

Effect of customer focus on performance of Eldoret Water Sanitation Company, Kenya

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ABSTRACT

The economic development of any country is partly dependent on the performance of its organizations. By aligning organizational processes with customer expectations, organizations can enhance their competitiveness and improve their overall performance. However, studies on customer focus and organizational performance are inconclusive owing to the mixed findings. In this regard, this study was designed to assess the effect of customer focus on the performance of Eldoret Water and Sanitation Company, Kenya. The study was guided by Resource-Based View (RBV) and adopted a *causal* research design. The target population was 381 employees from Eldoret Water and Sanitation Company drawn from top management, technical department, finance and strategy department and commercial department of ELDOWAS. The study adopted Krejcie and Morgan table to arrive at a sample size of 245 respondents after considering a non-response adjustment of 20%. The researcher selected ELDOWAS purposively. The functional areas of ELDOWAS represented stratum from which a simple random sample was taken in proportion to the stratum size in comparison to the population by use of proportional allocation. Data was collected using a questionnaire. Data was analyzed using descriptive statistics of frequencies, percentages, mean and standard deviation and inferential statistics of correlation and multiple regression analysis using SPSS version 25.0. The null hypothesis was tested at 5% significance level. From the findings, customer focus explained ($R^2 = 0.272$) which is 27.2% percent variation in organizational performance at Eldoret Water and Sanitation Company, Kenya. The study concludes that customer focus as a TQM principles significantly contribute to ELDOWAS performance. ELDOWAS should develop customer knowledge, relationships, and customer-oriented routines as strategic capabilities that can enhance service quality, customer satisfaction, and overall organizational performance.

Keywords: Customer Focus, Organizational Performance, TQM

I. INTRODUCTION

The economic development of any country is partly dependent on the performance of its organizations. Consequently, organizations strive to achieve their strategic objectives, maintain operational efficiency, and remain sustainable in an increasingly competitive business environment (Bari et al., 2022). Organizational performance is therefore essential not only for organizational survival and growth but also for broader economic development. In this regard, customer focus is an important management practice that enables organizations to understand and respond to customer needs, improve service quality, strengthen customer satisfaction, and build lasting customer relationships (Singh et al., 2023). By aligning organizational processes with customer expectations, organizations can enhance their competitiveness and improve their overall performance. An organization can therefore implement customer focus as a TQM practices in order to enhance customer satisfaction levels and heightened levels of organizational performance.

This is because the purpose of any business enterprise is to do better than its competitors, offer better returns to the owners and stakeholders (Roe, 2021). The concept of organizational performance emanates from the concepts of efficiency and effectiveness. Therefore, a business organization must produce the right products and services using the fewest possible inputs if it is to have a strong organizational performance (Chaudhuri et al., 2024). Organizational performance can be measured by analyzing a company's performance as benchmarked to its corporate goals and the set objectives based on three primary outcomes namely financial performance, market performance and shareholder value performance (Mio et al., 2022). Businesses aim at performing well in a many areas including financial terms of achieving high profitability and good returns on investment. Another area is where companies strive to achieve high market share by producing products that are on demand and offer them at competitive prices in the market (Nagle et al., 2023). They also strive towards value creation for their shareholders by ensuring continuous and sustainable value of growth and shareholders return (Tapaninaho & Heikkinen, 2022). In this regard, customer focus becomes an important management practice for achieving these performance objectives, as it enables organizations to understand customer needs, anticipate changes in market demand, and align their products and services with customer expectations.

Customer focus means you need to manage customer relationships and watch customer satisfaction translating to organizational performance (Oliveras-Villanueva et al., 2020). Customer focus is a fundamental principle of Total Quality Management (TQM) that emphasizes understanding customer needs, meeting customer expectations, and continuously improving products and services to enhance customer satisfaction. According to Fader (2020) organizations must be customer focused rather than producer focused. This is because the primary focus of quality management is to meet customer requirements and to strive to exceed customer expectations. The principle recognizes that organizational success depends not only on internal efficiency but also on the ability to deliver value to customers consistently. Customer focus involves identifying customer requirements, collecting and responding to feedback, addressing complaints promptly, monitoring satisfaction levels, and aligning organizational processes with customer expectations (Dzreke, 2025). In service organizations, these practices can improve service reliability, responsiveness, customer retention, and the effective utilization of resources. Consequently, customer focus is an important management practice through which organizations can strengthen their operational effectiveness and overall performance (Abrokwah-Larbi, 2024).

Customer focus has emerged as an important competitive strategy for organizations seeking to improve customer satisfaction, market competitiveness, and organizational performance. In Turkey's healthcare industry, Zehir and Zehir (2023) highlighted the importance of quality-oriented management practices in service delivery. Similarly, in Qatar's manufacturing industry, Wassan et al. (2022) reported a positive relationship between TQM and performance. In India, Mittal et al. (2023) found a positive relationship between TQM practices and organizational performance. Although these studies demonstrate the relevance of TQM to organizational performance across healthcare and manufacturing; they examined TQM broadly rather than isolating customer focus as an independent variable. In Ghana's small and medium-sized enterprise (SME) sector, Abrokwah-Larbi (2024) highlighted the importance of customer-oriented practices in improving organizational outcomes. In Ethiopia's SME sector, Bekata and Kero, (2024) found that customer orientation had a positive and statistically significant relationship with enterprise performance, while open innovation partially mediated this relationship. These findings indicate that customer focus can contribute to organizational performance in African business environments. However, the studies concentrated on private enterprises rather than public water and sanitation utilities.

In Kenya's agricultural cooperative sector, Nyaga et al. (2024) finding emphasized on the importance of customer feedback, acquisition, and retention. In Kenya's savings and credit cooperative society (SACCO) sector, Kioko, Oloko and Muturi (2024) reported a positive and statistically significant relationship. Additionally, in Kenya's public revenue administration sector, Mwangi and Rugami (2024) examined customer responsiveness and the performance of the Kenya Revenue Authority in Mombasa County. These studies give credence to the relevance of customer-oriented practices to organizational performance across private and public-sector settings. Nevertheless, the reviewed Kenyan studies focused on agricultural cooperatives, SACCOs, and revenue administration rather than water and sanitation service providers. This creates a sectoral and contextual gap regarding the effect of customer focus, as a principle of Total Quality Management, on the performance of Eldoret Water and Sanitation Company (ELDOWAS).

