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Link Between Resource Use and Customer Satisfaction: The Case of Charitable Children Institutions in Kibera-Langata Sub County, Nairobi County, Kenya

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Abstract

Despite having ratified the United Nations regulations on alternative care for the deinstitutionalization of Orphans and Vulnerable Children, Kenya continues to rely heavily on Charitable Children Institutions to provide care to OVCs. However, majority of CCIs lack of standard care causing adverse effects on wellbeing of children and their developmental outcomes. Therefore, this study explored the link between resources and customer satisfaction CCI's in Kibera- Langata Sub-County Nairobi County, Kenya. The study specific objectives included: to examine the relationship between physical resources and customer satisfaction; to assess the relationship between human resources and customer satisfaction; and to examine the relationship between operational process and customer satisfaction. This study was informed by the Resource Based View Theory. The study utilized a descriptive survey research design targeting 954 children, 11 managers, 12 social workers, and 87 care givers from 11 Charitable Children's Institution. Stratified random sampling was utilized for purposes of selecting a sample of 286 children, 5 social workers and 26 caregivers from 4 CCIs while purposive sampling was used to identify key informants (Managers). Self-administered questionnaires and key informant interviews were used in data collection. Descriptive analysis was utilized in the analysis of quantitative data using the SPSS software. Thematic analysis was used for the analysis of qualitative data. This study established that there is a significant relationship between resources and customers satisfaction as independent variables: Physical Resources, Human Resources & Operational Process account for 55.7% change in Customer satisfaction. Findings of this study revealed that: Charitable Children Institutions in Langata- Kibera Sub County do not have adequate physical facilities to provide quality care to children as they lack adequate accommodation facilities and have insufficient playing ground for extra-curricular activities. Chartable Children Institutions in Kibera-Langate Sub County have a staff that is well qualified to provide quality child care services and highly

committed to the care and protection of children however the CCIs have insufficient staff and do not have all the categories of the required staff; Charitable Children Institutions adhere to their operational procedures in the execution of their mandate and have programmes that ensure the children are well integrated into the society upon exiting the institutions. However they lack follow up and mentorship programmes for children who have exited the institutions and are not able to satisfactorily provide for accommodation, extracurricular and children's psychosocial needs. The study further established that Children in CCIs are very satisfied with services offered. This study recommends that: State Department of Child Protective Services: increases funding to CCIs to enhance the capacity of these institutions to acquire resources to provide quality & satisfactory services; and first tracks implementation of the National Standards for Best Practices in CCIs to ensure compliance. Charitable Children Institutions in expand their accommodation and recreation facilities; increase the number of staff; employ missing staff; and establish follow-up mentorship programmes.

Keywords: *Resource Use, Customer Satisfaction & Charitable Children Institutions*

1.1 Introduction

The ability of Charitable Children Institutions (CCIs) to provide quality care to Orphans and Vulnerable Children (OVCs) is inextricably linked to availability of adequate resources. The core purpose for the establishment of CCIs is to provide protection, care and rehabilitation of vulnerable children (Kiambi 2017). CCIs are considered to provide standard care to OVCs when they provide a quality environment that facilitates the social, emotional, physical and cognitive development of children under their care as their families would have (Muga 2011). Provision of quality care to OVCs seeks to enhance the wellbeing of the children and their satisfaction with services provided by CCIs staff. Provision of quality care requires adequate resources in terms of equipment and materials that are age appropriate.

Children living in Charitable Children Institutions require physical facilities such as: furnished living room for resting and watching television, dining halls for eating and well-equipped kitchens for preparation of food; and adequate and spacious accommodation facilities for sleeping. Recreational resources are required by the children to engage in extracurricular activities which enhances children's social, emotional and intellectual development; adequate nutritional intake are needed by children to prevent malnourishment, boost their immune system ensuring they are physically healthy, facilitate muscular and brain development; educational materials are needed by children to ensure to develop their literacy and enable them acquire knowledge, skills and values required in solving problems and improve the quality of their lives. The children also need staff living quarters to house resident caregivers; water, sewerage and garbage disposal facilities to ensure that they live in a clean environment and prevent diseases such as cholera; lavatory/sanitation facilities such as toilets and bathrooms for cleaning; and personal effects such as clothing, tooth brush, undergarments, towels, combs and sanitary pads (Muga, 2011: Child Protective Services, 2019; & Charitable Children's Institutions Regulations, 2020).

