

**INFLUENCE OF ISO 9001:2008 QUALITY MANAGEMENT PRINCIPLES  
ON EFFICIENCY IN SERVICE DELIVERY AT NATION MEDIA GROUP,  
NAIROBI COUNTY, KENYA**

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## DECLARATION

This project report is my original work and has not been presented for any award in any other university.

Signed: .....

Date: .....

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**L50/76618/2014**

This project report has been submitted for examination with my approval as a university supervisor.

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## **DEDICATION**

To my dear children: Dr Derrick Munene, Maureen Karimi and Sylvia Nkatha. I am humbled by your great love, sacrifice and support during my academic life, particularly this course.

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I thank the Almighty God for His love, kindness and grace that has enabled me to complete this course. I am grateful to the University of Nairobi for availing the opportunity for me to undertake this course; to Dr. Mbugua the Resident Lecturer at the Nairobi Extra Mural Centre for your prompt support; the Lecturers who guided me through the various units, the Library staff, my colleagues in the Masters class and at Nation Media Group - particularly in NTV, for their invaluable support during my study period. To my Supervisor, Dr. Lucy Njagi: thank you for your immense guidance, persistence and willingness to share your wisdom at all times.

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## TABLE OF CONTENTS

	Page
<b>DECLARATION</b> .....	<b>ii</b>
<b>DEDICATION</b> .....	<b>iii</b>
<b>ACKNOWLEDGEMENT</b> .....	<b>iv</b>
<b>TABLE OF CONTENTS</b> .....	<b>v</b>
<b>LIST OF TABLES</b> .....	<b>viii</b>
<b>LIST OF FIGURES</b> .....	<b>ix</b>
<b>LIST OF ABBREVIATIONS AND ACRONYMS</b> .....	<b>x</b>
<b>ABSTRACT</b> .....	<b>xi</b>
<b>CHAPTER ONE: INTRODUCTION</b> .....	<b>1</b>
1.1 Background to the Study .....	1
1.1.1 Customer Focus and Service Delivery .....	6
1.1.2 Leadership and Service Delivery .....	7
1.1.3 Employee Involvement and Service Delivery .....	7
1.1.4 Continuous Improvement and Service Delivery .....	8
1.1.5 Organization Culture and Service Delivery .....	8
1.1.6 Government Policy in Service Delivery .....	8
1.1.7 Efficiency and Service Delivery .....	9
1.2 Statement of the Problem .....	9
1.3 Purpose of the Study.....	9
1.4 Objectives of the Study .....	10
1.5 Research Questions .....	10
1.6 Significance of the Study .....	10
1.7 Limitations of the Study .....	11
1.8 Delimitation of the Study .....	11
1.9 Assumptions of the study .....	11
1.10 Definition of Significant Terms .....	12
1.11 Organization of the Study.....	12

<b>CHAPTER TWO: LITERATURE REVIEW .....</b>	<b>14</b>
2.1 Introduction .....	14
2.2 Concept of Efficiency in Service Delivery at Nation Media Group .....	14
2.3 History and Evolution of ISO 9000.....	16
2.4 Customer Focus and Efficiency in Service Delivery at Nation Media Group .....	20
2.5 Leadership and Efficiency in Service Delivery at Nation Media Group .....	21
2.6 Employee Involvement and Efficiency in Service Delivery at Nation Media Group .....	22
2.7 Continuous Improvement and Efficiency in Service Delivery at Nation Media Group ...	23
2.8 Theoretical Framework .....	24
2.9 Conceptual Framework .....	25
2.10 Research Gap.....	27
<b>CHAPTER THREE: RESEARCH METHODOLOGY.....</b>	<b>28</b>
3.1 Introduction .....	28
3.2 Research Design .....	28
3.3 Target Population .....	28
3.4 Sample Size and Sampling Procedure.....	28
3.5 Research Instruments .....	29
3.5.1 Pretesting of Research Instruments.....	30
3.5.2 Validity of Research Instruments.....	30
3.5.3 Reliability of Research Instruments.....	30
3.6 Data Collection Procedures .....	31
3.7 Data Analysis Techniques .....	31
3.8 Ethical Issues.....	31
3.9 Operationalization Definitions of Variables.....	33
<b>CHAPTER FOUR: DATA ANALYSIS, INTERPRETATION AND DISCUSSION OF FINDINGS.....</b>	<b>34</b>
4.1 Introduction .....	34
4.2 Response Rate .....	34
4.3 Demographic Characteristics of the Respondents.....	35
4.4 Influence of ISO Principles on Efficiency in Service Delivery .....	37

4.4.1	Customer Focus and Efficiency in Service Delivery .....	37
4.4.2	Employee Involvement in Service Delivery .....	39
4.4.3	Continuous Improvement in Service Delivery.....	40
4.4.4	Leadership and Efficiency in Service Delivery .....	41
4.4.5	Efficiency in Service Delivery .....	42
4.5	Correlation Analysis Results .....	42
4.6	Regression Analysis Results .....	44
4.7	Discussion of Findings .....	46
4.7.1	Customer Focus and Efficiency .....	46
4.7.2	Employee Involvement and Efficiency .....	46
4.7.3	Leadership and Efficiency .....	47
4.7.4	Continuous Improvement and Efficiency .....	47
<b>CHAPTER FIVE: SUMMARY OF FINDINGS, CONCLUSIONS AND</b>		
<b>RECOMMENDATIONS .....</b>		<b>49</b>
5.1	Introduction .....	49
5.2	Summary of Findings .....	49
5.3	Conclusions .....	50
5.4	Recommendations .....	51
5.5	Suggestions for Further Research.....	51
<b>REFERENCES .....</b>		<b>52</b>
<b>APPENDICES .....</b>		<b>59</b>
<b>APPENDIX 1: INTRODUCTORY LETTER .....</b>		<b>59</b>
<b>APPENDIX 2: INTERVIEW GUIDE .....</b>		<b>60</b>
<b>APPENDIX 3: QUESTIONNAIRE .....</b>		<b>63</b>
<b>APPENDIX 4: RESEARCH PERMIT.....</b>		<b>69</b>
<b>APPENDIX 5: RESEARCH AUTHORIZATION LETTER.....</b>		<b>70</b>

## LIST OF TABLES

	<b>Page</b>
Table 3.1 .....	29
Table 3.2 .....	33
Table 4.1 .....	34
Table 4.2 .....	35
Table 4.3 .....	36
Table 4.4 .....	36
Table 4.5 .....	37
Table 4.6 .....	38
Table 4.7 .....	39
Table 4.8 .....	40
Table 4.9 .....	41
Table 4.10 .....	42
Table 4.11 .....	43
Table 4.12 .....	44
Table 4.13 .....	45
Table 4.14 .....	45

## LIST OF FIGURES

	<b>Page</b>
Figure 1.1.....	4
Figure 2.1.....	17
Figure 2.2.....	26

## **LIST OF ABBREVIATIONS AND ACRONYMS**

CAK	Communication Authority of Kenya
ISAS	International Standards and Accreditation Services
ISAS BC	International Standards and Accreditation Services - Broadcasting
ISO	International Organization of Standards
TQM	Total Quality Management
SGS	Société Générale Surveillance
NMG	Nation Media Group
NBD	Nation Broadcasting Division
NCD	Nation Courier Division
NDD	Nation Digital Division
NND	Nation Newspapers Division
NTV	Nation TV
NTV U	Nation TV – Uganda
QA	Quality Assurance
QC	Quality Control
QMS	Quality Management System
QM	Quality Management

## ABSTRACT

Within the Quality Management paradigm, ISO is arguably the most influential contribution there has been. It is one of the approaches of quality management made up of a set of mutually reinforcing principles, each of which is supported by a set of practices and techniques. The purpose of this study was to determine the influence of selected ISO 9001:2008 management principles on efficiency in service delivery at Nation Media Group Limited. The principles under study were: customer focus, leadership, employee involvement and continuous improvement. The research employed a case study design, targeting 52 respondents who comprised one chief executive, 14 senior managers, 12 heads of departments and 25 heads of sections at Nation Media Group Limited head office. A census survey was conducted due to the size of the population. Data were collected through interview guides and questionnaires. Qualitative data was analyzed through content analysis. Significance of independent variables against the dependent variable was analyzed using descriptive and inferential statistics. The specific effect of independent variables against dependent variable was tested through multiple linear regression analysis while significance of independent variables against dependent variable was analyzed through correlation. The results showed that there was a strong positive correlation between efficiency and customer focus ( $r=.741$ ,  $p=.000$ ), and a moderate positive correlation between efficiency and employee involvement ( $r=.532$ ,  $p=.001$ ). They also showed there was a strong positive correlation between continuous improvement and efficiency ( $r=.907$ ,  $p=.000$ ). Leadership was also positively correlated to efficiency ( $r=.785$ ,  $p=.000$ ). The findings show that the predictors explained 80.5% of change in the dependent variable (Y) efficiency, against the predictors: leadership, employee involvement, customer focus and continuous improvement. The study concluded that Nation Media Group priorities are on customer needs and expectations, customer requirements and normal operations of the organization. The same study concluded that working environment and delegation of authority to the employees are critical elements of employee involvement; that top management support, resources and infrastructure as well as explicit work place policies are critical for long-term quality improvement programs; and finally, it concluded that leadership at Nation Media Group focused on ensuring quality performance from its staff and adopted successful practices to deliver services. Customer feedback and resources played a critical role in efficiency at Nation Media Group, and these two were the focal point of efficiency in service delivery. In a nutshell, continuous improvement has the most significant influence on efficiency in service delivery at Nation Media Group. The research recommends more emphasis in incorporating all the four ISO Principles which are customer focus, employee involvement, leadership and continuous improvement in order to achieve maximum efficiency in service delivery. Secondly, future scholars should develop a framework for implementation of ISO Principles to factor in all the four critical elements for full efficiency to be achieved.

# CHAPTER ONE

## INTRODUCTION

### 1.1 Background to the Study

Globalization in the business theater has driven companies towards a new view of quality as a necessary tool to compete successfully in worldwide markets. The challenge that companies face as the 21<sup>st</sup> century gets underway is to succeed in a global economy where competition is fierce and customers are becoming increasingly demanding of quality. Coupled with an increasing pressure on firms by both consumers and competitors alike to continually innovate in new products and upgrade the quality of existing goods and services, most of the firms in both developed and developing world have embraced quality management standards. These are standards against which organizations can assess their overall performance (Sharma, Chrisman, Jess & Chua, 2005).

Quality Management (QM) has been defined as a philosophy or an approach to management made up of a set of mutually reinforcing principles, each of which is supported by a set of practices and techniques (Bowen & Dean, 1994). With the tremendous growth of literature in both academic and practitioner-oriented outlets, the term QM has been diluted to mean different things and the scope of activities underlying QM lack consensus (Watson & Korukonda, 1995). It is clear that a unified precise definition of quality still does not exist. Various scholars advance different definitions: it is a universal multi-faceted concept that can be interpreted as meeting customer requirements (Deming, 1986); the degree of a product/service conformance to specifications (Crosby, 1979); or fitness for use (Juran, 1988). Quality can be interpreted in terms of product /service performance, durability, ease of use, and maintenance, or totality of external features and specifications (Crosby, 1979).

Regardless of variations in quality definitions and implications, international efforts were made to establish common models for quality management that would assure minimum performance requirements by organizations to give customers sufficient confidence that a product or service is actually complying with requirements mandated by competition and

market dynamics. International quality model ISO9000 series, established by the International Organization for Standardization (ISO), has gained wide spread reputation for improving quality levels and business performance. Besides, national quality models have been established in the form of quality prizes such as Malcolm Baldrige National Quality Awards in the United States of America, the Deming Prize in Japan, the European Quality Award in European Union, King Abdullah II Quality Award in Jordan, and others. One important outcome of these quality management initiatives, whether international or national, is that they have assisted in establishing more specific practices of quality. In addition, the implementation of these quality models worldwide in various industrial and service sectors has launched a process of continuing efforts for research and studies that further strengthen the understanding of quality and dynamics of implementing quality initiatives ([www.iso.org](http://www.iso.org)).

