

**EFFECT OF THE ONE STOP SHOP MODEL ON SERVICE DELIVERY OF  
HUDUMA CENTERS IN KENYA: A CASE STUDY OF NAKURU CENTER**

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## DECLARATION

This research project report is my original work and has not been presented for a degree in any other University or any other award.

**Signature .....**

**Date .....**

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This research project report has been submitted for examination with my approval as the University Supervisor.

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## **DEDICATION**

This work is dedicated to my entire family for their unconditional love during the entire time of my study.

To Mr and Mrs Waruhia, thank you for the continuous reminder and support in completing my project and to my daughter Zawadi Mbugua for allowing me to take time off.

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# TABLE OF CONTENTS

<b>DECLARATION.....</b>	<b>ii</b>
<b>DEDICATION .....</b>	<b>iii</b>
<b>ACKNOWLEDGEMENT.....</b>	<b>iv</b>
<b>LIST OF TABLES .....</b>	<b>ix</b>
<b>LIST OF FIGURES.....</b>	<b>x</b>
<b>ABBREVIATIONS AND ACRONYMS .....</b>	<b>xi</b>
<b>ABSTRACT.....</b>	<b>xii</b>
<b>CHAPTER ONE .....</b>	<b>1</b>
<b>INTRODUCTION.....</b>	<b>1</b>
1.1 Background of the Study .....	1
1.1.1 Public Service Delivery .....	2
1.1.2 One Stop Shop Model.....	4
1.1.3 Huduma Centers.....	5
1.1.4 Nakuru Huduma Center .....	7
1.2 Research Problem .....	8
1.3 Research Objectives.....	9
1.4 Value of the Study .....	10
<b>CHAPTER TWO .....</b>	<b>11</b>
<b>LITERATURE REVIEW .....</b>	<b>11</b>
2.1 Introduction.....	11
2.2 Theoretical Review .....	11
2.2.1 Expectancy Disconfirmation Theory (EDT).....	11

2.2.2 Cognitive Dissonance Theory .....	12
2.3 Determinants of One-Stop Shop Model on Public Service Delivery .....	13
2.3.1 Government Documents and Public Service Delivery .....	13
2.3.2 Integrated Service Provision and Public Service Delivery .....	14
2.3.3 Ease of Applications of Government Services and.....	13
Public Service Delivery .....	14
2.3.4 Queue Management System and Public Service Delivery .....	14
2.4 Empirical Studies .....	15
2.5 Conceptual Framework .....	17
2.6 Summary of Reviewed Literature .....	18
<b>CHAPTER THREE.....</b>	<b>19</b>
<b>RESEARCH METHODOLOGY .....</b>	<b>19</b>
3.1 Introduction.....	19
3.2 Research Design.....	19
3.3 Population .....	19
3.4 Sampling Design .....	20
3.5 Data Collection .....	21
3.6 Validity and Reliability.....	22
3.7 Data Analysis .....	22
<b>CHAPTER FOUR .....</b>	<b>23</b>
<b>DATA ANALYSIS AND RESEARCH FINDINGS .....</b>	<b>23</b>
4.1 Introduction.....	23
4.2 Questionnaire Return Rate .....	23
4.3 Background Information .....	24
4.3.1 Gender of Respondents .....	24

4.3.2 Age of Respondents .....	24
4.3.3 Education Level of Respondents .....	25
4.4 Descriptive Statistics.....	25
4.4.1 Issuance of Government Documents .....	27
4.4.2 Integrated Service Provision .....	32
4.4.3 Ease of Application of Government Services .....	37
4.4.4 Queue Management System .....	41
4.4.5 Public Service Delivery in Huduma Center .....	45
4.5 Inferential Statistics .....	49
4.5.1 Correlation Analysis .....	49
4.5.2 Regression Analysis.....	54
<b>CHAPTER FIVE SUMMARY OF FINDINGS, CONCLUSIONS AND</b>	
<b>RECOMMENDATIONS .....</b>	<b>60</b>
5.1 Introduction.....	60
5.2 Summary of Findings.....	60
5.2.1 Issuance of Government Documents .....	60
5.2.2 Integrated Service Provision .....	61
5.2.3 Ease of Application of Government Services .....	61
5.2.4 Queue Management System .....	62
5.2.5 Public Service Delivery .....	62
5.3 Conclusion of the Study.....	63
5.4 Recommendations of the Study .....	64
5.5 Suggestions for Further Studies.....	65
<b>REFERENCES .....</b>	<b>66</b>
<b>APPENDICES .....</b>	<b>68</b>

APPENDIX I: CONSENT STATEMENT .....	68
APPENDIX II: QUESTIONNAIRE.....	69
APPENDIX III: PLAGIARISM REPORT .....	72



## LIST OF TABLES

<b>Table 3.1:</b> Population Frame .....	20
<b>Table 3.2:</b> Sampling Frame .....	21
<b>Table 4.1:</b> Distribution by Gender of Respondents.....	24
<b>Table 4.2:</b> Distribution by Age of Respondents.....	24
<b>Table 4.3:</b> Distribution by Years of Experience of Respondents in Agricultural Firm/Company .....	25
<b>Table 4.4:</b> Descriptive Statistics for Issuance of Government Documents.....	27
<b>Table 4.5:</b> Descriptive Statistics for Integrated Service Provision .....	32
<b>Table 4.6:</b> Descriptive Statistics for Ease of Application of Government Services ...	37
<b>Table 4.7:</b> Descriptive Statistics for Queue Management System.....	41
<b>Table 4.8:</b> Descriptive Statistics for Public Service Delivery in Huduma Center .....	45
<b>Table 4.9:</b> Correlations.....	50
<b>Table 4.10:</b> Model Summary .....	54
<b>Table 4.11:</b> ANOVA <sup>a</sup> .....	55
<b>Table 4.12:</b> Coefficients <sup>a</sup> .....	56

## LIST OF FIGURES

<b>Figure 2.1:</b> Conceptual Framework .....	17
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## **ABBREVIATIONS AND ACRONYMS**

<b>RBV</b>	Resource Based View
<b>QMS</b>	Queue Management Systems
<b>ISD</b>	Integrated Service Delivery
<b>NSSF</b>	National Social Security Fund
<b>EDT</b>	Expectancy Disconfirmation Theory
<b>UK</b>	United Kingdom
<b>NHIF</b>	National Hospital Insurance Fund
<b>SPSS</b>	Statistical Package for Social Sciences

## ABSTRACT

Kenya has had challenges with public service delivery including slow turnaround timelines in service delivery, substandard service quality, challenges with staff attitude in government institutions, and corruption cases in government services. To counter these challenges in service delivery, the government of Kenya introduced diverse initiatives including Results Based Management framework that was founded performance contracting and citizen service charters. The limited success of these initiatives led the government to conceptualize the One Stop Shop Model in service delivery in order to address these challenges. The One Stop Shop Model has been found to have diverse influence on public delivery aspects including improvement in access to government services, decentralization of government service points, and increase in awareness in the range of government services. This study therefore sought to establish the influence of the One Stop Shop Model on service delivery of Nakuru Huduma Center. The theoretical review of this study was undertaken through the use of the Expectancy Disconfirmation Theory (EDT), and Cognitive Dissonance Theory. This study adopted a descriptive research design since it allowed the variables to be studied in their natural form without the researcher manipulating them in any way. The target population consisted of 545 members who comprised of 400 customers and 35 staff. The study used a sample size of 81 respondents. Data was collected using structured questionnaires. The SPSS software version 22 was used to generate both descriptive and inferential statistics. The descriptive statistics included frequencies, means, and standard deviations. A multiple liner regression was used for the inferential statistics. The study established that queue management ( $r=0.766$ ), ease of application of government services ( $r=0.698$ ), integrated service provision ( $r=0.810$ ) and issuance of government documents ( $r=0.773$ ) were related to public service delivery. It was further established that 67.6% ( $R^2=0.676$ ) of the variation in the level of public service delivery in Huduma Centers was due to the changes in the level of queue management, ease of application of government services, integrated service provision and issuance of government documents cumulatively. The study further recommends policy makers at Huduma Centers to first prioritize policies that are geared towards easing the application for government services, followed by policies that seek to improve the issuance of government documents, then policies on integrated service provision and lastly policies in queue management. This study is of value to the management of Huduma Center and other service centers around the country in terms of decision making. The study highlighted the efficiency of diverse aspects of one stop service models and their role in enhancing service delivery. This enables the management of these centers to make policy decisions that further enhance the efficiency of the One Stop Shop Model. The study results will improve on the diverse practices that are undertaken within Huduma Centers.

