

**APPLICABILITY OF SERVQUAL/RATER MODEL IN
ASSESSMENT OF SERVICE QUALITY AMONG
LOCAL AUTHORITIES IN KENYA
A SURVEY OF RESIDENTS OF NAKURU TOWN**

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Abstract

Though Public services enjoy monopoly status, government sector lags behind in its attempt to improve service delivery. Reasons cited for service delivery protests in developing economies include poor service delivery. The dynamic organizational environment requires that models be tested to determine their applicability in evaluating customer satisfaction level. The SERVQUAL/RATER model was tested to evaluate its relevance in the determination of customer satisfaction level among local authorities in Kenya. Study objectives were, to determine current overall level of customer satisfaction towards services offered, to establish overall level of customer satisfaction with various dimensions of quality service delivery, and to determine level of satisfaction with methods of interaction used by MNC. A cross sectional survey research design was used to conduct the study. Responses on dimensions of service quality based on SERVQUAL/RATER model were obtained. Actual visits to MCN showed highest usage rate however, only 18% of respondents were very satisfied with the method. None of the dimensions of quality service delivery achieved a non acceptable threshold of 50%. In conclusion, majority of customers of MCN are satisfied with dimensions of quality service delivery.

Keywords: Servqual /Rater model, service quality, service delivery, customer satisfaction

INTRODUCTION

It is important to know how satisfied citizens are with services delivery and how officials respond to service enquiries. A research study by Oludele, Emilie, and Mandisa (2012) observed that there is a traditional belief that customer service in government sector is not accorded highest priority. Public services usually have a built-in customer base that gives them monopoly status and thereby lag behind in their attempt to improve service delivery. Service delivery protests stemming from dissatisfaction with public service delivery, in general, has been witnessed in a number of countries including South Africa as recently experienced from the mining industry. Generally some of the main reasons that have been cited for the service delivery protests in developing economies include, Lack of or poor service delivery (water, sanitation, electricity, refuse removal), Lack of or inadequate housing, Evictions, High levels of unemployment, Lack of communication with communities, Lack of leadership in the municipality, Corruption, Nepotism, Maladministration, and Financial mismanagement (Transparency International, n.d).

Nakuru town, founded in 1904 as a railway post is situated 160 km northwest of Nairobi at an altitude of approximately 1859 meters above sea level. Nakuru town is located at the bottom of the Great Rift Valley and is the headquarter of Nakuru County. The increase in population of Nakuru town has lead to an increasing demand for basic services and infrastructure such as housing, roads, water and sanitation among others. Also over the past couple of years, the residents of Nakuru town have become increasingly conscious of quality service delivery. Therefore it has become increasingly necessary for Municipal Council of Nakuru (MCN) to step up its pursuit of proving quality services despite the ever increasing strain on the available resource base.

Problem statement

Research has shown that organizations committed to continuous improvement of service delivery usually build a strong and positive image among their customers and other stakeholders and therefore their customer satisfaction index is bound to be higher than those that do not continuously improve on service delivery. An organizations performance is usually tied to the degree to which customers are satisfied and therefore it is necessary that organizations regularly monitor the level of satisfaction of their customers. This will act as a feedback towards directing resources on improvement of service delivery. Due to the changing organizational environment and need for quality services, various models need to be evaluated to determine their applicability in evaluating the level of customer satisfaction. It's against this background that the SERVQUAL/RATER model was used to assess its relevance in the determination of level of customer satisfaction among local authorities in Kenya.

Objectives of the Survey

The objectives of the survey were:-

1. To determine the current overall level of customer satisfaction towards services offered by MCN.
2. To establish the overall level of customer satisfaction with the various dimensions of quality service delivery by MNC.
3. To determine the level of satisfaction with the methods of interaction used by MCN

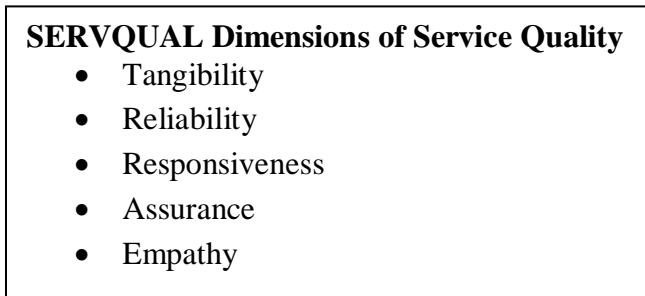
Research questions

1. What is the current overall level of customer satisfaction towards services offered by MCN.
2. What is the overall level of customer satisfaction with the various dimensions of quality service delivery by MCN.
3. What is the level of satisfaction with the methods of interaction used by MCN

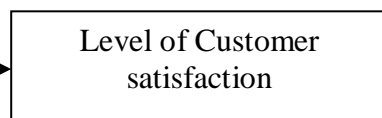
Conceptual framework

The researcher conceptualized a framework that shows the interaction between independent and dependent variables, which aimed at providing a guide towards achievement of the research objectives.

