

**EFFECT OF SERVICE CHARTER - OPERATIONAL STRATEGY  
ALIGNMENT ON OPERATIONAL PERFORMANCE OF PUBLIC  
UNIVERSITIES IN LAKE REGION ECONOMIC BLOCK, KENYA**

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## DECLARATION

This thesis is my original work done with no other than the indicated sources and support and that has not been presented elsewhere for a degree or any other award.

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## CERTIFICATION

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## **DEDICATION**

This work is dedicated to my lovely Child, Tracy Wendo ad wife Mercy Wendo.

## **ACKNOWLEDGEMENTS**

I start by thanking the Almighty God for giving me strength, health and guidance throughout the course of this work. My utmost gratitude goes to my supervisors, Dr. Dishon M. Wanjere and Dr. Edwin Simiyu, for their helpful guidance and constructive criticism that greatly enhanced this work. I honestly appreciate their mentorship and patience which shaped this research to its completion. I am greatly thankful to my wife Mercy Nasiche and my Child, Tracy Wendo for their unwavering aid. Their understanding encouragement gave me the motivation to move even in challenging times. Usual thankfulness also goes to the entire workers at the school of Business and Economics for their specialized support and cooperation, which paid immensely to the research. I also wish to pass my sincere appreciation to the university management, staff and respondents from the universities under my study. Their collaboration greatly enriched the findings of my study. I remain grateful indeed.

## ABSTRACT

Kenyan Public universities have enormous part to play in providing quality education ad services to the public I lie with existing national policies and development goals. To improve transparency and accountability, many organizations have adopted service charters showing their commitments to stakeholders. However, despite the widespread adoption of service charters in Kenyan public universities, limited empirical evidence exists on how the alignment of these charters with operational strategies influences institutional performance. This raises the question of how service charter–operational strategy alignment influences the performance of public universities in the Lake Region Economic Block, Kenya. This study examined the effect of service charter operational strategy alignment on the operational performance of the public universities in the Lake Region Economic Block, Kenya. The specific objectives were to establish the effect of customer service Strategy Alignment, human resource management Strategy Alignment, supplier Strategy Alignment and resource strategy alignment on the performance of public universities in the Lake Region Economic Block, Kenya. The universities include Kaimosi Friends University, Rongo University, Kisii University, Jaramogi Oginga Odinga University of Science and Technology, Masinde Muliro University of Science and Technology, Kibabii University, Tom Mboya University, Koitalel Arap Samoei University College, Maseno University and Alupe University. This study was based on the stakeholder’s theory that underlines the importance of fulfilling the needs and expectations of all the groups affected by university operations. An **explanatory research** design was used, with data collected from ten public universities in Lake Region Economic Block research using stratified sampling ad simple random sampling. Th target population was 536 and the sample was made up of 229 staff who respondents to questionnaires. The data was collected and analyzed using the SPSS, with correlation ad regression analysis used to explore relationships and predict the effects of service charter organization strategy alignment on operational performance. Qualitative data was organized into themes ad used to explain the relationship between the study variables. The findings from the study offer a detailed understanding of how strategic alignment of service charters ca promote efficiency, effectiveness and overall performance in public universities. The study showed that all proportions of service charter operational strategy alignment - Customer service, Huma Resource Management, Supplier and Resource strategy alignment had significant positive effect on the operational performance of public universities in the Lake Region Economic block, Kenya. ( $t= 1.87, p<.05$ ), human resource management strategy alignment ( $t = 5.17, p < 0.05$ ); supplier strategy alignment ( $t=13.12, p < 0.05$ ); resource alignment strategy ( $t= 9.62, p < 0.05$ ). The study achieves that operational strategy alignments have a positive and significant effect on operational performance of public universities in Lake Region Economic Block. This study offers empirical evidence that aligning service charters with operational strategies improves operational performance in public universities, offering real understanding for management. This study recommends that there are a number of customer service, human resource management, supplier and resource charter attentions that should be followed. The Public universities in Lake Region Economic Block should ensure that supplier strategy alignment is considerate to requirements of the institution and should be based on student needs for amicable service delivery. The study recommends that public universities in the LREB integrate and align customer service, human resource, and other operational strategies with the service charter to enhance service quality, efficiency, and overall institutional operational performance.

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## **LIST OF ABBREVIATIONS AND ACRONYMS**

<b>ISO</b>	International Organization for Standardization
<b>JOUST</b>	Jaramogi Oginga Odinga University of Science and Technology
<b>KIBU</b>	Kibabii University
<b>KNBS</b>	Kenya National Bureau of Statistics
<b>LREB</b>	Lake Region Economic Block
<b>M&amp;E</b>	Monitoring and Evaluation
<b>MMUST</b>	Masinde Muliro University of Science and Technology
<b>MU</b>	Maseno University
<b>PC</b>	Performance Contracting
<b>PCN</b>	Process-Chart Network Diagram
<b>PWC</b>	Pricewaterhouse Coopers
<b>SA</b>	Strategic Alignment
<b>SCI</b>	Supply Chain Integration
<b>SPSS</b>	Statistical Package for Social Sciences
<b>UNESCO</b>	United Nations Educational, Scientific and Cultural Organization
<b>OECD</b>	Organisation for Economic Co-operation and Development
<b>UON</b>	University of Nairobi

## **OPERATIONAL DEFINITION OF TERMS**

<b>Customer service strategy alignment</b>	This refers to client approach based on customer acquisition, customer retention, customer recovery and customer satisfaction
<b>Human resource management strategy alignment</b>	Refers to employee management concerns measured by strategy clarity, commitment, competencies, and performance management systems and cultural alignment.
<b>Operational Performance</b>	This is the efficiently and effectively an organization uses its resources to deliver services or produce goods in alignment with its strategic objectives.
<b>Operational strategy</b>	This is the plan or framework an organization uses to manage its resources, processes, and capabilities in order to efficiently and effectively achieve its long-term objectives and deliver value to stakeholders.
<b>Organization Strategy</b>	It is the entire plan and set of actions that an organization use to attain its long-term goals and objectives. It describes how the company is using its resources (people, technology, and money) to create a competitive edge, meet client wants, and grow in its industry.
<b>Performance</b>	It is the effectiveness and efficiency with which an organization executes its operations to meet its objectives and deliver value to its stakeholders measured through customers' contentment, strategic

goals achievement, student satisfaction, efficiency and regulatory compliance.

**Resource Strategy**

**Alignment**

This pertains to the allocation of resources within an organization or project, aimed at optimizing their efficiency and effectiveness in the pursuit of defined goals or objectives, as analyzed through financial assets, technological capabilities, and intellectual property.

**Service Charter**

It is a formal document that outlines the commitments, standards, and expectations an organization sets for the delivery of its services to stakeholders

**Strategy alignment**

It is the process of ensuring that an organization's activities, resources, processes, and objectives are coordinated and consistently directed toward achieving its overall strategic goals.

**Supplier strategy**

**alignment**

This refers to providers of services and goods to an organization measured by supplier information sharing, supplier trust, supplier evaluation and supplier development.

## CHAPTER ONE

### INTRODUCTION

#### 1.1 Background of the Study

With the world experiencing rapid changes, leaders are developing policies to enable organizations to remain relevant. Public universities in Kenya are under keen examination from all the stakeholders who call for transparency and compliance to laid down service standards (Odhiambo, 2018). As service charters calls for precise levels of quality and management, their actualization into working strategies has become increasingly critical. However, inadequate resources often inhibit universities' capability to adequately meet these standards, leading to a gap between the stakeholder expectations ad actual performance (Ouma, 2020).

Globally, stakeholders have been enlightened about their rights compelling organizations to pay attention on performance, quality service delivery to remain relevant in the modern space (Ahen, 2018), for instance, in Canada, Linda McGuire (Panday and Chowdhury, 2023) indicates that the citizen's charter assures the protection of basic rights and freedoms, emphasizing inclusiveness, transparency and accountability to promote trust in governments firms. The Canadian model provides clear standards for service quality, grievance redress mechanisms and timelines enabling people to appreciate and claim their rights.

Service charter idea started in the United Kingdom in the year 1991 focusing on openness, accountability, openness, responsiveness in the delivery of services to the public (Panday & Chowdhury, 2023). Studies indicate that service charter alignment promotes organizational performance in the English local governments, while lack of alignment promotes organizational performance in the English local governments, while lack of alignments leads to poor outcome (Srivastava, 2017). Andrews, Boyne,

Law, & Walter (2011) also indicates that successful strategy implementation and public services performance depend on efficient customer service and resources alignment. The United Kingdom model aimed to strengthen citizens, improve service quality, and ensure better value for taxpayers' money (Wardaya Puspokusumo, Claudia & Meiryani, 2021). Also, globally service charters have proven helpful in improving organizational efficiency across all sectors. For instance, the Singapore Airlines' comprehensive service charter calls for reliability, customer care, and public service, helping the Airline build a strong and competitive international brand and achieve long-term success (Zentner, 2016). Additionally strategic alignment and efficient resource allocation have been coected to improved organizational performance in various industries, including pharmaceutical firms (Al-Hadidi, Tarhini & Masadeh, 2017) and firms in Yemen (AL-Surmi, Cao & Duan, 2016).

In Asia, for example, universities in Singapore and Malaysia have effectively used service charters to describe clear service standards, thus leading to higher student satisfaction levels and increased stakeholder trust (Jalal et al., 2020). In China, there has been a sharp the rapid growth of higher education prompting universities to adopt service charters as part of their strategic efforts to align with worldwide academic standards and enhance competitive positioning (Zhou, 2021). Similarly, in Sri Lanka, the implementation of Service Charter by the Public Health Service Directorate led to improved compliance and greater satisfaction among customers (Rajakaruna, Krishanth & Arnold, 2023). In India, service charters have become critical in addressing the varied needs of stakeholders, as well as consolidating accreditation processes. Studies indicate that aligning service charters with operational strategies significantly improves institutional performance and quality of service (Kumar & Singh, 2019).

In Africa, the adoption of service charters has followed similar trends with different level of success. For instance, in South Africa, the Citizens' Charter Programme, inspired by the United Kingdom model, endorses the involvement of citizens, service users, and employees in the development and evaluation of service charters (Public Affairs Centre, 2017). Service charters in South Africa outlines service delivery standards, timelines, higher student satisfaction levels and mechanisms for grievance redress, although assessments show that many service charters have not fully achieved their intended purpose - performance outcomes due to unclear performance indicators (Sharma & Agnihotri, 2001). Aligning of service charter with operational strategies enhances resource utilization, administrative efficiency and academic outcomes (Idris & Abubakar, 2022). Despite these gains, inadequate resources remain key challenge and a key barrier to full implementation (Nwankwo & Mbah, 2019).

Equally, in Tanzania, adoption of service charter by the Municipal Council in Dodoma led to visible improvements in employee performance and client satisfaction (Likangaga & Josephat, 2012). In Uganda, service charter was adopted by the Ministry of Public Service. The charter prioritized service delivery by ensuring that retired public servants receive their benefits promptly and accurately. This initiative in return, reinforced public trust in government operations showing the importance of service charters in improving service delivery (Government of Uganda, 2017).

In Kenya, service charters in public universities have become important tools for promoting efficiency, accountability and stakeholder satisfaction. The charters outline institutional commitments and provide quantifiable standards for evaluating service delivery (Ngoya & Muli, 2020; Galera, 2022). Service charter of the university of Nairobi stresses high-quality service, commitment by employees, and trust-building (University of Nairobi, 2018). Moi University's charter emphasizes on service

standards to improve organizational performance (Moi University, 2017), while in Kenyatta university, service charter prioritizes customer satisfaction by addressing the needs of both students and staff (Kenyatta University, 2016). Beyond the public and academic sector, Safaricom Company provides a successful corporate example of service charter implementation. The charter emphasis on customer-centric performance network reliability, and timely problem resolution thus strengthening its market leadership and customer loyalty (Yator & Kipchumba, 2023). Organizations that align service charters with strategic objectives consistently achieve better performance and competitiveness (Phutela & Vashisht, 2016).

Generally, implementation of service charters at the global, regional, and national levels demonstrates their critical role in enhancing institutional performance and transparency. Correctly aligned and efficiently executed, service charters promote stakeholder satisfaction, and ensure that public institutions, particularly public universities - deliver on their mandates efficiently and reliably (Galera, 2022).

## **1.2 Statement of the Problem**

Public universities in Kenya have experienced speedy student growth that has really strained the existing resources. The number of students joining public universities has swelled drastically from the academic year 2022/2023 (Commission for University Education (CUE), 2023). However, this surge in student numbers has not been matched with funding, infrastructure and staffing hence leading to poor ratio of staff to student as per the regulators, (CUE, 2023) recommended requirement. The discrepancies have strained effective service delivery in public universities resulting to compromise in service delivery offered to the stakeholders. In such like environment, aligning of service charter with operational strategies is essential for purposes of increasing organizational performance, specifically because, their

effectiveness depends on being integrated into daily operations and strategic decisions and decision making (KIPPRA), 2023; Kobonyo, Sagwa, & Oloko, 2019). In this situation, aligning service charters with operational strategies is essential for improving organizational performance, particularly because their effectiveness depends on being integrated into daily operations and strategic decision-making (KIPPRA, 2023; Kobonyo, Sagwa, & Oloko, 2019).

Despite official acceptance of the service charters, numerous public universities, mostly those within the LREB, continue to struggle with inefficiencies, delays in service delivery and stakeholders' satisfaction (CUE,2023; Ochieng, Atambo, & Alala, 2022). In most cases, service charters remain disconnected from core operational practices, rendering them ineffective in leading to performance improvement (Mutisya & Maia, 2021). Improper alignment can lead to unmet performance standards ideals, mismanagement of resources and reduced trust by stakeholders (Ngugi & Wambua, 2022). Without a deliberate ad strategic alignment between service charters ad the roader institutional strategies risk becoming ceremonial rather than transformational (Gede & Huluka, 2023). Studies doe reveal a detach between university strategic goals and operational frameworks outlined in their service charters hence weakening institutional effectiveness. With no urgent reforms, public universities risk diminishing service quality, dissatisfaction of stakeholders and operational inefficiencies (Moodly & Skae, 2022).

Thus, this study seeks to examine the effects of aligning service charters with operational strategies on the operational performance of public universities in the LERB, Kenya. The findings aim to provide evidence-based recommendations to enhance strategy implementational service delivery, within the higher education sector.



## **1.3 Research Objectives**

### **1.3.1 General Objectives of the study**

The study examined the effect of service charter - operational strategy alignment on the operational performance of the public universities in Lake Region Economic Block, Kenya.

### **1.3.2 Specific Objectives**

- i. To determine the effect of customer service strategy alignment on the operational performance of public universities in Lake Region Economic Block, Kenya.
- ii. To establish the effect of human resource management strategy alignment on the operational performance of public universities in LREB.
- iii. To establish the effect of supplier strategy alignment on the operational performance in LREB.
- iv. To investigate the effect of resource strategy alignment on the operational performance in public universities in LREB.

## **1.4 Research Hypothesis**

H<sub>01</sub>: Customer service strategy alignment does not significantly affect the operational performance of public universities in Lake Region Economic Block, Kenya

H<sub>02</sub>: Human resource management strategy alignment does not significantly affect the operational performance of public universities in Lake Region Economic Block, Kenya.

H<sub>03</sub>: Supplier strategy alignment does not significantly affect the operational performance of public universities in Lake Region Economic Block, Kenya

H<sub>04</sub>: Resource strategy alignment does not significantly affect the operational performance of public universities in Lake Region Economic Block, Kenya

### **1.5 Significance of the study**

This work is valuable to public universities in the LREB, this is because it offers empirical evidence on how to align service charter with operational strategies to enhance service delivery and efficiency. Through fitting findings into strategic and operational framework of institutions, there will be improved competitiveness and performance. This study will offer insightful recommendations to the policy makers like Commission for University Education (CUE), Ministry of Education and regulators useful for strengthening governance and quality assurance in the higher education sector. The university administrators and staff will gain insights into how effective service charter actualizing can streamline operations hence improving operational performance. Students in the public universities stand to benefit by satisfaction of effective service delivery. This study will also form academic literature for future reference on strategic alignment and public sector performance in higher education. Additionally, the government of Kenya as the main funder of public universities will benefit through improved accountability, prudent management of resources.

### **1.6 Scope of the Study**

The study focused on the effect of service charter -operational strategy alignment on the operational performance of public universities in LREB Kenya. Geographically, the study was limited to ten universities located within the LREB namely; Kaimosi Friends University, Rongo university, Kisii university, Jaramogi Oginga Odinga university, Masinde Muliro University of Science and Technology, Kibabii university, Tom Mboya University College, Alupe University, Koitalel Arap Samoei

university College and Maseno University. The choice of these universities was informed by the fact that the universities in LREB have similar challenges of mismatch of operational strategies and operational performance as indicated on their respective service charters leading to service delivery inefficiencies.

Theoretical scope of this study was guided by the stakeholder's theory, Contingency theory, Resource Based Value (RBV) theory and New Public Management theory. These theories were considered because stress the importance of aligning organizational processes such as charter, with wider institutional strategies in order to achieve superior performance and competitive advantage. Anchoring of the theories to the study helps link the concept of service charter implementation with organizational performance outcomes in the public universities.

