

THE DETERMINANTS OF SERVICE DELIVERY IN
ORGANIZATIONS WITHIN THE ENERGY SECTOR IN KENYA. !

(Case of Kenya Power & Lighting Company)

By

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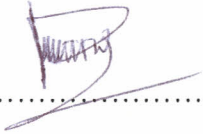


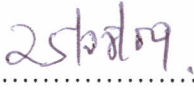
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DECLARATION

I declare that this research is my original work and has not been submitted to any University or institution of higher learning for examination.

All the references from various authors have been acknowledged as required.

Signature.....

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Supervisors

The research project has been submitted with our approval for examination as the University Supervisors.

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DEDICATION

This work is a dedication to my dear wife Joyce for her tremendous support and constant encouragement, my children Jeff and Dorcas for their understanding on the limited time spend with them. You are my inspiration and the source of my strength; I highly appreciate your contribution and dearly love you all; may the grace of the almighty God be with you.

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The support from my wife, Joyce and children Jeff and Dorcas is also highly appreciated.

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ABSTRACT

Delivery of quality customer service in public organizations is the main objective of most democratic Governments; profit oriented organizations appreciate the fact that the customer is the most important person to their business strategy. Studies indicate that the level of organizational service delivery is mainly determined by performance contracting (PC), improved customer focus, internal systems and need for growth through profitability. Due to poor performance of public organizations, the Government of Kenya established PC in these organizations so as to enhance service delivery to the public through its Policy Paper on Economic Recovery Strategy (ERS) for Wealth and Employment Creation (2003 – 2007). The ERS led to adoption of PC by Government departments, ministries and institutions including colleges and universities who envisaged efficient service delivery as a basic necessity for their development.

However the concept of quality service delivery has not achieved much in public organizations as seen in the private sector. It is on this premises that the study was carried out to investigate the determinants of quality service delivery in consideration of PC, Customer focus, internal systems/processes and need for growth in the public sector. The study's broad objective was to investigate the determinants of quality service delivery by KPLC.

A descriptive research was conducted targeting 118 KPLC's management team from whom a sample size of 60 members was randomly selected and administered with a structured open ended questionnaire for primary data collection. Secondary data was obtained from published literature, KPLC's and Government publications. Data collected was analyzed using Microsoft excel software and then presented using frequency tables, pie charts, percentages and bar charts. The study established that a well defined customer focus strategy with an enhanced feedback mechanism and complains recording through call centers greatly improves the quality of service delivery.

The study recommended that in order to enhance profitability and efficiency in service delivery to its customers; KPLC's operations should be continuously re-engineered in line with new developments in ICT, new innovations, operational capacity building and automated processes.

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ACRONYMS & ABBREVIATIONS

BSC	:	Balanced Score Card.
CEO	:	Chief Executive Officer
ERB	:	Electricity Regulatory Board (Now Regulatory Authority)
ERSP	:	Economic Recovery Strategy Program (2003-2007)
ESRP	:	Energy Sector Restructuring Program 1999
IMF	:	International Monetary Fund.
ISO Certification	:	International Standards Organizations Certification.
KENGEN	:	Kenya Electricity Generating Company.
KETAWU	:	Kenya Electrical Trade & Allied Workers Union
KPI	:	Key Performance Indicators.
KPLC	:	Kenya Power and Lighting Company Limited.
KRA	:	Kenya Revenue Authority.
MDGS	:	Millennium Development Goals.
NITEL	:	Nigeria Telecommunications Ltd
NWSC	:	National Water & Sanitation Company - Uganda
PC	:	Performance Contracts.
PMQ	:	Performance Measurement Questionnaire
PMS	:	Performance Measurement Systems.
REP	:	Rural Electrification Program
SPM	:	Strategic Performance Measurement.
UN GUIDELINES	:	United Nations Guidelines on Performance Contracts

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OPERATIONAL DEFINATION OF TERMS:

- Customer relations:** An organization's perception of their customers' knowledge, attitude, purchase patterns and demographic profiles that guides in marketing and managing customer relationships.
- Customer satisfaction:** It is a measure of how products and services supplied by an organization meet or surpass their clients' expectations.
- Efficiency:** It is the using of resources in such a way as to maximize the production of goods and services with minimum costs.
- Internal systems:** A whole system of control financial or otherwise, established by the management for the smooth running of the business which includes internal check, internal audit and other forms of controls.
- Performance Contracts:** A written agreement between the management and employees of an organization on targets to be achieved and resultant rewards for achievement or reprimands for non achievement.
- Performance improvement:** Activities or tasks done that result in a noticeable increase in productivity. The business is run better than before and make best use of technology as employees' individual performance is improved.
- Productivity:** The rate at which more goods or services are produced in a given time frame or by a certain number of workers.
- Profitability:** This is generally the making of a gain in business activity for the benefit of its stake holders who include owners and employees.
- Quality service delivery:** It relates to meeting or exceeding customers' expectations by showing how good or bad the service provided by an organization is as compared to their service charter or customer expectations through initiatives designed around the customer needs.

CHAPTER ONE

INTRODUCTION

1.1. Background to the Study

Delivery of quality customer service in public organizations is the main objective of most democratic Governments; profit oriented organizations appreciate the fact that the customer is the most important person to their business strategy. This is realized by improving the quality of customer service and business facilitation whose framework marks a significant step in transforming services to become more customer-focused. In addition, formal structures that allow identification and management of service delivery to customers are established. Many countries adopt performance management systems together with infrastructural improvement for their public sector reforms to become more efficient, transparent and accountable to the public (Leroy 1999).

Previous studies indicate that the quality of organizational service delivery is mainly determined by Performance Contracting (PC) although factors like improved customer focus, internal systems and need for growth through profitability are equally important (Nellis 1998). According to the United Nations' Guidelines on Performance Management (UN Guidelines 1995), PCs are used in establishing performance based targets in line with the organization's operational strategy for improved efficiency and productivity. A result-oriented culture is established through accountability and responsibility with all the good features like profit orientation, higher wage elasticity and lower markup ratios increasing the quality of service delivery and thus productivity growth rate (Nellis 1998). These contracts translate multiple objectives into targets measured by specified criteria and weights or performance indicators to reflect priorities thus making it easier to set goals and evaluate performance. They reduce external controls to allow managers more freedom and motivation for improved operational efficiency and higher productivity (Shirley 1998).

The private sector in Kenya heavily relies on Performance Contracts (PCs) for maximum capacity utilization and improved service delivery for higher productivity (Okumu 2004). To emulate the private sector, the Government of Kenya introduced PC in 2003 to improve service delivery and productivity as most public institutions heavily relied on the

exchequer for their operations' funding thus draining available financial resources. The government as a policy adopted the application of Performance Contracts in the management of public organizations although this was without adequate feasibility studies (Muthaura 2007).

The process commenced with the establishment of Performance Contracting Steering Committee in August 2003 and the issue of a Legal Notice No.93 "The State Corporations (Performance Contracting) Regulations 2004" (ERSP 2003) that was adopted as a framework for establishing performance contracting in Government departments and public organizations (Okumu 2004). KPLC which is quoted at the Nairobi Stock Exchange (NSE) was among the first public organizations to adopt PC in line with the above operational framework to improve its service to the public (KPLC 2004).

KPLC was incorporated in 1922 then known as East African Power & Lighting Company with the government as a majority share-holder making it a State Corporation in 1984. It maintained a monopoly status in generation, transmission and distribution of electric energy until 1998 when under the Energy Sector Restructuring Program (ESRP); it was split into two concerns- KPLC and KENGEN. KPLC's generation function was then taken over by KENGEN leaving it with the transmission and distribution functions.

To improve new customer connectivity, the Government of Kenya established Rural Electrification Programme (REP) in 1973 to extend electricity supply to the sub - economic rural areas as KPLC encouraged other potential customers on commercial basis to increase its customer base. Unfortunately, this combined effort only managed an average annual customer growth rate of 5.6% to a total of 593,621 customers by 2002. The growth rate of customers' connection to the National Grid did not show significant increase until after the introduction of PC in the year 2003. Prior to the introduction of PC, KPLC had 593,621 connected customers, but with the introduction of PC in 2003 there was an increase of 8.4% more customers connected (643,274 customers) and by 2007, an increase of 44% (924,329) customers had been connected (KPLC Financial statements 1998 – 2007). Response time to Customers' complaints reduced by more than half (14.6 HRS to 6.1 HRS) from 2003 to 2007 as compared to a similar period prior to

the implementation of PC (17.2 HRS to 14.6 HRS from 1998 to 2003). As illustrated by the table below, introduction of PC contributed to the improvement of KPLC's financial operations from a loss of Ksh. 2.8 billion in 2003 to a net profit of Ksh. 457 million in 2004 and Ksh.1.7 billion in 2007 financial years respectively.

Table 1.1 : KPLC's Leading Operational Efficiency Indicators (2003-2007)

Year	2003	2004	2005	2006	2007
Customers Connected (No)	643,274	686,195	735,144	802,249	924,329
Complaints response time (Hrs)	14.6	12.2	10.1	8.0	6.1
Net Profit/(loss) (Ksh. Billions)	(2.8)	0.457	1.2	1.6	1.7

(KPLC Financial Statements 2003-2007).

The above scenario, (that is an increase of 44% in electricity connectivity, a reduction of 58.2% in complaints' response time and an increase of 160% in profit by 2007 (2003 to 2007) compared to an increase of 31% in customer connectivity, 15.2% reduction in complaints' response time and a reduction in profit of 240% in a similar period prior to PC (1998 to 2002) shows some positive correlation between PC, Customer relations, improved internal systems and KPLC's operational efficiency to the Company's quality of service delivery. Despite of the above improvement in service delivery, KPLC does not optimally utilize the above factors to realize desired results as is the case in the private sector; its objectives are realized but by high expenditure or aggressive marketing and other undertakings. It therefore became imperative to study the determinants of KPLC's organizational service delivery and how the resultant findings were to be used for operational improvement as well as help the government of Kenya realize her elusive vision 2030 among others.

1.2. Problem Statement

The main objective of Kenya Power & Lighting Company Ltd (like any other utility provider) is to provide high quality service to its customers or the public in general. The Company invested colossal sums of money on research related improvements geared towards technical and billing devices like pre-paid meters to realize the current level of improvement in customer service delivery. High investment in structures, tools and equipment realized improved performance by the company but at higher cost although the same or improved level could be realized at a lower cost if operations or performance is optimally managed as is the case with the private sector.

