

**QUALITY MANAGEMENT SYSTEMS AND SERVICE DELIVERY IN HIGHER  
EDUCATION INSTITUTIONS IN KENYA: A CASE OF MOUNT. KENYA  
UNIVERSITY**

**BY**

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## **ABSTRACT**

Quality management is an essential part of any organization. Organizations are now judged more on their overall quality performance instead of financial performance. Successful implementation of a quality management system in any organization leads to increased customer satisfaction, reduced risks by emphasizing on standard processes, improved service delivery, streamlining of internal processes and increased efficiency. However, the benefits expected from having a quality management system remain unrealized in most institutions of higher learning in Kenya, that have been ISO certified causing poor service delivery, inefficient internal work processes, poor work performance, increased risks and poor communication within the organization. Therefore, the purpose of this study will be to: determine the critical success factors that influence successful implementation of a quality management system in institutions of higher Education in Kenya in order to alleviate implementation failures. The study was guided by four independent variables namely employee awareness, leadership, organization culture and teamwork.

The study used descriptive case study design to obtain information from eighty (80) respondents sampled from the target population at Mt. Kenya University Main Campus; the stratified random sampling was used when selecting samples. The questionnaires were analyzed using quantitative techniques to yield conclusions and recommendations. Descriptive statistics was used to present the results. The study found leadership, employees' awareness, team work and organization culture affect service delivery. The study therefore recommends that the organizations to appoint competent managers who demonstrate the role model, organizations to be flexible enough when implementing QMS and management should develop a quality culture by changing perception

and attitudes toward quality, organizations to stop sticking to the old-fashioned hierarchical structure. Finally, the study recommends that QMS training should be customized to the respective organizations. In order to strengthen the model under study, future research may consider other variables of Quality Management System, i.e. Customer focus, involvement of people, continual improvement, benchmarking and mutual benefit to suppliers.