# CHAPTER ONE

## INTRODUCTION

### 1.1 Background of the Study

The one stop shop model has been perceived to improve on public service delivery in diverse ways. The One Stop Shop Model has been seen to improve on access to government services (Falisse & Falisse, 2017). The One Stop Shop Model often consolidates diverse government services under a single roof ensuring that the need to visit multiple service points is eliminated. This makes it easier to access all the services under a single point of access. The One Stop Shop Model also makes it economically viable for the government to decentralize the services to diverse regions hence negating the distance travelled to urban centers and capital cities in order to access diverse services. This ensures that citizens in remote locations can access services with ease due to close proximity to government point of services provision.

The consolidation of government services also increases the awareness levels of the availability of those services hence leading to more uptake of the services. The overall decentralization of the services to diverse locations has also reduced the cost of the services access through reduction of the costs of travel to access these services. Additionally, the innovative use of technology such as government portals further reduces the costs of accessing the services as well as the ease of government services access.

The study was based on three theories that is Resource Based View (RBV) theory, Dynamic Capabilities Theory and Expectancy Disconfirmation Theory. The resource based view theory is concerned with the availability of the resources within an organization and the manner in which these resources assist the organization in achieving its organizational objectives. In the context of public service delivery in Kenya, the availability of Huduma Center and its systems is a resource that can be utilized in public service delivery.

The dynamic capabilities theory is interested to the manner and ways in which the available resources are utilized to provide superior results. In the context of the public service delivery, dynamic capabilities were interested in the manner in which the one stop shop model is being utilized to deliver superior results in public service delivery. The expectancy disconfirmation theory indicates that the people are satisfied with the service delivery if it meets their expectations.

### **1.1.1 Public Service Delivery**

According to Kohlborn *et al.*,(2009) public service delivery involves the planning and organization of staff in order to provide and improve the substantive aspects of the services and or products that they offer to the satisfaction of the citizens and with prudent use of taxpayers' money. Public service delivery has also been conceptualized as the initiatives and activities undertaken by the government and government agencies to meet the needs of its citizens in diverse services demands.

Saravanan & Shreedhar (2011) further argues that public service delivery relates to the provision of public services in a manner that is responsive to the public needs, provision of quality services, ability of the services to meet the citizen's expectations, innovation in service provision and increased access to diverse government services.

Public service delivery entails diverse components such as pace of service provision, cost aspects of service provision, ease of accessing these services, staff attitude and skills while providing these services and communication aspects in service delivery (Wild *et al.*, 2012). Other components include the ease of accessing these services, speed of service provision, cost of access of the services, accessibility of the services, staff proficiency in providing the services, and quality of services provided amongst other aspects (Blind, 2011).

There are diverse reasons as to why the public service delivery is important to the citizens. The citizens pay taxes to the government with expectations that the government will in exchange provide it with services known as public services. These services include healthcare, education, security, and social security services (Saravanan & Shreedhar, 2011). Some of these services may be prohibitively expensive for the individual citizens to procure in open market and such there is need to collectively procure these services through the government. In this context, the public service delivery becomes important in order for the citizens to feel that their taxes have been prudently utilized (Brady, 2017).

In democratic societies, the citizens also choose their government representatives with an expectation of accountability in and enhancement of the services provided. The public service delivery therefore becomes an important benchmark on the performance of the government of the day (Kuitert & Volker, 2013).

### **1.1.2 One Stop Shop Model**

The One Stop Shop Model of public service delivery implies the provision of diverse government services in a centralized model under a single roof or website (Saravanan & Shreedhar, 2011). Kohlborn *et al.*, (2009) further examined the provision of centralization of point of access of government services under a single roof or website. The One Stop Shop Model has been given diverse names across the world including one-door services, single window services, information centers, information kiosks, citizen service centers, and community services centers amongst others (Wanjiru & Wafula, 2015).

The One Stop Shop Model of public service delivery enhances the ease of access of government services. This is because the services are concentrated in a single point of access such as a building or a website. Due to the cost efficiency of providing diverse government services through a single point of contact, it is easier for the governments to provide services even in remote areas hence improving on accessibility to public services (Saravanan & Shreedhar, 2011).



The cost of accessing government services also goes down due to the concentration of government services in a single point of distribution (Wanjiru & Wafula, 2015). This negates the need for the citizens to incur transport costs in moving from different buildings or floors within a building in accessing diverse government services. Further, Wanjiru and Wafula (2015) note that the one stop model public service delivery aspects especially under a single roof leads to greater transparency and accountability due to the open office workspace format and adoption of new technologies such as Electronic Queue Management System.

The One Stop Shop Model of service delivery across the world has been characterized by diverse aspects. This include government efforts to improve on the staff training and use of technologies such as Queue Management Systems (QMS) (Saravanan & Shreedhar, 2011). These have served to professionalize and modernize service provision within public service delivery as well as improve on the quality of service provided. The other notable aspect has been the speed of public service delivery (Wanjiru & Wafula, 2015). The use of technology in the one stop platforms together with the implementation of support infrastructure in One Stop Shop Models such as use of service charters have notably improved on the pace of service delivery as well as the quality of these services.

### **1.1.3 Huduma Centers**

Huduma Center is an Integrated Service Delivery (ISD) strategy that facilitates the delivery of Public Services through a One Stop Shop Model with more emphasize on Customer Service Excellence (Ng'aru & Wafula, 2015). Therefore, Huduma Center is the provision of diverse public services from different services through a one stop shop model under a single roof across the counties in Kenya.

The One Stop Shop Model of providing government services and information are referred as Huduma Centers and they represent the Government of Kenya's first efforts of providing services in an integrated format manner (Huduma Kenya, 2017).

The Huduma Centre plays a critical role in the provision of public services to the Kenyans (Ng'aru & Wafula, 2015). In this context, there are diverse services available to the public through the Huduma Centres including diverse government documents (e.g. birth certificates), and government services registration such as business names registration (Huduma Kenya., 2017). Other services include Issuance of Student Loan Application and Repayments, Duplicated National Identity Card, Issuance of Police Abstracts, Registration of Welfare Groups, Search and Registration Of Business Names, Single Business Permit, Stamp Duty Assessment and Payment, and National Social Security Fund (NSSF) – Member Registration, Statement and Claims amongst others (Huduma Kenya 2017).

Huduma Center is important to public service delivery in Kenya in diverse ways. Huduma Centres have eased the access of government services through concentrating services in a building (Huduma Kenya., 2017). This implies that services from diverse government ministries are available to the public from a single roof. For example, Kenyans used to travel to Nairobi to access Student Loan Application and Repayments from anniversary towers in Nairobi. These are services that can now be accessed through Huduma Centers spread in the forty seven counties.

Huduma Center has also improved on the orderliness and accountability in service acquisition through use of Queue Management Systems (QMS) and open plan service areas. There is also a renewed enthusiasm and professionalism in service provision that enables the quicker service provision and customer satisfaction aspects (Ng'aru & Wafula, 2015).

Despite the importance of Huduma Centers, little research seems to have been done on the relationship between the One Stop Shop Model and service delivery. Ng'aru and Wafula (2015) undertook a study that examined the choice of Huduma Center services. The study didn't explain the role of the One Stop Shop Model in service provision aspects. Blind (2011) undertook a study on the accountability in public service delivery. The study looked at public service delivery in general without examining the role of One Stop Shop Model in public service delivery which is the focus of this study.

#### **1.1.4 Nakuru Huduma Center**

The Nakuru Huduma centre is located on Kenyatta Avenue at the general post office office within Nakuru town. The Huduma Center is the only one within Nakuru county and is expected to serve eleven sub counties that is Nakuru Town East, Bahati, Rongai, Nakuru Town West, Kuresoi North, Subukia, Gilgil, Naivasha, Kuresoi South, Njoro, and Molo sub counties (County Government of Nakuru, 2016). The Nakuru Huduma Center offers diverse services including issuance of government documents and government services registration such as business names registration (Huduma Kenya., 2017).