1.1 Statement of the Problem

Kenya has made safe drinking water a priority in order to accelerate the achievement of vision 2030 targets as per its Millennium Development Goal (M D G) plan. This coupled with the Water Act in 2016 which has paved way for the privatization of water and sanitation services institutional roles in the regulation, management and development of water resources and water services in Kenya to engender their performance. In this regard Quality in the delivery of water services remains quintessential for satisfying customers and retention and expansion of customer base and indeed expand it for the future. Therefore, it should be understood that it is not just in commercial contexts that the TQM has meaning because in those institutions providing services to the public, the issue of delivering quality is equally important (Murenga & Njuguna, 2020). Therefore, customer focus as a principle of Total Quality Management (TQM) is essential in the delivery of water and sanitation services in Kenya because it places customers' needs, expectations, satisfaction, and feedback at the center of service provision.

Despite concerted efforts, Non-Revenue Water (NRW) levels have continued to decline translating to a financial loss of KSh. 11.9 billion, (WASREB, 2023). In addition, despite Eldoret Water and Sanitation company (ELDOWAS) having a five-year strategic plan through its annual approved work plan its customers demand outstrips its supply by a margin of 13000m³ per day and sewerage coverage stands at 30% (Auditors General Report., 2020). This underpins the fact that performance has more or less stagnated indexed by poor access, low-cost recovery and losses of revenue. It is regrettable that no significant improvement in all the three indicators of performance which would further compromise on the achievement of the Sustainable Development Goal (SDG) No 6 of ensuring proper management of water and sanitation (WASREB., 2018). These challenges underscore the need for effective interventions to reduce water losses, improve operational efficiency, enhance customer satisfaction, and strengthen organizational performance. One such intervention is customer focus, a core principle of Total Quality Management (TQM), which emphasizes understanding and responding to customers' needs and expectations.

Most of the previous studies report that customer focus has positively been related to organizational performance (Abrokwah-Larbi, 2024; Kioko et al. 2024). However, some authors have found negative or insignificant results and implementing customer focus would not necessarily lead to improved performance, and the results may be negligible or negative (Ouma & Kimencu, 2025; Lee & Wei, 2023). This means that the studies on customer focus and organizational performance are inconclusive owing to the mixed findings. Thus, the current study filled the existing gap by finding out the effect of customer focus on performance of Eldoret Water Sanitation Company (ELDOWAS) in Kenya.

1.2 Research Objective

To find out the effect of customer focus on performance of Eldoret Water Sanitation Company, Kenya.

II. LITERATURE REVIEW

2.1 Theoretical Review

2.1.1 Resource-Based View

RBV was invented by Edith Penrose (1959) and Wernerfelt Birger (1984) (El Nemar et al., 2025). The Resource-Based View (RBV) is defined as a strategic management framework that emphasizes the importance of internal resources and capabilities in achieving sustainable competitive advantage and superior performance for firms. RBV proposes that firms are heterogeneous because they possess heterogeneous resources, meaning that firms can adopt differing strategies because they have different resource mixes (Salmi et al., 2024). RBV Theory helps explain the conditions under which a firm's resources provide a competitive advantage (Deszczyński, 2021). It asserts that competitive advantage arises from resources that are valuable, rare, inimitable, and non-substitutable.

Under RBV, TQM principles (customer focus) is best treated as organizational resources and capabilities routines, skills, relationships and processes that, if well-developed, create sustained performance advantages. When these customer focuses as resources satisfy VRIN conditions they enable superior outcomes (Khalaf et al., 2024). Because such customer-centric routines are embedded in organizational processes and knowledge, they function as strategic resources that improve both market and financial performance (Alsaqer et al., 2024). Thus, an RBV lens helps explain why firms with superior supplier integration capture larger performance returns. Grounded in RBV, the study therefore treats customer focus, as firm resources/capabilities whose impact on performance is conditional on the firm's intrapreneurial capability to exploit opportunities arising from those TQM resources (Khalaf Alateyya et al., 2024).

The Resource-Based View posits that firms possess heterogeneous resources both tangible and intangible which underpin sustained competitive advantage when they are valuable, rare, inimitable, and non-substitutable (VRIN) (Monson, 2024). Contemporary critiques point out RBV's internal focus may overlook external environmental dynamics and industry pressures. RBV adopts a static orientation that fails to capture the realities of dynamic markets, thereby limiting its usefulness in rapidly changing environments (Ibrahim & Sharif, 2024).

2.2 Empirical Review

2.2.1 Customer focus and organizational performance

The customer ultimately determines the level of quality. No matter what an organization does to foster quality improvement training employees, integrating quality into the design process, or upgrading computers or software the customer determines whether the efforts were worthwhile. In this regard organization competitiveness and performance are threatened if the customers perceive that their explicit expectations are not being met and exceeded (Tajeddini et al., 2023). Thus, for the water sector to stay afloat it needs to produce continuous valuable things for their customers.

To provide higher service quality; the organization must examine the degree of customer's sensitivity and panorama towards service quality (Oliveras-Villanueva et al., 2020). Appropriate Communication and continuous interactions with the customers are necessary for relationship building activities and understanding their mercurial demands over a long term. Customer focus has been identified as a successful stand-alone strategy which therefore, purportedly requires a particular degree of focus and examination. Within the literature, the practice of customer focus has been identified as pivotal for any organization seeking to reach a level of sustainable performance (Abbas, 2020). Sustainable organizational performance is the basis of competitive advantage (CA) for the current eras 'organizations it sparks an environment of opportunity for organizations to compete in their competitive spheres (Nassos & Avlonas, 2020). It has been demonstrated within the literature that the practice of customer focus is significantly associated with customer satisfaction. However, the possibility that the construct of customer focus may affect other relevant measures remains underexplored (Rahman et al., 2022). Customer orientation is the base orientation regardless of strategy or market dynamism owing to its more leveraged benefits when combined with other orientations depending on the firm's strategy and market's dynamism. Therefore, companies need to promote customer orientation in their organization, in order to successfully implement customer relationship practices

Whether the effect of customer experience on customer satisfaction create a sustainable competitive advantage? A comparative study of different shopping was investigated by Pei et al. (2020) in shopping situations in China. A total of 288 questionnaires were collected from two different shopping situations (146 questionnaires from physical stores were collected in five cities in China and 142 online questionnaires were collected from 21 provinces in China), and multiple regression analysis was adopted to test the hypotheses. From the findings Different shopping situations significantly moderate the relationships among customer experience with the shopping environment, product experience, and customer satisfaction but rarely influence customer experience with staff service and service procedures. Finally, gender significantly moderates the relationship between customer experience and customer satisfaction in different shopping situations. Data was only collected from China thus the findings might only reflect unique aspects of Chinese companies. This compromises on the generalizability of these research findings to other nations. The study also focused only on customer experience practices in shopping situations thus may not be applicable to other industries.

