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**THE EFFECTS OF ISO 9001:2008 AMONG PRIVATE HOSPITALS IN KENYA**

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## THE EFFECTS OF ISO 9001:2008 AMONG PRIVATE HOSPITALS IN KENYA

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### Abstract

**Purpose:** The purpose of this study was to assess the effects of ISO 9001 certification among Private Hospitals in Kenya. Empirical results on the impact of ISO certification on organization's performance have been mixed hence the need to re-examine this relationship. **Methodology:** The study used a mixed research design since both descriptive and explanatory research designs were used to describe the state of affairs of the study variables as well as test the cause and effect relationships between variables. The target population of this study was the over 100,000 customers and employees of ISO 9001 certified private hospitals in Kenya. The sampling units for the study were drawn from the 51 hospitals listed on the sampling frame and which are also ISO 9001 certified. The sample of this study was 400 respondents broken down into 200 employees and 200 customers since the recommended minimum sample derived from a large population should be 384 (Krejcie and Morgan, 1970). Convenience sampling was done. The specific convenience sampling technique was snowballing. A close ended questionnaire based on a likert scale was used to collect data. Data was analysed by use of descriptive and inferential statistics. Specifically, frequencies, count and regression analysis results were generated using SPSS version 17.

**Results:** Results indicated that customer service care was highly valued and emphasized at the private hospitals. The study concluded that customer service delivery had a positive and significant relationship with ISO 9001 certification. Results revealed that private hospitals had a good corporate image and that corporate image had a positive and significant relationship with ISO 9001 certification. Study results suggested that customer satisfaction was highly valued and emphasized at the private hospitals. However, results also indicated that there was a negative but insignificant relationship between customer satisfaction and ISO 9001 certification. Findings reveal that internal processes and procedures had a positive and significant relationship with ISO 9001 certification.

**Conclusions:** The implications of the study are that are that hospitals should strive to get ISO certified as this has bearing on the state of departmental processes and procedures, customer service, customer satisfaction and corporate image.

**Keywords:** ISO 9001:2008 certification, corporate image

## 1.0 INTRODUCTION

### 1.1 Background

The search for quality is a paradigm shift that has been embraced by many organizations be it for profit or non-profit organizations. The trend and emphasis on quality has been seen by manufacturing as well as service oriented firms as the panacea to the organization problem of sustainable performance. The heightened attention to quality management systems like Total

Quality Management (TQM) and Continuous Quality Improvement (CQI) has continued to gather momentum in the health service sector especially with a major focus on the needs of internal and external customers of organizations (Anoye, 2009). Such a shift could be a result of the environmental turbulence witnessed into today's business environment and this turbulence has emanated from the global environment, macro environment and the industrial environment. Quality therefore has been seen as the cure all for enhancing long-term organization profitability and sustainability (Sharma, 2005).

Among benefits perceived to result from improved quality in private hospitals include lower health costs, price competition among to health care providers and synergy addition by creating a common ground for health actors stabilize partnerships e.g. payer, practitioners, providers etc. The alignment of the organization process with a special focus on has been instrumental in harnessing and utilization of resources for the creating of competitive advantage. Quality management is a set of practices and procedures that enhance the creation of quality goods and services and whose achievement can be ascertained through quality management implementation. The five tenets of quality management include management commitment, customer focus, employee focus, facts focus, continuous improvement and participation by all individuals (Poksinska, Dahlgaard, Antoni, 2002). The adoption of a quality management system leading to ISO 9000 standards certification is regarded as a crucial move towards total quality management (TQM) by both profit making and non-profit making organizations.

## 1.2 ISO 9000 Series

ISO 9000 series are standards that define requirements (9001) and guidelines (9004) for quality management systems (ISO 2000). These standards were first issued by International Organization for Standardization based in Geneva, Switzerland in 1987 and the standards were revised again in 1994 and in 2000. Due to the generic nature of the standards, they can be applied to any firm, large or small, product or service oriented, public or private owned. The underlying intention is to ensure that those firms that certify to ISO standardization offer consistently, quality products and services through continuous application of product/service standards and quality management system standards. ISO 9001 is mainly seen to adopt a systems and process approach while addressing the main aspects of quality management, quality assurance and process control with the ultimate goal of ensuring that certified organizations conform and perform satisfactorily. Most organizations that achieve an ISO certification view it as a mark up the ladder of quality in aspects like improved customer service and satisfaction, quality products, improved efficiency and effectiveness (Arumugam *et al.*, 2008; Singels *et al.*, 2001)

The International Organization for standardization consists of a wide range of standards with ISO 9000 series being the one most known. ISO 9000 series comprises of over twenty guidelines and standards that are related to quality management. Certification is based on ISO 9001:2008

Quality Management Systems requirements (ISO 9001:2008) and its objective is stated as (clause 1.1) "to specify requirements for a quality management system where an organization (a) against a documented statutory and regulatory requirements, show its ability to continually provide products/services that meet customer expectations and (b) through effective use of existing systems and processes for continuous improvement and quality assurance of conformity to customer and applicable statutory and regulatory requirements, enhance customer satisfaction". About 1,109,905

ISO 9001:2008 certificates were issued in 178 countries and economies by December 2011, an increase of 45,120 (4%) over 2009 (Frost, 2012).

## **1.2 Research Problem**

In the current business environment, organizations are striving for ways and means of attaining and sustaining a competitive advantage over their competitors through the uniqueness of their human resources and systems. The HRMP that are adopted by a firm can affect its performance, which can be manifested in terms of sales growth rate, market share, productivity and profitability attained by the firm

The firms have to formulate and implement sound HRM Practices in order to make optimum use of a workforce that can make the firms build a sound human resource base. This can be used to build an inimitable human resource that can assist a firm provide goods and services that cannot be easily imitated by competitors. Due to the liberalization of the market in Kenya, the firms are encountering challenges and are unable to operate effectively due to micro and macro economic factors that are adversely affecting business. The NSE listed firms are grappling with reduced sales volumes, declining market share, low levels of productivity and reduced profitability. These challenges can be traced to the kind of HRMP adopted by firms, Much research has attempted to establish a positive link between HRMP and firm performance (Wan-Jing & Tung, 2005; Pfeffer, 1994; Ulrich, 1997), though doubts have been cast on the validity of the findings. Most of the empirical studies (Delery & Doty, 1996; Guthrie, 2001; Huselid *et al.*, 1997) have shown a positive relationship in the HRMP and firm performance link, the question that remains is how HRMP affects firm performance.

