



FACTORS INFLUENCING CUSTOMER SERVICE STANDARDS IN COUNTY GOVERNMENTS IN KENYA: A CASE STUDY OF NAIROBI COUNTY GOVERNMENT

MARY WANJIRA KIBANYA

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Kibanya, M., Jomo Kenyatta University of Agriculture and Technology (JKUAT), Kenya

Karugu, W., Jomo Kenyatta University of Agriculture and Technology (JKUAT), Kenya

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ABSTRACT

Customer service at the Nairobi County Government is perceived and narrated by many as not satisfactory. There are numerous complaints by the general public to friends, colleagues, families, business associates and anybody who cares to listen to their grievances. The main objective of the study was to assess the factors influencing the level of customer service in Nairobi County Government in Kenya. This study aimed to identify the extent to which corporate governance and level of staff competence affect customer service. To achieve this objective the study employed descriptive research design and use of semi structured questionnaire to collect data from the respondents, while the secondary data was majorly available in the library, internet and the County Government information resource bank. A sample study of 100 employees, 25 from each of the 4 sectors (departments) comprised the respondents selected randomly. The analysis was done using descriptive statistics such as mean scores, frequencies and percentages. Pearson product moment correlation technique was used to establish the strength and significance of the relationship of corporate governance, staff competence, employee training, and employee motivation and customer service in the 4 sectors. Field study was done and the data analyzed and discussed to come up with a conclusion which enabled the researcher to give recommendation to the concerned parties. The study found out that Corporate Governance negatively affected the customer service in Nairobi County to a great extent. Specifically, lack of periodic forums to discuss performance and the poor attendance for the sporadic ones affected both enterprise (performance) and accountability (conformance). In addition poorly inculcated culture in regard to customer service values, principles and monitoring to identify improved opportunities contributed to poor service delivery. The County had done very little to develop the staff competence over their lifetime from the three fundamental components, comprising education, training and experience. The study recommends that to effectively manage and improve the customer service County Government should have periodic review of customer service performance, have staff development programs, and create systems for consultation and feed back in the organization.

Key Words: *Customer Service, Standards*

INTRODUCTION

The award of International Standard Organization (ISO) certification to County Council of Nairobi (CCN) for service delivery was met with disbelief and outrage by Nairobi residents (Kiberenge, 2012). For decades, innumerable Nairobians have suffered silently particularly in the hands of council *askaris* who bundle them into vans and drive around the city extorting for bribes. They have witnessed parking attendants failing to issue tickets so that cars can be clamped; 'sting operations' against matatu passengers by council officials; mothers in Pumwani maternity hospital and other council hospitals mourning the loss of their babies because of the lack of adequate treatment; and hawkers on the dirty rubbish-strewn streets that are 'dotted with dangerous manholes'; the motorists who get a raw deal regardless of paying through the nose in parking fees and other levies (Kiberenge, 2012). Business owners and traders are required by law to be licensed and given permits to operate by the County Governments. This has seen many of the traders in Nairobi make a number of visits to County Hall in quest for the above legislative requirements. Here, there are long queues, slow services from the tellers and an opinion that there are less than enough tellers to adequately serve the customers (Kiberenge, 2012).

Global Perspective

Using studies conducted by Croydon Council in the United Kingdom, the Croydon council has a documented customer service strategy which is in line with their vision of becoming; an enterprising, a caring, learning, creative, connected, sustainable and caring City. Embedded within the strategy is a continuous cycle of improvement with aim of understanding, connecting with, serving, and being the champion for our customers (Croydon Council, 2010).