Customer mistreatment and service performance was investigated by Park and Kim (2020) through a self-consistency perspective in China. The participants were customer contact employees from 19 upscale hotels in a large city in China. The study administered a multi-wave, multi-source online survey involving three phases of data collection each at four-month intervals. The results of a multi-wave and multi-source survey, administered to a sample of hotel frontline employees (N = 180) and their direct supervisors (N = 38), show that customer mistreatment has a negative influence on service performance through organization-based self-esteem (OBSE), but only among employees with an external locus of control. However, this study also focused on service performance as the dependent variable using a single construct to determine customer focus which is a dispatch from the current study which has focused on organization performance as the dependent variable.

By using a survey research design, Supriyanto, et al., (2021) investigated effects of service quality and customer satisfaction on loyalty of bank customers in Indonesia. The respondents who included principals, teachers, and school administrative staff were selected purposively from a population of customers of banking services in Malang City and Surabaya City, East Java Province, Indonesia in Indonesia. Data were analyzed employing path analysis and One-Way Analysis of Variance. Results indicate that service quality did not have significant effects on customer loyalty, but it provided significant effects on customer satisfaction followed by influencing customer loyalty. Service quality had indirect effects on customer loyalty through customer satisfaction. This finding asserts the role of customer focus by providing them with quality services to engender their satisfaction. However, the study was conducted in the Banking sector and not water service industry limiting the generalization of the findings to the industry. Besides the dependent variable was not organizational performance though customer loyalty would lead high sales and retention which translates to organizational performance. Because of the study's setting in Indonesia, results must be extended to similar retail settings with caution. Despite these the finding have been supported by Setiyaji et al. (2022) who found a positive and significant effect of customer focus on organizational performance.

Additionally, Husain et al. (2022) developed and empirically examined a model that investigates the mediating role of technology development capability (TDC) on the relationship between customer focus (CF) and technology leadership (TL). The general understanding prevailing in practice and literature is that management sponsorship (MS) has a positive impact on the relationship between CF and TDC. It is also generally understood that MS has a positive impact on TL initiatives. However, the findings of this study contradict these assumptions. Specifically, the study indicates that MS has a negative moderating effect on CF and technology development capabilities, and has no impact on CF and TL relationships.

Effect of perceived service value, quality, price fairness and service recovery on customer satisfaction and delight was investigated by Alzoubi and Inairat (2020) in Telecommunication Company in Dubai. Data were collected through survey using a structured questionnaire distributed to 420 customers over all 28 branches of Etisalat Company in Dubai. 350 valid questionnaires were analyzed using factor analysis along with correlation and regression. The results of the study indicate that perceived service value, perceived service quality, perceived price fairness and perceived service recovery could be considered as the critical success factors that can be used to shape and measure customer satisfaction and delight. However, the study didn't focus on organization performance as the dependent variable providing a gap for the current study.

Tshepo (2017) evaluated customer service in independently owned retail food chains within the province of KwaZulu-Natal in South Africa. The study also assessed the level of retail service quality, current customer service tools employed by independent food chains in KwaZulu-Natal and the extent to which customer service tools are being used. The study was also about establishing whether there was a significant relationship between retail service quality and customer satisfaction. The study targeted both customers and managers of independent food chains in KwaZulu-Natal from whom a sample of four managers were interviewed and 444 customers were conveniently selected to participate in the study. Both qualitative and quantitative methods were employed in the collection of data. The findings revealed that majority of the customers were generally dissatisfied with the quality of services offered by independent food chains owing to a lack of complementary services (ATM terminals, parking and toilets), facilities for shoppers with special needs (physically handicapped, wheel chaired or translators), inability to offer customers credit, failure to

provide a wide product assortment, short operating hours and general appearance of store (cleanliness, good product display, presentation on how to use merchandise and availability of shopping trolleys, signage to locate and identify merchandise). The results, however, revealed that there is a relationship between customers' expectations and their perceived satisfaction. Equally significant, the results showed that customers were satisfied with accessibility and safety of the stores, and that they considered independent food chains in KwaZulu-Natal as their primary stores. The study was confined to independent food retail food chains in Kwa-Zulu Natal only and therefore, the results of the study cannot be generalized to other food chains and other provinces or the entire South African population. Besides it was limited to the private sector thus may not be generalized to the public sector organizations.

Market and entrepreneurial orientations as predictors of small and medium enterprises' performance in the Covid-19 Era was investigated by Ighomereho (2022). Data were collected through questionnaire administered to 385 SME owners and managers in Lagos State, Nigeria. 320 copies of the questionnaire representing 83.1%, were retrieved and used for the analyses. The results of Structural Equation Modelling revealed that entrepreneurial orientation and its dimensions significantly influenced SMEs performance. Innovativeness and pro-activeness positively influenced performance, while risk-taking negatively influenced performance. Furthermore, the findings show that market orientation and its dimensions have no significant influence on SMEs performance. However the study was not conducted in the public sector organizations.

The impact of customer-focus on the performance of business organizations: evidence from SMEs in an emerging West African economy was investigated by Abrokwah-Larbi (2024). This research study implemented a survey strategy to gather data from 255 respondents on the registered list of Ghana Enterprise Agency (GEA) in the eastern region of Ghana. The outcomes of this study indicate that customer-focus has a significant positive impact on SME performance, hence backing the current demand for investigating the distinct influence of customer-focus on SME performance. The results show that customer-focus has a positive and significant relationship with financial performance, customer performance, internal business process performance and learning and growth performance, thus supporting the literature on the positive impact of customer-focus on SME performance. Therefore, customer-focus determinants used in this study, including co-creation, networking ties, customer insight and artificial intelligence marketing (AIM), are critical to the optimization of SME performance. However, the study was conducted amongst the SMEs and not the public sector.

In Nigeria, Etim et al., (2023) explored the effect of customer service delivery on the corporate efficiency of deposit money banks. The study adopted crosssectional survey research design. Using a structured questionnaire, the study obtained primary data from 232 managerial and marketing-related personnel of selected deposit money banks. The data obtained were analyzed and interpreted using descriptive statistics, while multiple regression was adopted for hypotheses testing. The findings of the study revealed that consumer education, complaint handling, customer follow-up and customer self-service had significant positive effects on the corporate efficiency of deposit money banks. However, the study was conducted amongst the deposit money banks and not the public sector.