In respect to human resources, OVCs require CCI staff to have skills and experience in psychosocial care, alertness to children's vulnerabilities and have knowledge on handling social and emotional developmental needs of children (Nuru 2015). Due to their status as OVCs; these children have been denied parental love and therefore require caregivers who are devoted to taking

care of them as their parents would. Therefore apart from possessing the right skills and knowledge, the caregiver should be patient, friendly, loving, understanding, devoted to their work and morally upright (Muga, 2011). Adequate staff: children rations are an essential ingredient in quality services as it ensures that the children receive maximum attention, care and affection from the caregivers and social workers (Weda & Mwangi (2015). As a result, there has been a global shift from institutionalization of children from CCIs to alternative care systems such as family and community care. According to UNICEF and Government of Kenya (2014), family provides an environment of nurturing and caring unlike institutions that are highly controlled, rigid and subject children to routine operations. Moreover, family inculcates cultural and religious values into children; provide a cultural identity to children; foster a sense of belonging and enhance the self-esteem of children. These attributes enhance positive interactions with people in the society and children resilience in the face of adversity.

To ensure that these institutions continue to provide quality care to OVCs, the government has enacted a number of Acts that include: the Charitable Children's Institutions Regulations, (2020) whose Part III provides that CCIs should at all times ensure that all physical facilities used by children are child friendly and well maintained, suitably furnished and equipped and are safe; ensure that its environment is clean; ensure that there are adequate accommodation facilities and sanitation facilities, constant supply of clean water, adequate personal effects that are not shared; suitably equipped kitchen; recreation & dining facilities; and provide resident staff of the institution with suitable facilities and accommodation. The National Standards for Best Practice for CCIs (2013) were development by the Government of Kenya in collaboration with UNICEF to provide standards to be met by CCIs to enhance professionalism in running of CCIs; enhance the capacity of CCIs to provide quality care and protection to children; and plan for their exit and integration into their families and communities. These standards ensure their compliance with all the requirements outlined by the Charitable Children's Institutions Regulations (Chege, 2020). Roeber (2011) observes that majority of children exiting CCIs are not adequately prepared to and equipped to face the future. Additionally a report by the government has acknowledged shortage of funds and human resources as major challenges to provision of quality care to children Njagi et al. (2018). Based on this background, this study sought to examine the link between resources use in CCIs and the satisfaction with services offered from the beneficiary (children) perspective.

1.2 Statement of the Problem

Charitable Children Institutions are established primarily for providing quality care, protection and rehabilitation of OVCs in a manner that will enhance their physical health and development, social and emotional wellbeing and learning ability. However, institutionalization of OVCs has been associated with adverse effects on the children's wellbeing and their development outcomes (UNICEF and GoK, 2014; Miller *et al.* 2015; Humphrey *et al.*, 2015; Berens and Nelson 2015). This calls for the urgent need for deinstitutionalization and the transformation OVC s care and protection to family and community care systems. On the contrary, Kenya relies heavily on CCIs to provide care to OVCs despite having enacted laws for the deinstitutionalization of OVC s care and protection. Reports on the status of CCIs in the country have revealed sexual and physical abuse in CCIs, inappropriate aftercare services and the adverse effects on the children social, emotional and cognitive development (Chege,2020).

Of great concern are the 239 CCIs operating without government approval out of the 830 CCIs in the country. These CCIs do not meet the minimum threshold for operating capacity of CCIs. This

is the case for majority of CCIs in Kibera Sub County. High poverty levels in the second largest slums of Africa have resulted in the mushrooming unregistered CCIs that lack the professional capacity to provide quality care and protection to OVCs. Out of the 11 CCIs in Kibera, only two that are registered (NCCS, 2015). Therefore, the needs of children in these CCIs may not be met as CCIs do not have the required operational capacity to provide quality care.

Studies conducted in the country have revealed that CCIs lack the necessary financial or professional capacity and physical resources required by CCIs; facilities are overstretched with the high population of children in their homes; have shortage of qualified care givers, provide substandard care to children and have inadequate recreational facilities (Ucembe & Chege, 2020; Cheney, 2017; Cooper, 2012, Muga, 2011). This has resulted in the provision of sub-standard care and inability to satisfy children needs. Despite, the indication that CCIs have populations that exceed the capacity of their resources, none of these studies sought the perspective of the children to determine if they were satisfied with the services offered. Studies which sought the OVCs opinions (Weda & Mwangi, 2011; Murungi, 2013) mainly focused on satisfaction with staff services (human resources) and were conducted in a different study area. Therefore there is need to determine if children who are the recipient of the resources and beneficiary of services offered by CCIs are satisfied. Therefore, this study will seek to establish whether the children are satisfied with the services that are provided to them by studying the link between physical, human and operational process resources and customer satisfaction among CCIs in Kibera/Langata sub-county.