ISO 9000 is one of the most widely respected and recognized standard of quality management practices. Many organizations have decided to seek ISO 9000 certification because the popularity of its spread throughout the world since it was first introduced in 1987. Costin (1999) found that industry experts divide the evolution of the quality movement into four distinct eras: formal inspections, quality control (QC), quality assurance (QA), and strategic quality management, which includes total quality management (TQM). TQM includes QA, QC and formal inspection, are the highest levels of quality and activity as noted by Costin (1999). The ISO 9000 standard for Quality Systems is the foundation of the third stage, Quality Assurance, as it focuses on prevention rather than correction and provides the tools for assuring that quality systems are embedded in a cycle of continuous improvement (Vokurka, 2003).

Quality Management is a management approach based on eight fundamental principles namely; customer focus, leadership, people involvement, system approach, process approach, continuous improvement, fact-based decision making and beneficial supplier relationship (Okwiri, 2012). The consensus among a wide range of literature is that the principles are applied to the value chain through actions within the organizational

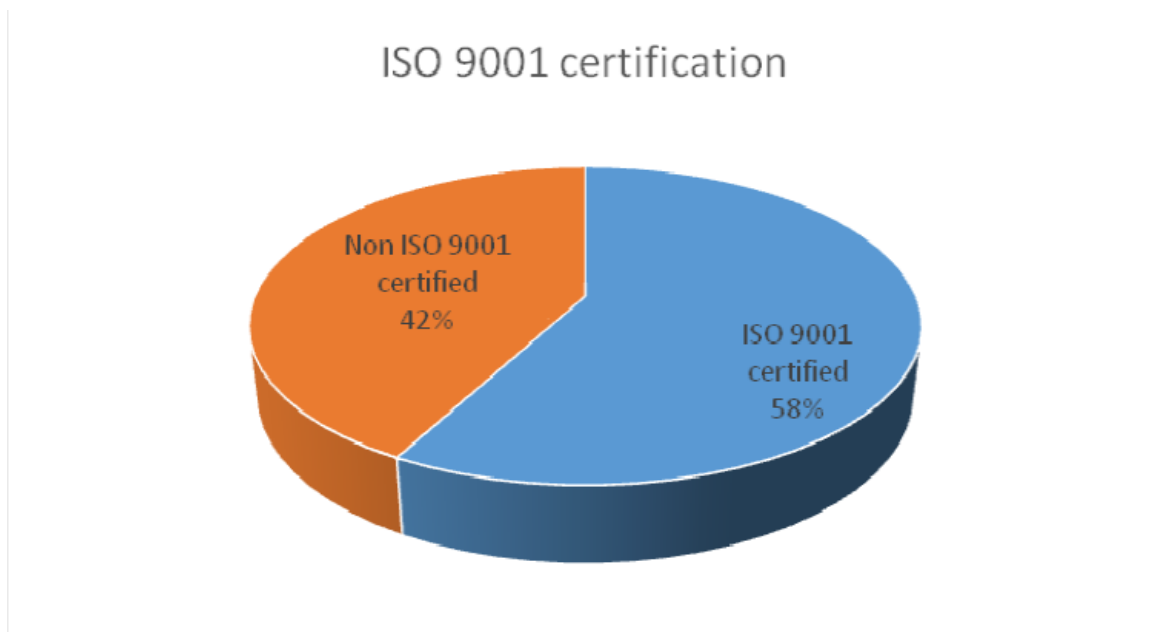
infrastructure described as management practices. Okwiri (2014) describes the practices, in the context of an organization, as the activities that occur within the organization's infrastructure so as to achieve the organizations goals.

There is considerable evidence that multinationals prefer ISO 9000certified suppliers when they locate production plants in a foreign country. In Singapore, local suppliers have had to respond to requests for third-party certification from large locally-based multinational companies (Huat, 1992). Multinationals such as DuPont and De Beers are reported to prefer supplies from ISO-9000-certified firms (Cullingworth 1992; Hockman, 1992). More than half of large firms surveyed in 1991 in the Netherlands, Germany, Greece, Spain, and Switzerland required ISO-9000-certified supplies (ISO 9000 News, 1992). European and American multinationals proposed asking their suppliers to report their compliance with ISO 9000, rather than requiring certification (Zuckerman, 1998, 1999). Hewlett-Packard, Motorola, Xerox, and the Big Three automakers use ISO-based criteria to certify their own suppliers and have aligned their internal quality systems with ISO guidelines (Avery, 1995; Purchasing, 1996; Quality, 1995). Vietnam also adopted ISO 9000 standards in the 1990s and had the first company certified in 1995. Since then, the number of certified organizations has been increasing significantly. By the end of 2008, 3971 organizations were issued with certificates, with an annual average growth rate of ISO 9000 certificates at around 30% each year on average from 2000 to 2007.

In Palestine, a survey of ISO 9000 implementing companies investigated critical quality management principles: continuous improvement, leadership development, and customer satisfaction against effectiveness indicators. Employee satisfaction, quality, and productivity showed that companies had indeed made significant efforts towards establishing genuine quality systems and consequently attained benefits in terms of effectiveness indicators (International Journal for Quality Research, 2013). In Malaysia, an ISO 9001 characterization was carried out on a theoretical framework approach. Findings pointed out that efficiency gains in the absence of ISO 9001 would work as a

competitive disadvantage for companies in Malaysia (International Journal for Quality Research, 2013). In South Africa, Edgeman and Vermeulen (2001) described continuous quality improvement as a way of life and success that could be measured when organizations achieve full transformation towards a quality management culture.

By December 2013 Kenya had a total of 600 ISO standards adopted (KEBS, 2014) in automobiles, health, education, insurance, finance, banking, construction, manufacturing horticulture and even agriculture sectors. Figure 1.1 shows representation of ISO certified companies in Kenya.



**Figure 1.1**  
**Representation of ISO certified companies in Kenya**

Source: [www.kebs.org](http://www.kebs.org)

Media occupies a unique position in supporting the democratic process by making information, knowledge and a range of opinions openly available and ensuring that public and private institutions are accountable for their behavior. This is social responsibility in its highest form (ISO Management Systems, 2006). Media and Society Foundation, a Swiss based non-profit gathering of prominent media professionals, in collaboration with

International Standard and Accreditation Services (ISAS), a private standardization and accreditation company, has developed two media quality management standards based on ISO 9001: 2000 – ISAS BC 9001 for broadcasters and internet content providers and P9001 for the print press. The two systems aim to contribute significantly to better governance within both media itself and the society as a whole. The systems evaluate that the information or entertainment has been produced by a company which respects universally recognized professional standards and ethical values. ([www.iso.org/ims](http://www.iso.org/ims)). Both standards include all ISO 9001: 2000 requirements, plus additional requirements specific to the media industry such as ethics, quality of information and quality of content. Some media houses such as Mexico's Canal TV Channel; India's Prasar Bharati, Belgium's, Kenya's Nation Media Group, Slovenia's RTV; and Malaysia's RTM Radio have implemented them (Daily Nation, 2002).

Certification of ISO compliance is achieved by third party auditors who certify that the standard is fully implemented and effective. The third party audit or registrar must also be certified by an overseeing body – the Registration Accreditation Board (RAB). In the case of Nation Media Group, the certifying organization is - SGS (Société Générale de Surveillance) - the largest certification, testing and auditing organization in the world. Nation Media Group continues to be committed to implementing an efficient and cost effective system by establishing quality processes at all stages ([www.kbs.org](http://www.kbs.org)).

Nation Media Group (NMG) is fully ISO 9000certified. Its newspaper flagship, Nation newspapers division was Nation Media Group's first division to be certified in 2002. Over the years all the other divisions have been certified. Nation Media Group was set up in 1959 by His Highness The Aga Khan. It is the largest media organization in East and Central Africa with operations in Kenya, Uganda, Tanzania, Rwanda and Southern Sudan. The company has continued to grow in numbers hence the increase in physical presence. Nation Media Group offers various media platforms including radio, television, and digital and print which is its flagship in the region and having controlled the largest market share for over 30 years in the same area. It is a one stop shop with a diversified product portfolio

of newspapers and magazine distribution, television, radio, and courier and digital business with unparalleled customer base ([www.nationmedia.com](http://www.nationmedia.com)). It is a public limited company registered in Nairobi Stock Exchange with its head office in Nairobi, at the Nation Center Kimathi Street. It has a workforce of over 1,000 employees.

Like any other business, Nation Media Group navigates in the ever changing business environment that calls for high levels of efficiency. Certification helped the newspapers plant to produce consistently high quality newspapers (Daily Nation, 2002). Before the Plant's certification, there were inconsistencies in picture quality of newspapers, the physical quality and editorial content which had gone a long way in meeting both the readers' and advertisers' requirements (Daily Nation, 2002). Efficiency at the plant has improved and the level of wastage has dropped by more than 50 percent. At the Carriers division, efficiency in terms of market arrival times translated into improved sales due to hitting the market early (Daily Nation, 2002). Having had a successful quality management system for the last fourteen years, expectations of high efficiency levels across the organization are high ([www.nationmedia.com](http://www.nationmedia.com)).

Many companies that are certified that apply ISO Management principles find that their market opportunities have increased. In addition, a company's compliance with ISO 9001:2000 ensures that it has a sound quality management system that is good for business ([www.ISO.org](http://www.ISO.org)). Nation Media Group continues to be committed to implementing an efficient and cost effective system of establishing quality processes at all stages. This study focused on four management principles: customer focus; leadership, employee involvement and continuous improvement.

### **1.1.1 Customer Focus and Service Delivery**

Customer focus is the degree to which a firm continuously satisfies customer needs and expectations. A successful firm recognizes the need to put the customer first in every decision made (Crosby, 1995). It places the customers at the centre of business operations and listens to their needs with a major focus of creating an atmosphere of cooperation

through the organization. Focus on customers improves organization's image in a way that enhances its profits and success (Hessan & Whiteley, 1997). To improve customer focus, customer surveys should be conducted and complaints should be treated with top priority. Records and analyses of customer complain reports furnish useful product-control information and reflect the effectiveness of control programs, highlighting those non conformities upon which more aggressive corrective action must be initiated. Armed with such customer data, ISO organizations attempt to confirm to customer requirements as such information is valuable for new product development (Feigenbaum, 1991). Every organization must strive to create products and services that not only satisfy customers but also delight them (Hines, 1996). This in turn leads to customer loyalty.

### **1.1.2 Leadership and Service Delivery**

Leadership is the ability to persuade other people to set aside their individual concerns and pursue a common goal that is collective and desirable (Gordon & Hogan, 1994). Leadership in media companies is often split between business and editorial management. This is very common in media companies in the Nordic countries, where the Editor-in-Chief has the total responsibility for the editorial department and the content of the media in question, whereas the business part is managed and controlled by the Managing Director. However, a dual leadership is less common in the Anglo-Saxon countries, where a Publisher controls both the editorial and the business part of the media company (Koulouvari, 2004).

### **1.1.3 Employee Involvement and Service Delivery**

According to Vouzas and Psychogios (2007), employee participation in the overall quality strategy brings an increased flow of information and knowledge and contributes to the distribution of intelligence to the bottom of the organization for resolving problems. A remarkable characteristic of employee participation is teamwork. A team should be well composed of people from different staff areas, everybody having a chance to contribute ideas, plans and figures. Teamwork compensates one employee's strength for another's weakness (Deming, 1986). Staff involvement is the key to motivation and performance. Solanti (2003) describes staff involvement as one of the ten commandments of

management which Kaizen termed as the people enablement index. Positive participation should be reinforced through reward and recognition to encourage such employees to remain committed to what they do. This is a strong pillar of efficiency. It is the degree to which employees in an organization engage in various quality management activities. A successful TQM requires a committed and well-trained workforce that participates fully in quality improvement activities (Gryna & Juran, 1993).