Prior empirical research on the area of quality management and specifically ISO certification and its influence on organization's performance have been met with lack of conclusiveness and hence the need to re-examine this relationship in an effort to bring clarity to the discourse. There are those authors who argue that there is a positive relationship between ISO 9001 certification and organizational performance, for example, Chow-Chua *et al.*, (2003) while others argue that they do not find proof of either a negative or positive association (Aarts and Vos, 2001). Despite it widely publicized and noted associated costs, the application for ISO certification has been on the rise in Kenya. Even though ISO certification has gained prominence in Kenya, there is no empirical evidence as to the causal relationship between ISO standards certification and performance improvement at the aggregate/national macroeconomic level and at the micro level of institutions. Specifically, there is no evidence of the existence of a positive relationship on private hospitals within Kenya

## **1.5 Objectives of the Study**

1. the extent and the nature of influence that that ISO 9001:2008 certifications has had on the corporate image of private hospitals in Kenya.
2. To determine the level of customer satisfaction among ISO 9001:2008 certified private hospitals in Kenya.
3. To establish the extent to which ISO 9001:2008 certification of private hospitals in Kenya has influenced the versatility of processes and procedures.

## **2.0 LITERATURE REVIEW**

### **2.2.1 Benefits and Motives, Difficulties and Total Quality Management (TQM) pursuit in ISO 9000 and ISO 9001 certification.**

#### **Customer service**

Customer service is a management strategy that mainly designs its processes in a way such as to meet customer expectations. It mainly acknowledges that each customer is unique and at the same time there exists those common expectations that must be met for example, information provision, communication, response times, problem solving, consistency of service delivery etc. Based on the fact that customer service must focus on both external and internal customers, there also must be management requirements to support the customer service process e.g. technology, information systems, training which results not only to employee motivation, morale but also increased innovation and cost reduction. Customer service is one of the quality management practice inputs which quality management systems like ISO certification use to evaluate quality performance in organizations.

#### **Internal procedures and processes.**

Health care organizations must have internal control systems in order to conduct business efficiently, avoid costly errors maintain proper documentation and records and be able to produce timely accurate information. Internal procedures and processes are also crucial in that they guide employees to carry out their responsibilities, understand what is expected of them and even direct on the organization's code of ethics and standards. ISO 9001:2008 as a quality management practice adopts a process approach in improving organizational performance be it financially, operationally etc. through addressing aspects of quality, process control, and quality assurance therefore reducing unsatisfactory performance. Dick, Galimore and Brown (2002) highlights the importance of looking into a firms internal procedures and processes, in support of ISO 9001 implementation while addressing the levels of customer satisfaction in services provided by certified companies. It's no surprise that health care organizations today are acquiring new processes or completely redesigning their internal processes in a way that reflects the supremacy of their customers. A major component of today's internal processes and procedures within health care organizations is the utilization of teams through implementation of a multidisciplinary approach, focus on continuous monitoring, control and improvement. ISO 9001 series presents an opportunity for healthcare organizations among others to demonstrate conformance to a quality system and therefore establishment of documentation and procedures that must be followed and met is one important aspect in achieving that.

#### **Customer Satisfaction**

ISO certification is not a mandatory process and therefore organizations pursuing it must have a driving force pushing them to do so. The drivers or factors that motivate organization in making the effort for ISO 9001: 2000 certifications is an area of study that has studied through an explanatory approach that used a survey based questionnaire sent to five companies representing different sectors in the US (Williams, 2004). The main drivers of the push for iso certification are the demands from the organization customers and the desire to satisfy the customer, a search for the benefits that arise due to quality improvement of products and services, the organization grand strategy, pressure from the competitive environment, changes in the regulatory framework and the design and scope of the organization marketing strategy. A critical review of the literature indicated that the most important driver was customer pressure and the need to satisfy customers

was the key motivation in the wake of organizations pursuing ISO 9001: 2000 certification hence the findings corresponded with an earlier study conducted by Douglas et al, (1999) that indicated that the four main reasons for seeking ISO 9001:2000 were customer pressure, need to improve products/ services, products, efficiency and enhance the firm's corporate image. Perhaps then based on the above discussions, it's valid to conclude that customer demand / pressure is the single important motivation force that pushes organizations to seek ISO certification. In addition most organizations despite the benefits accrued in the end, are usually motivated by nearly the same reasons if improving quality, increase market share, customer related needs, regulation and strategy. The study adds value to this research by pointing out some important variables which were not only well refined, convenient but also that other scholars have looked into different studies as mentioned, as they delve in various research aspects within the topic of ISO and which will be useful in advancing this research. Williams (2004) for example studied five different sectors which means that this findings can be extensively used to guide other researchers even though a challenge still remains on would how well this research, conducted in the US would be exploited in less similar countries like Kenya which is classified under less developed countries. **Corporate Image** Corporate image is one of the most intriguing phenomena's in today's business environment. Corporate image is defined as the immediate mental picture that audiences have of an organization, or rather what comes into customer's mind when they hear the name of a business organization (Nguyen, 2006). It's the strength of the corporate image that enables organizations to successfully manoeuvre stakeholders, secure investments, and even influence consumer buying behaviour. Through consistent performance and effective communications organizations can command a favourable reputation in the minds of their stakeholders thus enhancing loyalty as customers, suppliers and other stakeholders withhold their support to the organization. As such corporate image is perceived as a vital corporate asset, hence directly linked to a firm's competitive advantage and success. Relating this to quality, the crucial point to note is that consumer expectations are influenced by their view of the organizations which is basically the image. Based on this understanding, corporate image must build on technical quality and functional quality of its product and services so that they meet customer's expectations.