The study covered a period scope from April to June 2025. This time considered enough to enable data collection, analysis and interpretation. Alos, the period was strategic because it coincided with the post- COVID-19 recovery phase during which universities were under pressure to improve service delivery, efficiency and accountability in order to meet the expectations from the stakeholders and regulators. The study respondents included the deans, chair of departments, directors and sectional heads. These categories of respondents are directly involved in the design, implementation and monitoring of the service charters and operational strategies. Their inclusion ensured that the data collected reflected strategic and operational perspectives critical for evaluating institutional operational performance.

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

This study faced several limitations that had the potential to affect the quality of findings. However, deliberate measures were taken to mitigate their impact and

safeguard the validity and reliability of the results. First, the study was limited to public universities within the Lake Region Economic Block (LREB). The study selected ten universities across the LREB to ensure that the sample captured both established and newly chartered institutions, thereby enhancing representativeness. Second, the study relied on self-reported data from respondents such as deans, chairs of departments, directors, sectional heads, and non-teaching staff. There was a possibility of bias, where some respondents could provide socially desirable responses rather than their true perceptions. To minimize this risk, the study assured respondents of confidentiality and anonymity, and questionnaires were structured to minimize leading questions and encourage honesty. Third, the study encountered non response and delays in accessing respondents due to competing administrative commitments within universities. This challenge was addressed through persistent follow up, scheduling flexibility, and the use of both online and physical.

## CHAPTER TWO

### LITERATURE REVIEW

#### 2.1 Introduction

This chapter focused on reviewing the existing literature on the area under study. The chapter highlighted the theoretical review, conceptual review, empirical review and conceptual framework.

#### 2.2 Theoretical Review

This study was attached on theories explaining service charter – organizational strategy alignment and operational performance in public universities within the LREB, Keya. These theories include, Contingency Theory, New Public Management Theory, Stakeholder Theory and Resource-Based View (RBV). Collectively, they stress aligning strategies with context, promoting efficiency, accountability and aligning strategies with context. They also highlight effectively maximizing resources and stakeholder relationships to increase operational performance and achieve Organizational competitive advantage.

##### 2.2.1 Stakeholders Theory

This theory was advanced by Freeman (1984) and later extended by Freeman et al. (2018), it stressed that organizations ought to consider and balance the welfare of all the stakeholders affected by their actions and operations. The theory considers organizations as a system of interdependent relationships among stakeholders and the stakeholders include employees, regulators, customers and the community who influence and depend on each other in achieving a common objective. Its key focus is that success and sustainability of organizations is determined by how the organization effectively engages and manages these relationships, creating value and fostering

collaborations among the various groups. (Baah et al., 2021; Miles, 2017; Damert et al., 2020).

Among the main strengths of the Stakeholders Theory is promotion of inclusivity, accountability and transparency in management. By identifying that each and every stakeholder provides rare understanding and resources, firms are well positioned to improve innovations, service quality delivery, and lasting performance (Garcia-Castro & Aguilera, 2015; Parnell et al., 2018). The theory is mainly suitable in the public sector, where effectiveness relies on engagement and trust with many stakeholder groups. But the theory faces several criticisms for assuming that most stakeholders have equal standing and for underrating the conflicts that may arise from the competing interests. The critics claim that the search of balance among diverse stakeholder needs makes trade-offs, where advancing individual group's interest may compromise the other ones' (Harrison & Wicks, 2013; Bridoux & Stoelhorst, 2019).

In regard to this study, the stakeholder theory supports the service charter variable. In the context of public universities, service charter serves as a formal tool that explains organization's commitments to key stakeholders and ensures accountability in delivery of service. Efficient aligning of the service charters with operational strategies enables universities to synchronize stakeholder expectations—such as quality education, timely services, and ethical management—into their strategic and operational processes. This alignment reflects the fundamental principle of the Stakeholder Theory: that institutions achieve optimal functionality and performance when they recognize, reconcile, and respond to the interests of all stakeholders affected by their activities.

### **2.2.2 Resource-Based View (RBV)**

The Resource-Based View (RBV), originally proposed by Penrose (1959) and later refined by Wernerfelt (1984) and Barney (1991), serves as a key theoretical foundation for understanding how organizations achieve and sustain competitive advantage through the effective utilization of internal resources and capabilities. The theory postulates that an organization's performance is determined by its ability to identify, develop, and deploy valuable, rare, inimitable, and non-substitutable (VRIN) resources (Barney & Clark, 2007). These may include tangible assets such as financial and technological resources, as well as intangible capabilities such as knowledge, leadership, and organizational culture. When strategically aligned, these resources enable institutions to outperform competitors and achieve long-term sustainability (Widhiadnyana & Ratnadi, 2019; McGee, 2015).

The RBV theory has proven particularly useful in explaining how internal strengths and strategic capabilities drive organizational performance, as demonstrated in various sectors, including higher education (Mohamed et al., 2019) and manufacturing (Nurchahyo et al., 2019). One of its major strengths lies in its focus on internal efficiency and innovation, emphasizing that competitive advantage arises not merely from external positioning but from how well an institution mobilizes and leverages its internal resources. This inward-looking perspective provides a strategic lens for understanding how organizations can achieve operational excellence and sustained performance improvement (Palencia et al., 2022).

However, the RBV has notable limitations. Critics such as Priem and Butler (2001) and Teece et al. (1997) argue that the theory tends to overlook external environmental factors—such as government policies, stakeholder expectations, and funding

constraints—that can significantly affect performance, particularly in dynamic public institutions. Moreover, its relatively static nature assumes that the value of resources remains constant over time, whereas in practice, public universities operate in rapidly changing contexts that demand continuous adaptation and realignment of strategies and resources.

In the context of this study, the RBV theory underpins the relationship between organizational strategy alignment and operational performance in public universities within the Lake Region Economic Block (LREB). The theory provides a framework for understanding how institutions can align service charter strategies—such as human resource management, customer service delivery, supplier collaboration, and resource utilization—to harness internal strengths and capabilities effectively. Maximizing of these internal resources in line with organizational goals, public universities can improve service delivery service, accountability, and overall operational performance, hence achieving sustained organizational competitiveness consistent with RBV ideologies.

### **2.2.3 New Public Management Theory**

This theory emerged in the late 20<sup>th</sup> Century as a major reform movement in public management, borrowing heavily from the private sector management practices. The scholars who championed for this theory include Hood (1991), Pollitt (1993), and Barzelay and Campbell (2003), who claimed that public can realize better efficiency, responsiveness by assuming business-like managerial techniques. The key postulation of NPM is that public sector organizations can improve performance through market-based reforms, decentralization, and the adoption of performance-based administration systems (Almquist et al., 2022; Cepiku & Savignon, 2021). This theory

calls for quantifiable, results-oriented budgeting, and the empowerment of managers to make informed decisions that enhances service delivery while at the same time maintaining accountability for results.

The NPM theory has some strengths that indicates that it emphasizes performance, efficiency and customer orientation. The theory replaces the traditional bureaucratic rigidity with flexibility in management enhancing innovation and accountability within public organization (Nguyen & van Thiel, 2023). NPM theory promotes a shift from input-based processes to output and outcome-based management, this ensures that organization resources are effectively utilized to deliver value to citizens. Through encouraging privatization, competition and decentralization, this theory promotes continuous improvement and quality in public services.

Nevertheless, this theory has got a number of limitations. However, NPM has several limitations. Critics claim that by strongly focusing on the market-driven approaches, the theory undermine the larger social objectives of public service, for instance equity and inclusivity (Pollitt & Bouckaert, 2011). In an environment like public universities where education serves both social and economic purposes, overemphasis is on measurable outputs may neglect long term development goals and academic values. Moreover, the implementation of business principles in the public sector can lead to reduced partnership, excessive managerialism and a reduced focus on collective wellbeing.

In to this study, the NPM theory provides a conceptual basis for the understanding of how service charter alignment with operational strategies can promote the performance of public universities within the LREB. By aligning of the service charter with the organization operational strategies, public universities can improve delivery of services, stakeholders' satisfaction and responsiveness. This connection reflects

NPM's essential premise that assuming business-like values and focusing on performance outcomes can lead to improved efficiency in public organizations. Therefore, this study reinforces the theory's argument that reform oriented management practices are critical for achieving operational excellence in the higher education sector

#### **2.2.4 Contingency theory**

Contingency Theory, proposed by Fred Edward Fiedler (1964), suggest that there isn't single best way to structure, manage and lead organizations; somewhat, it depends on the specific external and internal circumstances facing the organization. This theory key postulation is that organizational efficiency arises from the aligning strategies, structures, and processes with contextual variables like the environment, technology, leadership style, and firm's culture (Hillier, 2017). The theory stresses that achievement depends only on the organization's ability to adjust its strategies to match predominant circumstances, indicating that what works well in one environment may not affect the other.

Main strengths of this theory lies in its elasticity and practicality. The theory admits the dynamic nature of firms and the fact that administration practices must progress in response to environmental fluctuations. Contingency theory indorses all-inclusive understanding of firm operations by considering several cooperating variables that affect performance. This flexibility allows organizations to tailor their approaches based on specific situational demands, hence improving the probability of achieving operational competence and long-term success (Grant, 2018).

Still, contingency theory has several limitations. The theory offers inadequate guidance on identifying which contextual factors are critical and how they should be

managed well, making its implementation sometimes vague. Critics of this theory argue that it is very wide, reactive rather than proactive and generally reliant on variables that are difficult to measure accurately. In addition, this theory tends to overlook internal undercurrents such as institutional politics, culture and power relations, which meaningfully shape organizational performance – especially in complex, bureaucratic institutions like public universities (Mukasa, 2016; Heathfield, 2016).

In regard to this study, this theory provides a robust theoretical foundation for investigating how service charter–operational strategy alignment affects operational performance within public universities in the LREB. The theory aids the notion that efficient alignment depends on contextual variables, this includes institutional culture, resource availability, stakeholder engagement and policy environment. For example, aligning of customer service, human resource management, supplier collaboration, and resource utilization strategies with the exceptional environmental and organizational conditions of every university promotes efficiency and responsiveness. Consequently, this theory reinforces the study’s argument that there exist no universal strategy to align service charters with operational strategies; somewhat, achievements rely on tailoring strategies to match organizational realities to achieve maximum operational performance.

### **2.3 Conceptual Review**

This section considered looking at the service charter operational strategy alignment. Service charter – organizational strategy alignment refers to the process of making sure that the commitments, principles and standards drawn in a service charter are in harmony with the strategic objectives of the firm, thus promoting performance entirely by ensuring performance pays directly to strategic goals of the organization

(Karimi, 2016). Abror (2018) observed that matching of organization's service strategy with its generally business strategy leads to improved quality services and customer satisfaction and competitive advantage. The service charter operational strategy alignment was measured through human resource management strategy alignment, customer service strategy alignment, supplier strategy alignment and resource strategy Alignment.

### **2.3.1 Customer Service strategy alignment**

Customer service strategy alignment is a condition in which firms are in agreement to the fundamental needs of their customers. Firms are needed to continuously observe and forecast changes in customer wants (Karimi, 2016). Business elements are tasked with getting constant exceptional financial performance; they need to innovate and provide products and services that are of significant value to customers. Firms are tasked to investigate their internal processes and procedures critically, making sure that their focus remains on activities that bring value for both customers and shareholders.

Furthermore, it's noted that in addition to the goal of satisfying clients, decision makers of business units needed to translate their mission and strategy declarations into clear objectives centered on the market ad customer. It is also theorized that discerning the value propositions provided to specific segments is important for formulating objectives and metrics from the customer perspective. Customer alignment includes the articulation of firm's mission ad strategy into clear objectives considering targeted customers ad market segments which can be spread throughout the institution.

Northouse, (2021) states that the customer perception of the balanced scorecard allows organizations to harmonize their important customer outcome metrics like

loyalty, retention, satisfaction and profitability with specific target customers and market segments. customers within public universities show remarkable diversity. In the realm of the private sector, consumer generate revenue and acquires of goods generates revenue and acquires goods. In determining the alignment of customer service strategies, the traits were founded on customer acquisition, satisfaction and retention

### **2.3.2 Human Resource Management Strategy Alignment**

Huma resource management is extensively recognised as a critical factor of performance across numerous industries. Effective huma resource management affects performance through several ways. Managers who show transformational characteristics are adept at aligning firm's goals with employee motivations, nurturing a common sense of purpose which drives commitment and engagement (Northouse, 2021). Management styles stressing empowerment and fostering a supportive work environment relates well with organizational performance metrics that include customer satisfaction, productivity and profitability (Yukl & Gardner, 2020). Equally, ineffective management can undermine morale, inhibit innovation hence leading to semi optimal performance output (Hogan & Kaiser, 2021). So, the impact of management on organizational performance stresses the importance of leadership development and alignment with strategic goals to enhance competitiveness in business environment.

While we acknowledge that leadership it's important for institutions functioning, its direct impact on organizational performance can be mediated upon various factors. Effectiveness of management can vary depending on the specific outcomes being measured, with certain leadership styles showing stronger correlations with employees' satisfaction rather than financial performance (Judge & Piccolo, 2019).

Furthermore, firms performance is always the result of complex interactions among various factors which may mitigate or amplify the direct impact direct of leadership (Podsakoff *et al.*, 2019).

### **2.3.3 Supplier Strategy Alignment**

Supplier alignment is the condition in which organization's suppliers are synchronized with its objectives (Labovitz, 2012). As observed by Khadem (2018), the main tactic to promote efficacy of organization's business lies in the values of alignment and diligent follow-up. Such alignment indicates that every supplier within the firm realizes the strategy is aware of the path forward and applies effort towards its realization, thereby demonstrating commitment. According to Kaplan and Norton (2001), he states that organization ought to critically evaluate the essential capabilities their suppliers must possess to fulfill customer needs effectively. Khadem (2018) states that alignment requires a vital focus of reference for all suppliers, which includes the organization's values, vision and strategy. Aligning involves matching with the organization's values and strategy, necessitating that employees show persistent commitment to the organization's mission and vision. Supplier strategy and its alignment is assessed through the of information sharing, establishment of trust and the development of supplier capabilities.

### **2.3.4 Resource Strategy Alignment**

Service charter summarizes the commitment to customers regarding service delivery standards and expectations, serving as a bridge between strategic goals and front office Performance (Prajogo & Sohal, 2006). Proper alignment of service charters with firm's strategy reinforces a culture that prioritizes customer-based values and operational excellence. Such alignment promotes a sense of purpose among employees

promoting practices that aid strategic objectives and enhance service quality (Ahearne *et al.*, 2017).

Organizational culture, influenced by the alignment of service charters with strategy, positively affects metrics like customer satisfaction and operational efficiency (Schneider *et al.*, 2017). Organization culture that pays attention to service excellence and responsiveness can lead to improved customer loyalty (Schneider & Bowen, 2019). In addition, when service charters are well joined into the institution culture, they contribute to employee engagement and satisfaction, which in return significantly impacts overall performance outcomes (Bakker *et al.*, 2021). Thus, strategic alignment of service charters with the goals of the organizational not only reinforces a customer-focused culture but also drives improvements in organizational performance across various scopes.

Resources allocation is vital for efficient functioning, but its direct influence on performance of the organization can vary depending on other factors like market managerial capabilities and external environment dynamics (Sirmon, Hitt, & Ireland, 2017). Various studies have realized that having resources does not give assurance of superior performance; rather, it is how these resources are leveraged and managed that determines outcomes (Kraaijenbrink, Spender, & Groen, 2010). For example, organizations might face challenges in realizing performance improvements solely through resource allocation if they lack strategic alignment, effective leadership or maybe innovative capabilities (Danneels, 2016).

### **2.3.5 Operational Performance**

Operational performance refers to extent to which firm efficiently and effectively maximalizes its resources to achieve the required outcomes in the delivery of products

or services (Venkatraman & Ramanujam, 1986). Operational performance shows condition of competitiveness realized through a degree of effectiveness that assures a robust market presence considering complex and intricate interplay among various dimensions. (Dragomir & Pânzaru, 2019). Operational performance covers the tangible outcomes of organizations evaluated in relation to its intended objectives. As stated by Richard, Devinney and Johnson (2015), organizational performance covers three fields of an organization outcome. Technological and technical capabilities, the expertise owned, employees' qualifications and productivity level are critical elements that shape the future and current competitiveness of an organization hence influencing its financial outcomes through strategic financial policies.

Advancements in performance and output have been significant over the past couple of decades. Actions focused on reinvention and result based management have advocated for improved measurement to foster higher accountability and uplift organizational efficiency (Salkic, 2019). According to Hill, Jones, and Schilling (2020), measurement of performance and strategic alignment are vital elements of efficient management because they ensure that organizational objectives and activities are harmonized to achieve sustained competitiveness.

Measures of quality services include a range of qualitative aspects pertaining to the outputs. These outcome measures serve as pointers of a program's achievement of its substantive goals, while cost effectiveness measures represent the ratios of effectiveness relative to the costs incurred in their production. Customer satisfaction measurement closely resembles those of service quality, yet they are approached from the perspective of the citizen engaging with the service (Andalas, 2022). Assessment of operational performance within higher education institutions should triadic temporal framework, considering the past, present, and future aspects.