1.3 Objectives of the Study

- i. To examine the relationship between physical resources and customer satisfaction among CCIs in Kibera/ Langata
- ii. To assess the relationship between human resources and customer satisfaction among CCIs in Kibera/Langata
- iii. To examine the relationship between operational process and customer satisfaction among CCIs in Kibera/ Langata

2.0 Literature Review

2.1 Theoretical review: Resource Based View Theory

The Resource Based View Theory traces its roots to Barneys (1991) who sought to develop a managerial framework that could be used to establish a unique combination of resources that would ensure that the competitive advantage of a firm is sustainable. The main concept advanced by this theory is the identification and exploitation of resources that are fundamental to the enhancement of firm's competitive advantage, formulation of effective competitive strategies and their implementation to facilitate the growth and sustainability of firms.

According to the theory, resources include: assets possessed by a firm; the attributes of the firm and its capabilities; its organization processes; knowledge and information that the firm controls enabling it to develop and implement strategic measures that enhance the firm's effectiveness and efficiency (Barneys, 1991). Firms gain competitive advantage due to difficulty in duplicating the unique combination of resources that a particular firm possesses. This enables the firms to perform

better than their competitors (Barneys, 1996). The competitive advantage is further strengthened by the fact that some resources cannot be transferred or purchased; acquisition of such resources is only possible in the long term and may result in a major change in organizational culture or climate. These features make it difficult for competitors to imitate the unique combination enabling the organization with the resources to have a competitive advantage. However, the non-duplicable nature of the competitive advantage only makes it difficult for competitors to replicate the unique combination of resources however, it does not mean that it may last forever (Barney, 1991).

Therefore to remain competitive, a firm should ensure that the analysis strengths of the firm and its weaknesses addresses the value and rareness of resources, ease with which its capability and resources can be changed and organizations capability to exploit the resources. Barneys (1996) argues that the resources and capabilities an organization and strategy implementation process must be distinctive and different.

2.2 Empirical Review

Physical resources are fundamental to the provision of quality care to OVCs. The government is cognizant of this and requires CCIs to ensure that at all times ensure that all physical facilities used by children are child friendly and well maintained, suitably furnished equipped and safe; ensure that its environment is clean by making suitable arrangements for the disposal of waste; ensure that there are adequate accommodation facilities within institution including sufficient number of sanitation facilities with a constant supply of clean water and adequate personal effects that are not shared (Weda & Mwangi, 2015).

Kiambi and Mugambi (2017) established that resources play an instrumental role in meeting OVCs need. The study examined factors influencing performance of OVC projects in Imenti North, Meru County. Findings of this study revealed that availability of equipment and stationery fairly influence the delivery of services to OVCs; ICT facilitates that transfer of skills and knowledge to children enabling them to satisfy their present and future needs. The findings of the study underscore the importance of education materials mainly stationery and equipment in enhancing the delivery of quality services to OVCs.

Muga (2011) conducted a study in Westlands Nairobi County to evaluate adequacy and competence of staff of CCIs in the area of study. Findings of this study revealed that 50% of the managers in the institutions had a background in social work, nursing and administration even though none of them had training in childcare; 33.3% of the managers had acquired experience in the field through on job training and vast experience accumulated over the years. Only one CCI had a nutritionist. With regards to staff; children ration, the study found out that: one care giver was responsible for providing care to 10 children and other caregivers were responsible for up to 15-20 children which above recommended level of 10 children; all the OVCs in the CCIs had either a mother or father for every room comprising of children of a given age group; 33% of the CCIs had a matron who played the parental role to children. This implies that staff of CCIs in Westland sub County had the necessary experience and skills acquired through professional and on job training. However, they had a shortage of caregivers and nutritionists.