Accordingly, Sakwa and Kaziro (2025) investigated the impact of employee involvement, customer focus, and management leadership on the organizational performance of BIDCO Uganda Limited. A multiple linear regression analysis was employed to assess the individual and combined effects of these factors on performance. The results revealed that all three variables significantly influenced organizational performance. Specifically, employee involvement showed a positive and significant effect, with a coefficient of 2.542 ($p < 0.000$), indicating that an increase in employee engagement led to improved performance. Similarly, customer focus had the strongest effect on organizational performance, with a coefficient of 3.221 ($p < 0.000$). This highlighted the importance of customer-centric strategies for driving success in the organization. Management leadership also contributed positively, with a coefficient of 1.833 ($p < 0.000$), suggesting that effective leadership practices were vital for aligning teams with organizational objectives and fostering growth. However, the study was conducted in the private sectors in Uganda limiting the generalization of the findings to the public sector in the Kenyan context. In the converse Mbura and Baraza, (2025) found that customer orientation, while positively related performance of commercial banks in Tanzania, the relationship remains statistically insignificant.

Additionally, Kuria et al. (2021) studied the Influence of customer service strategies on organizational performance among private universities in Kenya. The study settled for a descriptive cross sectional study approach, targeting 172 employees of these institutions across Kenya. The study sample size was 120 respondents determined from both random and stratified sampling techniques; collection of data was done using google forms questionnaires. In testing for reliability, the Cronbach alpha formula was employed. During analysis of data, quantitative techniques were utilized with Statistical Package for Social Sciences (SPSS version 23.0) being applied in running both inferential and descriptive statistics. After data analysis, the use of frequency tables was preferred for the presentation of the analysed data. Deductions from the study's analysis were that the performance of privately-owned Kenyan universities' is greatly impacted by customer acquisition, service delivery and customer retention. However, a determination was deduced showing customer recovery having insignificant effect towards performance both customer acquisition, customer retention and service delivery positively affected performance. Owing to sectoral differences the

findings cannot be generalized to the water and sewerage company which operates in the public utility sector, where customer focus involves reliability, affordability, and regulatory compliance.

In addition Micheni and Muchemi (2019) determined the influence of customer focus as a total quality management tool on performance of agricultural firms listed in the Nairobi Securities Exchange, Kenya (NSE). The research adopted descriptive research design where the target population of the study comprised of all the seven agricultural firms listed on the NSE. The analysis of the study was done using multiple regression models where SPSS was used. Data was analyzed using descriptive and inferential statistics and was presented using tables, charts and graphs. The study found out that customer focus had a positive and significant effect on the performance of Agricultural Firms Listed at the NSE, Kenya.

In agricultural cooperatives in Kenya, Nyaga et al. (2024) established the influence of strategic customer focus on performance. The target population was 100 agricultural cooperative societies in Embu, Tharaka Nithi and Meru Counties Kenya by 2018. The study used stratified sampling technique to select a total of 240 respondents from managers of the agricultural cooperatives. From the findings The coefficient is greater than 0.05 and Negative which indicates that a strong inverse relationship existed between the variables. As such, the current approach to strategic customer focus could be strongly associated with poor performance of agricultural cooperatives in Kenya. The relationship was negative indicating that as things were at that moment, the agricultural cooperatives were not putting emphasis on Customer Focus and this was negatively affecting their performance.

There have been varied outcomes from different studies on effect of customer-focus on business organization performance calling for continued studies in this area. For instance, research studies such as Sakwa and Kaziro (2025), Abrokwah-Larbi (2024) and Setiyaji et al. (2022) have established a positive relationship between customer-focus and business organization performance, while other studies including Husain et al. (2022) and Nyaga et al. (2024) have established a significant negative relationship between customer-focus and business organization performance. As a result, there has been several recommendations from researchers emphasizing the need to conduct further studies to understand the type or nature of relationship between customer-focus and firm performance in diverse backgrounds (Abrokwah-Larbi, 2020).

III. METHODOLOGY

3.1 Research Design

A research design is the set of methods and procedures used in collecting and analyzing measures of the variables specified in the problem research (Thomas, 2021). The study adopted causal research design. Causal research, also called explanatory research, is the investigation of (research into) cause-and-effect relationships (Kumar, 2019). The study adopted causal research design to help understand the variation TQM causes on the performance of Eldoret Water and Sanitation Service, Kenya.

3.2 Study Area

The study on the effect of customer focus on the performance of Eldoret Water Sanitation Company, Kenya was conducted in Uasin Gishu County. Eldoret Water and Sanitation Company Limited (ELDOWAS) is a corporate entity established under Cap 486 of the laws of Kenya. The County Government of Uasin Gishu is principal shareholder. Eldoret Water and Sanitation Company (ELDOWAS), headquartered at Kambi Somali Road (off Oloo Street), Eldoret, Uasin Gishu County, Kenya. The geographic centre of Eldoret is at approximately 0.5143° N, 35.2698° E (GPS coordinates used to locate the company within the city). Eldoret is a rapidly growing urban centre and the county headquarters for Uasin Gishu, with substantial population growth, expanding manufacturing and agribusiness activity, and increasing urban water demand conditions documented in recent county development plans and demographic reports (KNBS, 2021). Additionally, ELDOWAS is the principal water utility for the city and actively engaged in improving water production, laboratory testing and service delivery matching the TQM dimensions (customer focus) under study (eldowas.or.ke., 2025)

3.3 Target population

Target population refers to the entire group of individuals or objects to which researchers are interested in generalizing the conclusions. The target population usually has varying characteristics and it is also known as the theoretical population (Thomas, 2021). In this the target population was 381 employees from Eldoret Water and Sanitation Company drawn from top management, technical department, finance and strategy department and commercial department as presented in Table 1.

Table 1*Target Population*

Functional Areas	Target population
Top management	5
Commercial department	98
Technical department,	266
Finance and Strategy department	12
Total	381

Source (ELDOWAS, Human Resource Management, 2025)

3.3 Sample and the sampling techniques

A sample is a set of individuals or objects collected or selected from a statistical population by a defined procedure (Tara, 2019). This section on sample and the sampling techniques highlighted the procedures that were used to arrive at the set of respondents used in statistical testing since the population sizes is large for the test to include all possible members or observations. It focused on the sample frame, sampling techniques and sample size.