#### **1.1.4 Continuous Improvement and Service Delivery**

The best way to improve organizational output is to continually improve performance, not holding the status quo (Vouzas & Psychogios, 2007). The process of continuous improvement is cyclic, iterative and a never-ending activity (Crosby 1984). This is because quality is a moving target. Continuous improvement of all operations and activities is at the heart of TQM (Adino, Ifi & Newman, 1995). In order for continuous improvement to be effective, it requires that employees acquire and apply new knowledge, skills and values. This empowers them, and in return they have the motivation and drive to improve not only their output, hence efficiency.

#### **1.1.5 Organization Culture and Service Delivery**

Organizational culture is a system of common beliefs, values, norms and rules in an organization that conduct the behavior and emotions of its members (Schein, 1995). It is manifested in the way that organizations' members work, perform tasks and in the way that decisions about important concerns of the organization are expressed. Detert (2000) focused organizational researchers on the relation between the organizational culture and quality of services; the research shows that there is a close relationship between a quality service system and organizational culture.

#### **1.1.6 Government Policy in Service Delivery**

The government of Kenya supports efficiency in service delivery in the media industry through its regulator, Media Council of Kenya that was set up by an Act of Parliament that backs the constitution. It establishes the Media Council of Kenya as the body that sets

media standards and regulates and monitors compliance with those standards (Media Council of Kenya, 2016).

### **1.1.7 Efficiency and Service Delivery**

Efficiency generally refers to how far we are getting the particular outcome for the given input with as much less wastage as possible. Efficiency is the ability to avoid wasting materials, energy, efforts, money, and time in doing something or in producing a desired result. Efficiency is a measurable concept, quantitatively determined by the ratio of useful output to total input. The ratio of energy which was transferred to a useful form compared to the total energy initially supplied is called the efficiency of the device.

## **1.2 Statement of the Problem**

Nation Media Group has invested heavily in programs of excellence, trainings in customer care and quality. Recently, it invested in a new printing press in an effort to give unparalleled quality product to its readership and advertising clientele. In broadcasting, Nation Media Group has invested heavily in a state of the art studio, and lately, it has laid massive investment in its digital platform.

Managing the quality of media products is a difficult process, mainly because the products themselves are complex (Chan-Olmsted, 2006).Lack of universal evaluative quality criteria necessitates that characteristics of quality be extracted from the literature by evaluating the principles and practices of good journalism and newspaper production, and applies these within the context of quality management (ISO Focus, 2009). Also, there is scarcity of research in ISO practices and its relationship to efficiency in media organizations. This study therefore seeks to investigate the influence of four ISO Principles on efficiency in service delivery at Nation Media Group.

## **1.3 Purpose of the Study**

The purpose of this study was to investigate the influence of ISO principles on efficiency in service delivery at Nation Media Group.

#### **1.4 Objectives of the Study**

This study was guided by the following objectives:

- (i) To determine the extent to which customer focus influences efficiency in service delivery at Nation Media Group.
- (ii) To establish the extent to which leadership influences efficiency in service delivery at Nation Media Group.
- (iii) To determine the influence of employee involvement in efficiency in service delivery at Nation Media Group.
- (iv) To determine the influence of continuous improvement in efficiency in service delivery at Nation Media Group.

#### **1.5 Research Questions**

This study intends to answer the following questions:

- (i) To what extent does customer focus influence efficiency in service delivery at Nation Media Group?
- (ii) To what extent does leadership influence efficiency in service delivery at Nation Media Group?
- (iii) To what extent does employee involvement influence efficiency in service delivery Nation Media Group?
- (iv) To what extent does continuous improvement influence efficiency in service delivery at Nation Media Group?

#### **1.6 Significance of the Study**

The concept of ISO Principles is widely addressed in existing literature. It finds its place in almost all terrains of the corporate world, education, health, manufacturing,

construction. However, literature on ISO within the media context is very limited. The findings of this research may be useful in bridging the gap in the existing literature as well as act as a point of reference in repositories to build on the existing body of knowledge. To Nation Media Group, it is hoped that this study will give recommendations for better integration of ISO Principles in order to enhance efficiency in service delivery. Other local and regional media companies may also adopt the recommendations as may suit them. This study therefore fills a significant void within the body of knowledge on ISO Principles in organizations.

### **1.7 Limitations of the Study**

This study faced the following limitations: Nation Media Group top and senior management are always busy due to the nature of their work, and the regional scope which they have to cover. This was a challenge during data collection since there was limited time to engage them on one to one interview. This was overcome by scheduling appointment with their personal assistants. For middle management, the challenge of unavailability was overcome by adopting a drop and pick later method for the questionnaires to allow the managers time to fill out the questionnaires.

### **1.8 Delimitation of the Study**

This study was delimited to Nation Media Group head office located at Nation Centre. The study concentrated on four principles that are most critical to Nation Media Group: customer focus influence on efficiency in service delivery, leadership influence on efficiency in service delivery, employee involvement on efficiency in service delivery and continuous improvement efficiency on efficiency in service delivery.

### **1.9 Assumptions of the study**

First, it is assumed that the respondents will be available to answer correctly and objectively the questions that will guide this study. Second, those other variables other than mine will not interfere with my research. Third, the data collection instruments will measure the desired constructs.

## 1.10 Definition of Significant Terms

The following terms have been defined only in the context of this study:

**Continuous improvement** refers to recurring activities that are carried out in order to enhance performance.

**Customer focus in efficiency in organizations** refers to provision of care that exceeds customer expectations and achieves the highest level of excellence.

**Employee involvement in efficiency in organizations** refers to commitment by management to ensure employees' engage in quality output.

**ISO Principles** refers to a set of quality management standards based on prescribed international standards.

**Leadership in Efficiency of organizations** refers to the crucial role of top management that develops and implements strategy.

**Management System** refers to a set of interrelated elements that organizations use to formulate policies and objectives and to establish processes that are needed to ensure those policies are followed and objectives achieved.

**Quality** refers to the degree to which a set of characteristics fulfill a set of requirements.

**Quality Management Systems** refers to a set of interrelated or interacting elements used to formulate quality policies and quality objectives and to establish the processes that are needed to ensure that policies are followed and objectives are achieved.

## 1.11 Organization of the Study

This study was organized into five chapters. Chapter one contains introduction to the study; It entails the background to the study, the statement of the problem, purpose of the study, research objectives ,research questions, significance of the study ,limitations and delimitations of the study, definition of significant terms and organization of the study.

Chapter two of this study presents the literature review of the existing studies, examines the theoretical framework that the study hinges on, the concept of efficiency and service delivery; a conceptual framework was designed to model the relationship in the study.

Chapter three presents the research methodology used in the study. The research design, target population, sampling procedures, data collection procedures, and research instruments and data analysis techniques were examined. Chapter four highlights data presentation, analysis and interpretation. Chapter five of the study presents the summary of findings, discussions, conclusions, recommendations and suggestions for further research.

## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.1 Introduction**

This chapter gives a brief introduction of the concept of efficiency, the evolution of ISO of ISO and also seeks to review existing related literature based on four thematic areas which are also variables in this study: leadership, customer focus, employee involvement and continuous improvement. The chapter concludes by giving the theoretical foundation and the conceptual framework of the study.

#### **2.2 Concept of Efficiency in Service Delivery at Nation Media Group**

Grünberg, Pârlea & Vlăsceanu (2004) define efficiency as the ability to perform well or to achieve a result without wasted resources, effort, time, or money using the smallest quantity of resources possible. Greater efficiency is achieved when the same amount and standard of educational services are produced at a lower cost, if a more useful activity substituted for a less useful one at the same cost, or if unnecessary activities are eliminated.

Productivity Commission (2013) identified the efficient option and defined it as an outcome that results in the highest net benefit to the community as a whole - maximizes net benefits. The definition lacks precision and could be where an arrangement is considered efficient if resulting benefits outweigh all costs involved, so that net benefit is generated. While the generation of an extra or additional net benefit would result in an efficiency improvement, the efficient option is that which generates the highest net benefit. That is, benefit greater than cost is a necessary but not a sufficient condition for economic efficiency. The Commission gives other definitions of efficiency as technical efficiency being a measure of how well an input is converted into an output; productive/production efficiency being a measure of how well a given value of inputs) is converted into output value; allocative efficiency being a measure of how well the

available resources are allocated to production that meets the preferences of the population; Dynamic efficiency as a measure of how well resources are allocated over time to meet the current and future preferences of the population and finally Economic efficiency being a measure of the increase in net benefits.

The two definitions are summarized by Porter's Total Productive Maintenance System that suggests the elimination of six losses. These losses are reduced yield, from start up to stable production; process defects; reduced speed; idling and minor stoppages; set up and adjustment; and equipment failure. The fewer the inputs used to generate outputs, the greater the efficiency (Porter, 1985). The question of whether efficiency is a goal in itself or merely a means in the achievement of some other objectives has been studied by many scholars (Manzoor, 2014). This situation arises when efficiency is studied as a vehicle in the achievement of other goals for organizations such as education, security, health care, or transportation. Wildavsky (1988) argues that it is goal attainment with least possible effort, in pursuance of some other associated desired outcomes.

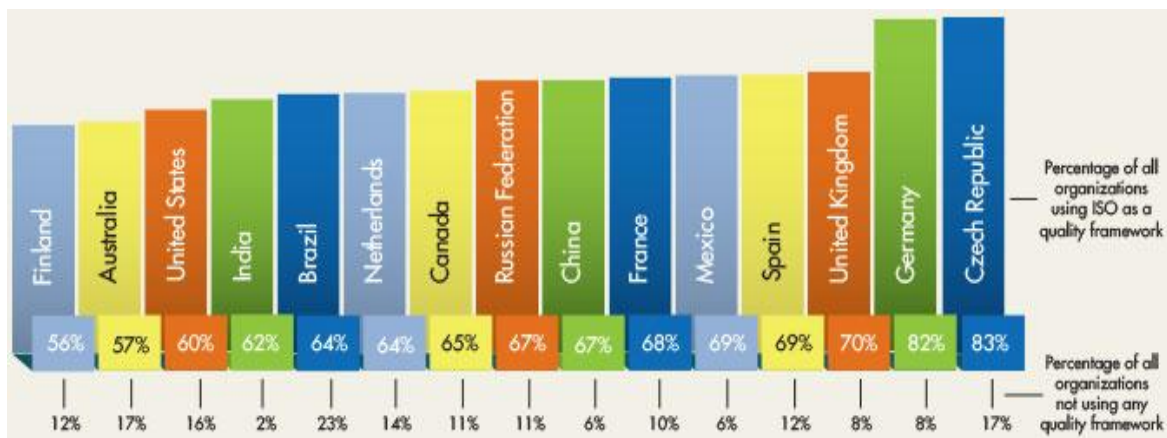
Siengthai & Pinprayong (2012) bring out a difference between business efficiency and organizational efficiency. Business efficiency reveals the performance of input and output ratio, while organizational efficiency reflects the improvement of internal processes of the organization, such as organizational structure, culture and community. Excellent organizational efficiency could improve entities performance in terms of management, productivity, quality and profitability. Organizational efficiency is measured through organizational strategy; corporate structure design; management and business system building; development of corporate and employee styles; motivation of staff commitment; development of employee's skills and subordinate goals. Gulati & Kumar (2010) concurs that efficiency is all about resource allocation across alternative uses. This is the context in which efficiency is applied in this study.

### **2.3 History and Evolution of ISO 9000**

Transformed from standards in military, ISO 9000 series have evolved as a universal phenomenon. According to the ISO organization, the ISO technical committee (TC) 176, quality management and quality assurance was established in 1979 to facilitate the international trade by developing of internationally recognized quality management standards. At the time, fears of different national standards as a barrier to international trade were increasing. The first standard issued in 1986 by ISO TC 176 was ISO 8402 which standardized quality management terminology. It was followed by ISO 9001 in 1987, ISO 9002 then ISO 9003, which provided the requirements for quality management systems in different organizational activities. These standards were completed by ISO 9004, providing guidance on quality management systems.