Independent variables



Dependent variables



Intervening Variables

- Dimensionality
- Applicability to specific service setting
- Nature of the industry

LITERATURE REVIEW

Municipal Council of Nakuru (MCN) attained its municipality status in 1952. Its legitimacy is derived from the local government Act (Cap 265) which mandates it to carry out functions such as planning, provision and delivery of services, and control and regulation of day-to-day operational activities. To carry out its functions effectively and efficiently the council has seven policy making committees where routine and development issues are deliberated and resolutions ratified during the main council meetings that are held once every three month. The committees are finance, staff and general purpose committees, education committees, town planning and works committees, environment and public health committees, social services and housing committees, internal audit committees, and water and sewerage committee.

Theoretical Literature

Municipal Public Services

Services are usually defined as “deeds, processes, and performances” (Zeithaml and Bitner, 2000). Many scholars have offered various definitions of service. For example Ramaswamy (1996, p.3) described service as “business transactions that take place between a donor (service provider) and receiver (customer) in order to produce an outcome that satisfies the customer.” In services, the meaning of quality can be elusive and is often defined as a measure of how well the service level delivered meets customer expectations (Lewis and Booms, 1983). Donnelly and Shiu (1999) commented that “the expectations of citizens generally are continually shifting upwards with a greater emphasis placed on the quality of service. Levels of service which may have been tolerated only a generation ago are now regarded as unacceptable.”

Putnam (2000) and Orren (1997) also argued that public satisfaction with public trust in government is a function of both public expectation and perception of governmental performance. They identified an inverse relationship between public satisfaction and public expectation but a positive relationship between public satisfaction and public perception of governmental performance. The new MS ISO 9001:2000 standard which calls for measurement of customer satisfaction is expected to drive agencies towards more result-oriented and customer-focused operations.

Approach to Public Sector Organizations

Service quality is an increasingly important priority for institutions that wish to differentiate their services in a highly competitive and often cutthroat environment. Most of the researchers in the field of marketing have contributed significantly to our understanding of the nature of services and of the nature of customer satisfaction (Ghobadian et al., 1994 and Groenroos, 1983).

The most consistent findings of service quality research are that, Service quality is more difficult for the consumer to evaluate than product quality, Service quality perceptions result from a comparison of consumer expectations with actual service performance and Quality evaluations are not based solely on the outcome of a service but also involve evaluation of the delivery process. As a concept, it has aroused considerable interest and debate in the research literature because of the difficulties in both defining it and measuring it with no overall consensus emerging on either (Gaster, 1995 and Asubonteng et al., 1996). Also Gaster (1995) has indicated that, because service provision in the public sector is more complex, it is not simply a matter of meeting expressed needs, but of finding out unexpressed needs, setting priorities, allocating resources and publicly justifying and accounting for what has been done. In Australia for example, many of the reforms within local government came about because of changes to the National Competition Policy, (1993 onwards) aimed at making public sector organizations adopt private sector tools so as to improve organizational efficiency and effectiveness of outcomes such as productivity and service delivery to the client (O'Faircheallaigh et al., 1999).

Empirical literature

Oludele et al, (2012) enumerated that in general, municipal public services in most countries comprise: garbage collection and waste management, water supply/sewerage, environmental services, streetlight maintenance, parks and recreation, primary health care and education (in some countries only to complement central government services), social welfare (e.g. shelters for the homeless), internal transport, urban planning and regulatory enforcement, Local public works and housing, fire fighting and other emergency services, and Traffic regulation

Service delivery theories

Economists view the delivery of public services as resource-using activities aimed at enhancing public welfare. The quality and availability of essential services is a key measure of governance (Oludele et al., 2012). Public services underpin the social contract between states and citizens and, as such, are an indicator of a healthy society. Public services comprise a core element of the social contract. Public access to good services indicates that a society is well-governed and enables the political leadership to draw continued support for its programmes. Throughout Africa, governments have been entrusted to finance and provide basic services such as health, education, telecommunications, safe water, and modern sanitation. Adequate access to these services enhances development. Improving public service delivery is one of the biggest challenges worldwide. Public services are a key determinant of quality of life that is not

measured in per capita income. They are also an important element of any poverty reduction strategy.