Other services include Issuance of Duplicated National Identity Card, Registration of Welfare Groups, Issuance of Police Abstracts, Student Loan Application and Repayments, Single Business Permit, Search and Registration Of Business Names, NSSF – Member Registration, Statement, Stamp Duty Assessment and Payment, and Claims amongst others (Huduma Kenya., 2017).

## **1.2 Research Problem**

The One Stop Shop Model has been found to have diverse influence on public delivery aspects including improvement in access to government services, decentralization of government service points, and increase in awareness in the range of government services. Other aspects include reduction in cost of accessing government services, improvement in ease of accessing government services, improvement in quality of services, professionalizing on service delivery, and utilization of technology in service delivery.

Kenya has had challenges with public service delivery including slow turnaround timelines in service delivery, substandard service quality, challenges with staff attitude in government institutions, and corruption cases in government services. To counter these challenges in service delivery, the government of Kenya introduced diverse initiatives including Results Based Management framework that was founded performance contracting and citizen service charters. The limited success of these initiatives led the government to conceptualize the One Stop Shop Model in order to address these challenges. These challenges were there despite expectations of good public service as enshrined in the constitution.

In Kenya, the constituents of good public service are documented in article 232 (1) of the 2010 constitution that includes high standards of professional ethics; effective, efficient, and economic use of resources; responsive, prompt, impartial ,effective, and equitable provision of services; accountability for administrative acts , involvement of the people in the process of policy formulation and transparency and provision to the public of timely and accurate information (Government of Kenya., 2013).

Amongst the scholars that have examined the aspect of One Stop Shop Model on service delivery include Scholta, Mertens, & Reeve, (2017) in Portugal, and Kohlborn *et al.*, (2009) who examined the aspect of Governmental One-Stop Portals. These studies didn't examine the aspect of one stop shop model in public service delivery. This study therefore seeks to answer the questions; does one stop shop model enhance public service delivery in Huduma Centers in Kenya?

### **1.3 Research Objectives**

The study was guided by the following specific objectives:

- (i) To determine the influence of the One Stop Shop Model on service delivery of Nakuru Huduma Center
- (ii) To establish which aspect of the one stop shop model is most effective on service delivery of Nakuru Huduma Center

#### **1.4 Value of the Study**

This study has value to the Kenyan citizens who are the customers of Huduma Centers. The purpose of the One Stop Shop Model is to enhance the public service delivery amongst Kenyans. Huduma Center customers therefore benefit from this study by gaining knowledge on the various strategies that have been implemented to enhance public service delivery and the efficiency of such initiatives at the Huduma Center.

The study makes contribution to theory on public service delivery and the One Stop Shop Models. In this context, the study highlights practices that have been undertaken across the world on the One Stop Shop Model service delivery and the efficiency of those models in their respective areas of application. The study also demonstrates the efficiency of diverse components of One Stop Shop Models at the Huduma Centers in Kenya. In respect to the contribution to knowledge, the researchers utilize the suggestions which were made by the study as well as the literature reviewed to develop their studies in future. The study expands the body of knowledge in the field of public service delivery and one stop service models thus scholars and academicians benefit from the study by gaining a deeper understanding of the subject matter.

This study is of value to the management of Huduma Center and other service centers around the country in terms of decision making. The study highlights the efficiency of diverse aspects of one stop service models and their role in enhancing service delivery. This enables the management of these centers to make policy decisions that further enhance the efficiency of the One Stop Shop Model. The study results may also improve on the diverse practices that are undertaken within Huduma Centers.

## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.1 Introduction**

This chapter explores the theoretical review, empirical literature, conceptual framework, and summary of reviewed literature.

#### **2.2 Theoretical Review**

This section examines the theories that were used for the study. The theoretical review of this study was undertaken through the use of the Expectancy Disconfirmation Theory (EDT), and Cognitive Dissonance Theory as explained in the below paragraphs.

##### **2.2.1 Expectancy Disconfirmation Theory (EDT)**

The Expectancy Disconfirmation Theory (EDT) has been utilized by diverse scholars in the discussion of service delivery aspects. The EDT theory was conceptualized between 1977 to 1980 by Richard Oliver. The theory indicates that the satisfaction of the customers with the service delivery lies on the comparison of the services provided in comparison to expected standards that are already formed. These expected standards could be formed from previous interaction with the organization.

The EDT theory indicates that as the customers access the services they evaluate the delivery process which informs their expectations. The comparison of the experienced service delivery against their expectations could lead to confirmation or disconfirmation (of their expectations) thus leading to either satisfaction or dissatisfaction levels.

The customers achieve satisfaction through their expectations being met or exceeded by the service delivery. On the other hand, there could be dissatisfaction with the service delivery if the expectations are not met with the performance of service delivery.

This theory is applicable to this study as the study examines the manner in which the one stop service module influences service delivery. The aspects examined include the role of queue management system, issuance of government documents, integrated service provision, and ease of application on the public service delivery within Huduma Centres. The customer visits the Huduma Centres with given expectations on the length of time they need to queue in line and the government bureaucracy in application of government services. This is informed by the fact that government offices have traditionally been associated with slowness in service delivery and government bureaucracy. Therefore the customer judges the public service delivery through comparison between the performances on the ground against their expectations.

### **2.2.2 Cognitive Dissonance Theory**

The cognitive dissonance theory was conceptualized in 1957 by Leon Festinger. The basis of the theory is that there is a feeling of psychological discomfort if there is a conflict of the perceptions of what ought to have happened and what is happening. The person seeks to eliminate this psychological discomfort through seeking to have some level of consistency in these perceptions. Within the context of public service delivery, the customers waiting for services experience different cognitions in the service provision.



There is an expectation that the customers will get the services that they seek to find within the timelines that they think is reasonable. Therefore conflict between the expectations and the achieved may lead to psychological discomfort.

In respect to this study, the citizens visit the Huduma Centers with given expectations in relations to access of the government documents, queue lengths within the government, and ease of application of the documents. The conflict between the expectations and the performance often leads to the psychological discomfort that impact on public service delivery.

### **2.3 Determinants of One-Stop Shop Model on Public Service Delivery**

This section examines the diverse determinants of the one stop shop model in relations to the public service delivery. Amongst the aspects that were examined included government documents, integrated service provision, ease of application of government services and queue management system.

#### **2.3.1 Government Documents and Public Service Delivery**

The provision of government documents is a critical component of public service delivery. The citizens are dependent of the government to provide critical documents to enable them perform diverse functions. The range of documents that can be accessed from the government include birth certificates, death certificates, trade licences, and business permits amongst others. The ease of application of these documents improves on the public service delivery as well as the cost of these government documents is critical in public service delivery. Situations where citizens are not able to access the documents or take a long time for the document to be accessed, present poor service delivery to the citizens.

### **2.3.2 Integrated Service Provision and Public Service Delivery**

The integration of service provision ensures that the citizens don't have to travel long distances in order to access government services. This is within the background of typical government provision where the government services were typically distributed across diverse geographical locations, buildings and even floors within the same building. This presented challenges of access as citizens sometimes had to travel long distances to access these services which hindered their accessibility aspects.

### **2.3.3 Ease of Applications of Government Services and Public Service Delivery**

The ease of application of the government services is critical in public service delivery. This relates to the simplicity of the processes, simplicity of the documents that need to be filled, and the procedural processes required accessing the services. The use of technology has been seen to improve on the ease of application of government services and the consolidation of the services makes it easy for service access.

### **2.3.4 Queue Management System and Public Service Delivery**

Queue management is an important element of public service delivery as it determines on how long the customers wait before they are served. Queue management strategies therefore ensure that there is an orderly queue and more critically that the queue is moving as well as keeping customers informed on the progress in service delivery.

## **2.4 Empirical Studies**

Slack & Rowley (2014) examined the challenges of providing e government services through the information kiosks in a one stop shop model. The study was based in the United Kingdom (UK). The study utilized a descriptive study design and metadata analysis strategy. The study found that for the One Stop Shop Model to be effective the government needed to prioritize provision of diverse services through the information kiosks, explore the knowledge infrastructure that is need for the information kiosk to work, develop an e-government strategy and enhance mechanisms for citizen identification mechanisms. The study was based in the UK and is thus contextually different from the current study.

Scholta *et al.*, (2017) undertook a study that sought to examine the challenges faced by the One Stop Shop Model in public service delivery in Australia. The study was based in Australia. Semi structured interviews were used for data collection. The study used three employees of the Australian state government for the purposes of data collection. The study found that that one stop shop was key in enabling the governments to discover the citizen's needs and to respond those needs. The study is different from the current study in the context that it was based in Australia.

