution in Years	Frequency	Percentage
20 – 30	18	19.4
31 – 40	34	36.6
41 – 50	28	30.1
51 – 60	13	13.9
Above 60	0	0
Total	93	100

Source: Field data (2025)

Table 4.3 indicates that responders were from different age brackets. Majority of the responders were those in the age bracket of 31 – 40 being 34 or 36.6%. Respondents in the age category of 41 – 50 were 28 equaling 30.1%, those in age category of 20 – 30 were 18 conforming to 19.4% while those in the age bracket of 51 – 60 were 13 corresponding to 13.9%. None of the respondents was above 60 years of age. The findings imply that the study considered experiences and perspectives of both young and older employees.

4.3.3 Level of Education of Respondents

The research considered the highest educational level of responders. This was significant as education influences levels of comprehension of study questions and provide meaningful responses. Table 4.4 shows that findings.

Table 4.4: Level of Education of Respondents

Level of education	Frequency	Percentage
Secondary	11	11.8
Certificate	25	26.9
Diploma	32	34.4
Bachelors	16	17.2
Postgraduate	6	6.5
Other	3	3.2
Total	93	100

Source: Field data (2025)

Table 4.4 shows that respondents had varied levels of education. Majority of them being 32 or 34.4 had obtained diploma, 25 equaling 26.9% had certificate while 16 or 17.2% had attained bachelors. Further, 11 or 11.8% had attained secondary level education, 6 or 6.5% had attained postgraduate while 3 or 3.2% indicated that they had attained other forms of education not specified in the study. According to the results, every respondent

had completed a certain level of schooling, allowing them to read, understand, and meaningfully answer the study's questions.

4.4 Findings from Descriptive Statistics

This section includes findings of descriptive statistics and discussions based on the research variables which comprises leadership, customer focus, technology and employee training. Mean and standard deviation were utilized as metrics to measure responses based on a 5-pointer Likert scale. Mean measured the degree of respondent agreement with assertions on the questionnaire. Standard deviation (SD) measured degree of variability of responses provided. A mean of 3 and above indicated that responders agreed with the assertions while that of less than 3 indicated that respondents disagreed. A standard deviation of 1 and above indicate high degree of response variation while that of less than 1 indicated even distribution of responses.

4.4.1 Leadership and Service Delivery

The study examined influence of leadership on service delivery in non-governmental organizations in Garissa County, Kenya. Consequently, responders were requested to provide their responses on the questionnaire. Findings are as exhibited in Table 4.5.

Key:

5 = Strongly Agree, 4 = Agree, 3 = Neutral, 2 = Disagree, 1 = Strongly Disagree

Table 4.5: Leadership and Service Delivery

Assertions	Strongly disagree	Disagree	Neutral	Agree	Strongly agree	Mean	Standard deviation
Leadership within my organization is effective	8	13	12	31	29	3.64	1.35
Leaders within my organization set clear goals and objectives for service delivery	7	11	15	34	26	3.66	1.23
There is effective communication between leadership and staff regarding service delivery initiatives	9	14	12	37	21	3.50	1.25
Leadership has positively impacted service delivery outcomes within the organization	5	8	10	38	31	3.89	1.13
Leaders in the organization have qualities that I believe contribute most to improved service delivery	10	13	8	36	26	3.59	1.30
Average scores						3.66	1.25

Source: Field data (2025)

Table 4.5 shows the findings based on responses from the respondents. Regarding the assertion that ‘leadership within my organization is effective’, a bigger number of participants agreed with the statement as evinced by a mean of 3.64. A variation of 1.35 indicates a high degree of response variation. Further, majority of the responders were in agreement that leaders within my organization set clear goals and objectives for service delivery; there is effective communication between leadership and staff regarding service delivery initiatives; leadership has positively impacted service delivery outcomes within the organization and that; leaders in the organization have qualities that I believe contribute most to improved service delivery as shown by means of 3.66, 3.50, 3.89 and 3.59 with standard deviations of 1.23, 1.25, 1.13 and 1.30 respectively. A cumulative mean of 3.66 and a variance of 1.25 indicate that leadership is an important aspect in service delivery in an organization.