One of the theories put forwards on service delivery is the social capital theory, which argues that the quality of organizational social networks affects organizational outcomes (Lin, 2001; Coleman, 1990; Cohen and Prusak, 2001) as cited by Brunetto and Wharton (2007). It affects organizational outcomes because if employees have developed effective relationships with others at different levels of the hierarchy, then they can seek relevant information more efficiently, thereby undertaking their duties more effectively and efficiently. This will later solve day-to-day workplace problems with greater ease. Public service delivery is the responsibility of public authorities. They are not about provision by the state, or provision on behalf of the state, but provision for the public, whether or not it is done by public authorities. They may be linked to government activities, but they are not confined to government, and government does not cover the full range of such activities (European Commission, 2005).

Customer satisfaction towards services offered by Municipal Councils

Customer satisfaction is the overall level of attainment of a customer's expectations. It can be measured as the percentage of customer expectations actually fulfilled. Although there is general agreement about the influence of customer's expectations in overall service quality and customer satisfaction, considerable work remains to be done regarding the exact way this process takes place (Coye, 2004). It is assumed that consumers create expectations prior to their service experience against which performance is evaluated. High levels of satisfaction may include positive and negative emotions (Arnould and Price, 1993).

In one of the studies carried out in South Africa by Oludele et al, (2012), respondents were asked to rate their satisfaction with the use of likert scale on the following nine items: health care services, housing, water services, electricity, solid waste removal, community services or overall physical appearance of the community, Roads, cutting crime; and job creation. It was observed that the proportion of respondents who were satisfied with public service delivery was generally low with the average level of satisfaction at 2.06, which was quite low. This had fallen within the category of citizens being very dissatisfied with public service delivery in general.

UNDP (2007) report indicated that there was poor state of service delivery in Kenyan public offices and dissatisfaction on part of service users. In a recent survey conducted by IPSO Synovate, 60 per cent of the respondents reported a waiting period of 30-60 minutes and another 30 per cent reported a waiting period of 1-2 hours. Although 60 per cent of the staff on duty were reported to be customer-friendly, on a ten-point scale (with 1 worst and 10 excellent)

70 per cent of the selected services or agencies received the score of 5 and below. Furthermore, 75 per cent of the respondents believed that favouritism was commonplace in administration.

Similarly, Siddiquee (2008) asserted that the Malaysian government had tremendously reformed on customer service delivery through the use of ICT, by cutting down paper work and making services more easily accessible to the public, such positive features and benefits however have not been able to remove all the anomalies and deficiencies of public governance in Malaysia with most of customers still being dissatisfied. This has been as a result of the performance of reforms falling far short of customers expectations.

In one of the studies aimed at analyzing major concerns facing the Palestinian local governments in an effort to increase efficiency, effectiveness, and transparency in managing local governments towards enhancing customer satisfaction, it was found that the efficiency of local government is still limited in the Palestinian municipalities, including the absence of an internal auditor, the absence of written job descriptions for municipality functions, weakness of public participation (Sabri and Jaber, 2007).

SERVQUAL as A Measure of Service Quality in the Public Sector

Measurement of service quality in the public sector, from a best value perspective, should take into account customer expectations of the service as well as perceptions of the service. The most widely used generic measure of service quality is SERVQUAL, developed by Parasuraman et al., (1985). To achieve quality service delivery certain aspects or dimensions of service quality, based on SERVQUAL or RATER model, should be observable among the customers. SERVQUAL instrument comprises 22 statements used to assess service quality across five dimensions: Tangibles, Reliability, Responsiveness, Assurance, and Empathy, with each statement used twice that is once to measure expectations and once to measure perception. Tangibles refers to the physical evidence of the service such as appearance of physical facilities, tools and equipment used to provide the service, appearance of personnel and communication materials. Reliability is the ability to perform the promised service in a dependable and accurate manner. That is the service being performed correctly on the first occasion, the accounting being correct and records being up date. Responsiveness refers to willingness of employees to help customers and provide a prompt timely service. Assurance refers to knowledge and courtesy of employees and their ability to convey trust and confidence. Empathy refers to care and individualized attention the firm provides to customers (Parasuraman et al., 1994)