Hassan, Mike, & Guyo (2017) examined the moderating effect of the transformation leadership on the service delivery within Huduma Centers in Kenya. The study utilized a target population of 2600 Huduma Centre employees and a sample size of 335 employees.

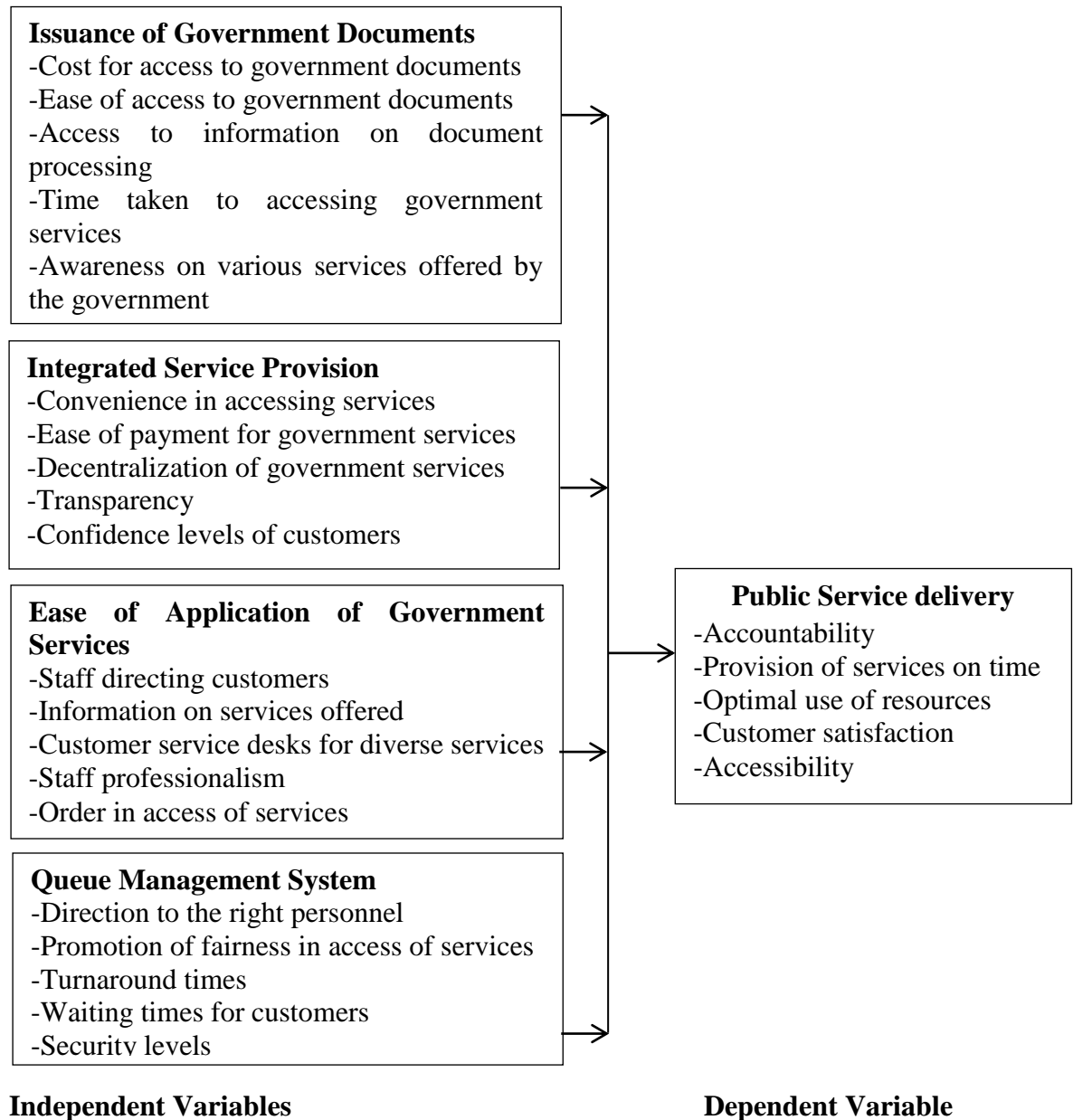
In the examination of the moderated effect of the transformation services, the study indicated that there was statistically significant influence of the One Stop Shop Model on the service delivery in Huduma Centers. The current study is contextually different as it doesn't seek to examine the moderating influence of the transformation leadership on public service delivery

Wanjiru *et al.*, (2015) examined the factors affecting the choices of Huduma Centre services in Mombasa. The study utilized a descriptive research design and utilized secondary data from journals, books and Huduma Centre literature. The study found that Mombasa residents took diverse services from Huduma Centre such as registration of business, registration for National Hospital Insurance Fund (NHIF) and National Social Security Fund (NSSF), renewal of drivers' licenses and checking of pension status, among other services. The study didn't illustrate the manner in which the use of Huduma Centre enhanced service delivery which is the focus of this study.

Still focusing on Mombasa, Kiragu, Kariuki, & Ikua (2015) examined the influence of Huduma Centre in service delivery aspects. The study objectives included examination if Huduma Centre enhanced transparency, reliability in government services, and customer satisfaction levels with government services. The study findings indicated that the findings for the Huduma Centre services in Mombasa were much more than the capacity that the center could provide. The customers further complained of semi centralization of the services within Huduma Center. The study is different from the current study as it doesn't examine the role of the One Stop Shop Model.

## 2.5 Conceptual Framework

The interrelationship between the variables of the study is displayed in the conceptual framework in Figure 2.1 with indicators that were used to examine each variable included.



**Figure 2.1: Conceptual Framework**

## 2.6 Summary of Reviewed Literature

The empirical literature indicates that various studies have examined the concept of the challenges of the One Stop Shop Model on service delivery. These include studies by Slack & Rowley (2014) that examined the challenges of providing e government services through the information kiosks in a one stop shop model and Scholta *et al.*, that examined the challenges faced by the One Stop Shop Model in public service delivery. However, these studies are contextually different from the current study since they have been conducted in other countries including the UK and Australia, respectively, while the current study was conducted in Kenya.

Similar studies carried out in Kenya include a study by Wanjiru *et al.*, (2015) that examined the factors influencing the choices of Huduma Centre services in Mombasa. However, the study didn't illustrate the manner in which the use of Huduma Centre enhanced service delivery which is the focus of this study. Kiragu, Kariuki, and Ikua (2015) examined the influence of Huduma Centre in service delivery aspects but did not examine the role of the One Stop Shop Model. Hassan, Mike, & Guyo (2017) examined the moderating effect of the transformation leadership on the service delivery within Huduma Centers in Kenya. The study contextually differs from the current study as it doesn't examine the role of the one stop shop model on public service delivery.

## **CHAPTER THREE**

### **RESEARCH METHODOLOGY**

#### **3.1 Introduction**

This chapter focuses on the procedure and methods that was used for data collection on the study. It includes the research design, population, sampling design, data collection, the validity and reliability of instruments and how data was analyzed and presented.

#### **3.2 Research Design**

A research design is a structure for identifying the relationship among the study's variables (Kothari, 2012). This study adopted a descriptive research design since it allowed the variables to be studied in their natural form without the researcher manipulating them in any way (Sekaran & Bougie, 2011). It also provided a quick, efficient and accurate means of assessing information from the population.

#### **3.3 Population**

The study aimed to examine the strategic role of the one stop shop model in enhancing public service delivery in Huduma Centers in Kenya. Therefore, the target population was the customers visiting the Huduma Centre in Nakuru, Kenya as well as the customer service staff in this center. This is because they had insights from both the end-user perspective and service provider perspective, respectively which can be generalized to all Huduma Centers in Kenya. Additionally, the time and finance limitations did not allow the researcher to conduct the study on all Huduma Centers in Kenya since the university had only allocated six months for the study and it was funded by the researcher.

There are approximately 400 customers who access services at Huduma Centre in Nakuru on a daily basis and 35 staff who provide diverse services at the Center. Thus the target population consisted of 545 members.