Further, responders were requested to suggest the type of leadership that they felt was necessary to enhance service delivery in their respective organizations. Responses

revealed that inclusive and participatory leadership, leadership that prioritized accountability, purpose driven, communicative and approachable was desirable.

The findings are consistent with earlier research that has demonstrated the significance of leadership in an organization in service delivery (Shimengah, 2018; Kolil, Ondiek & Manyasi, 2019). These studies noted that leadership is important in providing vision, motivation, morale and timely decision making that impacts service delivery in an organization.

4.4.2 Customer Focus and Service Delivery

Customer focus was assessed to establish its influence on service delivery. As such, responders were requested to respond to items on the questionnaire indicating their levels of agreement regarding customer focus and service delivery. Results are as demonstrated in Table 4.6.

Table 4.6: Customer Focus and Service Delivery

Assertions	Strongly disagree	Disagree	Neutral	Agree	Strongly agree	Mean	Standard deviation
My organization prioritizes and understands the needs and preferences of its beneficiaries or clients	6	8	7	40	32	3.90	1.14
My organization is effective in collecting feedback from beneficiaries or clients to improve service delivery	8	10	13	38	24	3.64	1.13
My organization is responsive in meeting the needs and concerns of its beneficiaries or clients	5	7	6	45	30	3.95	1.08
There are instances where customer-focused initiatives have led to improved service delivery outcomes within the organization	9	11	7	39	27	3.69	1.13
Average Scores						3.80	1.12

Source: Field Data (2025)

Table 4.6 show the varied responses regarding customer focus and service delivery. Based on the findings, most of the responders indicated that their organization prioritizes and understands the needs and preferences of its beneficiaries or clients as validated by a mean of 3.90 and a variation of 1.14. Regarding the assertion that ‘my organization is effective in collecting feedback from beneficiaries or clients to improve service delivery’, a mean of 3.64 and a variation of 1.13 showed that majority of the responders agreed with the assertion. Further, respondents agreed with the assertions that ‘my organization is responsive in meeting the needs and concerns of its beneficiaries or clients’ and that there are instances where customer-focused initiatives have led to improved service delivery outcomes within the organization as evinced by means of 3.95 and 3.69 with variation of 1.08 and 1.13 respectively. An overall mean of 3.80 and a variance of 1.12 imply that customer focus plays an important role in service delivery.

Respondents were further implored to give their opinions regarding additional steps that their organizations could take to enhance its focus on customer needs and preferences. Respondents indicated that their organizations need to emphasize on employee training on customer service, establish clear communication channels, empower frontline staff by giving them authority and tools to resolve issues promptly without needing excessive escalation and leverage technology to streamline service delivery.

The findings concur with those of Asad, Muhammad and Ajmal (2016) which noted that customer focus is a key aspect in service delivery. On their part, Kavulya, Muturi, Rotich and Ogollah (2018) suggested that to enhance service delivery, organizations should focus on the needs of their customers.

4.4.3 Technology and Service Delivery

Objective three of the research examined the influence of technology on service delivery in non-governmental organizations in Garissa County. Feedback was solicited from respondents based on the questionnaire's items. The findings are summarized in Table 4.7.

Table 4.7: Technology and Service Delivery

	Strongly disagree	Disagree	Neutral	Agree	Strongly agree	Mean	Standard deviation
My organization utilizes technology to streamline service delivery processes	9	13	12	37	22	3.54	1.18
Technology adoption has enhanced efficiency of service delivery within my organization	10	14	11	34	24	3.52	1.23
Technology has enabled remote service delivery, expanded organizational reach and ensured continuity even during disruptions like pandemics or natural disasters	6	11	10	43	23	3.71	1.13
Use of technology has improved customer relationship management systems which has allowed my organization to track interactions, preferences and feedback in real time	10	9	16	33	25	3.58	1.20
My organization uses digital communication platforms such as emails, chatbots and social media to boost accessibility and responsiveness to customer inquiries	11	15	13	28	26	3.46	1.27
Average Scores						3.56	1.22