In order to succeed in all of these aspirations the Croydon Council must get their basic offering to

the many different customers right. This means providing services in the best way possible, whether that is face-to-face, online, over the phone or via other means. This means ensuring processes are the best they can possibly be. Processes that work for the customer as well as processes that work for the council. This means ensuring that the council make sure they make optimum use of the systems they have already invested in and that when they buy new systems make sure they are future-proof, in that they will continue to meet the needs of customers a few years down the line. Finally, this is about thinking about the customer experience. It is all very well making sure processes and systems are great but this means little if council staff are not always looking to ensure the service meets the customer individual needs and to go one step further and delight the customer. There have been shining examples of staff who have delivered amazing customer service and indeed, some of the very best were show-cased at the recent council awards. This strategy aims to build on those examples of outstanding customer service (Croydon Council, 2010).

Nairobi County Government

Nairobi is the capital and largest City of Kenya. The City and its surrounding area also forms the Nairobi City County. The name "Nairobi" comes from the Maasai phrase *Enkare Nyrobi*, which translates to "cold water". The phrase is also the Maasai name of the Nairobi River, which in turn lent its name to the City. However, it is popularly known as the "Green City in the Sun" and is surrounded by several expanding villa suburbs. Inhabitants of Nairobi are referred to as Nairobians, and the City is governed by the County Government of Nairobi, whose current governor is Evans Kidero. Nairobi is the most populous City in East Africa, with a current estimated population of about 3 million (Hope, 2012).

As noted by Oyugi and Kibua (2006), the mandate of the Nairobi County Government is to provide and manage basic social and physical infrastructure services to the residents of Nairobi. These services include basic education, housing, health, water and sewerage, refuse and garbage collection, planning and development control, urban public transport and fire services among others (Republic of Kenya, 2012). Its vision is to be recognised as one of the most attractive cities in the world. The mission is to facilitate coordinated development and improved service delivery to stimulate economic activity, high quality of life and become one of the most attractive cities of the world (Republic of Kenya, 1978). The department of Public Relations functions include: Complaint Management, Events and Protocol, Media relations, Customer Service and Internal and or external communication.

Problem Statement

Customers and general public seeking services from County Governments in Kenya do not exactly get the best in terms of customer service. Many a time, there is dissatisfaction among local authority customers due to poor people skills, incompetence, corruption, crudeness and low morale among service staff. There is urgent need to have this situation remedied especially with the move towards devolution which would mean more customer traffic seeking assistance at the County Government offices. Great customer service happens when you exceed expectations—and expectations are higher than ever. People want to interact with Government on their own terms. They want instant, accurate, easy-to-understand information, delivered via their channel of choice (Farnham & Horton, 1996).

To deliver great customer service, Government agencies must understand the needs of their customers, and adapt to improve the way those needs are met (Pearce & Robinson, 2003). The local authority is frequently the first point of contact for the public in accessing public services.

It is critical then that County Governments deal with customers in accordance with the principles of courtesy, fairness, openness and transparency. In such an environment customers should have the opportunity to say when service standards are not being met or when they have not been treated with courtesy and fairness (Cook, 2011; Russell, 2004).

The council is a highly complex organization which facilitates the well-being of those that live, work or play – be it physical, mental or economic well-being. As such, their customers include; rate payers, people with disabilities, builders and property developers, victims of domestic violence, private landlords, religious groups, unemployed residents, schools, homeless people, road users, older people, single parents, children in care, business owners, charities and voluntary organisations, asylum seekers, various ethnic groups and Council Departments (internal customers) among others (Cook, 2011).

A study carried out by Ireri (2008) on the extent to which restaurants and hotels operating within the Nairobi Central Business District (NCBD) are satisfied with services of the City council of Nairobi established that a gap exists between services provided and the customers' expectations and on average most customers were not satisfied with the services. Related studies carried out by Mwenda (1987) on services from Kenya Ports Authority and customers satisfaction, Ngatia (2002) on service provision in retailing industry, all showed that on average customers were dissatisfied with the service quality levels provided by the major service providers. All these studies failed to address the issue of customer service excellence, established and documented customer service standards for all the services offered by the County Government in its entirety, which is the concern for the current study.