Barney, Singh, Darwish and Potocnik, (2015) recognizes four methodologies for assessing firms performance: stakeholder approaches to performance dimension and survival as an indicator of an organizations' performance. Numerous researchers like Pollanen, Abdel-Maksoud, Elbanna, and Mahama (2016), states that five central performance metrics are vital and enough for managerial assessment: cash flow, innovative performance, productivity, liquidity and profitability. According to Liker and Convis (2020), they suggest that suggest that operational performance, a crucial measure of an organization's efficiency and effectiveness in executing its fundamental business processes, is important for getting competitive advantage. Exceptional operational performance is defined by the efficient use of resources, refined workflows and the reduction of waste leading to cost efficiency and improved productivity. Institutions that demonstrate higher operational performance are capable of products and services with greater reliability and improved quality reliability quality, consequently encouraging increased customer loyalty and satisfaction (Womack, & Jones, 2021). Recent research indicates that the importance of integrating complex technologies like artificial intelligence, machine learning, and data analytics to promote operational performance. These technologies facilitate enhanced forecasting, real-time observation, and more enlighten decision making, thereby leading to superior operational results. (Choi, Chan, & Yue, 2021).

Also, Porter and Heppelmann (2021) states that cultivating a culture of the ongoing enhancement ad lea management methodologies greatly promotes operational performance. Continuing development entails the systematic examination of processes and the application of gradual modifications to maximizes both effectiveness and efficiency. Administration stressed the eradication of waste and enhancement of processes, guaranteeing that each activity contributes values to the

customer (Choi, Chan & Yue, 2021). Execution of these practices these practices demands dedication from leadership and engaged participation of employees across all the dimension. Organizations that skillfully integrate these beliefs that adeptly integrates are able to respond with greater agility to shifts in the market place, maximizing operational expenditures and elevated performance. Firms that incorporate constant improvement and clear methodologies steadily demonstrates greater performance as compared to their counterparts in critical metrics, including cycle time and overall productivity (Womack & Jones, 2021). Even though operational performance serves as a pragmatic indicator of organizations' achievement, detractors state that it frequently stresses immediate efficiency at the expense of enduring sustainability. **Nevertheless, when harmonized with strategic alignment, operational performance acts as an essential connection between institutional strategy and the overarching effectiveness of the organization.**

## **2.4 Empirical Literature**

### **2.4.1 Customer Service Strategy alignment and Operational Performance**

Andrews, George, Meier Toole, and Walker (2012) performed a study on the strategic alignment of clientele and the provision of public services in English local governments. The study utilized longitudinal multivariate analysis on a panel of public organizations spanning four years. Studies demonstrate that increased prospecting alignment results in significantly improved operational performance in centralized organizations, especially in environments characterized by high unpredictability. The research indicates that customer alignment with a prospecting approach improves operational effectiveness, however it does not with a defensive strategy. This study is contextually and methodologically different from the current

investigation, as the latter is undertaken in Kenya utilizing a cross-sectional design, rather than in England.

Obeidat, Al-Hadidi, Tarhini, and Masadeh (2017) conducted a study in the Middle East on the determinants of good customer strategy execution in pharmaceutical organizations. Investigations established that distribution of strategies inside the firm impacted successful implementation. Manyasi (2012) studies the influence of customer strategy alignment on the operational performance of the Kenya Revenue Authority. The study used a case study methodology and found out that there was a positive association between customer strategy alignment and performance. This study is different from the current research which seeks to analyse the service charter operational strategy alignment on the operational performance of public universities in LRE, Kenya rather than the health sector.

According to Kuria Maore, and Munga (2021), he did a study on the influence of customer service techniques on organizational performance in private universities, Kenya. The study was based on the frameworks of Customer Service, Assimilation, and Attribution. The researcher sought to examine the influence of customer acquisition, performance, retention, and recovery on the operational efficacy of privately held universities in Kenya. This study used a descriptive cross-sectional methodology, focusing on a sample of 172 employees from various firms across Kenya. The study involved a sample of 120 respondents, carefully chosen using random sampling and stratified sampling method. Data collection was done using Google Forms surveys. The study's analysis indicated that privately held Kenyan firms indicated that privately held Kenyan institutions are substantially affected by aspects including customer performance, acquisition and customer retention. However, the data showed that customer recovery had a maximum effect on operational efficiency.

The study stressed the imperative for privately-owned organizations in Nairobi, Kenya, to intensify their efforts in adopting more efficient customer recovery ways. This study was done exclusively in private institutions in Kenya and not in public universities located in the LREB.

Thiongo and Sije (2023) studied the influence of customer procedures on the operational efficiency of private universities in Kenya using RBV and stakeholder theories. He used descriptive method, involving 190 respondents from 30 universities, found a significant positive association between customer procedures and organizational performance. The writer stressed the need for universities to meet shareholder needs through measures such as retention and alumni satisfaction. Also, Hill, Jones, and Schilling (2020) noted that aligning shareholders' needs with institutional strategies enhances effectiveness and long-term performance. The existing study expands on this by analyzing 229 respondents to provide a understanding into service charter alignment and university operational performance.

Muthoni (2017) examined the impact of strategic alignment on the performance metrics of public universities in Nairobi City County, Kenya. The study examined the aspects of strategic alignment, which included information technology, market orientation and strategic human resource management. .\

The study was informed by various theoretical frameworks, including the RBV theory, Human Capital theory and balanced scorecard. The study used a descriptive research design and the target population included both academic and non-academic staff associated with the public universities in Nairobi County, Kenya. The University of Nairobi, KU the TUK, the Multimedia University of Kenya, and the Cooperative university of Kenya were fused into this notable cohort. The study was made up of 9,121 participants and it consisted of both teaching and non-teaching personnel from

the five separate universities. Yamane approach enabled the calculation of a sample size of 384 respondents. The study adopted a stratified sample strategy in combination with a simple random sampling technique. Investigations in this study comprised of both descriptive analysis and inferential data analyses. The descriptive statistics included in the study included percentages, frequencies and standard deviations. Inferential statistics involved regression correlation analysis. The study proved that information technology, strategic human resource management and market each had statistically significant positive impacts on the performance of public colleges. The field on information technology showed a little significant association. This study was done in Nairobi instead of LREB region.

#### **2.4.2 Human Resource Management Strategy Alignment and Operational Performance**

Biggs, Brough, and Barbour (2018) observed that the alignment of human resource management relates to the workers of the Australian state police service, stressing the relationship between their strategic priorities and specific job tasks of the organization. The study precisely involves an employee's knowledge of the firm's strategic priorities, the significance attributed to those priorities, and an insight into how their daily responsibilities and roles directly enhance the organization's ability to fulfill its objectives. The research revealed a noteworthy impact of the strategic alignment of human resource management on the operational performance of employees. Precisely, the improvement of strategic alignment may be realized via the implementation of training of staff, leadership development programmes with focus on transformational leadership style and feedback provision. This embraces specific significance in organizations that possess limited ability to influence other resources like job control. This study focused on the operational performance of employees

within public universities in the LREB, Kenya, rather than on the performance of employees in the police service in Australia.

AL-Surmi, Cao, and Duan (2016) did a quantitative study in Yemen focusing on 242 managers to study the influence of alignment of human resources management, information technology, and marketing strategies on organizational performance within the region. The study showed that maximum alignment of human resources management exists for both prospectors and defenders. Moreover, the alignment positively influences organizational performance and serves as a more accurate indicator of the traits and performance effects of strategic alignment. Successive interviews were done to boost the arguments and explain the alignment of strategies. The study deviates from the current investigation in concept, context, and methodology while the latter stressed on organization in Kenya and distinct variables.

Ambiyo (2015) studied the effect of connecting human resource management with performance at Catholic Relief Services in Kenya. The study applied a case study design to establish that the alignment of core resources and the assessment of skills were vital factors improving performance. The investigation indicated the need for a detailed assessment of critical competencies, a clear definition of the strategy goals and objectives, hiring individuals with required skills to aid strategy implementation, finally seeking to promote organizational performance. The current study focused on public universities in the education sector and in LREB, as opposed to the religious sector earlier referenced.

Vivares, Sarache, and Naranjo (2016) revealed no positive association between the HRM practices and performance in institutions. The study used human capital theory values to carry out a survey of a representative sample of medium and large industrial firms in the Colombian coffee area. The study used regression analysis to assess the

null hypothesis. From the findings, the study states that organizations effectively ought to match the discrete attributes of individual workers, their job happiness, and performance metrics with the overarching operational strategy to promote corporate performance. Nevertheless, the previous research relied on data collected from main and mid-sized manufacturing firms involved in coffee processing, whereas the present study concentrates on public institutions in Kenya.

Sembiring (2016) did a survey of 179 support and staff at the university of Debre Brehan to assess the influence of HR knowledge and skills on performance of SMEs in Medan City, Indonesia. The quantitative research showed a substantial association between human resource practices like recruiting, training and selection, evaluations, and compensation and university performance. So, it's advised that higher education organizations pay priority to remuneration recruitment and selection to enhance their operational efficiency. Moreover, concerning trainings, evaluations and development, it's important to accept the situations to promote their efficacy performance evaluation within the organization. Nonetheless, the study focused on examining a particular academic institution located outside our borders rather than in Kenya.

Odhon'g and Omolo (2015) pursued to assess the influence of huma capital on the success of pharmaceutical firms in Kenya. The study applied a descriptive technique anchored in the skill learning, ideas of human capital and sustainable resources. Data was collected by distributing questionnaires to a randomly selected sample of 200 people from pharmaceutical companies in Kenya. The examination utilized inferential methods and descriptive statistics and showed a positive relationship between staff investment and organizational achievement. It's wise to assure access to high-quality educational occasion and to actualize training programs that are properly connected with organization needs, as shown by the incorporation of German Dual Vocational

Education and training methods. These efforts reinforce the link between the industry and the educational sector. The research proposed the adoption of collective efforts, social networks, educational initiatives and skill transfer as measures to increase competency development in knowledge management. However, the research focused mainly on the investment in human capital and didn't show the impact of strategic human capital on performance outcomes. This study leaves from prior research focused on pharmaceutical firms and as a replacement for study on public universities.

Mutahi and Busienei (2015) carried out a study on the impact of strategic human resource management (HRM) strategies on the performance indicators of public universities in Kenya. Strategic prizes training of employees has become crucial approaches in the current environment. The writers propose creation of better employment strategy developed to increase job stability. These authors recommended that the government ought to base the recruiting and selection processes in universities on the premise of equalizing hiring chances. This should include continuous assessment of staff skills and a renewed emphasis on recognizing training needs for maximum employee development, along with other efforts. Naitore and Wanyoike (2019) implemented a descriptive survey surrounding thirteen public universities in Kenya, indicating that the performance of specific public universities showed a positive and significant correlation with strategic human resource management practices, particularly in HR planning and staffing. The study indicates that strategic human resource management practices significantly and positively influence the operational performance of public institutions. This study focuses on ten public institutions within the LREB, as opposed to the thirteen public colleges located in the country.

### **2.4.3 Supplier Strategy Alignment and Operational Performance**

Anamanjia and Maina (2022) did a detailed study analyzing the strategic alignment of supplier's and the operational performance of Kenya Revenue Authority. The studied response variables covered cultural, structural, resources and business environment alignment. The study was grounded on organizational theory, dynamic capacity and resource advantage theory. The study adopted a descriptive research framework with analysis focused on the Kenya Revenue Authority (KRA). The sample population made of entire workers in Job groups three to ten. The study revealed that resource alignment, structural alignment, cultural alignment and business environment alignment positively and significantly affected the performance of the KRA. The study was based on the KRA, as opposed to the current probe regarding public universities in the LREB.

Tyndall, Gopal, Partsch, and Kamauff (2016) did a study examining the effect of supplier trust practices on the organizational performance of manufacturing enterprises in Ethiopia. The study used a variety of methodological methods, among them questionnaires for data collection and later descriptive and inferential statistical techniques for analysis of data. The traits of association among suppliers proved to be a central component in refining trust in this study, leading in the conclusion that a substantial positive connection does exist among collaborative suppliers and general supply chain performance. This study didn't adequately address important aspects of supplier association like trust, development and evaluation. This study examines the connection among service charters and operational effectiveness in public universities in Kenya, as opposed to supplier trust in Ethiopia.

Otieno and Getuno (2017) carried out a detailed study in public secondary schools in Nairobi City County, concentrating on the influence of information sharing among

suppliers on the performance of the supply chain in these institutions. He study used an extensive census survey covering the entire secondary schools, primary data was collected from the 6 six institutions. The investigation scrutinized the transparency of procurement process, frequency of inspection, improvements in educational procurement, the tendering methods, the enhancements in professionalism, and their effects on general performance. The above-mentioned criteria had a direct positive effect on performance. This study ineffectively addressed critical dimensions of supplier relationships, including trust, evaluation, and development, and was done within the framework of public organizations.

Gatobu and Moronge (2018) studied the strategic partnerships with suppliers and the succeeding performance of agricultural firms in Kenya. The strategic alliance focused on how suppliers linked their information and the resulting effect on performance. The association for exchanging supplier information significantly increases procurement performance. The study also showed that supplier partnerships functioned as a competitive strategy, successfully distinguishing procurement capabilities across different organizations. The study was done inside the agricultural sector; however, the current study focuses on education sector.

Kiarie (2017) contributed to scholarly research on the influence of supplier information-sharing relationship management techniques on the organizational performance. The study focused on importance of manufacturing organizations in Kenya. The study showed that the sharing of supplier information has a small effect on the general performance of large manufacturing firms in Kenya. The study recognized supplier trust and supplier commitment too as drivers of improved organizational performance. This research highlights the importance of commitment

as a reagent for organizational performance, rather than aligning of service charters with operational performance results.

Rodeghier (2017) examined the effect of supplier alignment of the performance measures of universities in Kenya. The writer used both open and closed ended questionnaire and descriptive research design to establish the values of supplier evaluation. The analysis of data was done using led of descriptive and inferential statistics concentrating on percentages, frequencies, Pearson correlation and hierarchical regression methods. Results showed that the values of supplier evaluation had a significant and valuable effect on performance. The primary conclusion suggested that supplier alignment significantly affected performance outcomes.

#### **2.4.4 Resource Strategy Alignment and Operational Performance**

Shuja and Aasi (2015) studied the effect of Resource alignment on business continuity management. The data was collected from management of a sample of twenty-one banks working in Lahore in Pakistan. The author employed a 5-point Likert scale questionnaire containing 8 items to measure resource mobilization and 15 items to examine business continuity management. The findings from the study established that resources alignment function as efficient tool for executing business continuity and catastrophe management strategies. Nevertheless, the research focused on the banking sector as opposed to the public universities in LREB, Kenya.

Study done by Musundi (2015) examined the influence of resource mobilization strategies on the efficacy of total war operations against AIDS among youth in Turbo sub-county in Kenya. The research was done using descriptive design and simple random sampling method to establish a sample size of 114 participants. Questionnaires were used to collect data and later analyzed using descriptive and

inferential method. The study displayed that resource alignment significantly increases youth performance. The prior study used a sample size of 114 while the current investigation employed a sample size of 229 respondents.

Rubasin and Nuradhi (2021) did a scholarly investigation on the influence of financial resources on the financial performance of Sri Lanka. The statistical results establish a positive correlation between financial resources and financial performance. This study's findings showed that the availability of financial resources can improve financial success. The research was done in Sri Lanka, instead of inside the contextual framework of Kenya. The research focused on the stock market sector rather than public universities which falls in an education sector.

Keitany, Chepkilot, and Tanui (2019) established the influence of technological innovation on the competitive environment of institutions in Nakuru Town, Kenya. The research was led by the Technology Acceptance Model and it applied a descriptive research design. This study was done on a cohort of 62 people in positions including heads of departments, registration staff and the director of online learning across 6 campuses in Nakuru town, Kenya. The primary data was then systematically collected through a standardized questionnaire. The data analysis was utilized by both descriptive and inferential statistical methods and the findings demonstrated a strong and statistically significant association between online instruction and the use of smart boards concerning the competitiveness of institutions. The study suggested that colleges prioritize the implementation of management information systems and online teaching platforms. This study utilized both of descriptive and correlational research designs. The study highlights technology and innovation, whereas the current examination analyzes service charter alignment as a strategic method for improving operational performance.

Ng'ang'a, Waiganjo, and Njeru (2017) carried out a study to find out the influence of organizational resource mobilization on performance in the tourist sector. The study applied a cross-sectional approach to evaluate the influence of resource portfolios on the effectiveness of tourist government agencies. The study had a population comprising of both managerial and non-managerial personnel. The investigator used stratified sampling to ascertain a suitable sample size and employed both descriptive and inferential statistical techniques. The study demonstrated that resources were crucial to a company's performance. The primary resources in publicly held agencies and organizations within the tourist industry comprise human, physical, and technology resources, as well as competencies. However, prior research focused on the tourist sector in Kenya, while the current study investigates operational effectiveness in public universities.

## 2.5 Summary of Research Gaps

The study analyzed the gaps as shown in the table below.