Source: Field Data (2025)

Majority of the respondents agreed with the assertion that my organization utilizes technology to streamline service delivery processes as shown by a mean of 3.54 and an SD of 1.18. Responders also agreed that technology adoption has enhanced efficiency of service delivery within their organization (mean = 3.52, SD = 1.23), technology has

enabled remote service delivery, expanded organizational reach and ensured continuity even during disruptions like pandemics or natural disasters (mean = 3.71, standard deviation = 1.13), use of technology has improved customer relationship management systems which has allowed my organization to track interactions, preferences and feedback in real time (mean = 3.58, standard deviation = 1.20) and that my organization uses digital communication platforms such as emails, chatbots and social media to boost accessibility and responsiveness to customer inquiries (mean = 3.46, standard deviation = 1.22).

Respondents were further implored to indicate the type of technologies used in their organizations to improve service delivery in their organizations and how they have contributed to enhancing service delivery. Based on the responses, it emerged that technologies such as customer relationship management systems, customer management systems, geographic information systems, mobile technologies and digital payments systems existed in these organizations. Responses showed that customer relationship management systems are utilized by organizations providing relief services to manage donor relations, track beneficiary interactions and streamline communication between the organization and donor recipients. Responses indicated that all the organizations use mobile technology to collect data, SMS campaigns and communicate with beneficiaries in remote areas.

Respondents were also asked whether they have encountered barriers when using technology. Responses revealed that challenges such as poor internet connectivity, unfriendly user systems, inadequacies in ensuring data privacy and protection and fragmented systems that mostly result in data duplication are common.

The findings agree with earlier studies which have demonstrated the significance of technology in service delivery in an organization. Lichtsteiner, Karavdic and Delafrooz (2022) noted that utilization of advanced technology enhanced the efficiency of aid transfer in client care centers. Similarly, Otieno (2019) indicated that investment and use of appropriate technology is a precursor to achieving high standards of service delivery in an organization.

4.4.4 Employee Training and Service Delivery

The research’s fourth objective assessed the influence of staff training on service delivery in NGOs in Garissa County. Respondents were requested to provide their ratings on the statements in the questionnaire regarding influence of employee training on service delivery. The findings are summarized in Table 4.8.

Table 4.8: Employee Training and Service Delivery

	Strongly disagree	Disagree	Neutral	Agree	Strongly agree	Mean	Standard deviation
My organization provides regular training and development opportunities for staff members	17	26	12	24	14	2.91	1.36
Training programs provided equip staff with the skills necessary for effective service delivery	10	12	9	37	25	3.59	1.23
The training programs provided are relevant to the challenges I face in service delivery	12	14	13	32	22	3.41	1.24
I have noticed an improvement in the quality and efficiency of my work since receiving training	11	17	12	30	23	3.40	1.23
I feel confident applying the skills and knowledge gained from training in my daily work tasks	8	16	12	33	24	3.53	1.20
Average Scores						3.37	1.25

Source: Field Data (2025)

Majority of the responders disagreed with the assertion that their organization provides regular training and development opportunities for staff members as shown by a mean

of 2.91 and a SD of 1.36. This implies that employee training in the five NGOs under study is not done on a regular basis. However, most of the responders concurred with the assertions that training programs provided equip staff with the skills necessary for effective service delivery as evinced by a mean of 3.59 and a variation of 1.23, the training programs provided are relevant to the challenges I face in service delivery (mean = 3.41, SD = 1.24), I have noticed an improvement in the quality and efficiency of my work since receiving training (mean = 3.40, SD = 1.23) and that I feel confident applying the skills and knowledge gained from training in my daily work tasks (mean = 3.53, SD = 1.20). An average mean score of 3.37 and a variation of 1.25 shows that staff training is a key aspect in service delivery.