Objectives of the study

The main objective of the study was to find out the factors influencing customer service in County Governments in Kenya. The Specific Objectives were to assess effect of corporate governance and staff competence on customer service in Nairobi County Government

Research Questions

- How does corporate governance affect customer service in Nairobi County Government?
- How does level of staff competence affect customer service in Nairobi County Government?

LITERATURE REVIEW

2.1 Conceptual Framework

A conceptual framework for the study is illustrated in the diagram below. In the study customer service is the dependent variable whereas corporate governance and level of staff competence, are the independent variables. The study aimed to establish whether these independent variables affect the dependent variable and to what extent.

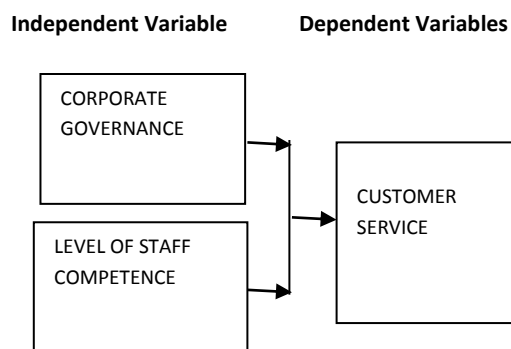


Figure 1: Conceptual Framework

Theoretical Framework

Customer Service Excellence

The Government wants services for all that are efficient, effective, excellent, equitable and empowering – with the citizen always and everywhere at the heart of service provision. Excellent customer service is the process by which your organization delivers its services or products in a way that allows the customer to access them in the most efficient, fair, cost effective, and humanly satisfying and pleasurable manner possible. "Customer service is a process, not a set of actions that might include greeting the customer, smiling, asking if you can help, etc. Customer service is about how your organization delivers its product or service. The part that sales people play in the customer service process is taking the customer through the process in order for him or her to receive the product they walked in the door to acquire. It has four criteria or determinants namely Customer Insight, The Culture of the Organisation, Information and Access, Delivery, Timeliness and Quality of Service (Cook, 2011).

The culture of Organization

The transition to a customer focused culture can be challenging but at its core is a business model based on a detailed understanding of customers. In building a customer-focused culture, organizations look at how those who work within the organization demonstrate the necessary values and understanding as well as how the operations and procedures meet customer needs and expectations (Cook, 2011).

Information and Access

Information is vital to customers. They particularly value accurate and detailed information, and this criterion aims to make sure that we have this in mind in everything we do. As a result, organizations need to focus on making sure that they consider this as part of an effective communication plan for consulting and involving customers, rather than seeing communications as a one-off exercise. Customers also say that one of the most frustrating parts of public services is not

being kept informed about what is happening. Because of this, organizations are asked to particularly look at this part of their communication policy (Cook, 2011).

Staff Competence

Competence is the state or quality of being adequately or well qualified ability. It also denotes having a specific range of skill, knowledge, or ability. Employee competencies are a list of skills and behaviors that are specific and well defined and are used to lay out an organization's performance expectations for a job or the organization's culture as a whole (Beevers, 2010).

Intellectual Competencies

Intellectual competencies can be defined as what the employee needs to know to perform the functions of the job. This can include industry knowledge, background and expertise. An accountant, for example, needs to be good with numbers. A writer needs to have strong spelling and grammar skills (Beevers, 2010).

Interpersonal Competencies

Interpersonal competencies are skills required to get along effectively with others. These others may be internal (fellow employees) or external (customers) to an organization. There are few positions that do not require at least some level of interaction with others. Interpersonal competencies may include such things as the ability to listen non-defensively, and teamwork and customer service skills (Beevers, 2010).

Leadership Competencies

Leadership competencies are skills required to lead others. While managers and supervisors obviously need these skills, even employees who are not directly responsible for others may need strong leadership competencies to influence their coworkers or to work effectively as part of a team. Leadership competencies may include the ability to provide effective feedback, give clear direction

or evaluate the performance of others (Beevers, 2010).

Organizational Competencies

Organizational competencies relate to the ability to effectively organize and manage work and work-related activities. Employees with strong organizational competencies are efficient and effective in the work that they do (Beevers, 2010).