KPLC has been managing its operations incorporating Performance Contracts and other infrastructural improvement for the last five years; however no comprehensive study has been carried out to establish and ascertain the determinants of its organizational service delivery and how this could be improved. It is against this background that the purpose of this study; to investigate the determinants of KPLC's service delivery to the public became important. The findings could be used to help the Company improve its service delivery to its customers at an optimal cost through enhanced customer satisfaction, improved internal systems, and need for growth through profitability. The study's findings by extension could be used in assisting the Government realize its vision for 2030 target.

1.3. Objectives and Questions to the Study

1.3.1 Broad objective

The broad objective was to investigate the determinants of KPLC's service delivery to the public.

1.3.2 Specific objectives were:

1. To find out the extent to which performance contracts affects the quality of service delivery by KPLC.
2. To establish how customers' focus and customer satisfaction affects quality of service delivery by KPLC.
3. To find out how internal systems and processes affects improvement of service delivery by KPLC.
4. To establish how the need for growth and profitability affects service delivery by KPLC.

1.4 Research questions

The study sought information to answer the following questions:

1. To what extent do performance contracts affect the quality of service delivery by KPLC?
2. How does customers' focus and customer satisfaction affect quality of service delivery by KPLC?
3. How do internal systems and processes affect improvement of service delivery by KPLC?
4. How does the need for growth and profitability affect service delivery by KPLC?

1.5 Significance of the Study

The findings will be used to help KPLC's management in re-examining and re-engineering their operational strategies to realize quality service delivery to the public at an optimal cost. The study findings and recommendations may be used to further help the management initiate measures for improvement of service delivery through enhanced Performance Contracts, customers' focus, internal systems & processes and the need for growth through profitability. These recommendations will form the basis for further research on determinants of quality service delivery and generate ideas that can be used in this area of operation.

1.6 Scope of the Study

The Research covered KPLC's entire operations and the key performance determinants involving Performance Contracts, customer focus, internal systems & processes and the need for growth through profitability. Analysis involved gaps left by previous studies carried out and how these could be narrowed down. The sample covered was drawn from the Company's management team members obtained from the human resources master data using authority granted by KPLC's management while secondary data was sought from KPLC's published financial statements and Government prints.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction to literature review

Literature Review relating to determinants of quality service delivery was covered under the following summarized headings; quality service delivery, Performance contracts, customer focus & satisfaction, continuous improvement of internal systems & processes, the need for growth & profitability and past studies on quality service delivery. Critical review of major issues and gaps to be filled were included as they formed the basis of the research.

2.2.0 Quality Service delivery

With quality, the most progressive view is that it is defined entirely by the customer or end user and is based upon that person's evaluation of his or her entire customer experience. The customer experience is the aggregate of all the touch points that customers have with the company's product or services, and is by definition a combination of these. For example, any time one buys a product or service, one will form an impression based on how it was sold, how it was delivered, how it performed and how well it was supported. In practice, "Quality drives productivity." Improved productivity is a source of high revenue, employment opportunities and technological advances that lead to improved service delivery. Most discussions of quality refer to a finished part or service, wherever it is in the process. Inspection, which is what, quality assurance usually means, is historical, since the work is already done. The best way to think about quality is in process or operational control which if under control, then inspection is not necessary (Boone 2006).

In the past, quality was improved through producing fewer defective parts or reduced operation at the expense of increased cost, task time and longer cycle time. However, modern quality techniques are applied correctly to business, engineering, manufacturing assembly processes and operational aspects of quality to improve customer satisfaction with fewer defects or errors. Cycle time and task time for productivity and total cost,

must all improve or, if not, it must at least stay stable but not decline. Quality is maintained through quality assurance which is a planned and systematic action necessary to provide adequate confidence that a product or service will satisfy given requirements and is built into the product or service, rather than 'inspected in'. On the other hand quality is controlled through the use of operational techniques, particularly end-product testing or inspection to ensure that a product or service satisfies its stated or implied role (Kurtz 2006).

Under feudal law, tenants had a duty to render service to their lords in exchange for use of the land. The service required could take many forms: monetary payments, farm products, loyalty, attendance upon the lord as an armed horseman, carrying the king's banner, providing a sword or a lance, or plowing or other farm labor done for the king. In contract law, service refers to an act or deed, rather than property. It is a duty or labor done by a laborer under the direction and control of the one for whom the service is performed. The term implies that the recipient of the service selects and compensates the laborer. It is the occupation, condition, or status of being a servant and often describes every kind of employment relationship. In addition, service may be used to denote employment for the government, as in the terms of civil service, military service or the armed service, or public service (Thompson 2002).

In the area of domestic relations, the term service refers to the uncompensated work, guidance, and upkeep. For an injured or deceased family member who previously provided for the family; the injury or death of the provider of these services means that the work will have to be obtained from another source and at a price. In this context the term traditionally was restricted to the "services" of a wife under the theory that the husband's duty was to provide support and the wife's duty was to provide service. Service also means the delivery of a writ, summons and complaint, criminal summons, or other notice or order by an authorized server upon another. Proper service thereby provides official notification that a legal action or proceeding against an individual has been commenced (Thompson 2002).

2.2.1 Performance Contracts

Performance Contracts (PCs) originated from France in the late 1960s to improve performance of State-Owned Enterprises (SOEs) including the national electric power utility and the national railroad company. It was named "contract plan," in which an agreement regarding performance was established between the government and the SOE based on a five-year work plan (Raymond 1999).

In the mid 1980s, Korea applied a contractual approach and developed the "signal system" incorporating collection of goals and incentives that guided managers and administrators. The national goals were translated into explicit and quantifiable targets in performance criteria while the inclusion of performance measurements and indicators enabled the system to be maintained as a useful instrument to scale the performance of SOEs. Since then, PCs have evolved and are now adopted by a number of countries in different forms and names. The name "contract plan" is prominent in Africa, while Pakistan and Korea uses the name "signal system" and India calls it the "memoranda of understanding." There is diverseness in terms of duration, varying from one year to five years. The system varies as well since some include investment while others focus only on current operating performance and set up the system of performance related pay unlike others (Raymond 1999).

Other countries, including India, Malaysia, the Philippines, and Costa Rica, installed variations of PCs to improve efficiency of public service delivery and hold public institutions accountable for desired results. In summary, PCs are a useful and powerful performance management tool used by organizations in most parts of the world. They have dual functions of fostering efficiency of service delivery and improving accountability and thus, many countries have adopted PC systems for their public sector reform with the main objective of improved provision of quality service to the public (Raymond 1999).

2.2.2 Customer focus and satisfaction.

Most organizations value their External more than internal customers in service provision. External customers are people outside the organization who receive either

produced goods or services while internal customers are often forgotten or taken for granted in the organization's operation. Satisfying customers merely keeps organizations in business while delighting them (exceeding customer expectations) is where a competitive advantage over others can be found. Organizations' concentration on simply delivering quality products or service to their customers is not enough, they strive to establish and maintain solid relationships with both current and prospective customers in their business cycle. This is achieved by understanding and anticipating needs of their Customers, vendors, and stakeholders through building relationships that will ensure their loyalty. Developing a list of quality dimensions for a specific service industry requires determining what is important to customers while methodologies appropriate for this include focus groups, surveys and regulating or monitoring operations for customer protection. Protecting customers from abuse is the rationale for intervention, based on the monopoly characteristics of a typical public organization. It should be noted that it costs organizations more than 500 times to acquire a new customer than retain an existing one (Berg in 2007).

Customer focus and retention impact on service delivery was determined in a study carried out on Uganda's National Water and Sanitation Company (NWSC) by Mugisha (2007). NWSC utilized a number of approaches to track customer perceptions and complaints which involved; formal customer complaints relating to services observed, service quality, product quality, and other features of the product or service delivered. Customers were encouraged to put in writing any of their concerns or observations about service gaps. Most reported gaps related to erroneous billings, estimated bills, limited water supply, illegal connections, unfriendly staff, and service delays. The efficiency and effectiveness of NWSC utility managers was judged from the response quality and time taken to resolve reported cases (Mugisha 2007).

NWSC monitors insisted on creating and institutionalizing a comprehensive customer-complaints tracking system, from the date and time of reporting up to the resolution stage. One process "owner" (usually the local manager) was held accountable and asked to take full responsibility of the entire tracking cycle. In addition to process - oriented monitoring, the local manager was monitored against the response time taken and the

quality of interactions with customers. A complaint reported to have been resolved, was cross-checked by following a random selection approach and ringing the customer concerned to verify the response time and service quality. Complaints were also captured through telephone communications between the customer and the utility staff. NWSC modernized this activity through a call center facility that enabled quick phone-receipt of complaints by dedicated staff and easy connection to appropriate action centers. Feedback on actions taken was managed through the same facility, where strict managerial enforcement procedures were adopted throughout the organization. Managers were evaluated based on their prompt and timely customer feedback. The challenge was on how to ensure timely and satisfying responses to customer concerns (Mugisha 2007).

It is a well known fact that no business can exist without customers and thus the importance of working closely with customers to make sure the site or system created for them is as close to their expectations or requirements as possible. It is critical to form a close working relationship with customers as their satisfaction is of vital importance and is a measure of how products and services supplied by a company meet or surpass customer expectations. Customer satisfaction is seen as a key performance indicator within business and is part of the four perspectives of a balanced score card. In a competitive marketplace where businesses compete for customers, customer satisfaction is seen as a key differentiator and increasingly has become a key element of business strategy, thus consideration should be placed on both internal and external customers (Kaplan et al 2001).

Organizations are increasingly interested in retaining existing customers while targeting non-customers. Customer satisfaction provides an indication of how successful the organization is at providing products or services to the marketplace. It is an ambiguous and abstract concept whose actual manifestation of the state of satisfaction will vary from person to person and product to product (or service to service). The state of satisfaction depends on a number of both psychological and physical variables which correlate with satisfaction behaviors such as return and recommended rate. The level of satisfaction also varies depending on other options the customer may have and other products against which the customer can compare the organization's products (Berry 2002).

A study by Berry (2002) defined ten 'Quality Values' that influence satisfaction behavior to include: Quality, Value, Timeliness, Efficiency, Ease of Access, Environment, Inter-departmental Teamwork, Front line Service Behaviors, Commitment to the Customer and Innovation. These factors are emphasized for continuous improvement and organizational change measurement and are most often utilized to develop the architecture for satisfaction measurement as an integrated model. The gap between the customer's expectation of performance and their perceived experience of performance provides the measurer with a satisfaction "gap" which is objective and quantitative in nature. Customer satisfaction equals perception of performance divided by expectation of performance. Customer satisfaction can be measured using a Likert Technique or scale where the customer is asked to evaluate given statements and in terms of their perception expectation of performance of the organization being evaluated. Outstanding customer satisfaction is not an option, it is mandatory and expected. In today's competitive conditions, customer satisfaction is critical to both customer retention and corporate reputation (Berry 2002).