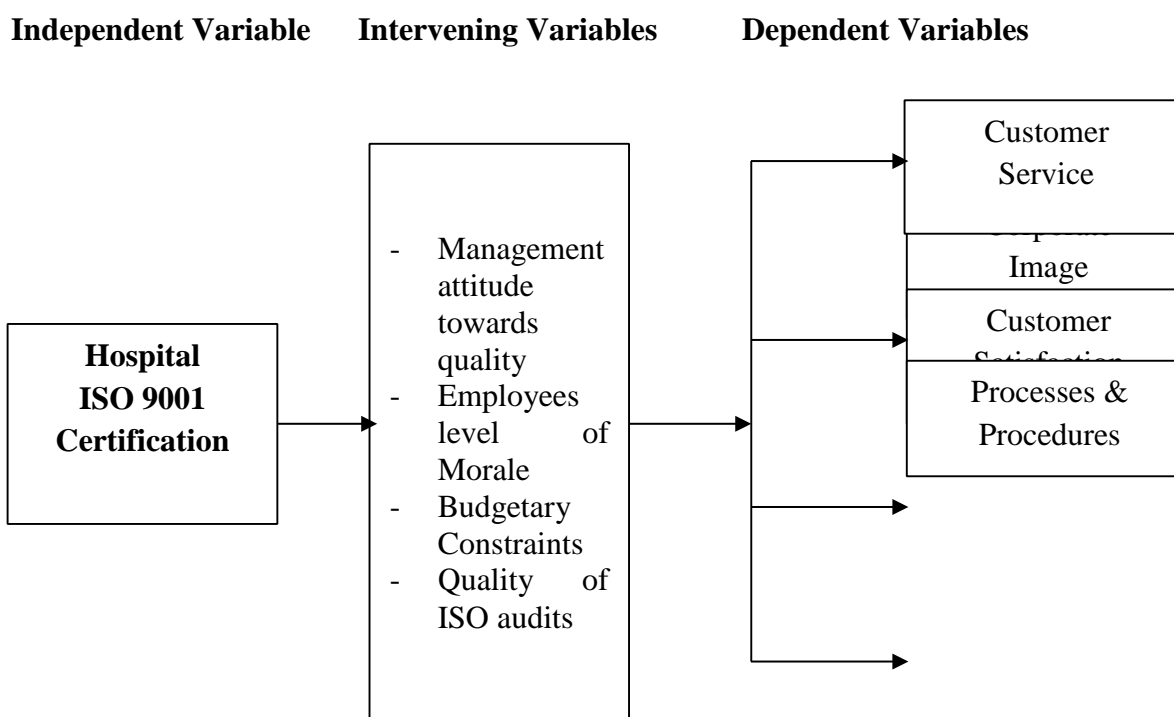
## **2.3 Theoretical Framework**

### **2.3.4 Expectation Confirmation Theory (ECT)**

Expectation confirmation theory dates back many decades back when it was used by military experts who believed that fulfilment of expectations impacted positively on morale. Due to its elegance in simplicity of definition, ECT has been used in extensively as an explanatory tool. In any given event, one has an expectation, if that expectation is met positively one is satisfied, if it's met negatively, one is dissatisfied. The performance of a given product or service is compared to the individuals expectations and expectations are either confirmed or disconfirmed.

## **2.4 Conceptual Framework**

The goal of a conceptual framework is to categorize and describe concepts relevant to the study and map relationships among them. The conceptual framework for this study is figuratively depicted below under figure 2.0



### 3.0 RESEARCH METHODOLOGY

The study used a mixed research design since both descriptive and explanatory research designs were used to describe the state of affairs of the study variables as well as test the cause and effect relationships between variables. The target population of this study was the over 100,000 customers and employees of ISO 9001 certified private hospitals in Kenya. The sampling units for the study were drawn from the 51 hospitals listed on the sampling frame and which are also ISO 9001 certified. The sample of this study was 400 respondents broken down into 200 employees and 200 customers since the recommended minimum sample derived from a large population should be 384 (Krejcie and Morgan, 1970). Convenience sampling was done. The specific convenience sampling technique was snowballing. A close ended questionnaire based on a likert scale was used to collect data. Data was analyzed by use of descriptive and inferential statistics. Specifically, frequencies, count and regression analysis results were generated using SPSS version 17.

### 4.0 RESULTS AND DISCUSSIONS

#### 4.1 Response Rate

Two Set of questionnaires were used one for customers and the other set for the employees. The customers were issued with 250 questionnaires and only 73 questionnaires were received back

having been duly filled. This represents a response rate of 29%. The employees were issued with 150 questionnaires and 87 were returned duly filled. This represents a response rate of 58%. The combined response rate was 40%. Saunders, Lewis and Thornhill (2007) suggest that an average response rate of 30% to 40% is reasonable for deliver and collect survey method. Sekaran (2003) recommends 30% as an adequate response rate for descriptive surveys. Based on these assertions, this implies that the response rate for this study was adequate \

## 4.2 Data Analysis

This section presented the descriptive results of Customer Service, Corporate Image Customer Satisfaction and Internal Processes and Procedures

### 4.2.1 ISO 9001 Certification and Customer Service

The study sought to establish the influence of ISO 9001 certification on customer service. The results are presented on table 4.1 below. As illustrated in table 4.1, majority 67% of the respondents agreed and another 8% strongly agreed bringing to a total of 75% of those who agreed with the statement that hospital employees are happy and smiley when serving patients. Meanwhile, 8% of the respondents strongly disagreed, a further 7% disagreed and 10% of the respondents neither agreed nor disagreed. In addition, a majority 42% of the respondents disagreed with the statement that hospital officers are sometimes harsh and rude when serving patients. Meanwhile, 19% of the respondents agreed, a further 10% strongly agreed and 29% of the respondents neither agreed nor disagreed.

A majority 77% of the respondents agreed with the statement that every floor of the hospital has welcoming receptionists. Meanwhile, 23% of the respondents disagreed, and none of the respondents strongly disagreed and none neither agreed nor disagreed.

Furthermore, majority 47% of the respondents agreed and another 37% strongly agreed bringing to a total of 84% of those who agreed with the statement that hospital employees are always more than happy to assist patients on various queries. Meanwhile, 16% of the respondents neither agreed nor disagreed and none of the respondents strongly disagreed and disagreed. A majority 53% of the respondents agreed and another 37% strongly agreed bringing to a total of 90% of those who agreed with the statement that in case of problems hospital management staffs are happy to assist patients. Meanwhile, 10% of the respondents neither agreed nor disagreed and none of the respondents strongly disagreed and disagreed.

Finally, majority 29% of the respondents agreed and another 18% strongly agreed bringing to a total of 47% of those who agreed with the statement that hospital has service points for the physically challenged customers. Meanwhile, 19% of the respondents neither agreed nor disagreed and 34% of the respondents disagreed and none of the respondents strongly disagreed.

**Table 1: ISO certification on customer service**

Statement	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly Agree
Hospital employees are happy					

and smiley when serving patients	6,8%	5,7%	7,10%	49,67%	6,8%
Hospital officers are sometimes harsh and rude when serving patients	0,0%	31,42%	21,29%	14,19%	7,10%
Every floor of the hospital has welcoming receptionists	0,0%	17,23%	0,0%	56,77%	0,0%
Hospital employees are always more than happy to assist patients on various queries	0,0%	0,0%	12,16%	34,47%	27,37%
In case of problems hospital management staff are happy to assist patients	0,0%	0,0%	7,10%	39,53%	27,37%
Hospital has service points for the physically challenged customers	0,0%	25,34%	14,19%	21,29%	13,18%

Source: Author (2013).

#### 4.2.3 ISO 9001:2008 Certification and Corporate Image

The study sought to establish the influence of ISO 9001 certification on corporate image. The results are presented on table 4.2 below. As illustrated in table 4.2, majority 63% of the respondents agreed and another 27% strongly agreed bringing to a total of 90% of those who agreed with the statement that the hospital is more famous since it acquired ISO9001 certification. Meanwhile, 10% of the respondents neither agreed nor disagreed; none of the respondents strongly disagreed and disagreed.

