

**RESOURCE CAPACITY ON SERVICE DELIVERY IN UASIN GISHU
COUNTY HUDUMA CENTER**

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**A THESIS SUBMITTED TO THE SCHOOL OF HUMAN RESOURCE &
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DECLARATION

Declaration by Candidate

This thesis is my original work and has not been presented for a degree in any other university. No part of this thesis may be reproduced without the prior written permission of the author and/or Moi University.

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DEDICATION

I dedicate this work to my late mother Veronica Katindi and my grandmother Jedidah Martha Masua for inculcating in me the virtues of hard work and dedication to duty.

It is also an honour to my loving wife Gladys Ndungi, my adoring daughter Katindi Kyalo and Keith Kyalo for their moral support during my study. They have taught me that with determination, perseverance and hope you can scale any height. They are sources of my strength and motivation.

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ABSTRACT

The Public Service in Kenya is faced with a number of endemic service delivery challenges such as: Inadequate access to public services; unavailable, inaccurate, delayed information on public services; multiple entry points for any single service leading to unnecessary resource utilization and time expenditure. Huduma Centers as reform strategy to address service delivery was introduced in 2014 by government. But this new concept to improve service delivery through Huduma Centers has not identified how resources may affect the envisaged service delivery at Huduma Centers. Service delivery is a function of various factors like leadership style, work environment, organisation culture. As much as these factors play a role in service delivery, people have not appreciated the effects of resources in service delivery. This study therefore aims at examining the resource capacity on service delivery in Huduma Centers in Kenya. The purpose of this study was to examine resource capacity (human, physical, and financial) on service delivery in Uasin Gishu County Huduma Center. The study was based on Resource Based View, which suggests that an organization is viewed in terms of the strength of its resources and that they determine the competitiveness and success of that organization. The study was carried out in Uasin Gishu County Huduma Center, being selected as a unit of study and it targeted customers seeking various services at the Huduma Center in the County. The study employed descriptive research design. A target population of 959 customers was drawn from Huduma Center, Uasin Gishu County. Simple random sampling was used to determine a sample of 96 respondents. Instruments of data collection were questionnaire. Data was collected and then cleaned, coded and analyzed quantitatively. Data presentation was done by use of frequency tables and bar charts. The research findings indicated that for organization to attain effective and efficient service delivery, all the three resources (human, physical and financial) need to be put in place and continually monitored and evaluated to ensure that their quantities and qualities are in tandem and equal to the task of effective service delivery in the public sector in terms of improved accessible, timely, improved services. Resources are significant in service delivery in an organization. It's important to provide these resources in an organization for improved service delivery. Finally, the researcher recommends that further research should be conducted on other factors like deployment of staff based on ethnicity that may influence the effective implementation of Huduma Centers as service improvement tool in public sector.

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LIST OF ACRONYMS AND ABBREVIATIONS

ACC	-	Assistant County Commissioner
AIE	-	Authority to Incur Expenditure
CC	-	County Commissioner
DCC	-	Deputy County Commissioner
ERSWEC	-	Economic Recovery Strategy for Wealth and Employment Creation
HRD	-	Human Resource Development
ICT	-	Information Communication Technology
KRA	-	Kenya Revenue Authority
MDAs	-	Ministries, Departments and Agencies
NHIF	-	National Hospital Insurance Fund
PS	-	Principal Secretary
RBM	-	Results Based Management
ROK	-	Republic of Kenya
RRI	-	Rapid Results Initiative
SPSS	-	Statistical Package for Social Science

OPERATIONAL DEFINITION OF TERMS

Customer satisfaction: refers to an effective state that is the emotional reaction to an experience with the seller, service provider of a good or service. It is produced by customer's assessment of the degree to which the seller or service provider performance is perceived to have met or exceeded some comparison standard.

Employee satisfaction: refers to the employee sense of wellbeing within his or her work environment. It is a result of a combination of intrinsic rewards such as remuneration benefits and intrinsic rewards such as respect and appreciation.

Financial Resources: entails the necessary cash flows, working capital and investments. The public service financial systems originate from the estimates of financial needs from the grassroots to the Ministry of Finance.

Huduma Center: refers to one stop shop approach in reforming service delivery in Kenya. Huduma Center involves amalgamating related services within one building, possibly on the same floor, effectively making it possible for service seekers to access it conveniently.

Human Resources: comprises the staff, required skills, competencies, reinforcement components such as rewards and punishments.

Performance: entails outcome trends in quantity and quality of tasks undertaken over a specific time frame. Performance can be positive or negative depending on circumstances surrounding the intended activities. This is evident when there is a large quantity of production and improved quality products and in some cases a decline in customer complaints and an increase in customer compliments.

Physical Resources: include the land, infrastructure, machinery, plant and equipment and vehicles. Physical resources are acquired through government sources and are recorded in the government assets inventory which is reviewed from time to time.

CHAPTER ONE

INTRODUCTION

1.1 Overview

This chapter presents background of the study, the problem statement, the main and specific objectives, significance, scope, theoretical and conceptual framework of the study.

1.2 Background of the Study

The primary development goal for any country is to achieve broad based, sustainable improvement in the standards and the quality of life for its citizen. The public service and in particular the civil service play an indispensable role in the effective delivery of public service that is key function of state economy. When the delivery of service is constrained or becomes ineffective, it affects the quality of life of people and natural development process (Kobia & Mohammed, 2006).

Improving public administration is essential to economic recovery. The sector is excessively thereby absorbing large amount of national resources. One of the priorities for Economic Recovery Strategy for Wealth and Employment Creation (2003-2007) and Vision 2030 is to make public sector more efficient and investor friendly; in order to promote private sector led growth and poverty reduction (Republic of Kenya, 2007).

It is important to note that the government of Kenya has initiated various measures and reforms geared towards improvement in service delivery.

In the last 20 years, Kenya's Civil Service has undergone a number of changes. Some of these changes include employee rationalization leading to wage bill reduction, performance improvement, Structural Adjustment Programmes (SAPs) after aid cuts, and the institutionalization of results-based management (Republic of Kenya, 2007).

From 1993 to 2002, the Government retrenched more than 100,000 civil servants but had only a negligible impact on the effectiveness or efficiency of the civil service. The Government then introduced results-oriented management but by 2005 nothing much had come out of it (Republic of Kenya, 2010).

Between 2004 and 2007, the Government of Kenya institutionalized Result Based Management (RBM) in the Public Service through Results for Kenya programme. In 2009, UNDP supported the Government of Kenya to step up public sector reforms to refocus on national transformation. Rapid Results Initiative (RRI) approach was launched in more than 38 ministries, 175 local authorities and more than 10 State corporations (Kobia & Mohammed, 2006).

Government of Kenya introduced performance contracts in public service as one of the tools to improve service delivery. Since its introduction in 2004, when only a few of state corporation were participating, performance contracting is now being implemented in majority of the ministries, departments and agencies (MDAs). The decision to extend its coverage to all ministries, departments and agencies was as a result of the benefits that were beginning to manifest in participating institutions through improved administrative and financial performance as well as service delivery (Republic of Kenya, 2010). Performance contracting has provided a framework to improve on performance and service delivery by committing Head of Ministries and Parastatals to specific targets.

Result Based Management (RBM) was initiated in 2005/2006 to provide guideline for enhancing efficiency and effectiveness in public sector management. Rapid Results Initiative (RRI) was developed as a framework to implement result based management. In addition the government introduced development of strategic planning for every ministries and/or departments and majority of State Corporation prepared their strategic plans by 2007. These plans formed the basis for designing performance contract. Hence to improve service delivery in public sector management the government adopted these two closely interlinked management concepts namely: Introduction of Performance Contract and Result Based Management (ROK, 2009).

Later, between 2006 and 2008, the Government decided to shift the public service towards a results-orientation approach by introducing and facilitating the development and management of a holistic Results Based Management system through the Results for Kenya programme. The aim was to enhance performance efficiency in all government ministries, departments and agencies. It also meant to reverse the negative image of the public service (ROK, 2010).

The Kenyan government needed transformation, particularly attitude change of civil servants. The Constitution has opened space for citizens' participation in public policy making process. Changes and reforms are ideal opportunity to tackle deep-rooted problems of inefficiency because citizens are increasingly becoming empowered to demand for better services. This will be achieved through implementing the new Constitution, attaining of the Kenya Vision 2030, transforming public service delivery and private-public dialogue to enhance good governance (MOSPS, 2012).

In 2009, United Nation Development Program (UNDP) supported the Kenyan government to step up public sector reforms to focus on national transformation. Before then, it was the Government that spearheaded institutionalization of results-based management in the public service but currently the focus is on transforming Public Service delivery through building partnerships. These efforts were boosted after the promulgation of the new Constitution of Kenya in 2010 (ROK, 2010).

This shows government commitment towards service delivery but despite all these endeavors, the public has complained of poor service delivery, corruption, and untimely, inaccessible services in government offices hence the need for this study to examine resources capacity on service delivery in Huduma Centers in Kenya.

Article 186 and schedule four constitution of Kenya (2010) assigns function to National and County governments. Both governments are required to diligently perform these functions to the satisfaction of the citizens. The constitution requires that county governments should be provided with sufficient resources to ensure adequate, affordable, reliable and high quality provision of service. Where a county government is unable to perform the function assigned under the constitution, the national government may pursuant to Article 190 (3) (a) intervene to ensure such functions are performed satisfactorily (ROK, 2011).

The study focuses on service delivery at Huduma Centers in Kenya. This is after the promulgation of constitution of Kenya in 2010. Article 262 (sixth schedule) section 17 of constitution 2010 provided that that; within 5 years after the effective date, national government shall restructure the system commonly known as provincial administration to accord with and respect the system of devolved government established under this constitution (ROK, 2010).

The origin of a provincial administration can be traced to colonial era where it was used by colonial authorities as formal mechanism to consolidate power. During this period, its main functions were to collect taxes, maintain law and order and pacification of the native in the colony. It also provided judicial services and participated in legislative matters in local authorities. It was an instrument of control during the colonial period (ROK, 2011).

This restructured provincial administration is a core department and part and parcel of national government. This is especially so after the presidential executive order no 2/2014 that has vested the County Commissioners (C.C) with executive powers to coordinate all national government functions in their respective counties.

National governments is responsible for among other roles; national economic policy and planning, national standards, regulation, national public works, national statistics, immigration and citizenship, macroeconomic policies, national defence, disaster management (ROK, 2011). The Vision 2030 aims at achieving a people-centred, transparent and accountable public service that responds to public needs and provides public services that meet global standards and best practice.

With the promulgation of the Constitution of Kenya 2010, a high imperative has been placed on delivery of Public Services. In Particular, Chapter 4 of the Constitution on the Bill of Rights and Chapter 11 on Devolved Government, are some of the sections of the Constitution with a direct bearing to the quality and nature of Public Service Delivery. There is therefore an urgent need to realign current public service delivery models and structures to meet these requirements and fulfil citizen expectations for transformed Government Services (Republic of Kenya, 2010).

Against this background, and as the Government has now transited into a devolved system of governance, a number of critical considerations on service delivery need to be made including how to ensure that National Government Services are available and accessible by citizens in each of the 47 Counties down to the lowest unit of devolved Government with least cost while providing maximum value (Republic of Kenya, 2013).

In 2014, the Government envisaged to establish citizen service centers or Huduma Centers as primary service delivery channels in all the 47 counties. These are a one-stop shop down in the counties where citizens can obtain their passports, land title deeds, identity cards, Kenya Revenue Authority (KRA) personal identification numbers and driving licenses without having to travel to Nairobi to get the services. Kenyans expect every civil servant whose role is to provide services such as education, healthcare, housing and other public services, to do so efficiently in the devolved governments (Republic of Kenya, 2013).

Huduma Kenya is a programme by Government of Kenya that aims to transform public service delivery by providing citizens access to various public services and information from one stop shop citizen service centers called Huduma Centers and through integrated technology platforms. Huduma Kenya provides efficient government services at convenience of the citizen (Kenya News Agency, 2013).

Huduma Kenya is a 'one stop shop' approach in reforming service delivery in Kenya. Huduma Kenya involves amalgamating related services within one building, possibly on the same floor, effectively making it possible for service seekers to access it conveniently (ROK, 2013).

A pilot Huduma Center where customers can apply digitally for government services was launched in Nairobi by the Ministry of Devolution and Planning on November 2013. The goal of [Huduma Kenya](#) is “excellence in public service delivery”. The digital processing centers aim to reduce corruption and bureaucratic red tape.

At Huduma Centers, customers have been able to use self-service counters to apply for birth certificates, national identity cards, passports and business name registrations. Other services include marriage certificate and drivers’ licenses application and police abstracts. Allowing customers to access government databases directly at Huduma Centers is a move to improve efficiency and reduce corruption.

Speaking at the launch of the Huduma single access point to information and service transactions pilot center, at Teleposta Towers, on 8.11.2013 President Uhuru Kenyatta said, “For a long time Kenyans have been subjected to moving from place to place in search of services from the government. Endless, static queues have been the order of the day, wasting countless hours. Public service became the epitome of inefficiency. This inefficiency bred corruption; initiating a cycle of vice which has tormented many and cost the country billions. Additional Huduma Centers will be rolled out throughout the country” (Kenya News Agency, 2013).