Self-Management

Employees must also be competent in self-management and able to direct themselves toward the accomplishment of goals and specific work assignments. Self-management competencies include the making of effective judgments, the ability to adapt and be flexible as new requirements emerge, and the ability to effectively plan and organize their work to achieve required results.

Employee skills factor-Responsiveness of employees to customers' complaints, readiness to provide service, possession of the required skills, attitudes, competencies, courtesy and professionalism augments customer satisfaction; Employee credibility: Employees' honesty and ability to create assurance to customers their capacity to be trusted and to be believed by customers contributes very much on customer satisfaction levels; Communication to customers: Kotler (2000) contends that keeping customers informed of product changes, policy changes, business changes, price changes, changes in design and color in a well communicated, clear, simple, effective language helps to augment the levels of customer satisfaction as communication reinforces clarity, preciseness and convenience to customers, and Organization infrastructure and resource base (Beevers, 2010).

Nairobi County Government Staff and Condition of Service

The County's management structure has been transformed over time in terms of increased technical competence and institutional set up to

sufficiently undertake service delivery and effective urban management. The notable successes and visible results enjoyed by the residents are attributed to this institutional transformation and increased internal cooperation. The challenges of a rapidly growing city with a population of over 3.5 million people are profoundly enormous and complex. It requires a well inspired and intellectually endowed team to handle them. The County is making efforts to improve on its human resource capacity within the existing financial limitations and policy regime concerning employment and staff training. However it has been possible to make some achievements in service delivery and management of the urban environment through staff motivation. As an organization that is not well endowed we ascribed to the principle belief that “there is no problem without a solution” for inspiration. This, in addition to our commitment to best practices, stakeholders’ involvement and productive organizational culture inspire our confidence to handle the challenges (Cabral, 2011).

The council thrives to remain a leader among other County Governments in evolving and applying innovative and progressive programs and strategies in urban management and service delivery that contribute to sustainable improvement of urban life and creative solutions to our urban problems. The County has embarked on ISO 9001:2000 Certification from July, 2007 as part of a key performance indicator and as an important move to further transform the organizations’ processes, procedures and systems to international standards. This initiative will raise organizational capacity of the council to create a conducive environment for investment and development (Cabral, 2011).

The Nairobi County faces numerous challenges like rapid urban growth and development, limited financial capacity and infrastructure development that lag behind urban growth amongst others

(Mwabu & Kibua, 2008). Nonetheless, the County has embraced public - private partnership approach to overcome some of these challenges. Already enhanced private sector participation is visible in our beautification and street lighting initiatives that will assist the County in enhancing safety and security. Local Authority Service Delivery Action Plan (L.A.S.D.A.P.) is one of the instruments applied by the County to enhance citizen participation in projects’ planning and implementation to address their needs (Cabral, 2011).

METHODOLOGY

Research Design

The study applied a case study research design; as such it was an intensive descriptive analysis of County Governments, Nairobi County Government as a single entity. Descriptive research includes surveys and fact-finding enquiries of different kinds. The main characteristic of this method is that the researcher has no control over the variables; he or she can only report what has happened or what is happening (Cooper & Schindler, 2003).

Population

The target population is that population to which a researcher wants to generalize the results of the study. The population of interest in this study comprised Nairobi County Government staff as they were the direct providers of the services offered by the County Government. Table 3.1 below shows how target population was drawn.

Table 1: Target Population

Department	Target population
Public Works, Road and Transport	25
Public Service Management	25
Education, Youth Affairs, Culture, Children and Social Services	25
Health Services	25
Total number of respondents	100

Sampling Frame

According to Markopoulos and Khan (2011), the elementary units or the group or cluster of such units may form the basis of sampling process in which case they are called the sampling units. A list containing all the sampling units is known as sampling frame. It thus consists of a list of items from which the sample is drawn. For the study the sampling frame used in the study was the givers of the services provided by the County council.