In addition, a majority 47% of the respondents agreed and another 47% strongly agreed bringing to a total of 93% of those who agreed with the statement that patients like hospitals which are ISO 9001 certified due to their high level of quality standards. Meanwhile, 7% of the respondents neither agreed nor disagreed; none of the respondents strongly disagreed and disagreed.

A majority 47% of the respondents agreed and another 47% strongly agreed bringing to a total of 93% of those who agreed with the statement that I have more trust in the products and services of hospitals that ISO certified. Meanwhile, 7% of the respondents disagreed; none of the respondents strongly disagreed and neither agreed nor disagreed.

Furthermore, a majority 47% of the respondents agreed and another 47% strongly agreed bringing to a total of 93% of those who agreed with the statement that it feels better to be treated in an ISO certified hospital. Meanwhile, 7% of the respondents disagreed; none of the respondents strongly disagreed and neither agreed nor disagreed. Finally, a majority 56% of the respondents agreed and another 27% strongly agreed bringing to a total of 83% of those who agreed with the statement that ISO certified private hospitals are more visible in the market than other hospitals. Meanwhile, 14% of the respondents disagreed; none of the respondents strongly disagreed and neither agreed nor disagreed.

**Table 2: ISO 9001:2008 certification has influenced corporate image**

Statement	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly Agree
The hospital is more famous since it acquired ISO9001 certification	0,0%	0,0%	7,10%	46,63%	20,27%
Patients like hospitals which are ISO 9001 certified due to their high level of quality standards	0,0%	0,0%	5,7%	34,47%	34,47%
I have more trust in the products and services of hospitals that ISO certified	0,0%	5,7%	0,0%	34,47%	34,47%
It feels better to be treated in an ISO certified hospital	0,0%	5,7%	0,0%	34,47%	34,47%
ISO certified private hospitals are more visible in the market than other hospitals	0,0%	12,16%	0,0%	41,56%	20,27%

Source: Author (2013).

#### 4.4.4 ISO 9001:2008 Certification and Customer Satisfaction

The study sought to establish the influence of ISO 9001 certification on customer satisfaction. The results are presented on table 4.3 below. As illustrated in table 4.3, majority 67% of the respondents agreed and another 8% strongly agreed bringing to a total of 75% of those who agreed with the statement that hospital employees serve patients faster. Meanwhile, 10% of the respondents neither agreed nor disagreed; 15% of the respondents disagreed and none strongly disagreed.

In addition, a majority 42% of the respondents agreed and another 19% strongly agreed bringing to a total of 62% of those who agreed with the statement that there are long service queues at the hospital service points. Meanwhile, 38% of the respondents neither agreed nor disagreed; none of the respondents disagreed and none strongly disagreed.

A majority 56% of the respondents agreed and another 10% strongly agreed bringing to a total of 66% of those who agreed with the statement that hospital officers are always at their desks working hence little waiting on the service queues. Meanwhile, 10% of the respondents neither agreed nor disagreed; 25% of the respondents disagreed and none strongly disagreed. Furthermore, a majority 56% of the respondents agreed and another 10% strongly agreed bringing to a total of 66% of those who agreed with the statement that processing patient documents now takes lesser time. Meanwhile, 10% of the respondents neither agreed nor disagreed; 25% of the respondents disagreed and none strongly disagreed.

Forty eight percent of the respondents agreed and another 27% strongly agreed bringing to a total of 75% of those who agreed with the statement that there are no excuses from staff regarding lost files and documents. Meanwhile, 25% of the respondents disagreed, none of the respondents neither agreed nor disagreed and none strongly disagreed. A majority 84% of the respondents agreed and another 10% strongly agreed bringing to a total of 94% of those who agreed with the statement that online services of the hospital are fast and effective. Meanwhile, 6% of the respondents neither agreed nor disagreed; none of the respondents disagreed and none strongly disagreed. Finally, majority 64% of the respondents agreed and another 18% strongly agreed bringing to a total of 82% of those who agreed with the statement that it is possible to make Doctor Appointments online or through SMS. Meanwhile, 10% of the respondents neither agreed nor disagreed; 8% of the respondents disagreed and none strongly disagreed.

**Table 3: ISO 9001:2008 certification has influenced customer satisfaction**

Statement	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly Agree
Hospital employees serve patients faster	0,0%	11,15%	7,10%	49,67%	6,8%
There are long service queues at the hospital service points	0,0%	0,0%	28,38%	31,42%	14,19%
Hospital officers are always at their desks working hence little waiting on the service queues	0,0%	18,25%	7,10%	41,56%	7,10%
Processing patient documents now takes lesser time	0,0%	18,25%	7,10%	41,56%	7,10%
There are no excuses from staff regarding lost files and documents	0,0%	18,25%	0,0%	35,48%	20,27%
Online services of the hospital are fast and effective	0,0%	0,0%	5,6%	61,84%	7,10%
It is possible to make Doctor appointments online or through SMS	0,0%	6,8%	7,10%	47,64%	13,18%

Source: Author (2013).

#### **4.3.4 ISO 9001:2008 Certification and Internal Processes and Procedures**

The study sought to establish the influence of ISO 9001 certification on internal processes and procedures. The results are presented on table 4.4 below. As illustrated in table 4.4, majority 72% of the respondents agreed and another 10% strongly agreed bringing to a total of 82% of those who agreed with the statement that hospital has many cash points hence reducing patient waiting times.

Meanwhile, 18% of the respondents disagreed; none of the respondents neither agreed nor disagreed and none strongly disagreed.

In addition, majority 75% of the respondents agreed with the statement that there are fewer steps and processes when processing patient documents. Meanwhile, 25% of the respondents disagreed; none of the respondents neither agreed nor disagreed and none strongly disagreed. A majority 93% of the respondents agreed with the statement that hospital employees look more informed of their duties due to ISO 9001 documented procedures. Meanwhile, 7% of the respondents disagreed; none of the respondents neither agreed nor disagreed and none strongly disagreed. Furthermore, a majority 80% of the respondents agreed and another 10% strongly agreed bringing to a total of 90% of those who agreed with the statement that I have never experienced cases of lost documents and mix of medication. Meanwhile, 10% of the respondents neither agreed nor disagreed; none of the respondents disagreed and none strongly disagreed.

Finally, majority 66% of the respondents agreed and another 10% strongly agreed bringing to a total of 76% of those who agreed with the statement that queues at the various hospital service points are well managed by employees. Meanwhile, 16% of the respondents neither agreed nor disagreed; 8% of the respondents disagreed and none strongly disagreed.