In an evaluation of the institutional care in Kenya, Ucembe (2015) professional social worker who spent 13 years in an orphanage gives a personal experience of exit strategy in CCIs. According to him upon the attainment of 18 years, the management of the institution constantly reminded him that his time was up at the institution and donors did not want an adult in the home. When time

came for him to exit the institution, he was dropped off in the community without much support and preparation. As a result he became withdrawn from the community and psychologically traumatized. As a result he spent most of his time trying to cope with re-abandonment by the orphanage. However, the institution gave him education which had a positive influence on his life path (Ucembe, 2020). This experience points out to inefficiencies in CCIs exit strategy. Education alone is not enough to prepare children for life upon exiting CCIs; there is need for follow up programmes and mentorship to ensure that the children are doing well. The age of 18 is very young and these children need support and guidance

Weda and Mwangi (2011) sought to assess if the children were happy and satisfied with the services provided by CCI staff. Findings of the study revealed that OVCs were to a greater extent happy and satisfied with services from three categories of people: 97.06% of OVCs were satisfied and happy with services from the cooks as they made good food; 71.18% were satisfied with services from caregivers; and 65.88% were satisfied with the work of their social workers (Weda & Mwangi, 2011). However, only 8.82% were satisfied with cleaner's services. This implies that health of OVCs is at risk due to the poor hygienic standards in the CCIs. Weda and Mwangi (2011) also evaluated if the children's nutritional needs were being taken care of. Findings of the study majority of the OVCs (74.71%) ate at least three meals in a day; the children were well nourished and there was no single case of malnutrition among the CCIs. These findings therefore imply that CCIs in Kisumu are able to meet OVCs' nutritional needs to their satisfaction. In reference to the health needs of the children. Weda and Mwangi (2011) established that 85.88% of children in CCIs were indicated that they had access to treatment whenever they were sick.

2.3 Conceptual Framework

This study sought to examine the link between resources and customers satisfaction among Charitable Children Institutions. Resources consisting of the physical resources, human resources and operational process are the independent variable. These resources are required by CCIs for purposes of providing quality care to OVCs. The ability of CCIs to provide quality care to children depends on the adequacy of resources. When adequate resources are availed, the CCIs are in apposition to provide the needs of OVCs and provide high quality care. Customer satisfaction is the dependent variable. The customers of CCIs are the Orphans and Vulnerable Children who utilizes these resources and benefit from services provided by CCIs. When CCIs offer high quality service to the OVCs, the cognitive, physical, emotional, social and cognitive needs of the children are met leading to satisfaction with services offered. This relationship is demonstrated in Figure 1.

