

SERVICE QUALITY AND CUSTOMER SATISFACTION AT KENYA NATIONAL ARCHIVES AND DOCUMENTATION SERVICE, NAIROBI COUNTY: SERVQUAL MODEL REVISITED

Zachary Kefa Chepukaka*, Fridah Kendi Kirugi**

Abstract: *Purpose:* This study assessed service quality and customer satisfaction at Kenya National Archives and Documentation Service (KNADS) in Nairobi County, Kenya. Service quality was based on the SERVQUAL standards developed by Parasuraman, Zeithaml, and Berry (1985) which consist of five dimensions namely: tangibility; reliability; responsiveness; assurance; and empathy. Customer satisfaction was users' collective perception, evaluation and psychological reactions to the consumption experience with KNADS products/services.

Design/Methodology/Approach: The study used qualitative and quantitative research approaches with survey as the main research design where data was collected using questionnaires, and interviews. Triangulation and Cronbach's Alpha Coefficient addressed validity and reliability of data. Convenience and purposeful sampling techniques were used to sample 60 KNADS users and 7 management staff. A pilot study of 10 respondents at the Kenya National Museum in Nairobi helped refine research instruments. Collected data was cleaned, coded and analysed using Statistical Package for Social Sciences (SPSS) program to perform descriptive statistics such as means, percentages and frequency tables.

Findings: Findings revealed that KNADS was mainly used for research by males with masters and undergraduate degrees in their mid-twenties and thirties. Users' were dissatisfied with KNADS service quality benchmarks such as internet connectivity, finding aids, speed of retrieval, OPAC, digital files, sitting space, subject coverage and staff competencies.

Implication: This study has implications on the application of the five SERVQUAL Model service quality benchmarks (reliability, responsiveness, assurance, empathy and tangibles) to customer satisfaction at KNADS and other archival institutions in Africa.

Originality/Value: It was recommended that KNADS formulates a policy framework to guide, promote and manage archival collection; digitize records; enhance ICT infrastructure and deploy structured training interventions to improve staff skills, knowledge and competencies.

Keywords: Archives Service Quality, Archives Customer Satisfaction, Kenya National Archives and Documentation Service, SERVQUAL Model, Quality Documentation Service

INTRODUCTION

Globally, organizations value customers and their satisfaction is important to management. Organizations and researchers have taken great interest in the subject of user satisfaction which is partly dependent on service quality offered.

Service quality is defined in different ways. Indeed, the concept has been perceived from several perspectives by different authors. Parasuraman, Zeithaml, and Berry (1985)

defined quality of service as the difference between how customers' view services offered by a given organization and user expectations. This implies that if quality of service falls below expectation, the user views quality as low and if it meets or surpasses expectation then the customer regards quality as high. According to the authors, an important part of service quality is customers' expectation which is viewed as perception of what the organization should offer and this can be affected by personal requirements and prior experience.

* Office of the Director of Public Prosecutions, Kenya. Email: chepukaka@gmail.com

** Kenya Urban Roads Authority, Kenya. Email: fridahkendi50@yahoo.com

Gronroos (1984) divides service quality into two major groups: functional and technical. Technical quality refer to what results from the service, and functional quality relate to the process involved in offering the service. Technical quality is affected by functional quality and both influence customer satisfaction. The organization's surrounding influence user's perceptions of ways in which customers believe they can utilize various services.

Scholars such as Cronin and Taylor (1992), Teas (1993) and Khalifa and Liu (2003) have developed various models to measure service quality. These models can enable us to make comparisons and help to develop high standards for delivering service to clients.

The Service Performance (SERVPERF) Model that was developed by Cronin and Taylor in 1992 use performance approach technique to measure service quality based on users' feelings about a given service (Cronin & Taylor, 1992). Another model was developed in 1993 to measure the difference between professed performance and the ideal service quality, rather than the users' anticipation (Teas, 1993). But perhaps the most popular model of service quality is the SERVQUAL Model which regards the quality of service as the difference between expectations of service offered and perception of the service received (Parasuraman, Zeithaml, & Berry, 1985).

According to SERVQUAL model, tangible aspects of a product are looked at in terms of physical facilities of the organization as an aspect of the physical environment. These qualities influence or affect how customers' evaluate other factors that determine perceived service quality such as responsiveness, empathy, reliability, and assurances. The following variables make up the five SERVQUAL essentials of service quality: responsiveness, assurance, reliability, empathy, and tangibles (Hernon, Nitecki, & Altman, 1999).

For libraries and documentation centers, service quality refers to four main areas namely: information content; service environment; resource delivery; and nature of service delivered by staff of the organization.

Kumar (2012) suggested that "service quality" differ from satisfaction and gives a different approach in evaluating an organizations performance. The author posits that whereas, satisfaction is for a short period, service quality can be regarded as the customer's longterm perceptions and feelings toward a service. In information centres, the gap concept has been accepted as service quality theory (Parasuraman, Zeithaml, & Berry, 1985). According to this concept, service quality aims at reducing the discrepancy between user expectations and their feelings about delivered services. There seems to be a relationship between customer

satisfaction and service quality which puts emphasis on the significance of user satisfaction in defining quality (Wicks & Roethlein, 2009). This link is based on attributes which are measurable.

Quality services in information centers enable customers to use services and resources effectively. In this light, information centers need to be familiar with customers' requirements and expectations by putting emphasis on customer satisfaction. Service quality is, therefore, theoretically and practically linked to customer satisfaction.

In the African region, archives provide records and information services to government employees, researchers, teaching staff and students. Customers or users are important in archives, and thus, different approaches are used to satisfy customers. According to Otu and Asante (2015), studies on service quality in Africa have been given a lot of attention but due to confusion in identifying the customer's perceptions of quality of service it has not been easy to meet the satisfaction of users.

South and Eastern Africa has challenges in managing records and archives due to a variety of factors ranging from history and technology to management and culture (Wamukoya & Mutula, 2005). The authors observed that countries in the region had initiated reforms in the public sector in line with World Bank and IMF demands but still lag behind reforming archives management to promote transparency and accountability in information delivery.

In East and Southern Africa, public institutions have recognized the global trends in providing services that meet user expectations. Consumer demands have been incorporated in organizational structures with a view to systematically addressing user concerns. Indeed, service providers in information centers' now align services and attempt to identify factors that affect customers' expectations (Musembi, 2004). According to the author organizations are now putting into place quality management systems that aim at customer satisfaction. These systems can be borrowed for use in archives.

In Kenya, KNADS existence can be traced back to 1965 when the country enacted the Public Archives Legal Framework (CAP 19 Laws of Kenya). The Act was revised in 1990 and called Public Archives & Documentation Service Act, Chapter 19 of the Laws of Kenya. There were changes to Section 3(1) of the Act that changed the name from Public Archives Service to KNADS. The Public Archives Act was further amended in 1991 with the mandate to provide professional advisory service to public offices and develop, coordinate and maintain professional archives and records services in the public services (GOK, 2014).