**Table 4. 4: ISO 9001:2008 certification has influenced internal processes and procedures**

Statement	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly Agree
Hospital has many cash points hence reducing patient waiting times	0,0%	13,18%	0,0%	53,72%	7,10%
There are fewer steps and processes when processing patient documents	0,0%	18,25%	0,0%	55,75%	0,0%
Hospital employees look more informed of their duties due to ISO 9001 documented procedures	0,0%	5,7%	0,0%	68,93%	0,0%
I have never experienced cases of lost documents and mix of medication	0,0%	0,0%	7,10%	59,80%	7,10%
Queues at the various hospital service points are well managed by employees	0,0%	6,8%	12,16%	48,66%	7,10%

Source: Author (2013).

#### **4.6 ISO 9001 Certification in Private Hospitals**

The study sought to establish whether private hospitals are ISO 9001 certified. The results are presented on table 4.5 below. As illustrated in table 4.5, majority 22% of the respondents strongly agreed and another 18% agreed bringing to a total of 100% of those who agreed with the statement

that all departments in our hospital are ISO 9001 certified. Meanwhile, none of the respondents disagreed; neither agreed nor disagreed and none strongly disagreed.

A majority 61% of the respondents strongly agreed and another 39% agreed bringing to a total of 100% of those who agreed with the statement that ISO 9001 certification has brought positive changes in our hospital. Meanwhile, none of the respondents disagreed; neither agreed nor disagreed and strongly disagreed. In addition, majority 71% of the respondents strongly agreed and another 29% agreed bringing to a total of 100% of those who agreed with the statement that only medical departments are ISO 9001 certified. Meanwhile, none of the respondents disagreed; neither agreed nor disagreed and strongly disagreed.

Fifty one percent of the respondents strongly agreed and another 49% agreed bringing to a total of 100% of those who agreed with the statement that the hospital management and employees value ISO 9001 periodic audits. Meanwhile, none of the respondents disagreed; neither agreed nor disagreed and strongly disagreed. A majority 60% of the respondents agreed and another 40% strongly agreed bringing to a total of 100% of those who agreed with the statement that majority of the employees can recite the hospital quality policy. Meanwhile, none of the respondents disagreed; neither agreed nor disagreed and strongly disagreed.

Furthermore, a majority 60% of the respondents strongly agreed and another 40% agreed bringing to a total of 100% of those who agreed with the statement that all departments have quality policies. Meanwhile, none of the respondents disagreed and neither agreed nor disagreed and strongly disagreed. Finally, majority 80.5% of the respondents strongly agreed and another 10.5% agreed bringing to a total of 91% of those who agreed with the statement that the hospital has information on brochures and its website on quality management initiatives. Meanwhile, 9% of the respondents neither agreed nor disagreed and none disagreed and strongly disagreed. **Table 5: ISO 9001 certification in private hospitals**

Statement	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
All departments in our hospital are ISO 9001 certified	0,0%	0,0%	0,0%	16,18%	71,82%
ISO 9001 certification has brought positive changes in our hospital	0,0%	0,0%	0,0%	34,39%	53,61%
Only medical departments are ISO 9001 certified	0,0%	0,0%	0,0%	25,29%	62,71%
The hospital management and employees value ISO 9001 periodic audits	0,0%	0,0%	0,0%	43,49%	44,51%
Majority of the employees can recite the hospital quality policy	0,0%	0,0%	0,0%	52,60%	35,40%

All departments have quality policies	0,0%	0,0%	0,0%	35,40%	52,60%
The hospital has information on brochures and its website on quality management initiatives	0,0%	0,0%	8,9%	9,10.5%	70,80.5%

Source: Author (2013).

#### **4.7 Effect of ISO 9001 Certification on Service Delivery**

**This subsection section presents results on the effect of ISO 9001 Certification on Customer Service.**

The subsection also presents inferential results on the effect of ISO certification on Corporate Image of private hospitals. Furthermore, the subsection presents inferential results on the effect of ISO certification on Patient Satisfaction of private hospitals. The inferential results on effect of ISO certification on Patient Satisfaction as well as internal processes and procedures are finally presented.

##### **4.7.1 Effect of ISO 9001 Certification on Customer Service**

The study sought to establish the influence of ISO 9001 certification on customer service. The results are presented on table 4.6 below. As illustrated in table 4.6, majority 60% of the respondents agreed and another 40% strongly agreed bringing to a total of 100% of those who agreed with the statement that the customer service standards have been uplifted by ISO 9001 standards. Meanwhile, none of the respondents disagreed and neither agreed nor disagreed and strongly disagreed.

A majority 30% of the respondents agreed and another 22% strongly agreed bringing to a total of 52% of those who agreed with the statement that every department has a customer service champion who ensures services are offered as promised. Meanwhile, 40% of the respondents neither agreed nor disagreed and 9% disagreed and none strongly disagreed. In addition, a majority 62% of the respondents strongly agreed and another 29% agreed bringing to a total of 91% of those who agreed with the statement that every department has an enquiries counter to ensure all service standards are met. Meanwhile, 10% of the respondents neither agreed nor disagreed and none disagreed and none strongly disagreed.

Furthermore, majority 41% of the respondents agreed and another 10% strongly agreed bringing to a total of 51% of those who agreed with the statement that due to ISO 9001 certification the hospital is among the best in class on customer service. Meanwhile, 29% of the respondents neither agreed nor disagreed and 20% disagreed and none strongly disagreed. Finally, majority 49% of the respondents agreed and another 31% strongly agreed bringing to a total of 80% of those who agreed with the statement that employee's morale and productivity is better due to better quality management standards arising from ISO 9001 certification. Meanwhile, 20% of the respondents neither agreed nor disagreed and none of the respondents disagreed and none strongly disagreed.

**Table 6: effect of ISO 9001 certification on customer service**

Statement	Disagree	Agree	Disagree	Neutral	Strongly Agree	Strongly Disagree
The customer service standards have been uplifted by ISO 9001 standards	0,0%	0,0%	0,0%	52,60%	35,40%	
Every department has a customer service champion who ensures services are offered as promised	0,0%	8,9%	35,40%	26,30%		
Every department has an enquiries quality management standards arising from ISO 9001 certification						
counter to ensure all service standards are met	0,0%	0,0%	9,10%	25,29%	53,62%	
Due to ISO 9001 certification the hospital is among the best in class on customer service Employees morale and productivity is better due to better	0,0%	17,20%	25,29%	36,41%	9,10%	
	0,0%	0,0%	17,20%	43,49%	27,31%	

Source : Author (2013).