Huduma Kenya Centers initiative displays the government’s commitment to improving public service delivery. ‘The opening of the Mombasa centre brings the total number of Huduma centres in Kenya to 13, with Nairobi’s GPO, City Square and Makadara, Machakos, Nyeri, Embu, Nakuru, Eldoret, Kakamega, Kisumu, Kisii, Kajiado and now Mombasa hosting centers’ said Anne Waiguru, Ministry of Devolution and Planning Cabinet Secretary while opening the centre in June 2014.

Huduma Center in Eldoret town, Uasin Gishu County is amongst the already launched and operational 'one stop shop' service delivery center in Kenya. The center is housed at the former Post Office in Eldoret town along the Uganda Road. Huduma Center refers to one stop shop approach in reforming service delivery in Kenya.

Huduma Center involves amalgamating related services within one building, possibly on the same floor, effectively making it possible for service seekers to access it conveniently. The former Eldoret Post Office building is a one floor building and where different services are offered in this floor hence convenient, time saving to customers. This is where the study was undertaken.

1.3 Statement of the Research Problem

The Public Service in Kenya is currently faced with a number of endemic service delivery challenges such as: inadequate access to public services; unavailable, inaccurate, delayed information on public services; multiple entry points for any single service leading to unnecessary resource utilization and time expenditure; lack of uniform standards for service delivery causing disparities at various citizen service delivery touch points; silo operation by Government agencies resulting in duplication of efforts and wastage of vital resources (ROK, 2013).

Over the last few years, a number of Ministries, Departments and Agencies (MDAs) have undertaken several initiatives to improve service delivery. These initiatives include among others: Automation and digitization of records; Business process re-engineering; Establishing online web portals to provide information on services offered; Creation of banking halls to improve the service delivery environment; Mobile phone systems to enquire and track service applications.

However, despite these service delivery improvements by the government, the question is why does the public still complain of poor service delivery by public servants? As a result, the benefit to the citizen has been limited and inconsistent across the entire public service hence the approach to improve service delivery through Huduma Centers (ROK, 2013).

To address the challenges outlined above and to meet the expectation of the Constitution of Kenya 2010, it is proposed that the Government implements the concept of one-stop-shop citizen service delivery “Huduma Centers”. The concept of One Stop Shop is to enable citizens and customers to access different services under one roof efficiently and conveniently.

Huduma Centers as reform strategy to address service delivery have been introduced recently in 2014 by national government hence need for this study to examine the resources capacity on the envisaged service delivery in public sector especially at the Huduma Centers. Huduma Centers are a new concept in Kenya having being introduced in 2014, hence one of the areas not extensively researched upon in Kenya. But this new concept to improve service delivery through Huduma Centers has not identified how resources may affect the envisaged service delivery at Huduma Centers. Based on the problem stated, the purpose of this study is to examine resource capacity on service delivery in Uasin Gishu County Huduma Center.

1.4 Research Objectives

The research objectives are those specific issues within the scope of stated purpose that the researcher focused upon and examined in this study. They are the general and specific objectives. This research is exploratory; hence the stated objectives guided the study.

1.4.1 General Objective

To investigate the effects of resources on service delivery in Huduma Centers.

1.4.2 Specific Objectives

- i. To explore the influence human resource has on service delivery in Huduma Centers.
- ii. To find out how physical resources in Huduma Centers affect service delivery.
- iii. To analyse how financial resource availability affect service delivery in Huduma Centers.

1.5 Scope of the Study

The study only examined the only three types of resources namely human, physical, and financial resources and their effects on service delivery. There are other types of resources like environment factor that are not addressed in this study. The study was also limited to establishing the effects of resources on service delivery at Huduma Centers as one stop shop service delivery point. Apart from resources, there could be other factors like leadership style, organizational culture, and change management at the organization that may have effects on service delivery.

1.6 Limitations of the Study

Mugenda (2011) states that a limitation is an aspect of the study that the researcher knows may negatively affect the results or generalizability of results, but over which he or she probably has no control. Limitations of study are often related to sample

size, sample selection, type of research design, length of the study, or data collection procedures. The researcher was constrained by financial cost and time factor in undertaking the study.

The study units of analysis were customers seeking services at Huduma Center. It's anticipated that the chosen respondents were representative of target population. The study used a five point Likert scale questionnaire to collect primary data. This study is based on quantitative data analysis approach and never used the qualitative approach. For purposes of minimizing cost, the study is limited to mainly Huduma Center in Uasin Gishu County from where the research findings were used for generalization for the all Huduma Center in Kenya public sector.

1.7 Significance of the Study

The public service is coming from a history of poor service delivery to its citizens, undelivered promise and poor management. Consequently a number of reforms have been undertaken to ensure that public service improve the service delivery. This study investigated how various types of resources may affect the envisaged improvement of public service delivery by the government of Kenya and therefore will assist the national governments policy makers come up with policies at the work place that will support the envisaged improvement of service delivery to its citizens.

The government is committed to decentralization and devolution of power, resources and institutions as one of modalities to ensure that service are delivered effectively and efficiently to communities (ROK, 2010). The government is also disbursing resources directly to the constituencies and counties such as those for sub county

roads, uwezo funds, HIV/AIDs funds, equalization fund and other devolved funds for intervention at these levels. This study will help the government and management committees in planning for resource utilization at those devolved levels.

It is therefore worth to note that this study sought to provide information to governments and members of the public on how resources at the work environment can promote social and economic development and provision of proximate, easily accessible services throughout Kenya; facilitate the decentralization of state organs, their functions and services are outlined in Article 174 of the constitution of Kenya hence assist the government in the implementation of the constitution and help them put up the necessary supporting infrastructure and hence help the government workers improve on the service delivery to the public.

Wide range reforms were undertaken during ERS period and significant results were realized. However challenges persist such as inadequate resources, a general resistance to change and low morale among civil servants (ROK, 2009). It is for this purpose this study sought to explore the gaps in terms of resources capacity that may be existing in the Huduma Centers and their effect on service delivery. Hence, this study will provide a comprehensive review of literature to researchers regarding the relationships between resource capacity and service delivery in Kenya public sector.

1.8 Resource-Based View Theory

This study was based and guided by Resource Based View Theory. This Resource Based View of the firm has been elaborated on by works of Barney (1991).

The Resource Based View theory combines the internal analysis of phenomena within companies with the external analysis of the industry and the competitive environment.

A firm that has attained a competitive advantage has created economic value than its competitors. Economic value is generally created by producing products and/or services with either greater benefits at the same cost compared to competitors the same benefits at lower cost compared to competitor (Barney, 1991).

The resource based view theory contends that a firm's internal resources and capabilities are the best source of competitive advantage over other firms. An approach to strategy with this view then seeks to find or develop distinctive competencies and resources, applying them to produce superior value. To the extent that these competencies can be kept unique to the firm, they can be used to develop a competitive advantage.

The resource based view focuses on internal resources, the firm's strengths and weaknesses, in contrast to the positional or environmental models of competitive advantage which focuses on opportunities and threats (Barney, 1991).

The resource based model assumes that firms within an industry (or group) may be heterogeneous with respect to the strategic resources they control. Second, this model assumes that these resources may not be perfectly mobile across firms, thus heterogeneity can be long lasting.

Resource based theory sees the firm as a collection of assets, or capabilities. In the modern economy, most of these assets and capabilities are intangible. The success of corporations is based on those of their capabilities that are distinctive. Companies with distinctive capabilities have attributes which others cannot replicate, and which others cannot replicate even after they realise the benefit they offer to the company which originally possesses them.

Business strategy involves identifying a firm's capabilities: putting together a collection of complementary assets and capabilities, and maximizing and defending the economic rents which result. The concept of economic rent is central in linking the competitive advantage of the firm to conventional measures of performance.

Highly efficient resources, uniquely efficient, form a resource position barrier that is effective because of the lower expected returns on the same type of resources if acquired by a competitor. One's chance of maximizing market imperfections and perhaps getting a cheap resource buy would be greatest if one tried to build on one's most unusual resource or resource position (Wehrich & Harold, 1993).

However, not all resources that an organization has have strategic relevance. Only certain resources are capable of being an input to a value creating strategy which put the organization in a position of competitive advantage. It is right therefore to say that an organization's resources with their attributes provide the potential for competitiveness.

This being the case, it would be less effective to employ the performance control system and reform strategies like Huduma Centers without putting into consideration the necessary resources for it to operationalize the Huduma Center strategy for quality service delivery. Huduma Centers are intended to provide competitive edge in the public sector.

Resource Based View then suggest that resources are a vital asset for an organization which without it, the organization may not achieve the desired competitive edge. Thus, implementation of Huduma Centers as service delivery points must be supported by the availability of adequate and rightful resources for quality service delivery to be achieved.

1.8.1 Criticism of the Theory

Resource Based View Theory can be critiqued from a competitive heterogeneity perspective; firm resources include all assets, capabilities, organizational processes, firm attributes, information, knowledge, etc. controlled by a firm that enable the firm to conceive of and implement strategies that improve its efficiency and effectiveness (Barney,1991). This over inclusive definition of resource makes it impossible to derive whether a resource is an input for the organization or a resource is a process within the organization which uses that input.

Closely related to that, there is no distinction in types of resources which can differ in contribution towards competitive sustainable advantage. While the definition of resources could be seen as over inclusive, this can also be one of the strengths of the resource based view (Barney, 1991). However, this does not mean every single resource has to be equally strong in improving efficiency and effectiveness.

Furthermore the strength of a resource also changes as too the environment changes. One important distinction, the one between resource and capability, is necessary to make (Wehrich & Harold, 1993).

1.9 Conceptual Framework

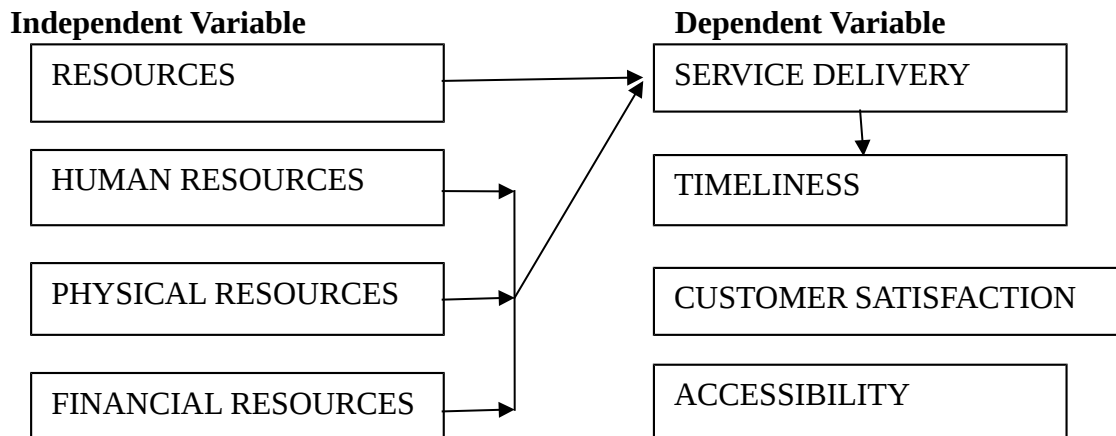


Fig 1.9: Conceptual Framework

Source: Researcher's Own Work, 2015.

This study was based on the conceptual framework of dependent and independent variables, where the dependent variable was affected by the independent variables with regard to the outcomes of the service delivery in Huduma Centers. In this case therefore, the provision of quality service in most instances is affected by among other factors by the resources available and required to undertake a task as shown in fig. 1.9

1.9.1 The Independent Variable

The independent variables in this case are factors which influence service delivery in the public sector. These factors include human resources, physical resources and financial resources. They all work for or against a dependent variable such as customer satisfaction, timely service delivery and accessibility of service by customers, performance and its effects on employee motivation. Nonetheless, this study will focus only on the influence of resources on customer satisfaction, timely service delivery and accessibility of services in Huduma Centers.

1.9.1.1 Human Resources

Human resources include the staff, required skills and competencies, reinforcement components such as rewards and punishments. The selection and placement and trainings of human resources in the public service are done by the Ministry for State for Devolution and Planning through Directorate of Personal Management in conjunction with Principal Secretary (PS) of respect ministries.

1.9.1.2 Physical Resources

The physical resources are made up of land, infrastructure, machinery, plant and equipment and vehicles. Physical resources are acquired through government sources and are recorded in the government assets inventory which is reviewed from time to time.

1.9.1.3 Financial Resources

This entails the necessary cash flows, working capital and investments. The public service financial systems originate from the estimates of financial needs from the grassroots to the Ministry of Finance. Whatever is available is channeled to the lower levels of management through respective Principal Secretaries (PS) through the use of a document known as Authority to Incur Expenditure (AIE).

1.9.2 Dependent Variables

On the other hand, dependent variable; service delivery would be seen in terms of productivity numbers, customer satisfaction, timely and accessible services, employee motivation, reduced costs, increased revenue collections, and timely decision making.

However this study endeavors to focus only on customer satisfaction, timely and accessible services.