KNADS department has seven divisions namely: National Documentation Service, Archives Management Service, Records Management Service; The Audio and Visual Archives Section; The Conservation Section; The Microfilming Section; and Administration. KNADS functions have been devolved to other parts of the country at six record centers based in Nairobi, Nakuru, Mombasa, Kakamega, Kisumu and Nyeri (KNADS, 2013). These record centers serve as a transition stage where records that have been appraised in the field are processed before being transferred to the headquarters in Nairobi.

STATEMENT OF THE PROBLEM

Service quality is critical to customer satisfaction in virtually all organizations because of increasing competition and more demanding customers. Modern organizations now emphasize service delivery and the satisfaction of customers' as key factors in the quality of products and services that they offer. Understanding customer satisfaction in information centers' is, therefore, key in designing an effective and efficient service that satisfy customer expectations.

Whereas, organizations the world over put emphasis on measuring service quality and user satisfaction, there were indications that KNADS has not done substantial research on the quality of service and customer contentment. If the current situation prevails the delivery of quality service is likely to be compromised.

Indeed, the only available mechanisms of measuring customer satisfaction in the institution are solely based on unstructured customers' complements and complaints. Under these circumstances the institution can never be expected to compete effectively against other information centers and address associated challenges including limited funding, inadequate staffing, inappropriate facilities and under-utilization of available services.

OBJECTIVES OF THE STUDY

A. The Objectives of This Study Were To:

- a. Assess the quality of services offered by KNADS.
- b. Determine the levels of customer satisfaction with services.

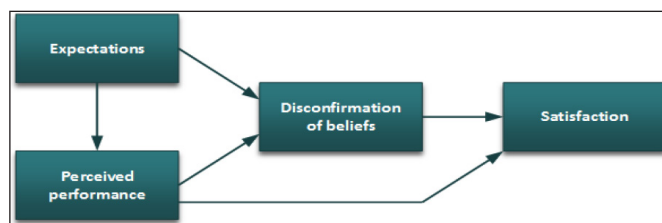
- c. Determine the needs and expectations of KNADS users.

B. Research Questions:

- a. What are the needs and expectations of KNADS customers?
- b. What services does KNADS provide to customers?
- c. To what extent are users' satisfied with services offered by KNADS?
- d. How can KNADS quality of services be improved?

THEORETICAL FRAMEWORK

This study relied on the Expectation Disconfirmation Theory (EDT) developed by Oliver (1980) and later modified by Khalifa and Liu (2003). EDT postulates that satisfaction is the difference between the perceived performance of a service and subjective standards such as anticipation and wishes as shown in Fig. 1.

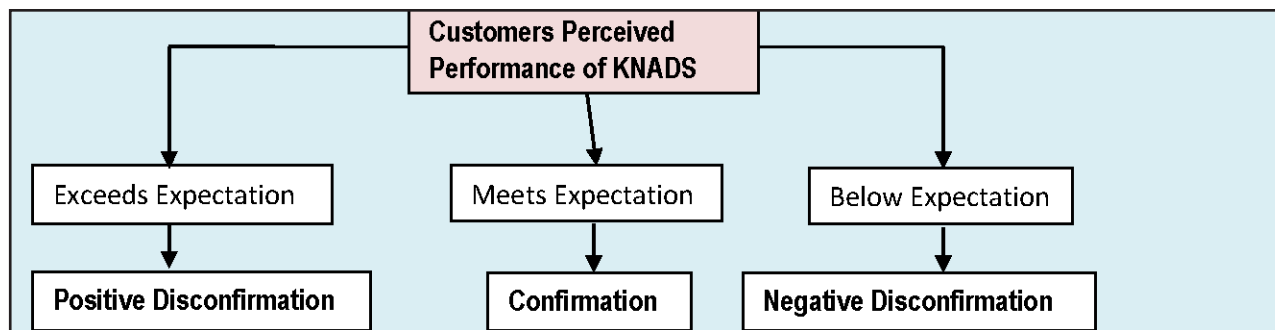


Source: Khalifa and Liu (2003)

Fig. 1: Expectation Disconfirmation Theory (Edt)

As Fig. 1 shows, satisfaction is affected by the strength (or size) and direction (positive or negative) of the gap (disconfirmation) between expectations and perceived performance. It is more likely for customers to be satisfied if the service performance meets (confirmation) or exceeds (positive disconfirmation) their expectations. On the other hand, users' can be dissatisfied when service performance falls below what is expected (negative disconfirmation).

Fig. 2 explains relevance of EDT to the current study. As the figure shows, EDT seeks to explain the perceived performance of KNADS services and whether such performance meets customer expectation.



Source: researchers 2016

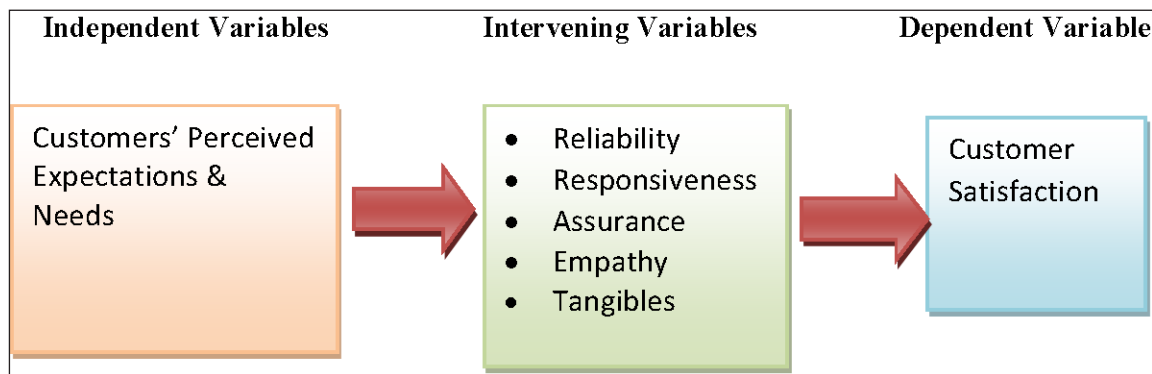
Fig. 2: Relevance of Edt to Customer Expectations at Knads

Positive disconfirmation occurs when KNADS’ perceived performance by customers exceeds their expectations. When such performance falls below expectations then negative disconfirmation occurs. When perceived performance of KNADS services meets users’ expectations, then confirmation occurs. According to EDT confirmation and positive confirmation leads to customer satisfaction. It has been observed that when a user regards the service quality

being offered by an organization as affirmative, then the level of satisfaction will also increase.