#### 4.7.1 Regression for ISO 9001 Certification and Customer Service

Regression analysis was conducted to empirically determine whether ISO 9001 certification was a significant determinant of customer service delivery. Regression results in table 4.7 indicate the goodness of fit for the regression between ISO 9001 certification and customer service delivery is satisfactory. An R squared of 0.127 indicates that 12.7% of the variances in service delivery are explained by the variances in the ISO 9001 certification.

Table 8: Model Summary

Indicator	Coefficient
R	0.356

R Square	0.127
Std. Error of the Estimate	0.42115

Source: Author (2013).

Anova statistics indicate that the overall model was significant. This was supported by an F statistic of 12.333 and p value of 0.001. The reported probability was less than the conventional probability of 0.05 (5%) significance level.

**Table : ANOVA**

Indicator <sup>9</sup>	Sum of Squares	df	Mean Square	F	Sig.
Regression	2.187	1	2.187	12.333	.001
Residual	15.076	85	.177		
<b>Total</b>	<b>17.263</b>	<b>86</b>			

Source: Author (2013).

The relationship between ISO 9001 certification and customer service delivery is positive and significant ( $b_1=0.488$ , p value 0.001). The findings imply that ISO certification has significant effect on customer service delivery. **Table 10: Regression Coefficients**

Variable	Unstandardized Coefficients		t	Sig.
	Beta	Std. Error		
(Constant)	1.758	.644	2.730	.008
ISO Certification	.488	.139	3.512	.001

Source: Author (2013).

#### 4.7.2 Effect of ISO 9001 Certification on the Corporate Image

The study sought to establish the influence of ISO 9001 certification on the corporate image of the private hospitals. The results are presented on table 4.10 below. As illustrated in table 4.10, majority 49% of the respondents agreed and another 21% strongly agreed bringing to a total of 70% of those who agreed with the statement that the hospital is more famous since it acquired ISO9001 certification. Meanwhile, 30% of the respondents neither agreed nor disagreed and none of the respondents strongly disagreed and disagreed.

A majority 60% of the respondents agreed and another 31% strongly agreed bringing to a total of 91% of those who agreed with the statement that other hospitals take our hospital seriously due to our quality management practices. Meanwhile, 9% of the respondents neither agreed nor disagreed and none of the respondents strongly disagreed and disagreed. In addition, majority 70% of the respondents agreed and another 20% strongly agreed bringing to a total of 90% of those who agreed with the statement that patients like hospitals which are ISO 9001 certified due to their high level of quality standards. Meanwhile, 10% of the respondents neither agreed nor disagreed and none of the respondents strongly disagreed and disagreed.

Seventy percent of the respondents agreed with the statement that since the hospital acquired ISO 9001 certification we have managed to secure more international collaborations. Meanwhile, 30% of the respondents neither agreed nor disagreed. None of the respondents strongly agreed, disagreed and strongly disagreed. A majority 61% of the respondents agreed and another 10% strongly agreed bringing to a total of 71% of those who agreed with the statement that the hospital prefers dealing with ISO certified supplies. Meanwhile, 20% of the respondents neither agreed nor disagreed and 9% of the respondents disagreed and none strongly disagreed.

Furthermore, a majority 47% of the respondents agreed and another 28% strongly agreed bringing to a total of 75% of those who agreed with the statement that our logo is now more visible due to the ISO 9001 logo on our letterheads. Meanwhile, 17% of the respondents neither agreed nor disagreed and 8% of the respondents disagreed and none strongly disagreed. Fifty six percent of the respondents agreed and another 18% strongly agreed bringing to a total of 75% of those who agreed with the statement that our adverts are catchier due to accompaniment with ISO 9001 logo. Meanwhile, 17% of the respondents neither agreed nor disagreed and 8% of the respondents disagreed and none strongly disagreed. Finally, a majority 39% of the respondents agreed and another 37% strongly agreed bringing to a total of 76% of those who agreed with the statement that employees are well regarded due to working for an ISO 9001 certification. Meanwhile, 8% of the respondents neither agreed nor disagreed and 16% of the respondents disagreed and none strongly disagreed.

**Table 11: Effect of ISO 9001 certification on the corporate image**

Statement	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
The hospital is more famous since it acquired ISO9001 certification	0,0%	0,0%	26,30%	43, 49%	18,21%
Other hospitals take our hospital seriously due of our quality management practices	0,0%	0,0%	8,9%	52,60%	27,31%
Patients like hospitals which are ISO 9001 certified due to their high level of quality standards	0,0%	0,0%	9,10%	61,70%	17,20%
Since the hospital acquired ISO 9001 certification we have management to secure more international collaborations	0,0%	0,0%	26,30%	61,70%	0,0%
The hospital prefers dealing with ISO certified supplies	0,0%	8,9%	17,20%	53,61%	9,10%
Our logo is now more visible due to the ISO 9001 logo on our letterheads	0,0%	7,8%	15,17%	41,47%	24,28%

Our adverts are more catchy due to accompaniment with ISO 9001 logo	0,0%	7,8%	15,17%	49,56%	16,18%
Employees are well regarded due to working for an ISO 9001 certification	0,0%	14,16%	7,8%	34,39%	32,37%

Source : Author (2013).

#### 4.7.2 Regression for ISO 9001 Certification and Corporate Image

Regression analysis was conducted to empirically determine whether ISO 9001 certification was a significant determinant of corporate image of private hospitals. Regression results in table 4.11 indicate the goodness of fit for the regression between ISO 9001 certification and corporate image is satisfactory. An R squared of 0.191 indicates that 19.1% of the variances in corporate image are explained by the variances in the ISO 9001 certification.

**Table 7: Model Summary**

Indicator	Coefficient
R	0.437
R Square	0.191
Std. Error of the Estimate	0.41268

Source: Author (2013).

Anova statistics indicate that the overall model was significant. This was supported by an F statistic of 20.044 and p value of 0.000. The reported probability was less than the conventional probability of 0.05 (5%) significance level.

**Table 8: ANOVA**

Indicator	Sum of Squares	df	Mean Square	F	Sig.
Regression	3.414	1	3.414	20.044	.000
Residual	14.476	85	.170		
<b>Total</b>	<b>17.889</b>	<b>86</b>			

Source: Author (2013).

The relationship between ISO 9001 certification and corporate image is positive and significant ( $b_1=0.610$ , p value 0.000). The findings imply that ISO certification has significant effect on corporate image.

**Table 9: Coefficients**

Indicator	Unstandardized Coefficients		t	Sig.
	Beta	Std. Error		
(Constant)	1.107 .631	1.754 .083		
ISO Certification	.610 .136	4.477 .000		

Source: Author (2013).