2.2.3 Internal systems and processes

For continuous improvement, management work continuously towards revising the current standards and establishing higher ones. Improvement can be broken down between innovation and Kaizen related. Innovation involves a drastic improvement in the existing process and requires large investments. Kaizen signifies small improvements as a result of coordinated continuous efforts by all employees. "Japanese management practices succeed simply because they are good management practices. This success has little to do with cultural factors thus the lack of cultural bias means that these practices can be – and are – just as successfully employed elsewhere" (Masaaki 2005).

The key aspect of kaizen is that it is an on-going, never-ending improvement process as opposed to the more usual western habits of scraping everything to start with new ones. Kaizen activities can be conducted in several ways; first and most common is to change worker's operations to make their job become more productive, less tiring, more efficient or safer. To get their significant improvement, workers are invited to cooperate, to re-engineer themselves and their team mates or a Kaizen support group. The second way is

to improve equipment, like installing foolproof devices and change the machine layout. Third way is to improve procedures although all these alternatives can be combined in a broad improvement plan (Masaaki 2005).

Kaizen is controlled; It is not acceptable to let anybody change designs, layouts or standards for some improvement that do not exist. Most often Kaizen is controlled by improvement groups and everybody, regardless of their position, are encouraged to suggest through suggestion submitting system (TEIAN in Japanese). Suggestions will be discussed by authoritative committee members and suggestions likely to be turned into applications are usually rewarded according to the global gain. Improvement idea could be in response to a problem exposed by kaizen committee or come out spontaneously. There is no need to invest millions of shillings to get competitive edge in a given market. Human beings are borne differently and thus think differently but the truth is that many organizations do not understand this simple fact as they think all decisions are made by the management and the workers only follow them. Kaizen is the effort put in place to get everyone involved in the improvement process. Kaizen events create one pillar which leads to every employee in the organization to participate in the process of decision making thus the upward communication channel in the organization (Masaaki 2005).

Conceptually, kaizen works on small and continuous improvements thus making it easy in their implementation as they create less or no resistance in the system for two reasons: First since the changes are small, people will not see it as a complete change of the way they are used to work. Secondly and more importantly proposals for change come from employees themselves but not from somebody above them, thus they will enjoy the changes rather than resist them. Continuous improvement process will make the systems always updated and ahead of competition. In summary, kaizen is a simple concept that relies on the human resource rather than capital investments to succeed (Masaaki 2005).

An internal system is the integration of activities, plans, attitudes, policies, and efforts of the people in an organization working together to provide reasonable assurance that the organization will achieve its objectives and mission. Monitoring is the review of an organization's activities and transactions to assess its quality of operations over time and

determine whether system controls are effective. For monitoring to be more effective, employees need to understand the organization's Vision, mission, objectives, and responsibilities in their relation to risk and tolerance levels (Michele 2005).

From a study on Suny New Paltz's Department relating to Internal Systems on service delivery, Mario (2005) established that improved internal systems had a positive correlation with the quality of service delivered. The activities undertaken for the above were both manual and automated to help prevent or reduce instances that could impede accomplishment of the organization's objectives and mission by countering the risks that threatened success. Effective internal system controls were used to promote orderly, economical, efficient and effective performance operations to produce quality products and services in consistence with the organization's mission. These systems and structures were also used to safeguard resources against loss due to waste, abuse, mismanagement, errors and fraud while ensuring adherence to laws, regulations, contracts and management directives. They encouraged development and maintenance of reliable financial and management data for accurate and timely reports used by the management for effective decision making (Mario 2005).

Available employees' performance tools such as equipment, software, policy and procedure manuals highly contributed to improved performance and achievement of the organizational objectives. The company's internal control system together with high employee morale improved their attitude to work, increased confidence, discipline and their willingness to perform given tasks leading to a higher performance level. Directive, preventive, detective and corrective control activities were found out to be the main control activities management used to counter risks that threatened the organization's system operational success (Mario 2005).

2.2.4 The need for growth and profitability

Afeikhena (2002) carried out a research to examine the effects of the need for growth and profitability on service delivery of the publicly owned Nigerian Telecommunications Limited (NITEL) which established that these factors greatly affect service delivery to

the public. Estimate of changes in the company's internal efficiency using total factor productivity analysis suggested a substantial improvement in efficiency as a result of need for growth and improved profitability. The reforms undertaken by the company resulted in increased profitability, network expansion and its modernization of telecommunication services. However, the momentum generated by these reforms proved impossible to sustain as the industry was characterized by under-investment. The study recommended the strengthening of performance reforms to overcome protracted constraints on NITEL profitability (Afeikhena 2002).

Initial attempts to reform the telecom sector in Nigeria brought encouraging results as they yielded increased profitability and greater productivity. Profitability, network expansion and modernization were reflected in the expansion of the Telecommunication system and availability of new services. NITEL later invested heavily but made a modest difference in the quantity and quality of service from the general modernization of equipment and introduction of new technology. Some of the introduced trunk cables were made of fiber-optic technology, which offered an almost unlimited bandwidth while some manual exchanges were digitalized and replaced by semi-automatic and automatic switches to enhance efficiency but the resultant effect did not meet their earlier expectations. There was however weak evidence from operational improvements since the net effect of their operational modernization on resultant productivity growth was found to be minimal. Corresponding output increase may have been an adaptive response to a new competitive environment since there was no direct evidence on INTEL necessitating further research in this area of study (Afeikhena 2002).

2.2.5 Past studies on quality service delivery

Most of the previous studies carried out on quality public service delivery were done in China with the help and support of the World Bank. The studies established that productivity and quality service delivery can be realized through Performance Contracts and other infrastructural improvements, but when not optimally executed, they lead to loss of employee morale and a reduction in operational efficiency for the organizations involved. Examples of these previous studies include:

A study carried out in China relating to PC effects on public organizations operational efficiency by (Shirley 1998) which established that adoption of performance contracting lead to generation and induction of a more efficient operative framework when optimally managed. Appointed managers of public organizations often formulate objectives that vary from maximization objectives such as price setting and employment creation for social or political reasons (Shirley 1998). They often are not willing to “rock-the-boat” for their own personal reasons leading to a procedural as opposed to an outcome orientation in their management. They operate in sheltered (monopolistic) markets with the government’s reluctance in changing their behavior and thus encouraging ‘status quo’ (Nellis 1999).

Organizational efficiency and quality service provision is greatest when the principal goal is profit maximization in competitive market conditions and managerial autonomy. The objective of introducing PC in public organizations is to generate a more efficient operative framework although public organizations rarely confront such a situation due to their public ownership and reduced efficiency (Lixin 1997).

Management in public organizations, respond to market signals and thus become subjected to greater competitive pressures and financial discipline for improved service delivery through improved operational management. Their purpose is to clarify objectives and reconcile priorities so that employees can be held specifically accountable for achieving results. Ideally, commercial public organizations should be profit-maximizers, while noncommercial objectives are pursued by other transparent means (Lixin 1997).

From the above study, it was established that public organizations’ management failed to improve total factor efficiency, productivity and profitability of the studied public organizations. This was because they failed to reduce information asymmetry, provide sufficiently high-powered incentives and credibly commit both parties to the goals of their organizations.

Another study by Okumu 2004, established that performance in the public sector continued on a downward trend due to poor management, excessive regulation and controls, political interference, brain drain, multiplicity of principles, a bloated and inefficient workforce. In addition, Public organizational management failed to improve performance due to among other reasons: erosion of trust, lack of both intrinsic and extrinsic motivation to employees, poor incentives, information asymmetry and insufficient commitment from concerned parties and policy makers (Okumu 2004). It is however surprising that this has proved more successful in the private sector unlike the Government/public sector. Empirical studies covered show that Performance Management not optimally executed leads to poor quality service provision, reduced profitability and a general decline in performance by public organizations (Okumu 2004).

2.3 Critical review of major issues

From the above literature review, the main objective of public organizations is to generate a more efficient operative framework for enhanced efficiency and improve quality of service delivery. Their improved operational management encourages management's response to market signals as they are subjected to competitive pressure from set standards and thus high quality service provision. However if this is not optimally executed, they reduce employee morale and their operational efficiency from achievement of set organizational goals.

Enhanced operational management improves accountability as they foster efficiency of service delivery and thus more attractive to user organizations. They encourage employees to understand the organization's vision, mission, objectives, and responsibilities in relation to their risk tolerance levels thus making these organizations more competitive. Development and maintenance of reliable financial and management data for accurate and timely reports used by the management for effective decision making also becomes possible as resources are safeguarded against loss from waste, abuse, mismanagement, errors and fraud. This is achieved through development and maintenance of reliable financial and management information used in decision making (Michele 2005).