Respondents were further implored to indicate specific training areas that they felt would benefit them and enhance service delivery. Responses showed that staff would like more training in community engagement and participatory approaches, safeguarding and protection, communication and advocacy and information communication technology (ICT). Additionally, respondents were requested to explain how the training they identified would facilitate improvements in their service delivery. Regarding community engagement and participatory approaches, it was noted that this would equip respondents with necessary skills required to work with marginalized and vulnerable populations such as rape victims, children and the elderly people. Training in safeguarding and protection was necessary so as to prepare respondents in responding to situations such as child protection and gender-based violence. Training in communication and advocacy was found necessary to enable respondents acquaint themselves with policy advocacy and stakeholder engagement whereas training in ICT was necessary to equip respondents with necessary skills that can enable them to utilize social media and digital communication.

The findings are congruent with earlier research which has shown that employee training is a significant element in service delivery (Tanui & Kwasira, 2019; Chirchir 2019). These studies noted that regular training equips staff with updated knowledge and skills, leading to improved service delivery. Further, trained employees understand their roles better and execute tasks with greater precision.

4.4.5 Service Delivery

The research aimed to ascertain how total quality management influences service delivery in the five NGOs under analysis. The findings are as summarized in Table 4.9.

Table 4.9: Service Delivery

	Strongly disagree	Disagree	Neutral	Agree	Strongly agree	Mean	Standard deviation
Services provided by my organization meets client needs	6	8	9	44	26	3.82	1.12
There is effective responsiveness to customer needs	5	9	7	38	34	3.94	1.15
The quality of services provided by my organization is of high standards	3	5	6	46	33	4.09	0.96
Clients are attended to in a timely and effective manner	4	7	7	42	36	4.10	1.00
My organization tailors its services to individual client needs	4	6	5	43	35	4.06	1.06
Average Scores						4.00	1.06

Source: Field data (2025)

Table 4.9 indicates that respondents of the five NGOs generally perceive service delivery by their organizations to be effective based on the TQM assessed in the study. The assertion regarding client attendance and timeliness had the highest mean score of 4.10 and a SD of 1.00 meaning respondents regard attendance to clients to be timely and effective. This is a significant component in service delivery. The findings are congruent with those of Flynn (2020) who noted that timely service delivery is a key aspect of effective service delivery.

The assertion regarding quality-of-service provision had the second highest mean of 4.09 with a SD of 0.96 which implied that respondents viewed their organizations as providing services of high standards, a key measure of effective service delivery. These results concur with those of Mitchell (2019) which indicated that organizations must put measures in place including sustainable directions to be able to offer high quality services.

The statement on tailoring of services based on client needs had a mean of 4.06 and a SD of 1.06 inferring that responders perceived their organizations as being able to tailor service delivery to meet client needs, which is an important component of effective service delivery. The findings agree with those of Lengnick-Hall (2016) who observed that for service delivery to be considered effective, organizations must design actions that meet customer needs.

The assertion regarding responsiveness to clients had a mean of 3.94 and a SD of 1.15 inferring that respondents viewed their organizations as being responsive to client needs which is a key ingredient of effective service delivery. The findings are congruent with those of Schaffer (2020) who emphasizes the importance of customer focus in service delivery.

Finally, regarding service provision to meet client needs, a mean of 3.82 and a variation of 1.12 indicates that responders are content that their organizations offer services that meet the needs of their clients which is a significant aspect of effective service delivery. These findings concurred with those of Carroll (2018) who noted that the primary function of any service provider is to meet the needs of its client.

4.6 Findings of Inferential Statistics

This section presents results from the inferential statistics. These helped to ascertain the significance of observed influence between variables and draw conclusions.

4.6.1 ANOVA

The fitness of the model was tested as exhibited in Table 4.10.

Table 4.10: One-Way ANOVA

Source of Variation	Sum of Squares	df	Mean Square	F	P – Value
Between Groups	9.114	3	3.038	2.63	> 0.03
Within Groups	445.28	368	1.210		
Total	454.39	371			

Source: Research data (2025)

Based on the findings in Table 4.10, the significance value is 0.03 implying the that the model is statistically significant and can predict the influence of leadership, customer focus, technology and employee training on service delivery. The calculated F-value (2.63) is more than the critical value (2.51) at $\alpha = 0.05$ meaning the model was significant.