The International Organization for Standardization indicates that the ISO 9000 family of standards addresses quality management which refers to what an organization does to fulfill four aspects: the customer's quality requirements, the applicable regulatory requirements while aiming to enhance customer satisfaction, and achieve continual improvement of its performance in pursuit of these objectives (ISO, 2006). The International Organization for Standardization website stipulated that ISO 9001:2000 is used by an organization that is seeking to establish a management system that provides confidence in the conformance of company products to established or specified requirements. Standards in the ISO 9000 family include ISO 9001:2015 which sets out the requirements of a quality management system, ISO 9000:2008 which covers the basic concepts and language, ISO 9004:2009 that focuses on how to make a quality management system more efficient and effective and ISO 19011:2011 that sets out guidance on internal and external audits of quality management systems ([www.ISO.org](http://www.ISO.org)). A quality management system (QMS) is a set of interrelated or interacting elements that organizations use to formulate quality policies and quality objectives and to establish the processes that are needed to ensure that policies are followed and objectives are achieved.

ISO Standards have been revised severally in order to accommodate dynamism in industries. The first revision ISO 9000:1994 emphasized quality assurance through preventive actions, instead of just checking final product and evidence of compliance with documented procedures. The second revision ISO 9001:2000 combined the three standards 9001, 9002, and 9003 into one, called 9001. The 2000 version emphasized the following: concept of process management – where process management meant monitoring and optimizing company's tasks and activities as opposed to inspection of the final product; involvement by top management in order to integrate quality into the business system, to avoid delegation of quality functions to junior workers who are not decision makers; and expectations of continual process improvement and tracking customer satisfaction were made explicit. ISO 9001: 2008 was has no new requirements except clarity of some terminologies to bring out meanings and clearer explanations for implementation and audit. According to the ISO Survey of Certification (2008), by the end of December 2008, at least 982,832 ISO 9001:2000 certificates had been issued in 176 countries and economies as shown in Figure 2.1 below.



**Figure 2.1**

### ISO certificates issued

**Source: Global State of Quality Research (2013)**

Diffusion of ISO 9001 certifications started in Europe, out of perceived threat of having ISO 9001 certification becoming an international trade barrier. At the time, European companies pressured their suppliers globally to become ISO 9001 certified, therefore, the

suppliers sought certification as a protection mechanism (Rodrigues, Sampaio, and Saraiva, 2009). Although USA and Japan strongly criticized the ISO 9000 standards as a major non-tariff trade barrier, they experienced a major boom then. This was due to the fact that companies exporting to the EU had to become registered to ISO 9001/2/3 and also due to the adoption and promotion of these standards by major governmental and professional bodies (Casadesús, Karapetrovic & Saizarbitoria, 2010).

ISO 9000 Quality Management System standards are based on some principles that are meant to promote organization efficiency (ISO 9000, 2005). These are: customer focus, leadership, involvement of people, process approach, system approach to management, continuous improvement, and factual approach to decision-making; and mutually beneficial supplier relationships. While these principles serve as the major guidelines for organizations in different parts of the world to obtain the certification, organizations may implement them in very different extents. For instance, it is possible that some organizations may implement the principle of customer focus in a very high level and the rest of the principles to the levels that can barely meet the requirements of ISO 9000 while others may implement all principles in very similar extents without paying extra attention to any of them. This study will focus on four principles: customer focus, leadership, employee involvement and continuous improvement.

The study of media is crucial because national economies around the globe significantly benefit from the activities of media-related activities. Media are defined as conveyors of published content, in any form, format, and/or combination of text, images, graphics, sound, and video; through any type and/or combination of distribution channels, with a specific communication purpose for one or many media consumers (Rosenqvist, 2000). Consequently, the media industries include sectors such as television, newspapers, magazines, radio, books, Internet, and mobile content services. The industries also include printing, publishing, graphic arts, and television broadcasting, television production, radio broadcasting, radio production, newspaper production, magazine production, Internet production, entertainment in the form of film production, video production and game production.

In Kenya, the media has transformed tremendously over the years and working towards a more efficient and self-regulated industry in collaboration with the Media Owners Association. Communications Authority of Kenya (CAK) is responsible for facilitating and regulating the establishment and operation of all broadcast media and distribution. The industry has not been spared from intense competition, explaining the mushrooming of Print titles, Magazines, TV stations and Radio stations both English, Kiswahili and even vernacular as well as the digital platform advancement (Synovate, 2016) research findings. TV is so far the most successful media and the biggest media for marketing impacting our lives through its different products tailored to meet different customers' needs. The media is critical partner in driving the region's development agenda and especially the Vision 2030, the new Constitution and East Africa Protocol in equipping the region for global competition. The challenge is how to continuously innovate and create firms for tomorrow's competitive and evolving environment.

Nation Media Group Limited is the leading media house in East and Central Africa. It was set up in 1959 by His Highness The Aga Khan. The company has continued to grow in numbers hence the increase in physical presence with operations in Kenya, Uganda, Tanzania, Rwanda and lately Southern Sudan. The Vision of Nation Media Group is to be the Media of Africa for Africa; its Mission is to create value for its stakeholders and positively influence society by providing media that informs, educates and entertains. Its strategy is to deliver superior value to all key stakeholders. Nation Media Group adopts Strategic Business Units set ups with various Divisions: Nation Newspapers Division (NND) – the flagship; Nation Carriers Division (NCD) – the distributor and courier; Nation Broadcasting Division (NBD), Nation Digital Division, (NDD), the e engine, dubbed the future of the organization. Nation Media Group Limited is the holding company and is run by the Chief Executive Officer. Under his are Managing Directors who run the SBUs. Departments are managed by General Managers.

Nation Broadcasting Division has several broadcasting stations: In Kenya, it operates 2 television stations *NTV*, *QTV* and two radio stations *Nation FM* and *QFM*. In Uganda it operates one television station - *NTV U*, the number one station in Uganda and a radio station, *KFM*. In Rwanda, it operates a radio station Radio, *KFM* through its subsidiary Nation Holdings Rwanda, to meet the needs of the youngest EA member. In Tanzania, the Groups' subsidiary, Mwananchi Communications Ltd, publishes the *Citizen*, *Mwanachi* and *Mwanaspoti*. The Ugandan Subsidiary, The Monitor Communication Ltd publishes the *Daily Monitor* publication.

#### **2.4 Customer Focus and Efficiency in Service Delivery at Nation Media Group**

Customer focus is the degree to which a firm continuously satisfies customer needs and expectations. A successful organization recognizes the need to put the customer first in every decision made (Quality, 1995). It places the customers at the Centre of business operations and listens to their needs. The key to quality management is to maintain a close relationship with the customer in order to fully determine his needs, as well as to receive feedback on the extent to which those needs are being met. The customer should be closely involved in the product design and development process with input at every stage of the process so to lessen the likelihood of quality problems once full production begins (Flynn et al, 1994). Deming (1986) suggested that the customer is the most important part of the production line; product should be aimed at the needs of the customer.

Obtaining customer complaint information means to seek opportunities to improve product and service quality. Based on customer complaint information, focus is on the vital few serious complaints that demand an in depth of cause and remedy (Gryna & Juran, 1993). To improve efficiency in customer focus efforts, customer complaints should be treated with top priority. Records and analyses of customer complaint reports furnish useful product control information, such information reflects the effectiveness of control programs and highlights conformities upon which corrective active must be initiated (Feigenbaum, 1991). Customer satisfaction surveys can be used to take immediate action on customer complaints, identify problems requiring generic corrective action and provide a quantitative measurement of customer satisfaction (Juran & Gryna,

2003). The ultimate measure of company performance is customer satisfaction, which may very well predict the future success or failure of an organization (Kanji & Asher, 1993). It is very important to find customer satisfaction and customer perception of quality. The insights gained can clearly help the organization enhance efficiency in service delivery.

## **2.5 Leadership and Efficiency in Service Delivery at Nation Media Group**

Top management leadership and assurance of quality is traditionally considered one of the powerful forces behind quality management (Dijk & Schalk, 2005). Leadership is the ability to persuade other people to set aside their individual concerns and pursue a common and collectively desirable goal (Gordon and Hogan, 1994). Effective leadership empowers employees by giving them a sense of pride and belonging and ownership of their organization (Bergman & Klefsjo, 2003). Top management should assume a leadership role and commit strongly and actively to it, act as its driver, creating values, goals and systems to satisfy customer expectations and to improve an organization's performance (Juran, 1988). It is therefore empirical that top management provides an environment and resources that support the growth of every employee in the organization regardless of their levels (Brashier, 2005).

Top management leadership is likely to build, uphold and support an organizational context that leads to high organizational performance, individual development, and organizational learning. Management acts as the driver for creating values, goals and systems to satisfy customer expectations and to improve an organization's performance (Ahire, Golhar & Waller, 1996; Dale & Plunkett, 1990; Huq, 2005; Juran, 1988; Rad, 2006). Its commitment is crucial for a company's quality development since, with their support and contributions, sufficient resources will be allocated to enhance the training activities resulting in better quality measurement, improved customer satisfaction and benchmarking.

Lack of top management commitment, which is associated with lack of critical resources and poor leadership, and whose end result is poor employee empowerment and motivation tops the list of four factors that inhibit successful implementation of any quality

management Arshida & Agil (2012) and refers to them as barriers. The second is poor or weak organizational vision and mission statement that dilutes employee's efforts in quality program. Third is government influence that is associated with bureaucracy and other low systems, and lastly, lack of favorable quality policy or low government support of quality programs which makes it a challenge to adopt and implement quality initiatives.

## **2.6 Employee Involvement and Efficiency in Service Delivery at Nation Media Group**

Gibbons (2006) defined employee involvement as a heightened emotional connection that an employee feels for his or her organization that influences him or her to exert greater discretionary effort to his or her work. Managers in all industries have made employee involvement a hot button issue because of growing evidence that engagement has a positive correlation with the individual, group and organizational efficiency in areas of productivity, retention, turnover, customer service and loyalty (Ketter, 2008). While great achievements can be reached through investments in technology and infrastructure, the most dramatic improvements are achieved through people (Fahad, 2005). Positive participation should be reinforced through reward and recognition to encourage such employees to remain committed to what they do.

Although management leads in quality management processes, every employee is responsible for quality output. In a media context, Lauter (2006) noted strong personal relationships, high degree of participation and the necessity for strict deadlines. This is confirmed by Herber, (2002), Memela (2008) Verster, (2010) that strong personal relationships could facilitate improved quality in all process involved in producing newspapers, fulfilling their unique role in society by informing, educating and rallying their demarcated piece of society as well as reflecting its opinion and shaping it to reach the primary goal of journalism. Miller (1995) noted that majority of employees saw improved relationships and communication within the company. These media employees felt that their opinions were held at higher esteem, which then directly translated to higher

customer satisfaction. ISO Practices in Perry's Printing industry showed overall positive results when the basic principles were carried out. Employee involvement is critical because their efficiency is relevant to the financial result (Deming, 1986; Garvin, 1988; Imai, 1986; Juran 1989; Lingle & Scheimann, 1996).

Organizations that embrace employee involvement may evidence a more motivated human resource structure and the quest for continuous improvement is a natural event, leading to customer satisfaction. Other benefits from ISO 9000 that have been recognized by organizations include increased product quality, increased quality awareness among employees, improved organization image, increased customer satisfaction as reported in a survey of Vietnam Productivity Centre (VPC) from 2006 to 2008 (Le Minh Tam, 2010).