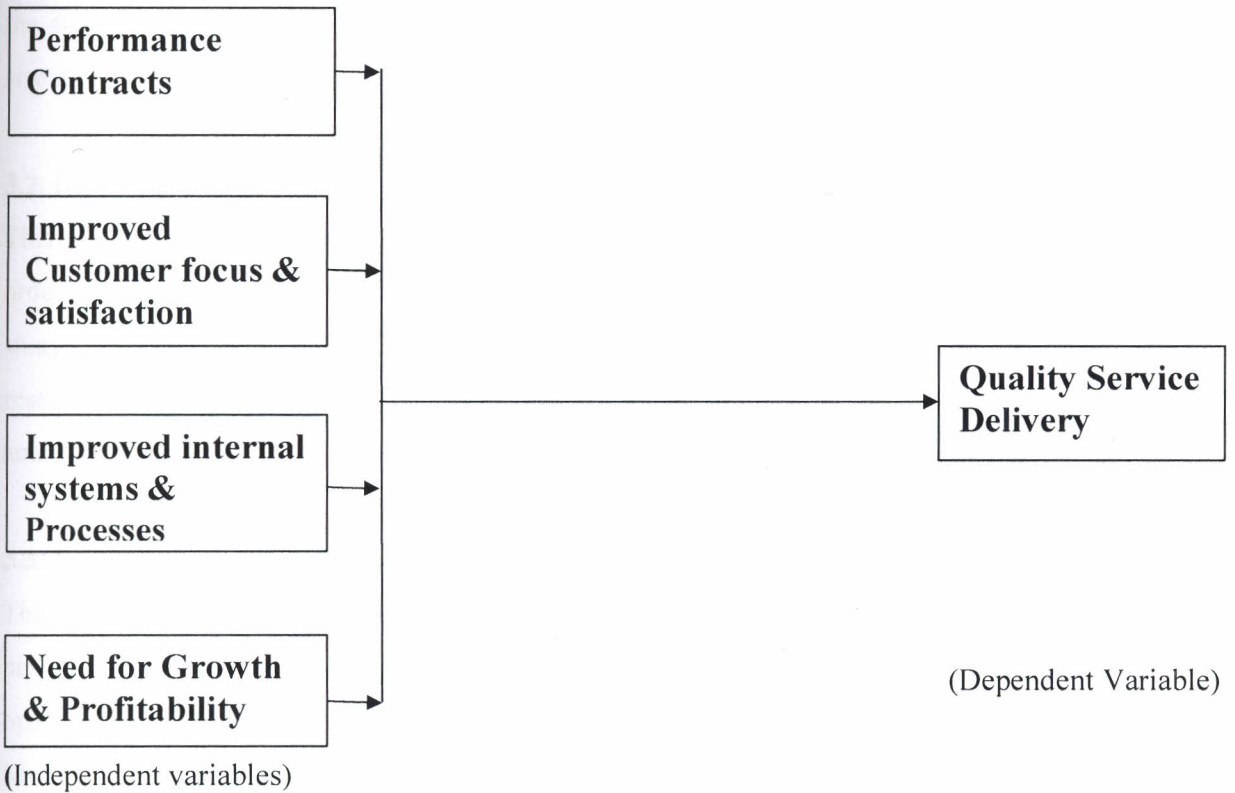
2.4 Summary of Gaps to be filled

Performance Contracting and other infrastructural improvements for improved operations have been operational in Kenya for the last five years but no conclusive study has been carried out to determine how they impact on customer service delivery. This has left gaps that are the subject of the study.

2.5 Conceptual Framework

From the above literature review, quality service delivery (Dependent variable) was realized from enhanced performance contracts, Customer focus & Satisfaction, improved internal systems and need for growth through profitability (Independent variables) as shown below:

Figure 2.0: Conceptual Framework – Independent and Dependent Variables



Source: Author (2009)

CHAPTER THREE: RESEARCH METHODOLOGY

3.1. Introduction

The study was aimed at establishing the respondents' perception of the determinants of quality service delivery by KPLC. The findings would however be interpolated to other public organizations in Kenya with the aim of improving their service delivery and productivity. The chapter outlined the overall methodology that was used in carrying out the study through the following sub topics; research design, target population, sample size & design, data collection, data analysis and expected output.

3.2. Research Design

This was descriptive in nature; generally described as the process of collecting data in order to answer questions or inform on the subject under study (Sekaran 2002). Such a study concerned with finding out who, what, where, how is referred to as a descriptive research. The case study method was chosen as it allowed for in-depth contextual analysis (Sekaran, 2002).

3.3. Target Population

The study targeted KPLC's management team who are signatories to employees' performance contracts and are considered to have vast knowledge of the Company's operations. The management team comprised 12 Top Management including the Managing Director, 23 Middle level Management and 83 Lower Level Management team members who in total made up the population of study as illustrated bellow.

TABLE 3.1 KPLC'S MANAGEMENT TEAM- CATEGORISED

Population category	Frequency	Percentage
Top Management team	12	10
Middle level management team	23	20
Lower level management team	83	70
Total	118	100

Source: Author (2009)

3.4. Sample Size and Sample Design

According to Marino (2003); in circumstances where the sample is whole, the result of a given study will be a census normally not considered cost effective since the entire population of study is covered (Marino 2003). In recognition of this, the research was designed to use a half of each population category resulting in a sample size of 60 respondents as per table 1.2 below:

TABLE 3.2 KPLC'S MANAGEMENT TEAM – SAMPLE SIZE

Population category	Frequency	Sample Ratio	Sample Size
Top Management	12	0.5	6
Middle level management	23	0.5	12
Lower level management	83	0.5	42
Total	118	0.5	60

Source: Author (2009)

Purposive sampling was used to select four key respondents from each category earmarked from key Divisions considered to highly determine or influence performance levels. These Divisions were composed of Human Resources & Administration, Finance, Planning & Research and Customer service. The key respondents selected were 4 Chief Managers from the top management team, 4 managers who coordinate operational performance from the middle management team category and 4 operational performance management facilitators from the lower management team category drawn from the earmarked divisions. The remaining 48 respondents were randomly selected adding to the above 12 to make up 60 members as below.

TABLE 3.3 SAMPLE - DESIGN

Population category	Sample Size	Key Respondents	Main Respondents
Top Management	6	4	2
Middle level management	12	4	8
Lower level management	42	4	38
Total	60	12	48

Source: Author (2009)

3.5. Data Collection Procedures and Instruments

Primary data collection for the study was by use of structured open ended questionnaires administered to the above respondents. The questionnaires were filled and then collected back as per prior agreed collection dates. The questionnaire comprises questions based on generic dimensions of determinants of quality service delivery in public organizations within the energy sector.

3.6. Data Analysis and presentation

The questionnaires were edited and coded after being filled by the respondents for ease of reference. Resultant data was analyzed using Microsoft excel software and tabulated using frequency tables, pie charts, percentages and bar charts plus statistical computations. A qualitative method known as content analysis was used to analyze text from responses to open-ended questions within the questionnaire. This was done to facilitate interpretation of large volumes, lengthy and detailed responses. The result was presented in form of figures and tables as appropriate while frequency distributions and percentages were calculated for the responses received from the sampled population.

3.7. Expected output

The study was expected to investigate the determinants of quality service delivery in organizations within the energy sector in consideration of Performance Contracts, improved customer focus, improved internal systems/Processes and need for growth through profitability. This was in form of figures and tables for ease of interpretation.

3.8 Limitations

Non response to submitted questionnaires

Limited time and monetary resources to comprehensively carry out the study

Case study attributes could be limited to the Company under study.

CHAPTER FOUR

DATA PRESENTATION AND ANALYSIS

4.1 Introduction

In this chapter, data collected was analyzed using both qualitative and quantitative methods, then presented using frequency tables, pie charts, percentages and bar charts plus other relevant statistical computations. Questionnaires were served to 60 management team members for the study from a population of 118 members.

4.1.1 Bio data of the Management Team

The sampled management team comprised of 60 members who were divided into 3 categories; the top, middle and lower management team members. 10% (n=6) of the management team members were in the top management, 20% (n=12) in the middle management and 70% (n=42) in the lower management team level.

4.2 Background Information

4.2.1 Management level of the Team Members

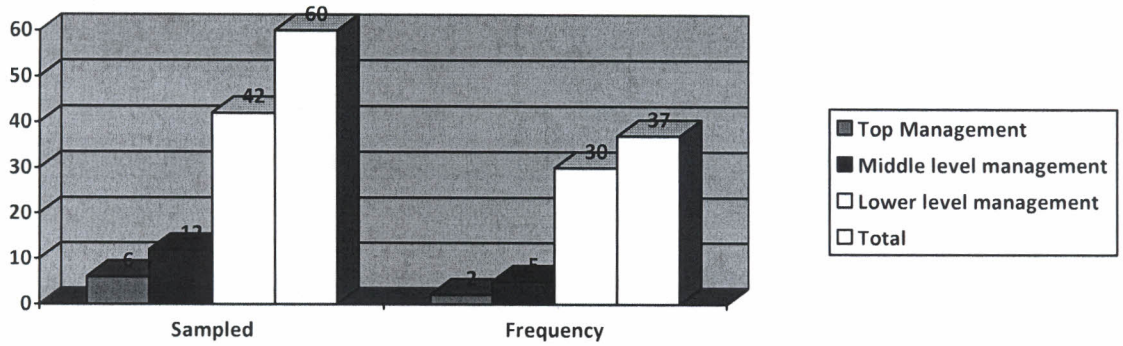
This was considered necessary to determine the decision making capability of the respondents and their influence on the organization's operations at their various levels. From the questionnaires given out, only 2 top management team members, 5 middle management and 30 lower management team members responded as per the table below.

Table 4.1 Questionnaires' Response Rate.

category	Sampled	Frequency
Top Management	6	2
Middle level management	12	5
Lower level management	42	30
Total	60	37

Source: Field data (2009)

Fig. 4.1 Questionnaires' Response Rate.



From Table 4.1 and Fig. 4.1 above, only 2 out of 6 top management responded to the questionnaires which may be attributed to their busy schedule while 5 out of 12 middle management and 30 out of the 42 lower management responded.

4.2.2 Respondents by Length of service at KPLC

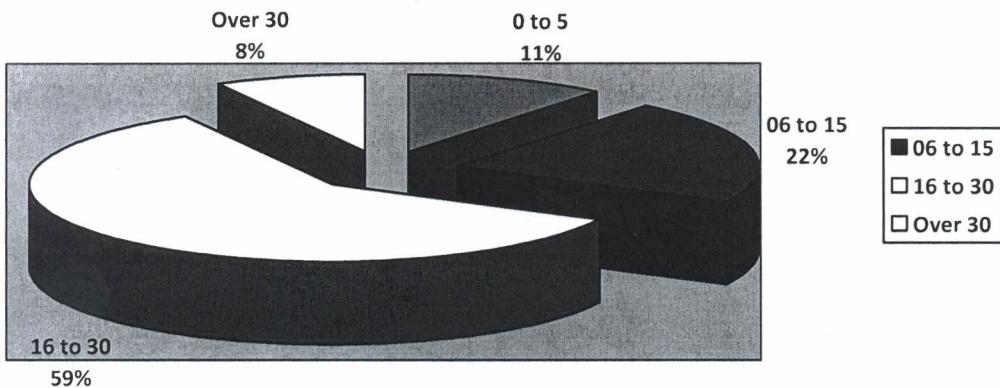
This was necessary to determine the respondents' level of experience necessary for appropriate decision making.

Table 4.2 Respondents Length of service

Service (years)	0 to 5	06 to 15	16 to 30	Over 30	Total
Frequency	4	8	22	3	37
Percentage	11	22	59	8	100

Source: Field data (2009)

Fig. 4.2 Length of Service (years)



From Table 4.2 and Fig. 4.2 above, only 4 of the respondents have served the Company for less than 5 years (11%), 8 respondents between 6 to 15 years (22%), 22 respondents between 16 to 30 years (59%) while only 3 have served for more than 30 years (8%). This shows that KPLC's current management team members are considered to have adequate experience for appropriate decision making to steer the company to higher levels of operation.