3.3.1 Sample frame

A sampling frame is the source material or device from which a sample is drawn (Willmott, 2020). It is a list of all those within a population who can be sampled, and may include individuals, households or institutions. Prior to selecting a sample you need to define a sampling frame, which is a list of all the units of the population of interest. Research findings can only be applied to a population defined by the sampling frame (Tara, 2019). The sample frame for this study included employees from Eldoret Water and Sanitation Company drawn from top management, technical department, finance and strategy department and commercial department.

3.3.2 Sampling Techniques

Sampling is a process used in statistical analysis in which a predetermined number of observations are taken from a larger population (Flick, 2020). Researchers used sampling techniques to select the participants for their sample these techniques help to minimize cost whilst maximizing generalizability. Two stage sampling was adopted in this study using both stratified random sampling and simple random sampling.

3.3.3 Sample size

Sample size is a count of the individual samples or observations in any statistical setting, such as a scientific experiment or a public opinion survey (Walliman, 2021). The study used the Krejcie and Morgan (1970) sample size determination table to establish an initial sample size of 196 respondents from a target population of 381 employees, representing approximately 51.4% of the population. Proportionate stratified sampling was then used to determine the number of respondents to be selected from each functional group within ELDOWAS. To account for an anticipated non-response rate of 20%, the initial sample size was adjusted accordingly, following the approach discussed by Pani and Sahu (2022). The adjusted sample size was calculated as follows:

$$n^* = n / \text{response rate}$$

$$n^* = 196 / 0.8$$

$$n^* = 245$$

Strata sample sizes was determined by the following equation:

$$n_h = (N_h / N) * n$$

Where n_h is the sample size for stratum h , N_h is the population size for stratum h , N is total population size, and n is total sample size.

Table 2*Sample Size*

Functional Areas	Target Population	Sample Size
Top management	5	3
Commercial department	98	63
Technical department,	266	171
Finance and Strategy department	12	8
Total	381	245

Source (ELDOWAS, Human Resource Management, 2025)

3.4 Data collection

The study used a questionnaire for collecting primary data. A questionnaire is a research instrument consisting of a series of questions for the purpose of gathering information from respondents (Ghauri et al., 2020). The questionnaire had close-ended questions and items used 5 point likert scale commonly used in social sciences to measure perceptions, attitudes, values and behavior (Islam et al., 2022).

The questionnaire had a total of 30 statements with 2 sections parts as shown in (See Appendix I). Section A contained questions relating demographic background of the respondent with 5 items. Section B had five parts with items relating to customer focus, management leadership, employee involvement, supplier relationship corporate entrepreneurship and organizational performance. The questionnaire items adopted a 5 point Likert Scale of: (1- Strongly disagrees, 2- Disagree, 3- Undecided 4- Agree 5- Strongly Agree). Piloting of the questionnaire was done at Iten water and Sewerage Company in order to identify whether the developed instrument is in agreement with the contents of the research questions. It involved 10% of the size of the sample population (Adams & McGuire, 2022). This means that 24 respondents was drawn from sample population to participate in the pre-testing of the data instrument but did not take part in final study.

3.5 Data Analysis and Presentation

The questionnaires was edited and coded to improve the quality of data. Data was analyzed by use of descriptive (mean, standard deviation, frequencies, skewness and kurtosis) and inferential statistical techniques. Descriptive statistics would provide a foundation for further inferential analysis. Inferential statistics was employed to test hypotheses and establish the nature and strength of the relationships between customer focus and organizational performance at Eldoret Water and Sanitation Company (ELDOWAS). Specifically simple linear regression was applied to examine the predictive power of customer focus on performance.

$$y = \beta_0 + \beta_1 CF + \epsilon \dots \dots \dots \text{Equation 3.1}$$

Where y was organization performance, dependent variable x was customer focus, β was the standardized regression coefficient.

X_1 represent customer focus (CF)

Quantitative data was extracted from the questionnaires by use of frequency tables.

IV. FINDINGS & DISCUSSION

4.1 Descriptive Statistics for Variables

The study sought to understand the perception of the respondents on the state of customer focus and performance of Eldoret Water Sanitation Company, Kenya. A likert scale of five point was applied which ranged from a very low score to very high score of between 1 and 5. Consequently the average of the summed scores also ranged from 1 to 5.

4.1.1 Customer focus and performance of Eldoret Water Sanitation Company, Kenya.

Customer focus is a fundamental principle of Total Quality Management (TQM) that emphasizes understanding, meeting, and where possible exceeding customer needs and expectations (Oliveras-Villanueva et al., 2020). In TQM, the customer is regarded as the primary determinant of quality. Therefore, organizations should design their products, services, and processes based on customer requirements and continuously assess customer satisfaction. The study examined the state of customer focus in Eldoret Water and Sanitation Company, Kenya. The descriptive findings are presented in Table 4.

Table 3*Descriptive Analysis of Customer focus and performance of Eldoret Water Sanitation Company, Kenya*

Statement	N	MIN	MAX	SKEW	KURT	M	SD
Customers' needs are reliably met	165	2	5	-1.195	1.139	4.37	.721
Accuracy of our bills promotes customer relationships	165	1	5	-1.000	.619	4.04	.960
Customers services provided exceeds our customer expectations	165	2	5	-.583	-.585	3.91	.933
Bill payment programs satisfies our customers	165	2	5	-.356	-1.153	4.16	.773
The water company addresses our customers complaints without delay	165	2	5	-.306	.089	3.83	.656
Employees are readily available to assist customers when needed	165	2	5	-.340	-.434	3.92	.811
Customers are encouraged to provide input on improving products and services.	165	2	5	-.322	-1.049	3.61	1.034
The organization actively seeks customer feedback through surveys or direct engagement	165	2	5	-.670	-.683	3.72	1.017

Key: N = Number, MIN = Minimum, MAX = Maximum, SKEW = Skewness, KURT = Kurtosis, M = Mean, SD= Standard Deviation

Responses were measured using a five-point Likert scale where 5 = Strongly Agree (SA), 4 = Agree (A), 3 = Neutral (N), 2 = Disagree (D), and 1 = Strongly Disagree (SD). The descriptive findings are presented in Table 4. From the findings customer focus at ELDOWAS was generally perceived positively with mean scores ranging from 3.61 to 4.37, indicating that respondents generally tended towards Agree, although the strength of agreement varied across the individual statements. However, the responses ranged between minimum 1 to 2, while the maximum response was 5 for all the statements. This indicates that Strongly Agree was represented for every customer focus statement, while some items also recorded Disagree or Strongly Disagree responses.