## **2.7 Continuous Improvement and Efficiency in Service Delivery at Nation Media Group**

Continuous improvement is a powerful concept related to the pursuit of the never-ending improvement in meeting external and internal customer needs (Taylor & Wright, 2003; Schalk & Dijk, 2005). It is the philosophy of improvement initiatives that increases success and reduces failure and must be integrated into the management of all systems and processes (Walsh, Hughes and Maddox, 2002; Vouzas and Psychogios, 2007). Continuous improvement is seen as an important complement to more radical, step-change forms of innovation. It involves a companywide process of enabling a continuing stream of focused incremental innovation. It has found particular application in recent years in the area of quality improvement, but the principle can be applied to many other divisions of business performance (Bessant, Harding and Webb, 1994). Kanji points out that continuous improvement require management by facts and commitment of all employees with an emphasis on teamwork to promote a bottom-up thrust for quality improvement (Kanji, 1998). The media is continuously evaluating this construct, a fact that is supported by Media and Society Foundation who have collaborated with International Standard and Accreditation Services (ISAS) to develop two media quality management standards based on ISO 9001: 2000 – ISAS BC 9001 for broadcasters and internet content providers, and P9001 for the print press ([www.isas.org](http://www.isas.org)).

The two systems aim to contribute significantly to better governance within both the media itself and the society as a whole and also evaluate the information or entertainment has been produced by a company which respects universally recognized professional standards and ethical values (Media Society Foundation, 2008).

## **2.8 Theoretical Framework**

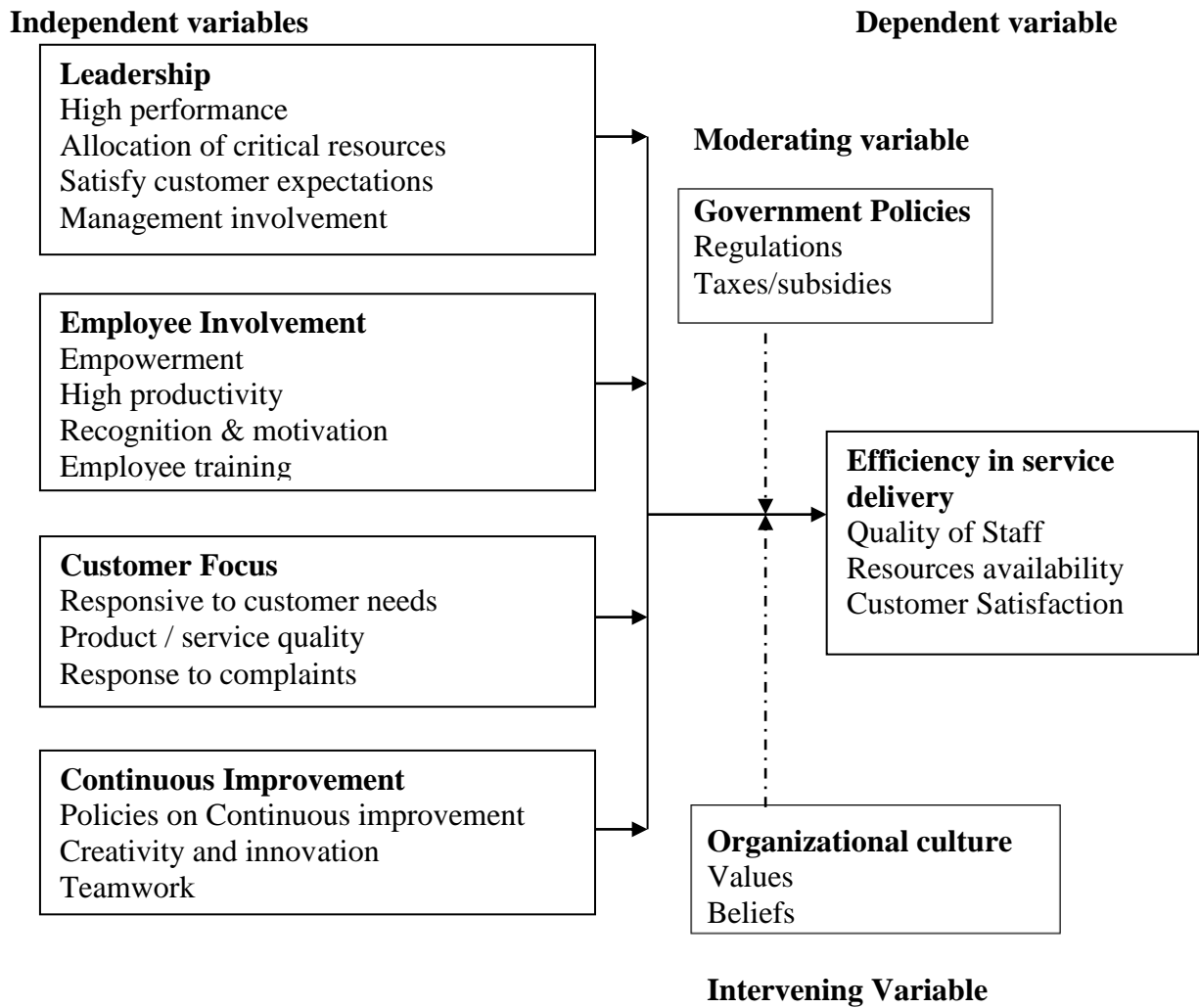
This study shall be guided by the Deming Philosophy summarized in fourteen points. It is also known as the theory of Total Quality Management. Deming's theory of profound knowledge is a management philosophy grounded in systems theory. It is based on the principle that an organization is a system of interrelated processes and people. The success of all employees within the system is dependent on management's capability to orchestrate the delicate balance of each component for optimization of the entire system (Bowen, 2010). The system of profound knowledge is based on understanding and appreciating every component of the system, ie the company's processes, variation knowledge to understand occurrence of variation and their causes, knowledge theory to understand quality programs and psychology knowledge to understand human nature. This translates to the common thread of the quality process where top management should involve the employees of the organization (Kaplan and Norton, 2001; Zahirul, 2003). Employee involvement is critical because their efficiency is relevant to the financial results (Imai, 1986; Garvin, 1988; Juran,1989; Lingle and Scheimann,1996). A more motivated human structure and the quest for continuous process improvement will be a natural event that will lead to customer satisfaction (Bowden and Dean, (1994) and ultimately a greater customer loyalty.

Quality management principles might address the dilemma of managing quality of media products and the quality of processes implemented in media organizations (Albaran, 2006) due to among other factors, the emphasis ISO 9001 places on the involvement of all role-players in the quality management process. This is because management is a

comprehensive approach to improve competitiveness, effectiveness and flexibility through planning, organizing and understanding each activity (De Coning, 2009). Although management leads the processes, every employee is empowered to deliver to quality output.

## **2.9 Conceptual Framework**

In this study, the dependent variable is efficiency while the independent variables are the factors influencing efficiency in service delivery: customer focus, leadership, employee involvement and continuous improvement. Leadership has four indicators namely high performance, allocation of critical resources, satisfaction of customer expectations and management involvement. Leadership factors are hypothesized to influence efficiency in service delivery at Nation Media Group. Employee involvement also has four indicators. They include empowerment, high productivity, recognition & motivation and employee training. These are expected to influence efficiency in service delivery at Nation Media Group. Customer focus was measured using three indicators namely responsiveness to customer needs, product/service quality and response to complaints. Customer focus factors are conceptualized to influence efficiency in service delivery at Nation Media Group. Continuous improvement factors were operationalized using three indicators. They included policies on continuous improvement, creativity & innovation and teamwork. Continuous improvement factors are expected to influence efficiency in service delivery at Nation Media Group. The variables and their relationship are shown in Figure 2.1.



**Figure 2.2**

**Conceptual Framework**

## **2.10 Research Gap**

Previous studies have focused on diffusion of ISO certifications (Rodrigues, Sampaio, and Saraiva, 2009; Casadesús, Karapetrovic & Saizarbitoria, 2010) without much regard to the influence ISO principles have had on the efficiency of organizations. Studies on customer focus have concentrated on ways to achieve customer satisfaction (Kanji & Asher, 1993) dealing with customer complaints (Gryna & Juran, 1993) and predicting performance based on customer feedback (Feigenbaum, 1991). Studies on leadership have focused on quality management (Dijk & Schalk, 2005) ownership of the organization (Bergman & Klefsjo, 2003) and resources to support growth of employees (Brashier, 2005). It has also looked into barriers of successful implementation of any quality management (Arshida & Agil, 2012). Literature on employee involvement show previous studies has dwelt on employee engagement (Ketter, 2008) and role of people in an organization (Fahad, 2005). Other studies have focused on the role of strong personal relationships (Lauter, 2006; Herber, 2002; Memela, 2008; and Verster, 2010). Studies on continuous improvement have examined the essence of meeting external and internal customer needs (Taylor & Wright, 2003; Schalk & Dijk, 2005) and have emphasized on teamwork in an organization (Kanji, 1998). Previous studies have also underlined philosophy of improvement which must be integrated into the management of all systems and processes in an organization (Walsh, Hughes & Maddox, 2002; Vouzas & Psychogios, 2007). These studies have looked into factors related to ISO principles in isolation without considering how all of them combined would influence efficiency in service delivery in an organization. This is the research gap that this study sought to bridge.

## **CHAPTER THREE**

### **RESEARCH METHODOLOGY**

#### **3.1 Introduction**

This chapter describes the methods used to provide answers to the research questions. It focused on research design, sampling procedure, data collection methods, validity and reliability of research instruments, data analysis techniques as well as all operational definition of variables used. Finally, it also discussed ethical issues that will be addressed in the course of study.

#### **3.2 Research Design**

The research employed a case study design. Mugenda and Mugenda (2003) define a case study as an in-depth investigation of an individual institution or phenomenon. Kothari (2000) supports the definition and describes a case study as a powerful form of qualitative analysis that involves careful and complete observation of the unit under study regardless of what type of unit it is. It is against this background that a case study design was chosen as it enabled the researcher to have an in-depth understanding of the facts of ISO 9008at Nation Media Group. The design was also chosen because the researcher may not have any control over the variables under study.

#### **3.3 Target Population**

The study targeted 52 respondents who comprised one chief executive, 14 senior managers, 12 heads of departments and 25 heads of sections at Nation Media Group Limited head office. The targeted respondents were the organization's policy and decision makers, and also they have the organization's ISO history due to their length of service in the company.

#### **3.4 Sample Size and Sampling Procedure**

Kothari (2004) stated that when the population is a small one, there is no use of resorting to a sample survey. Census, according to him, is a complete enumeration of all items

in the population is known as a census survey. Kothari supports census as a means of collecting data from small target populations to provide reliable findings. This study therefore, conducted a census survey due to its size of the population. The researcher conducted an interview for the nine top executives while questionnaires were administered to the remaining 43 composed of senior managers, heads of departments and heads of sections.

**Table 3.1**  
**Population Frame**

<b>Level in Management</b>	<b>Number of Managers</b>
Group Chief Executive Officer	1
Directors	7
General Managers	7
Heads of Departments	12
Heads of Sections	25
<b>Total Management</b>	<b>52</b>

Source: Nation Media Group (2016)

### **3.5 Research Instruments**

Two instruments were used as primary data collection tools for this study. The first one was a personal interview scheduled between the researcher, the chief executive and the directors. The researcher scheduled interview sessions aimed at obtaining answers to structured questions that she had prepared beforehand. Feedback was written in the course of the interview.

The second tool was a questionnaire. The questionnaire contained six sections of structured and unstructured questions. For consistency, questions were systematic and

pre-determined, and presented in the same format to all respondents. Section A sought information on respondents' demographics; Section B entailed questions on leadership in efficiency in organizations. Section C captured questions on employee involvement in efficiency in organizations; Section D on customer focus on efficiency in organizations and Section E on continuous improvement on efficiency in service delivery. Lastly, Section F sought answers for questions on the dependent variable.

### **3.5.1 Pretesting of Research Instruments**

A pretest study of the questionnaire was carried out a week prior to the main study. The purpose of pretesting is to ascertain the quality of the research instrument. Allan and Emma (2011) point out that the quality of research outcome is determined by the quality of instruments quality. The researcher used in-house ISO champions so that through their indulgence in pretesting, relevance was determined, inconsistencies were removed, clarity on wording sought, typographic errors corrected and any other necessary revisions were made to help obtain relevant and appropriate responses to the study (Mugenda & Mugenda, 2003).