Sample and Sampling Technique

. Purposive sampling was used to identify four departments directly providing services to the public, namely the Public Works, Road and Transport Sector; Public Service Management Sector; Education, Youth Affairs, Culture, Children and Social Services Sector; and the Health Services Sector. Thereafter, 25 participants were selected by Simple Random Sampling (SRS) from each of the four departments. This yielded a total of 100 respondents necessary for the study. This ensured that the desired sample size was representative of County staff who at any point provided the council services.

Data Collection Procedure

The task of data collection begins after a research problem has been defined and research design chalked out (Kawulich, 2005). For this study the researcher used observation method, interview method and questioner method to collect primary

data. The importance of using observation was researcher was able to gather information not easily obtained through the questioner and the interview. The respondents were given questionnaires to fill. The questionnaires were pre-tested before fieldwork commenced to test clarity. The Nairobi County staff questionnaire was divided into three parts: Section A concerned with personal information and employee commitment. Section B and C had questions on a Likert scale aimed at establishing the existence of good corporate governance. Section D had questions on which training programs were offered and how frequent as well as how motivated the respondents were to push the customer service agenda.

Data Processing and Analysis

The data after collection had to be processed and analysed .This was essential for a scientific study and for ensuring availability of all relevant data for making contemplated comparison and analysis. This processing implied editing, coding, classification and tabulation of collected data so that it was amenable to analysis. Descriptive statistic of frequency tables and percentages were used to analyze and present the quantitative data. The data collected was coded, summarized then analyzed by the use of SPSS (statistical package for social sciences). Inferential statistics such as correlation were used to analyze the degree of relationship between the variables and prevalent department or sector. It addressed the question, if one variable (x) moved or changed in a certain direction did the second variable (y) also move or change in a similar or complementary direction? After analyzing and interpretation of data, a final report was presented summarizing the findings and conclusion as well as the research recommendations.

RESULTS AND ANALYSIS

Response Rate

The study targeted 100 respondents in collecting

data with regard to factors influencing customer's service in County Governments in Kenya using Nairobi County Government as case study. 100 respondents out of the 120 sampled respondents filled-in and returned the questionnaires making a response rate of 83%. This reasonable response rate was achieved after the researcher made personal calls and physical visits to remind the respondent to fill-in and return the questionnaires.

Background data

Gender of the respondents

The study sought to find out the gender of the respondents. According to the findings 59% of the employees were female workers and 41% were male employees.

Educational Level

The study required the respondent to indicate the highest level of academic qualifications. According to the findings, the majority at 52% had attained primary education, 13% possessed secondary education, and 17% and 8% had attained college level of education and awarded certificate and diploma respectively. However, a total of 10% out of the population sampled were graduates in various disciplines.

Age distribution of the respondents

The study sought to find out the age distribution of the respondents. The findings revealed that employees aged between 18 and 41 years are 40% whereas staff aged above 41 years forms 60% of the staff population.

Departments of Operation

The nature of distribution of the respondents was necessary in the study. According to the findings, majority of the staff serve in the public works, Road and Transport Sector at 35% while

15% of the staff serve in Public service management sector with the responsibility of policy formulation and leadership in Human resource development and interGovernmental relations (diplomacy) and protocol

Number of years worked

The study sought to know the number of years that each staff sampled had served in their current positions. Consequently the study found that 35% have served in one position for over 30 years while only 10% of the staff had served in their current positions for less than 10 years.

Organization mission

It was important to gauge the level of staff awareness in regard to the mission statement of the organizations mission. According to the finding, 80% could not recite the mission statement, 5% were able to recite the mission statement while 15% were unsure.

Whether the organization have a customer service charter

The question on staff awareness in regard to the commitment in providing the services as expected by the customer was necessary. The findings were that 75% reported no existence of the service charter that outlines the commitments to customers while 5% were aware and the remaining 20% did not have a clue on the existence of the service charter.