From the findings majority of the respondents are in agreement that customers' needs are reliably met, recording responses ranging from minimum 2 to maximum 5, with a mean of 4.37 and a standard deviation of 0.721 indicating relatively low variability in responses (Skewness of -1.195, Kurtosis of 1.139). The finding suggests that meeting customer needs is a relatively strong aspect of customer focus at ELDOWAS and may indicate that the organization places considerable emphasis on satisfying customer requirements. Additionally, majority of the respondents were in agreement that the accuracy of their bills promotes customer relationships, recording responses ranging from Minimum 1 to Maximum 5, with a mean of 4.04. However, there was a moderate variation in responses with respect to the standard deviation of 0.960 (skewness of -1.000, kurtosis of 0.619). The finding demonstrates the importance of accurate billing in maintaining customer trust and positive relationships. In a water utility organization, accurate billing can reduce customer disputes, enhance transparency, and contribute to customer satisfaction. Pei et al. (2020) underscore that Different shopping situations significantly moderate the relationships among customer experience with the shopping environment, product experience, and customer satisfaction but rarely influence customer experience with staff service and service procedures.

Additionally, majority of the respondents noted that customer services provided exceeds their customer expectations, recorded responses ranging from minimum 2 to maximum 5, with a mean of 3.91 and a standard deviation of 0.933 indicating moderate variability in responses (skewness of -.583, kurtosis of -.585). The finding implies that ELDOWAS generally provides services that are perceived to meet or exceed customer expectations, although the relatively lower mean compared with reliably meeting customer needs suggests that exceeding expectations may present a greater challenge than meeting basic customer requirements. Thus, ELDOWAS should come up with appropriate customer focus strategies to ensure their service exceed customer expectations. This is because customer oriented internal business process guarantee provision of services that exceed customers expectation. Customer-oriented internal business processes ensure the provision of services that meet and exceed customer expectations by aligning organizational operations, resources, and service-delivery procedures with customer needs (Abrokwah-Larbi, 2024). Such processes enable organizations to respond promptly to customer requirements, improve service quality, reduce service deficiencies, and continuously enhance customer experiences.

Moreover, majority of respondents are in agreement that bill payment programs satisfy their customers, recording responses ranging from minimum= 2 to maximum=5, with a mean of 4.16. However, there was relatively low variability, demonstrating that respondents had fairly consistent perceptions with a standard deviation of 0.773

(skewness of -0.356, kurtosis of -1.153). The finding implies that ELDOWAS has generally satisfactory mechanisms for customers to pay their water bills. Convenient and customer-oriented payment systems can improve service accessibility, reduce payment-related difficulties, and enhance customer satisfaction (Malatyinszki, 2026). Furthermore, majority of the respondents agreed that the water company addresses their customers' complaints without delay, recording responses ranging from minimum =2 to maximum= 5, with a mean of 3.83 and a standard deviation of 0.656 showing a high level of consistency in respondents' perceptions. The skewness of -0.306 indicates a mild negative skew, while the kurtosis of 0.089 is close to zero, suggesting that the distribution is relatively close to normal in terms of peakedness. The finding implies that complaint handling is generally perceived positively, although there is a need for improving on the speed and effectiveness with which customer complaints are resolved.

Besides a majority of the respondents were in agreement that employees are readily available to assist customers when needed, recording responses ranging from minimum =2 to Maximum= 5, with a mean of 3.92 and a standard deviation of 0.811 showing a relatively moderate variability in responses. The skewness of -0.340 indicates a mild negative skew, demonstrating a tendency towards the higher response categories. The kurtosis of -0.434 indicates a relatively flat distribution. The finding suggests that employee accessibility contributes positively to customer focus at ELDOWAS by enabling customers to obtain assistance when they experience service-related problems or require information. Micheni and Muchemi (2019) asserts a more serious focus on improving quality of services to sustain the customer base as well as taking the customer complaints more promptly is key.

Additionally, customers are encouraged to provide input on improving products and services, recording responses ranging from Minimum=2 to Maximum=5, with a mean of 3.61. There was a moderate variation in responses, suggesting differences in respondents' perceptions concerning the extent to which customers are encouraged to contribute to service improvement and a standard deviation of 1.034 (skewness of -0.322, kurtosis of -1.049). The finding implies that customer participation in service improvement is generally present but comparatively weaker than other aspects of customer focus. Thus, ELDOWAS should strengthen customer participation mechanisms and give customers greater opportunities to influence improvements in services.

As well, ELDOWAS actively seeks customer feedback through surveys or direct engagement, recorded responses ranging from Minimum=2 to Maximum= 5, with a mean of 3.72 and a standard deviation of 1.017 which is a moderate variability in responses. The skewness of -0.670 indicates a negative skew, showing that responses were concentrated towards the higher end of the Likert scale. The kurtosis of -0.683 indicates a relatively flat distribution. The implies that ELDOWAS should make efforts to obtain information from customers through surveys and direct engagement, although the relatively moderate mean indicates that these feedback mechanisms could be strengthened further.

The findings indicate that ELDOWAS generally demonstrates a customer-oriented approach to service delivery, particularly through meeting customer needs, maintaining billing accuracy, providing satisfactory payment programs, addressing complaints, and making employees available to assist customers. These practices are important components of customer focus because they enable the organization to understand and respond to customer requirements while maintaining service quality and customer satisfaction. Overall, the descriptive findings indicate a generally positive level of customer focus at ELDOWAS, with the response pattern predominantly falling between Agree and Strongly Agree.

4.1.2 Performance of Eldoret Water Sanitation Company, Kenya

The performance of Eldoret Water Sanitation Company, Kenya was evaluated across various dimensions, Customer loyalty, Customer retention, Corporate Social Responsibility, Cost reduction and descriptively presented as in Table 3.