### **3.5.2 Validity of Research Instruments**

Dowling (2004) refers to validity in research as how accurately a study answers the study question or the strength of the study conclusions. It helps the researcher to confirm that the questionnaire items give the desired outcomes. Mugenda & Mugenda (2003) agrees that validity has to do with how accurately the data obtained in the study represents the variables. Content validity was utilized by ensuring that the questionnaire had relevant questions that answered the research questions. This was achieved by having my research supervisor scrutinize the questionnaire and the structured questions for the personal interview.

### **3.5.3 Reliability of Research Instruments**

A research instrument is reliable if it has two aspects: stability and equivalence (Donald & Delno, 2006). If an instrument accurately assesses what it ought to and gives consistent

results after repeated measurements of the same object, then it is reliable. This study employed internal consistency reliability which is measured by Cronbach alpha: a test of internal consistency that is frequently used to calculate the correlation values among the answers on an assessment tool. A threshold of 0.7 and above for Cronbach alpha value is recommended for a reliable research instrument.

### **3.6 Data Collection Procedures**

After successfully defending the proposal, the researcher applied and obtained a research permit from National Commission of Science, Technology and Innovation and later embarked on data collection by hand delivering the questionnaires. This gave the researcher an opportunity for a face to face interaction with the respondents. She hand-delivered the questionnaires to the selected top, senior, middle and supervisory management teams and collected them after one week, which was sufficient time for their responses.

### **3.7 Data Analysis Techniques**

Data analysis was done in four phases: clean up, reduction, differentiation and explanation. Clean up means editing, coding and tabulating in order to detect any anomaly. Descriptive statistics were used to analyze data by utilizing means, modes and standard deviations in line with the research objectives. Correlation analysis was used to determine the strength between the independent variables and the dependent variable. The results were presented in form of Tables. Computer software tools Statistical Package for Social sciences (SPSS) and MS Excel were used in carrying out the analysis from the quantitative data collected using the questionnaires.

### **3.8 Ethical Issues**

Ethical considerations were based on the basic aspects identified as important components of social considerations (Oliver, 2008). To collect data, the researcher obtained a research permit from the National Commission of Science, Technology and Innovation, under the umbrella of Ministry of Education, Science and Technology. She then wrote a letter of

transmittal that informed respondents that the information collected was purely for academic purposes only. The respondents were assured that the information gathered through this research would remain confidential; therefore, she implored them to provide the requested information truthfully.

### 3.9 Operationalization Definitions of Variables

Operational definition of independent, dependent and operating variables are shown in Table 3.2.

**Table 3.2**

#### Operationalization of Variables

Objectives	Variable	Indicators	Measurement Scale	Analysis Tool
To determine the extent to which customer focus influences efficiency at Nation Media Group.	Customer Focus	<ul style="list-style-type: none"> <li>• Understanding current and future needs</li> <li>• Listening to Customers</li> <li>• Response to complaints</li> <li>• Customer satisfaction surveys</li> </ul>	Ordinal / Nominal	Descriptive Statistics
To determine the extent to which leadership influences efficiency at Nation Media Group	Leadership	<ul style="list-style-type: none"> <li>• Creating sustainable quality goals</li> <li>• Staff training &amp; development</li> <li>• Empowering staff</li> <li>• Availing resources</li> <li>• Hiring qualified staff</li> </ul>	Ordinal / Nominal	Descriptive/ Inferential statistics
To determine the influence of employee involvement in efficiency at Nation Media Group.	Employee Involvement	<ul style="list-style-type: none"> <li>• Involvement in decision making</li> <li>• Recognition and motivation</li> <li>• Quality output</li> <li>• Improved corporate image</li> </ul>	Ordinal / Nominal	Descriptive/ Inferential statistics
To determine the influence of continuous improvement on efficiency at Nation Media Group.	Continuous Improvement	<ul style="list-style-type: none"> <li>• Increased success stories</li> <li>• Innovation and creativity</li> </ul>	Ordinal / Nominal	Descriptive/ Inferential statistics
Efficiency in service delivery	Efficiency	<ul style="list-style-type: none"> <li>• Waste reduction / elimination</li> <li>• Minimization of error</li> <li>• Increased output</li> <li>• Quality output</li> </ul>	Nominal	Descriptive /Inferential

## CHAPTER FOUR

### DATA ANALYSIS, INTERPRETATION AND DISCUSSION OF FINDINGS

#### 4.1 Introduction

This chapter presents analysis of data and presents data in tables and figures. Interpretation and discussion of study findings is done according to study themes in line with the study objectives. The purpose of the study was to investigate the influence of ISO principles in efficiency in service delivery at Nation Media Group Limited.

#### 4.2 Response Rate

The researcher administered 43 questionnaires to the respondents. Out of 43 questionnaires, 35 were filled and returned. This translated to a response rate of 81.4% which was considered appropriate for analysis and making conclusions. The researcher targeted 9 interviews and managed to conduct 6 interviews. This translates into a response rate of 66.7%, which was also considered adequate for analysis and making conclusions, consistent with Mugenda and Mugenda (2003) that a response rate of 60% is good and 70% and above is excellent. Table 4.1 presents the rates.

**Table 4.1**

#### **Response Rate**

Instrument	Sample	Response	Response rate
Questionnaire	43	35	81.4
Interview Schedule	9	6	66.7
Total	52	41	78.8

### 4.3 Demographic Characteristics of the Respondents

The study sought to establish the background information of respondents. This included their length of service at Nation Media Group. The results are shown in Table 4.2. This information helped the researcher understand the respondents better and validate their suitability for being participants in this study.

**Table 4.2**

**Duration worked at Nation Media Group**

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Length of Service	Frequency	Percent
Below 3 years	4	11.4
3-6 years	3	8.6
7-10 years	9	25.7
11-14 years	6	17.1
15 years and above	13	37.1
Total	35	100.0

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Table 4.2 shows that 37.1% of the respondents had worked at Nation Media Group for 15 years and above while 25.7% had worked in the company for 7-10 years. Respondents who indicated that they had worked at Nation Media Group for 11-14 years were 17.1% while those who indicated that their duration working for the company as below 3 years were 11.4%. This implies that most of the respondents (54.2%) in this study had the requisite information regarding the ISO 9001:2008 Quality Management principles under study having worked in the organization for over 10 years.

The researcher further sought to establish the respondents' highest level of education. The results are as indicated in the Table 4.3.

**Table 4.3****Highest level of education**

Level of Education	Frequency	Percent
First degree	12	34.3
Masters degree	20	57.1
Missing	3	8.6
Total	35	100.0

These results indicate that majority of the respondents (62.5%) had a Masters degree while 37.5% had first degree. This implies that the respondents are highly educated hence well placed to provide information sought in this study.

This study sought to know the respondents' category in management in the organization. Table 4.4 presents the results.

**Table 4.4****Management Category**

Category Staff	Frequency	Percent
Senior management	6	17.1
Middle management	26	74.3
Other	1	2.9
Missing	2	5.7
Total	35	100

The results in Table 4.4 show that the majority of respondents (78.8%) indicated their management category as middle management while 18.2% indicated senior management. The results show that the study focused on employees in the middle and senior

management level who are normally concerned with strategies and policies of an organization.

The study sought to establish respondents' distribution by age. The results are shown in Table 4.5.

**Table 4.5**

**Age Bracket of Respondents**

<b>Age bracket</b>	<b>Frequency</b>	<b>Percent</b>
31-35 years	7	20
36-40 years	9	25.7
Above 40 years	19	54.3
Total	35	100

The results in Table 4.5 show that majority of the respondents (54.3%) were aged above 40 years while 25.7% of the respondents were aged 36-40 years. This implies that most respondents were mature respondents as confirmed by their length of service in the organization.

#### **4.4 Influence of ISO Principles on Efficiency in Service Delivery**

This section presents results on influence of ISO principles on efficiency. Customer focus, employee involvement, continuous improvement and leadership measure ISO principles as presented in the section that follow.

##### **4.4.1 Customer Focus and Efficiency in Service Delivery**

The study sought to determine the extent that customer focus influences efficiency in service delivery. Respondents were asked to rate statements in regard to customer focus using a likert scale of 1-5 where 1 was 'not at all' and 5 was 'to a great extent'. The results are shown in Table 4.6.

**Table 4.6****Customer Focus and Efficiency in Service Delivery**

Statement	Mean	Std. Deviation
Customer needs and expectations are at the top of Nation Media Group's agenda.	3.79	1.111
Nation Media Group uses customer requirements and expectations as the basis for quality.	3.70	1.015
Processes in Nation Media Group are designed/ improved based on customers' requirements.	3.69	1.014
There is an effective system for solving customer complaints.	3.25	1.118
Nation Media Group is in close contact with its customers and other stakeholders.	3.58	1.091
We always make a quick response upon inquiry.	3.12	.893
Our customers give us feedback on quality and delivery performance.	3.45	1.121
Nation Media Group regularly carries out external customers' satisfaction survey.	2.88	.893
Nation Media Group's top management makes strategic quality planning based on customer's requirements.	3.58	1.146
Nation Media Group has an effective contingency plan to ensure normal operations are not interrupted.	3.79	1.219

Results in Table 4.6 show that to a moderate extent customer needs and expectations are at the top of Nation Media Group's agenda ( $M = 3.79$ ,  $SD = 1.111$ ) and has an effective contingency plan to ensure normal operations are not interrupted ( $M=3.79$ ,  $SD=1.219$ ). The results also show that Nation Media Group regularly carries out external customers' satisfaction survey to a little extent ( $M=2.88$ ,  $SD=.893$ ). This implies that Nation Media Group priorities are on customer needs and expectations, customer requirements and normal operations of the organization.

#### 4.4.2 Employee Involvement in Service Delivery

The study sought to determine the extent that employee involvement influences efficiency in service delivery. Respondents were asked to rate statements in regard to employee involvement using a likert scale of 1-5 where 1 was ‘not at all’ and 5 was ‘to a great extent’. The results are shown in Table 4.7.

**Table 4.7**

#### **Employee Involvement and Efficiency in Service Delivery**

Statement	Mean	Std. Deviation
Employees are encouraged to participate in making decisions pertaining quality.	3.29	.799
There is delegation of authority to the employees.	3.50	.961
Quality related training is given to employees throughout the organization.	3.00	.921
Reward system is based on teamwork and individual performance.	3.35	1.012
Employees are recognized with monetary incentives for superior quality performance.	3.18	1.058
Employees are recognized with nonmonetary incentives for superior quality performance.	2.91	.965
Employees work in a safe working environment.	3.65	1.203

The results in Table 4.7 show that to a moderate extent there is delegation of authority to the employees (M=3.50, SD=.961) and employees work in a safe working environment (M=3.65, SD=1.203).The study revealed that working environment and delegation of authority to the employees are critical elements of employee involvement at Nation Media Group.

### 4.4.3 Continuous Improvement in Service Delivery

The study sought to determine the extent that continuous improvement influences efficiency in service delivery. Respondents were asked to rate statements in regard to continuous improvement using a likert scale of 1-5 where 1 was 'not at all' and 5 was 'to a great extent'. The results are shown in Table 4.8.

**Table 4.8**  
**Continuous Improvement in Service Delivery**

Statement	Mean	Std. Deviation
Nation Media Group top management supports a long-term quality improvement programs.	3.82	.904
Nation Media Group's top management provides the necessary resources and infrastructure for continuous improvement programs.	3.47	.961
Employees participate in continuous improvement decisions.	3.12	.880
Management gives feedback to employees on their quality performance.	3.29	1.001
Management creates a climate for creativity and learning.	3.12	.880
Continuous improvement of processes is carried out through teamwork.	3.29	.871
There are explicit work place policies to assist in continuous improvement.	3.38	.817

The results in Table 4.8 show that to a moderate extent Nation Media Group top management supports a long-term quality improvement programs (M=3.82, SD=.904) and Nation Media Group's top management provides the necessary resources and infrastructure for continuous improvement programs (M=3.47, SD=.961). The results

imply that top management support, resources and infrastructure as well as explicit work place policies are critical for long-term quality improvement programs at Nation Media Group.