1.9.2.1 Service Delivery

Service Delivery entails outcome trends in quantity and quality of tasks undertaken over a specific time frame in terms of time taken and accessibility of the service. Service delivery outcome can be positive or negative depending on circumstances surrounding the intended activities. This is evident when there is a timely provision of services, easily accessible services, improved and quality products and in some cases a decline in customer complaints and an increase in customer compliments.

CHAPTER TWO

LITERATURE REVIEW

2.1 Overview

This chapter presents a summary of related literature in the area of research relevant to the study. It gives an overview of various types of resource like human resource, physical and financial resources and linking them to their effects to service delivery. A critical review of types of different resources, their causes and effects on service delivery in terms of accessibility, timely provision of quality services that enhances customer satisfaction is reviewed in this chapter.

The process of reviewing the literature helped the researcher to understand the subject area better and thus helped to conceptualize the research problem clearly and precisely. It also helped in the understanding of the relationship between the research problem and the body of knowledge in the area.

2.2 Human Resources and Service Delivery

The public service has workers who make a major contribution to the economic and social life of Kenyans. Their role in supporting government at national and local levels, in the development of policy and the delivery of services, and in the provision of infrastructure is essential. However, while that role has been changing, the public service must now change even faster if it is to continue to attract the confidence and support of the citizen and deliver on the development objectives of the new government (Republic of Kenya, 2013).

In the devolved system of government, the public service should be well prepared to meet the emerging challenges embrace the new system of government. Government has taken strategic policy changes like enactment of Salaries and Remuneration Act as fulfillment of Article 230 of the constitution of Kenya; Revision of code of conduct now renamed Human Resource Policies and regulations for the public service. There is also the development of new scheme of service in various ministries. These strategic policies changes are geared towards improving the efficiency and effectiveness of public service and ensuring quality service delivery (MOSPS 2012).

The strategy of centralized manual service point will involve an initial deployment of the current “as is” manual or already automated services, through seeking the deployment of service staff from the different service agencies to the one stop shop. Existing automated services such as KRA personal identification number (PIN) services will be provided through youth owned and operated service bureaus within the Huduma Center. The youth enterprises will also offer cyber café, photocopy and printing services (Republic of Kenya, 2013).

Different structures have been set to operationalize Huduma Centers. The responsibilities of the Huduma Centers Technical Committee will include:- guaranteeing the deployment of service staff to the Huduma Centers. The Huduma Kenya Secretariat will be responsible for the day to day operations, customer service and front office staffing, and the uniformity in service delivery across the Huduma Centers (Republic of Kenya, 2013).

The Department for Coordination of National Government in the Ministry of Interior and Coordination of National Government is responsible for the following: Chairing Service Delivery Oversight Committees to coordinate Service Delivery by National

Government Agencies and Oversee efficient delivery of National Government services in Huduma Centers and also ensure that Regional, County and Sub County Administration Officers and National Government Service Agents in Huduma Centers are supervised (Republic of Kenya, 2013). This points out that the government is committed to ensuring that there is efficient, effective delivery of timely, quality services to customers and members of public at Huduma Centers.

The mandate of the national government coordination with respect to Huduma Centers is: Coordination of national government functions at the county level; Coordinating and championing service delivery to the people at the grassroots, through operationalization of the one-stop shop model; Provide impetus to public sector transformation premised on right sizing of the service, efficiency, responsiveness, prudence in resource usage, productivity, better service delivery to the people, a spirit of servant leadership.

County and Deputy County Commissioners play a critical role in the management of human resource at the county level. Hence they are expected to undertake the coordination of national government functions within their counties of jurisdiction. Specifically, the CCs and DCCs are tasked with the responsibility of: Managing respective county service delivery stations; Overseeing efficient delivery of National Government services in the respective service delivery centers; Supervising ACCs; Managing the Human Resource functions at the county level; providing capacity and logistical support to other administrative officers at the county level (Republic of Kenya, 2013).

Work environment variables are organization wide action and are concerned with several factors which are common throughout the organization and are largely

determined by the organization itself. Such factors would include systematic rewards (like fringe benefits), individual rewards (system allocation of status) and are more important to emergent organizational climate (Steers and Porter, 1979). Factors such as open communication, perceived relative emphasis on reward verses punishment, degree of interdepartmental cooperation and so forth may at times influence individual decision to produce on job and therefore affect his or her performance ultimately influencing service delivery.

A training and development focused organization has a clear roadmap for training their employees to sustain and enhance the productivity of the organization. It is necessary for organizations to keep abreast with changes, environment keep changing hence need to train employees accordingly. A positive work environment would have routine training to improve efficiency and instill positive attitude among employee (Rothaemel, 2012).

An efficient, motivated and well trained public service is one of major foundation of Vision 2030 with public sector reform further enhancing among other things performance contracting for improved service delivery of the citizens (Republic of Kenya, 2007).

Motivation is concerned with those factors that energize, direct and sustain human behavior. It then appears that a comprehensive theory of motivation at work must address itself to at least three important set of variables which constitute the work situation. These are individual characteristic, job characteristic and work environment characteristic (Steers and Porter, 1979).

Motivation factors definitely do not exist in a vacuum. Even individual desires are driven and conditioned by physiological need or by needs arising from personal

background. To meet organizational requirement, managers recruit, select place and promote people (Weihrich & Harold, 1993). This is a critical resource in terms of human resource that can be exploited, managed and developed for improved service delivery in any organization, Huduma Centers included.

Performance contracting is administered annually and monitored through submission of quarterly and annual reports to government for evaluation of achievements of targets. Key challenges in performance contracting are inadequate resources such as human, financial, material and information, weak administrative structures, policies and processes (Simiyu, 2012). These are the challenges that need to be researched upon, addressed to understand how they affect service delivery and how the management can mitigate or put in place measures that enhances improved, timely and customer friendly services.

A climate for service reacts on foundation of fundamental support in the way resources, training managerial practices and assistance are required to perform effectively (Schwartz, 1984).

Poor governance within the public service has generally contributed to deficiency in service delivery. Effectiveness & efficiency with which public service are supported for inclusive growth, economic innovation, competitiveness and maintaining quality places will be essential to success of the counties (ROK, 2011).

The selection, placement and trainings of human resources in the public service are done by the Ministry for State for Devolution and Planning in conjunction with Public Service Commission of Kenya, Principal Secretaries of respective ministries. Introduction of Huduma Centers is part of the broader public sector reforms aimed at

improving efficiency and effectiveness in the management of public affairs and improving service delivery and efficient utilization of resources.

2.3 Physical Resources and Service Delivery

The Huduma Centers seek to bring together government services under one roof, leading to direct access and enhanced convenience for citizens, enhanced customer service, adherence to global standards for service delivery, and increased efficiency and service delivery turnaround times. When fully implemented, citizens will receive commonly used government services such as issuance of Identity Cards, Drivers Licenses, Birth Certificates, tax inquiries, registration of business names, National Hospital Insurance Fund (NHIF), National Social Security Fund(NSSF) and much more, from one stop shop Huduma Centers (Republic of Kenya, 2013).

Huduma Centers are being implemented in phases: PHASE 1 entails; Establishment of Huduma Centers to offer a centralized manual service point at designated physical locations at the County. This phase also involves the identification, preparation, branding and launch of the first phase Huduma Centers.

The first phase implementation targets to convert existing Post Offices into the Huduma Centers, the integration of a queue management system, and comfortable waiting arrangements for citizens. Where counties lack the necessary infrastructure, focus is to move to adopting the use of any other local government offices, leasing of commercial properties or establishing a center at the nearest logically situated Post Office (Republic of Kenya, 2013).

The priority choice of post offices is based on the need to renew and transform the now almost defunct premises to additional use; the fact that most post offices were already designed with a service delivery logic; and further, due to the fact that most offices already enjoy connection to fibre and other connectivity frameworks that will be useful in the second phase of implementation (ROK, 2013).

A specific partnership agreement has been negotiated with target infrastructure owners such as the Postal Corporation of Kenya to utilize their infrastructure. Agreements have been made with courier providers to utilize the Express Mail Service (EMS) situated within the Postal Offices to offer services of courier documentation to validation centers and return to the customers accessing Huduma services (Republic of Kenya, 2013). This move is likely to lead to easily available services in a timely manner at the service delivery points of Huduma Centers.

The second phase runs concurrently with the first phase for a period of 36 months. This phase seeks to leverage on ICT and focus on optimizing efforts already made to automate back end public service delivery functions (ROK, 2013).

As indicated herein, many MDAs have invested heavily in the digitization of records, business process re-engineering and mobile phone enquiry and tracking services. These have however not been translated to the front end of service delivery. Towards this end, we propose to utilize the second phase of implementation to actualize the operations of front end automated public service delivery frameworks.

Activities to be undertaken at Huduma Centers in the second phase are to do with the: Online web portal to provide integrated services offered by various National Government Ministries, Departments and Agencies. Mobile phone platform to offer

M-Government services to citizens from the convenience of their mobile phones including enquiries, applications, customer satisfaction monitoring platforms; Call centres to provide customer service using a single dialling prefix that citizens can use to enquire about services offered by different Government agencies (ROK, 2013).

The second phase entails the full roll-out of automated public services to the established Huduma Centers countrywide and increase additional services and channels, expansion and architectural re-design of the Huduma Center premises to meet customer standards.

Responsibilities of the Huduma Centers Technical Committee will include: Reviewing policies, legislation and regulations to facilitate implementation of Huduma Center services. Huduma Kenya Secretariat will Support the establishment of Huduma Centers including securing of premises, deployment of service delivery MDA staff and interim center staffing, training and familiarization, and linkage with youth enterprises. Youth and women enterprises are being incorporated in provision of public services where feasible through among others digital villages, call centres and 'biashara agencies' (Republic of Kenya, 2013).

As pertains the physical resources of Huduma Centers, the Department for Coordination of National Government in the Ministry of Interior and Coordination of National Government is responsible for; providing the administrative support services for Huduma Centers including the framework for pooled resources and is also custodians of the Huduma Center physical resources (Republic of Kenya, 2013).

Identified MDAs to operate at Huduma Centers are required to offer information, second staff and support delivery of services as appropriate to support the

implementation of Integrated Service Delivery at these Huduma Centers. Such MDAs are also be required to enhance the business process reviews, automation of direct public services to leverage on technology in service delivery (Republic of Kenya, 2013).

A positive work environment makes employees feel good about coming to work, and this provides the motivation to sustain them throughout the day. To understand what causes people to be satisfied with their jobs, the nature of work itself is one place for human resource development practitioner to focus on. Dissatisfied employee are more likely to quit their jobs or to be absent as compared with satisfied one (Steers & Porter, 1979).

Management can recruit the right type of employee with right skills, train and compensate them for providing excellent service. Proper procedures, equipment, tools and technology should facilitate service delivery in the eye of both the employee and the customer (Robbins & Mary, 1996).

We need to institute better practice in our work place to positively influence the culture of our organization. The factors that should be addressed in order to enhance positive organization culture are nature of work, remuneration package, job satisfaction, communication, mission statement, organizational structure, individual personality and management practice. Organizational culture has an impact on staff in various ways for example in job satisfaction, commitment, stress and turnover (Republic of Kenya, 2002).

Work is important in the lives of individual. There is notion of reciprocity or exchange. Organizational work environment which favors a service climate can lead to behaviour and attitude in employee which in turn result in higher values and better results (Wehrich & Harolds, 1993).

One's job is often a source of status or rank in society at large, in fact work or what one does at work often transcends the boundaries of work organization. From the psychological standpoint, work has personal meaning for the individual. It can be a source of identity, self-esteem and self-actualization. It can provide a sense of purpose and status in his/her society (Steers & Porter, 1979).

Conversely, however work can be a source of frustration, boredom and feeling meaningless, depending on the characteristic of the individual and or the nature of task or work environment. Such feeling can then lead to reduced level of job movement, decreased job satisfaction and lowered desire to perform hence affect service delivery in an organization or public sector.

There is need for organizations to create and maintain climate for service in order for employee to effectively deliver excellent service. Employees are more likely to deliver excellent service to customers when organizations expect and reward such behaviours and establish practices that facilitate service delivery (Locke & Latham, 2002).

Aside from the job scope itself, another factor that significantly influences how employees feel about work is the environment. Work environment, entails all forms and part of employees' involvement with the work itself, the relationship with co-workers and supervisors, organizational culture and room for personal development (Sander & Visnius, 2008).

2.4 Financial Resources and Service Delivery

Government is negotiating for partnership agreements with banks that act as financial intermediaries for key government service providers who to set up counters within the Huduma Centers to ease access. A unified and integrated multi-channel payment gateway to facilitate ease of payment for Government services including visa, mastercard, M-Pesa is being implemented in Huduma Center. Government is committed to secure the budgetary/financial resources to establish and support Huduma Centers (ROK, 2013).

Performance contract resource factor do include: quality of fundamental statements (vision, mission, strategic objective), availability of resources for service delivery, organizational structures and policies, staff motivation, education level of employee, expectation of key stakeholders, partnerships and prioritization of investment (Simiyu, 2012).

On this line, it can be argued that the setting up of Huduma Centers at the county level is geared toward has enhanced performance of public sector in area of customer satisfaction, employee satisfaction and realization of easily accessible, proximate, fair, timely service delivery by the Government of Kenya in line with the constitution (ROK, 2013). Stability of resources enhances the motivating effect of the worker or the human resource. When resources are not availed or availed late, the staff gets frustrated (Kobia & Mohamed, 2006).