Table 4*Performance of Eldoret Water Sanitation Company, Kenya*

Statement	N	MIN	MAX	SKEW	KURT	M	SD
Customers are willing to recommend ELDOWAS services to others.	165	1	5	-.779	1.105	3.81	.673
The company enjoys a strong reputation for reliable service among customers.	165	2	5	-.276	-.013	3.88	.676
Customers trust ELDOWAS to address their service concerns promptly.	165	1	5	-1.428	3.823	3.92	.773
Most of our customers continue to use ELDOWAS services year after year.	165	1	5	-1.461	2.707	3.71	.859
Customer complaints are effectively resolved, encouraging them to stay with ELDOWAS.	165	1	5	-.563	.571	3.73	.861
ELDOWAS invests in community development initiatives (e.g., water access projects).	165	1	5	-1.088	.676	3.99	1.077
Efficient resource management has lowered unnecessary expenses.	165	1	5	-.085	1.007	3.28	.810
The company continuously reviews processes to identify cost-saving opportunities.	165	1	5	-.921	.667	3.73	.948
Departmental budgets are effectively managed to avoid wastage.	165	2	5	-.463	.579	3.70	.720

Key: N = Number, MIN = Minimum, MAX = Maximum, SKEW = Skewness, KURT = Kurtosis, M = Mean, SD= Standard Deviation

The findings indicate that the overall performance of ELDOWAS was generally positive, with mean scores ranging from 3.28 to 3.99. Since all the mean scores were above the neutral midpoint of 3.00, respondents generally tended towards Agree with the statements describing the performance of the organization. The minimum responses ranged from Minimum =1 to Maximum=5, while all the indicators recorded a maximum response of 5. This demonstrates that respondents' perceptions covered a substantial range of the five-point scale, although the general tendency was towards the positive response categories.

From the findings majority of respondent are agreed that customers are willing to recommend ELDOWAS services to others, with responses ranging from 1 to 5, a mean of 3.81 and a standard deviation of 0.673 (skewness of -.779, kurtosis of 1.105). The finding indicates that ELDOWAS has established a generally positive customer experience capable of encouraging customers to recommend its services to others. Customer willingness to recommend a utility is an important indication of customer loyalty and satisfaction. Additionally, majority of respondents generally agreed that ELDOWAS enjoys a strong reputation for reliable service, recording a mean of 3.88 and a standard deviation of 0.676, with responses ranging from 2 to 5 (skewness of -.276, kurtosis of -.013). The finding demonstrates that reliable service is perceived as one of the positive aspects of ELDOWAS performance. A strong reputation for reliability can contribute to customer confidence, satisfaction, and continued use of the organization's services (Hasan, Siam, & Haque, 2023). Therefore, ELDOWAS should sustain and strengthen reliable service delivery, customer responsiveness, and service quality to maintain customer satisfaction, enhance customer loyalty, and encourage positive recommendations that can contribute to improved organizational performance.

Furthermore, majority of respondent were in with a mean of 3.92 and a standard deviation of 0.773, based on responses ranging from 1 to 5 that Customers trust ELDOWAS to address their service concerns promptly. The skewness of -1.428 indicates a strong negative skew, showing that responses were heavily concentrated toward the higher agreement categories. The kurtosis of 3.823 indicates a relatively peaked distribution. This suggests that most respondents perceived ELDOWAS as responsive to customer concerns. Prompt resolution of service concerns is important because it can strengthen customer trust and contribute to customer loyalty and satisfaction (Singh, et al., 2023). Besides, majority of Respondents generally agreed with this statement, recording a mean of 3.71 and a standard deviation of 0.859, with responses ranging from 1 to 5 that most of their customers continue to use ELDOWAS services year after year (skewness of -1.461, kurtosis of 2.707). The finding implies that ELDOWAS experiences a generally positive level of customer retention, with many customers continuing to use the company's services over time. Sustained

customer use is particularly important for a water utility because it reflects continued customer confidence and supports revenue stability.

Moreover, majority of respondent were in agreement with a mean of 3.73 and a standard deviation of 0.861, responses ranging from 1 to 5 that customer complaints are effectively resolved, encouraging them to stay with ELDOWAS (skewness of -0.563, kurtosis of 0.571). This, implies that complaint resolution contributes positively to customer retention. Effective complaint handling can restore customer confidence after service problems and reduce the likelihood of customers becoming dissatisfied with the organization (Saputra, Sukotjo, & Masri, 2025). Besides Majority of respondent were in agreement that ELDOWAS invests in community development initiatives, such as water access projects recording a relatively high mean of 3.99 and a standard deviation of 1.077, with responses ranging from 1 to 5 (skewness of -1.088, kurtosis of 0.676). The finding demonstrates that respondents generally perceived ELDOWAS as actively involved in community development initiatives. Such activities can strengthen the organization's relationship with the communities it serves and enhance its social legitimacy. Evidence from the water sector also indicates that social responsibility activities can contribute to performance outcomes such as revenue collection and reduction of non-revenue water. Social responsibility activities contribute to organizational performance by strengthening the organization's relationship with the community, enhancing corporate reputation, increasing customer trust and loyalty, and improving stakeholder support (Gidage & Bhide, 2024).

From the finding, majority of the respondent were undecided whether efficient resource management has lowered unnecessary expenses responses ranging from 1 to 5 (mean of 3.28, standard deviation of 0.810). Although the mean is above the neutral midpoint, the relatively low score suggests that respondents were less convinced that efficient resource management had substantially reduced unnecessary expenses. This represents an important area for improvement because operational efficiency and control of unnecessary costs are critical to the financial sustainability of water utilities. Sector evidence similarly emphasizes efficient resource utilization, cost recovery, and reduction of operational inefficiencies as important dimensions of water-utility sustainability. However, the company continuously reviews processes to identify cost-saving opportunities recording a mean of 3.73 and a standard deviation of 0.948 with responses ranging from 1 to 5. The skewness of -0.921 indicates that responses were concentrated toward the higher agreement categories, while the kurtosis of 0.667 indicates a moderately peaked distribution. The finding suggests that ELDOWAS engages in continuous review of its processes to identify opportunities for reducing costs. Such continuous process improvement can improve operational efficiency and help the organization control expenditure while maintaining service quality. Besides majority of respondents were in agreement that departmental budgets are effectively managed to avoid wastage recording a mean of 3.70 and a standard deviation of 0.720, with responses ranging from 2 to 5 (skewness of -0.463, kurtosis of 0.579). The relatively low standard deviation demonstrates considerable consistency in respondents' perceptions. The finding indicates that departmental budget management is generally perceived as effective in limiting wastage and promoting responsible utilization of organizational resources.

4.2 Hypothesis testing

Regression analyses were performed to test the model fit and to establish the predictive power of the study models. This study used the multiple regression models to tests the effects of Customer focus on the performance of Eldoret Water Sanitation Company, Kenya.