#### 4.7.3 Effect of ISO 9001 Certification on Patient Satisfaction

The study sought to establish the influence of ISO 9001 certification on the patient satisfaction of the private hospitals. The results are presented on table 4.14 below. As illustrated in table 4.14, majority 83% of the respondents agreed and another 9% strongly agreed bringing to a total of 92% of those who agreed with the statement that supplier's complaints are lesser since the hospital acquired ISO 9001 certification. Meanwhile, 8% of the respondents neither agreed nor disagreed and none of the respondents strongly disagreed and disagreed. In addition, majority 61% of the respondents agreed and another 31% strongly agreed bringing to a total of 92% of those who agreed with the statement that patient complaints have declined after acquisition of ISO 9001. Meanwhile, 8% of the respondents neither agreed nor disagreed and none of the respondents strongly disagreed and disagreed.

Furthermore, a majority 57% of the respondents agreed and another 21% strongly agreed bringing to a total of 79% of those who agreed with the statement that Employee complaints to human resource department have declined since acquisition of ISO 9001 certification. Meanwhile, 21% of the respondents neither agreed nor disagreed and none of the respondents strongly disagreed and disagreed. Seventy percent of the respondents agreed and another 22% strongly agreed bringing to a total of 92% of those who agreed with the statement that the customer satisfaction index of the hospital has been improving due to ISO 9001 standards. Meanwhile, 8% of the respondents neither agreed nor disagreed and none of the respondents strongly disagreed and disagreed.

Finally, a majority 64% of the respondents agreed and another 27% strongly agreed bringing to a total of 91% of those who agreed with the statement that ISO 9001 requirements have made employees to improve their level of service experience to the customers. Meanwhile, 9% of the respondents neither agreed nor disagreed and none of the respondents strongly disagreed and disagreed.

**Table 10: effect of ISO 9001 certification on patient satisfaction**

Statement	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Suppliers complaints are lesser since the hospital acquired ISO 9001 certification	0,0%	0,0%	7,8%	72,83%	8,9%
Patient complaints have declined after acquisition of ISO 9001	0,0%	0,0%	7,8%	53,61%	27,31%
Employee complaints to human					

resource department have declined since acquisition of ISO9 9001 certification	0,0%	0,0%	18,21%	50,57%	19,22%
The customer satisfaction index of the hospital has been improving due to ISO 9001 standards	0,0%	0,0%	7,8%	61,70%	19,22%
ISO 9001 requirements have made employees to improve their level of service experience to the customers	0,0%	0,0%	8,9%	56,64%	23,27%

Source: Author (2013).

#### 4.7.4 Regression for ISO 9001 certification and Patient satisfaction

Regression analysis was conducted to empirically determine whether ISO 9001 certification was a significant determinant of patient satisfaction by private hospitals. Regression results in table 4.15 indicate the goodness of fit for the regression between ISO 9001 certification and patient satisfaction is satisfactory. An R squared of 0.014 indicates that 1.4% of the variances in patient satisfaction are explained by the variances in the ISO 9001 certification.

**Table 11: Model Summary**

Indicator	Coefficient
R	0.118
R Square	0.014
Std. Error of the Estimate	0.3852

Source: Author (2013).

Anova statistics indicate that the overall model was not significant. This was supported by an F statistic of 1.196 and p value of 0.277. The reported probability was more than the conventional probability of 0.05 (5%) significance level

**Table 12: ANOVA**

Indicator	Sum of Squares	df	Mean Square	F	Sig.
Regression	.177	1	.177	1.196	.277
Residual	12.612	85	.148		
Total	12.790	86			

Source: Author (2013).

The relationship between ISO 9001 certification and patient satisfaction is negative and insignificant ( $b_1 = -0.139$ ,  $p$  value 0.277). The findings imply that ISO certification has no significant effect on patient satisfaction.

**Table 13: Coefficients**

Indicator	Unstandardized Coefficients		Standardized		
	Coefficients	t	Sig.	Beta	
	B		Std. Error		
(Constant)	4.744		.589		8.053 .000
ISO Certification	-.139		.127	-.118	-1.094 .277

Source: Author (2013).

#### 4.7.5 Effect of ISO 9001 certification on the internal processes and procedures

The study sought to establish the influence of ISO 9001 certification on the internal processes and procedures of the private hospitals. The results are presented on table 4.18 below. As illustrated in table 4.18, majority 54% of the respondents strongly agreed and another 46% agreed bringing to a total of 100% of those who agreed with the statement that every department has processes and procedures which are guided by the ISO 9001 standards. Meanwhile, none of the respondents neither agreed nor disagreed and none of the respondents strongly disagreed and disagreed.

A majority 56% of the respondents agreed and another 44% strongly agreed bringing to a total of 100% of those who agreed with the statement that processes have improved due to documentation of procedures. Meanwhile, none of the respondents neither agreed nor disagreed and none of the respondents strongly disagreed and disagreed.

In addition, a majority 56% of the respondents agreed and another 44% strongly agreed bringing to a total of 100% of those who agreed with the statement that employees have become more organized due existence of documented procedures. Meanwhile, none of the respondents neither agreed nor disagreed and none of the respondents strongly disagreed and disagreed.

Furthermore, a majority 51% of the respondents strongly agreed and another 49% agreed bringing to a total of 100% of those who agreed with the statement that employees are able to have standardized responses to customers due to existence of uniform procedures on the same item. Meanwhile, none of the respondents neither agreed nor disagreed and none of the respondents strongly disagreed and disagreed.

A majority 58% of the respondents agreed and another 34% strongly agreed bringing to a total of 92% of those who agreed with the statement that every department must refresh procedures and processes at least once in a year due to ISO 9001 requirements. Meanwhile, none of the respondents neither agreed nor disagreed and none of the respondents strongly disagreed and 8% disagreed.

Seventy percent of the respondents strongly agreed and another 30% agreed bringing to a total of 100% of those who agreed with the statement that every department must refresh procedures and processes at least once in a year due to ISO 9001 requirements. Meanwhile, none of the respondents neither agreed nor disagreed and none of the respondents strongly disagreed and disagreed.

The study findings indicated that majority 45% of the respondents strongly agreed and another 30% agreed bringing to a total of 75% of those who agreed with the statement that it is easier for employees to handle over work due to high level of documentations. Meanwhile, 9% of the respondents neither agreed nor disagreed and none of the respondents strongly disagreed and 16% disagreed.

Finally, the findings indicated that majority 61% of the respondents strongly agreed and another 21% agreed bringing to a total of 82% of those who agreed with the statement that it is easy to have trail of issues due to documentation. Meanwhile, 9% of the respondents neither agreed nor disagreed and none of the respondents strongly disagreed and 9% disagreed.