SERVQUAL however, has been subject to significant psychometric examination, with three criticisms identified. First, its dimensionality and applicability to specific service settings have been questioned in replication studies (Babakus and Mangold, 1992). In a replication study, Cronin and Taylor (1992) reported that the five-dimension structure of SERVQUAL could not be confirmed in any of their samples. Second, the use of the expectation-perception disconfirmation approach has also been questioned. Third, others argue that a generic instrument like SERVQUAL is not appropriate for measuring service quality across different industries (Babakus and Boller, 1992). For example, McAlexander et al. (1994) reported that SERVQUAL was not accurate to assess customers' perceptions of service quality in health care service.

Despite its limitations, SERVQUAL has been extensively applied by both academics and practitioners, and used as the theoretical foundation for further research in different industries (Carman, 1990).

In China, Lassar et al. (2000) administered SERVQUAL along with the Technical/Functional Quality model to 65 banking customers in an effort to empirically compare their ability to predict levels of customer satisfaction. It was found out that the Technical/Functional Quality model was a superior predictor of customer satisfaction compared to SERVQUAL. This might be one of the limiting factors in the application of SERVQUAL when measuring customer satisfaction. Despite this, a study done by Brunetto and Wharton (2007) on the relationship between employees service delivery and customer satisfaction resulted in inverse relationship where employees were at least slightly dissatisfied with communication frequency, directness and bi-direction, and even more dissatisfied with the mode of communication processes (face-to face, email, manuals etc). As a result, employees slightly agreed that they did experience ambiguity in relation to customers, their supervisors and ethical issues. These communication variables accounted for 41 percent of employees' level of ambiguity in relation to customers, 34.1 percent in relation to supervisors and 37.3 percent in relation to ethical issues.

RESEARCH METHODOLOGY

A cross sectional survey research design was used to conduct the study during the month of August and September 2012. The level of customer satisfaction was measured using a likert scale defined as very satisfied, satisfied, indifferent, dissatisfied and very dissatisfied. The target population of this study was all residents of Nakuru Town. A sample size of 216 respondents was used. The sample was chosen using purposive sampling method whereby only those persons who had interacted with MCN in the last 12 months were selected. To determine level

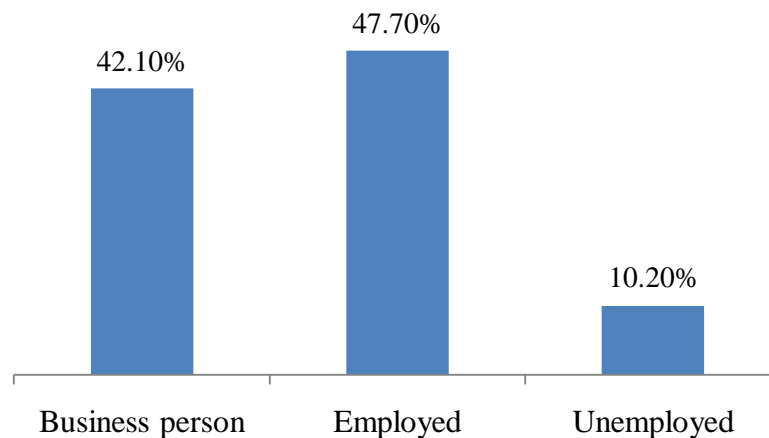
of quality service delivery certain aspects or dimensions of service quality should be observable among the customers. The dimensions assessed in the case of this study were based on SERVQUAL or RATER a service quality Model widely used to measure the scale of quality in the service sector. The dimensions of service quality considered were Tangibles, Reliability, Responsiveness, Assurance and Empathy. Data was collected using a structured questionnaire with both open and closed ended questions. The questionnaires were administered on a drop and pick later basis. Six research assistants were used to collect data from respondents. Data was analyzed using frequencies and percentages and presented using tables, pie-charts and bar charts.

ANALYSIS & FINDINGS

Occupation of respondents

The researcher sought to establish the occupation of respondents who had sought services of MCN in the previous twelve months. Figure 1 below shows the distribution of respondents in terms of occupation.