CONCEPTUAL FRAMEWORK

The study’s conceptual framework is shown in Fig. 3. The independent variables were KNADS customers’ perceived expectations and needs. Customer satisfaction was treated as a dependent variable.



Source: Researchers, 2016

Fig 3: Conceptual Framework

KNADS infrastructure, facilities, various services, resources, and other dimensions of service quality fall under the five elements of SERVQUAL Model namely: tangibles; responsiveness; reliability; empathy and assurance. These paradigms are the presumed intervening variables that determine customer satisfaction – a dependent variable.

REVIEW OF RELATED LITERATURE

Otu and Asante (2015) posit that the term archives can be used in three different contexts. First, it can be used to refer

to the materials generated out of an organizational activity. Second, the term may connote the building in which the materials are stored and third, it can be used in reference to the institution that manages the archival materials. According to IRMT (1990) national archival institutions like any other information centres, such libraries and documentation centers, are established for purposes of acquiring, organizing and preserving information for use.

Mnjama (2010) asserts that national archives are sustained by public funds, so that archives of a nation are preserved and made available for research and reference by a wide

variety of users. This underscores the fact that the main object for investment in archives is to advance their use as vital resources in national development.

Abioye (2009) noted that most customers used archives for research purpose closely followed by informational and litigation purposes. This finding is in line with Kemoni and Ngulube (2007) study which established that majority of users at Kenya National Archives and Documentation Service used archival information mainly for research.

According to International Council of Archives (ICA, 2011), *access* usually refers to the existence of records for consultation as a result of both legal authorisation and the presence of tools to aid such access. The primary purpose of archive is utilization. Accesses, therefore, connects archival records to users and at the same time, determine the information users' have about the institution and its holdings. This in turn, influences the level of public confidence in the custodians of archival institutions and the services they provide to customers.

Blais (1995) posits that the principles that govern access to archives have developed throughout history. He states that prior to 1900, archives only served a restricted audience for legal purposes and were therefore not easily accessed due to the bureaucracy. To-date the people who create records are still the main users since organizations still consult records to identify past decisions in the realm of corporate identity.

Musembi (2004) argues that in the last few decades archival materials have been used by professional researchers who look for solutions to specific enquiries. Under this category we have publishers, journalists, lawyers, criminal investigators, environmentalists, among others. These users' are in most cases not interested in research as a discipline. Instead, they only use archives to for specific purposes such as or to locating specific information.

According to Manani, Nyaoga, Bosire, Ombati, and Kongere (2013) many scholars have studied how to develop standards for service quality. They point out that the SERVQUAL Model based on a set of five dimensions is the widely used measure for service quality, regardless of service industry.

Parasuraman, Zeithaml, and Berry (1985, p. 48) viewed service quality as "a function of the discrepancy between expectation and performance along the quality dimensions". Cronin and Taylor (1992) observed that the quality of service is vital to customer satisfaction and usually affect how customers behave after purchase, and their future decisions. For many years, information centers did not have a clear framework for measuring service quality.

Consequently, in 1990s, Texas University libraries sanctioned a research on the marketing sector to identify instruments for identifying service quality. It is from these

initiatives that frameworks like SERVQUAL, library quality (LIBQUAL), service performance (SERVPERF), web quality (WEBQUAL) and other theories emerged (Kaur and Sharma, 2014). It is out of these initiatives that Parasuraman, Zeithaml, and Berry (1988) developed the SERVQUAL approach to determine perceptions of service quality. This study will also use SERVQUAL to assess levels of user satisfaction with KNADS services.

The *SERVQUAL Model* was developed as a result of data collected from customers by Parasuraman, Zeithaml, and Berry (1985). According to the model, service quality is the extent of the discrepancy between users' expectations or desires and their feelings about the service. The model originally placed service quality into 10 categories but these were later reorganized into five dimensions namely:

- *Tangibility*: Refers to the presence of physical and functional facilities, equipment personnel and communication materials used in rendering and promoting effective services;
- *Reliability*: Involves ability to provide the promised services or resources needed by users dependably and accurately in a way that could satisfy their.
- *Responsiveness*: Measures the willingness of organization's staff to help customers and provide them with prompt services;
- *Assurance*: Measures knowledge, competences and courtesy of employees and their ability to convey trust and confidence in customers towards the organization;
- *Empathy*: Caring, individualized attention which organizations provide to their clients.

SERVQUAL views service quality as the difference between customer's expectations (E) and the perception of the service providers' performance (P). According to the model, service quality (Q) is measured by subtracting customer's perception scores (P) from customer expectation scores (E), ($Q = P \pm E$). When the positive score increases the positive amount of service quality also increases or vice versa.

Tangibility paradigm enunciated in SERVQUAL and its effects on service quality is emphasized by various scholars such as Jain and Kaur (2014) who posit that the concept of work environment include psycho-social and physical aspects that constitute the working condition. Such conditions enhance or impede service delivery. Hence, it is vital to find investigate whether the work environment is conducive for service delivery or not.

Jiun-Sheng and Haw-Yi Liang (2011) observed that the socio-physical surroundings impact positively on user emotions and satisfaction, and in so doing determine how the user will behave. However, physical surroundings' showed

more pronounced effect on the emotions and satisfactions of users' than the social surroundings. Therefore, both social and physical surroundings should be given priority by service organizations that include archival institutions.

Namande (2011) noted that the purpose of any archival institution is to ensure long-term preservation of valuable records for posterity and the main objective of KNADS was to ensure that records in its collection are accessible to all those who need to use them, irrespective of where they live. Thus, he proposes digitization of KNADS records to enhance resource sharing, facilitate multiple accesses, and promote preservation of original records. Namande further noted that since electronic archives depend on computer networks, they can easily be retrieved, changed and shared compared to analogue materials.

Kithinji (2015) investigated the processes, technology and procedures involved in records digitization at KNADS and revealed that paper-based records were still commonly used. She recommended that top level management should have budgetary provision for digitization and recruit ICT-compliant professionals to drive the digitization process.

Asogwa (2011) posit that archivists have been providing non-digital information for a long period, but now days they are able use information technologies to retrieve and transfer information to users more effectively and efficiently. He further argues that IT has enhanced the archiving of electronic archives, a development that has promoted digital archives as an emerging practice in the profession. Thus, technological embrace and its deployment in the management of archives provide opportunities and challenges to information workers.

Bayissa, Ketema, and Birhanu (2010) observed that the purpose of digitization is to conserve and preserve analogue materials of high scholarly value and ease access, search, retrieval and use of the available collection. Indeed, surrogate digitized archival items eases pressure on the originals and shields them from wear/tear, accidental erasure and damage from mishandling.