**Table 3.1: Population Frame**

	<b>Frequency</b>	<b>Percentage</b>
Customers	400	92.0%
Customer Service Staff	35	8.0%
<b>Total</b>	<b>435</b>	<b>100.0%</b>

**Source:** Huduma Centre Nakuru (2018)

### 3.4 Sampling Design

A sample design is the framework that is used to select a finite number of members from the population (sample) which ensures that the whole population is represented, there is cost and time effectiveness, and accurate data is collected (Kombo & Tromp, 2009). The sample size was calculated using the Naissuma (2009) formula that is;

$$n = \frac{NC^2}{C^2 + (N-1)e^2} \quad \text{Where}$$

n = sample size

N = size of target population

C = coefficient of variation (0.5)

e = error margin (0.05)

On substitution:

$$n = \frac{435 (0.5^2)}{0.5^2 + (435-1)0.05^2} = \frac{108.75}{1.335}$$

n = 81 respondents



Therefore, 81 respondents were used for the study. Proportionate stratified random sampling was used to divide the population into two subgroups depending on their members' shared characteristics (Girija, 2003). Therefore, the sample consisted of a subgroup made of 6 customer service staff at Huduma Centre in Nakuru, Kenya and another made of 75 customers who visit the Huduma Centre in Nakuru, Kenya for services. In the interest of fairness, simple random sampling was used to choose individual respondents from the subgroups. This ensured that there was no researcher bias (Chawla & Sodhi, 2011).

**Table 3.2: Sampling Frame**

	<b>Percentage</b>	<b>Frequency</b>
Customers	92.0%	75
Customer Service Staff	8.0%	6
<b>Total</b>	<b>100.0%</b>	<b>81</b>

### **3.5 Data Collection**

Data was collected using structured questionnaires where respondents were issued with questions with options already provided for them. This enabled the respondents to respond to the questions in a quick manner and ensured a higher response rate (Mugenda & Mugenda, 2013). Additionally, it made the data analysis process easier using the Statistical Package for Social Sciences (SPSS) software. Respondents who were customers were given the questionnaires so they could fill them in and allowed some time to do so then the questionnaires collected before they left the Huduma Center. This was done to ease collection of the questionnaire due to challenges in accessing them after they left the center. However, since the customer service staff were busy with work, the researcher left them with the questionnaires for collection at a pre-agreed future date.

### 3.6 Validity and Reliability

The validity and reliability of the questionnaire was determined to ensure that the instrument delivered credible data. The degree to which items in the questionnaire measure what they claim to (validity) was determined using the input of five peer experts and the research supervisor (Saunders, Lewis, & Thornhill, 2009).

The degree to which the questionnaire can produce the same results after repeat trials under the same conditions (reliability) was determined using an internal consistency test (Kothari, 2012). This test utilized the Cronbach alpha coefficient with a minimum threshold of 0.7. Therefore, items with a Cronbach alpha above 0.7 were deemed reliable.

### 3.7 Data Analysis

Data was first scrutinized to determine whether it was consistent. This was done during a process of cleaning and editing of the data. The responses were then coded and data entry done into SPSS. The SPSS software was used to generate both descriptive statistics which included frequencies, means, and standard deviations as well as inferential statistics. The multiple linear regression with the model below was used for inferential statistics;

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \varepsilon$$

Where; Y= Public Service Delivery

$\beta_0$  = constant;  $\beta_1, \dots, \beta_4$  = Coefficients of estimates

$X_1$  = Issuance of Government Documents

$X_2$  = Integrated Service Provision

$X_3$  = Ease of Application of Government Services

$X_4$  = Queue Management System

## **CHAPTER FOUR**

### **DATA ANALYSIS AND RESEARCH FINDINGS**

#### **4.1 Introduction**

This chapter discusses the results of the analysis on data collected on the influence of the One Stop Shop Model on service delivery of Nakuru Huduma Center and the aspect of the one stop shop model that is most effective on service delivery of Nakuru Huduma Center. A discussion of the results is also provided in this chapter.

#### **4.2 Questionnaire Return Rate**

The researcher issued out a total of 81 questionnaires to 6 customer service staff at Huduma Centre in Nakuru, Kenya and 75 customers who visit the Huduma Centre in Nakuru, Kenya for services. The researcher collected all the 75 questionnaires that had been issued to customers of Huduma Center, Nakuru since they were allowed some time fill the questionnaires and the questionnaires collected before they left the Huduma Center. Two customer service staff did not return their questionnaires thus the returned questionnaires were 79 in number. The questionnaire return rate was therefore 97.5%. A response rate of 70% and above is deemed appropriate for analysis and reporting based on the results (Mugenda and Mugenda, 2003).

The questionnaire return rate achieved for this study was therefore appropriate in achieving study's research objectives. The questionnaires were scrutinized to determine whether the information in them was consistent. This was done during a process of cleaning and editing of the data. The process resulted in 67 completely filled questionnaires whose data was extracted and analysed to give results and findings of the study.

### 4.3 Background Information

The gender of respondents, their age, and their education level were used to extract their background information.

#### 4.3.1 Gender of Respondents

Respondents were asked to indicate their gender and the results from the analysis presented in Table 4.1.

**Table 4.1: Distribution by Gender of Respondents**

<b>Gender</b>	<b>Frequency</b>	<b>Percentage</b>
Male	29	42.7%
Female	38	57.3%
<b>Total</b>	<b>67</b>	<b>100.0%</b>

Above half of the study's respondents were found to be female (57.3%) with the male respondents being 42.7%. This indicated that there was reasonable gender representation from both genders thus the findings of the study were not gender biased.

#### 4.3.2 Age of Respondents

The respondents indicated the age bracket that was appropriate for their age and results of the responses are shown in Table 4.2.

**Table 4.2: Distribution by Age of Respondents**

<b>Age</b>	<b>Frequency</b>	<b>Percentage</b>
Below 25 Years	15	22.4%
26-35 Years	11	16.4%
36-45 Years	21	31.3%
46-55 Years	17	25.4%
Above 55 Years	3	4.5%
<b>Total</b>	<b>67</b>	<b>100.0%</b>

The study found that a majority of the respondents were aged 36-45 years. These were closely followed by respondents aged 46-55 years (25.4%), below 25 years (22.4%), 26-35 years (16.4%) in that order. The least number of respondents (4.5%) were above 55 years of age. The study therefore established that there was fair representation of respondents of all age brackets.

### 4.3.3 Education Level of Respondents

The respondents were also asked to indicate their highest level of education and results shown in Table 4.3.

**Table 4.3: Distribution by Years of Experience of Respondents in Agricultural Firm/Company**

<b>Level</b>	<b>Frequency</b>	<b>Percentage</b>
Diploma	46	68.7%
Graduate	20	29.9%
Post Graduate	1	1.4%
<b>Total</b>	<b>67</b>	<b>100.0%</b>

A majority of the study's respondents had diploma level of education followed by those with graduate level and one respondent (1.4% of respondents) with post graduate level of education. The study respondents therefore could understand the language and content for items in the questionnaire thus were able to give their perspective in relation to the various statements used in their study accordingly.

### 4.4 Descriptive Statistics

The descriptive statistics utilized for this study were frequencies, measures of central tendency (means) and measures of dispersion (standard deviation). Descriptive statistics were used for Likert scale questions in parts B, C, D, E, and F to of the questionnaire.

The items in relation to the each study variable were rated on a scale of 1-5; where 5= Strongly Agree (SA); 4=Agree (A); 3= Uncertain; 2=Disagree (D) and 1=Strongly Disagree (SD). The frequencies therefore indicated the popularity of a response amongst the study respondents based on the number of time it was used to respond to a statement.

The mean ( $\mu$ ) was used to determine the average response of respondents. In this context and for ease of interpretation, the means were placed in five categories which implied on average respondents tended to strongly agree for means in the category  $4.5 < \mu \leq 5$ , tended to agree for means in the category  $3.5 \leq \mu < 4.5$ , tended to be undecided for means in the category  $(2.5 \leq \mu < 3.5)$ , tended to disagree for means in the category  $(1.5 \leq \mu < 2.5)$ , and tended to strongly disagree for means in the category  $(1 \geq \mu < 1.5)$  (Sekaran & Bougie, 2011).

The standard deviations were used to indicate the variation of responses from the mean. In this context, the standard deviations were placed in three categories where standard deviations in the category  $\sigma_x \leq 0.5$  indicated low dispersion of responses from the mean thus implied high consensus,  $0.5 < \sigma_x \leq 1$  indicated moderate dispersion of responses from the mean thus implied moderate consensus and  $\sigma_x > 1$  indicated high dispersion of responses from the mean thus implied lack of consensus amongst respondents on the given metric (Mugenda and Mugenda, 2013).