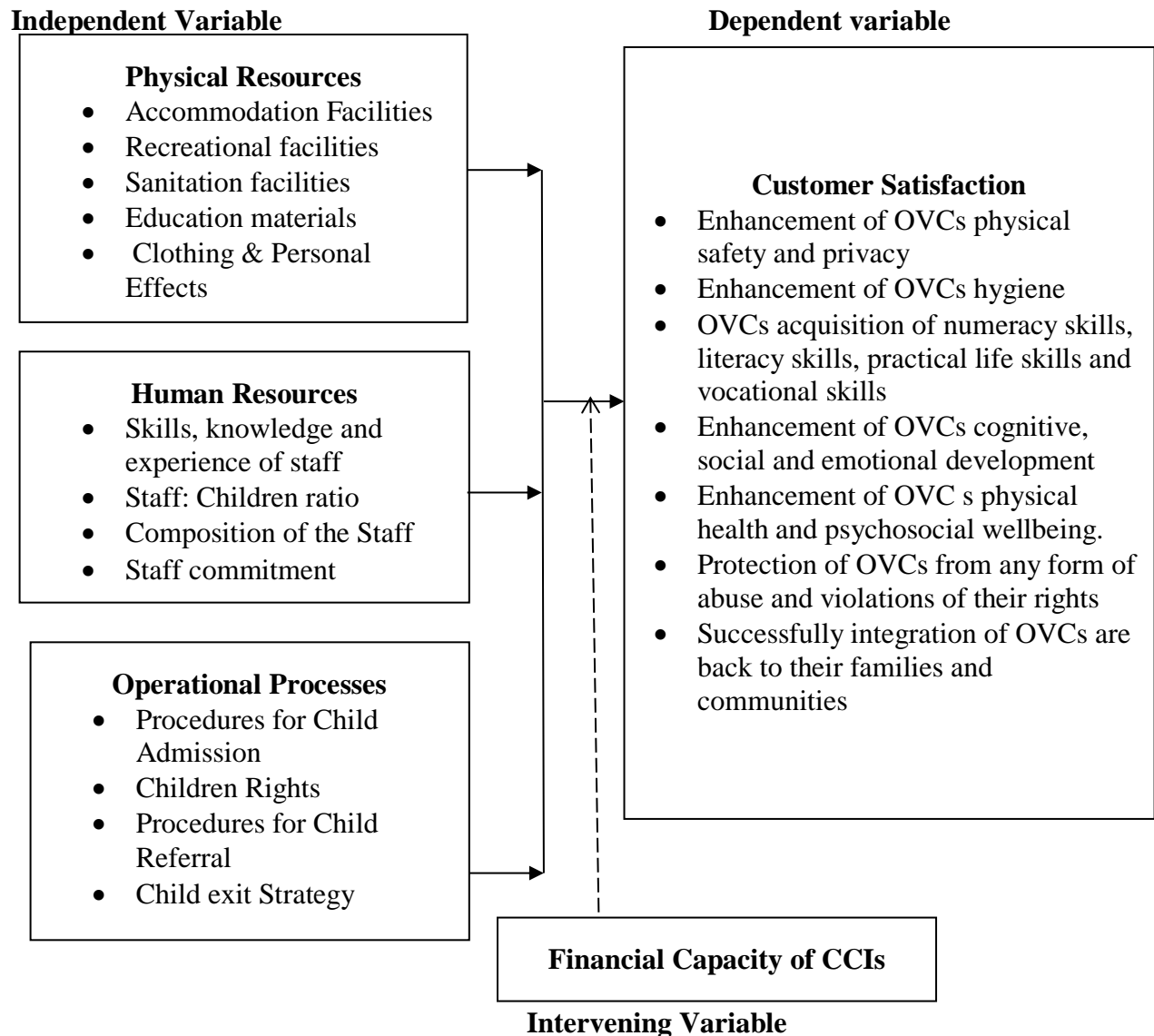


Figure 1: Conceptual Framework

Source: (Author, 2021)

However, the ability of CCIs to possess these resources is determined by the financial capacity of the CCI. CCIs that have adequate financial resources are able to acquire adequate resources required by children to meet their needs.

3.1 Research Methodology

The study utilized a descriptive survey research design targeting 954 children, 11 managers, 12 social workers, and 87 care givers from 11 Charitable Children’s Institution. Stratified random sampling was utilized for purposes of selecting a sample of 286 children, 5 social workers and 26 caregivers from 4 CCIs while purposive sampling was used to identify key informants (Managers). Self-administered questionnaires and key informant interviews were used in data collection. Descriptive analysis was utilized in the analysis of quantitative data using the SPSS software. Thematic analysis was used for the analysis of qualitative data

4.1 Results and Findings

A total of 286 questionnaires were administered to children and 26 caregivers out of which 268 questionnaires from the children and 26 questionnaires from caregivers were adequately filled and returned for analysis. All the targeted 9 interviews we successfully conducted with the CCIs managers and social workers. This gave an overall response rate of 97.1% which was adequate for the study.

4.2 Descriptive Statistics

Descriptive statistics for the study variables physical resources, human resources, operational processes and customer satisfaction were conducted and the summaries are as below;

4.2.1 Physical Resources and Customer Satisfaction

Findings of this study indicate that respondents agreed to a moderate extent that Charitable Children Institutions have adequate physical facilities to provide quality care to children under their care as shown by a composite mean of 3.429 and a standard deviation of 0.909. This is as a result of Charitable Children Institutions in Langata- Kibera Sub County not having all the necessary and adequate physical facilities to provide quality care to children. Even though the CCIs have a constant supply of clean water and adequate sanitation facilities; are able to provide adequate education materials, clothing and personal effects to the children, they lack adequate accommodation facilities and have insufficient playing ground for children to engage in extra-curricular activities.

Respondents strongly agreed that CCIs have a constant supply of clean water and adequate sanitation facilities for both genders (Mean=4.787) which ensures enhances the children’s hygiene levels and reduces the risk of water borne diseases. Respondents agreed that CCIs provide adequate education materials and furniture to be used by children for learning (Mean=4.024). This facilitates children’s access to education ensuring that they acquire education and practical life skills that will enable them to be functional members of the society. The CCIs have a constant supply of learning materials from multiple sources including the procurement and donations from churches and well-wishers.

The respondents moderately agree that CCIs have adequate clothing and personal effects for the children (Mean=3.116) as the homes operate on a communal system where most of these items are shared which may cause some level of dissatisfaction as personal effects are not supposed to be shared. Girls have adequate supply of sanitary towels.