4.3 Quality Service Delivery

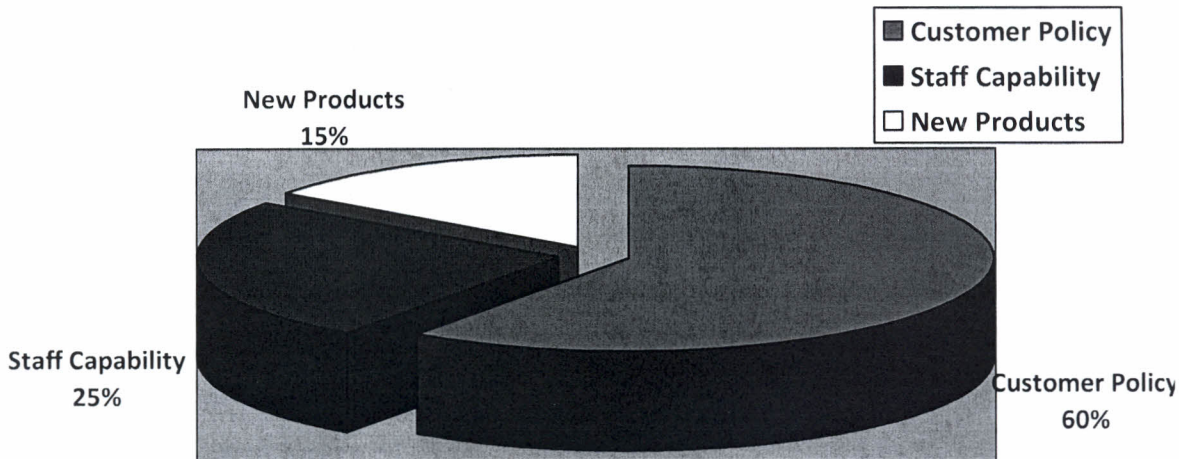
All the respondents agreed that KPLC fully embraces and practices the concept of quality service delivery to its customers. 60% of the respondents suggested that this is through a comprehensive customer service policy or service charter, 25% through continuous improvement of staff capability or processes while 15% suggested that this was through continuous introduction of new products and service approach as illustrated below. This was in line with the kaizen management approach of continuous improvement (Masaaki 2005)

Table 4.3 – Response on Quality Service Delivery

Determinant of Quality Service	Customer Policy	Staff Capability	New Products	Total
Percentage	60	25	15	100

Source: Field data (2009)

Fig. 4.3 Quality Service Delivery



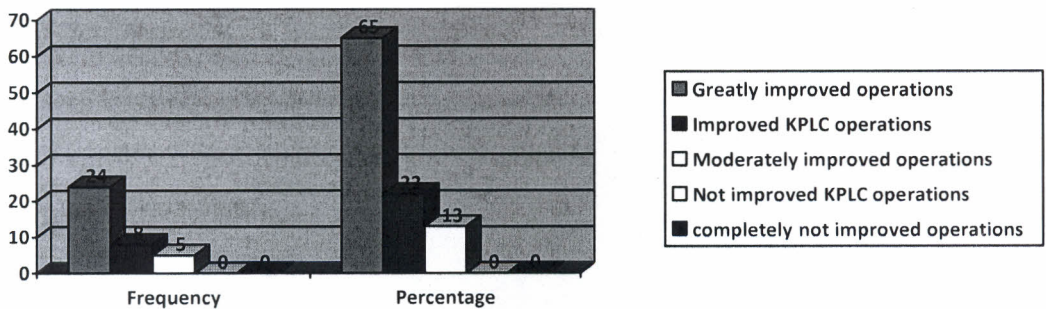
Their response on the concept of quality service delivery impact on the overall KPLC's operations was as follows:

Table. 4.4 How Quality Service Impacts on operations

Improvement level	Frequency	Percentage
Greatly improved operations	24	65
Improved KPLC operations	8	22
Moderately improved operations	5	13
Not improved KPLC operations	0	0
completely not improved operations	0	0
Total	37	100

Source: Field data (2009)

Fig. 4.4 How Quality Service Impacts on operations



65% of the respondents indicated that quality service delivery greatly improved KPLC operations, 22% thought that quality service did not improve operations and 13% were of the view that quality service delivery moderately improved KPLC operations.

They further suggested that KPLC should improve package of its services to meet their customers' expectations by understanding their desired service quality as determined by a comprehensive feedback mechanism.

4.4 Performance Contracts

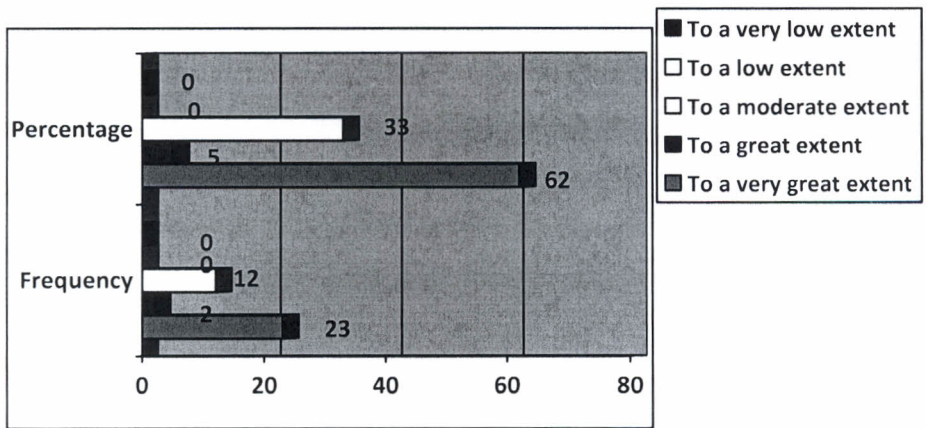
All the respondents agreed that KPLC’s management team members were signatories to performance contracts and that these contracts had improved the company’s quality of service delivery to its customers. Their response on the extent of Performance Contracts improvement to quality service delivery was as follows:

Table 4.5 Extent of Performance Contracts improvement on service quality

Improvement level	Frequency	Percentage
To a very great extent	23	62
To a great extent	2	5
To a moderate extent	12	33
To a low extent	0	0
To a very low extent	0	0
Total	37	100

Source: Field data (2009)

Fig. 4.5 Extent of Performance Contracts Improvement on Service Quality



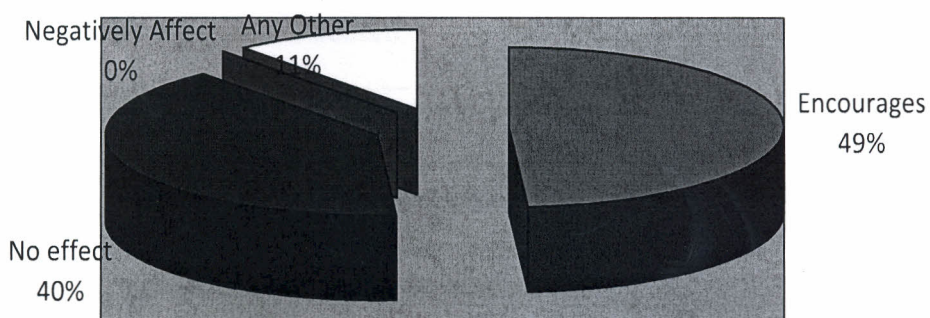
23 respondents (62%) rated performance contracts as having improved service quality to a very great extent, 12 respondents (33%) to a moderate extent and 2 respondents (5%) to a great extent as illustrated above. On the effect of Performance Contracts on accountability and responsibility, their views were as follows:

Table. 4.6 Effect of Performance Contracts on Accountability

Improvement level	Frequency	Percentage
Encourages Accountability & Responsibility.	18	49
Does not affect Accountability & Responsibility.	15	40
Negatively affect Accountability & Responsibility.	0	0
Any other (See additional)	4	11
Total	37	100

Source: Field data (2009)

Fig. 4.6 Effect of Performance Contracts on Accountability



18 respondents (49%) indicated that PC encourages accountability and responsibility while 15 respondents (40%) thought that PC does not encourage accountability and responsibility while 4 respondents (11%) thought otherwise as below:

They indicated that Performance Contracts enabled the Company create more customers although it had some setbacks like targets that were unclear, not measurable, not specific, not time bound and without clear follow up mechanisms. For improvement, they suggested that achieved targets should be supported by tangible results and evidence. The targets should be cascaded to all KPLC staff members and structured in such a way to include reward mechanism and improved appraisal process for uniformity.

4.5 Customer Focus & Satisfaction

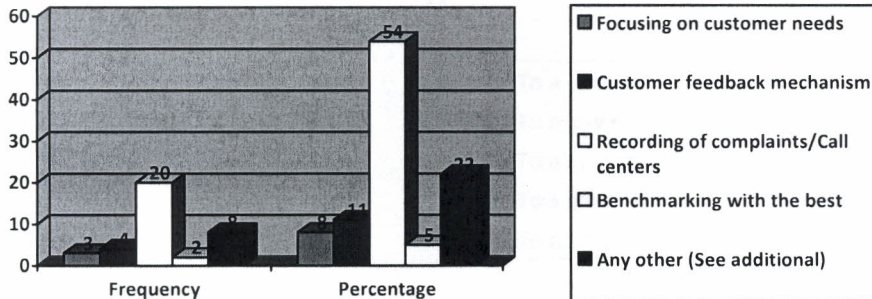
All the respondents agreed that KPLC has a deliberate attempt to become customer focused/oriented through the following:

Table. 4.7 Ways to become Customer Focused.

Improvement level	Frequency	Percentage
Focusing on customer needs	3	8
Customer feedback mechanism	4	11
Recording of complaints/Call centers	20	54
Benchmarking with the best	2	5
Any other (See additional)	8	22
Total	37	100

Source: Field data (2009)

Fig.4.7 KPLC's ways to become Customer Focused.



20 respondents (54%) indicated that KPLC focuses on customer satisfaction through recording and resolving their complaints using call centers while 8 respondents (22%) indicated other approaches like the establishment of Business units managed by Business heads with the assistance of Customer Relations Officers, 4 respondents (11%) indicated that this was through customer feedback, 3 respondents (8%) through focusing on customer needs and 2 respondents (5%) through benchmarking with the best in the business as illustrated above.