#### 4.4.1 Issuance of Government Documents

The study sought to determine the various ways in which issuance of national documents at Nakuru Huduma Centre has enhanced service delivery amongst residents of Nakuru County. The indicators used for this examination included cost for access to government documents, ease of access to government documents, access to information on document processing, time taken to accessing government services, and awareness on various services offered by the government. The results are presented in Table 4.4.

**Table 4.4: Descriptive Statistics for Issuance of Government Documents**

Statement	Total	
	Mean	Std. Dev.
Reduced the cost for accessing government documents	3.91	.690
Made it easy for residents to access government documents	3.72	.950
Enables residents to access information on document processing	3.67	.991
Time for accessing government services is reduced	3.64	.980
Created awareness on various services offered by the government	3.66	1.052

A majority of respondents tended to agree (77.6%) that the cost for accessing national documents has been reduced through their being issued at Nakuru Huduma Center. In addition, 10.4% of the respondents tended to strongly agree that the cost for accessing national documents has been reduced through their being issued at Nakuru Huduma Center. On the other hand, 4.5% of the respondents tended to disagree with the statement indicating that the cost for accessing national documents has not been reduced through their being issued at Nakuru Huduma Center.

In addition, the cost for accessing national documents was strongly perceived not to have been reduced through their being issued at Nakuru Huduma Center (Strongly Disagree=1.5%). Some respondents (6.0%) tended to be uncertain in terms of whether the cost for accessing national documents has been reduced through their being issued at Nakuru Huduma Center as they chose the “Undecided” prompt.

Issuance of national documents at Nakuru Huduma Centre has made it easy for residents to access government documents as perceived by a majority of respondents (62.7%). Some respondents tended to strongly agree (13.4%) that issuance of national documents at Nakuru Huduma Centre has made it easy for residents to access government documents. However, 11.9% and 3.0% of the respondents tended to disagree and strongly disagree with the statement, respectively indicating that access to government documents has not been eased for residents through issuance of national documents at Nakuru Huduma Centre. A few respondents also tended to be undecided (9.0%) on whether access to government documents has not been eased for residents through issuance of national documents at Nakuru Huduma Centre.

Almost three quarters of respondents tended to agree (70.1%) that issuance of national documents at Nakuru Huduma Centre enables residents of Nakuru County to access information on document processing. Additionally, 9.0% of the respondents strongly perceived that issuance of national documents at Nakuru Huduma Centre enables residents of Nakuru County to access information on document processing. On the other hand, 7.5% of the respondents strongly perceived that this was not the case as well as 6.0% who tended to disagree.



These respondents therefore indicated that issuance of national documents at Nakuru Huduma Centre does not enable residents of Nakuru County to access information on document processing. A few respondents tended to be uncertain (7.5%) on whether the issuance of national documents at Nakuru Huduma Centre enables residents of Nakuru County to access information on document processing.

The time for accessing government services was perceived by a majority of respondents (71.6%) to be reduced by issuance of national documents at Nakuru Huduma Centre. Additionally, 9.0% of the respondents tended to strongly agree that issuance of national documents at Nakuru Huduma Centre has reduced the time for accessing government services for residents of Nakuru County. However, 10.4% and 6.0% tended to disagree and strongly disagree with the statement. According to these respondents, issuance of national documents at Nakuru Huduma Centre has not reduced the time for accessing government services for residents of Nakuru County. There were some respondent who tended to be undecided (4.5%) on whether issuance of national documents at Nakuru Huduma Centre has reduced the time for accessing government services for residents of Nakuru County or not.

Issuance of national documents at Nakuru Huduma Centre was perceived to have created awareness among residents of Nakuru County on various services offered by the government by about half of the respondents (55.2%). In addition, 16.4% of the respondents tended to strongly agree that this was the case.

Other respondents cited that issuance of national documents at Nakuru Huduma Centre has not created awareness among residents of Nakuru County on various services offered by the government (Disagree=13.4%) a perception that was strongly held by 4.5% of the respondents (Strongly Disagree). However, some respondents tended to be uncertain (10.4%) on whether issuance of national documents at Nakuru Huduma Centre has created awareness among residents of Nakuru County on various services offered by the government or not.

The statement “issuance of national documents at Nakuru Huduma Centre has reduced the cost for accessing government documents” scored a mean of 3.72 and a standard deviation of 0.950 3.91 and 0.690 respectively. This implied that respondents on average tended to agree ( $3.5 \leq \mu < 4.5$ ) and have moderate consensus ( $0.5 < \sigma_x \leq 1$ ) that reduced cost for accessing government documents for residents of Nakuru County has enhanced public service delivery at Nakuru Huduma Centre. The statement “issuance of national documents at Nakuru Huduma Centre has made it easy for residents to access government documents” scored a mean of 3.72 and a standard deviation of 0.950. This implied that respondents on average tended to agree ( $3.5 \leq \mu < 4.5$ ) and have moderate consensus ( $0.5 < \sigma_x \leq 1$ ) that ease of access to government documents for residents of Nakuru County has enhanced public service delivery at Nakuru Huduma Centre.

The mean score for “issuance of national documents at Nakuru Huduma Centre enables residents of Nakuru County to access information on document processing” was 3.67 while the standard deviation was 0.991. Therefore, on average, respondents agree ( $3.5 \leq \mu < 4.5$ ) and have moderate consensus ( $0.5 < \sigma_x \leq 1$ ) that access to information on document processing for residents of Nakuru County has enhanced public service delivery at Nakuru Huduma Centre. Similarly, the mean score for “issuance of national documents at Nakuru Huduma Centre has reduced time for accessing government for residents of Nakuru County” was 3.64 while the standard deviation was 0.980. Therefore, on average, respondents agree ( $3.5 \leq \mu < 4.5$ ) and have moderate consensus ( $0.5 < \sigma_x \leq 1$ ) that reduced time for accessing government for residents of Nakuru County has enhanced public service delivery at Nakuru Huduma Centre.

Finally, the statement “issuance of national documents at Nakuru Huduma Centre has created awareness on various services offered by the government” scored a mean of 3.66 and a standard deviation of 1.052. This implied that respondents on average tended to agree ( $3.5 \leq \mu < 4.5$ ) that awareness among Nakuru County residents on various services offered by the government has enhanced public service delivery at Nakuru Huduma Centre. However, the respondents lacked consensus in respect to their level of agreement with the statement ( $\sigma_x > 1$ ).

#### 4.4.2 Integrated Service Provision

The study also sought to examine the ways in which integrated service provision has enhanced public service delivery in Nakuru Huduma Center. The study used five indicators including convenience in accessing services, ease of payment for government services, decentralization of government services, transparency, and confidence levels of customers. The respondents rated their level of agreement on these items and results presented in Table 4.5.

**Table 4.5: Descriptive Statistics for Integrated Service Provision**

Statement	Total	
	Mean	Std. Dev.
Residents are able to access diverse services conveniently since the services are offered under a single roof	3.81	.925
Residents are able to easily pay for government services	3.93	.804
National government services have been decentralized to county levels	3.58	.987
Improved transparency by minimizing avenues of corruption	4.00	.651
Increased confidence levels that the needs of the residents will be fulfilled	3.72	1.042

Residents of Nakuru County are able to access diverse services conveniently since the services at Nakuru Huduma Center are offered under a single roof as perceived by a majority of respondents (70.1%). Some respondents also tended to strongly agree (13.4%) that residents of Nakuru County are able to access diverse services conveniently since the services at Nakuru Huduma Center are offered under a single roof.

However, 7.5% and 4.5% of the respondents tended to disagree and strongly disagree with the statement, respectively indicating that residents of Nakuru County are unable to access diverse services conveniently even though the services at Nakuru Huduma Center are offered under a single roof. A few respondents also tended to be undecided (4.5%) on whether residents of Nakuru County are able to access diverse services conveniently since the services at Nakuru Huduma Center are offered under a single roof or not.