Fen and Lian (2009) point out that the issues of user satisfaction, quality of service and customer loyalty affect all private and public organizations in the global economy irrespective of their size. They argue that survival in today's market-driven competitive market requires recognition of the crucial role played by quality and customer satisfaction.

Johnson and Fornell (1991) opine that the user's total judgment and perception of the performance of a given service constitutes satisfaction. This suggestion is tandem with Cronin and Taylor (1992), who said that the customer's experience of a given service leads to satisfaction or the lack of it. Therefore, a customer's confidence gained from

experience about the service and/or product offered by an organization affects the level of satisfaction.

Mohindra and Kumar (2015) posit that customer satisfaction and quality service concepts have a symbiotic relationship and are important for the survival of most service organisations including information service. They said that owing to the ever-changing nature of information, it is advisable to find out customer expectations about the quality of services offered by an information centre with a view to improving the same.

According to Vijayakumar and Anie (2014), user satisfaction to a great extent depends on the relevancy, availability, reliability and precision of information resources; staff attitude and competence; efficiency in retrieval; and comprehensiveness of information provided.

Ikolo (2015) carried out a study on user satisfaction with services offered by the library at the Delta State University in Nigeria. The purpose was to ascertain whether users were satisfied with the facilities, services, infrastructure, information resources and staff competencies at the library. Results of the study showed that Delta State University library services were poor and failed to satisfy users'.

RESEARCH METHODOLOGY

The study used descriptive survey research design where data was gathered through interviews and questionnaires. Survey research assessed thoughts, opinions, and feelings from both KNADS users and heads of departments. Study population comprised 320 users and 7 heads of divisions at KNADS headquarters. Users of archives were customers who made reference to archival holdings for research and other purposes generally through the Search Room.

Researchers' used non-probability purposeful sampling to sample sixty (60) users and 7 KNADS divisional heads. Questionnaires were distributed to 60 users at KNADS Search Room in Nairobi Users were selected using table of random numbers. The researchers conducted face-to-face semi-structured interviews with seven (7) KNADS heads of divisions. Piloting was done with 10 respondents at Kenya National Museum in Nairobi and feedback used to modify the instruments.

The Statistical Package for Social Sciences (SPSS) program was used to perform descriptive statistics such as means, percentages and frequency tables. Closed questions were analysed using simple frequencies and percentages. Cross-tabulation was used to show relationships between variables. Tables, graphs, bar and pie charts were used in data analysis and presentation.

DATA ANALYSIS

Response Rate

Out of 60 questionnaires distributed to the sample population, 52 were completed and returned representing 86.7% response rate. Interviews with 7 Heads of Divisions were used to supplement responses from questionnaires. The high response rate was attributed to the onsite distribution of questionnaires by the researchers' and high cooperation from respondents.

Distribution of Respondents by Age

One-half of respondents 26 (50%) were aged between 26 and 35 years followed by 6 (11.5%) below 25 years (Table I). Respondents in the 46-55 age bracket were equal to those above 56 years. This indicated that the majority of KNADS users were in their mid-twenties and thirties.

Table 1: Age Category of Respondents

Age bracket	Frequency	Percentage
Above 56	8	15.4
46-55	8	15.4
36-45	4	7.7
26-35	26	50
Below 25	6	11.5
Total	52	100

Gender of Respondents

More than one half of respondents 33 (63.5%) were male while about one-third 19 (36.5%) were female. This gender difference suggests KNADS is mainly patronized by males (Fig. 4.)

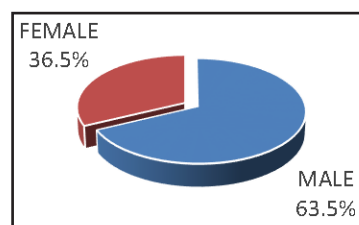


Fig 4: Gender of Respondents'

Respondents Highest Level of Education

Respondents' highest level of educational is presented in Table 2. About one-third 14 (26.9%) had a Masters' degree as their highest educational qualification and the same number

were undergraduates. PhD degree and Diploma certificate holders constituted 9 (17.3%) and 9 (17.3%), respectively. Those with 'other' qualifications were a minority 6 (11.5%).

Table 2: Respondents Education Level

Highest Qualifications	Frequency	Percentage
PhD	9	17.3
Masters	14	26.9
Undergraduate	14	26.9
Diploma	9	17.3
Other	6	11.5
Total	52	100

SERVICE QUALITY

Service quality at KNADS in this study was analyzed according to the SERVQUAL standards developed by Parasuraman, Zeithaml, and Berry (1985) which comprised five dimensions namely: tangibility; reliability; responsiveness; assurance; and empathy.

Tangibility

Tangibility covered the existence of functional and physical facilities, infrastructure, equipment and communication materials used in giving and promoting effective and efficient user-oriented KNADS services.

Geographical Location, Safety and Security

Respondents were asked to indicate on a Likert Scale whether geographical location of KNADS was convenient to them when seeking various services. As Table 3 shows, almost one-half 22 (42.3%) strongly agreed and only 10 (19.2%) were undecided. This suggests KNADS is well-situated.

Table 3: Convenience of KNADS Location

Location is convenient	Frequency	Percentage
Strongly Agree	22	42.3
Agree	20	38.5
Undecided	10	19.2
Disagree	0	0
Strongly Disagree	0	0
Total	52	100

Since the physical location of KNADS building may affect security, respondents raised safety and security concerns when asked to rate these variables. As Table 4 shows, the majority 32 (61.5%) strongly disagreed that KNADS is safe and secure.

Table 4: KNADS Safety and Security

Safety & Security is adequate	Frequency	Percentage
Strongly Agree	0	0
Agree	0	0
Undecided	0	0
Disagree	20	38.5
Strongly Disagree	32	61.5
Total	52	100

Facilities, Equipment and Working Environment

An organization’s working environment and condition of available facilities can enhance or hinder efficient and effective delivery of services (Jain & Kaur, 2014). Productivity of archival institutions partly depends on the level of satisfaction employees and customers have with physical and or functional facilities such as OPAC, digital files, photocopying, among others.

Online Public Access Catalogue (OPAC) acts as a mirror that reflects the nature, coverage, and organization of archives collection and saves users time when accessing records. User perception of OPAC is, therefore, crucial in determining how archival materials are utilized. Table 5 shows that OPAC was not highly regarded. Almost one-half 24 (46.2%) said it was fair and about one-third 18 (34.6%) perceived OPAC as poor. This finding is in line with other studies elsewhere (Wamukoya & Mutula, 2005; Namande, 2011).