Figure 1: Occupation of Respondents who participated in the survey



Majority of respondents (47.7%) were employed, while 42.1% were business persons. However 10.2% of the respondents indicated that they were unemployed. Therefore from the survey it can be established that majority of the people who visit MCN are employed persons, unemployed persons least visit MCN and constitute only 10.2 %.

Method of Interaction and Level of Satisfaction with the Method of Interaction

Respondents were asked to indicate the method they used to interact with MCN and their level of satisfaction with the method of interaction used. The results are presented in table 1 and 2.

Table 1: Method of interaction with MCN

| Methods of interaction with MCN | Respondents who used Method | | Respondents who did not use method | |
|---------------------------------|-----------------------------|------------|------------------------------------|------------|
| | Frequency | Percentage | Frequency | Percentage |
| Telephone | 40 | 18.5 | 176 | 81.5 |
| Writing | 34 | 15.7 | 186 | 84.3 |
| E-mail | 19 | 8.8 | 197 | 91.2 |
| Actual visit to MCN offices | 192 | 88.9 | 24 | 11.1 |

From table 1 it can be observed that majority of respondents (88.9%) use actual visit to MCN offices as the method of interaction and seeking of services. E-mail is the least used method of interaction with MCN. The second commonly used method is telephone calls which has an 18.5% response rate. The results obtained therefore indicate that 88.9 % of customers seeking services of MCN use actual visits to interact with the municipal council.

The various methods of interaction when seeking services of MCN encounter varied levels of satisfaction among the residents of Nakuru Municipality. The levels of satisfaction when various methods of interaction are used are as shown in table 2 below.

Table 2: Level of satisfaction with the method of interaction used

| Methods of interaction | Very Satisfied | | Satisfied | | Indifferent | | Dissatisfied | | Very dissatisfied | |
|------------------------|----------------|------|-----------|------|-------------|----|--------------|----|-------------------|----|
| | F | % | F | % | F | % | F | % | F | % |
| Telephone | 3 | 8 | 12 | 30 | 14 | 35 | 4 | 10 | 4 | 10 |
| Writing | 4 | 12 | 8 | 24 | 9 | 25 | 8 | 24 | 5 | 15 |
| E-mail | 2 | 10.5 | 2 | 10.5 | 7 | 37 | 4 | 21 | 4 | 21 |
| Actual visit | 34 | 18 | 91 | 48 | 39 | 20 | 16 | 8 | 12 | 6 |

Although actual visits to MCN showed the highest usage rate among the respondents, only 18% of the respondents indicated that they were Very Satisfied with the method, 48% were satisfied, 20% were Indifferent, while only 6% were Very Dissatisfied with actual visits as the method of interaction with MCN. Only 8% of the respondents who used telephone calls to interact with MCN were very satisfied, 30% were satisfied, 35% indifferent, with 10% of the respondents being dissatisfied and very dissatisfied respectively. Of the customers who used writing as the method of interaction with MCN 12% were very satisfied, 24% satisfied, 25% indifferent, while 24% and 15% indicated that they were dissatisfied and very dissatisfied respectively.

Nature of Customer Interaction(s) With MCN

Customers come to MCN to seek assistance in various ways. The researcher sought to find out from respondents the nature of interactions they have had with MCN. Table 3 shows the results obtained.

Table 3: Nature of interactions with MCN

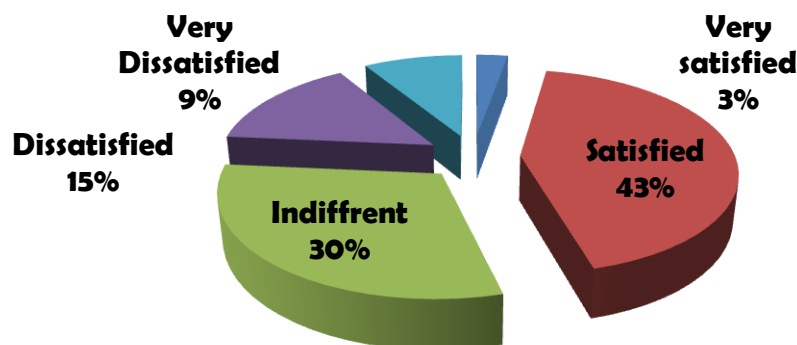
| Nature of Interaction | Yes | | No | |
|------------------------------------|-----|----|-----|----|
| | F | % | F | % |
| Making payments of rates, fees etc | 134 | 62 | 82 | 38 |
| Seeking general information | 110 | 51 | 106 | 49 |
| Providing information | 28 | 13 | 188 | 77 |
| Making a complaint | 48 | 22 | 168 | 78 |
| Others (specify) | 203 | 94 | 13 | 6 |

The results obtained indicate that 62% of the clients who interact with MCN come to make payments for rates, fees etc. only 13% come to provide information to MCN. The second highest percentage, 51%, comes to seek general information. Ninety four percent of the respondents come to MCN for other interactions such as to obtain information on bursaries, tenders, attachment for students and employment opportunities. Only 22% of the clients indicated that they come to MCN to make complains concerning service delivery.