**Table 2.1 Research papers Analysis Matrix**

<b>Studies</b>	<b>Focus</b>	<b>Methodology</b>	<b>Findings</b>	<b>Knowledge Gap</b>
Andrews, George, Meier Toole and Walker (2012)	Customer strategic alignment and public service performance in English local governments.	The study adopted longitudinal multivariate analysis	They found out that high levels of prospecting alignment produce stronger positive performance effects in centralized organizations and when environmental uncertainty is high	This study differs contextually and methodologically from the current investigation since the latter done in Kenya and it adopt cross sectional design.
Obeidat, Al-Hadidi, Tarhini and Masadeh (2017)	Determinants of successful customer strategy execution in the pharmaceutical firms.	Mixed methods research design using descriptive, data collection using questionnaires and interview guides.	Customer service had insignificant impact on performance of pharmaceutical firms.	The study was conducted on customer execution not alignment.
Manyasi (2012)	The influence of alignment of customer strategies on performance of Kenya Revenue Authority.	The study adopted a case study design	Established that customer strategy alignment and performance are closely related. The study found out that organization had aligned its internal strategies	This study differs from the current study that seeks to determine effect of service charter operational strategy alignment on operational performance of public

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				universities in Lake Region Economic Block, Kenya.
Kuria, Maore and Munga (2021)	The influence of customer service strategies on organizational performance among private universities in Kenya.	The study settled for a descriptive cross sectional study approach, targeting 172 employees	A determination was deduced showing customer recovery having insignificant effect towards performance both customer acquisition, customer retention and Performance positively affected performance.	This study was among private universities in Kenya and not public universities in Western region.
Shuja and Abbasi (2015)	investigated the impact of resource alignment on business continuity management in Lahore, Pakistan.	Data was collected from managers from a sample of 20 banks	The results and findings of the study suggest that resource alignment is an effective tool used in implementing business continuity and disaster and crisis management plans.	However, the study used banking sector unlike public universities in Lake Region Economic Block, Kenya.
Thiongó and Sije (2023)	The influence of customer processes on the performance of private universities in Kenya.	The study was informed by resource-based theory and stakeholders' theory. The study adopted a descriptive research design.	The regression of results showed that customer processes and performance of private universities is positively and significantly related.	The study based on customer processes and not customer service strategy alignment.
Muthoni (2017)	The impact of strategic alignment on the performance of	A descriptive research design	Strategic human resource management all have statistically significant positive	This study failed to examine customer service, supplier

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	Nairobi City County's public universities.	was used for this investigation.	impacts on the performance of public universities.	and resource alignment strategies.
Biggs, Brough and Barbour (2018)	human resource management alignment and employee performance at Australian state police service	Correlational design	Human resource management alignment relates positively to employees of an Australian state police service	This study was based on employee performance unlike current study on public universities in Lake Region Economic Block, Kenya.
AL-Surmi, Cao and Duan (2016)	Human resource management alignment on organizational performance in Yemen public sector.	Descriptive design	Human resource management alignment has a positive impact on organizational performance; and human resource management alignment provides a better indication of the nature and performance impact of strategic alignment.	The study however differs from the current study in context, concept and methodology as the latter focuses on firms in Kenya and different constructs of alignment.
Ruga, Kiruja, and Sagwa (2022)	Strategic human resource management practices on the performance of public universities in Kenya.	This study used a descriptive research strategy based on a census approach.	A statistically significant link was found between the performance of public universities in Kenya	Based on HRM and left out supplier, customer and resource alignments
Naitore and Wanyoike (2019)	Effect of HRM on performance of public universities in Kenya	Used a descriptive survey of thirteen public universities in Kenya	Found that certain public universities' performance was positively and significantly correlated with strategic human resource management practices.	Dwelt on HRM and left out supplier, customer and resource alignments
Anamanjia and Maina (2022)	Supplier strategic alignment and	This study employed a	The study established that structural alignment, cultural	This study was based on Kenya Revenue Authority

**Source;**

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	performance of Kenya Revenue Authority.	descriptive research design.	alignment, resource alignment and business environment alignment had a positive and significant effect on the performance of Kenya Revenue Authority.	unlike current study on public universities in Lake Region Economic Block, Kenya.
Tyndall, Gopal, Partsch and Kamauff (2016)	The role of supplier trust practice on organizational performance of manufacturing firms in Ethiopia.	The study applied a variety of design causal and correlational design	Collaborative supplier attribute was the key link for supplier trust in this study and hence the study found a positive significant effect between collaborative supplier and supply chain performance.	This study failed to approach key supplier relationship attributes of trust, evaluation, development and evaluation.
Ochola, Nyamita, and Okello (2022)	Investigated the impact of financial resources on the managerial effectiveness of decentralized administrations in Kenya.	A stratified random sampling technique was employed, with a sample size of 381 respondents.	Regression analysis revealed that the computed p values for financial resources were statistically significant.	Public universities were not included in this analysis.
Rubasin and Nuradhi (2021)	Investigation on the influence of financial resources on the financial performance of Sri Lanka.	Causal research design	The statistical findings suggest a positive relationship between financial resources and financial performance.	The study focused on the stock exchange industry rather than public universities.

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**Researcher, (2025)**

## **2.6 Conceptual Framework**

It is conceptualized that university operational performance depends on service charter operational strategy alignment. Therefore, service charter operational strategy alignment either result in good or poor operational performance of public universities in Lake Region Economic Block, Kenya. Service charter operational strategy alignment was assessed through customer service strategy alignment, human resource management strategy alignment, supplier strategy alignment and resource strategy Alignment. These are the independent variables of the study. Operational Performance as dependent variable was measured through customers' contentment, strategic goals achievement, student satisfaction, efficiency and regulatory compliance.

In ascertaining customer service strategy alignment, the attributes was based on customer acquisition, customer retention, customer recovery and customer satisfaction. Human resource management strategy alignment was measured by strategy clarity, commitment, competences, and performance management systems and cultural alignment. Supplier strategy alignment measured by supplier information sharing, supplier trust, supplier evaluation and supplier development. Resource strategy alignment examined through financial resources, technological resources and intellectual property. Operational Performance was measured by customers' contentment, strategic goals, student's achievement, student satisfaction, efficiency as well as regulatory compliance.

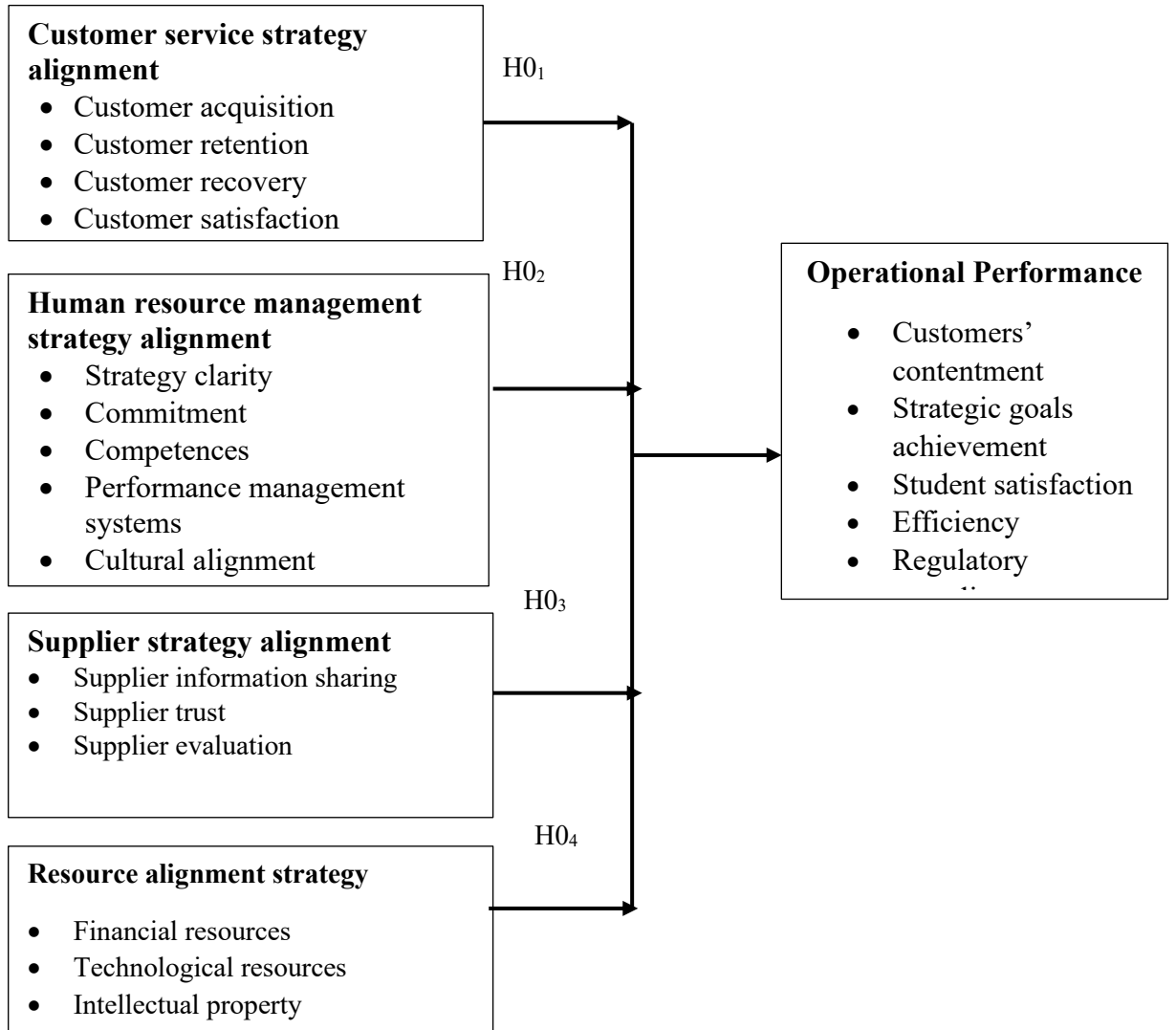
This relationship is presented in a conceptual framework shown in Figure 1.1.

## Conceptual Framework

**Independent Variable**

**Service charter operational strategy**

**Dependent Variable**



*Source: Research Data*

**Figure 1.1: Conceptual Framework**

## CHAPTER THREE

### RESEARCH METHODOLOGY

#### 3.1 Introduction

This chapter presented the methodology to be used in the study. It entailed; research design, location of study, study population, sampling design, data collection instruments, validity and reliability of research instruments, data collection procedures, data analysis and ethical considerations.

#### 3.2 Research Area

The study was carried out in the Lake Region Economic Block part of Kenya where public universities are widespread. Lake Region Economic Block is situated within the western part of the country, spans between 0<sup>0</sup> 30' N and 0<sup>0</sup> 10' S, and longitudes 33<sup>0</sup> 50' E and 350 30' E. It shares borders with Uganda to the west, the Nyanza region to the north, and the Rift Valley region to the east. Notably, the region is distinguished by its adjacency to Lake Victoria, with several counties bordering the shores of the lake. Its topography features, fertile plains, rolling hills and numerous rivers like R. Nzoia and R. Yala. This study particularly targeted counties including; Vihiga, Bungoma, Busia, Kakamega, Nandi Kisii and Siaya respectively. This study area was considered most suitable because, the bloc has a sizeable number of public universities under study. The high concentration of these universities provides a rich setting for investigating the effect of service charter–operational strategy alignment on organizational performance. Furthermore, the universities within this bloc face similar operational challenges for instance limited resources, strain on available resources, and high stakeholder expectations (CUE, 2022). These shared related realities make the LREB an supreme case for generating understanding that can be generalized to other regions of the country. Finally, there is stakeholder complain of inefficacy in service delivery among the universities I the LREB.

### **3.3 Research Design**

This research employed a descriptive and explanatory design methodology. A descriptive design is selected for its capacity to elucidate the relationships among variables. This design proves to be exceptionally beneficial for the collection of insights regarding individuals' attitudes, opinions, habits, or a range of educational and social matters. Explanatory Research was employed to elucidate the causal relationships that exist between variables. The collection of primary data was conducted through the use of questionnaires, and the information garnered facilitated the resolution of the research inquiries while offering essential insights to fulfill the research aims.

### **3.4 Target Population**

The research was conducted at the ten public universities in Lake Region Economic Block, Kenya, nine of the 47 counties in Kenya are located in this expansive region: Kaimosi Friends University, Rongo University, Kisii University, Jaramogi Oginga Odinga University of Science and Technology, Masinde Muliro University of Science and Technology, Kibabii University, Koitalel Arap Samoei University College, Tom Mboya University, Maseno University and Alupe University are the ten public universities located in the Lake region Economic block. The total target population was 536 respondents. This was made up of 3 categories ie the deans/Chair of departments, directors and sectional heads. These respondents were chosen because they forma true reflection of representation of the different perspectives of the population and support in getting a detailed understanding of the study subject

### **3.5 Sampling Design and Sample Size**

The study applied a stratified sampling research design alongside a simple random sampling design. Probability sampling was considered because of its capacity to assure that each element of the population possesses equal chance of selection, hence

facilitating the generalization of findings to the roader population as noted by Mugenda (2019). The population was classified into distinct strata, determined by staff categories such as, deans, chair of department, directors and heads of non-teaching sections from which the selections were done at random. Furthermore, a straightforward random technique was used to select respondents from the strata. Sharma (2017) observes that the accuracy of the estimate can categorize the population units into a specific number of groups.

Yamane (1967) clearly shows a streamlined equation for determining sample sizes. The sample size was determined using the formula. A. confidence level of 95% ad a p value of 0.05, with the formula  $n = N/1+N(e)^2$ , allows the author to choose individual respondents for the study.

Owing to the attire of the study, the researcher selected a sample of 229 respondents draw from the employees in various sections across the universities

Where n=sample size

N=Population, e=Level of precision

$$n=N/1+N(e)^2$$

$$\begin{aligned}
 n &= \frac{N}{1 + N (e)^2} \\
 n &= \frac{536}{1 + 536 (0.05)^2} \\
 &= \frac{536}{2.34} = 229
 \end{aligned}$$

The total sample was 229

**Table 3.1 Sampling Frame**

University	Deans	CODs	Sectional Heads	Directors	Totals
Masinde Muliro University of Sci & Tech	11	40	10	18	86
Kibabii University	9	19	6	11	48
Tom Mboya University College	11	7	4	5	27
Koitalel Arap Samoei University College	3	9	8	9	29
Alupe University	4	11	7	8	30
Kaimosi Friends University	17	15	8	9	34
Maseno University	10	50	13	22	100
Rongo University	4	12	6	6	28
Kisii University	59		11	15	85
Jaramogi O. O University	10	37	9	12	69
<b>Sub -total</b>	<b>139</b>	<b>200</b>	<b>82</b>	<b>115</b>	<b>536</b>
<b>Sample</b>	$\frac{139}{536} \times 229$ = 59.4	$\frac{200}{536} \times 229$ = 85.5	$\frac{82}{536} \times 229$ = 35	$\frac{115}{536} \times 229$ = 49.	<b>229</b>

Source: The researcher, (2024)

### 3.6 Data Collection Procedure

During the progression of the study, the researcher used various methods to gather data. The researcher employed data collection procedure that involved obtaining permission from the MMUST Directorate of Postgraduate Studies To ensure reliability and validity, the researcher administered the research instrument (questionnaires) through a drop and pick later, after 5 days while strictly adhering to the ethical considerations.

Upon completion of the data collection exercise, the questionnaires were accurately examined to check completeness prior to the process of editing, coding and entry into SPSS. The data in the SPSS underwent transformation prior to its subsequent analysis. to its subsequent analysis. The process of data collection additionally involved the effort of 3 research assistants. A google form questionnaire was used administered for purposes of getting maximum responses.

### **3.7 Instruments for Data Collection**

The researcher used a questionnaire as a primary instrument for data collection, which included both closed and open-ended questions to facilitate standardized responses (Mugenda & Mugenda, 2013). The questionnaire was segmented into 4 sections and disseminated by the researcher and research assistants in person guaranteeing a commendable response rate. This tool was considered for its efficiency in time management, capacity to minimize bias, provision for anonymity and its facilitation of response comparison (Kothari, 2019). The population of interest was 536.

#### **3.7.1 Pilot Study**

A pilot study was done using 23 questionnaires (10% of the sample size), following Mugenda & Mugenda (2013), to examine the clarity and eliminate difficult terms. This served as both a feasibility check and pre-test of the data collection tool. The pilot study was done at Moi University and University of Eldoret in the Rift Valley region. The two universities were selected because of the similarities with the universities under study in LREB.

#### **3.7.2 Validity of the Study**

Validity of the instrument refers to the ability of the instrument to accurately measure what is intended to be measured in the study. It concerns the extent to which a measurement appropriately represents various aspects of the construct in question (Heale & Twycross, 2015). Validity is considered a unified concept, focusing on the accuracy of the questionnaire's design in this context (Neuman, 2015). The instrument was reviewed by the supervisors and academic experts to ensure that it captured the constructs adequately. A pilot study was also conducted to pre-test the questionnaire among a small sample from comparable universities.