A majority of respondents tended to agree (65.7%) that integrated service provision at Nakuru Huduma Center enables residents of Nakuru County to easily pay for government services. Further, 17.9% of the respondents tended to strongly agree that integrated service provision at Nakuru Huduma Center enables residents of Nakuru County to easily pay for government services. However, 6.0% (Disagree) and 1.5% (Strongly Disagree) of the respondents indicated does not enable residents of Nakuru County residents are not able to easily pay for government services at Nakuru Huduma Center. Some respondents tended to be uncertain (Undecided=9.0%) as to whether residents of Nakuru County are able to easily pay for government services at Nakuru Huduma Center.

Almost three quarters of respondents tended to agree (73.1%) that integration of service provision has decentralized national government services to county levels. Additionally, 4.5% of the respondents strongly perceived that integration of service provision has decentralized national government services to county levels. On the other hand, 7.5% of the respondents strongly perceived that this was not the case as well as 9.0% who tended to disagree.

These respondents therefore indicated that national government services to county levels have not been decentralized through integration of service provision at Huduma Center. A few respondents tended to be uncertain (6.0%) on whether the integration of service provision has decentralized national government services to county levels. According to a majority of respondents (71.6%), integration of service provision at Huduma Center has improved transparency by minimizing avenues of corruption. This perception was also strongly held by 16.4% of the respondents. On the other hand, no respondent had strong opposing opinion (Strongly Disagree=0.0%) although a few respondents (4.5%) tended to disagree with the statement indicating that integration of service provision at Huduma Center has not improved transparency by minimizing avenues of corruption. The remaining respondents (7.5%) tended to be undecided on whether integration of service provision at Huduma Center has improved transparency by minimizing avenues of corruption or not.

The integration of service provision at Nakuru Huduma Center has increased confidence levels that the needs of the residents of Nakuru County will be fulfilled. This was according to 64.2% of the respondents who tended to agree and 14.9% of the respondents who tended to strongly agree with the statement. On the other hand, opposing opinions to the statement were held by 10.4% of the respondents who tended to disagree and 6.0% of the respondents who tended to strongly disagree with the statement.

These respondents therefore indicated that integration of service provision at Nakuru Huduma Center has not increased confidence levels that the needs of the residents of Nakuru County will be fulfilled. A few respondents were undecided on whether integration of service provision at Nakuru Huduma Center has increased confidence levels that the needs of the residents of Nakuru County will be fulfilled or has not.

The mean score for “residents are able to access diverse services conveniently since the services are offered under a single roof” was 3.81 while the standard deviation was 0.925. Therefore, on average, respondents agree ( $3.5 \leq \mu < 4.5$ ) and have moderate consensus ( $0.5 < \sigma_x \leq 1$ ) that convenience in accessing services has enhanced public service delivery in Nakuru Huduma Center.

Similar findings were made by Wanjiru *et al.*, (2015) in an examination of the factors affecting the choices of Huduma Centre services in Mombasa. The study found that Mombasa residents took diverse services from Huduma Centre such as registration of business, registration for National Hospital Insurance Fund (NHIF) and National Social Security Fund (NSSF), renewal of drivers’ licenses and checking of pension status, among other services. However, findings of a study by Kiragu, Kariuki, & Ikua (2015) focusing on the influence of Huduma Centre in service delivery aspects in Mombasa are contradicted by those of the current study. The study noted that the services sought for by customers in Mombasa were much more than the capacity that the center could provide. The customers further complained of semi centralization of the services within Huduma Center.

Similarly, the mean score for “residents are able to easily pay for government services” was 3.93 and the standard deviation was 0.804. Therefore, on average, respondents agree ( $3.5 \leq \mu < 4.5$ ) and have moderate consensus ( $0.5 < \sigma_x \leq 1$ ) that ease of payment for government services has enhanced public service delivery in Nakuru Huduma Center.

The statement “national government services have been decentralized to county levels” scored a mean of 3.58 and a standard deviation of 0.987. This implied that respondents on average tended to agree ( $3.5 \leq \mu < 4.5$ ) and have moderate consensus ( $0.5 < \sigma_x \leq 1$ ) that decentralization of government services to county level has enhanced public service delivery in Nakuru Huduma Center. The mean score for “integration of service provision has improved transparency by minimizing avenues of corruption” was 4.00 and its standard deviation was 0.651. The study therefore found that respondents on average tended to agree ( $3.5 \leq \mu < 4.5$ ) and have moderate consensus ( $0.5 < \sigma_x \leq 1$ ) that improved transparency through minimizing avenues of corruption has enhanced public service delivery in Nakuru Huduma Center.

Finally, the statement “integration of service provision at Nakuru Huduma Center has increased confidence levels that the needs of the residents will be fulfilled” scored a mean of 3.72 and a standard deviation of 1.042. This implied that respondents on average tended to agree ( $3.5 \leq \mu < 4.5$ ) that increased confidence levels of customers have enhanced public service delivery in Nakuru Huduma Center. However, the respondents lacked consensus in respect to their level of agreement with the statement ( $\sigma_x > 1$ ).



#### 4.4.3 Ease of Application of Government Services

The study also sought to examine the ways in which ease of application of government services has enhanced public service delivery in Nakuru Huduma Center. The indicators that were used were staff directing customers', information on services offered, customer service desks for diverse services, staff professionalism, and order in access of services and results presented in Table 4.6. The availability of staff to direct customers to the appropriate service desk has enhanced public service delivery in Nakuru Huduma Center. This was according to 71.6% of the respondents who tended to agree and 14.9% of the respondents who tended to strongly agree with the statement.

**Table 4.6: Descriptive Statistics for Ease of Application of Government Services**

Statement	Total	
	Mean	Std. Dev.
Availability of staff to direct customers to the appropriate service desk	3.90	.855
Provision of adequate information regarding services offered	3.85	.783
Availability of various customer service desks for diverse services	3.60	1.031
Customers being served by staff in a professional manner	3.84	.914
Order in accessing services due to availability of sitting area while waiting for services	3.73	.914

On the other hand, opposing opinions to the statement were held by 3.0% of the respondents who tended to disagree and 4.5% of the respondents who tended to strongly disagree with the statement. These respondents therefore indicated that availability of staff to direct customers to the appropriate service desk has not enhanced public service delivery at Nakuru Huduma Center. A few respondents were undecided on whether availability of staff to direct customers to the appropriate service desk has enhanced public service delivery in Nakuru Huduma Center or has not.

A majority of respondents tended to agree (67.2%) that provision of adequate information regarding services offered has enhanced public service delivery at Nakuru Huduma Center. Additionally, 13.4% of the respondents strongly perceived that provision of adequate information regarding services offered has enhanced public service delivery at Nakuru Huduma Center. On the other hand, 1.5% of the respondents strongly perceived that this was not the case as well as 6.0% who tended to disagree. These respondents therefore indicated that provision of adequate information regarding services offered has not enhanced public service delivery at Nakuru Huduma Center. A few respondents tended to be uncertain (6.0%) on whether provision of adequate information regarding services offered has enhanced public service delivery at Nakuru Huduma Center or not.

According to a majority of respondents (58.2%), availability of various customer service desks for diverse services has enhanced public service delivery at Nakuru Huduma Center. This perception is also strongly held by 11.9% of the respondents. On the other hand, 6.0% of the respondents had strong opposing opinion (Strongly Disagree) while 4.5% of the respondents had opposing opinions (Disagree) with the statement. These respondents indicated that availability of various customer service desks for diverse services has not enhanced public service delivery at Nakuru Huduma Center. The remaining respondents (13.4%) tended to be undecided on whether availability of various customer service desks for diverse services has enhanced public service delivery at Nakuru Huduma Center or not.

Similarly, customers being served by staff in a professional manner was perceived to enhance public service delivery at Nakuru Huduma Center by 61.2% of respondents who tended to agree and 17.9% of respondents who tended to strongly agree with the statement. A few respondents were undecided (10.4%) on whether customers being served by staff in a professional manner has enhanced public service delivery at Nakuru Huduma Center or not. Other respondents tended to disagree (7.5%) and strongly disagree (3.0%) with the statement indicating that customers being served by staff in a professional manner has not enhanced public service delivery at Nakuru Huduma Center.

About three quarters of respondents tended to agree (74.6%) tended to agree that order in accessing services due to availability of sitting area while waiting for services has enhanced public service delivery at Nakuru Huduma Center. Additionally, 7.5% of the respondents strongly perceived that order in accessing services due to availability of sitting area while waiting for services has enhanced public service delivery at Nakuru Huduma Center. On the other hand, 7.5% of the respondents strongly perceived that this was not the case as well as 1.5% who tended to disagree. These respondents therefore indicated that order in accessing services due to availability of sitting area while waiting for services has not enhanced public service delivery at Nakuru Huduma Center. A few respondents tended to be uncertain (6.0%) on whether order in accessing services due to availability of sitting area while waiting for services has enhanced public service delivery at Nakuru Huduma Center or not.