#### 4.4.4 Leadership and Efficiency in Service Delivery

The study sought to determine the extent that leadership influences efficiency in service delivery. Respondents were asked to rate statements in regard to leadership using a likert scale of 1-5 where 1 was ‘not at all’ and 5 was ‘to a great extent’. The results are shown in Table 4.9.

**Table 4.9**

#### **Leadership and Efficiency in Service Delivery**

Statement	Mean	Std Deviation
Quality is a strategic priority by leadership.	3.69	1.210
Management constantly seeks and adopts successful practices.	3.42	1.062
Management is committed to hiring based on quality performance.	3.67	1.051
Management is committed to pay for performance.	3.09	1.011
Key staff are involved in quality planning.	3.39	1.144
Commitment to quality staff training and development.	3.12	.893
Recognition of key talent and quality performance.	3.39	1.029
Management is open to ideas and suggestions.	3.39	1.088

Results from Table 4.9 indicate that to a moderate extent, quality is a strategic priority by leadership (M=3.69, SD=1.210) and management constantly seeks and adopts successful practices (M=3.42, SD=1.062). The results also show that to a moderate extent management is committed to hiring based quality performance (M=3.67, SD=1.051). The results imply that leadership at Nation Media Group focused on ensuring quality performance from its staff and adopted successful practices to deliver services.

#### 4.4.5 Efficiency in Service Delivery

The study sought to determine the efficiency in service delivery at Nation Media Group. Respondents were asked to rate statements in regard to efficiency using a likert scale of 1-5 where 1 was 'not at all' and 5 was 'to a great extent'. The results are shown in Table 4.10.

**Table 4.10**

#### **Efficiency in Service Delivery**

Statement	Mean	Std. Deviation
Customer feedback has been used to improve customer experience.	3.88	1.008
Resources and infrastructure has resulted to continuous improvement.	3.41	.957
Investment in employee welfare has improved employee satisfaction.	3.21	1.008

The results in Table 4.10 show that to a moderate extent customer feedback has been used to improve customer experience (M=3.88, SD=1.008). The results also show that resources and infrastructure has resulted to continuous improvement (M=3.41, SD=.957) while investment in employee welfare improved employee satisfaction also to a moderate extent (M=3.21, SD=1.008). These results imply that customer feedback and resources play a critical role in efficiency of Nation Media Group hence are focal point in improving service delivery.

#### 4.5 Correlation Analysis Results

Correlation analysis was done to establish the relationship between the independent variables; customer focus, employee involvement, continuous improvement and leadership and dependent variable efficiency. If the correlation coefficient is closer to zero, the correlation between the variables is weak. If the correlation coefficient is closer

to one, the correlation between the variables is strong. In addition, a positive correlation coefficient shows a direct relationship between the variables while a negative correlation coefficient shows an inverse relationship. These results are presented in Table 4.11.

**Table 4.11**

**Correlation Analysis Results**

		Customer focus	Employee involvement	Continuous improvement	Leadership	Efficiency
Customer focus	Pearson Correlation	1	.546**	.769**	.754**	.741**
	Sig. (2-tailed)		.001	.000	.000	.000
	N	35	35	35	35	35
Employee involvement	Pearson Correlation	.546**	1	.575**	.567**	.532**
	Sig. (2-tailed)	.001		.000	.000	.001
	N	35	35	35	35	35
Continuous improvement	Pearson Correlation	.769**	.575**	1	.839**	.907**
	Sig. (2-tailed)	.000	.000		.000	.000
	N	35	35	35	35	35
Leadership	Pearson Correlation	.754**	.567**	.839**	1	.785**
	Sig. (2-tailed)	.000	.000	.000		.000
	N	35	35	35	35	35
Efficiency	Pearson Correlation	.741**	.532**	.907**	.785**	1
	Sig. (2-tailed)	.000	.001	.000	.000	
	N	35	35	35	35	35

The results show that there was a strong positive correlation between efficiency and customer focus ( $r=.741$ ,  $p=.000$ ). The results imply that a positive increase in efficiency will lead to a positive increase in customer focus. This direct relationship is strong as shown by the correlation coefficient that is closer to 1. The results also show that there was a moderate positive correlation between efficiency and employee involvement ( $r=.532$ ,  $p=.001$ ). These results imply that a positive increase in efficiency will lead to a positive increase in employee involvement. This direct relationship is moderately strong as shown by a correlation coefficient that is slightly above 0.5. Findings in Table 4.11 also show that there was a very strong positive correlation between continuous improvement and efficiency ( $r=.907$ ,  $p=.000$ ). This implies that a positive increase in efficiency will lead to a positive increase in continuous improvement. This direct relationship is very

strong as shown by correlation coefficient that is very close to 1. Leadership was also positively correlated to efficiency ( $r=.785$ ,  $p=.000$ ). The results imply that a positive increase in leadership will lead to positive increase in efficiency. This direct relationship is strong as shown by a correlation coefficient that is closer to 1.

#### 4.6 Regression Analysis Results

Multiple regression analysis was conducted to determine the relationship between the independent variables which are customer focus, leadership, employee involvement and continuous improvement against the dependent variable, efficiency in service delivery, at Nation Media Group. A statistical model was generated. These results are shown in Table 4.12.

**Table 4.12**

##### Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.910 <sup>a</sup>	.828	.805	.43511

**Predictors:** Leadership, Employee involvement, Customer focus, Continuous improvement

According to the model summary, the predictors explained 80.5% of change in the dependent variable (Y). The dependent variable is efficiency and the independent variables or predictors are leadership, employee involvement, customer focus, and continuous improvement.

ANOVA was used to test the fitness of the regression model used in this study. A statistically significant F value shows that the model was fit while F value that is not statistically significant shows that the model was not fit for the study. Table 4.13 shows that results.

**Table 4.13****ANOVA Table**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	27.320	4	6.830	36.077	.000 <sup>b</sup>
	Residual	5.680	30	.189		
	Total	33.000	34			

The ANOVA table shows that F value was statistically significant. This implies that the model used for analysis was fit ( $F=36.077, p<0.05$ ).

The coefficients table presents the contribution of each independent variable to the dependent variable. The findings are shown in Table 4.14.

**Table 4.14****Coefficients Table**

Model		Unstandardized		Standardized	t	Sig.
		Coefficients				
		B	Std. Error	Beta		
1	(Constant)	7.390	.074		.000	1.000
	Customer focus	.096	.128	.094	.747	.461
	Employee involvement	-.004	.067	-.006	-.060	.953
	Continuous improvement	.797	.152	.797	5.231	.000
	Leadership	.050	.150	.049	.331	.743

a. Dependent Variable: Efficiency

Table 4.14 shows that customer focus contributed to efficiency by a factor of 0.096 if all the other variables were to be held constant. This contribution however was not statistically significant ( $\beta=.096, p=.461$ ) which is also confirmed by t test results of 0.741. If the other variables were to be held constant, employee involvement would contribute to efficiency by a factor of -0.004. However, this contribution was not statistically significant ( $\beta=-0.004, p=.953$ ) and these results are confirmed by a t test result of -0.06. Continuous

improvement positively contributes to efficiency by a factor of .797. This contribution was statistically significant ( $\beta=.797$ ,  $p=.000$ ) and these results are confirmed by a t test result of 5.231. Leadership positively contributes to efficiency. However, this contribution was not statistically significant ( $\beta=.050$ ,  $p=.743$ ) and these results are confirmed by a t test result of 0.331. These results imply that although all the other ISO principles are important, continuous improvement has the most significant influence on efficiency.

#### **4.7 Discussion of Findings**

The discussion of findings was done as per the study objectives are outlined below.

##### **4.7.1 Customer Focus and Efficiency**

The findings of this study have demonstrated that Nation Media Group priorities are on customer needs and expectations, customer requirements and normal operations of the organization. These findings are in agreement with Juran and Gryna (2003) who emphasized customer satisfaction as a measure of organizational performance. The findings also agree with Feigenbaum (1991) who stressed on the need to conform to customer requirements and use customer feedback for corrective action. These findings are also congruent with observations held by Kanji and Asher (1993) who argued that customer satisfaction may as well predict the future success or failure of an organization. They noted that customer satisfaction is very important and that insights gained on customer perception of quality can clearly help the organization improve service delivery.

##### **4.7.2 Employee Involvement and Efficiency**

The study revealed that working environment and delegation of authority to the employees are critical elements of employee involvement at Nation Media Group. Employee involvement has a positive correlation with the individual, group and organizational efficiency in areas of productivity, retention, turnover, customer service and loyalty. These results are in agreement with the findings of Ketter (2008). More focus should be placed employee welfare shows that the organization as it is through them that most dramatic improvements are achieved through people. This shows the need to encourage positive participation through reward and recognition for employees to remain committed to their

work, and to recognize them for both individual and team achievements so that they are satisfied and motivated. The findings also emphasize the role that employees play in an organization and the essence of involving them. This is in line with arguments by Fahad (2005) who observed that the most dramatic improvements are achieved through people hence the need to encourage positive participation through reward and recognition.

#### **4.7.3 Leadership and Efficiency**

The results imply that leadership at Nation Media Group focused on ensuring quality performance from its staff and adopted successful practices to deliver services. Effective leadership empowers employees by giving them a sense of pride and belonging as well as ownership of their organization. The top management staff at Nation Media Group provides leadership hence are responsible to ensure quality in services delivery. This is in line with an argument by Brashier (2005) who observed that top management support is critical, as they are responsible for ensuring an environment and resources that support the growth of every employee in their organization regardless of their levels. The findings also agree with those of Rad (2006) who suggested that management acts as the driver for creating values, goals and systems to satisfy customer expectations and to improve an organization's performance. The top management commitment to quality is therefore crucial for an organization's quality development since with their support and contributions, sufficient resources will be allocated to enhance the training activities resulting in better quality services and improved customer satisfaction.

#### **4.7.4 Continuous Improvement and Efficiency**

The results imply that top management support, resources and infrastructure as well as explicit work place policies are critical for long-term quality improvement programs at Nation Media Group. The findings of this study agree with Taylor and Wright (2003) who saw the essence of pursuing never-ending improvement in meeting external and internal customer needs. The results are also in agreement with Schalk and Dijk (2005) saw continuous improvement as a good philosophy with initiatives that increase success and

reduce failure. The findings demonstrate that continuous improvement is system wide as it is entrenched in organizational policies. This is congruent with the recommendations by Walsh et al. (2002) and Vouzas & Psychogios (2007) continuous improvement must be integrated into the management of all systems and processes.

## **CHAPTER FIVE**

### **SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS**

#### **5.1 Introduction**

This final chapter represents the summary of the study, conclusions and recommendations. The findings are summarized in line with the objectives of the study. The independent variables: customer focus, leadership, employee involvement and continuous improvement were studied against the dependent variable which is efficiency in service delivery at Nation Media Group.

#### **5.2 Summary of Findings**

The purpose of this study was to determine the influence of ISO 9001:2008 management principles on efficiency in service delivery at Nation Media Group Limited. The principles under study were: customer focus, leadership, employee involvement and continuous improvement. The research employed a case study design, targeting 52 respondents who comprised one chief executive, 14 senior managers, 12 heads of departments and 25 heads of sections at Nation Media Group Limited head office. A census survey was conducted and data were collected through interview guides and questionnaires. The data were analyzed using descriptive and inferential statistics.

The study established that there was a strong positive correlation between customer focus and efficiency ( $r=.741$ ,  $p=.000$ ). This implies that there is a strong relationship that is statistically significant between customer focus and efficiency; therefore, customer focus influences efficiency in service delivery at Nation Media Group to a great extent.

Leadership was positively correlated to efficiency ( $r=.785$ ,  $p=.000$ ). This implies that there is a strong relationship that is statistically significant between leadership and efficiency; therefore, leadership influences efficiency in service delivery at Nation Media Group to a great extent.