### **3.7.3 Reliability of the Instruments**

Reliability is the extent to which a test consistently produces the same results when administered repeatedly to the same individuals (Kothari, 2019). To assess reliability, a pilot study was conducted on 10% of the total sample size. According to Dubey and Kothari (2022), this proportion is sufficient for preliminary analysis and for evaluating the reliability and validity of research instruments. For the pilot study, 23 staff members from Moi University and University of Eldoret, public universities in the Rift Valley region participated. After the pilot study, Cronbach's Alpha for the research variables in the questionnaire was computed using the SPSS. The use of Cronbach's Alpha was to measure the reliability. This statistic designed by Lee Cronbach's in the year 1951, assess the internal consistency or how closely related a set of items are of a group. It's is expressed as a value between 0 and 1, with a threshold of at least 0.7. Generally considered acceptable.

### **3.8 Data Analysis and Presentation**

The research accurately examined the gathered data through the application of both descriptive and inferential statistical methods. The process of descriptive analysis encompassed the computation of frequencies, percentages, means, and standard deviations. Inferential data analysis included Pearson correlation and regression analysis methodologies. Quantitative methodologies were used to examine the simultaneous influences of the independent and dependent variables. The data found from the questionnaires underwent an orderly coding process and were subsequently analyzed using SPSS. Descriptive statistics including percentages and frequencies were generated using the SPSS to efficiently present the quantitative data in tables and graphs aligned with the principal research inquiries. The qualitative data derived from open-ended questions was systematically categorized into themes in alignment with

the research objectives, and presented in a narrative format alongside the quantitative results. A multiple regression model was utilized.

The regression model was taken from below:

$$Y = \beta_0 + \beta_1 X_1 \dots \dots \text{model (i)}$$

$$Y = \beta_0 + \beta_2 X_2 \dots \dots \text{model (ii)}$$

$$Y = \beta_0 + \beta_3 X_3 \dots \dots \text{model (iii)}$$

$$Y = \beta_0 + \beta_4 X_4 \dots \dots \text{model (iv)}$$

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + e \dots \dots \text{model (v)}$$

Where:

Y = predicted value of the dependent variable y (operational Performance)

$\beta_0 = b_3$  are the sample estimates of the coefficients

$X_1$  = customer service strategy alignment

$X_2$  = human resource management strategy alignment

$X_3$  = supplier strategy alignment and

$X_4$  = resource strategy Alignment

e= error term

The study was tested 95% confidence level and 5% significance levels.

### **3.9 Diagnostic Estimations**

Diagnostic estimations in this research encompassed range of tests related to assessing, evaluating, and predicting collected data for research processing, analysis, and interpretation. Discussed below are some of the tests that were undertaken in this study.

#### **3.9.1 Normality Test**

This was done to ascertain the perfect / near perfect linear relationship that exist among independent variables using Pearson's correlation. Multicollinearity is not in existent

when the independent variables show coefficient of correlation that is less than 0.8.

### **3.9.2 Multicollinearity**

This was done to ascertain the perfect or near perfect linear relationship that exist among the independent variables using Pearson's correlation. The variance Inflation factor (VIF) was used. If the VIF is less than 10, there isn't multicollinearity.

### **3.10 Ethical Considerations**

The ethical proportion of this research are important because they guarantee the informed coset ad safeguarding the participates. Kothari (2019) emphasized that ethical considerations are important in research work. It's imperative for researchers to ensure ethical standards are maintained during the phases of planning, collection of data, analysis of that data, dissemination ad application of the findings. This study clearly adhered to the essential ethical values, including the safeguarding of participants privacy and securing informed consent from respondents prior to their involvement, ensuring that participation is voluntarily and keeping anonymity and confidentiality by desisting from asking respondents to share their names or contact details. Before distribution of the research questionnaire, informed consent was diligently done and secured from the participants. The participants were informed of their prerogative to withdraw from survey and assured of their confidentiality of their identities. The participants were protected against any possible harm, especially in relation to victimization throughout the data collection exercise. Also, authorization was secured from the MMUST Directorate of Graduate Studies along with NACOSTI as required.

## CHAPTER FOUR

### RESEARCH RESULTS AND DISCUSSIONS

#### 4.1 Introduction

This chapter defines the findings of the study, carefully analyzing in relation with the established objectives, employing thematic and subthemes area which include the questionnaire return rate, the background information of the respondents and the study objectives. The overall objective of the study was to determine the effect of service charter operational strategy alignment on the operational performance of the public universities in LREB.

#### 4.2 Response Rate

The study applied questionnaires as a method of data collection, with a sample size of 229 participants. Out of the 229 tools distributed, 171 were duly filled ad returned. This was an indication of 75% return rate which is commendable when juxtaposed with the suggested response necessary to ensure the consistency of measurements required for analysis, as observed by Nachimias and Nachimias (2005), who advocates for a 75% threshold.

**Table 4.1 Questionnaire Return Rate**

Questionnaire	Number	Percentage %
Delivered	229	100.00
Returned	171	75.00
Not returned	58	15.00

**Source: Research Data (2025)**

#### 4.3 Reliability Test

The pilot test conducted at Moi University and Eldoret Universities in the Rift Valley region yielded a response rate of 100% during the pilot phase. The reliability of the test questionnaire has been assessed, as illustrated in the table below. The values

exhibited a range from 0.779 to 0.881, thus indicating a minimum value of 0.7. This confirms the reliability of the data as the Cronbach alpha statistical criterion of 0.7 and above has been satisfied (Larry, 2013). The higher reliability suggests that the instruments used to assess each construct are both trustworthy and consistent.

**Table 4.2: Reliability Test**

<b>Variable</b>	<b>Cronbach alpha</b>
Customer service strategy alignment	0.881
Human resource management strategy alignment	0.833
Supplier strategy alignment	0.781
Resource alignment strategy	0.779
Operational Performance	0.792

**Source: Research Data (2025)**

#### **4.4 Background Information**

The research examined the level of awareness regarding service charter, the degree of familiarity with its constructs and the application of the service charter in the daily work practices. Also, the study deemed it essential to examine the duration of employment among the respondents to ascertain any potential implications for public universities. The results are defined in the table 3 below.

##### **4.4.1 Working Experience**

In determining the length of service of employees, the researcher categorized the duration of service into three distinct intervals: less than one year, one to three years, and beyond three years, which served as the foundation for the assessment. Table 4.3 provides a detailed illustration.

**Table 4.3: Working Experience**

<b>Experience</b>	<b>Frequency</b>	<b>Percent</b>	<b>Valid Percent</b>	<b>Cumulative Percent</b>
Less than 1 year	11	6.4	6.4	6.4
1-3 years	16	9.4	9.4	15.8
Above 4 years	144	84.2	84.2	100.0
<b>Total</b>	<b>171</b>	<b>100.0</b>	<b>100.0</b>	

**Source: Research Data (2025)**

The study found that the employees experience was fairly appealing since those with above 4 years' experience were 84.2% this confirms that on matters of service and specifically service charter respondents were well positioned to explain. This indicates that most respondents are experienced, which strengthens the credibility and reliability of responses related to operational strategies and service charter implementation.

#### **4.4.2 Organization's Service Charter**

The study examined the weather respondents were aware of the organization's Service delivery charter, it also assessed respondent's familiar are you with the contents of the service delivery charter and later frequency of reference to the service delivery charter in their daily work.

**Table 4.4: Organization’s Service Charter**

<b>Are you aware of the organization’s service charter?</b>				
	<b>Frequency</b>	<b>Percent</b>	<b>Valid Percent</b>	<b>Cumulative Percent</b>
Yes	164	95.9	95.9	95.9
No	7	4.1	4.1	100.0
Total	171	100.0	100.0	
<b>How familiar are you with the contents of the service charter?</b>				
	<b>Frequency</b>	<b>Percent</b>	<b>Valid Percent</b>	<b>Cumulative Percent</b>
Very familiar	2	1.2	1.2	1.2
Somewhat familiar	41	24.0	24.0	25.1
Not very familiar	116	67.8	67.8	93.0
Not familiar at all	12	7.0	7.0	100.0
Total	171	100.0	100.0	
<b>How often do you refer to the service charter in your daily work?</b>				
	<b>Frequency</b>	<b>Percent</b>	<b>Valid Percent</b>	<b>Cumulative Percent</b>
Always	65	38.0	38.0	38.0
Sometimes	20	11.7	11.7	49.7
Rarely	46	26.9	26.9	76.6
Never	40	23.4	23.4	100.0
Total	171	100.0	100.0	

**Source: Research Data (2025)**

Analysis of the survey data shows that while awareness of the organization’s service charter is exceptionally high with 95% of the respondents conforming their awareness, this doesn’t translate into familiarity or practical usage. Only 1.2% of respondents indicated that they were very familiar with the contents of the charter while 4.8% admitted to being either not very familiar or not familiar at all. The gap between awareness and understanding suggests that the service charter, although known by most staff, is not well internalized or effectively communicated in terms of its details and intended function.

Moreover, when investigating the frequency with which the service charter is referred to in daily work, only 38% of the respondents reported always using the charter, while 50.3% either rarely or ever consult it. This usage trend is consistent with the earlier observations on low familiarity levels, pointing to a mismatch between the strategic

intent of the charter and its operational integration. These findings highlight a critical implementation gap; despite its visibility, the charter is not actively influencing day to day activities or guiding service delivery among staff.

#### 4.5 Service Charter Operational Strategy Alignment

The investigator obtained responses on service charter operational strategy alignment and descriptive results presented in line with the study constructs being customer service strategy alignment, human resource management strategy alignment, Supplier strategy alignment and resource alignment strategy.

##### 4.5.1 Customer Service Strategy Alignment

The study examined customer service strategy alignment with maximum focus on customer acquisition, customer retention, and customer recovery and customer satisfaction. Results are presented in table 4.5.

**Table 4.5 Customer Service Strategy Alignment for Operational Performance**

Statement	SA	A	UD	D	SD
University strategic customer acquisition goals are aligned to the service charter	138(80.7%)	33(19.3%)	0(0%)	0(0%)	0(0%)
Service charter across all departments considers customer retention	129(75.4%)	42(24.6%)	0(0%)	0(0%)	0(0%)
The level of collaboration & communication among stakeholders has led to customer satisfaction	84(49.1%)	72(42.1%)	10(5.9%)	5(2.9%)	0(0%)
Service Charter customer goals supports organizational strategy	67(38.8%)	64(36.8%)	31(19.3%)	6(3.5%)	3(1.8%)
Policies in place are sufficient to support customer recovery goals	114(66.7%)	54(31.6%)	3(1.8%)	0(0%)	0(0%)

**Source: Field Data (2025)**

The results on whether University strategic customer acquisition goals are aligned to the service charter 80.7% strongly supported as 19.3% supported while nobody was

dissenting. Regarding whether service charter across all departments considers customer retention 75.4% supported strongly as 24.6% supported as similarly no dissenting. On regards to the level of collaboration and communication among stakeholders has led to customer satisfaction 49.1% strongly supported as 42.1% supported with 8.8% being undecided. The service charter customer goals support organizational strategy. This was strongly supported by 38.8%, supported by 36.8% and undecided by 19.3% as 3.5% and 1.8% disagreed and strongly disagreed respectively. Majority of respondents 66.7% strongly supported as 31.6% supported though 1.8% were undecided that policies in place are sufficient to support customer recovery goals.

Respondents noted that customer service strategy significantly impacts business Operational performance, especially in cases of customer retention, which directly influences growth. Customer acquisition was also highlighted as crucial, as an increase in customer numbers reflects business expansion. To align customer service strategy with overall business goals, organizations relied on dedicated customer service departments to integrate customer feedback into the service charter. Key challenges included delays in responding to customer inquiries and a lack of professionalism in service delivery.

#### **4.5.2 Human Resource Management Strategy Alignment**

On establishing human resource management strategy alignment variable a number of factors were cross examined comprising of strategy clarity, commitment, competences, performance management systems and cultural alignment. Results are displayed in Table 4.6

**Table 4.6 Human Resource Management Strategy Alignment**

<b>Human resource management strategy alignment</b>	<b>SA</b>	<b>A</b>	<b>UD</b>	<b>D</b>	<b>SD</b>
Organization strategy are clear on service charter	132(77.2%)	39(22.8%)	0(0%)	0(0%)	0(0%)
My departmental has committed workforce which aligns with organizational goals and service charter objectives.	66(38.6%)	51(29.8%)	27(15.8%)	6(3.5%)	21(12.3%)
Employee competence facilitates the alignment of organizational processes with goals in the service charter	120(70.2%)	48(28.0%)	3(1.8%)	0(0%)	0(0%)
There is employee Performance management systems that affects the execution of service charter	138(80.7%)	30(17.5%)	0(0%)	0(0%)	3(1.8%)
Effective human resource practices contribute to operational Performance	138(80.7%)	33(19.3%)	0(0%)	0(0%)	0(0%)

**Source: Field Data (2025)**

Table 4.6 above on whether human resource management strategy alignment affects Operational Performance. Responses on human resource management strategy alignment reveals strong agreement among respondents regarding the role of HR in aligning operations with service charter objectives and enhancing performance.

Firstly, there is unanimous agreement (100%) that the organization’s strategy is clear on the service charter, with 77.2% strongly agreeing (SA) and 22.8% agreeing (A), indicating effective communication of strategic intent. Regarding workforce commitment, 38.6% strongly agreed and 29.8% agreed that their departments have a committed workforce aligned with organizational and service charter goals. Still, a sizeable percentage expressed uncertainty/disagreement - 15.8% not sure of the direction to take (UD), 3.5% were not in agreement -disagreed (D), and 12.3% strongly disagreed (SD) indicating that, while most departments demonstrate alignment, minority may lack full commitment of face barriers to alignment. while most

departments demonstrate alignment, a minority may lack full commitment or face barriers to alignment.

About employee's competence, an overwhelming majority, 98% either strongly agreed 0.2% or agreed, 28.0% that is facilitates the alignment of organizational processes with service charter goals. This consensus underscores the critical role of staff skills in achieving strategic alignment. Similarly, 98.2% of respondents agreed that performance management systems affect the implementation of the service charter 80.7% SA, 17.5% A, confirming that accountability mechanisms within HR are crucial to delivery of services. Finally, 100% of respondents agreed (80.7% SA, 19.3% A) that effective human resource practices contribute directly to operational performance, reinforcing the strategic importance of HRM in public universities.

In summary, the data reflects strong perceptions that HRM strategy is closely linked with service charter implementation and operational performance.

#### 4.5.3 Supplier Strategy Alignment

The study examined supplier strategy alignment and responses gave specific attention to supplier information sharing, supplier trust, supplier evaluation and supplier development. This is presented under table 4.7

**Table 4.7 Supplier Strategy Alignment**

<b>Supplier strategy alignment</b>	<b>SA</b>	<b>A</b>	<b>UD</b>	<b>D</b>	<b>SD</b>
Service charter alignment to the university's strategies has enhanced supplier information sharing, work procedure and coordination	81(47.4%)	57(33.3%)	18(10.5%)	12(7.0%)	3(1.8%)
Supplier trust alignment is based on the service charter with mission and vision of the organization	75(43.9%)	78(45.6%)	12(7.0%)	6(3.5%)	0(0%)
The university carries periodic supplier evaluation	66(38.6%)	81(47.4%)	24(14.0%)	0(0%)	0(0%)

**Source: Field Data (2025)**

Table 4.7 above on whether supplier strategy alignment affects operational performance. Most respondents strongly agreed that service charter alignment to strategies has enhanced supplier information sharing, work procedure and coordination, 47.4% strongly agreed, 33.3% agreed, 10.5% undecided, 7.0% disagreed 1.8% strongly disagreed. On whether supplier trust alignment is based on the service charter with mission and vision of the organization 43.9% agreed, 45.6% agreed 7.0% were undecided, 3.5% disagreed and none strongly disagreed.

On whether the university carries periodic supplier evaluation of the actualization of the service charter 38.6% strongly agreed, 47.4% agreed, 14.0% undecided none disagreed or strongly disagreed. On whether the Universities carries periodic supplier evaluation of the actualization of the service charter 49.1% strongly agreed, 42.1% agreed, 8.8% were undecided none disagreed or strongly disagreed.

Respondents noted alignment between the Service Charter and supplier development through effective information sharing. Supplier evaluations, development efforts, and trust were key strategies supporting this alignment.

#### **4.5.4 Resource Alignment Strategy**

On examining resource alignment strategy statement responses on financial resources, technological resources and intellectual property were provided and presented in table 4.7.

**Table 4.8 Resource Alignment Strategy**

<b>Resource alignment strategy</b>	<b>SA</b>	<b>A</b>	<b>UD</b>	<b>D</b>	<b>SD</b>
I am satisfied with the current allocation of financial resources in my department	54(31.6%)	69(40.4%)	21(12.3%)	6(3.4%)	21(12.3%)
Allocation of technological resources aligns with the service charter strategy	81(47.4%)	81(47.4%)	6(3.4%)	0(0%)	3(1.8%)
The University utilizes resources to meet service charter objectives	57(33.3%)	78(45.6%)	15(8.8%)	21(12.3%)	0(0%)

**Source: Field Data (2025)**

Table 4.8 above on whether resource alignment strategy affects operational Performance. Most respondents agreed that were satisfied with the current allocation of financial resources in the department though negatively 31.6% strongly agreed, 40.4% agreed, 12.3% undecided, 3.4% disagreed as 12.3% strongly disagreed. On whether allocation of technological resources aligns with the service charter strategy 47.4% strongly agreed, 47.4% agreed 3.4% were undecided, 1.8% strongly disagreed one disagreed. On whether the university utilizes resources to meet service charter objectives 33.3% strongly agreed, 45.6% agreed, 8.8% were undecided as 12.3% disagreed while none strongly disagreed. Resource alignment strategy positively affected operational performance for all Universities.