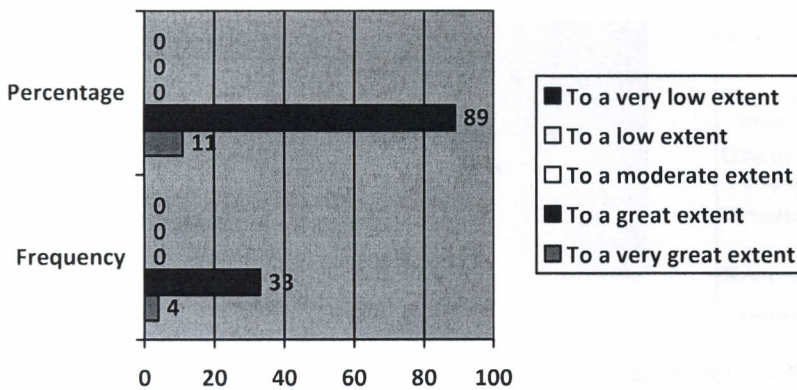
All respondents agreed that customer focus and satisfaction strategy improved the quality of service delivery by the Company. This improvement was to the following extent:

Table. 4.8 Customer Focus strategy on Service Quality

Improvement level	Frequency	Percentage
To a very great extent	4	11
To a great extent	33	89
To a moderate extent	0	0
To a low extent	0	0
To a very low extent	0	0
Total	37	100

Source: Field data (2009)

Fig. 4.8 Customer Focus strategy on Service Quality



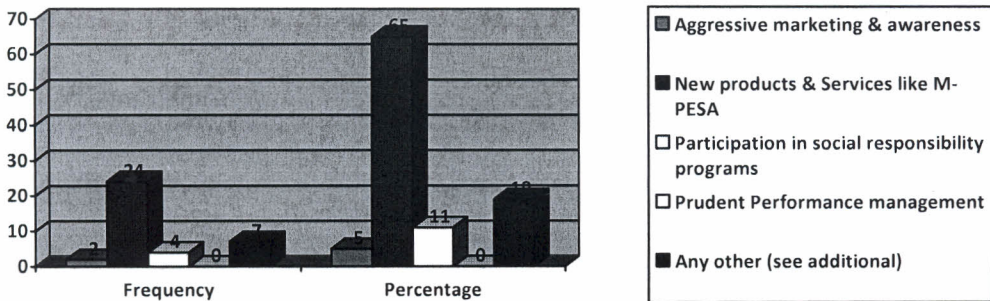
33 respondents (89%) indicated that customer service strategy improved service quality to a great extent while 4 respondents (11%) indicated that this was to a very great extent as illustrated above. They however were of the view that KPLC attracted, retained and satisfied its customers through the following ways:

Table. 4.9 Ways to attract retain and satisfy Customers.

Improvement level	Frequency	Percentage
Aggressive marketing & awareness	2	5
New products & Services like M-PESA	24	65
Participation in social responsibility programs	4	11
Prudent Performance management	0	0
Any other (see additional)	7	19
Total	37	100

Source: Field data (2009)

Fig. 4.9 Ways to attract, retain and satisfy Customers.



24 respondents (65%) indicated that KPLC attracted, retained and satisfied customers through introduction of new products and services like M-PESA payments or agent collections. 4 respondents (11%) were of the opinion that this was through participation in social responsibility programs while 2 respondents (5%) indicated that this was through aggressive marketing but 7 respondents (19%) believed that this was through other means. Their basis for the above response was that since KPLC was a monopoly, the customers did not have an alternative choice but were forced to stick to the company's 'inefficiency' approach to service delivery without any retention effort in place.

They suggested a quick response to breakdowns and feedback mechanism from customers with increased pay-points within the Nairobi Central Business District and new payment modes to reduce congestion in banking halls. Customer loyalty approach

with some related rewards should be tried out plus continuous staff training especially the first contacts with customers like meter readers, cashiers, disconnection/reconnection clerks. The company should also reduce initial installation costs and frequent breakdowns to ensure constant and reliable electricity supply to customers.

4.6 Improved Internal Systems & Processes

All the respondents agreed that there was an attempt by KPLC to improve its internal systems and that the available customer service provision facilities were automated.

They listed the areas that have been improved in the recent past as following:

- Payment methods and online balance enquiry
- Incident recordings and customer help desk in banking halls
- Improved debt management systems
- Upgraded substations and transmission lines through the Energy Sector Restructuring Program (ESRP)
- Provision of loans to customers for initial installation costs through Banks

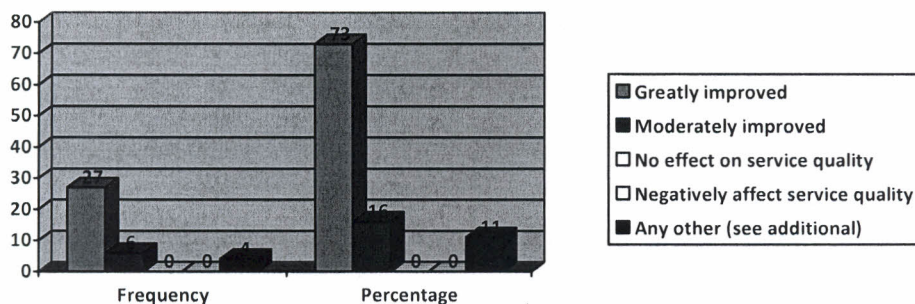
They further agreed that there was an effort by KPLC of staff training/development to meet emerging challenges in the service industry plus the improvement of internal systems/processes which positively impacted on the quality of service delivery.

Table. 4.10 Internal Systems on Service Quality

Improvement level	Frequency	Percentage
Greatly improved	27	73
Moderately improved	6	16
No effect on service quality	0	0
Negatively affect service quality	0	0
Any other (see additional)	4	11
Total	37	100

Source: Field data (2009)

Fig. 4.10 Internal Systems on Service Quality



27 respondents (73%) indicated that improved internal systems/processes greatly influenced KPLC's quality of service delivery with 6 respondents (16%) suggesting that this moderately improved service delivery while 11% suggested others like the process of enabling increased customer creation through loans and reduction of initial installation costs.

They suggested further improvements to internal systems/processes in the following:

- Equipment of line officers and supervisors with managerial and decision making skills.
- Process re-engineering to benefit from emerging technologies especially in ICT.
- Customization of systems for various departments and reduction of both technical and non technical losses.
- Regular and well planned audits for checks and balances.

4.7 Need for growth & Profitability

All the respondents agreed that KPLC initiated reforms to influence profitability and productivity. The reforms initiated included:

- Changed new connection policy that allowed installment payments and loan assistance to new customers through banks.
- Changed operation through business units with the assistance of customer relations officers and thus moving closer to customers.
- Outsourcing of some services to speed up processes and engagement of professional staff members.
- Improved revenue collection modes through cell phones (like M-PESA or Sokotele) and agents.

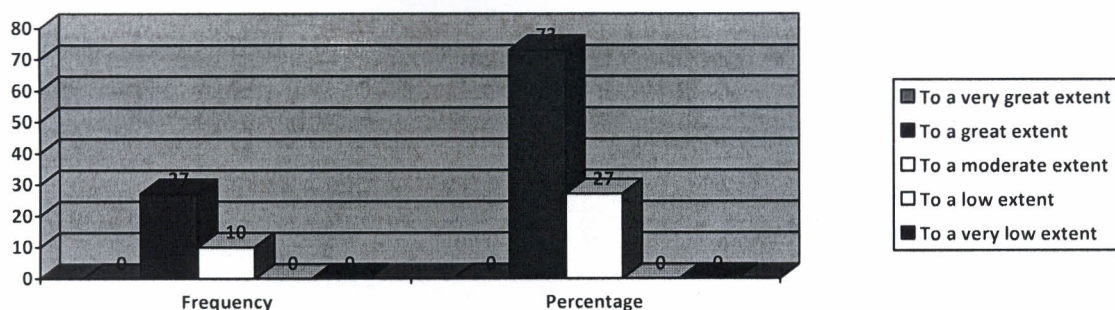
The above reforms influenced KPLC's profitability to the following extent:

Table. 4.11 KPLC's reforms on Profitability/productivity

Improvement level	Frequency	Percentage
To a very great extent	0	0
To a great extent	27	73
To a moderate extent	10	27
To a low extent	0	0
To a very low extent	0	0
Total	37	100

Source: Field data (2009)

Table. 4.11 KPLC's reforms on Profitability/productivity



27 respondents (73%) indicated that the listed reforms affected KPLC's profitability/productivity to a great extent while 10 respondents (27%) thought that this was to a moderate extent as illustrated above.

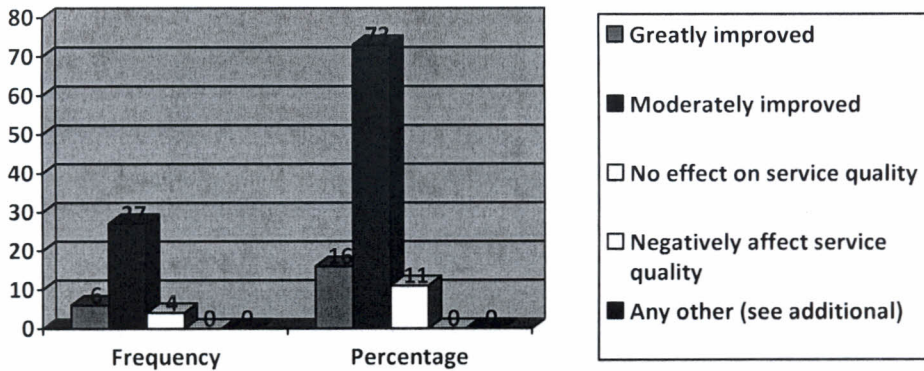
The above reforms on profitability however affected the Company's overall service delivery in the following manner:

Table. 4.12 Profitability on Service Quality

Improvement level	Frequency	Percentage
Greatly improved	6	16
Moderately improved	27	73
No effect on service quality	4	11
Negatively affect service quality	0	0
Any other (see additional)	0	0
Total	37	100

Source: Field data (2009)

Fig. 4.12 Profitability on Service Quality



27 respondents (73%) indicated that the reforms for profitability moderately improved service delivery, 6 respondents (16%) thought that they greatly improved service delivery while 4 respondents (11%) were of the view that the reforms had no effect to service delivery. The respondents however suggested increased productivity based improvements by the Company for improved profitability and thus quality of service delivery.