4.2.1 Effect of Customer focus on the performance of Eldoret Water Sanitation Company, Kenya.

The simple linear regression analysis results were presented in table 5

Table 5

Effect of Customer focus on the performance of Eldoret Water Sanitation Company, Kenya.

	Standardized Coefficients		Standardized Coefficients		
	B	Error	Beta	T	Sig.
(Constant)	1.984	.227		8.734	.000
Customer focus	.447	.057	.522	7.811	.000
Model Summary					
R	0.522 ^a				
R Square	0.272				
Adjusted R Square	0.268				
Std. Error of the Estimate	0.321				
R Square Change	0.272				
Good of fit statistics					
F Change	61.016				
df1	1				

df2	163				
Sig. F Change	.000 ^b				

a Dependent Variable: Performance of Eldoret Water Sanitation Company, Kenya.

Table 5 presents the model summary statistics for the effect of customer focus on the performance of Eldoret Water and Sanitation Company, Kenya. The results indicate that customer focus, produced a correlation coefficient of $R = .522^a$, indicating a positive relationship between the predictor and organizational performance. The coefficient of determination ($R^2 = .272$) indicates that customer focus explained 27.2% of the variation in organizational performance at Eldoret Water and Sanitation Company, Kenya. The adjusted R^2 of 26.8% indicates that, after adjusting for the predictors included in the model and the sample size, the model explained 26.8% of the variance in organizational performance. The standard error of the estimate was 0.321, indicating the average amount of variation between the observed and predicted values of organizational performance. The overall significance of the regression model was assessed using the F-test. The results indicate that the model was statistically significant, $F(1, 163) = 61.016$, $p < .001$. Since the p-value was less than the 0.05 significance level, the null hypothesis that the regression model does not significantly predict organizational performance was rejected. Consequently, the findings demonstrate that customer focus, have a statistically significant effect on organizational performance. From the findings, a unit increase in Customer focus would lead to an increase in performance of Eldoret Water Sanitation Company in by a factor of 0.447 ($\beta_1 = 0.447$). Besides, customer focus has a statistically significant effect on performance of Eldoret Water Sanitation Company ($t = 7.811$; p-value = 0.000) which is less than $\alpha = 0.05$. Thus, the null hypothesis is therefore rejected. In this regard there is a statistically significant effect of customer focus on performance of Eldoret Water Sanitation Company. This implies that customer focus results in increased performance of Eldoret Water Sanitation Company.

4.3 Discussion

The study findings showed that customer focus has a positive and statistically significant effect on performance of Eldoret Water Sanitation Company, Kenya by a factor of 0.447 ($\beta_1 = 0.447$). Besides, customer focus has a statistically significant effect on performance of Eldoret Water Sanitation Company ($t = 7.811$; p-value = 0.000) which is less than $\alpha = 0.05$. Thus, the null hypothesis is therefore rejected. In this regard there is a statistically significant effect of customer focus on performance of Eldoret Water Sanitation Company. This implies that customer focus results in increased performance of Eldoret Water Sanitation Company. These findings are supported by Oliveras-Villanueva et al., (2020), Abrokwah-Larbi (2024) and Sakwa and Kaziro (2025) who also found that customer-focus has a positive and significant relationship with organizational performance. While Park and Kim (2020) notes that customer mistreatment has a negative influence on service performance through organization-based self-esteem translating to poor organizational performance. However, the findings of the present study differ from those of Ighomereho (2022) Mbura and Baraza, (2025) who reported that customer orientation/customer-focused practices did not have a statistically significant direct effect on organizational performance. These findings suggest that simply emphasizing customer needs does not automatically translate into improved organizational performance. The contribution of customer focus may depend on how effectively an organization translates customer information and feedback into service improvements, innovation, responsiveness, and operational decisions. Thus, customer focus needs to be strategically managed and supported by appropriate organizational capabilities for it to generate measurable performance benefits. Where customer information is collected but not effectively converted into improved services, processes, or resource allocation, customer-focused initiatives may have limited or insignificant effects on organizational performance. Nyaga et al. (2024) a strong inverse relationship existed between strategic customer focus on organizational performance.

Despite this, From the perspective of the Resource-Based View (RBV), customer focus can be conceptualized as an organizational resource and capability that contributes to superior performance when it is valuable, rare, difficult to imitate, and effectively exploited by the organization. Customer focus becomes strategically important when an organization develops distinctive routines for understanding customer needs, responding to customer feedback, anticipating changing expectations, and continuously improving service delivery. Consequently, organizations that effectively develop and deploy such customer-focused resources and capabilities are better positioned to achieve sustained competitive advantage and superior organizational performance. Therefore, courtesy of RBV and the significant positive effect established in the present study suggests that Eldoret Water and Sanitation Company (ELDOWAS) may be benefiting from translating customer needs and expectations into actions that improve service delivery and overall organizational performance.

V. CONCLUSION & RECOMMENDATIONS

5.1 Conclusion

The study concludes that customer focus is an important determinant of organizational performance at ELDOWAS. The positive and statistically significant coefficient indicates that improvements in customer-focused practices are associated with improvements in organizational performance. The findings further suggest that customer focus should extend beyond merely responding to existing customer needs to include systematic collection of customer feedback, customer participation in service improvement, accurate and convenient billing and payment systems, timely complaint resolution, and responsive employee support. Consistent with the Resource-Based View, customer-oriented processes can constitute valuable organizational capabilities when they are effectively integrated into internal business routines and enable ELDOWAS to deliver services that meet and exceed customer expectations. Therefore, sustained investment in distinctive customer-focused capabilities can strengthen service quality, customer satisfaction, operational effectiveness, and ultimately the overall performance of the water utility.

5.2 Recommendations

ELDOWAS should strengthen customer-focused policies and practices by institutionalizing regular customer feedback, satisfaction surveys, customer engagement forums, and effective complaint-resolution mechanisms. The organization should prioritize improvements in customer participation, feedback collection, billing accuracy, payment services, and employee responsiveness. Customer-service performance indicators should be incorporated into organizational monitoring and evaluation to ensure accountability and continuous improvement. In line with the Resource-Based View, ELDOWAS should develop customer knowledge, relationships, and customer-oriented routines as strategic capabilities that can enhance service quality, customer satisfaction, and overall organizational performance.

Declaration of Interest

The authors declare that they do not have any known competing financial interests or personal relationships that could have appeared to influence the work reported in this paper.

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