However, the respondents also disagreed that CCIs have adequate and spacious accommodation facilities (Mean=2.171). Children in the CCIs share beds and beddings with a double decker bed accommodating up to 4 children and 8 children per room and may increase up to 11 children per room during School holidays which overstretches the facilities. This compromises safety of the children as it may increase risk of infectious diseases and probability of a stampede in case of emergencies. Even though respondents strongly agree that Charitable Children Institutions (CCIs) have a timetable for scheduled age appropriate extra-curricular activities for children (Mean=4.835), the respondents strongly disagreed that CCIs have spacious compound and age appropriate toys for children to participate in different games (Mean=1.643). This limits the children from playing which may affect brain and physical development of the children and increase the risk of injuries due to overcrowding on the playground.

Interviews with the management of the CCIs revealed that the institutions have a constant supply of learning materials from multiple sources including the government, donors, churches and well-wishers. One of the managers was quoted saying,

“We procure uniforms, books, pens, textbooks and other reading materials in accordance with the requests from schools that our children attend. We have partnered with the schools to ensure that our children are given a list of what they will require for the next term when closing school. We compile this list and procure all the materials required which are then distributed to the children prior to opening of schools.”

#KII1MANAGER

4.2.2 Human Resources and Customer Satisfaction

Findings of this study indicate the respondents agree that the staffs of Charitable Children Institutions are well qualified to provide quality child care services as shown by a composite mean of 4.159 and standard deviation of 0.925 however CCIs have insufficient staff and do not have all the categories of the required staff. The respondents strongly agreed that CCI staff are highly committed to the care and protection of children in their institutions (Mean=4.917); CCI staff are well qualified to provide quality care to children in their institutions (mean=4.780); and the staff have the necessary experience in the provision child care services (Mean=4.472). Over 58% of the staff had a minimum of a diploma with background training in child care and home nursing giving them the necessary skills in child care giving. All the social workers and CCI managers had a minimum of degree in their respective fields. Further 84% of the staff had 6-15 years' work experience giving them practical experience in child care.

However the respondents disagreed that Charitable Children Institutions had adequate staff in comparison to the number of children in their institutions (Mean=2.462) as the staff to children ratio does not comply with the recommended standard. It is only St. Vincent de Paul Children Centre that meets the national standard of 1 social worker: 20 children as it has a ratio of 1:18. The center also meets the national standard ratio of 1 caregiver:10 children as it has a ratio of 1 caregiver: 9 children. Mama Ngina has a ratio of 1 social worker: 189 children which is way above the recommended ratio of 1: 20 while St Nicholas Children Home has a ratio of 1 caregiver: 15 children which is above the recommended standard of 1: 10. This affects the ability of the staff to deliver quality services as they may be overwhelmed by work.

Further, Charitable Children Institutions in Kibera-Langata Sub County do not have all the required staff. None of the of the four institutions where this study was carried out had a nurse or a counselor as an employee however some of the social workers provide these services as they have background in the counseling field. Lack of all the necessary staff may affect children's accessibility to counseling services which are provided by counselors.

Below in an excerpt of an interview with one of the managers who attributed staff insufficiency to limited resources'

"Providing quality services to children in our homes requires adequate staff as recommended by the National standards. However, our institution has not been able to comply with the standards due to limited financial resources. We operate on a very tight budget and have competing needs that put the management in a dilemma of deciding whether to provide our children with their basic needs or employing additional staff."

#KII3MANAGER

*"Currently we only have 2 social workers against a population of 378 children which makes case management of children an overwhelming task for our social workers."***#KII3MANAGER**

The sentiments by the manager were reiterated by a manager of another Charitable Children Institution,

"Caregivers in this institution are overwhelmed by the number of children. 1 caregiver attends to a minimum of 14 children in a day. This number is only manageable if the children are older and able to perform tasks such as bathing, feeding, washing their clothes and going to the toilet. However when the children are younger, our caregivers are usually overwhelmed by the multiple tasks that they have to undertake to ensure that the children are comfortable. We need more housemothers especially for the infants in our care". **#KII4MANAGER**

4.2.3 Operational Processes and Customer Satisfaction

Findings of this study indicate that respondents agreed that Charitable Children Institutions adhere to their operational process in the execution of their mandate as shown by an aggregate mean of 4.023 and a standard deviation of 0.867. Respondents strongly agreed that Charitable Children Institutions ensure protection of children from abuse and violations of their rights (Mean=4.794) as there was no single case of abuse that was reported in the institutions and the children were provided with all their needs (accommodation, education, food, medical care, psychosocial care and recreational activities) as provided for in their mandate however limited resources place a limitation on the institutions ability to adequately meet these needs. The respondents agreed that the right procedure is followed before the children are admitted at the institution (Mean=4.126) which ensures that the child is not denied or separated from any form of family care as family provides the best care and protection to children compared to when they are institutionalized in CCIs. CCIs make referrals to other CCIs with facilities and expertise to care for children with special needs (Mean=3.941) as the CCIs are able identify special schools where such children with special needs are enrolled.