4.8 General

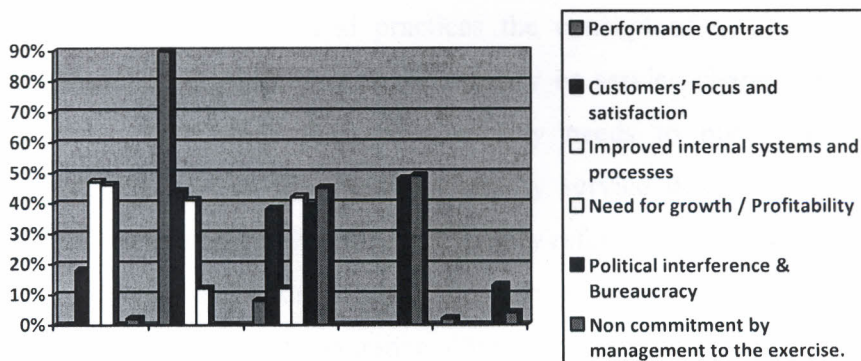
In a scale of 1 (being very poor) to 5 (being very positive), the respondents indicated the influence of various parameters on quality of organizational service delivery as follows:

Table. 4.13 Influence of Various parameters on Service Quality

	Parameter	5	4	3	2	1	Total
a	Performance Contracts	0%	90%	8%	0%	2%	100%
b	Customers' Focus and satisfaction	18%	44%	38%	0%	0%	100%
c	Improved internal systems and processes	47%	41%	12%	0%	0%	100%
d	Need for growth / Profitability	46%	12%	42%	0%	0%	100%
f	Political interference & Bureaucracy	0%	0%	39%	48%	13%	100%
j	Non commitment by management to the exercise.	2%	0%	45%	49%	4%	100%

Source: Field data (2009)

Figure. 4.13 Influence of Various parameters on Service Quality



On average, Performance Contracts positively influences quality of service delivery by KPLC (90% respondents) while improved systems and need for growth (profitability) very positively influences service delivery (47% and 46%) and Customer focus positively influences service delivery (44%). Both political interference and management's non commitment was seen as negatively influencing service delivery (48% and 49% respectively).

CHAPTER FIVE

SUMMARY, CONCLUSION & RECOMMENDATIONS

5.0 Introduction

The study was undertaken to investigate the determinants of quality service delivery in organizations within the energy sector in Kenya. Emphasis was placed on Performance Contracts, Customer Focus, improved internal systems/processes and the need for growth through profitability. The study further sought to establish other infrastructural improvements put in place to improve the quality of service delivery in this fast growing industry full of challenges. The study was intended to come up with recommendations on how organizations in the sector can improve their quality of service delivery to the public who make up the bulk of their customers.

5.1 Summary and Conclusion

5.1.1 Quality Service delivery

From the study's literature review, quality is defined entirely by the customer or end user and is based upon that person's evaluation of his or her entire customer experience. The study established that KPLC embraces and practices the concept of quality service delivery through a comprehensive customer service policy or service charter (65% of respondents). The study established that the Company needs to put in place a comprehensive feedback mechanism for improved quality service delivery based on customer requirements. It was further established that quality referred to a finished part or service, wherever it is in the operation process. Inspection or feedback mechanism referred to above can be used for quality assurance although the best way to think about quality is in process or operational control (Boone 2006).

5.1.2 Performance Contracts

Performance Contracts are normally considered as powerful performance management tools that have dual functions of fostering efficiency of service delivery and improving accountability (Raymond 1999). The study established that KPLC's management team members were signatories to performance contracts that are determinants to improved quality of service delivery to customers. 64% of the respondents indicated that

Performance Contracts enabled the Company create more customers despite of some setbacks related to unclear, immeasurable, unspecific set targets without clear follow up mechanisms and not time bound. For improvement, suggestions from the study were for achieved targets to be supported by tangible results and output evidence for proper management. These targets should be cascaded to all KPLC staff members and structured in such a way to include a reward mechanism as the appraisal process is improved for uniformity.

The study further established that Performance Contracts affects KPLC's service provision to a great extend.

5.1.3 Customer Focus & Satisfaction

From the literature review, the study established that satisfying customers merely keeps organizations in business while delighting them (exceeding their expectations) is where a competitive advantage over others can be found. Protecting customers from abuse is the rationale for intervention, based on the monopolistic characteristics of a typical public organization like KPLC. It should be noted that it costs organizations more than 500 times to acquire a new customer than retain an existing one (Berg in 2007). The study established that KPLC focuses on customer satisfaction through recording and resolving customer complaints using call centers as was the case in Uganda's National Water & Sewerage Company (NWSC). 89% of the respondents indicated that customer service strategy improved quality service delivery to a great extent. On the other hand, KPLC attracted, retained and satisfied customers through introduction of new products and services like cell phone payments (M-PESA or Sokotele) and agent collection. The study considered outstanding customer satisfaction not an option, but mandatory as expected in today's competitive business world for both customer retention and corporate reputation (Berry 2002).

As per NWSC case, the study encouraged customers to put in writing any of their concerns or observations about their perceived service gaps that may relate to erroneous billings, estimated bills, limited supply, illegal connections, unfriendly staff, and service delays (Mugisha 2007).

To resolve the above cases, there should be a quick response to breakdowns, introduction of a feedback mechanism from customers, increased pay-points within the Nairobi Central Business District and new payment modes that will reduce congestion in the banking halls. Customer loyalty approach plus related rewards should be tried out including continuous staff training especially the first contacts with customers like meter readers, cashiers and disconnection/reconnection clerks. The company should also reduce initial installation costs and frequent breakdowns to ensure constant and reliable electricity supply to customers.

5.1.4 Improved Internal Systems & Processes

Findings from the study on Suny New Paltz's Department established that available employees' performance tools such as equipment, software, policy and procedure manuals highly contributed to improved performance and achievement of the organizational objectives. Directive, preventive, detective and corrective control activities were found out to be the main control activities management used to counter risks that threatened the organization's operational success (Mario 2005).

The study established that for KPLC, the systems processes have been improved in the recent past through advanced ICT approach and innovations thus improving the quality of service delivery to an extent.

5.1.5 Need for growth and profitability

Initial attempts to reform the telecom sector in Nigeria brought encouraging results as they yielded increased profitability and greater productivity as per the study's literature review. Profitability, network expansion and modernization were reflected in the expansion of the Telecommunication system and availability of new services. The Telecom Company later invested heavily but made a modest difference in the quality of service delivery from the general modernization of equipment and introduction of new technology but the resultant effect did not meet their earlier expectations (Afeikhena 2002). There was however weak evidence from operational improvements since the net effect of their operational modernization on resultant productivity growth was found to be

minimal as is the case with KPLC's profitability impact on service delivery. The recent reforms initiated by KPLC on profitability included:

- Changed new connection policy for installment payments and loan assistance to new customers through banks.
- Changed operations through business units with the assistance of customer relations officers, thus moving closer to customers.
- Some services were outsourced to speed up processes and engaged professional staff members.
- Improved revenue collection modes through cell phones (like M-PESA and Sokotele) plus agents.

73% of the respondents indicated that the above listed reforms affected KPLC's profitability/productivity to a great extent although these reforms moderately improved service delivery as compared to the Nigerian Telecom Company above.

5.2 Recommendations

KPLC's main objective is high quality service provision to existing and potential customers or the public in general. The Company's operations has been realizing improved performance but at a higher cost although the same could be realized at a lower cost if operations or performance was optimally managed as is the case with the private sector. The following suggested recommendations from the study could be used to improve its service delivery to customers:

- There should be a quick response to breakdowns, introduction of a feedback mechanism from customers, increased pay-points within busy centers and new payment modes to reduce congestion in the banking halls.
- Maximization of existing installations like substations and transmission lines should be prioritized by the Company to utilize excess capacity and maximize on Revenue generated.
- These installations should be upgraded and well maintained to minimize frequent breakdowns and accommodate the increased energy load requirement.

- Reduction in initial installation costs and aggressive marketing in urban and rural areas should be encouraged to increase the revenue base and connect more customers to the national grid for faster industrialization of the country.
- Enhanced supervision of field staff should be practiced to eliminate laxity and encourage paradigm shift among the management team members to operate like a business.
- Employees' exemplary performance should be recognized and adequately rewarded to motivate them and encourage others through modern appraisal techniques.
- Enhanced budget management should be practiced at all managerial levels and within different departments especially the non-financial ones to encourage prudent cost management.
- KPLC should encourage use of internal resources in technical areas to reduce outsourcing and shoddy jobs by some contractors.
- The entire Company operations should be continuously re-engineered in line with new developments in ICT through automated processes especially in financial operations and capacity building by equipping employees with required skills.
- Customization of systems for various departments and reduction of both technical and non technical losses in the distribution and transmission functions.
- Regular and well planned audits for checks and balances through provision of a feedback mechanism to evaluate planned operations against actual achievement.

5.3 Room for Future Research

- A similar study should be carried out for other related service providers like the Nairobi Water Company and Telkom Kenya.
- A study of modern techniques to Control the Energy Crisis in Kenya
- Determinants of efficient resource utilization in the Energy Sector.
- A study on the role of the Energy Sector in the Country's development.

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Peter E. Misango
Box 16188 00100
Nairobi (GPO)
10th July 2009

Dear Respondent,

RE: REQUEST FOR RESEARCH DATA

I am a post graduate student at Kenyatta University, conducting a research on “The determinants of service delivery in organizations within the energy sector in Kenya, a case study of Kenya Power & Lighting Company Ltd”. In order to effectively carry out the research, you have been selected to form part of the study. This is a humble request for you to fill in the attached questionnaire as truthfully and honestly as possible in contribution to the research. The information given will be confidentially treated and is basically and purely needed for academic purposes only. In cases where your name is given, it will not under any circumstances appear in the final report. A copy of the final report will be made available to you upon request.

Your assistance and cooperation in this research will be highly appreciated.

Yours sincerely,

Peter E. Misango

PART A
General Information

1. Job title _____
2. Division / Department _____
3. Section _____
4. Gender
 Male
 Female
5. Job level
 Top Management
 Middle Management
 Lower Management
6. Length of service in the organization
 0-5 years
 5-15 years
 15-30 years
 Over 30 years

PART B
Quality Service Delivery

1. Does KPLC fully embrace and practice the concept of quality service delivery to its customers?
 Yes No
2. If 'yes' how has this been achieved?
 Through a comprehensive customer service policy or service charter
 Through continuous improvement of staff capability and processes
 Through introduction of new products and service approach
 Outsourcing of essential services or use of agents
 Any other (Specify) _____

3. How has this concept of quality service delivery impacted on KPLC's overall operations?

- (A) It has greatly improved KPLC operations 5
- (B) It has improved KPLC operations 4
- (C) It has moderately improved KPLC operations 3
- (D) It has not improved KPLC operations 2
- (E) It has completely not improved KPLC operations 1

4. What do you suggest should be improved for quality service delivery to have a greater effect / impact on KPLC's operations?