**Table 14: Effect of ISO 9001 certification on the internal processes and procedures**

Statement	Disagree	Agree			
			Disagree	Strongly Neutral	Strongly Agree
Every department has processes and procedures which are guided by the ISO 9001 standards	0,0%	0,0%	0,0%	40,46%	47,54%
Processes have improved due to documentation of procedures	0,0%	0,0%	0,0%	49,56%	38,44%
Employees have become more organized due existence of documented procedures	0,0%	0,0%	0,0%	49,56%	38,44%
Employees are able to have standardized responses to customers due to existence of uniform procedures on the same item	0,0%	0,0%	0,0%	43,49%	44,51%
Every departments must refresh procedures and processes at least to documentation once in a year due to ISO 9001 requirements	0,0%	7.8%	0,0%	50,58%	30,34%,

Employees have manuals for majority of the work methods It is easier for employees to handle over work due to high level of documentations	0,0%	0,0%	0,0%	26,30%	61,70%
It is easy to have trail of issues due	0,0%	14,16%	8,9%	26,30%	39,45%
	0,0%	8,9%	8,9%	18,21%	53,61%

Source: Author (2013).

**4.7.6 Regression for ISO 9001 certification and internal processes and procedures** Regression analysis was conducted to empirically determine whether ISO 9001 certification was a significant determinant of internal processes and procedures by private hospitals. Regression results in table 4.19 indicate the goodness of fit for the regression between ISO 9001 certification and internal processes and procedures is satisfactory. An R squared of 0.575 indicates that 57.5% of the variances in internal processes and procedures are explained by the variances in the ISO 9001 certification.

**Table 15: Model Summary**

Indicator	Coefficient
R	.758 <sup>a</sup>
R Square	0.575
Std. Error of the Estimate	0.28413

Source: Author (2013).

Anova statistics indicate that the overall model was significant. This was supported by an F statistic of 114.821 and p value of 0.000. The reported probability was less than the conventional probability of 0.05 (5%) significance level

**Table 16: ANOVA**

Indicator	Sum of Squares	df	Mean Square	F	Sig.
Regression	9.269	1	9.269	114.821	.000
Residual	6.862	85	.081		
Total	16.131	86			

Source: Author (2013).

The relationship between ISO 9001 certification and internal processes and procedures is positive and significant ( $b_1=1.005$ ,  $p$  value 0.000). The findings imply that ISO certification has significant effect on internal processes and procedures.

**Table 17: Coefficients**

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Indicator	B	Unstandardized Coefficients		t	Sig.
			Std. Error		
(Constant)		-.248	.434	-.570	.570
ISO Certification		1.005	.094	10.715	.000

Source: Author (2013).

## **CHAPTER FIVE**

### **DISCUSSION OF RESULTS**

#### **5.0 DISCUSSION CONCLUSIONS AND RECOMMENDATIONS**

##### **6.1.1 Effect of ISO 9001 Certification on customer service**

One of the objectives of the study was to establish the effect of ISO 9001 on customer service among private hospitals in Kenya. Following the study results, it was revealed that customer service care was highly valued and emphasized at the private hospitals. The study also concluded that customer service delivery had a positive and significant relationship with ISO 9001 certification.

##### **6.1.2 Effect of ISO 9001 Certification on corporate image**

The study attempted to find out the extent to which ISO 9001 certification has affected the corporate image of private hospitals in Kenya. Following the study results, it was inferred that private hospitals had good corporate image was due to the perceived quality, customer satisfaction, and customer loyalty. The conclusion was that customers tend to be loyal and happy with companies that meet their expectations by delivering superior quality of service. It was also inferred that corporate image had a positive and significant relationship with ISO 9001 certification.

##### **6.1.3 Effect of ISO 9001 Certification on customer satisfaction**

The study sought to find out the extent to which ISO 9001 certification has affected the level of customer satisfaction of private hospitals in Kenya. It was concluded that customer satisfaction was highly valued and emphasized at the private hospitals. However, results also indicated that there was a negative but insignificant relationship between customer satisfaction and ISO 9001 certification. This implied that there were other factors other than ISO 9001 certification which influenced the reported customer satisfaction.

##### **6.1.4 Effect of ISO 9001 Certification on internal processes and procedures**

The study set to establish the extent to which ISO 9001 certification of private hospitals in Kenya has influenced processes and procedures. Following the study results, the implication is that private hospitals had put in place internal processes and procedures to enhance faster customer service delivery. It was also suggested by the findings that internal processes and procedures had a positive and significant relationship with ISO 9001 certification.

#### **6.2 Recommendations**

##### **6.2.1 Recommendations on Effect of ISO 9001 Certification on customer service**

Following study results, it is recommended that customer service be emphasized at the private hospitals since the key role of quality of health care is in providing accessible services in an efficient, cost-effective and acceptable manner. An implication of these findings is that service quality be emphasized as service quality has more influence to customer satisfaction compared to perceived price.

### **6.2.2 Recommendations on Effect of ISO 9001 Certification on corporate image**

The results has important implication in that hospitals should ensure they offer quality services and customer satisfaction as this helps to generate a positive image for the companies in the long run. Further implications are that that the hospitals should emphasize on service quality as perceived service quality has a direct influence on customer loyalty brought about by improved corporate image.

**6.2.3 Recommendations on Effect of ISO 9001 Certification on customer satisfaction** The study results suggest that those hospital managers should be devoted in delivering superior quality service in order to achieve the patient satisfaction. Further suggestions from the study are that the hospitals to find out what other factors affect customer satisfaction since there ISO certification did not seem to influence customer satisfaction. Once, they find out which set of factors are important they can emphasize on them.

### **6.2.4 Recommendations on Effect of ISO 9001 Certification on internal processes and procedures**

The study recommends that the hospital managers to ensure that hospital processes and procedures should be improved continuously to consistently meet patients' needs. Further implications are that that the hospital managers should strive to get ISO certified as this has bearing on the state of departmental processes and procedures.

### **6.3 Area for Further Study**

This research has thrown up many questions in need of further investigation. For instance, does the result found in this study hold in public hospitals? It is a well-known fact that public hospitals exist under a different regulation environment and this may have an implication on the relation between ISO certification and customer service delivery.

Further work needs to be done to establish the extent to which public hospitals have complied with ISO certification. It is recommended that further research be undertaken in the following areas: A comparative study between ISO certified and Non-ISO certified hospitals as this would establish whether there is value addition when an institution adopts ISO certification.

Further experimental investigations are needed to estimate the relationship between ISO certification and corporate governance. Are institutions applying corporate governance practices more likely to apply for ISO certification.

What is now needed is a cross-national study involving comparison of ISO certification practices across the three east Africa countries, Kenya, Uganda and Tanzania

More broadly, research is also needed to determine whether ISO certification practices differ significantly between manufacturing firm and service firms in Kenya. In addition, in which sector do they seem to add more value if any

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