Work becomes meaningful when employees know that what they contribute affect their organization. It is important for staff to discuss organization philosophy, vision, mission and values. This ensures that everyone knows what they are working for

other than paycheck (Heathfield, 2012). Many negative results such as mistakes, wasted financial resources and duplicated communication are as a result of poor ineffective communication (Schwartz, 1984).

Implementation of performance contract in Kenya has yielded significant benefits to the country. These include; influencing ministries, departments and agencies (MDA) to realize their core mandates, improvement in performance of public service for instance public service charter have refocused Ministries, departments and agencies on identifying and delivery against service standards (Republic of Kenya, 2010). This same spirit is to be replicated in Huduma Centers as service delivery points.

Finances are disbursed to lower management levels like MDAs through written authority using a document called Authority to Incur Expenditure (AIE). The AIE gives a summarized outline of how to expend the finances advanced to the accounting officer as per the budgeted vote heads. When the AIEs are available the finances are wired to the recipient ministry, department account by use of a monetary transfer system. There a number of financial controls in the entire process and financial returns records must be submitted back to the respective accounting officer or Principal Secretary (PS).

Hence a delay in the submission of AIE ultimately affects service delivery at the lower levels. Huduma Centers therefore is a control tool of management by government, which has been employed, with the aim of improving service delivery. Quality service delivery is the standard by which satisfaction can be weighed against expected outcomes of an activity by those concerned.

The main objectives of setting Huduma Centers are to improve performance, achieve quality, timely service delivery and to improve productivity. It is also instill a sense

of accountability and transparency in service delivery and utilization of the scarce resources. Other objectives include giving autonomy to government agencies without being subjected to the bureaucracies and unnecessary red tapes that hinder efficient and effective delivery of goods and services to customers (ROK, 2013).

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Overview

This chapter describes the methodology used in the study to address the study objectives, defines the research design, target population, sampling techniques used. It presents study area, data collection tools, techniques used for data collection, study population from which the sample size was derived from. It also presents data analysis techniques and the statistical tools used to analyze the data collected from the field.

3.2 Research Area

Uasin Gishu County Huduma Center is located at the General Post Office building in Eldoret town. It's along the Uganda road in Eldoret town. General Post Office is one the 16 postal offices in the county. The county is connected to fibre optic cable thus enjoys access to internet connectivity. The availability of these services plays an important role in enhancing the socio-economic development of the county (ROK, 2013).

The existing post office has been converted into Huduma Center. The priority choice of post offices was based on the need to renew and transform the now almost defunct premises to additional use; the fact that most post offices were already designed with a service delivery logic; and further, due to the fact that most offices already enjoy connection to fibre and other connectivity frameworks that will be useful in the second phase of implementation (ROK, 2013).

Uasin Gishu County is a highland plateau in Kenya. It's among the 47 counties in Kenya. It borders Trans Nzoia County to North, Bungoma and Kakamega County to East, Nandi and Kericho County to South and Elgeyo- Marakwet County to East.

The County administratively is divided into six sub counties namely; Turbo, Soy, Ainabkoi, Moiben, Kesses and Kapseret. All six sub counties spread from Eldoret Town Municipality outwards and thus Eldoret town is central to all of them (ROK, 2013).

On 11th January 2016, the Cabinet Secretary, Ministry of Interior and Coordination of National Government established the six sub counties as Sub County National Government Service Delivery Units vide gazette notice no 54 of 2016 (ROK, 2016)

3.3 Research Design

A research design is an arrangement of conditions for collection and analysis of data in a manner that combines relevance to the research purpose with the economy in procedures (Kothari, 2003). It also entails the organization of data collection and analysis to provide the required information (Tromp &Kombo, 2010).

There are various forms of research design ranging from experimental research design, correlation research design, exploratory research design and descriptive research design. Mugenda (2011) points out that there are three designs that have traditionally being used in scientific research. These are descriptive, correlational and experimental design.

This study adopted descriptive research design. This is because descriptive design studies are commonly used when examining social issues that exist in communities. This study is exploratory and limited in scope hence its easier, simple to adopt descriptive research design. Service delivery is a social issue likely to be affected by resources in an organization. Where research is exploratory, the research usually omits hypothesis and the study is guided by stated objectives.

3.4 Target Population

Target population refers to the individuals or elements that the researcher intends to use in the study so as to obtain primary data (Mugenda & Mugenda 2003). The targeted population comprised all customers served at Huduma Center. The then Cabinet Secretary, Ministry of Devolution and Planning noted that Huduma Centers were serving about 1200 customers weekly while launching the Mombasa Huduma Center. The manager in charge of Uasin Gishu County Huduma Centre reported that on average the Centre serves 900 customers weekly.

National Government has several ministries and departments. These departments play an operational and complimentary role in support of service delivery. The Constitutional mandates the National Government to undertake specific distinct roles.

3.5 Sample and Sampling Procedures

Probability sampling was used, under which simple random sampling was used in selecting the respondents in this study. The researcher used this method because probability sampling utilizes some form of random selection and enables one to estimate confidence levels for statistics. It relies on probability theory.

3.5.1 Sample and Sample Size

A sample is a subset of the population that should represent that entire group of focus. Kothari (2003) argued that the choice of the sample size will be determined by the confidence one needs to have in his data; it also depends on the type of analysis one is going to take and finally the size of the total population from which that sample is drawn.

Kothari (2003) used a sample size of between 10% and 30% of the target population. This study used the Kothari sample size determination and thus settled on a 10% sample size of the target population of 959. This therefore gave a sample size of 96 respondents.

3.5.2 Sampling Procedures

Sampling is the process of selecting a representative of a total population (Tromp & Kombo, 2010) to produce a miniature cross section of the target population selected for analysis (Kothari, 2003). The sampling procedure refers to the techniques used to draw a representative sample size.

There are two types of sampling techniques namely the probability sampling and non-probability sampling. The choice of the technique is determined by the information required by the researcher. Hence, there are a number of sample techniques such as stratified random sample, simple random sample, quota random sample, cluster random sample, systematic random sample, convenient sample, purposive sample.

The researcher adopted simple random sampling technique. The customers served at Huduma Center are many. Weekly returns showed that over 900 customers are served weekly in the Center. Simple random sampling was found to be most appropriate in this case.

3.6 Research Instruments

Research instruments are tools by which data is collected. The data was collected by use of questionnaires. A questionnaire is a list of questions in a set form and is developed to address specific objectives and research questions or hypotheses of the study (Mugenda & Mugenda 2003).

The primary data was obtained through use of structured questionnaires administered to the respondents consisting of customers at Huduma Center. The secondary data was collected from various sources namely journals, research papers, government documents and textbooks.

The researcher used structured questionnaires which were administered by the researcher himself to customers at Huduma Center. These questionnaires were administered by the researcher himself to ensure maximum return of the questionnaires. The questionnaire administered dealt with the effects of resources on service delivery in Huduma Center.

The research questionnaire was designed to elicit response on background information of respondents as well as vital issues identified by the independent and dependent variables in the conceptual framework bordering on the research question.

A total of 96 questionnaires were administered to customers between 13/10/2015 and 27/12/2015. They were then collected and analyzed. The respondents indicated their level of agreement on a 5 point scale. Each question was to be answered on a 5 point scale ranging across: 'don't know, strongly disagree, somehow disagree, somehow agree, and strongly agree'. Each questionnaire consisted of mainly closed ended questions and a few open ended questions. The open ended section had a question to solicit recommendation on improving service delivery.

3.7 Instrument Validity and Reliability

Instrument validity refers to the degree to which results obtained from the analysis of the data represents the problem under study (Mugenda & Mugenda, 2003). The instrument were designed by the researcher, evaluated and improved on by the University supervisors to ensure they measure the desired content. To determine and improve the validity of the questionnaire assistance was sought from the supervisors. This allowed the preparation of the final questionnaire to capture the needed data.

Reliability is the measure of degree to which a research instrument yields consistent results after repeated trials (Kothari, 2003). The questionnaires were pretested before being administered to the sample group. The instruments were pretested in Nakuru County Huduma Center before being administered in Uasin Gishu County Huduma Center. Huduma Center in Nakuru County was used to conduct the pilot study as it was not actual study area where 30 employees were given the questionnaires.

Reliability was measured using the Cronbach's Alpha at a level of 0.7%. In the opinion of Hair *et al.*, (2005) the generally agreed upon lower limit for Cronbach's Alpha is ≥ 0.70 but may decrease to ≥ 0.60 in explanatory research and increase up to ≥ 0.80 in studies that required more stringent reliability. A pilot test was conducted to test the content validity of the data collection instruments.

3.8 Ethical Issues

The study followed ethical procedures and considerations expected in the research process. All cited works in the current study were duly acknowledged. The researcher sought for research permit from the National Council for Science and Technology to undertake the research. He also reported to County Commissioner and County Director of Education, Uasin Gishu and Huduma Center Manager to seek their consent and approval to carry out the study.

Ethical issues of privacy, confidentiality, anonymity, voluntary and informed consent were provided to the respondents. Confidentiality was observed in this research and the respondents were assured of non disclosure of research data to third parties or to other parties that may use the data for their own purposes. The researcher assured the respondents that their responses was for academic purpose only and are not meant for any other purpose.

The findings of this research would not be used to harm or prejudice respondents or any authority. Anonymity of the respondents was observed to guarantee confidentiality by the respondents being required not to indicate their names in the research instruments.

The respondents freely participated in the research. The researcher communicated to the respondents through the questionnaires that the research is voluntary and they are at liberty to withdraw from the study at any time without repercussions.

3.9 Data Collection Procedures

Data collection procedure refers to the techniques employed by the researcher in collecting data. In this study, both primary and secondary data was used. Data collection instrument used was questionnaires. Structured questionnaire was used to collect necessary data from the respondents.

The collected data was analyzed and used in the generalization of the outcome. The researcher selected a sample of subjects and self-administered the questionnaires to the respondents. Primary data collected from the field was coded and edited to completeness. 96 questionnaires were administered within a period of two months. Secondary data was collected from published government reports, books, journals found in the libraries, internet database and websites.

CHAPTER FOUR

DATA PRESENTATION, ANALYSIS AND INTERPRETATION

4.1 Overview

This chapter focuses on data presentation, analysis and interpretation as based on study objectives. It gives highlight of responses received from respondents as a result of questionnaires administered to solicit information about the effects of resources on service delivery in Huduma Centers in Kenya. This chapter is constructed according to the study objectives and the variables to illustrate their relationship.

Therefore responses were analyzed through the use of frequency tables and represented by bar charts to depict respondents` background information, resource capacity on service delivery in Huduma Centers as well as the views and opinions of the respondent`s recommendation on improving service delivery in Huduma Centers in Uasin Gishu County. A total of 90 respondents suitably participated in this research.

Data analysis is the process of simplification and interpretation of the survey data. It is partly computation and partly intuition in determining which variable to examine and its relationship with other variables.

The quantitative measure was used to generate descriptive statistics such as frequencies, percentages, mean, while qualitative method was used to sort out data from the open-ended questions of the questionnaires.

Statistical tools consisting of SPSS and Microsoft Excel was used in analyzing the final data. The questionnaires were collected, sorted and recorded. All data was entered and verified after effective coding. Data was then be scrutinized in relation to

the objective of the study. Data cleaning was done by checking missing values, partially filled questionnaires. They were then coded with numeric values in order to group them for analysis. Data results were then presented in frequency tables and bar charts.

4.2 The Impact of Social and Demographic Characteristics of Respondents

4.2.1 Age of Respondents

Table 1: Age of Respondents

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 18-30	54	60.0	60.0	60.0
31-40	26	28.9	28.9	88.9
41-50	5	5.6	5.6	94.4
51&above	5	5.6	5.6	100.0
Total	90	100.0	100.0	

Source: Researcher's field work, 2015.

Table 1 depicts that the minimum age group were 18-30 years and maximum were 51 and above respectively. Age 18-30 and 31-40 had the highest frequency of 60% and 28.9 % respectively. It was important to seek this information in order to establish the

age bracket of respondents so as to determine the age bracket of the customers seeking services. The findings indicated that the majority of the respondents in this study were aged between 18-30 years (60%).

This majority group of youthful respondents seeking service at Huduma Center is likely to embrace changes which in characteristic to improved service delivery at the centre. The relative youthfulness of the majority of the customers bodes well for change in improving service delivery; they are bound to be less rigid and more receptive to change and technology than the older customers. However, it is significant to note that the demographic profile shows that those seeking services at the Huduma Center are cross cutting across all ages and gender.

4.2.2 Sex of Respondents

Table 2: Sex of Respondents

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Male	50	55.6	55.6	55.6
Female	40	44.4	44.4	100.0
Total	90	100.0	100.0	

Source: Researcher's field work, 2015.

Table 2 shows the sex distribution of the respondents who participated in the research. 50 males (55.6%) and 40 female (44.4%) respondents participated in this research. These findings indicate that there is fair representation in gender for the respondents seeking service at Huduma Center. It corresponds well with the government commitment in mainstreaming gender issues and effort to make gender changes in opportunities and empowerment as well as attainment of at least 30% of either gender representation.