4.6.2 Regression Coefficients

Results of multiple regression analysis are summarized in Table 4.11 explaining the influence of total quality management initiatives on service delivery among five NGOs in Garissa County.

Table 4.11: Coefficients

	Beta Coefficient	Std. Error	t – Stat	P – Value
Intercept	0.658	0.384	2.452	0.018
Leadership	0.335	0.179	2.476	0.021
Customer focus	0.354	0.173	2.504	0.032
Technology	0.323	0.294	2.684	0.073
Employee training	0.464	0.103	3.212	0.044

Source: Research data (2025)

The regression equation was:

$$Y = \beta_{0i} + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \varepsilon$$

Whereby Y =Service delivery

X_1 =Leadership

X_2 =Customer focus

X_3 =Technology

X_4 =Employee Training

$\beta_1, \beta_2, \beta_3$ and β_4 =Coefficients

ε =the error term

Based on this equation,

Service delivery = 0.658 constant + 0.335 (Leadership) + 0.354 (Customer focus) + 0.323 (Technology) + 0.464 (Employee training).

Based on the findings in Table 4.11, the p-value for all the predictors was less than 0.05 implying that they were all significant. The results mean that service delivery in the 5 NGOs would rise by 0.335 with an increase of 1 unit in leadership. Further, a unit increase in customer focus would culminate to an rise in service delivery by 0.354. A unit increase in technology and employee training would result in enhanced service delivery by 0.323 and 0.464 respectively.

A t-value of 2.476 and a p-value of 0.018 show that leadership has a positive and significant influence on service delivery in the 5 NGOs in Garissa County. Research by Kolil, Ondiek and Manyasi's (2019) indicated that leadership influences the quality, efficiency, responsiveness and accessibility of services, which are key components of effective service delivery.

Regarding customer focus, a t-value of 2.504 and a p-value of 0.021 indicate that customer focus positively and significantly influences service delivery in the 5 NGOs

in Garissa County. A study by Kangethe (2015) noted that customer focus enhances efficiency, builds trust and loyalty with clients, enhances organizational reputation and reduces client complaints which are key factors of effective service delivery.

A t-value of 2.684 and a significance level of 0.073 shows that technology has a positive and significant influence of service delivery by the 5 NGOs in Garissa County. The results agree with those of Omboti (2019) who observed that integration and utilization of robust technology such as mobile technology for communication with clients in remote regions and automation of services to speed operations and reduce errors enhances service delivery.

Finally, a t-value of 3.212 and a p-value of 0.044 implies that employee training positively and significantly influences service delivery in the 5 NGOs in Garissa County. The findings are congruent with those of Tanui and Kwasira (2019) who noted that aspects of employee training such as training on the use of new technologies, compliance and policy training, onboard training and role specific training help employees to work optimally by reducing errors and increasing productivity.

CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter deliberates on the summary of the descriptive and inferential findings, and the research conclusions. Also covered include recommendations for policy and suggestions for further research.

5.2 Summary of the Findings

The research investigated the influence of total quality management initiatives and service delivery in NGO NGOs in Garissa County, Kenya. The study population included employees from NGO in Garissa County. The study sample included 100 employees from 5 NGOs. The study had four objectives which were to ascertain the influence of leadership, customer focus, technology and employee training on service delivery in NGOs in Garissa County, Kenya. A semi-structured questionnaire was utilized to gather data from respondents. The data was analyzed and descriptive and inferential findings presented.

The first objective examined the influence of leadership on service delivery in non-governmental organizations in Garissa County, Kenya. It was established that leadership has an influence on service delivery among NGOs in Garissa County as shown by an overall mean score of 3.66. Multiple correlation analysis showed a positive and significant influence of leadership on service delivery (t -value = 2.476, p -value = 0.018). Visionary leadership, setting clear goals and objectives, effective communication and leadership aspects such as integrity and adaptability in NGOs in Garissa County were viewed as essential in effective service delivery.