Table 5: Status of OPAC

What is the OPAC status?	Frequency	Percentage
Very Good	0	0
Good	0	0
Fair	24	46.2
Poor	18	34.6
Very Poor	10	19.2
Total	52	100

Digitized materials in an archival environment are suitable for improving access and usability, and for reducing handling of original sources. Digital files can be stored and delivered in a variety of ways; browsed easily and speedily and searched or accessed simultaneously in different locations. When asked whether microfilms are easy to access and use, more than one-half 32 (61.5%) strongly disagreed (Table 6). This finding implied that microfilm collection was underutilized because of perceived challenges of accessing the same.

Table 6: Microfilms Ease of Access and Use

Are Microfilms easy to access and use?	Frequency	Percentage
Strongly Agree	0	0
Agree	0	0
Undecided	0	0
Disagree	20	38.5
Strongly Disagree	32	61.5
Total	52	100

This finding support Namande (2011) observation that KNADS digital collection was not fully accessed and used due to technological and institutional challenges which need to be addressed.

All seven heads of sections revealed during interviews that KNADS research facilities and equipment were inadequate and obsolete mainly due to limited finances to purchase and/or upgrade existing systems. One section head wondered “how an important government department could still rely on dinosaur technology of the 1970’s” in reference to microfilming.

Reliability

Reliability involved ability to provide the promised services or resources needed by users dependably and accurately in a way that could satisfy their expectations. Internet access is one area that determines reliability of service delivery. Quality of Internet connectivity affects services such as OPAC, digital files, communication and online visibility. As Fig. 5 shows, it was instructive that more than one-half 32 (61.5%) rated internet access at KNADS as poor.

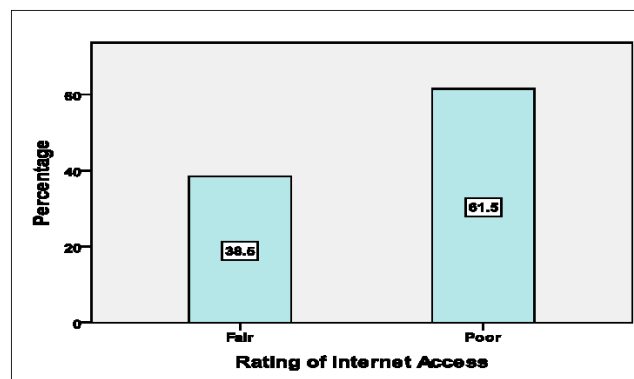


Fig. 5: Respondents Rating of Internet Access

This problem of poor internet connectivity was also reported by Wamukoya and Mutula (2005) in their research as the major problem that affect utilization of IT infrastructure in the African continent. The donor-driven public sector reforms of the 1990s was in tandem with the ICT paradigm

shift especially the Internet and the World Wide Web revolution, and their increased use in governments to promote transparency, accountability and public affairs management.

Finding tools (aids) in archives are descriptions or ways of reference produced as the primary tools of access that help researchers to discover and comprehend materials to browse and use for research. Finding aids can thus enhance the retrieval and utilization of information.

Fig. 6 show that more than three-quarters (80.8%) of respondents felt KNADS finding aids were not user-friendly. This corroborates the finding by ICA (2011) which proposed that archives should adopt proactive approach to access and develop finding aids that assist users to make optimum utilization of archival records.

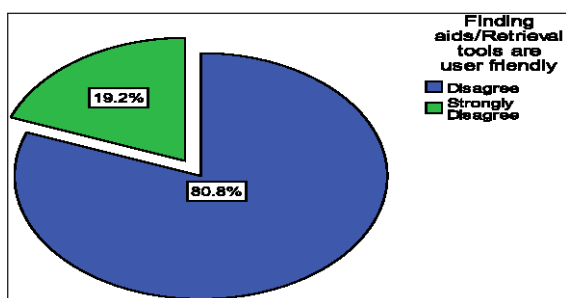


Fig. 6: User-Friendliness of Finding Aids

One way of determining reliability of services and resources is ascertaining how customers learnt about the organization. Respondents were asked to state whether they learned about KNADS through exhibitions, publications, friends, Websites, and/or other means. Results are shown in Table 7. Multiple responses were allowed.

Table 7: How Respondents Learned About KNADS

How did you learn about KNADS?		Responses	
		N	Percentage
Through	Exhibitions	14	11.4
	Publications	11	8.9
	Friends	33	26.8
	Websites	42	34.1
	Other means	23	18.7
Total		123	100

The majority discovered KNADS through Websites 42 (34.1%) and friends 33 (26.8%). This implied most respondents had embraced information technology and social networking since interactions with friends can take many forms that may include use of social networking platforms. Whereas 14 (11.4%) discovered KNADS through exhibitions, only 11 (8.9%) did so via publications.

Responsiveness

Responsiveness looked at the perceived willingness of KNADS staff to help customers and provide them with prompt services when needed. The study looked at how respondents perceived staff response to their information needs. As Table 8 reveals, three-quarters 39 (75%) rated staff response as poor and about one-quarter 10 (19.2%) regarded it as good.

Table 8: Respondents' Rating of Staff Response

Rating of Staff Response	Frequency	Percentage
Very Good	0	0
Good	10	19.2
Fair	3	5.8
Poor	39	75
Very Poor	0	0
Total	52	100

The Search Room is regarded as the 'nerve center' of an archive as it facilitates interaction between staff and users. Another way to determine responsiveness, therefore, entailed respondents rating of research support by Search Room staff. Table 9 indicates that more than one-half 28 (53.8%) said KNADS staff support was good as opposed to 20 (38.5%) who perceived it as poor.

Table 9: Rating of Research Support by Search Room Staff

Highest Educational Qualifications		Rating of research support by Search Room staff			Total
		Good	Fair	Poor	
PhD	No	6	0	3	9
Masters	No	9	1	4	14
Undergraduate	No	1	2	11	14
Diploma	No	9	0	0	9
Other	No	3	1	2	6
Total	No	28	4	20	52
	%	53.8%	7.7%	38.5%	100%

Assurance

Assurance of service is perceived by whether the employees at the archival institution are knowledgeable about their operations and systems. It measures knowledge, competencies of employees and their ability to convey trust and confidence in customers towards KNADS.

One way of measuring knowledge and competency is ascertaining how fast information needed for research and learning purposes is accessed and retrieved by customers with the assistance of archives staff.

When asked to assess the speed at which information materials were retrieved, one-half 26 (50.0%) said it was poor and the other half felt it was fair (Table 10). There were more males than females in either category. All heads of divisions interviewed said staffing levels were inadequate in terms of numbers, skills and experience a factor that adversely affected all aspects of information retrieval.