4.2.3 Education Levels of Respondents

Table 3: Education Levels of Respondents

	Frequency	Percent	Valid Percent	Cumulative Percent
Primary	1	1.1	1.1	1.1
Secondary	16	17.8	17.8	18.9
Valid College	34	37.8	37.8	56.7
University	39	43.3	43.3	100.0
Total	90	100.0	100.0	

Source: Researcher's field work, 2015.

From the findings of this study, the majority of the respondents i.e. 80.1% of the respondents had post secondary education of either college or university level. This implies that the majority of respondents were knowledgeable enough to comprehend and demand for better services. They are also a group that is likely to be well conversant with the expectation of constitution of equitable, fair, accountable and accessible service delivery by government workers in the public sector.

4.3 Work Environment and Service Delivery

4.3.1 Services Obtained from Huduma Center

Fig. 4.1 and 4.2 shows respondents' responses on the kind of service offered at Huduma Center and their respective service departments. ID card registration, registration for issuances of certificates and consultation services accounted for major service offered at Huduma Center at 25.6%, 24.4% and 23.3% with these three types of services accounting for about 73.3% of all services sought by respondents at the Huduma Center.

The respondents while seeking for these services interact with various departments. ID card registration department accounts for the department with highest interaction with the respondents at 22%, KRA 17.8%, NSSF/NHIF 12.2%, civil registration 10% while immigration, social service, procurement and police department tally at 6.7% each with HELB department with only 3.3% respondent seeking their service at the Huduma Center.

The findings indicate that most of the youthful populations who have attained mandatory age for acquisition of national ID card are seeking the registration of the ID through Huduma Center with 22% of the respondents interacting with ID card registration department. KRA service department follows with 17.8% respondents interacting with it. The timing of data collection coincided with the time for the declaration of tax returns by public sector employee and this explains why KRA department was the second department with highest interaction with customers.

These departments with highest interaction with customers are to a large extent determine the customers view of service delivery in Huduma Center. The employees' motivation, skills, training and working tools will impact on the services offered and ultimately affect customer satisfaction.

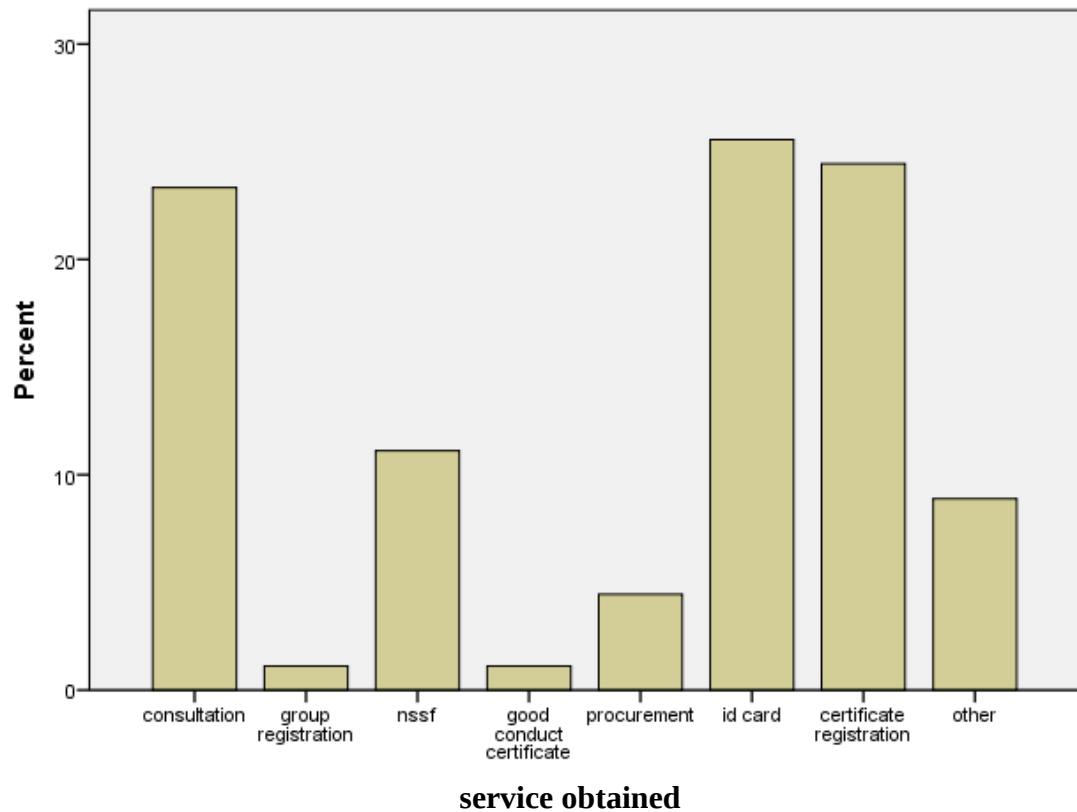


Fig 4.1: Services Obtained From Huduma Center

Source: Researcher's field work, 2015.

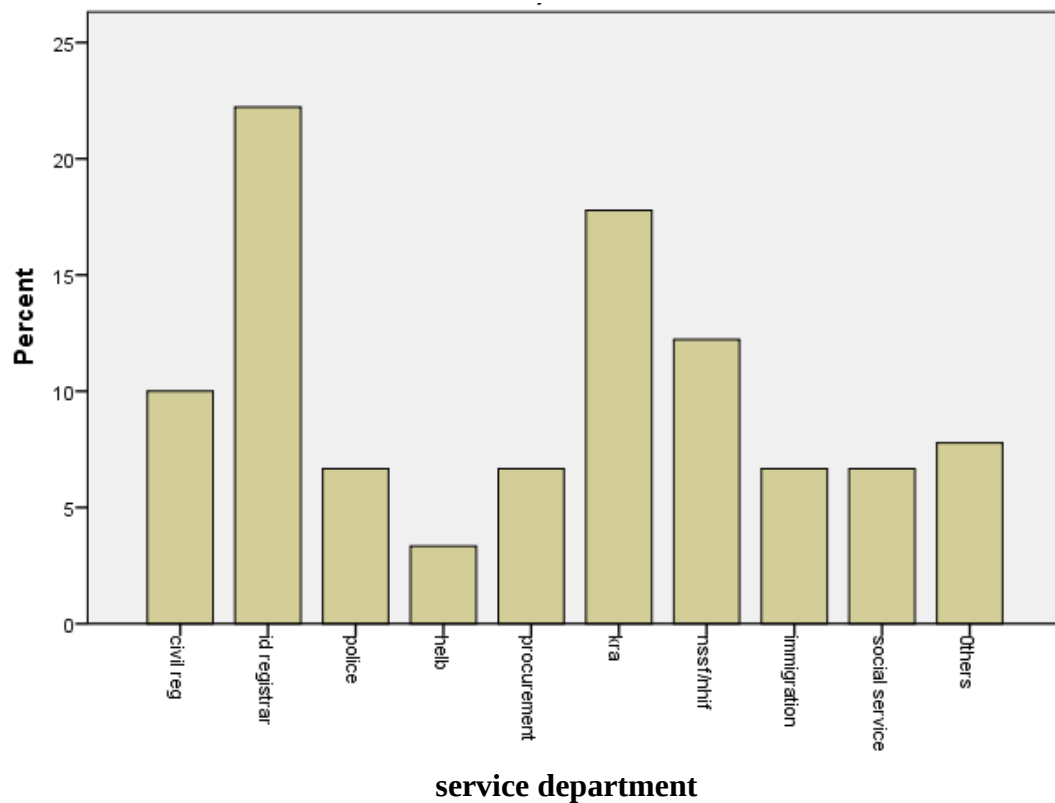


Fig 4.2: Service Departments at Huduma Center.

Source: Researcher's field work, 2015.

4.4 Human Resource and Service Delivery

Fig. 4.3 to Fig. 4.4 and Table 5 to Table 8 show the responses on human resource attributes like staff strength, technical capacity of the department, adequacy of working tools, rules and procedure, staff skills, competence, staff training and their likely effect on service delivery.

4.4.1 Organization Has Adequate Staff Strength

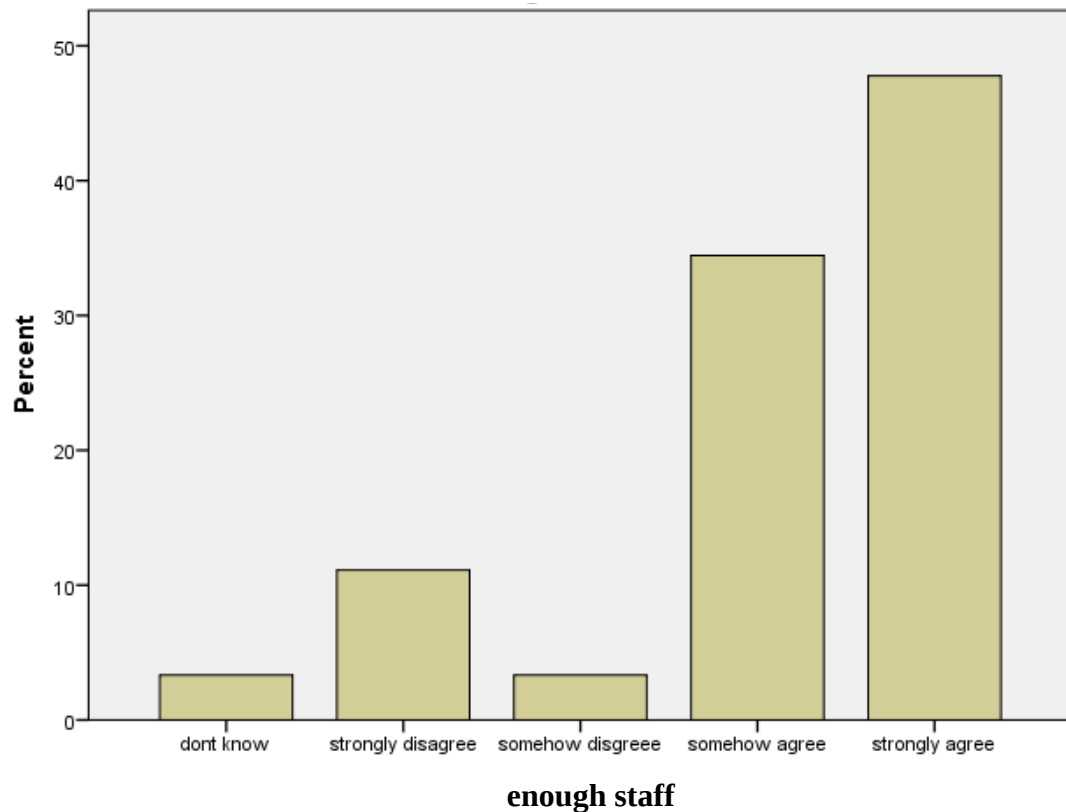


Fig 4.3: Organization has Adequate Staff Strength

Source: Researcher's field work, 2015.

Fig. 4.3 show that organization has adequate staff strength. 82.2 % (47.8% strongly agree, 34.4% somehow agree) that Huduma Center has enough staff to serve customers with other 17.8% disagreeing or not aware. This is an indication of an organization that has invested in deployment and staffing of adequate human resource and capital to achieve its mandate in service delivery that is timely and accessible. Adequate staff is very healthy for improved service delivery because enough staffs are readily available to serve the customers.

4.4.2 Appropriate Technical Capacity for Service Delivery

Table 4: Appropriate Technical Capacity of Staff for Service Delivery

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid don't know	6	6.7	6.7	6.7
strongly disagree	6	6.7	6.7	13.3
somehow disagree	14	15.6	15.6	28.9
somehow agree	25	27.8	27.8	56.7
strongly agree	39	43.3	43.3	100.0
Total	90	100.0	100.0	

Source: Researcher's field work, 2015.

4.4.3 Adequacy of Working Tools in the Department

Table 5 shows respondents' view on adequacy of working tool in the department. 77.8% of respondents agree that the departments have necessary working tools with 42.2% of the respondents strongly agreeing on the adequacy of working tools.

Table 5: Adequacy of Working Took in the Department

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid don't know	4	4.4	4.4	4.4
strongly disagree	6	6.7	6.7	11.1
somehow disagree	10	11.1	11.1	22.2
somehow agree	32	35.6	35.6	57.8
strongly agree	38	42.2	42.2	100.0
Total	90	100.0	100.0	

Source: Researcher's field work, 2015.

This is a manifestation of an organization that values its customers and employees. Working tools are the medium for service delivery. Customers can therefore be served faster. Availability of work tools like computers, stationary motivates the human resource leading to accessible services and customer satisfaction.

4.4.4 Relevance of Rules and Procedures in Service Delivery

Table 6 depicts respondents' opinion on relevance of rules and procedures in service delivery. Respondents gave varied opinions on how rules and procedures affect service delivery. 48.9% respondents disagree to the fact that rules and procedures in Huduma Center delay service delivery. 44.3% of respondents agree that rules and procedure delay service delivery.

Table 6: Relevance of Rules and Procedures in Service Delivery

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Don't know	6	6.7	6.7	6.7
strongly disagree	26	28.9	28.9	35.6
somehow disagree	18	20.0	20.0	55.6
somehow agree	16	17.8	17.8	73.3
strongly agree	24	26.7	26.7	100.0
Total	90	100.0	100.0	

Source: Researcher's field work, 2015.