Respondents indicated that employees participated in the service charter budgeting process. Public involvement was also key to effective financial resource management.

#### 4.5.5 Operational Performance

Results were displayed regarding operational performance of public universities with special attention on customers' contentment, strategic goals achievement, student satisfaction, efficiency and lastly regulatory compliance. This is shown in table 4.9

**Table 4.9 Operational Performance**

Performance	SA	A	UD	D	SD
I am satisfied with customer commitment in my department	123(71.9%)	48(28.1%)	0(0%)	0(0%)	0(0%)
Provision of strategic goals aligns with the service charter strategy	123(71.9%)	48(28.1%)	0(0%)	0(0%)	0(0%)
Students achievement has improved our reputation	123(71.9%)	45(26.3%)	0(0%)	3(1.8%)	0(0%)
The maximizes on student satisfaction to achieve its objectives	117(68.4%)	48(28.1%)	0(0%)	0(0%)	0(0%)
The service charter implementation has enhanced efficiency at our workplace	39(22.8%)	45(26.2%)	36(21.1%)	15(8.8%)	36(21.1%)

**Source: Field Data (2025)**

Table 4.8 above on whether Operational Performance was realized in Universities as a result of service charter. For instance, on whether satisfied with customer commitment in the department, 71.9% strongly agreed while 28.1% agreed none took a disagreement position. On whether provision of strategic goals aligns with the service charter strategy, 71.9% strongly agreed while 28.1% agreed as none took a disagreement position. On whether students achievement has improved our reputation 71.9% strongly agreed 26.3% agreed 1.8% disagreed. The service charter implementation has enhanced efficiency at our workplace and lastly agreed that the service charter was designed in consideration of regulatory compliance.

#### 4.6 Assumption of Linear Regression

This study conducted tests before regression analysis which comprised of normality

test, multicollinearity and Homoscedasticity Test. The outcomes are detailed below.

#### 4.6.1 Normality

Normality refers to whether a dataset follows a normal distribution that is data is equally distributed around the mean. Normality test avoids misleading results such as incorrect p-values or confidence intervals. The tests of normality were done using Kolmogorov-Smirnov and Shapiro-Wilk tests. Table 4.10 illustrates.

**Table 4.10: Kolmogorov-Smirnov and Shapiro-Wilk**

	Kolmogorov-S <sup>a</sup>			Shapiro-W		
	Stat	df	Sig.	Stat	Df	Sig.
Customer service strategy alignment	.146	171	.071	.879	171	.073
Human resource management strategy alignment	.133	171	.092	.906	171	.161
Supplier strategy alignment	.149	171	.181	.872	171	.170
Resource alignment strategy	.111	171	.124	.926	171	.121

**Source: Primary Data (2025)**

The normality results from both the Kolmogorov-Smirnov and Shapiro-Wilk tests indicate that all four variables are almost normally distributed. This is evidenced by the p-values (Sig.) for each variable being greater than the 0.05 threshold in all tests, meaning that we fail to reject the null hypothesis of normality. Consequently, the data does not significantly deviate from a normal distribution and is therefore suitable for further parametric statistical analyses such as correlation and regression. (Ghasemi & Zahedias, 2012).

#### 4.6.2 Multi-Collinearity Test

According to Jingyu Li's (2003) researchers frequently utilize a critical value rule of thumb of VIF=10 to assess the presence of excessive correlation. In Table 4.11 below the collinearity statistics reveal that all independent variables have acceptable levels of multicollinearity. Tolerance values are all above 0.1 and VIF (Variance Inflation

Factor) values are all below the critical threshold of 5, with the highest VIF being 2.034 for supplier strategy alignment. This indicates that there is no serious multicollinearity problem among the predictors, and each variable provides unique and meaningful information to the model explaining operational performance in public universities. Therefore, the regression analysis can proceed with these variables included. High multicollinearity can cause a variable that actually has a significant effect to appear insignificant, due to increased variance in its estimate (Ghasemi & Zahedias, 2012).

**Table 4.11: Multi-Collinearity**

Model	Collinearity Statistics	
	Tolerance	VIF
Customer service strategy alignment	.869	1.151
Human resource management strategy	.629	1.590
Supplier strategy alignment	.492	2.034
Resource strategy alignment	.675	1.481

a. Dependent Variable: operational Performance

**Source: Primary Data (2025)**

#### **4.7 Pearson Correlation Results**

Table 4.12 presents the values of the correlation coefficient (r) derived from a Pearson correlation analysis. This method ascertains the orientation, whether affirmative or negative, and the extent (-1 to +1) of the correlation among continuous variables. All variables exhibit VIF values beneath 5 and tolerance exceeding 0.1, suggesting that multicollinearity does not pose a significant concern in this regression model.

**Table 4.12: Multiple Correlation Matrix**

	CSSA	HRMS	SSA	RSA
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<b>“CSSA:</b>	Customer service alignment	Pearson Correlation	1				
		Sig. (2-tailed)					
		N	171				
<b>HRMS:</b>	Human Resource Management Strategy	Pearson Correlation	.350**	1			
		Sig. (2-tailed)	.002				
		N	171	171			
<b>SSA:</b>	Supplier strategy alignment	Pearson Correlation	.418**	.530*	1		
		Sig. (2-tailed)	.000	.017			
		N	171	171	171		
<b>RSA:</b>	Resource strategy alignment	Pearson Correlation	.536**	.543**	.686**	1	
		Sig. (2-tailed)	.000	.000	.000		
		N	171	171	171	171	
	Operational Performance	Pearson Correlation	<b>.705**</b>	<b>.634**</b>	<b>.701**</b>	<b>.750**</b>	
		Sig. (2-tailed)	<b>.000</b>	<b>.000</b>	<b>.000</b>	<b>.000</b>	
		N	171	171	171	171	

**Source: Primary Data (2025)**

With reference to the above table above, multiple correlation matrix results indicate that customer service strategy alignment (CSSA) had a moderate positive and statistically significant correlation with human resource management strategy (HRMS) ( $r = .350$ ,  $p = .002$ , 95% confidence level), a moderate and significant correlation with supplier strategy alignment (SSA) ( $r = .418$ ,  $p < .001$ , 95% confidence level), and a strong, significant correlation with resource strategy alignment (RSA) ( $r = .536$ ,  $p < .001$ , 95% confidence level). HRMS was also positively correlated with SSA ( $r = .530$ ,  $p = .017$ , 95% confidence level) and RSA ( $r = .543$ ,  $p < .001$ , 95% confidence level). SSA demonstrated a strong and statistically significant relationship with RSA ( $r = .686$ ,  $p < .001$ , 95% confidence level). Regarding operational performance, all four strategy alignments were strongly and significantly related: CSSA ( $r = .705$ ,  $p < .001$ , 95% confidence level), HRMS ( $r = .634$ ,  $p < .001$ , 95% confidence level), SSA ( $r = .701$ ,  $p < .001$ , 95% confidence level), and RSA ( $r = .750$ ,  $p < .001$ , 99.9% confidence level). The consistently low p-values confirm statistical significance, with most relationships attaining the highest confidence level (95%), indicating the observed correlations are highly unlikely to have occurred by chance.

The consistently positive and significant association indicate that aligning service charter provisions with key operational strategies has a substantial and beneficial effect on the performance of the public universities in the LREB region.

#### **4.8 Inferential Analysis**

Simple linear regression is a statistical tool is applied to explain the association between two categorical variables. Simple linear regression is a statistical technique employed to elucidate the relationship between two categorical variables. The following presents a straightforward linear regression analysis concerning the alignment of customer service strategies with the operational performance of public universities.

##### **4.8.1 Effect of customer service strategy alignment on the operational performance of public Universities**

The main objective of the study was to analyze the influence of aligning customer service strategies with the operational performance of public universities. The objective of the regression analysis was to ascertain the extent to which the independent variable (alignment of customer service strategies) could serve as a predictor for operational performance. Table 4.13 presents the findings of the analysis.

**Table 4.13: Effect of Customer Service Strategy Alignment on the operational Performance of Public Universities**

Model Summary						
Model	R	R Square	Adjusted Square	R	Std. Error of the Estimate	
1	.705 <sup>a</sup>	.497	.496		.415	
a. Predictors: (Constant), Customer service strategy alignment						
ANOVA <sup>a</sup>						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	33.861	1	33.861	92.628	.0 <sup>a</sup>
	Residual	26.320	169	.366		
	Total	60.182	170			
a. Dependent Variable: operational Performance						
b. Predictors: (Constant), Customer service strategy alignment						
Coefficients <sup>a</sup>						
Model		Unstandardized Coefficients	Std. Error	Standardized Coefficient	t	Sig.
1	(Constant)	.878	.165		5.309	.000
	Customer service strategy alignment	.774	.043	.705	17.877	.000
a. Dependent Variable: operational Performance						

**Source: Field Data, (2025)**

The R-squared value of 0.497 in Table 4.13 suggests that operational performance in the Lake Region Economic Block, Kenya, is affected by the alignment of customer service strategy by 49.7%. The results by ANOVA shows that the model is significant at 95% confidence level, as shown by  $F = 92.628$  and  $P < 0.05$ . This directs that across public universities in the LREB region, alignment of customer service This indicates that across public universities in the LREB region, the alignment of customer service strategies serves as a significant predictor of operational efficiency. The central equation of linear regression is show as follows,  $Y = 0.878 + 0.774X_1$

The coefficient for customer service strategy alignment was 0.774, with a significance level of  $P < 0.05$ . This shows a significant change in the performance of customer

service strategy alignment by 0.774, for each unit change in customer service strategy alignment. The study agrees with Thiongo and Sije (2023), who observed that customer processes and the performance of private universities were positively and strongly associated. Kuria, Maore, and Munga (2021) carried out a study to establish the effect of customer service techniques on organizational performance at private institutions in Kenya, revealing that customer recovery had a significant effect on the performance of privately-owned universities in Nairobi. This study was conducted in private universities in Kenya, rather than in public universities inside the Lake Region economic region, which may account for the differing results.

#### **4.8.2 Effect of Human Resource Management Strategy Alignment on the operational Performance of Public Universities**

The second goal of the study was to investigate the influence of aligning Human Resource Management strategies on the operational performance of public universities within the Lake Region Economic Block in Kenya. The objective of this study was to investigate the second null hypothesis, H02: The alignment of human resource management strategies does not have a significant impact on the operational performance of public universities within the Lake Region Economic Block in Kenya. A regression analysis was conducted to ascertain the degree to which the dependent variable (Performance) can be forecasted by the independent variable (Human Resource Management Strategy Alignment). The analytical results are presented in Table 4.14.

**Table 4.14: Effect of Human Resource Management Strategy Alignment on the Operational Performance of Public Universities**

Model Summary						
Model	R	R Square	Adjusted Square	R Std. Error of the Estimate		
1	.634 <sup>b</sup>	.401	.391	.70874		
a. Predictors: (Constant), Human resource management strategy						
ANOVA <sup>a</sup>						
Model		Sum of Squares	df	Mean Square	F	Sig.
	Regression	24.015	1	18.965	26.754	.000 <sup>b</sup>
1	Residual	36.167	169	.709		
	Total	60.182	170			
a. Dependent Variable: operational Performance						
b. Predictors: (Constant), Human resource management strategy						
Coefficients <sup>a</sup>						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	(Constant)	B	Std. Error	Beta		
		1.365	.432		3.161	.002
1	Human resource management strategy	.599	.116	.634	5.172	.000
a. Dependent Variable: operational Performance						

**Source: Primary Data (2025)**

Tale 4.14 shoes that R – squared value was 0.0401, indicating that huma resource management strategy significantly affects public universities’ operational performance the LREB region accounting for 40.1% of the variance. Percentage of variance model demonstrates substantial significance at 95% confidence level, as evidenced by the ANOVA result, which produces an F value of 26.754 and a P value less than 0.05. In this situation, we suggest that the extent to which human resource management strategy can function as a reliable measure of operational performance in Public Universities is LREB is worthy of examination. The essential equation of linear regression is show below.

$$Y=1.365+0.599 X_2$$

The regression coefficient value for the huma resource management strategy was determined to be 0.599, with a significance level of P<0.05. This is, for every one-unit

alteration in human resource management strategy, there would be a corresponding 0.445-point variation in performance. In a satisfactory comparison of this outcomes, Ruga, Kiruja, and Sagwa (2022) studies the impact of strategic huma resource management practices on the operational performance of public universities in Kenya. A statistically significant correlation was identified between the operational performance of public universities in Kenya and the practices of human resource management.

### **4.8.3 Effect of Supplier Strategy Alignment on the operational Performance of Public Universities**

This objective was evaluated the impact of aligning supplier strategy alignment on the operational performance of public university in the LREB region. The study aimed to establish the third null hypothesis which states that, the alignment of supplier strategy does not have a significant effect on the performance of public universities within the LREB, Kenya. A regression analysis was done to determine the extent to which alignment of supplier strategies can forecast operational performance.

**Table 4.15: Effect of Supplier Strategy Alignment on the operational Performance of Public Universities**

<b>Model Summary</b>						
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate		
1	.710 <sup>a</sup>	.505	.502	.63781		
a. Predictors: (Constant), Supplier strategy alignment						
<b>ANOVA<sup>a</sup></b>						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	70.018	1	70.018	172.121	.000 <sup>c</sup>
	Residual	68.749	169	.407		
	Total	138.767	170			
a. Dependent Variable: operational Performance						
b. Predictors: (Constant), Supplier strategy alignment						
<b>Coefficients<sup>a</sup></b>						
Model		Unstandardized Coefficients	Std. Error	Standardized Coefficients	t	Sig.
1	(Constant)	.493	.240		2.054	.042
	Supplier strategy alignment	.869	.066	.710	13.119	.000
a. Dependent Variable: operational Performance						

**Source: Primary Data (2025)**

The analysis presented in Table 4.15 investigates the influence of supplier strategy alignment (SSA) on operational performance through regression analysis. The model yielded a correlation coefficient of  $R = .710$ , signifying a robust positive association between SSA and operational performance. The coefficient of determination ( $R^2 = .505$ ) indicates that SSA accounts for 50.5% of the variance in operational performance, leaving 49.5% to be explained by other factors not incorporated within the model. The adjusted  $R^2$  value of .502 indicates that the model retains substantial explanatory power, even when accounting for sample size adjustments.

The ANOVA findings demonstrate that the regression model holds statistical significance ( $F(1,169) = 172.121, p < .001$ ), thereby establishing SSA as a noteworthy predictor of operational performance. The formula for fundamental linear regression is presented below.

$$Y=0.493+0.869X_3$$

The constant (0.493,  $p = .042$ ) signifies the anticipated operational performance score when SSA is at zero, whereas the slope coefficient (0.869,  $p < .001$ ) suggests that a one-unit rise in SSA correlates with a 0.869-unit enhancement in operational performance, assuming other variables remain unchanged. The elevated degree of statistical significance (99.9% confidence level) substantiates that this correlation is exceedingly improbable to arise from mere chance. The research is supported by the work of Ochola, Nyamita, and Okello (2022), which indicates that financial resources significantly influence the managerial effectiveness of decentralized administrations in Kenya. Rubasin and Nuradhi (2021) conducted a study on financial resources, revealing through statistical analysis a favorable correlation between financial resources and financial performance.

#### **4.8.4 Effect of Resource Strategy Alignment on Operational Performance of Public Universities**

The study's third goal was to assess the effects of resource strategy alignment on the operational Performance of public universities in Lake Region Economic Block. The third null hypothesis, which posits that  $H_{03}$ : Supplier strategy alignment does not significantly affect the operational performance of public universities in Lake Region Economic Block, Kenya. A regression analysis was conducted to ascertain the degree to which the independent variable (resource strategy alignment) could predict the dependent variable (operational performance).

**Table 4.16: Effect of Resource Strategy Alignment on the operational Performance of Public Universities**

Model Summary						
Model	R	R Square	Adjusted Square	R Std. Error of the Estimate		
1	.750 <sup>a</sup>	.563	.557	.60462		
a. Predictors: (Constant), Resource strategy alignment						
ANOVA <sup>a</sup>						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	33.861	1	33.861	92.628	.000 <sup>d</sup>
	Residual	26.320	169	.366		
	Total	60.182	170			
a. Dependent Variable: operational Performance						
b. Predictors: (Constant), Resource strategy alignment						
Coefficients <sup>a</sup>						
Model		Unstandardized Coefficients B	Std. Error	Standardized Coefficients Beta	t	Sig.
1	(Constant)	1.051	.309		3.405	.001
	Resource strategy alignment	.754	.078	.750	9.624	.000
a. Dependent Variable: operational Performance						

**Source: Primary Data (2025)**

The data shown in table 4.16 indicates that the R square value stands at 0.563, signifying that resource strategy alignment is responsible for 56.3% of the variability observed in operational performance. The ANOVA table indicates that the model achieves significance at the 95% confidence level (F=92.628, P<0.05) suggesting it is viable. This indicates that degree of alignment in resource strategy serves as a significant measure of the operational performance of public universities within LREB, Kenya. The formula for fundamental linear regression is shown below.

$$Y=1.051+0.754X_4$$

At a significance threshold of P<0.05, the regression coefficient for resources strategy alignment was determined to be 0.754. This indicated that a significant alteration of 0.754 in resource strategy alignment would occur for each unit change in competence.