CCIs have exit strategy which equips children with education & life skills upon exiting the institutions (Mean=4.061) and CCIs ensure that children gate alternative family care systems (Mean=4.455). Charitable Children Institutions have four key programmes that ensure the children are well integrated into the society upon exiting the institutions. These include: Re-integration which seeks to reunite children that were lost or abandoned with their biological families upon successful retracing of their families; Adoption of children from the homes; placement of children under foster care families/villages; & assisted independent living programme that seeks to provide support to 18 years old children by assisting them to get a job or star an income generating activity that will enable them to be independent. However the respondents disagreed that CCIs have follow up and mentorship programmes for children who have exited the institutions (Mean=2.082).

Interviews with social workers in the CCIs revealed that the admission process is observed to the later. The social worker said that,

“The Child is brought to the CCI through a police officer, accompanied by the proper documentation. At times we receive children from the street; most of them are referred there by the community or self-referral. However, report is made to the police office to obtain an OB and the children Office. The child is received into the CCI’s clinic for medical check-up and documentations are created. Simultaneously the social worker, utilizing the police documents and medical information opens the child’s file. Finally the Head of Care giving department receives the child afterwards and orients the child to the CCI, its practices and schedules.” #KII6SOCIALWORKER

4.2.4 Customer Satisfaction

The study established that children were very satisfied with the services provided by the Charitable Children Institutions as shown by a mean of 3.68. The Children were completely satisfied with CCIs adoption and reintegration into the community (Mean=4.68) and provision of learning materials and furniture (desks and chairs) for learning (Mean=4.52). The children were very satisfied with CCIs referrals to CCIs with expertise and facilities in protection and care for children with special needs (Mean=4.49); protection from abuse and violation of children’s rights (Mean=4.12); Commitment of staff to providing care to children (Mean=4.07); and provision of water and Sanitation facilities by CCIs (Mean=4.00). The children were moderately d=satisfied with the quality of services provided by Staff (Mean=3.35) and the provision of clothing and personal effects (Mean=3.16). However the children were slightly satisfied with the provision of accommodation (sleeping) facilities (Mean=2.27) and recreational facilities/compound for playing different games and age appropriate toys for children (Mean=2.19).

4.3 Regression Analysis

Regression analysis was used to examine the influence of physical resources (X_1), Human Resources (X_2), and Operational processes on Customer satisfaction.

Model Summary

The Model summary measures the proportion of variability in the dependent variable as explained by the regression line as shown in Table 1:

Table 1: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.750 ^a	.562	.557	.39110

a. Predictors: (Constant), Physical Facilities, Human Resources , Operational Processes

The model Summary in Table 1 demonstrates strength of the relationship between physical resources, human resources and operational processes. Based on the co-efficient of determination the value of R Square is 0.562 which is adjusted to 0.557. This means that the independent variable account for 55.7% change in the dependent variable. This means that there is a strong relationship between the independent variables and customer satisfaction.

Analysis of the Variance (ANOVA)

One way Analysis of Variance was used to assess the significance of the regression model as illustrated in Table 2:

Table 2: Regression off the ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	56.469	3	18.823	123.059	.000 ^b
	Residual	44.052	288	.153		
	Total	100.521	291			

a. Dependent Variable: Customer Satisfaction

b. Predictors: (Constant), Physical Facilities, Human Resources , Operational Processes

Table 2 indicates that significance of the regression model is 0.000 which is less than 0.005 and the F value is 123.059. Therefore, the effects of the independent variables are statistically significant. This implies that Physical Facilities, Human Resources & Operational Processes have a significant effect on customer satisfaction.

Co-Efficient of Correlation

Multiple regression analysis was used to determine the relationship between physical resources, human resources and operational processes and customer satisfaction as demonstrated in Table 3.