These findings imports that various departments like ID card registration, civil registration follow rules and procedure like signing of document by various officers like assistant chief, chiefs, assistant county commissioner or deputy county commissioner in the assurance of ID card and requirement for supporting documents like school leaving certificate, birth certificate that may delay or hamper faster, quick service delivery. While at the same time such procedure, rules and bureaucracy are vital to avoid conflict of interest or compromise delivery standards or national security as in case of identification documents of ID, birth certificate, Visa and passports.

4.4.5 Staff Skills and Competence in Customer Service

Table 7: Staff Skills and Competence in Customer Service

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid don't know	2	2.2	2.2	2.2
strongly disagree	3	3.3	3.3	5.6
somehow disagree	3	3.3	3.3	8.9
somehow agree	27	30.0	30.0	38.9
strongly agree	55	61.1	61.1	100.0
Total	90	100.0	100.0	

Source: Researcher's field work, 2015.

Table 7 shows respondents' views on whether staffs have the necessary skills and competence for customer service. Majority of respondent 91.1% agree (61.1% strongly agree, 30% somehow agree) that the staff in the departments have the necessary skills and competencies to serve customers.

4.4.6 Staff Training

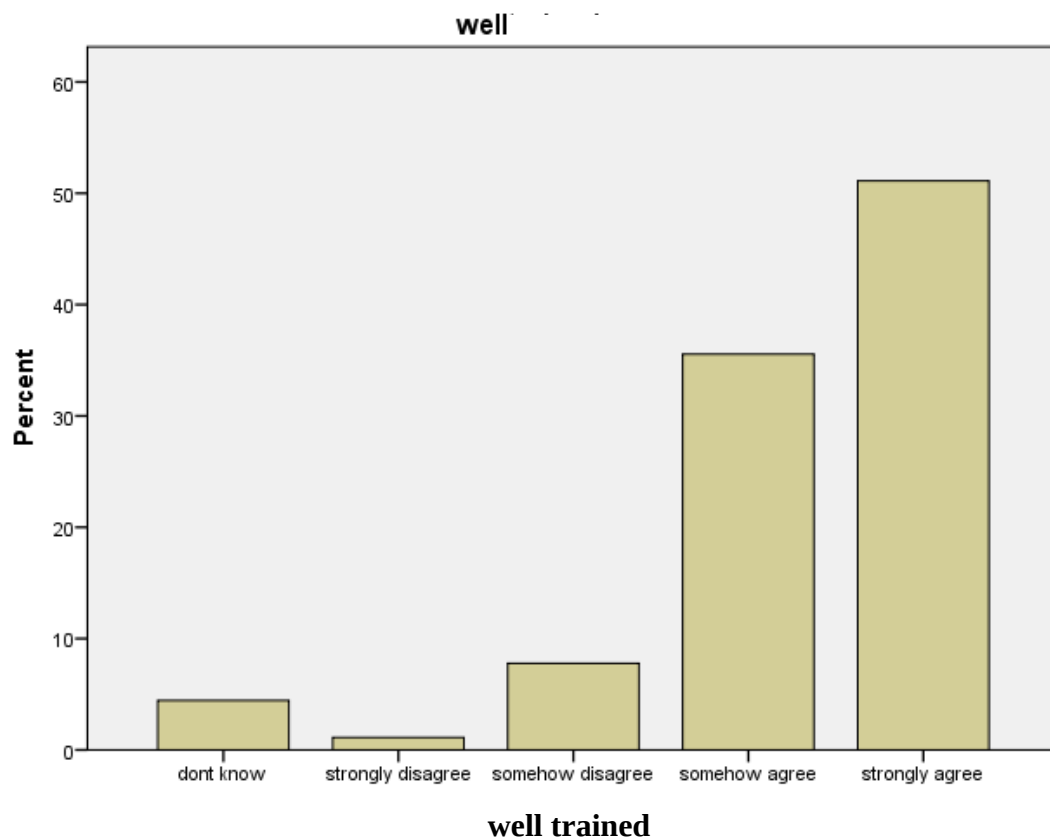


Fig 4.4: Staffs are Well Trained

Source: Researcher's field work, 2015.

Fig. 4.4 show that 86.7% of the respondent agree (51.1% strongly agree, 35.6% somehow agree) that staff at Huduma Center are well trained. These findings show and support the fact that training enhances skills and competence of staff, technical capacity and ultimately affects services delivery.

From the findings of Fig. 4.4 and Table 7, majority of respondents agree that the staffs are necessary skills, competencies and are well trained. These findings show and support the fact that training enhances skills, competence and technical capacity of the staff and ultimately affects services delivery.

This is supported by the respondents' opinions on Huduma Center having the benefit or advantage of improved service delivery and enhanced work performance. 72.3% agree that workers performance has been enhanced but 3.6% of respondents point out that worker performance has not been enhanced at all at the Huduma Centers. Majority of respondents, 80.7% support the view that service delivery has improved and is timely at the centres.

4.5 Physical Resources and Service Delivery

Table 8 to Table 12 analyzes the respondents perceptions, views on physical resources of the organization as manifested through its services charter, performance contract, availability of working space for the staff, availability of waiting space for customers, availability of computers and ICT at the center, communication and feedback mechanisms in terms of suggestion boxes and customer care desk.

4.5.1 The Organization has Service Charter and /or Performance Contract

Table 8 depicts respondents' opinion on performance contracts and availability of services charter, 21.1% of respondents are not aware whether the departments have a performance contract and/ or services charter. Majority of the respondents, 70.7% agree that the departments or organizations have performance contract and/ or services charters.

Table 8: The Organization has Service Charter and /or Performance Contract

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	don't know	19	21.1	21.1
	strongly disagree	1	1.1	22.2
	somehow disagree	6	6.7	28.9
	somehow agree	22	24.4	53.3
	strongly agree	42	46.7	100.0
	Total	90	100.0	

Source: Researcher's field work, 2015.

This is an indication that the organization monitors service delivery through internal self evaluation. This is important for service delivery as it enable staff to reflect upon their performance. This is an important component of strategic planning as strategies must always be reviewed and alternatives sought when necessary.

Physical resources in terms of availability of service charter manifest the organization mission and visions statements. They do drive the services availability and quality as offered to their customers. The awareness of customers on the availability of service charter and/ or performance contract will be used as yardstick of the services offered in terms of their quality, accessibility and timeliness. Services charter and performance contracts are tools to improve service delivery hence customer's awareness of the same will elicit need for better services.

4.5.2 Availability of Working Space in Huduma Center

Table 9: Availability of Working Space in Huduma Center

	Frequency	Percent	Valid Percent	Cumulative Percent
strongly disagree	6	6.7	6.7	6.7
somehow disagree	11	12.2	12.2	18.9
Valid somehow agree	29	32.2	32.2	51.1
strongly agree	44	48.9	48.9	100.0
Total	90	100.0	100.0	

Source: Researcher's field work, 2015.

Table 9 shows that 18.9% of the respondents disagree that there is enough working space for staff at Huduma Center with 81.1% agreeing to the availability of enough work space for staff at the centre. Majority of the respondent 95.5% agree that customers are comfortably served at the Huduma Center as shown in table 4.5.3.

4.5.3 Availability of Waiting Space for Customers

Table 10: Availability of Waiting Space for Customers

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid				
strongly disagree	3	3.3	3.3	3.3
somehow disagree	1	1.1	1.1	4.4
somehow agree	28	31.1	31.1	35.6
strongly agree	58	64.4	64.4	100.0
Total	90	100.0	100.0	

Source: Researcher's field work, 2015.

Employee and customer satisfaction are interlinked; they do increase when the employee knows that their issues, welfare are addressed. Staff and customer perception about work environment in terms of availability of space are important because they lead to employee and customer satisfaction and his/her wellbeing and the organization functions toward meeting the need of the customer.

4.5.4 Availability of Computer and ICT at Center

On availability of computer and ICT, Table 12 depicts that the 88.9% of respondents agree that there are computers and ICT at Huduma Center used for service delivery. This is an indication of an organization that has embraced new technology for faster, efficient services.

Table 11: Availability of Computer and ICT At Center

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly disagree	6	6.7	6.7
	somehow disagree	4	4.4	11.1
	somehow agree	24	26.7	37.8
	strongly agree	56	62.2	100.0
	Total	90	100.0	100.0

Source: Researcher's field work, 2015

4.5.5 Communication and Feedback Mechanism in Place

Table 12: Communication and Feedback Mechanism in Place

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	don't know	16	17.8	17.8
	strongly disagree	5	5.6	23.3
	somehow disagree	8	8.9	32.2
	somehow agree	28	31.1	63.3
	strongly agree	33	36.7	100.0
	Total	90	100.0	100.0

Source: Researcher's field work, 2015.

Table 12 shows that 67.7% of respondents agree that suggestion boxes, customer care desks, public forums are used as communication and feedback mechanism between the organization, departments and their customers. It is 14.5% of respondents who do not agree that such mechanism exist with another 17.8% of the respondents unaware of the existence of such communication and feedback mechanism for improving service delivery. This group of respondents unaware of such or don't agree may be an indication of ignorance or apathy borne out of lack of action on feedback.

With the majority (67.7%) agreeing on the existence of feedback mechanism, this is an indication of an organization that is responsive to the views of its customers and routinely monitors its service delivery to customers. Feedback, comments mechanism and their availability means that development issues, administrative issues are widely circulated, communicated within the organization and with their customers. This makes workers, customers to be aware and informed on better service delivery.

4.6 Financial Resources and Service Delivery

Figure 4.6 and Table 13 to Table 14 shows how financial resources in terms of adequacy of budget, allocation and channeling to the departments affect service delivery. Also the availability of MPESA services, Electronic Transfer Payment services at Huduma Center was looked into.

4.6.1 Adequacy of Budget Allocation

Fig. 4.6 depicts a varied, mixed opinion on the whether the departments have the required budgeted allocation to discharge their functions. Majority of the respondents 38.9% do not know whether the budget allocated to the departments are adequate. 18.9% of respondents strongly disagree, with total of 25.6% of the respondents disagreeing. 18.9% of respondents somehow agree and 16.7% strongly agreeing totally to 35.6 % of respondents agreeing to the view that the department has the required budget allocation to discharge its function.

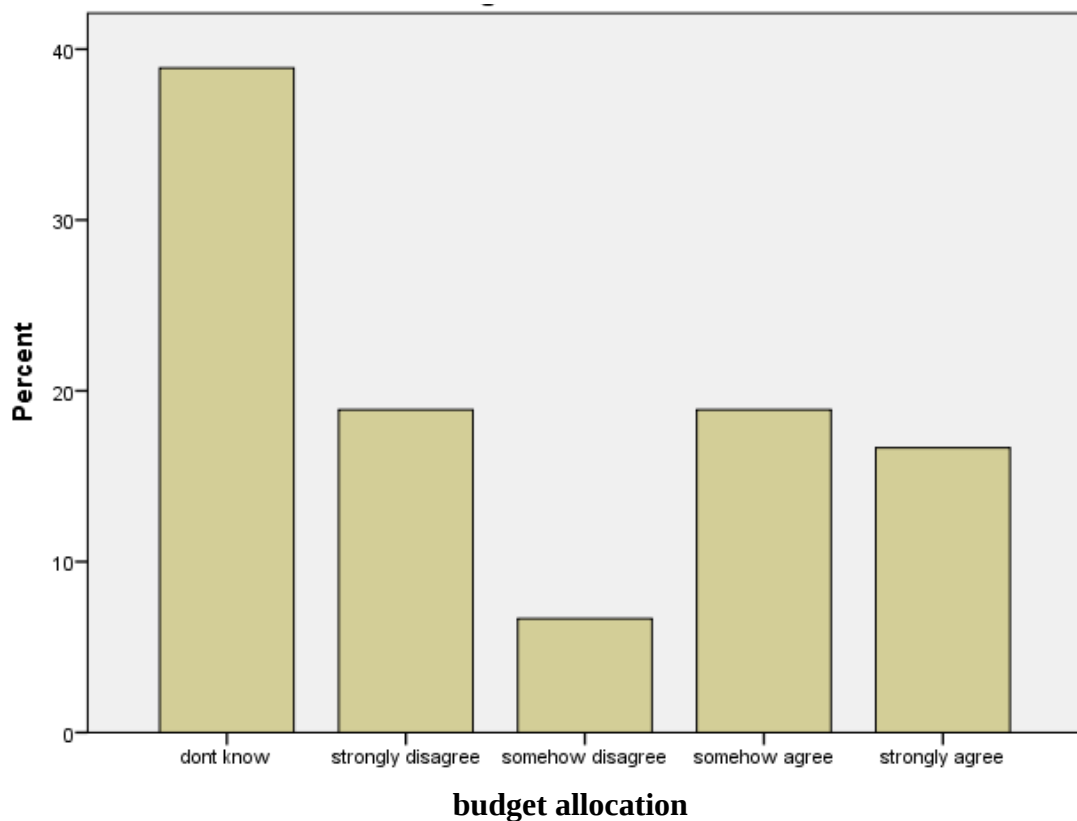


Fig 4.5: Adequacy of Budget Allocation

Source: Researcher's field work, 2015.