Table 10: Speed of Retrieval of Information Resources

Speed of retrieval of information resources		Gender		Total	
		Male	Female		
Rating	Fair	No.	14	12	26
		% of Total	26.9%	23.1%	50%
	Poor	No.	19	7	26
		% of Total	36.5%	13.5%	50%
Total		No.	33	19	52
		% of Total	63.5%	36.5%	100%

Empathy

According to the SERVQUAL Model, *Empathy* measures the caring, individualized attention which organizations provide to their clients. It is based on the assumption that personal interaction between consumers and service providers is the heart of most service experiences. The consumer’s experience within the service process is an important determinant of his/her satisfaction with the service and facilitates his/her assessment of service quality. Respondents were, therefore, asked for their opinion on KNADS services that required individualized approaches such as user registrations, reference services and first impressions.

Rating of reference services is shown in Table 11 where more than one-half of respondents said the services were ‘good’ 11 (21.2%) and ‘very good’ 18 (34.6%). However, almost one-half of those surveyed felt reference was either poor 21 (40.4%) or very poor 1 (1.9%). This could be attributed to inadequate staffing levels in terms of numbers, skills competence alluded to by heads of divisions during interviews.

Table 11: Rating of Reference Services

Rating of Reference services	Frequency	Percentage
Very Good	18	34.6
Good	11	21.2
Fair	1	1.9
Poor	21	40.4
Very Poor	1	1.9
Total	52	100

A positive first impression is an important start to building a relationship with customers. On the other hand a poor first impression can sometime end the relationship right there. Thus, first encounters are extremely important, for they set the tone for all the relationships that follows. Even before customers seek information services they will have already developed an opinion about the organization, simply based on the environment.

Respondents were asked to give their impression when they visited KNADS for the first time and their responses are shown in Fig. 7. About one-half found the situation confusing (48.1%) and almost one-quarter felt intimidated (23.1%). However, one-third found the environment friendly (28.8%).

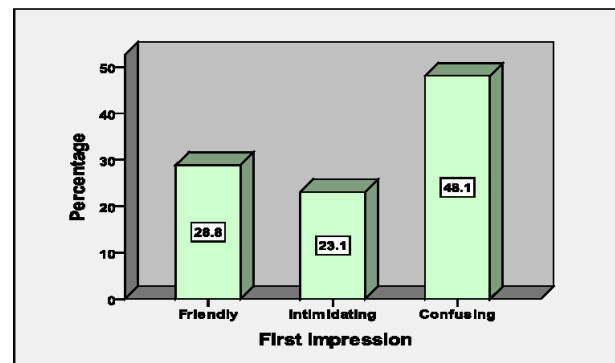


Fig. 7: Respondents First Impression of KNADS

LEVELS OF CUSTOMER SATISFACTION WITH KNADS SERVICES

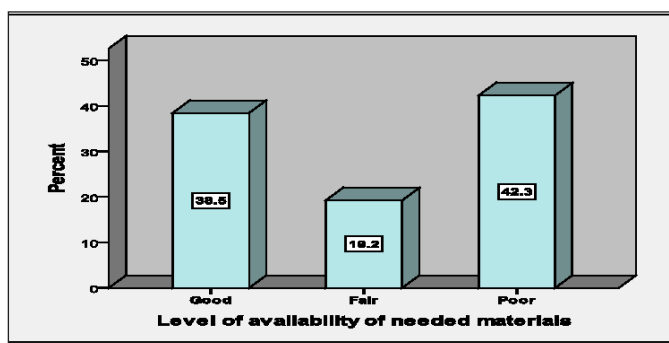
The second objective of this study was to determine levels of customer satisfaction with services offered at KNADS. Respondents were asked to state why they visit the Archives and whether they were satisfied with services offered. Results are shown in Table 12.

Table 12: Respondents Rating of Services Offered

Why do you visit KNADS?		User rating of KNADS services					Total
		Very Good	Good	Fair	Poor	Very Poor	
Research on Archival sources	No	0	0	5	20	0	25
	%	0	0	9.6	38.5	0	48.1
Private Studies	No	0	0	15	0	0	15
	%	0	0	28.8	0	0	28.8
Quick Reference	No	0	0	11	0	0	11
	%	0	0	21.2	0	0	21.2
Recreation/tour of the Gallery	No	0	0	1	0	0	1
	%	0	0	1.9	0%	0	1.9
Total	No	0	0	32	20	0	52
	%	0	0	61.5	38.5	0	100

The majority 25 (48.1%) visited to carry out research on archival sources followed by private studies 15 (28.8%). Recreation and touring of the gallery was the least reason cited. No respondent rated KNADS services favourably. The majority perceived them as fair 32 (61.5%) and poor 20 (38.5). The study further sought respondents' opinion on various specific services and the findings are shown in Table 12.

The level of availability of needed material and access to the same was another area the study sought to determine. As Figure 8 shows the majority (42.3%) said availability was poor as opposed to about one-third 20 (38.5%) who said it was good. When asked whether they were satisfied with KNADS services relating to available materials none of the respondents answered in the affirmative. This finding implied that the archives collection was perceived as inadequate and therefore failed to meet user expectations. This corroborates Senturk (2011) study that emphasized the concept of user satisfaction in relation to availability of archival materials.

**Fig. 8: Respondents Rating of Availability of Needed Materials**

INFORMATION NEEDS AND EXPECTATIONS OF USERS

Identification of information needs and determination of expectations of archival users is critical to customer satisfaction. Respondents were asked to rate various information services and also give opinions on their expectations. When it was suggested that KNADS subject coverage was comprehensive all respondents disagreed. This implied the archives collection focus is incomplete at least from users' perspective.

The majority 32 (61.5%) strongly disagreed that the subjects covered by KNADS were adequate and one-third 20 (38.5%) disagreed (Table 13).

Table 13: Rating of KNADS Subject Coverage

Are subjects covered adequate?	Frequency	Percentage
Strongly Agree	0	0
Agree	0	0
Undecided	0	0
Disagree	20	38.5
Strongly Disagree	32	61.5
Total	52	100

Besides subject coverage the accuracy of retrieved information can affect user perceptions and confidence. Sanctity of the original order principle has had a tremendous impact on the archival management of records because of its emphasis on retaining their quality in reflecting accurately what has gone before, why and how. Integrity of information was perceived by whether the contents of the record were representative of the transactions, activities or facts to which

it attested. Respondents were, therefore, asked to validate the accuracy of retrieved materials and the results are depicted in Table 14.

Table 14: Rating of Accuracy of Retrieved Materials

Accuracy of retrieved materials	Frequency	Percentage
Very Good	0	0
Good	41	78.8
Fair	11	21.2
Poor	0	0
Very Poor	0	0
Total	52	100.0

Whereas, more than three-quarters 41 (78.8%) said accuracy of retrieved content was good, about one-quarter 11 (21.2%) felt it was fair. This result indicated that KNADS was disseminating authentic information to users’.

Respondents were asked whether they agreed or disagreed with the notion that digital information resources were available at the archives and their response is shown in Table 15. More than three-quarters 42 (80.8%) disagreed while about one-third strongly disagreed.