Overall Level of Satisfaction with Services Offered By MCN

MCN offers a range of services to the residents of MCN. The clients therefore are bound to exhibit varied levels of satisfaction towards the services offered. The researcher therefore sought to find out the respondents overall level of satisfaction with services offered by MCN.

Figure 2: Customers' overall level of satisfaction with services offered by MCN during the 2012 performance contracting period.



From the results (Figure 2) obtained it was established that 3% of the respondents were very satisfied with services offered by MCN. Forty Three percent were satisfied, while 30% were indifferent with services offered by MCN. Nine percent of the respondents indicated that they were very dissatisfied with services offered by MCN while 15% percent indicated that they were dissatisfied with services offered by MCN. To establish whether there has been an improvement in the level of satisfaction by customers, towards services offered by MCN during the 2012 performance contracting period, the results of 2012 should be compared with those of previous performance contracting period.

Dimensions of Quality Service Delivery by MCN

Overall satisfaction towards the Dimensions of Quality Service Delivery by MCN

The researcher therefore sought to establish level of satisfaction of respondents towards certain aspects or dimensions of service quality. Respondents were asked to indicate their level of satisfaction towards fourteen (14) transactional dimensions of quality service delivery by MCN. The results are shown in Table 4.

Table 4: Level of satisfaction with certain aspects or dimensions of quality of service delivery

| Quality Of Service Delivery | VS | S | I | D | VD |
|--|------------|-------------|-------------|-------------|------------|
| | % | % | % | % | % |
| Speed of response by MCN staff to your enquiries | 4.2 | 41.6 | 30.1 | 16.7 | 7.4 |
| Courtesy of MCN staff who served you (i.e. politeness, respect) | 6.0 | 41.7 | 29.1 | 16.7 | 6.5 |
| Responsiveness of MCN staff, such as readiness to help. | 5.6 | 41.2 | 27.3 | 21.3 | 4.6 |
| Possession of required skills and knowledge to perform the service needed. | 8.8 | 38.9 | 31.5 | 15.3 | 5.5 |
| Credibility of MCN staff (i.e. trustworthiness, and honesty) | 6.0 | 28.7 | 41.7 | 13.9 | 9.7 |
| Attitude of MCN staff towards customers | 5.6 | 34.7 | 32.4 | 12.5 | 14.8 |
| Ease of getting through to the right staff of MCN. | 9.3 | 41.7 | 25 | 15.7 | 8.3 |
| Adequacy of information given by MCN staff | 6.0 | 39.8 | 35.2 | 14.4 | 4.6 |
| Communication of MCN staff i.e. use of understandable language, and keeping you informed of progress. | 10.2 | 42.1 | 27.8 | 14.8 | 5.1 |
| Timeliness such as timeliness of information needed | 3.2 | 35.7 | 30.6 | 23.6 | 6.9 |
| Understanding the individual needs of customers and providing individualized attention to customers by MCN staff | 6.9 | 35.7 | 30.6 | 17.6 | 9.2 |
| Quality of documentation | 11.5 | 43.1 | 29.2 | 9.3 | 6.9 |
| Ease of obtaining appointments | 6.9 | 33.8 | 35.2 | 12.5 | 11.6 |
| Opening hours | 28.2 | 36.1 | 13 | 10.2 | 12.5 |
| Average % | 8.5 | 38.2 | 29.9 | 15.3 | 8.1 |

VS- Very satisfied, S-Satisfied, I- Indifferent, VD-Very dissatisfied

The results in table 4 indicate that on average 8.5% of customers are very satisfied with the various dimensions of quality service delivery, while 38.2% are satisfied. On average only 8.1% of customers indicated that they were very dissatisfied with the various dimensions of quality service delivery, while 15.3% indicated that they were dissatisfied. It can therefore be concluded that the total percentage (46.7%) of satisfied customers is far much greater than the total percentage (23.4%) of dissatisfied customers. It can therefore be concluded that majority of MCN customers are satisfied with the various dimensions of service quality.