The research is supported by the work of Ochola, Nyamita and Okello (2022), which

indicates that financial resources significantly influences the managerial effectiveness of decentralized administration in Kenya. Rubasin and Nuradhi (2021) carried out research on financial resources, showing through statistical analysis a positive association between financial resources and financial performance.

#### **4.9 Multiple Regression Analysis**

This study employed multiple regression analysis to examine how aligning service charter strategies, customer, human resource management, supplier and resource strategies affects the operational performance of public universities in the LREB, Kenya.

**Table 4.17: Multiple Regression Analysis**

<b>Model Summary</b>						
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate		
1	.763 <sup>a</sup>	<b>.582</b>	.572	.59081		
a. Predictors: (Constant), Resources strategy alignment, Customer services strategy alignment, Human resource management strategy, Supplier strategy alignment						
<b>ANOVA<sup>a</sup></b>						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	80.823	4	20.206	57.886	.000 <sup>b</sup>
	Residual	57.944	166	.349		
	Total	138.767	170			
a. Dependent Variable: operational Performance						
b. Predictors: (Constant), Resources strategy alignment, Customer services strategy alignment, Human resource management strategy, Supplier strategy alignment						
<b>Coefficients<sup>a</sup></b>						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.198	.069		2.860	.001
	Customer service strategy alignment	.266	.061	.234	4.345	.000
	Human resource management strategy	.362	.106	.360	3.409	.001
	Supplier strategy alignment	.687	.087	.562	7.854	.000
	Resource strategy alignment	.292	.083	.214	3.509	.001
a. Dependent Variable: operational Performance						

**Source: Primary Data (2025)**

The summary of the model presented in the model shown in the Table 4.17 offers a comprehensive overview of its components. The R square column shows that the alignment of four service charter operational strategies accounts for 58.2% of the notable variation in operational performance (R square =0.582. P<0.05, t exceeding 1.96) The research employed the F ratio to evaluate the significance of the model, particularly its capacity to predict operational performance with greater precision than the mean score, which is considered a basic approximation. The F value surpasses one,

this is show by measurement of 57.886. This shows that the improvement resulting from the model fitting significantly exceeds the error of inaccuracies that were disregarded in the model. This recommends that the final study model has achieved outstanding advancement in precisely predicting the performance of public universities within the LREB, Kenya. The multiplier linear regression model has been developed as indicated in the Table 4.18 by regressing the four universities.

$$Y=0.198+0.266X_1+0.362X_2+0.687X_3+0.292X_4$$

Where Y is the dependent variable – Operational Performance

X<sub>1</sub> is Customer Service Strategy Aligned

X<sub>2</sub> is Huma resource Management strategy Alignment

X<sub>3</sub> is Supplier strategy Alignment

X<sub>4</sub> is Resource strategy Alignment

The Tale 4.18 explains that all the variables employed a significant influence on the operational performance of public universities. Muthoni (2017) examined the influence of strategic alignment on the performance metrics of public universities within Nairobi City County. The research revealed that customer service strategy, resource strategy, and strategic human resource management each exerted statistically significant positive effects on the operational performance of public universities.

In conclusion, the regression model indicates that 58.2% of the variation in operational performance can be attributed to the alignment of the four strategies ( $R^2 = 0.582$ ), and the model demonstrates statistical significance ( $p < 0.001$ ). The four strategic alignments customer service, human resource management, supplier relations, and

resource allocation exert a substantial and affirmative influence on operational performance.”

#### 4.10 Summary of Hypothesis testing

**Table 4.18: Summary of Hypothesis Results**

<b>“Hypothesis</b>	<b>Findings</b>	<b>P Value (P&lt;0.05)</b>	<b>Verdict</b>
<b>H01:</b> Customer service strategy alignment does not significantly affect the operational performance of public universities in Lake Region Economic Block, Kenya	Customer service strategy alignment has a significant effect on operational performance of public universities in Lake Region Economic Block, Kenya	.000	Reject
<b>H02:</b> Human resource management strategy alignment does not significantly affect the operational performance of public universities in Lake Region Economic Block, Kenya	Human resource management strategy alignment has a significant effect on operational performance of public universities in Lake Region Economic Block, Kenya	.000	Reject
<b>H03:</b> Supplier strategy alignment does not significantly affect the operational performance of public universities in Lake Region Economic Block, Kenya	Supplier strategy alignment has a significant effect on operational performance of public universities in Lake Region Economic Block, Kenya	.000	Reject
<b>H04:</b> Resource strategy alignment does not significantly affect the operational performance of public universities in Lake Region Economic Block, Kenya	Resource strategy alignment has a significant effect on operational performance of public universities in Lake Region Economic Block, Kenya	.000	Reject”

**Source: Field Data (2025)**

## CHAPTER FIVE

### SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

#### 5.1 Introduction

This chapter presents key findings on service charter operational strategy alignment and operational performance. It provides conclusions drawn on basis of findings reported and later gives recommendations on arrears to be improved. Lastly it outlines areas for further research as foreseen by researcher.

#### 5.2 Summary of the Findings

The study explored the effect service charter operational strategy alignment on the operational performance of the public universities in Lake Region Economic Block, Kenya. Specifically, the study sought to achieve the following objectives determining the effect of customer service strategy alignment, human resource management strategy alignment, supplier strategy alignment and resource strategy alignment on the operational performance of public universities in Lake Region Economic Block, Kenya. Descriptive results and inferential results explained the effect of service charter operational strategy alignment on operational performance.

##### 5.2.1 Customer service strategy alignment and Operational performance

The first objective of the study was to determine the effect of customer service alignment strategy operational performance of public universities in Lake Region Economic Block, Kenya. R square was 0.391 this showed that customer service strategy alignment explains 39.1 of variance. The ( $t=17.877$ ,  $p < 0.05$ ) implies feasible model. Therefore, this shows customer service charter alignment has a significant effect on operational performance of public universities in Lake Region Economic Block, Kenya.

### **5.2.2 Human resource management strategy alignment and operational performance**

The second variables established the effect of human resource management strategy alignment on operational performance of public universities in Lake Region Economic Block, Kenya. R square was 0.401 this showed that Human resource management strategy alignment explains 40.1% of variance in operational performance. The ( $t=5.172$ ,  $p < 0.05$ ) implying a model that is feasible. Therefore, this shows human resource charter alignment has a significant effect on operational performance of public universities in Lake Region Economic Block, Kenya.

### **5.2.3 Supplier strategy alignment and operational performance**

The third variable established the effect of supplier strategy alignment on performance of public universities in Lake Region Economic Block, Kenya. R square is 0.505 shows that supplier strategy alignment explains 50.5% of variance in operational performance. The significance of the model has a value ( $t=13.119$ ,  $p < 0.05$ ) implying model was feasible. Therefore, this shows supplier strategy charter alignment has a significant effect on operational performance of public universities in Lake Region Economic Block, Kenya.

### **5.2.4 Resource alignment strategy and operational performance**

The fourth variable established the effect of resource alignment strategy on operational performance of public universities in Lake Region Economic Block, Kenya. R square was 0.563, implying Resource alignment strategy explains 56.3% of variance for performance. The ( $t= 9.624$ ,  $p < 0.05$ ) implying the model is feasible. Therefore, this shows resource alignment strategy charter alignment has a significant effect on operational performance of public universities in Lake Region Economic Block, Kenya.

### **5.3 Conclusion**

The study established that customer service strategy alignment has a positive and significant effect on the operational performance of public universities within the Lake Region Economic Block. The findings stress the strategic importance of aligning customer service practices with organizational service charter to promote responsiveness, stakeholders' satisfaction and efficiency. From a strategic management dimension, this alignment ensures that service delivery process are well guided by clear standards and accountability frameworks thereby enforcing organizational image and operational effectiveness. Accordingly, a well developed and implemented customer service charter acts as a strategic tool that improves overall operational performance through better communication and trust by stakeholders.

This study further revealed that human resource management strategy alignment has got a significant and positive effect on operational performance in organization. The study further showed that human resource management strategy alignment has a significant and positive effect on performance. This shows that aligning human policies, training recruitment employee engagement with service charter promotes institutional productivity and service delivery. Strategically, such alignment ensures that employees have a better understanding and can internalize the values and performance expectations entrenched in the charter, promoting commitment and efficiency. So, effective alignment of human resource management strategy with the service charter enables public universities to build a performance based driven culture that aids operational excellence and achievement of long-term strategic objectives.

Equally, the study found that supplier strategy alignment has a significant positive effect on operational performance among public universities in the LREB. By aligning procurement and supplier practices with values outlined in the service charter, organizations promote transparency and value of money in resource utilization. From

a strategic management position, supplier alignment reinforces organizational competitive by assuring timely acquisition of quality inputs and fostering sustainable collaborations with vendors. Hence, effective supplier strategy alignment contributes to improved operational efficiency and service reliability in public universities.

Ultimately, this study established that resource alignment strategy has a significant and positive effect on the operational performance on public universities. Aligning technological, physical and financial resources with the service charter ensures that organizational resources are maximally allocated to support strategic priorities and performance goals. This alignment mirrors the resource-based view of strategic management, which states that well-coordinated and strategically deployed resources create sustained operational advantage. As a result, efficient resource alignment promotes organizational capacity, efficiency and general achievement of service charter commitment across public universities in the LREB Kenya.

#### **5.4 Recommendation**

According to the findings, this study recommends that public universities within the LREB should improve the alignment of their customer service strategies with the institutional service charter in order to improve operational performance. The management in public universities should prioritize the development and implementation of customer service frameworks that encourages responsiveness and stakeholders' satisfaction lie with the service charters requirements. Solidifying this alignment will foster service excellence, improve organizational image and promote operational efficiency across public universities in the region.

The study recommends that public universities within LREB should reinforce the alignment of their human resource management strategies with the institutional service charter to promote operational performance. Human resource managers in public

universities ought to ensure that human resource policies, recruitment process, staff training programmes and performance appraisal systems are guided by the values drawn in the service charter. The strategic alignment will promote employee commitment, efficiency and accountability hence improving overall organizational productivity and delivery of services.

The managers in public universities in LREB should work towards building a strong collaboration with suppliers by promoting transparency, mutual trust and timely communication based on the principles of the service charter. Consistent supplier evaluation and performance reviews should be institutionalized to ensure accountability and alignment with institutional goals which in ensures seamless procurement and service delivery process. This ought to be done to improve operational performance.

Managers in public universities should ensure maximum allocation and utilization of available resources that include human, technological, financial and infrastructural assets to support the implementation of service charter objectives. Right resource planning monitoring and budgeting can reduce wastage and improve production and lead to better organizational performance. Proper aligning of resources strategically assures sustainability and efficient delivery of services hence improving operational performance.

### **5.5 Suggestion for Further Studies**

Even though the study focused on public universities within the LRE, Kenya, future research should broaden the scope to include public or private universities across other regions in Kenya to enable comparative analysis and enhance generalizability of findings. The researchers should also explore the role of moderating factors such as institutional culture, leadership style in influencing the relationship between service

charter alignment and operational performance. Moreover, future studies may consider adopting mixed-methods or longitudinal research design to get both the quantitative and qualitative dimensions of strategic alignment over time. Comparative studies between Kenyan universities and institutions in other countries would also provide valuable cross-contextual insights. Finally, researchers are encouraged to investigate how policy reforms and funding models affect the sustainability of service charter implementation and its long-term impact on institutional performance and national development objectives such as Kenya Vision 2030.

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## APPENDICES

### APPENDIX I: Introduction Letter for the Questionnaire

“Dear respondent,

#### **RE: REQUEST FOR RESEARCH DATA**

I am a Masters's student at Masinde Muliro University of Science and Technology (MMUST), Kakamega Main Campus, pursuing Master's of Business Administration (Strategic Management). I am conducting research to complete my degree in the above course. The study's goal is to look into the *Effects of service charter – operational strategy alignment on operational performance of public universities in Lake Region Economic Block, Kenya*. You have been selected as one of the respondents. Do not write your name on the questionnaire. Be assured that your responses were kept confidential and was only be used for this research. Please give correct and honest responses to the best of your knowledge. Please feel free to contact me if you have any questions.

Yours faithfully,

Erick Wendo  
**Researcher**

## APPENDIX II: Questionnaire

Instructions: Answer all questions. Give Honest Responses. Please Read Carefully before you respond

### SECTION 1: BACKGROUND INFORMATION

1. How long have you been with the organization?  
 -  Less than 1 year   -  1-3 years   -  4-6 years   -  More than 6 years
  
2. Are you aware of the organization's operational Performance Charter?  
 -  Yes   -  No
  
3. How familiar are you with the contents of the operational Performance Charter?  
 -  Very familiar   -  Some what familiar   -  Not very familiar  
 -  Not familiar at all
  
4. How often do you refer to the operational Performance Charter in your daily work?  
 -  Always   -  Sometimes   -  Rarely   -  Never

In this section please tick (✓) the most appropriate response for each of the questions in the table below 1 Strongly disagree Disagree **D**, 3 Fairly Agree **FA**, 4 Agree **A**, 5 Strongly agree **SA**

	5	4	3	2
<b>SECTION 2: CUSTOMER SERVICE STRATEGY ALIGNMENT</b>				
University strategic customer acquisition goals are aligned to the service charter				
Service charter across all departments considers customer retention				
The level of collaboration & communication among stakeholders has led to customer satisfaction				
Service Charter customer goals support organizational strategy				
Explain a situation where customer service strategy directly affected business performance, either positively or negatively? ..... .....				
How do you ensure that your organization's customer service strategy aligns with overall business goals, and what challenges have you faced in maintaining this alignment? ..... .....				
In this section please tick (✓) the most appropriate response for each of the questions in the table below 1 Strongly disagree Disagree <b>D</b> , 3 Fairly Agree <b>FA</b> , 4 Agree <b>A</b> , 5 Strongly agree <b>SA</b>				
	5	4	3	2

### SECTION 3: HUMAN RESOURCE MANAGEMENT STRATEGY ALIGNMENT

Organization strategy is clear on the service charter				
My department/section has a committed workforce that aligns with organizational goals and service charter objectives.				
Employee competence facilitates the alignment of organizational processes with goals in the service charter				
There is an employee operational performance management system that affects the execution of service charter				
Effective human resource practices contribute to operational performance				
Does Cultural alignment affect organizational alignment with service charter objectives? If yes, in what ways? ..... .....				
In this section please tick (√) the most appropriate response for each of the questions in the table below 1 Strongly disagree Disagree <b>D</b> , 3 Fairly Agree <b>FA</b> , 4 Agree <b>A</b> , 5 Strongly agree <b>SA</b>				
supplier information sharing, supplier trust, supplier evaluation and supplier development	<b>5</b>	<b>4</b>	<b>3</b>	<b>2</b>
<b>SECTION 4: SUPPLIER STRATEGY ALIGNMENT</b>				
Service charter alignment to the university's strategies has enhanced supplier information sharing, work procedure and coordination				
Supplier trust alignment is based on the service charter with mission and vision of the organization				
The university carries periodic supplier evaluation of the actualization of the service charter				
Does alignment between the Service Charter and supplier development effectively applied? If yes, in what ways? ..... .....				
In this section please tick (√) the most appropriate response for each of the questions in the table below 1 Strongly disagree Disagree <b>D</b> , 3 Fairly Agree <b>FA</b> , 4 Agree <b>A</b> , 5 Strongly agree <b>SA</b>				
	<b>5</b>	<b>4</b>	<b>3</b>	<b>2</b>
<b>SECTION 5: RESOURCE STRATEGY ALIGNMENT</b>				
I am satisfied with the current allocation of financial resources in my department				
Allocation of technological resources aligns with the service charter strategy				
The university utilizes resources to meet service charter objectives				
Explain how participation in the development of budget for the service charter ..... .....				
In this section please tick (√) the most appropriate response for each of the questions in the table below 1 Strongly disagree Disagree <b>D</b> , 3 Fairly Agree <b>FA</b> , 4 Agree <b>A</b> , 5 Strongly agree <b>SA</b>				
customers' contentment, strategic goals, students achievement, student satisfaction, efficiency as well as regulatory compliance	<b>5</b>	<b>4</b>	<b>3</b>	<b>2</b>
<b>SECTION 6: OPERATIONAL PERFORMANCE</b>				
I am satisfied with customer commitment in my department/section				
Provision of strategic goals aligns with the service charter strategy				
Students achievement has improved our reputation				
The maximizes on student satisfaction to achieve its objectives				
The service charter implementation has enhanced efficiency at our workplace				
How did regulatory compliance influence the design of your service charter, and what challenges or benefits have you experienced as a result? .....				
.....				