Table 15: Views on Availability of Digital Resources

Digital resources are available	Frequency	Percentage
Strongly Agree	0	0
Agree	0	0
Undecided	0	0
Disagree	42	80.8
Strongly Disagree	10	19.2
Total	52	100

This verdict was in tandem with earlier findings in this study on availability and accessibility to microfilms at KNADS where respondents said these resources were difficult to access and use. This was in line with the results of other studies that revealed challenges in availing digital content in archival institutions (Kithinji, 2015; Namande, 2011; Otu & Asante, 2015; Wamukoya & Mutula, 2005).

Indeed, all the seven heads of divisions who were interviewed raised budget constraints as a barrier to digitization of records at KNADS. They were of the view that creation of electronic files is the norm and best practice the world over but due to limited financial resources they were slow in digitization. This finding corroborated. Kithinji (2015) study recommended that KNADS top management should set aside a budgetary fund that will sustain the digitization demands.

CONCLUSION

The study revealed that KNADS was mainly patronised by males with master’s degrees and undergraduates in their mid-twenties and thirties who visited the archives either to research on archival materials or do private studies. On service quality, the archives physical location was convenient but posed safety and security concerns to customers. Whereas OPAC was poorly rated, microfilms were difficult to access and use. Most users found the archives environment confusing and intimidating. The findings revealed that budget constraints had an impact on service delivery. The lack of resources due to budget cuts played a role contributing to user dissatisfaction.

Poor internet connectivity; inadequate subject coverage; unreliable finding aids; unhelpful database; poor reference services; slow retrieval; unavailability of digital files and perceived poor service delivery partly contributed to customer dissatisfaction. However, accuracy of retrieved materials and photocopying services were highly rated.

RECOMMENDATIONS

- Revise the existing policy framework to guide, promote and manage archival collection at KNADS. The policy document should integrate long-term strategic interests of the organization and rapid technological changes and should incorporate a digitization workflow to provide guidelines for selection of materials, metadata, storage, search interfaces and retrieval platforms. The workflow will also guide the management of ‘born digital’ and ‘made digital’ materials such as audio, texts, graphics, visual, animations and resources.
- Digitize analogue archival records and make them accessible online while maintaining the principle of provenance or sanctity of the original order. Digital online archives enhance multiple remote access and reduce wear and tear associated with handling fragile original materials.
- Enhance ICT infrastructure as means of not only solving accessibility problems but improving on the overall KNADS electronic environment Improve Internet connectivity through high speed broadband networks to facilitate faster and reliable online access to digital files. Improve OPAC by incorporating Web 2.0 tools and creation of a user-friendly interface. The initial cost may be high but could potentially have a higher return on investment in the long run.
- Initiate and implement a sustainable training programme for KNADS staff on public relations and ICT skills necessary for handling digital information.

Training curriculum should include Web 2.0 tools; communication skills and online research ethics. Competent and knowledgeable staff will enhance information retrieval and contribute to user satisfaction.

REFERENCES

- Abioye, A. (2009, June). Searchers' perception of access regulations in Nigerian National Archives. *Library Philosophy and Practice 2009*. Retrieved from <https://www.webpages.uidaho.edu/~mbolin/abioye.pdf>
- Asogwa, B. E. (2011). Digitization of archival collections in Africa for scholarly communication: Issues, strategies, and challenges. *Library Philosophy and Practice (e-journal)*. Paper 651. Retrieved from <http://digitalcommons.unl.edu/libphilprac/651>
- Bayissa, G., Ketema, G., & Birhanu, Y. (2010). Status of digitization process in selected institutions of Ethiopia: A baseline stakeholders' analysis survey report. *Ethiopia Journal of Education & Science*, 2(5). Retrieved from <http://wiredspace.wits.ac.za/bitstream/handle/10539/11484>
- Blais, G. (1995). *Access to archival records: A review of current issues*. Paris: Unesco. Retrieved from <http://unesdoc.unesco.org/images/0010/001021/102187e.pdf>
- Boote, D. N., & Beile, P. (2005). *Purpose of Literature Review*. Retrieved from <http://www.library.cqu.edu>
- Cooper, D. R., & Schindler, S. P. (2014). *Business research methods* (12th ed.). Retrieved from http://higher.ed.mheducation.com/sites/0073373702/student_view0/index.html
- Cronin, J. J., & Taylor, S. A. (1992). Measuring service quality: A re-examination and extension. *Journal of Marketing*, 5(3), 55–68.
- Fen, Y. S., & Lian, K. M. (2009). Service quality and customer satisfaction: Antecedents of customer's re-patronage intentions. *Sunway Academic Journal*. Retrieved from http://eprints.sunway.edu.my/46/1/service_quality.pdf
- GOK. (2003). The Public Archives and Documentation Service Act (CAP 19) Laws of Kenya. Revised 2003. Nairobi, Government Printer.
- GOK. (2009). *National policy on records management*. Retrieved from http://www.archives.go.ke/wp-content/uploads/2016/10/NATIONAL-RECORDS-MANAGEMENT-POLICY-10_04_2009.pdf
- GOK. (2014). Kenya National Archives and Documentation Service Annual Reports 2004.
- Gomathi, P., & Dhanavandan, S. (2012). User satisfaction of the information services in Government. Engineering College library. Salem: A study. *Journal of Advances in Library and Information Science*, 1(3), 109–112. Retrieved from <http://www.jalis.in/pdf/Gomathi.pdf>
- Gregson, A. (2000). *Introducing records management*. London: Society of Archivists.
- Harnon, P., Nitecki, D. A., & Altman, E. (1999). Service quality and customer satisfaction: An assessment and future directions. *The Journal of Academic Librarianship*, 25(1), 9–17. Retrieved from <http://libfuture.ir/pdf/download/Service%20quality%20and%20customer%20satisfaction-%20An%20assessment%20and%20future%20directions.pdf>
- ICA. (2011). *Principles of access to archives*. Retrieved from <http://www.library.illinois.edu>
- Ikolo, V. E. (2015). Users satisfaction with library services: A case study of delta state university library. *International Journal of Information and Communication Technology Education*, 11(2), 80–89. doi:10.4018/ijicte.2015040107
- IRMT. (1990). *The management of public sector records: Principles and context*. London: International Records Management Trust.
- Jain, R., & Kaur, S. (2014). Impact of work environment on job satisfaction. *International Journal of Scientific and Research Publications*, 4(1). Retrieved from <http://www.ijsrp.org/research-paper-0114/ijsrp-p2599.pdf>
- Johnson, M. D., & Fornell, C. (1991). A framework for comparing customer satisfaction across individuals and product categories. *Journal of Economic Psychology*, 12(2).
- Kaur, R. R., & Sharma, T. (2014). Assessment of service quality- a conceptual Framework. *International Journal of Marketing and Human Resource Management*, 5(1), 30–36. Retrieved from <http://www.iaeme.com/MasterAdmin/UploadFolder/10320140501004/10320140501004.pdf>
- Kemoni, H. N., & Ngulube, P. (2007). National archives and the effective management of public sector records in Kenya. *Mousaion*, 25(2), 120–140. Retrieved from <http://uir.unisa.ac.za/bitstream/handle/10500/18279/PatKemoni.pdf?sequence=1>
- Kithinji, J. (2015). *Digitization of records at the Kenya national archives and documentation services Nairobi* (Unpublished research project). Retrieved from <http://repository.tukenya.ac.ke/handle/123456789/1207?show=full>
- Khalifa, M., & Liu, V. (2003). Determinants of satisfaction at different adoption stages of internet-based services. *Journal of the Association for Information Systems*, 4(1). Retrieved from <http://aisel.aisnet.org/jais/vol4/iss1/12>
- Kombo, D. K., & Tromp, D. L. (2006). *Proposal and thesis writing: An introduction*. Retrieved from