Opinion Score on Level of Satisfaction and Dissatisfaction towards the Dimensions of Quality Service Delivery by MCN

The study considered that the combination of Very Satisfied and Satisfied opinions, represent the total percentage of satisfied customers and that, the combination of Very Dissatisfied and Dissatisfied customers represent the total percentage of dissatisfied customers. Additionally, the study considered a 50% combined level of satisfaction to be an “acceptable score” while a 50% combined level of dissatisfaction was considered to be “unacceptable score.” Table 5 shows a presentation of these results.

Table 5: Opinion Score on Level of Satisfaction and Dissatisfaction towards the Dimensions of Quality Service Delivery

| Quality Of Service Delivery | VS & S | VD & D |
|--|-------------|-------------|
| | % | % |
| Speed of response by MCN staff to your enquiries | 45.8 | 24.1 |
| Courtesy of MCN staff who served you(i.e. politeness, respect) | 47.7 | 23.2 |
| Responsiveness of MCN staff, such as readiness of the employee to help. | 46.8 | 25.9 |
| Possession of required skills and knowledge to perform the service needed. | 47.7 | 20.8 |
| Credibility of MCN staff (i.e. trustworthiness, believability and honesty) | 34.7 | 23.6 |
| Attitude of MCN staff towards customers | 40.3 | 27.3 |
| Ease of getting through to the right staff of MCN. | 51 | 24 |
| Adequacy of information given by MCN staff | 45.8 | 19 |
| Communication of MCN staff i.e. use of understandable language and keeping you informed of progress. | 52.3 | 19.9 |
| Timeliness such as timeliness of information needed | 38.9 | 30.5 |
| Understanding the individual needs of customers and providing individualized attention to customers by MCN staff | 42.6 | 26.8 |
| Quality of documentation | 54.6 | 16.2 |
| Ease of obtaining appointments | 40.7 | 24.1 |
| Opening hours | 64.3 | 22.7 |
| Average % | 46.7 | 23.4 |

VS- Very satisfied, S-Satisfied, I- Indifferent, VD-Very dissatisfied

From the results in table 5 it can be observed that Communication of MCN staffs, quality of documents and opening hours, were the only dimensions of quality service delivery by MCN that achieved the acceptable threshold. However Speed of response by MCN staff to your enquiries, Courtesy of MCN staff who served you(i.e. politeness, respect, Responsiveness of MCN staff such as readiness of the employee to help, Possession of required skills and knowledge to perform the service needed, Attitude of MCN staff towards customers, Adequacy of information given by MCN staff, Understanding the individual needs of customers and providing individualized attention to customers by MCN staff, and Ease of obtaining appointments obtained a score of 40% and above in terms of acceptance. From the results in table 5 it can be observed that none of the dimensions of quality service delivery achieved a non acceptable threshold of 50%. All the dimensions of service quality achieved a score of 27% and below unacceptable score. It can therefore be concluded that majority of customers of MCN are satisfied with the various dimensions of quality service delivery.

CONCLUSION

Majority of person seeking services of MCN are employed, while the smallest proportion is unemployed. Majority of customers use actual visit to MCN offices as the method of interaction and seeking of services. Majority of clients who interact with MCN come to make payments for rates, fees etc. with only as small proportion coming to provide information. It is evident that there has been an improvement in the level of satisfaction by customers towards services offered by MCN during the 2012 performance contracting period. Majority of MCN customers are satisfied with the various dimensions of service quality. There is no significant gap in the level of satisfaction and dissatisfaction in the various services offered by MCN, except for educational support service and transport services which showed a significant gap in the level of satisfaction and dissatisfaction.

Recommendations

The study recommends that MCN should put more emphasis on provision of education support services, transport services and improvement of the sewage system. It should also purpose to reduce the menace that is caused by street families.

Limitations of the study

The limitations of the study were non response and illiteracy among the respondents. Non response was minimized through personal administration of questionnaires, follow up and assurance of respondents on confidentiality of their responses by research assistants. On the

other hand the limitation of illiteracy of respondents was solved through interpretation of the contents of the questionnaire. Reliability and validity of the research instruments was tested using pre-test and expert judgment of the lead researcher respectively.

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