The study also established that there was a moderate positive correlation between efficiency and employee involvement ( $r=.532$ ,  $p=.001$ ). This implies that the relationship between employee involvement and efficiency is not statistically significant; therefore employee involvement influences efficiency in service delivery at Nation Media Group to a small extent.

There was a very strong positive correlation between continuous improvement and efficiency ( $r=.907$ ,  $p=.000$ ). This implies that the relationship between continuous improvement and efficiency is statistically significant; therefore continuous improvement influences efficiency in service delivery at Nation Media Group to a very great extent.

In a nutshell, the study established that the predictors explained 80.5% of change in the dependent variable: efficiency, against the independent variables; customer focus, leadership, employee involvement and continuous improvement in service delivery at Nation Media Group Limited.

### **5.3 Conclusions**

The study concluded that Nation Media Group priorities are on customer needs and expectations, customer requirements and normal operations of the organization. The study concluded that working environment and delegation of authority to the employees are critical elements of employee involvement at Nation Media Group. This study also concluded that top management support, resources and infrastructure as well as explicit work place policies are critical for long-term quality improvement programs. The study further concluded that leadership at Nation Media Group focused on ensuring quality performance from its staff and adopted successful practices to deliver services. Customer feedback and resources play a critical role in efficiency at Nation Media Group, and they are the focal point in improving service delivery. This study concluded that although all the other ISO principles are important, continuous improvement has the most significant influence on efficiency.

#### **5.4 Recommendations**

On the basis of the findings obtained, this study recommends that Nation Media Group should put more emphasis in incorporating the four ISO Principles which are customer focus, employee involvement, leadership and continuous improvement in order to achieve maximum efficiency in service delivery.

Secondly, the specific focus on continuous improvement that was established at Nation Media Group should continue, as its impact on efficiency is immense.

The study recommends that other media houses should adopt ISO principles to enhance efficiency in their organizations.

#### **5.5 Suggestions for Further Research**

This study suggests that future scholars should consider further studies to:

1. Develop a framework for implementation of ISO Principles factoring in all the four critical elements to improve efficiency in organizations; and
2. Do a comprehensive comparative study of the influence of ISO principles on efficiency in service and manufacturing industries.

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## APPENDICES

### APPENDIX 1: INTRODUCTORY LETTER

Janet Murugi Njine Muketha

Email: [Murugi.janet@yahoo.com](mailto:Murugi.janet@yahoo.com)

22<sup>nd</sup> May 2016

Dear Respondent

**Re: Data Collection**

---

I am a Masters student at the School of Continuing and Distance Education at the University of Nairobi currently conducting a research study referenced above.

You have been selected as one of the respondents in this study to assist in providing the requisite data and information for this undertaking. I kindly request you to spare a few minutes to answer the attached questionnaire. The information you provide will be used for academic purposes only, will be treated with utmost confidentiality and will not be shared with anyone whatsoever. You may not write your name anywhere on the questionnaire.

Kindly respond to all questions with utmost honesty.

Thanking you most sincerely for your support.

Yours faithfully

Janet Murugi Njine Muketha

**Tel 0722 716 394**

## APPENDIX 2: INTERVIEW GUIDE

My name is Janet Murugi, a student undertaking Masters in Project Planning & Management at the University of Nairobi. Thank you for giving me this opportunity to talk to you about influence of ISO principles at Nation Media Group Ltd. I have questions on four thematic areas which are actually the ISO principles understudy in this research: Customer focus; leadership, employee involvement and continuous improvement. The session will take approximately 15 minutes.

-----

Your responses constitute part of my research paper that will be submitted to the School of Continuing Education at the University of Nairobi's graduate school. I therefore seek your consent to waive any claim to copyright to the matter so that I may publish it in a scholarly format or online.

I, the interviewee, understand the author will/will not maintain my anonymity as part of this interview.

\_\_\_\_\_  
Signature

\_\_\_\_\_  
Date

Name of Interviewee: \_\_\_\_\_

Location \_\_\_\_\_

Position of Interviewee: \_\_\_\_\_

Date of interview \_\_\_\_\_

### **General Information**

1. Has Nation Media Group benefitted since it sought ISO certification?
2. Has ISO 9000:2008 certificate influenced organization products?

### **Customer Focus**

1. Is Nation Media Group committed to satisfy its customers' requirements?
2. Does Nation Media Group measure customer satisfaction?
3. Is there coordination of communication between the Nation Media Group and its customers?
4. Are customers' requirements addressed in the product design procedures at Nation Media Group?

### **Leadership**

3. Do you feel that Nation Media Group offers good top management, leadership and employee involvement?
4. Does Nation Media Group have the ability to find the financial and human resources, which are necessary for improvement and maintaining the system?
5. Does management provide adequate financial, human and verification resources necessary to implement the system?
6. Are the quality policy and objectives identified and deployed in the entire organization?
7. Have quality responsibilities and authorities been defined and deployed in the entire organization?
8. Does management regularly review the work instructions?

### **Continuous Improvement**

1. Have you been attending training related to ISO 9000 quality management?
2. Are there any future training programs to the employees related to ISO quality?
3. Have work procedures and instructions been?
4. Do internal auditors do the internal audits in the specified periods?

5. Does Nation Media Group have a procedure for dealing with non-conforming products?
6. Does Nation Media Group use the appropriate technology in production of its products?

**Employee Involvement**

1. Is management satisfied with its employee empowerment program?
2. Are employees involved in decision-making?
3. Does Nation Media Group have a policy to recognize and reward performance?
4. Is teamwork encouraged?

Thank you for your time.

### APPENDIX 3: QUESTIONNAIRE

This questionnaire is designed to gather research information regarding ISO 9001:2008 Management Principles on efficiency in service delivery at Nation Media Group. The questionnaire has six sections. Kindly **do not** write your name on the questionnaire. For each section, please respond to all items using a tick ( ) or filling in the blanks where appropriate. All the information volunteered will be treated with utmost confidentiality.

#### Section A: Demographic Characteristics of Respondents

##### 1.1 Respondent's Particulars

(a) Title / designation

(b) How long have you worked at Nation Media Group

Below 3 years    3 – 6years    7 – 10 years    10 – 14 years    15 and above

(c) What is your highest level of education

First degree    Master's degree    PhD    Others (specify

\_\_\_\_\_

(d) Specify your management category

Senior Management    Middle Management    Other (Specify)

\_\_\_\_\_

(e) What is your age bracket

Below 25    26 – 30    31 – 35    36 – 40    Above 40

**Section B: Customer Focus**

**2.1 To what extent are the following customer focus approaches used at Nation Media Group?**

Scale:

5 = Great extent

4 = High extent

3 = Moderate extent

2 = Small

1= Not at all

	<b>Factor</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
1	Customer needs and expectations are at the top of Nation Media Group’s agenda.					
2	Nation Media Group uses customer requirements and expectations as the basis for quality.					
3	Processes in Nation Media Group are designed / improved based on customer requirements.					
4	There is an effective system for solving customer complaints.					
5	Nation Media Group is in close contact with its customers and other stakeholders.					
6.	We always make a quick response upon inquiry.					
7.	Our customers give us feedback on quality and delivery performance.					
8.	Nation Media Group regularly carries out external customers’ satisfaction survey.					
9.	Nation Media Group’s top management makes strategic quality planning based on customer’s requirements.					
10.	Nation Media Group has an effective contingency plan to ensure normal operations are not interrupted.					

## Section C: Employee Involvement

### 3.1 To what extent do the following employee involvement approaches apply?

Scale:

5 = Great extent

2 = Small

4 = High extent

1 = Not at all

3 = Moderate extent

2 = Small

1 = Not at all

	<b>Factor</b>	1	2	3	4	5
1	Employees are encouraged to participate in making decisions pertaining to quality.					
2	There is delegation of authority to the employees.					
3	Quality related training is given to employees throughout the organization					
4	Reward system is based on teamwork and individual performance.					
5	Employees are recognized with monetary incentives for superior quality performance.					
6.	Employees are recognized with nonmonetary incentives for superior quality performance.					
7.	Employees work in a safe working environment.					

## Section D: Continuous Improvement

### 4.1 To what extent are the following continuous improvement approaches applied?

Scale:

5 = Great extent

4 = High extent

3 = Moderate extent

2 = Small

1 = Not at all

	<b>Factor</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
1.	Nation Media Group top management supports a long-term quality improvement programs.					
2.	Nation Media Group's top management provides the necessary resources and infrastructure for continuous improvement programs					
3.	Employees participate in continuous improvement decisions.					
4.	Management gives feedback to employees on their quality performance.					
5.	Management creates a climate for creativity and learning.					
6.	Continuous improvement of processes is carried out through teamwork.					
7.	There are explicit work place policies to assist in continuous improvement.					

**Section E: Leadership**

**5.1 Specify to what extent the following leadership approaches are applied.**

Scale:

5 = Great extent

4 = High extent

3 = Moderate extent

2 = Small

1= Not at all

	<b>Factor</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
1	Quality is a strategic priority by leadership.					
2	Management constantly seeks and adopts successful practices.					
3	Management committed to hiring based quality performance.					
4	Management is committed to pay for performance.					
5	Key staff are involved in quality planning.					
6.	Commitment to quality staff training and development					
7.	Recognition of key talent and quality performance					
8.	Management is open to ideas and suggestions.					

## Section F: ISO Principles

### 6.1 Specify to what extent the following statements are true.

Scale:

5 = Great extent

4 = High extent

3 = Moderate extent

2 = Small

1 = Not at all

	<b>Factor</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
1.	Top Management supports a long – term quality improvement program.					
2.	Top Management provides the necessary resources and infrastructure for continuous improvement.					
3.	Employees participate in continuous improvement decision.					

**APPENDIX 4: RESEARCH PERMIT**

**THIS IS TO CERTIFY THAT:** **Permit No. : NACOSTI/P/16/36794/12776**  
**MS. JANET MURUGI MUKETHA** **Date Of Issue : 3rd August,2016**  
**of UNIVERSITY OF NAIROBI, 49010-100** **Fee Received :Ksh 1000**  
**Nairobi,has been permitted to conduct**  
**research in Nairobi County**  
**on the topic: INFLUENCE OF ISO**  
**9001:2008 QUALITY MANAGEMENT**  
**PRINCIPLES ON EFFICIENCY IN SERVICE**  
**DELIVERY AT NATION MEDIA GROUP**  
**for the period ending:**  
**2nd August,2017**

  
**Applicant's Signature**

  
  
**Director General**  
**National Commission for Science,**  
**Technology & Innovation**

## APPENDIX 5: RESEARCH AUTHORIZATION LETTER



### NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY AND INNOVATION

Telephone: +254-20-2213471,  
2241349,3310571,2219420  
Fax: +254-20-318245,318249  
Email: dg@nacosti.go.ke  
Website: www.nacosti.go.ke  
when replying please quote

9<sup>th</sup> Floor, Utalii House  
Uhuru Highway  
P.O. Box 30623-00100  
NAIROBI-KENYA

Ref: No. **NACOSTI/P/16/36794/12776**

Date:

**3<sup>rd</sup> August, 2016**

Janet Murugi Muketha  
University of Nairobi  
P.O. Box 30197-00100  
**NAIROBI.**

#### RE: RESEARCH AUTHORIZATION

Following your application for authority to carry out research on *“Influence of ISO 9001:2008 quality management principles on efficiency in service delivery at Nation Media Group,”* I am pleased to inform you that you have been authorized to undertake research in **Nairobi County** for the period ending **2<sup>nd</sup> August, 2017.**

You are advised to report to **the Chief Executive Officer, Nation Media Group, the County Commissioner and the County Director of Education, Nairobi County** before embarking on the research project.

On completion of the research, you are expected to submit **two hard copies and one soft copy in pdf** of the research report/thesis to our office.

  
BONIFACE WANYAMA  
FOR: DIRECTOR-GENERAL/CEO

Copy to:

The Chief Executive Officer  
Nation Media Group.

The County Commissioner  
Nairobi County.

The County Director of Education  
Nairobi County.