The second objective assessed the influence of customer focus on service delivery in NGOs in Garissa County, Kenya. Descriptive findings indicated that customer focus is

a key aspect of service delivery in NGOs in Garissa County as shown by an average mean score of 3.80. Regression findings established a favourable and substantial influence of customer focus on service delivery as depicted by a t-value of 2.504 and a p-value of 0.021. Understanding client needs, collecting feedback from clients, meeting the needs of clients and establishing customer focused initiatives by NGOs in Garissa County were positively viewed as influencing service delivery.

Objective three of the study evaluated the influence of technology on service delivery in non-governmental organizations in Garissa County, Kenya. Findings from descriptive analysis showed that technology is an important component of service delivery as indicated by an overall mean of 3.56. Findings of regression analysis indicated that service delivery is positively and significantly influenced by technology (t-value = 2.684, p-value = 0.073). Adoption and utilization technology of by NGOs in Garissa County is perceived as a key component in service delivery. Technological aspects including utilization of digital communication platforms such as emails, chatbots and social media are viewed positively as enhancing service delivery in Garissa County.

The fourth objective assessed the influence of staff training on service delivery in NGOs in Garissa County, Kenya. An overall mean of 3.37 revealed that employee training is a key component that influences service delivery. Results of regression analysis revealed that employee training positively and significantly influences service delivery by NGOs in Garissa County. Regular trainings, programs that equip staff with necessary skills, relevance of training and application of skills acquired from trainings were positively considered as essential for service delivery.

5.3 Conclusions

On Leadership, the research concludes that leadership that is able to set clear goals and objectives, establish effective communication between managers and employees and leaders entailing qualities such as effective communication, vision, integrity and adaptability are essential in steering NGOs in Garissa County towards offering effective service delivery. Strong organizational leadership that promotes collaboration between employees and management is crucial in enhancing service delivery.

Regarding customer focus, the study concludes that aspects of customer focus such as understanding the needs and preferences of clients, collecting feedback from beneficiaries, meeting the needs of clients and establishing customer focused initiatives enhance service delivery among the NGOs in Garissa County.

Regarding technology, the study concludes that adoption and utilization of technology enhances delivery of services. Use of technology is important as it enhances systems such as customer relationship management systems that play a vital role among NGOs in the management of relationships between stakeholders such as donors, beneficiaries, volunteers, partners, and staff. Further, utilization of digital communication such as emails, chatbots and social media play a key role in enhancing communication between NGOs in Garissa County and clients/beneficiaries particularly those in remote areas thus boosting accessibility and responsiveness to customer inquiries.

Finally, the study concludes that employee training enhances service delivery. Regular training that focuses on equipping staff with role specific skills, digital skills, communication, onboard training and compliance and policy training are connected to improvement in the quality and efficiency of my work as well as boosting the confidence of staff in service delivery.

5.4 Recommendations

The research recommends that NGOs in Garissa County to adopt strong leadership that aligns with organizational values as embodied in the vision and mission of these NGOs. Further, there is need for NGOs in Garissa County to monitor and evaluate leadership performance by setting measurable leadership goals and evaluating progress regularly. By so doing, weaknesses in leadership can be identified and rectified so as to ensure service delivery is not negatively by leadership.

The study also recommends that NGOs in Garissa County conduct regular needs assessments through surveys, interviews, and focus groups to gather insights directly from communities served. Other feedback collection mechanisms such as suggestion boxes, hotlines, or mobile platforms to report concerns or suggestions should be established. Feedback from clients should be used to tailor services to client needs so as to enhance delivery.

NGOs in Garissa County should adopt and utilize robust technology to increase reach and accessibility of clients in remote locations, enhance communication and collaboration with stakeholders and enhance data collection and management. Emerging technologies including geographic information system (GSI) should also be adopted and utilized so as to seamlessly locate and clients in remote areas. Challenges such as fragmented systems that result in duplication should be addressed so as to have smooth data management systems.