- https://scholar.google.com/citations?view_op=view_citation&hl=en&user=odBfLH4AAAAAJ&citation_for_view=odBfLH4AAAAAJ:u5HHmVD_uO8C
- Kumar, S. P. K. (2012). User satisfaction and service quality of the University Libraries in Kerala. *International Journal of Information Dissemination and Technology*, 2(1). Retrieved from <http://www.ijdt.com/index.php/ijdt/article/viewFile/111/pdf>
- Lin, J. S. C., & Liang, H. Y. (2011). The influence of service environments on customer emotion and service outcomes. *Managing Service Quality: An International Journal*, 21(4), 350–372. Retrieved from <http://www.emeraldinsight.com/doi/abs/10.1108/09604521111146243>
- Manani, T. O., Nyaoga, R. B., Bosire, R. M., Ombati, T. O., & Kongere, T. O. (2013). Service quality and customer satisfaction at Kenya Airways Ltd. *European Journal of Business and Management*, 5(22). Retrieved from [http://pakacademicsearch.com/pdf-files/ech/517/170-79%20Vol%205,%20No%2022%20\(2013\).pdf](http://pakacademicsearch.com/pdf-files/ech/517/170-79%20Vol%205,%20No%2022%20(2013).pdf)
- Mnjama, N. (2010). Preservation and management of audio-visual archives in Botswana. *African Journal of Library, Archives and Information Science*, 10(2), 139–148.
- Mohindra, R., & Kumar, A. (2015). User satisfaction regarding quality of library services of A.C. Joshi library, Panjab University, Chandigarh. *DESIDOC Journal of Library & Information Technology*, 35(1), 35–60. doi:10.14429/djlit.35.1.8072
- Mostaghel, R. (2006). *Customer satisfaction service Quality in Online Purchasing in Iran*. Unpublished MA thesis. Luleå University of Technology. Retrieved from <http://epubl.ltu.se/1653-0187/2006/58/LTU-PB-EX-0658-SE.pdf>
- Musembi, M. (2004). *Introduction to records management*. Paper read at the Directorate of Personnel Management Training Workshop for Registry Supervisors on Records Management, Machakos, 21–24 August.
- Namande, B. W. (2011). *Digitization of archival records: The Kenya National Archives and Documentation Service experience*. Paper presented at Second International Conference on African Digital Libraries and Archives 14–18th November, 2011. Retrieved from <http://wiredspace.wits.ac.za/bitstream/handle/10539/11484/amollo-digitizationforlibrariesinkenya.pdf?sequence=1>
- Oliver, R. L. (1980). A cognitive model of the antecedents and consequences of satisfaction decisions. *Journal of Marketing Research*, 17(4), 460–469.
- Otu, B. O., & Asante, E. (2015). Awareness and use of the national archives: Evidence from the Volta and eastern regional archives. *Brazilian Journal of Information Studies*, 9(2), 21–25. Retrieved from <http://www2.marilia.unesp.br/revistas/index.php/bjis/article/viewFile/5687/3900>
- Parasuraman, A., Zeithaml, V. A., & Berry, L. L. (1985). A conceptual model of service quality and its implications for future research. *Journal of Marketing*, 49(1).
- Parasuraman, A., Zeithaml, V. A., & Berry, L. L. (1988, Spring). SERVQUAL: A multiple-item Scale for measuring consumer perceptions of service quality. *Journal of Retailing*, 64.
- Parasuraman, A., Zeithaml, V. A., & Berry, L. L. (1994). Alternative scales for measuring service quality: A comparative assessment based on psychometric and diagnostic criteria. *Journal of Retailing*, 74(2).
- Senturk, B. (2012). The concept of user satisfaction in archival institutions. *Library Management*, 33(1/2), 66–72. Retrieved from <http://www.emeraldinsight.com/0143-5124.htm>
- Sriyam, A. (2010). *Customer satisfaction towards service quality of front office staff at the hotel*. Unpublished thesis. Srinakharinwirot University. Retrieved from http://thesis.swu.ac.th/swuthesis/Bus_Eng_Int_Com/Alin_S.pdf
- Sureshchandar, G. S., Rajendran, C., & Kamalanabhan, T. J. (2001). Customer perceptions of service quality – A critique. *Total Quality Management*, 12.
- Teas, R. K. (1993). Expectations, performance evaluation and consumers perception of quality. *Journal of Marketing*, 57, 18–34.
- Vijayakumar, A., & Anie, N. C. (2014). User satisfaction with library resources: A case study in sree sankaracharya university of sanskrit, kalady. *International Journal of Current Research*, 6(11), 10329–10333. Retrieved from <http://www.journalcra.com/sites/default/files/6797.pdf>
- Wamukoya, J., & Mutula, S. M. (2005). E-records management and governance in east and southern Africa. *Malaysian Journal of Library & Information Science*, 10(2), 67–83. Retrieved from http://e-journal.um.edu.my/filebank/published_article/2005/331.pdf
- Wang, I. M., & Shieh, C.-J. (2006). The relationship between service quality and customer satisfaction: The example of CJCJ library. *Journal of Information & Optimization Sciences*, 27(1), 193–207. Retrieved from <http://www.tarupublications.com/journals/jios/full-text/jios-27-1-2006/jios134.pdf>
- Zeithaml, V. A., Berry, L. L., & Parasuraman, A. (1993). *Delivering quality service: Balancing customer perceptions and expectations*. New York, NY: New York Free Press.
- Zeithaml, V. A., Parasuraman, A., & Berry, L. (1990). *Delivering service quality: Balancing customer perceptions and expectations*. New York, NY: The Free Press.