The findings show that majority of the respondents 38.9% do not know whether the budget allocated to the departments are adequate. This is majorly contributed to the fact that most of the respondents are external customers and might not be aware of the internal issues of the organization. 35.6 % (18.9% somehow agree and 16.7% strongly agreeing) of respondents agreeing to the view that the department has the required budget allocation to discharge its function.

This has an implication that some of the internal issues of management are just known to the management. This may impact negatively on service delivery. Finances are critical in procurement of physical resources and fringe benefits also motivate the human resource or staff to deliver better services.

4.6.2 Mpesa and Electronic Transfer Payment Availability

Table 13: MPESA and Electronic Transfer Payment availability

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid don't know	24	26.7	26.7	26.7
strongly disagree	9	10.0	10.0	36.7
somehow disagree	7	7.8	7.8	44.4
somehow agree	27	30.0	30.0	74.4
strongly agree	23	25.6	25.6	100.0
Total	90	100.0	100.0	

Source: Researcher's field work, 2015.

Table 13 shows that 55.6% of the respondents agree that, the payment of services at Huduma Center can be done through MPESA and Electronic transfer payment. 17.8% of the respondents disagree that MPESA services, Electronic Transfer Payment can be done for services offered. 26.7% of respondents are not aware of existence of availability of MPESA and Electronic Transfer Payment option.

More than half of the respondents, 55.6% of the respondents agree that the payment of services at Huduma Center can be done through MPESA and Electronic transfer payment. These findings imply that the customers are ready for change, new technologies, and innovations for improved service delivery. Readiness to quickly grasp the significance of a new management tool and factors that are likely to affect its implementation in organizations without having the fear of the unknown of change in its implementation will leads to timely, proximate, effective service delivery.

4.6.3. Timely Allocation and Channeling of Funds/ AIE

Table 14: Timely Allocation and Channeling of Funds/ AIE

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	don't know	36	40.0	40.0	40.0
	strongly disagree	10	11.1	11.1	51.1
	somehow disagree	6	6.7	6.7	57.8
	somehow agree	26	28.9	28.9	86.7
	strongly agree	12	13.3	13.3	100.0
	Total	90	100.0	100.0	

Source: Researcher's field work, 2015.

Table 14 depicts varied opinion on whether government allocates and channels resources to department on timely basis. 40% of respondents are not aware, 17.8% disagreeing with only 42.2% of respondents agreeing to the view of timely allocation, channeling of funds to the departments.

Decentralization of resources, funds are some of the modalities to ensure services are delivered effectively and efficiently to the customers. However the varied opinion of financial resources points the importance of providing information on financial resources so as to promote social, economic development that facilitates provision of proximate, easily accessible services. Stability of resources enhances the motivating effect of service delivery. When resources are not availed or availed late, the staffs get frustrated as pointed out by Kobia& Mohammed (2006).

4.7 Customer Satisfaction and Service Delivery

4.7.1 Courteous and Friendly Staff

Table 15: Courteous and Friendly Staff

	Frequency	Percent	Valid Percent	Cumulative Percent
strongly disagree	2	2.2	2.2	2.2
somehow disagree	6	6.7	6.7	8.9
Valid somehow agree	31	34.4	34.4	43.3
strongly agree	51	56.7	56.7	100.0
Total	90	100.0	100.0	

Source: Researcher's field work, 2015.

4.7.2 Service Time is Satisfactory

Table 16: Service Time is Satisfactory

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid strongly disagree	2	2.2	2.2	2.2
Valid somehow disagree	8	8.9	8.9	11.1
Valid somehow agree	34	37.8	37.8	48.9
Valid strongly agree	46	51.1	51.1	100.0
Total	90	100.0	100.0	

Source: Researcher's field work, 2015.

4.7.3. Customer Focus

Table 17: Citizens Are Customer

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid somehow disagree	7	7.8	7.8	7.8
Valid somehow agree	31	34.4	34.4	42.2
Valid strongly agree	52	57.8	57.8	100.0
Total	90	100.0	100.0	

Source: Researcher's field work, 2015.

Table 17 show that 90.1% of the respondents believe that the staffs are courteous and friendly, 8.9% of respondents disagrees. Table 4.7.2 depict that 88.9% of the respondent are satisfied with the time it takes to be served with 11.1% of the respondents disagreeing that the service time is satisfactory. Table 18 shows that 92.2% of respondent hold the view that department staff at Huduma Center believe that citizen are their customer with the other 7.8% of respondents disagreeing with is this view.

This indicates that the organization has a strong pool of courteous, customer focused staffs ready to offer timely, efficient services hence the customers are impressed with positive service delivery hence customer satisfaction.

4.8 Recommendations on Improving Service Delivery in Huduma Center

The respondent gave varied opinions on their recommendation on improving service delivery. Majority of the respondent representing 13.3% proposed need for more staff at Huduma Center and emphasized in the need to maintain the spirit. 10% of respondent proposed on the need for provision of adequate working tools like computers, stationery.

9% of respondent recommended that government should provide more resources in terms of funds and working space. Training and recognition as motivating factors to the staff for improved service delivery was recommended by 6.7% of the respondent. This is followed closely by 5.6% of the respondents who proposed that the staff need to be committed in their duties, work for improved service delivery.

4.4% respondent wanted other departments and service like health service, land rates to be provided at the Huduma Center. 2.2% of respondent proposed on the need to devolve Huduma service to other towns and areas. 1.1% of respondent recommended on need for inclusivity of ethnic diversity of staff working in the Huduma Center. Other gave no recommendation. This is an indication on areas to improve on.

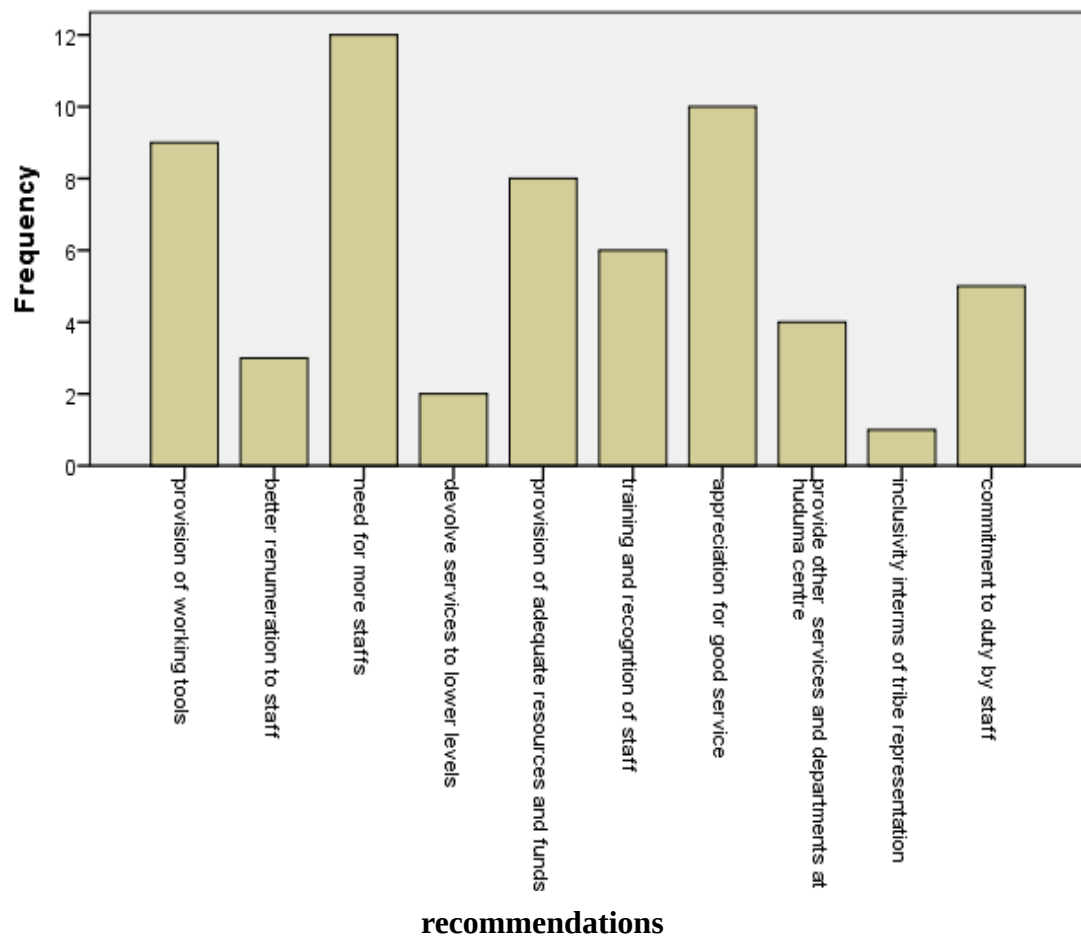


Fig 4.6: Recommendations on improving service delivery in Huduma Center

Source: Researcher's field work, 2015.

4.9 Benefits of Having Huduma Center.

Fig. 4.7 depicts that 92.2% of the respondents are aware of benefit of having Huduma Centers as service delivery points. These benefits are: Reducing customer complaints, optimal utilization of resource, increased revenue collection, reduced operating cost, enhanced performance of workers, improved and timely service delivery, enhanced easy access to service.

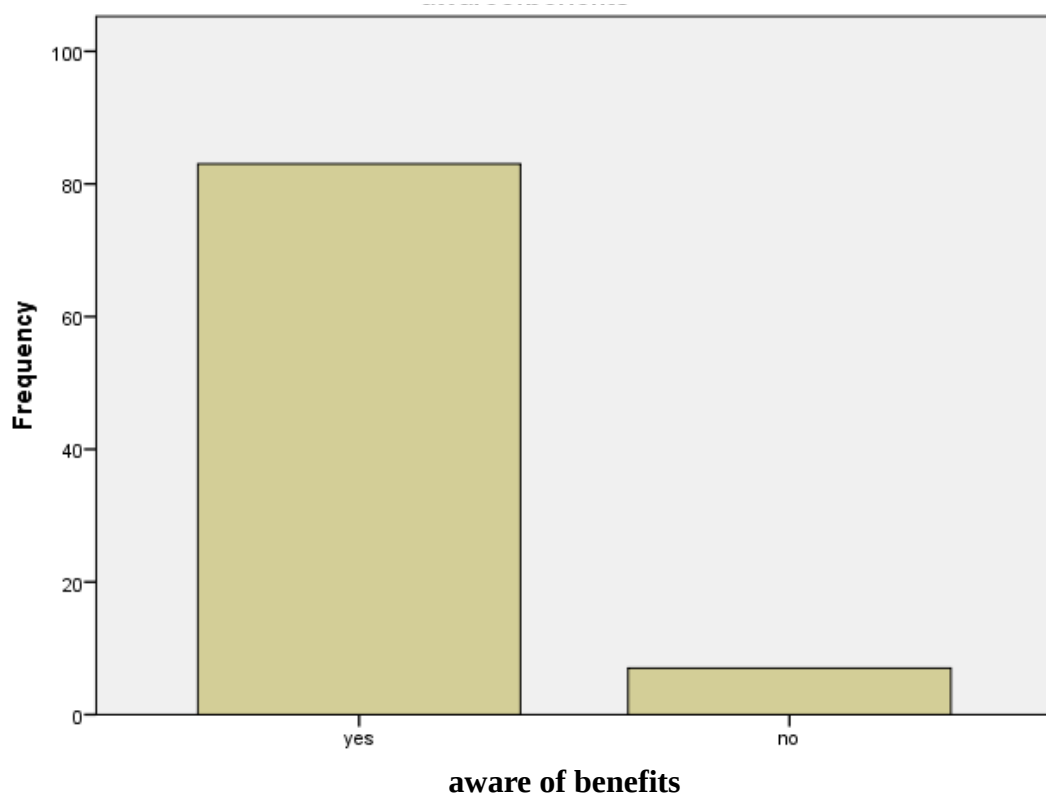


Fig 4.7: Awareness of Benefits of Huduma Centers on Service Delivery

Source: Researcher's field work, 2015.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Overview

This chapter presents a summary of the study findings, draws conclusion based on findings, gives recommendations for policy and practice and lastly gives recommendation for further study. The purpose of this study was to examine resource capacity on service delivery at Huduma Centers in Kenya, case of Uasin Gishu County. The findings have been structured in line with each specific objective.

5.2 Summary of Findings

5.2.1 Background Information of Respondents

Majority of the respondents in this study were aged between 18-30 years followed by respondents aged between 31-40 years while those respondents who were aged between 41-50 and those who were more than 51 years, were the least. 80.1% of the respondents had post secondary education. Therefore, since most of these respondents were youthful, knowledgeable and mature enough to comprehend the focus of this study, then the findings herein are considered authentic, valid and reliable. The significance of demographic profile of respondents helped the researcher understand the type of customers who come to seek services in Huduma Center which is cross cutting across all ages.

The male respondents in this study were the majority than their female counterparts. This disparity was due to the 70%-30% gender balance rule. Nonetheless, the female respondents still accounted for a significant number whose findings could be relied on.

5.2.2 Effects of Human Resources on Service Delivery

Although a significant number of respondents were affirmative on the fact that human resources was an important factor affecting service delivery in Huduma Center, of significance was the overwhelming large number of youthful respondents with post secondary education.