Whether there are systems which track customer complaints or service requests or follow up on the same across the organization

The study sought to know if there were systems which track customer complaints across the organization. According to the findings 5% were aware of the existence of the complaints tracking

system,85% said no while 10% had no clue on the existence of the tracking system.

Opinion on how the public perceive customer service in your organization

The opinion of the staff in regard to public perception of the organization was necessary and according to findings 20% are of the opinion that the public perceive the organization positively while 80% are of the contrary opinion.

Customer service competencies measured during appraisal

The study sought to find out if customer service was one of the competencies measured during appraisals.From the findings 10% of the respondents indicated that customer service was one of the measurable parameters while 90% indicate that they are never appraised on customer service in regard to level of competence.

Whether department hold periodic meetings to discuss performance *on average what is the attendance of this meetings Cross Tabulation

Table 2: Meeting attendance

Count		On average what is the attendance of this meetings					Total
		0%	21%	42%	63%	Above 84%	
		-	-	-	-		
		20%	41%	62%	83%		
Does your department hold periodic meetings to discuss performance	yes	5	14	8	0	0	27
	no	35	16	7	5	0	63
	other	0	0	0	5	5	10
Total		40	30	15	10	5	100

Holding of the departmental meetings was cross tabulated with level of meeting attendance and from the findings, 27% indicated that performance meeting are normally held with highest level of attendance at 41.On the other hand 63% indicated that such meetings are never held and if held the highest attendance would record 20%.10% said that other meetings are normally held at the department with highest attendance at above 84%

Whether the organization have a web page * Is the organizations web page interactive Cross Tabulation

Table 3: Organisation web page

Count		Is the organizations web page interactive		Total
		yes	no	
Does your organization have a web page	yes	5	20	25
	no	0	75	75
Total		5	95	100

The study sought to find out the leverage on use of ICT towards meeting the customer's

expectations. According to the findings, 5% of respondents indicated that there was web page and interactive while 20% said that the organization owned a web page but not interactive while the remaining 75% indicate that the organization does not own a web page.

Corporate governance

Whether the organization customer service values and principles are defined.

It was necessary to investigate on the clarity of the definition of customer service values and principles. According to the findings, 10% are in strong agreement that the values and principles are defined whereas 50% disagree that the customer services and principles are defined.

Implementation of customer service values and principles and monitoring

It was important to gauge staff perception on monitoring of the implementation progress of customer service values and principles to identify improvement opportunities. From the findings 50% disagreed with monitoring process of implementing customer services values and principles while 10% were in agreement of the monitoring process.

Rewarding, learning and development of best customer services practices and policies.

The study sought to find out the existence of rewarding, learning and development of best customer services practices and policies. From the findings 55% of the staff indicated that rewarding, learning and development system did not exist while 10% indicated that the system of rewarding and developing best practices existed.

Correlation analysis

In order to establish the relationship between corporate governance, level of staff competence, and customer service, Pearson correlation analysis was used. A correlation is a number between -1 and +1 that measures the degree of association between two variables. The correlation coefficient value (r) ranging from 0.10 to 0.29 is considered to be weak, from 0.30 to 0.49 is considered medium and from 0.50 to 1.0 is considered strong. A positive value for the correlation implies a positive association and a negative value for the correlation implies a negative or inverse association.

Table 4 Correlation Matrix

		Customer Service	Corporate Governance	Level of staff competence
Customer Service	Pearson Correlation	1		
	Sig. (2-tailed)			
	N	100		
Corporate Governance	Pearson Correlation	0.618**	1	
	Sig. (2-tailed)	.031		
	N	100	100	
Level of staff competence	Pearson Correlation	0.764**	0.523**	1
	Sig. (2-tailed)	.012	.042	
	N	100	100	100