Table 3: Coefficients of Correlation ^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.714	.186		9.234	.000
	Physical Facilities	.395	.121	.440	3.262	.001
	Human Resources	.565	.062	.666	9.182	.000
	Operational Processes	.313	.151	.324	2.064	.001

a. Dependent Variable: Customer Satisfaction

Customer Satisfaction= 1.714 + 0.395*Physical Facilities + 0.565*Human Resources + 0.313*Operational Process

Hence the regression equation will be expressed as follows:

$$Y = 1.714 + 0.395X_1 + 0.565X_2 + 0.313X_3$$

Table 3 indicates the co-efficient of determination of the regression equation. Holding all the independent variables constant, at Zero Customers Satisfaction =1.714. A unit rise in the Physical resources while holding Human Resources and operational Processes constant leads to a rise in Customer Satisfaction by 0.395 (p=0.001). A unit rise in Human Resources while holding Physical facilities and Operational process constant leads to a rise in Customer Satisfaction by 0.565 (p=0.000). A unit rise in Operational Process while holding Physical resources and Human Resources constant leads to a rise in Customer Satisfaction by 0.313 (p=0.001). Therefore, it can be inferred that Human Resources have the most influence on customer satisfaction. Hence, it can be inferred that at 95% confidence level and 5% significance level Physical Resources, Human Resources and Operational Process have a significant effect on Customer Satisfaction.

5.1 Conclusion

This study concludes that Charitable Children Institutions in Langata- Kibera Sub County do not have all the necessary and adequate physical facilities to provide quality care to children. The CCIs have a constant supply of clean water and adequate sanitation facilities that enhance the hygiene and health of children; the CCIs provide adequate educational materials that facilitate children access to education; and provide clothing and personal effects to the children. However, they lack adequate accommodation facilities among compromises the physical health of children and have insufficient playing ground for children to engage in extra-curricular activities which affects brain and physical development of the children and increase the risk of injuries due to overcrowding on the playground.

Charitable Children Institutions in Kibera-Langata Sub County have staffs that are well qualified to provide quality child care services and highly committed to providing protection and care of OVCs in their institutions however the CCIs have insufficient staff and do not have all the categories of the required staff. This affects the ability of the staff to deliver quality services as they may be overwhelmed by work and may deny children’s access to psychosocial services.

Charitable Children Institutions adhere to their operational process in the execution of their mandate as there was no single case of abuse that was reported in the institutions; CCIs are not able to satisfactorily provided the accommodation, extracurricular and psychosocial care needs of children under their care; CCIs follow the right procedure before admitting children in their institutions which ensures that the child is not denied or separated from any form of family care; CCIs are able identify special institutions where children with special needs are enrolled; and Charitable Children Institutions have programmes that ensure the children are well integrated into the society upon exiting the institutions however they lack follow up and mentorship programmes for children who have exited the institutions.

Children in Charitable Children Institutions are satisfied with adoption and reintegration services; provision of learning materials; protection from abuse and violation of children's rights; commitment of staff and the quality of services that they offer; provision of water & sanitation facilities; and provision of clothing and personal effects. However, the children were slightly satisfied with the provision of accommodation and recreational facilities.

At a confidence level of 95% and 5% significance level, Physical Resources, Human Resources and Operational Process have a significant effect on Customer Satisfaction.

6.1 Recommendations

This study recommends that the ministry of Labor and Social Protection through the State Department of Child Protective Service increases funding to Charitable Children Institutions to enhance the capacity of these institutions to acquire both physical and human resources and provide quality and satisfactory services to children under their care.

The state department of Child Protective Services first tracks the implementation of the National Standards for Best Practices provided by the Government of Kenya and UNICEF to ensure that all charitable Children Institutions are compliant. This will enhance protection of quality services to children.

The management of Charitable Children Institutions in Kiber-Langata Sub County to expand their accommodation and recreational facilities to sufficiently accommodate the children under their care. There is also need to ensure accommodation facilities such as the number of beds and beddings are proportional to the number of children and children have age-appropriate recreational facilities.

The management of CCIs in Kiber-Langata increases the number of social workers and caregivers to ensure that they are compliant with the ratios provided under that National Standards for Best Practices to reduce the workload on the staff. Further, the management should employ counseling psychologist and a nurse to ensure that children are provided with professional counseling services and are able to access healthcare services whenever they are needed.

Charitable Children Institutions should also ensure that children are successfully integrated back into their families or family system as this is the best form of care and protection for children. Charitable Children Institutions should also ensure that they establish follow-up mentorship programmes that will ensure that children who exit the institutions are able to live a successful life in the outside world.

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