They were strongly in agreement with the item under investigation. This could be attributed to the fact that individuals in this category were sufficiently knowledgeable as to comprehend the focus of this study as well as the factors that underpin its successful implementation in terms of human resource attributes like staff strength, technical capacity of the department, adequacy of working tools, rules and procedure, staff skills, competence, staff training and their likely effect on service delivery.

The organization has adequate staff strength with 82.2 % agreeing that Huduma Center has enough staff to serve customers. 77.8% of respondents agree that the departments have necessary working tools.

On relevance of rules and procedures in service delivery, varied opinions were given. 48.9% respondents disagree to the fact that rules and procedures in Huduma center delay service delivery. 44.3% of respondents agree that rules and procedure delay service delivery. Hence there are some rules and procedures that are relevant and enhance service delivery while others hamper service delivery.

Majority of respondent 91.1% agree (61.1% strongly agree, 30% somehow agree) that the staff in the departments have the necessary skills and competencies to serve customers. The staffs at Huduma Center are well trained. These findings show and support the fact that training enhances skills and competence of staff technical capacity and ultimately affects services delivery. This collaborates well with the respondents opinions on Huduma Center having the benefit of improved service delivery, enhanced work performance and timely provision of services.

5.2.3 Effects of Physical Resources on Service Delivery

A majority of respondents were in agreement with the fact that physical resources strongly influenced the service delivery at Huduma Centers. Respondents gave their views on physical resources of the organization as manifested through its services charter, performance contract, availability of working space for the staff, availability of waiting space for customers, availability of computers and ICT at the center, communication and feedback mechanisms in terms of suggestion boxes and customer care desk.

On performance contracts and availability of services charter, majority of the respondents, 70.7% agree that the departments or organizations have performance contract and/ or services charters. 81.1% of respondents agree that there is enough work space for staff at the center. Majority of the respondent 95.5% agree that customers are comfortably served at the Huduma Center. On availability of computer and ICT, 88.9% of respondents agree that there are computers and ICT at Huduma Center used for service delivery. 67.7% of respondents agree that suggestion boxes, customer care desks, public forums are used as communication and feedback mechanism between the organization, departments and their customers.

Physical resources do drive the services availability and quality as offered to their customers. Services charter and performance contracts are tools to improve service delivery hence customer's awareness of the same will elicit need for better service.

Staff and customer perception about work environment in terms of availability of space are important because they lead to employee and customer satisfaction and his/her well being and the organization functions toward meeting the need of the customer.

Feedback, comments mechanism, and their availability means that development issues, administrative issues are widely circulated, communicated within the organization and with their customers. This makes workers, customers to be aware and informed on better service delivery.

5.2.4 Effects of Financial Resources on Service Delivery

Responses for this item of the study were obtained based on how financial resources in terms of adequacy of budget, allocation and channeling to the departments affect service delivery. Also the availability of MPESA services, Posta Pay, Electronic Transfer Payment services at Huduma Center was looked into.

Respondents gave varied, mixed opinion on the whether the departments have the required budgeted allocation to discharge their functions. Majority of the respondents 38.9% do not know whether the budget allocated to the departments are adequate.

55.6% of the respondents agree that the payment of services at Huduma Center can be done through MPESA and Electronic transfer payment.

Respondents also gave varied opinion on whether government allocates and channels resources to department on timely basis. 40% of respondents are not aware, 17.8% disagreeing with only 42.2% of respondents agreeing to the view of timely allocation, channeling of funds to the departments.

The findings show that majority of the respondents 38.9% do not know whether the budget allocated to the departments are adequate. This is majorly contributed to the fact that most of the respondents are external customers and might not be aware of the internal issues of the organization.

Decentralization of resources, funds are some of the modalities to ensure services are delivered effectively and efficiently to the customers. However the varied opinion of financial resources points the importance of providing information on financial resources so as to promote social, economic development that facilitates provision of proximate, easily accessible services. Stability of resources enhances the motivating effect of service delivery. When resources are not availed or availed late, the staffs get frustrated.

From the foregoing discussion, it is clear that for an organization to attain effective and efficient service delivery, all the three resources (human, physical and financial) need to be put in place and continually monitored and evaluated to ensure that their quantities and qualities are in tandem and equal to the task of effective service delivery in the public sector in terms of improved accessible, timely, improved services.

5.3 Recommendations

In view of the findings and conclusion of this study, the following recommendations are put forward;

- 1) That, sufficient resources (human, physical and financial) especially working tools, more staffs and funds are allocated, availed to the relevant departments by the government to ensure effective and improved service delivery in public sector.
- 2) That, the government should devolve and set more Huduma Centers to lower administrative units or levels from the county level due to good services offered at the centers because the public appreciates services offered at these centers.
- 3) That, there is need for other services that are not offered by other national government departments at Huduma Centers to be provided at Huduma Centers.

5.4 Further Research

Finally, the researcher recommends that further research should be conducted on other factors like deployment of staff based on ethnicity that may influence the effective implementation of Huduma Centers as service improvement tool in public sector. This would help to address knowledge gap that was highlighted by respondents' recommendations on need to address ethnicity in deployment of Huduma Centers staffs.

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APPENDICES

Appendix I: Consent Letter

Chuck Kyalo Masua,
c/o DCC Office Wareng,
P.O. Box 7623,
ELDORET.

2nd January, 2015

The Respondent,
Uasin Gishu County.

Dear Sir / Madam,

RE: SELF- INTRODUCTORY LETTER
ADM NO: SHRD/PGH/14/13 CHUCK KYALO MASUA.

I am a post graduate student at Moi University, School of Human Resource Development pursuing a Masters Degree in Human Resource Development. In the fulfillment of the requirements of this degree award I would like to conduct a research on **“Resources Capacity on Service Delivery in Uasin Gishu Huduma Center.”**

In view of the above, I request for your assistance in filling the attached questionnaire to the best of your knowledge. Please provide as much information as possible that you feel is relevant to this study.

Please note that the information provided will be used purely for academic purpose and will be treated with strict confidence. Therefore do not indicate your name anywhere in the questionnaire.

Your co-operation and support will be highly appreciated.

Thank you.

Yours Faithfully,

CHUCK KYALO MASUA.

Appendix II: Questionnaire

SECTION ONE: BACKGROUND INFORMATION

Tick the appropriate box

- 1. AGE: 18-30 [] 31-40 [] 41-50 [] 51 &above []
- 2. SEX: male [] female []
- 3. EDUCATION: primary [] secondary [] college [] university []

SECTION TWO: WORK ENVIRONMENT AND SERVICE DELIVERY

4. What kind of service have you obtained from Huduma center in Uasin Gishu County ?

- Signing of official documents [] Conflict resolution and peace building []
- Consultation and advise [] Procurement services []
- Administration of deceased estate [] ID card processing []
- NSSF/ NHIF [] Certificate registration []
- Cash transfer program []
- Others []
- specify.....

5. Which department(s) do you engage with in your need for service at Huduma center?

Civil Registration [] Registrar of ID [] police [] national administration []
 procurement [] KRA [] NSSF/NHIF [] Human Resource [] Lands []
 Social service [] Youth and Children []

Others []

specify.....

SECTION THREE: HUMAN RESOURCE AND SERVICE DELIVERY

6. The office has enough staffs to serve customers.

Don't know [] strongly disagree [] somehow disagree [] somehow agree []
 strongly agree []

7. The department has the required technical capacity to discharge its function.

Don't know [] strongly disagree [] somehow disagree [] somehow agree []
 strongly agree []

8. The staff in the department(s) have the necessary working tools.

Don't know [] strongly disagree [] somehow disagree [] somehow agree []
 strongly agree []

9. The staffs follow rules and procedures that are not relevant that delay service delivery.

Don't know [] strongly disagree [] somehow disagree [] somehow agree []
strongly agree []

10. The staff in the department(s) have the necessary skills and competencies to serve customers.

Don't know [] strongly disagree [] somehow disagree [] somehow agree []
strongly agree []

11. The staffs at Huduma centre are well trained.

Don't know [] strongly disagree [] somehow disagree [] somehow agree []
strongly agree []

SECTION FOUR: PHYSICAL RESOURCES AND SERVICE DELIVERY

12. The office has a service charter and/or performance contract.

Don't know [] strongly disagree [] somehow disagree [] somehow agree []
strongly agree []

13. The staffs at Huduma center have enough working space.

Don't know [] strongly disagree [] somehow disagree [] somehow agree []
strongly agree []

14. The customers can comfortably wait to be served at Huduma center.

Don't know [] strongly disagree [] somehow disagree [] somehow agree []
strongly agree []

15. The Huduma center has computers and ICT for service delivery

Don't know [] strongly disagree [] somehow disagree [] somehow agree []
strongly agree []

16. The department(s) uses mechanisms like suggestion boxes, customer care desks to solicit views from their customers for improved service delivery.

Don't know [] strongly disagree [] somehow disagree [] somehow agree []
strongly agree []

SECTION FIVE: FINANCIAL RESOURCES AND SERVICE DELIVERY

16. The department has the required budget allocation to discharge its function.

Don't know [] strongly disagree [] somehow disagree [] somehow agree []
strongly agree []

17. Payment of services at Huduma center can be done through Mpesa and electronic transfer

Don't know [] strongly disagree [] somehow disagree [] somehow agree []
strongly agree []

18. The government allocates and channels funds, AIE to department on timely basis.

Don't know [] strongly disagree [] somehow disagree [] somehow agree []
strongly agree []

SECTION SIX: CUSTOMER SATISFACTION AND SERVICE DELIVERY

19. The staffs are courteous and friendly to customers.

Don` t know [] strongly disagree [] somehow disagree [] somehow agree []
strongly agree []

20. The time it takes to be served is satisfactory

Don` t know [] strongly disagree [] somehow disagree [] somehow agree []
strongly agree []

21. Departmental staffs at Huduma center Uasin Gishu believes that citizens are their customers.

Don` t know [] strongly disagree [] somehow disagree [] somehow agree []
strongly agree []

22. What recommendations would you make for better service delivery from national government officers in Uasin Gishu County?

.....
.....
.....

23(a) Are you aware of any benefits of having Huduma centers as service delivery point?

Yes []

No []

(b) If yes on above, name these benefits

.....

.....

.....

...

Appendix III: Authorization Letter

MOI UNIVERSITY
SCHOOL OF HUMAN RESOURCE DEVELOPMENT
DEANS OFFICE

P.O. Box 3900
 ELDORET
 KENYA.

Fax 254-053-43153/43620 Ext.434

REF: MU/SHRD/PG/77

11th June, 2015

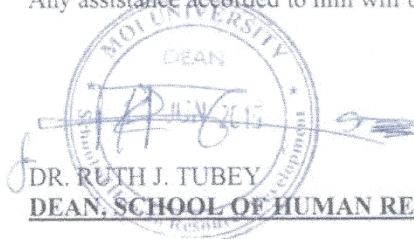
TO WHOM IT MAY CONCERN

RE: MASUA CHUCK KYALO – SHRD/PGH/14/13

The above named is a Msc. student at Moi University, School of Human Resource Development, Department of Development Studies. He has completed his coursework and successfully defended his proposal titled “**The Effects of Resources on Service Delivery in Huduma Centres in Kenya: A Case of Uasin Gishu County**”.

It is a requirement of his Msc. Studies that he conducts research and produces a Thesis. Having defended his proposal successfully, he has been cleared by the School to proceed to the field and collect data.

Any assistance accorded to him will be highly appreciated.



DR. RUTH J. TUBEY
DEAN, SCHOOL OF HUMAN RESOURCE DEVELOPMENT

/mc


Appendix IV: Research Clearance Permit

CONDITIONS

1. You must report to the County Commissioner and the County Education Officer of the area before embarking on your research. Failure to do that may lead to the cancellation of your permit
2. Government Officers will not be interviewed without prior appointment.
3. No questionnaire will be used unless it has been approved.
4. Excavation, filming and collection of biological specimens are subject to further permission from the relevant Government Ministries.
5. You are required to submit at least two(2) hard copies and one(1) soft copy of your final report.
6. The Government of Kenya reserves the right to modify the conditions of this permit including its cancellation without notice.



REPUBLIC OF KENYA



National Commission for Science, Technology and Innovation

RESEARCH CLEARANCE PERMIT

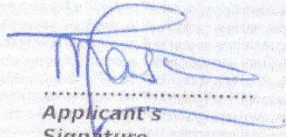
Serial No. A **6198**

CONDITIONS: see back page


THIS IS TO CERTIFY THAT:
MR. CHUCK KYALO MASUA
 of **MOI UNIVERSITY, 0-30100 eldoret**, has
 been permitted to conduct research in
Uasin-Gishu County

on the topic: **THE EFFECTS OF
 RESOURCES ON SERVICE DELIVERY IN
 HUDUMA CENTRES IN KENYA: A CASE OF
 UASIN GIHU COUNTY**


for the period ending:
30th October, 2015



Applicant's
Signature



Permit No : **NACOSTI/P/15/0806/6701**
 Date Of Issue : **17th August, 2015**
 Fee Received : **Ksh 2,000**



Director General
National Commission for Science,
Technology & Innovation