PART C

Performance Contracts

1. Are KPLC's management team members signatories to performance contracts?

- Yes No

2. Do you think performance contracting has improved quality service delivery by KPLC?

- Yes No

3. Rate the extent of this improvement to the scale below:

- (A) To a very great extend 5
- (B) To a great extend 4
- (C) To a moderate extend 3
- (D) To a low extend 2
- (E) To a very low extend 1

4. Please explain the effect of performance contracts (PC) on KPLC's quality of service delivery:

- Set targets encourages accountability and responsibility for improvement
- Set targets do not affect accountability and responsibility for improvement
- Set targets negatively affect accountability and responsibility
- Any other (Specify) _____

5. What do you suggest can further be done to improve performance contracting?

PART D

Customer Focus & Satisfaction

1. Is there a deliberate attempt by KPLC to become customer focused or customer oriented?

- Yes No

2. If Yes in (1) above, in what ways?

- Through focusing on customer needs and striving to satisfy them
- Through frequent customer feedback mechanism
- Through recording of customer complaints/resolutions using call centers
- Through benchmarking with the best service providers in the business
- Any other (Specify) _____

3. Has customer focus and satisfaction strategy improved quality of service delivery by KPLC?

- Yes No

4. Please explain the effect of customer focus strategy on KPLC's quality of service delivery:

- It has greatly improved KPLC's quality of service delivery
- It has moderately improved KPLC's quality of service delivery
- It has not had any effect on KPLC's quality of service delivery
- It has had a negative effect on KPLC's quality of service delivery
- Any other (Specify) _____

5. How does KPLC attract, retain and satisfy its customers?

- Through aggressive marketing and customer awareness campaign
- Through introduction of new products and services like M-Pesa payments
- Through participation in social responsibility programs
- Through prudent performance management strategies
- Any other (Specify) _____

6. What do you suggest can further be done to improve on KPLC's customer attraction, retention and satisfaction?

PART E

Improved Internal Systems & Processes

1. Has there been an attempt by KPLC to improve its internal systems & processes?

- Yes No

2. Are available facilities to enhance customer service provision automated?

- Yes No

3. List and briefly explain the areas that have been improved in the recent past for quality service delivery

4. Has there been any staff training or development to meet emerging challenges in service delivery?

Yes

No

5. Do you think KPLC's improvement in internal systems & processes has positively impacted on its quality service delivery?

Yes

No

6. Please explain the effect of improved internal systems/processes on KPLC's quality of service delivery and how these are monitored.

It has greatly improved KPLC's quality of service delivery

It has moderately improved KPLC's quality of service delivery

It has not had any effect on KPLC's quality of service delivery

It has had a negative effect on KPLC's quality of service delivery

Any other (Specify) _____

7. What do you suggest can further be done to improve internal systems and processes?

PART F

Need for growth / profitability

1. Has KPLC initiated any reforms to influence profitability/productivity?

Yes

No

2. List the reforms in (1) above

3. Rate the extent of the above reforms on KPLC's overall profitability/productivity:

- | | |
|----------------------------|---|
| (A) To a very great extent | 5 |
| (B) To a great extent | 4 |
| (C) To a moderate extend | 3 |
| (D) To a low extend | 2 |
| (E) To a very low extend | 1 |

Please explain how the above reforms have affected KPLC's overall service delivery:

- They have greatly improved KPLC's quality of service delivery
- They have moderately improved KPLC's quality of service delivery
- They have not had any effect on KPLC's quality of service delivery
- They have a negative effect on KPLC's quality of service delivery
- Any other (Specify) _____

4. What do you suggest can further be done to improve the Company's profitability / productivity?

PART G

General

1. The following factors influence organizational customer service delivery, in a scale of 1 (being very poor) to 5 (very positive attitude), please indicate their actual influence:

	Description	5	4	3	2	1
a	Performance Contracts					
b	Customers' Focus and satisfaction					
c	Improved internal systems and processes					
d	Need for growth / Profitability					
f	Political interference & Bureaucracy					
j	Non commitment by management to the exercise.					

I would like to take this opportunity to thank you for taking some time out of your busy schedule to respond to the questionnaire.

God bless you.

KENYA POWER & LIGHTING MANGEMENT TEAM LIST- 2009**Top Management Team**

No,	Tittle	Division
1	Managing Director & CEO	MD & CEO
2	Chief Manager, Supplies,	SUP,STORE&TRAN
3	Chief Manager, Distribution	DISTRIBUTION
4	Chief Manager, Energy Transm.	ENERGY TRANS.
5	Chief Manager, Commercial	COMM. SERVICE
6	Chief Manager, Plan, Research	PPM & RESEARCH
7	Chief Manager, Nairobi	DISTRIB & CUST
8	Chief Manager, HR & Admn.	HR & ADMIN
9	Chief Manager, Finance	FINANCE
10	Chief Manager, IT & Telecom	IT & TELECOMMS
11	Company Secretary	COMPANY SECRET
12	Chief Manager, Operation	MDs Office

Middle Management Team

	Tittle	Division
13	Power System Development Mgr	PPM & RESEARCH
14	Treasury & Revenue Acct. Mgr	FINANCE
15	Transmission Manager	ENERGY TRANS.
16	Stores & Transport Manager	SUP,STORE&TRAN
17	Special Duty Manager	MD & CEO
18	Project Leader (ESRP)	DISTRIBUTION
19	Research & Development Mgr	PPM & RESEARCH
20	Information Technology Mgr	IT & TELECOMMS
21	Technical Services Manager	ENERGY TRANS.
22	Energy Purchase & Syst. Mgr	ENERGY TRANS.
23	Customer Service Manager	COMM. SERVICE
24	Communications Manager	MD & CEO
25	Telecommunications Manager	IT & TELECOMMS
26	Debt Control Manager	COMM. SERVICE
27	Procurement Manager	SUP,STORE&TRAN
28	Deputy Company Secretary	COMPANY SECRET
29	Benefits & Staff Relatns Mgr	HR & ADMIN
30	Internal Audit Manager	MD & CEO
31	Human Resource Developpt	HR & ADMIN
32	Security Manager	MD & CEO
33	General Manager, RBS	HR & ADMIN
34	Manager & Coordinator	DISTRIBUTION
35	Customer Relations & Mark	COMM. SERVICE

Lower Management Team

Staff No.	Title	Division
36	Deputy Manager Transport	SUP,STORE&TRAN
37	Deputy Reg. Manager N/Wes	DISTRIB & CUST
38	Acting Projects Manager (DISTRIBUTION
39	Deputy Regional Manager	DISTRIB & CUST
40	Deputy Manager, Off Grid	DISTRIBUTION
41	Deputy Regional Manager N	DISTRIB & CUST
42	Acting O&M Manager	DISTRIBUTION
43	Deputy Manager, Admin	HR & ADMIN
44	Ag. Deputy Reg. Manager	DISTRIB & CUST
45	Deputy Manager, Marketing	COMM. SERVICE
46	Deputy Manager, Communica	MD & CEO
47	Deputy Manager Distribution	DISTRIBUTION
48	Deputy Manager Procuremen	SUP,STORE&TRAN
49	Deputy Manager, Strat,Pla	PPM & RESEARCH
50	Deputy Manager Projects	DISTRIBUTION
51	Deputy Manager, Manpower	HR & ADMIN
56	Deputy Manager, Insurance	COMPANY SECRET
57	Deputy Manager, Legal Ser	COMPANY SECRET
58	Chief Pilot	ENERGY TRANS.
59	Deputy Manager, Property	COMPANY SECRET
60	Deputy Manager, SHE	MD & CEO
61	Chief Engineer	ENERGY TRANS.
62	Chief Engineer	COMM. SERVICE
63	Chief Engineer	DISTRIBUTION
64	Chief Superintendent	ENERGY TRANS.
65	Chief Superintendent	DISTRIBUTION
68	Chief Engineer	DISTRIBUTION
69	Principal, Training School	HR & ADMIN
70	Chief Engineer	DISTRIBUTION
71	Ag. Deputy Regional Manag	DISTRIB & CUST
72	Chief Engineer	DISTRIBUTION
73	Chief Engineer, Customer	COMM. SERVICE
74	Chief Engineer	DISTRIBUTION
75	Ag. Deputy Manager, Inspe	COMM. SERVICE
76	Chief Accountant	DISTRIBUTION
77	Chief Engineer	ENERGY TRANS.
78	Chief Engineer	DISTRIBUTION
79	Chief Engineer	ENERGY TRANS.
80	Acting Deputy Manager, Pr	DISTRIBUTION
81	Chief Engineer	ENERGY TRANS.
82	AG. Deputy Mager Common	DISTRIBUTION
83	Acting Regional Manager -	DISTRIB & CUST
84	Chief Engineer	DISTRIBUTION
85	Chief Engineer	DISTRIBUTION
86	Chief Engineer, Sytem Stu	PPM & RESEARCH
87	Chief Engineer	DISTRIBUTION
88	Chief Engineer	DISTRIBUTION
89	Acting Deputy Manager, Co	DISTRIBUTION

90	Chief Officer, Employee R	HR & ADMIN
91	Chief Systems Analyst, SA	IT & TELECOMMS
92	Chief Finance Officer	FINANCE
93	Chief Engineer	DISTRIBUTION
94	Chief Engineer, Power Sys	IT & TELECOMMS
95	Ag. Deputy Reg. Manager	DISTRIB & CUST
96	Chief Procurement Officer	DISTRIBUTION
97	Chief Stores & Stock Cont	SUP, STORE & TRAN
98	Chief Engineer	ENERGY TRANS.
99	Ag Deputy Manager, Techni	ENERGY TRANS.
100	Chief Engineer	DISTRIBUTION
101	Chief Engineer	ENERGY TRANS.
102	Chief Engineer	COMM. SERVICE
103	Chief Engineer	DISTRIBUTION
104	Chief Engineer	DISTRIBUTION
105	Chief Accountant	FINANCE
106	Chief System Analyst	IT & TELECOMMS
107	Chief Engineer	COMM. SERVICE
108	Chief Internal Auditor	MD & CEO
109	Chief Accountant	FINANCE
110	Chief System Administration	IT & TELECOMMS
111	Chief Procurement Officer	SUP, STORE & TRAN
112	Chief Security Officer	MD & CEO
113	Chief Security Officer	MD & CEO
114	Chief Engineer, Data Network	IT & TELECOMMS
115	Chief Human Resources Off	HR & ADMIN
116	Chief Customer Relations	COMM. SERVICE
117	Chief Security Officer	MD & CEO
118	Chief Officer Records	COMPANY SECRE

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