The data above is on customer service, corporate governance and level of staff competence, computed into single variables per factor by obtaining the averages of each factor prior to Pearson’s correlation analysis conducted at 95% confidence interval and 5% confidence level 2- tailed. Table 4 above indicates the correlation matrix between the factors (corporate governance and level of staff competence) and customer service standards. According to the analysis there exists positive relation between customer service and all the

independent variables i.e. (corporate governance and level of staff competence) of magnitude 0.618, 0.764, respectively. The positive relationship indicates that there is direct correlation between the factors and the customer service standards. This infers that level of staff competence has the highest, and then corporate governance has the lowest effect on the customer service standards

This notwithstanding, all the factors had a significant p-value ($p < 0.05$) at 95% confidence level. The significance values for relationship between customer service and staff competence, and corporate governance were 0.12, and 0.031 respectively. This implies that staff competence was the most significant, and then corporate governance was the least significant.

SUMMARY OF THE FINDINGS

Corporate Governance

The study found out the organization held periodic meetings but only 5% of the meetings were held to discuss performance. The departmental periodic meetings indexed the highest attendance of 20%. Moreover majority of the staff were not aware of the committee that handles customer services and the person responsible for implementing the ideas resulting from the customer service committee. The organization had a web page but which was not interactive. In addition the customer service values and principles were not disseminated throughout the organization and leniency on staff upon breach of customer service values and principles.

Level of staff competence

According to study findings, majority of the employees disagreed that customer service values and principles were perpetuated with applications and disseminated throughout the organization. In addition it was reported that implementation of the customer services values and principle were

not effectively monitored to identify improvement opportunities. The management was too lenient when customer service values and principles were breached and best customer service benchmark was rarely considered. The staff sampled disagreed that the organization had an established communication structure for sharing customer service strategies and objectives besides making decisions on the basis of assessment of various alternatives, results and risks.

Conclusion

Corporate Governance is a broad term that defines the methods, structures and processes of a company in which the business and affairs of the company are managed and directed. The study concludes that Corporate Governance negatively affected the customer service in Nairobi County Government to a great extent. Specifically, lack of periodic meetings to discuss performance and the poor attendance for the sporadic ones affected both enterprise (performance) and accountability (conformance). In addition poorly inculcated culture in regard to customer service values, principles and monitoring to identify improved opportunities contributed to poor service delivery. Corporate Governance amongst staff is enhanced through rewarding, learning and development of best customer service practices and policies, however from the findings; continuous learning program amongst the staff scored very low hence the poor service delivery.

The study concludes that the staff ability to apply knowledge and skills affected customer service at Nairobi County. The County had done very little to develop the staff competence over their lifetime from the three fundamental components, comprising education, training and experience. Majority of the staff possessed the experience based on job training for minimal challenging issues but lacked adequate exposure and further education to do jobs under a variety of conditions, including the ability to cope with contingencies.

Consequently the low level of training or lack of it has contributed to poor customer service standards and lack of ability to cope with unusual circumstances. The staffs are yet to reach the highest level of competence since developing competence is typically based on a prescribed level of training.

Recommendations

The study recommends that the County Government should hold periodic meetings to discuss performance and appoint a champion for both junior and senior staff to improve on the level of attendance. The organization in addition should sensitize staff on handling of customer service complaints and implementation of ideas resulting from the committee meetings. Nairobi County Government should ensure that the web page is consistently interactive for instant feedback to customer queries.

The study recommends that that customer service values and principles to be perpetuated with applications and disseminated throughout the

organization. In addition implementation of the customer services values and principle should be monitored to identify improvement opportunities. The management to take tough action when customer service values and principles are breached and best customer service benchmark should be occasionally considered. The organization to establish a communication structure for sharing customer service strategies and objectives, and make decisions on the basis of assessed various alternatives, results and risks. The study recommends that the organization to give entire staff fair opportunity to enroll in training and development programs and use facilities.

Suggestion for further research

A similar study could be carried out in other County Governments to find out whether the same results will be obtained and to allow for generalization of results. The study focused on factors influencing customer service standards in County Governments in Kenya: a case study of Nairobi County thus another study should be carried out in other County Governments to find out if the same results will be obtained.

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