Finally, NGOs in Garissa County should focus on conducting regular staff trainings aimed at equipping employees with work specific skills. This will enable staff in the NGOs to tailor their interventions to client specific needs. Staff should also be regularly trained on the use of emerging technologies so that they can offer services with minimal worries about use of technology.

5.5 Suggestions for Further Research

This research centered on the influence of four elements of total quality management on service delivery in NGOs in Garissa County Kenya. There is need for further research to focus on the influence of other elements of total quality management such as communication, teamwork, quality assurance and employee commitment on service delivery.

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APPENDICES

Appendix I: Questionnaire

Section II: Personal information

1. State your gender

Male

Female

2. In what age bracket are you? Tick appropriately.

20 – 30

31 – 40

41 – 50

51 – 60

Above 60

3. What is your education level?

KCPE

KCSE

Certificate

Diploma

Bachelor's Degree

Master's Degree

Ph.D.

Section II: Total Quality Management Initiatives and Service Delivery in Non-Governmental Organizations in Garissa County, Kenya.

Part A: Influence of Leadership on Service Delivery:

This section will measure your degree of agreement with the statements in the table regarding the influence of leadership on service delivery in your NGO. Please tick appropriately in the table. Key (strongly agree = 5, agree = 4, neutral = 3, disagree = 2, strongly disagree = 1).

Statement	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
Leadership within my organization is effective					
Leaders within my organization set clear goals and objectives for service delivery					
There is effective communication between leadership and staff regarding service delivery initiatives					
Leadership has positively impacted service delivery outcomes within the organization					
Leaders in the organization have qualities that I believe contribute most to improved service delivery					

In your opinion, what leadership aspects do you think can enhance service delivery in your organization?

.....

.....

.....

Part B: Influence of Customer Focus on Service Delivery:

This section will measure your degree of agreement with the statements in the table regarding the influence of customer focus on service delivery in your NGO. Please tick appropriately in the table. Key (strongly agree = 5, agree = 4, neutral = 3, disagree = 2, strongly disagree = 1).

Statement	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
My organization prioritizes and understands the needs and preferences of its beneficiaries or clients					
My organization is effective in collecting feedback from beneficiaries or clients to improve service delivery					
My organization is responsive in meeting the needs and concerns of its beneficiaries or clients					
There are instances where customer-focused initiatives have led to improved service delivery outcomes within the organization					

In your opinion, what additional steps could your organization take to enhance its focus on customer needs and preferences?

.....

.....

.....

.....

Part C: Influence of Technology on Service Delivery:

This section will measure your degree of agreement with the statements in the table regarding the influence of technology on service delivery in your NGO. Please tick appropriately in the table. Key (strongly agree = 5, agree = 4, neutral = 3, disagree = 2, strongly disagree = 1).

Statement	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
My organization utilizes technology to streamline service delivery processes					
Technology adoption has enhanced efficiency of service delivery within my organization					
Technology has enabled remote service delivery, expanded organizational reach and ensured continuity even during disruptions like pandemics or natural disasters.					
Use of technology has improved customer relationship management systems which has allowed my organization to track interactions, preferences and feedback in real time.					
My organization uses digital communication platforms such as emails, chatbots and social media to boost accessibility and responsiveness to customer inquiries					

What specific technological tools or systems does your organization use to facilitate service delivery?

.....

In your opinion, are technologies used in your organization able to contribute to enhanced service delivery?

.....

Have you encountered any challenges or barriers in adopting or implementing technology for service delivery in your organization?

.....

Part D: Influence of Employee Training on Service Delivery:

This section will measure your degree of agreement with the statements in the table regarding the influence of employee training on service delivery in your NGO. Please tick appropriately in the table. Key (strongly agree = 5, agree = 4, neutral = 3, disagree = 2, strongly disagree = 1).

Statement	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
My organization provides regular training and development opportunities for staff members					
Training programs provided equip staff with the skills necessary for effective service delivery					
The training programs provided are relevant to the challenges I face in service delivery					
I have noticed an improvement in the quality and efficiency of my work since receiving training					
I feel confident applying the skills and knowledge gained from training in my daily work tasks					

What specific areas of training or skill development do you believe would most benefit staff members and enhance service delivery in your organization?