**Thank you for your valuable time and cooperation.”**

### **APPENDIX III List of Public Universities in Lake Region Economic Bloc**

KIBU	Kibabii University
KAFU	Kaimosi Friends University
MMUST	Masinde Muliro University of Science and Technology
PWC	Pricewaterhouse Coopers
KASU	Koitalel Arap Samoei
MU	Maseno University
RU	Rongo University
KSU	Kisii University
JOOUST	Jaramogi Oginga Odinga University of Science and Technology
AUC	Alupe University

## APPENDIX IV: Service Charter for Various Universities

### MASINDE MULIRO UNIVERSITY OF SCIENCE AND TECHNOLOGY REVISED CITIZEN'S PERFORMANCE CHARTER



#### MASINDE MULIRO UNIVERSITY OF SCIENCE AND TECHNOLOGY CITIZEN'S SERVICE DELIVERY CHARTER

S/N	SERVICE	REQUIREMENTS	CHARGES (KSH)	TIMELINE
1	Inquiries/Information and Reception desk	Specify the inquiry/Requests for Information, Officers and Services	Free	Immediately
2	Attendance to phone calls	A telephone call	Free	3 seconds
3	Response to Correspondence (including application for employment)	Receipt of Correspondence	Free	7 days
4	Response to Complaints, Compliments, or Suggestions	Receipt of Complaint, Compliment or Suggestion	Free	7 Days
5	Acknowledgement of application for admission into University Programmes	1. Submit duly completed prescribed application form 2. Certified copies of certificate/Result slip 3. Passport size photographs	Certificate Ksh.500; Diploma Ksh.500; Degree, Ksh. 1000; Post graduate Ksh. 2000	7 days.
6	Admission into University Programmes	Certificate: Mean grade C- at KCSE Diploma: Mean grade C at KCSE Degree: Mean grade C+ at KCSE Masters: 2 <sup>nd</sup> Class Honors, upper Division or Lower Division with 2 years experience PhD: Masters Degree	Ksh. 60,000 - 75,000 Ksh. 80,000 - 105,000 Ksh. 100,000 - 175,000 Ksh. 247,000 Ksh. 465,000	One month
7	Registration into Programmes	Admission letter and Original academic documents	Full payment of fees	-Early registration begins on receipt of admission letter -End of registration within 1st week of commencement of semester
8	Issuance of Transcripts	Completion of specified academic courses and written request	Free	2 weeks
9	Replacement of transcripts	Written request	Ksh. 100	2 weeks
10	Graduation	Successful completion of courses Academic dress	Graduation fees Ksh. 2500	As per academic calendar
11	Issuance of certificate	Evidence of clearance	Free	Within 7 days of graduation
12	Accommodation Resident Students Non-Resident Students	Duly completed accommodation form Signing rules and regulations governing MMUST students Liaison with landlords/Land ladies on expected Standards	Ksh. 1800 - 5000 As agreed with Land lords/Land ladies	One Day
13	Catering Services	Meal voucher/Payment receipt	Charges as per menu	5 - 10 minutes
14	Payment for goods and services supplied/received	Evidence of order Invoice, Delivery note	Free	Within 60 days
15	Counseling Individual/Group Counseling	Bona fide students/staff	Free	8:00 am - 5:00 pm Monday to Friday
16	Outreach to schools/Community	Identification of a need and on request	Free	Within 2 weeks
17	Recruitment of staff	Advertisement of vacancies, application letter, Invitation letter and interviews	Free	Within 3 Months
18	Clearance of staff on termination of appointment	Duly completed clearance form	Free	Within 7 days
19	Clearance of Students on completion of Studies	Duly completed clearance form	Free	Within 2 days
20	Medical Services	Students/Staff and their dependants	Free	24 Hour Service 7 days a week
21	VCT Services	Students/Staff and their dependants	Free	8:00am - 5:00am
22	Library Services	Borrower's cards, User ID cards	Free	8:00 am - 10:00pm, 7days a week
23	Binding Services	Evidence of payment	Spiral Ksh. 50 per item. Full Ksh. 100 per item, Thesis Ksh. 300 per item	1 hour
24	Photocopying/Printing	Evidence of payment	Ksh. 2 per A4 page Ksh. 4 per A3 page	1 min.

For complaints or compliments, please report to:  
The Vice Chancellor, Masinde Muliro University of Science and Technology  
P.O Box 190 - 50100, Kakamega, Kenya.  
Telephone: 056-31375/30686, Fax: 05630153; E-mail [vc@mmust.ac.ke](mailto:vc@mmust.ac.ke)

**IT IS YOUR RIGHT TO DEMAND FOR EFFICIENT SERVICE!**  
"Huduma Bora ni Haki Yako"



## JARAMOGI OGINGA ODINGA UNIVERSITY OF SCIENCE AND TECHNOLOGY

### Our Commitments to Service Delivery

We are committed to providing timely, efficient and effective services to our clients by doing the following:

Service/Processes Rendered	Requirements	User Charges (Ksh)	Timelines
Processing of admissions	(i) Duly completed application form (ii) Certified copies of academic certificates (iii) Bank pay-in slip	(i) Certificate – Ksh 1,000 (ii) Diploma – Ksh 1,500 (iii) Undergraduate – Ksh 2,000 (iv) Masters – Ksh 3,000 (v) Postgraduate – Ksh 3,500	Within 21 working days
Examinations: (i) Release of Provisional results (ii) Release of Provisional Transcripts (iii) Release of final results (iv) Release of Certificates (v) Release of final transcripts	(i) Full payment of fees (ii) Clearance Form	Free	(i) 60 days after completion of examinations (ii) 21 working days after approval by senate  (iii) 60 days after completion of final examinations (iv) Within one month after graduation (v) Within 2 months after graduation
Processing of: (i) Local Service Order (ii) Local Purchase Order (iii) Contract	(i) Quotations (ii) Tender documents	Free	(i) Within 7 days (ii) Within 7 days (iii) Within 30 days
Payment to suppliers	Delivery of services or goods	Free	Within 60 days of delivery
Processing of tenders (i) Qualification of tender (ii) Tender processing	Tender documents	Kshs 1,000 or free when downloaded	Within 90 days
Disposal of unsurvivable goods and surplus items	Request from departments	Kshs 1,000 or free when downloaded	60 days from authorization
Processing of: (i) Imprests (ii) Claims	(i) Imprest warrants (ii) Vouchers	Free	(i) Within seven days of application (ii) Within 14 days from preparation
Correspondence (i) Acknowledgment (ii) Response	(i) Inquiries (ii) Complaints	Free	(i) Within seven days from receipt date (ii) Within 14 days from receipt date
Production of payroll and payment of salaries	Formal Appointment	Free	By the 30 <sup>th</sup> day of every month
Recruitment of staff	Appointment letter	Free	2 Weeks
Clearance of staff on exit	Duly filled clearance form	Free	2 Weeks

#### Commitment to Courtesy and Excellence in Service Delivery

Any service that does not conform to the above standards or any officer who does not live up to commitment to courtesy and excellence in service delivery should be delivered in writing to:

- (a) The Complaints/Compliment Suggestions boxes located at strategic points throughout the University or through Complaints Handling Officers located in every department/School
- (b) Feedback may also be channeled via the University website, telephone and e-mail contacts or through:

The Vice-Chancellor  
Jaramogi Oginga Odinga University of Science and Technology  
P.O. Box 210 – 40601, Bondo  
Tel: +254 57 250 1804/ +254 57 205 8000  
Email: [vc@jooust.ac.ke](mailto:vc@jooust.ac.ke)  
Web: [www.jooust.ac.ke](http://www.jooust.ac.ke)

The Commission Secretary/Chief Executive Officer  
Commission on Administrative Justice  
2nd Floor, West End Towers  
Opposite Agha Khan High School Off Waiyaki Way–Westlands  
Nairobi  
P.O. Box 20414–00200 Nairobi  
Tel: +254020 2270000/ 2303000  
Email: [info@ombudsman.go.ke](mailto:info@ombudsman.go.ke)  
Web: [www.ombudsman.go.ke](http://www.ombudsman.go.ke)

HUDUMA BORA SI BAHATI YAKO; HUDUMA BORA NI HAKI YAKO



# KIBABII UNIVERSITY

## SERVICE CHARTER MATRIX

IT IS YOUR RIGHT TO DEMAND FOR EFFICIENT SERVICE

S.NO.	SERVICE OFFERED	ROOM/OFFICE	OFFICER IN CHARGE	REQUIREMENTS	CHARGES	TIMELINE
1.	Providing Information	Reception Desk	Receptionist/ Office Assistant	- Specified Enquiry - Needed Information	Free	Immediately
2.	Processing of application for admission into University Programmes	Academic Affairs Office	Registrar, Academic Affairs	- Duly Completed Application Form - Copies of Copies of Certificate(s) or Result Slip(s).	Certificate KSh.500.00 Diploma Ksh.500.00 Degree KSh.1,000.00 Post Graduate KSh. 2,000.00	Within 1 Month
3.	Registration of Students into University Programmes	Academic Affairs Office	Registrar, Academic Affairs	- Admission Letter - Original Academic Certificates - Pass port size Photographs - Other Relevant Documents	Full Payments of Fees	1 Day
4.	Accommodation for Resident Students	Hostels' Office	Hostels' Office	Duly Completed Accommodation Form - Signing KIBU Rules and Regulations Governing Hostels	Payment of Accommodation Fee	1 Day
5.	Teaching Services	Lecture Halls	CoD	- Curriculum - Students and staff - Learning Materials	As per the Approved Fees Structure	16 Weeks
6.	Research and Consultancy Services	Director RCE Office	Director, RCE	-Staff -Applicable Infrastructure	As per RCE Policy	2 Weeks upon Approval
7.	Community Outreach Services	Director RCE Office	Director, RCE	- Identification of a Need - Receipt of a Request	Free	Within 2 weeks
8.	Library Services	University Library	University Librarian	- Borrowers' Cards - User ID Cards	Free	Weekdays 9am - 10pm Saturday 8am - 5pm Sunday 2pm - 5pm
9.	Catering Services	Multi-purpose Hall and Cafeteria	Catering Officer	- Meal Voucher - Payment Receipt	Charges as per Menu	5 – 10 Minutes
10.	Clearance of Students for Graduation	Academic Affairs' Office	Registrar, Academic Affairs	- Successful Completion of Courses - Dully Filled Clearance Form	Free	As per Academic Calendar
11.	Management of External Correspondences	Registry	Registrar, Administration	- Receipt of Correspondence	Free	7 Days
12.	Management of Complaints, Compliments or Suggestions	Registry	Registrar, Administration	- Receipt of Complaint, Compliment or Suggestion.	Free	7 Days
13.	Payment for Goods and Services Supplied to the University	Finance Office	Finance Officer	- Evidence of Order - Invoice - Delivery Note	Free	Within 60 Days



Knowledge for Development  
1992-2020: 28th Anniversary

## CITIZEN'S SERVICE DELIVERY CHARTER

Rongo University is committed to providing the following services in an efficient, effective and timely manner:

No.	SERVICE	REQUIREMENTS	COST	TIME-LINE
1	Enquiries	• Specify the enquiry	Free	Immediate
2	Admission of Students a) GOK Students	• KUCCPS Admission list	Specified fee	2 months
	b) Self-sponsored students	• Minimum course entry requirement • Payment of application fee • Complete and submit application form	• Certificate - 500 • Diploma - 500 • Degree - 1,000 • Postgraduate - 2,000	1 Month
3	Course Registration	• Complete and submit registration forms	Semester/session fees	2 weeks after reporting date
4	Issuance of course outline	• Minimum of 25% registered students for a course	Free	1st three lectures
5	Teaching/Research	• Payment of full fees	As per fee structure	As per academic calendar
6	Attachment	• Payment of attachment fees • Application and confirmation of vacancy for attachment place	As per fee structure	As per academic calendar
7	Sitting for Examination	• Payment of full fees • Two thirds class attendance • Student ID card • Examination card	As per fee structure	As per academic calendar
8	Issuance of Examinations Results Slips/ Transcript	• Successful completion of an academic year • Duty filed transcript request form	Free	Within 7 days
9	Graduation	• Successful completion of the course	Specified fee	As per academic calendar
10	Issuance of Academic Certificate upon Graduation	• National ID/Passport • Payment of graduation fees • Evidence of clearance	Free	1 month after graduation
11	Accommodation	• Filing of accommodation application form • Full payment of accommodation fees	As per fee structure	Within 1 day
12	Catering Services	• Production of meal voucher/payment receipt	As per the menu	Within 10 minutes
13	Library Services	• Production of staff/student's ID card	Free	Within opening hours
14	Photocopying and Binding	• Payment receipt	As per approved price	Within 30 minutes
15	Medical Services	• Production of staff/students ID card	Specified fees	24 Hour services
14	Recruitment of staff	• Availability of vacancy • Application letter • Letter of appointment	Free	3 months after advertisement
15	Students/Staff Disciplinary Cases	• Invitation for disciplinary	Free	2 months after suspension
16	Payment of Salaries	• Performance of assigned duties	Free	By 30th of every month
17	Counselling Services to Staff and Students	• Production of staff/student ID card	Free	During working hours
18	Complaints/Compliments	• Submission of complaints/compliment	Free	During working hours
19	Processing and Awarding of Tenders	• Obtaining tender documents • Meeting statutory requirements in the tender documents	As specified in the advertisement	Within 30 after closing date
20	Payment of Suppliers	• Production of delivery note • Production of an invoice	Free	Within 90 after delivery As per the contract
21	Transport Services	• Duty filled transport requisition form	Free	2 Days to due date
22	Outreach Services to Community	• Identification of need and on request	Free	Within 2 weeks
23	Collaboration and Linkages	• Request for collaboration • Development and signing of MoU	Free	Within 30 days

For any questions, complaints/compliments and grievances regarding the quality of our services, please contact:

**The Vice Chancellor,**  
Rongo University  
P. O. Box 103-404044, Rongo  
Tel: 0770 308 253  
Email: vc@rongovarsity.ac.ke  
Website: www.rongovarsity.ac.ke

or

**The Commission Secretary,**  
Commission on Administrative Justice,  
Westend Towers, 2nd Floor, Wayaki Way  
P. O. Box 20414 - 00200, Nairobi  
Tel: +254-0202270000  
Email: certificationpc@ombudsman.go.ke  
Website: www.ombudsman.go.ke

*"Huduma Bora Ni Haki Yako"*

## APPENDIX V: University Proposal Approval



MASINDE MULIRO UNIVERSITY OF SCIENCE AND TECHNOLOGY (MMUST)

Tel: 056-30870  
Fax: 056-30153  
E-mail: [directordps@mmust.ac.ke](mailto:directordps@mmust.ac.ke)  
Website: [www.mmust.ac.ke](http://www.mmust.ac.ke)

P.O Box 190  
Kakamega – 50100  
Kenya

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Directorate of Postgraduate Studies

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Ref: MMU/COR: 509099

25<sup>th</sup> April, 2025

Erick Wendo  
MBA/G/14-54040/2019  
P.O. Box 190-50100,  
KAKAMEGA.

Dear Mr. Wendo

**RE: APPROVAL OF PROPOSAL**

I am pleased to inform you that the Directorate of Postgraduate Studies has considered and approved your masters proposal entitled *'Effects of Service Charter Operational Strategy Alignment on Performance of Public universities in Lake Region Economic block, Kenya'* and appointed the following as supervisors:

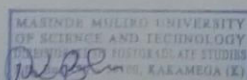
1. *Dr. Dishon Wanjere* - MMUST
2. *Dr. Edwin Simiyu* - MMUST

You are required to submit through your supervisor(s) progress reports every three months to the Director Postgraduate Studies. Such reports should be copied to the following: Chairman, School of Business and Economics Graduate Studies Committee and Chairman, Business Administration and Management Department. Kindly adhere to research ethics consideration in conducting research.

It is the policy and regulations of the University that you observe a deadline of **two years** from the date of registration to complete your Master's thesis. Do not hesitate to consult this office in case of any problem encountered in the course of your work.

We wish you the best in your research and hope the study will make original contribution to knowledge.

Yours Sincerely,




Prof. Kennedy Bota, PhD  
DIRECTOR, DIRECTORATE OF POSTGRADUATE STUDIES

**APPENDIX VI: Nacosti**

REPUBLIC OF KENYA  
National Commission for Science, Technology and Innovation

**Ref No: 461860**

**RESEARCH LICENSE**




**This is to Certify that Mr. Erick shimbeta Wendo of Masinde Muliro University of Science and Technology, has been licensed to conduct research as per the provision of the Science, Technology and Innovation Act, 2013 (Rev.2014) in Kakamega on the topic: EFFECT OF SERVICE CHARTER - OPERATIONAL STRATEGY ALIGNMENT ON PERFORMANCE OF PUBLIC UNIVERSITIES IN LAKE REGION ECONOMIC BLOCK, KENYA for the period ending : 02/July/2026.**

**License No: NACOSTI/P/25/4175776**

**Applicant Identification Number: 461860**

**Ag. Director General**  
**NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY & INNOVATION**

**Verification QR Code**



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**See overleaf for conditions**