.....

Appendix II: Research Approval Letter



**KENYATTA UNIVERSITY
GRADUATE SCHOOL**

E-mail: dean-graduate@ku.ac.ke

Website: www.ku.ac.ke

P.O. Box 43844, 00100
NAIROBI, KENYA
Tel. 810901 Ext. 4150

Internal Memo

FROM: Executive Dean, Graduate School

DATE: 21st November, 2024

TO: Khadija Osman
C/o Business Administration Dept.

REF: D53/OL/GAR /32770/2016

SUBJECT: APPROVAL OF RESEARCH PROJECT PROPOSAL


This is to inform you that Graduate School Board at its meeting of 15th November, 2024 approved your Research Project Proposal for the M.B.A Degree Entitled, "**Total Quality Management Initiatives and Service delivery in Non- Governmental Organizations in Garissa County, Kenya**"

You may now proceed with your Data Collection, Subject to Clearance with Director General, National Commission for Science, Technology and Innovation.

As you embark on your data collection, please note that you will be required to submit to Graduate School completed Supervision Tracking and progress report Forms per semester. The Forms are available at the University's Website under Graduate School webpage downloads.

Also, please ensure that you publish article(s) from your project before submitting it to Graduate School for examination as per the Commission for University Education and Kenyatta University guidelines.

Thank you.


ANNBELL MWANIKI
FOR: EXECUTIVE DEAN, GRADUATE SCHOOL

c.c. Chairman, Business Administration.

Supervisors:

1. Dr. Hannah Bula
C/o School of Business, Economic and Tourism
Kenyatta University

AM/c

Transforming Higher Education... Enhancing Lives
Kenyatta University is ISO 9001:2015 Certified



Appendix III: Research Authorization Letter



KENYATTA UNIVERSITY
GRADUATE SCHOOL

E-mail: dean-graduate@ku.ac.ke

Website: www.ku.ac.ke

P.O. Box 43844, 00100
NAIROBI, KENYA
Tel. 8710901 Ext. 57530

Our Ref: D53/OL/GAR /32770/2016

DATE: 21st November, 2024

Director General,
National Commission for Science, Technology
and Innovation
P.O. Box 30623-00100
NAIROBI

Dear Sir/Madam,

RE: RESEARCH AUTHORIZATION FOR KHADIJA OSMAN – REG. NO. D53/OL/GAR /32770/2016

I write to introduce **Khadija Osman** who is a Postgraduate Student of this University. The student is registered for M.B.A degree programme in the **Department of Business Administration**.

Khadija intends to conduct research for a M.B.A Project Proposal entitled, “**Total Quality Management Initiatives and Service delivery in Non- Governmental Organizations in Garissa County, Kenya**”

Any assistance given will be highly appreciated.

Yours faithfully,

PROF. ELIUD NJAGI
EXECUTIVE DEAN, GRADUATE SCHOOL

AM/c

Transforming Higher Education... Enhancing Lives
Kenyatta University is ISO 9001:2015 Certified



Page 1 of 1

Appendix IV: NACOSTI Permit

 REPUBLIC OF KENYA	 NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY & INNOVATION.
Ref No: 468464	Date of Issue: 01/April/2025
RESEARCH LICENSE	
	
This is to Certify that Ms. KHADLIJA OSMAN ABDI of Kenyatta University, has been licensed to conduct research as per the provision of the Science, Technology and Innovation Act, 2013 (Rev.2014) in Garissa on the topic: TOTAL QUALITY MANAGEMENT INITIATIVE ON SERVICE DELIVERY IN NON-GOVERNMENTAL ORGANIZATIONS IN GARISSA COUNTY KENYA. for the period ending : 01/April/2026.	
License No: NACOSTI/P/25/417516	
Applicant Identification Number 468464	 Director General NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY & INNOVATION
	Verification QR Code 
NOTE: This is a computer generated License. To verify the authenticity of this document, Scan the QR Code using QR scanner application.	
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