The statement “availability of staff to direct customers to the appropriate service desk has enhanced public service delivery in Nakuru Huduma Center” scored a mean of 3.90 and a standard deviation of 0.855. This implied that respondents on average tended to agree ( $3.5 \leq \mu < 4.5$ ) and have moderate consensus ( $0.5 < \sigma_x \leq 1$ ) that staff directing customers’ has enhanced public service delivery in Nakuru Huduma Center. The mean of “provision of adequate information regarding services offered has enhanced public service delivery at Nakuru Huduma Center” was 3.85 and the standard deviation was 0.783. The study therefore found that on average, respondents tended to agree ( $3.5 \leq \mu < 4.5$ ) and have moderate consensus ( $0.5 < \sigma_x \leq 1$ ) that information on services offered enhances public service delivery at Nakuru Huduma Center.

The study results indicated that the mean of “availability of various customer service desks for diverse services has enhanced public service delivery at Nakuru Huduma Center” was 3.60 and the standard deviation was 1.031. The study therefore found that respondents on average tended to agree ( $3.5 \leq \mu < 4.5$ ) that availability of customer service desks for diverse services has enhanced public service delivery at Nakuru Huduma Center. The study however found a lack of consensus on the level of agreement of respondents with the statement since the standard deviation of responses for this statement was greater than one ( $\sigma_x > 1$ ).

A mean of 3.84 and standard deviation of 0.914 for the statement “customers being served by staff in a professional manner has enhanced public service delivery at Nakuru Huduma Center” was realized. This implied that on average, respondents tended to agree ( $3.5 \leq \mu < 4.5$ ) and have moderate consensus ( $0.5 < \sigma_x \leq 1$ ) that staff professionalism has enhanced public service delivery at Nakuru Huduma Center.

On average, respondents tended to agree that order in access of services has enhanced public service delivery at Nakuru Huduma Center. There was moderate consensus on this statement. This was due to a mean of 3.73 ( $3.5 \leq \mu < 4.5$ ) and standard deviation of 0.914 ( $0.5 < \sigma_x \leq 1$ ) for the statement “order in accessing services due to availability of sitting area while waiting for services has enhanced public service delivery at Nakuru Huduma Center”.

#### 4.4.4 Queue Management System

The study used five indicators to establish the ways in which queue management system has enhanced public service delivery in Nakuru Huduma Center. These were direction to the right personnel, promotion of fairness in access of services, turnaround times, waiting times for customers, and security levels. The results are as shown in Table 4.7.

**Table 4.7: Descriptive Statistics for Queue Management System**

Statement	Total	
	Mean	Std. Dev.
Residents are directed to the right personnel for the required service	3.64	1.025
Promotion of fairness in access of services	3.94	.868
Improved turnaround times since staff are able to serve customers in a relaxed environment	3.84	.963
Reduced waiting times for customers	3.78	.832
Increase in security levels	3.76	1.074

According to a majority of respondents (59.7%), the queue management system in Nakuru Huduma Center directs residents to the right personnel for the required service. This perception is also strongly held by 13.4% of the respondents. On the other hand, 4.5% of the respondents had strong opposing opinion (Strongly Disagree) while 13.4% of the respondents had opposing opinions (Disagree) with the statement. These respondents indicated that the queue management system in Nakuru Huduma Center does not direct residents to the right personnel for the required service. The remaining respondents (9.0%) tended to be undecided on whether the queue management system in Nakuru Huduma Center directs residents to the right personnel for the required service or not.

The queue management system in Nakuru Huduma Center promotes fairness in access of services. This was according to 64.2% of the respondents who tended to agree and 20.9% of the respondents who tended to strongly agree with the statement. On the other hand, opposing opinions to the statement were held by 9.0% of the respondents who tended to disagree and a negligible 1.5% of the respondents who tended to strongly disagree with the statement. These respondents therefore indicated that queue management system in Nakuru Huduma Center does not promote fairness in access of services. A few respondents were undecided (4.5%) on whether the queue management system in Nakuru Huduma Center promotes fairness in access of services or does not.

Most of the respondents tended to agree (67.2%) that there the turnaround time is improved since staff at Nakuru Huduma Center are able to serve customers in a relaxed environment. Additionally, 16.4% of the respondents strongly perceived that there are improved turnaround times since staff in Nakuru Huduma Center are able to serve customers in a relaxed environment. On the other hand, 4.5% of the respondents strongly perceived that this was not the case as well as 6.0% who tended to disagree. These respondents therefore indicated that turnaround times have not improved from staff at Nakuru Huduma Center being able to serve customers in a relaxed environment. A few respondents were undecided on whether turnaround times have improved or not.

About three quarters of respondents tended to agree (73.1%) that the queue management system in Nakuru Huduma Center has reduced waiting times for customers thus enhanced public service delivery at the Center. Additionally, 9.0% of the respondents strongly perceived that the queue management system in Nakuru Huduma Center has reduced waiting times for customers thus enhanced public service delivery at the Center. On the other hand, 7.5% of the respondents (Disagree) perceived that this was not the case as well as 3.0% who tended to strongly disagree. The study established that these respondents felt that reduced waiting times for customers have not been realized thus public service delivery at the Nakuru Huduma Center has not been enhanced. A few respondents tended to be uncertain (7.5%) on whether queue management system in Nakuru Huduma Center has reduced waiting times for customers or not.

The queue management system in Nakuru Huduma Center has increased security levels thus enhanced public service delivery at the Center as perceived by 7.01% of respondents who tended to agree and 14.9% of respondents who tended to strongly agree with the statement. On the other hand, some respondents indicated that security levels in Nakuru Huduma Center have not increased thus public service delivery at the Center has not been enhanced (Disagree=6.0%; Strongly Disagree=9.0%). No respondent was undecided (0.0%) in respect to the perceived influence of queue management system on security levels.

On average, respondents tended to agree that direction of customers to the right personnel has enhanced public service delivery at Nakuru Huduma Center. This was due to a mean of 3.64 which was the category  $3.5 \leq \mu < 4.5$ . However, there was a lack of consensus on this statement since the standard deviation for the statement “residents are directed to the right personnel for the required service” was greater than one (1.025). Similarly, respondents on average tended to agree that increased security levels have enhanced public service delivery at Nakuru Huduma Center. This was due to a mean of 3.76 which was in the category  $3.5 \leq \mu < 4.5$ . There was a lack of consensus since the standard deviation for the statement was 1.074 ( $\sigma_x > 1$ ).

A mean of 3.84 and standard deviation of 0.963 for the statement “improved turnaround times since staff are able to serve customers in a relaxed environment has enhanced public service delivery at Nakuru Huduma Center” was realized. This implied that on average, respondents tended to agree ( $3.5 \leq \mu < 4.5$ ) and have moderate consensus ( $0.5 < \sigma_x \leq 1$ ) that improved turnaround times have enhanced public service delivery at Nakuru Huduma Center.



The mean of “promotion of fairness in access of services has enhanced public service delivery at Nakuru Huduma Center” was 3.94 and the standard deviation was 0.868. Therefore, respondents on average tended to agree ( $3.5 \leq \mu < 4.5$ ) and have moderate consensus ( $0.5 < \sigma_x \leq 1$ ) that the promotion of fairness in access of services has enhanced public service delivery at Nakuru Huduma Center. A mean of 3.78 and standard deviation of 0.832 for the statement “reduced waiting time for customers has enhanced public service delivery at Nakuru Huduma Center” was found. This implied that on average, respondents tended to agree ( $3.5 \leq \mu < 4.5$ ) and have moderate consensus ( $0.5 < \sigma_x \leq 1$ ) that reduced waiting time for customers has enhanced public service delivery at Nakuru Huduma Center.

#### 4.4.5 Public Service Delivery in Huduma Center

The study sought to determine the aspects of public service delivery in Huduma Centers in Kenya that have been enhanced by the one stop shop model. The indicators used for this examination were accountability, provision of services on time, optimal use of resources, customer satisfaction, and accessibility. The results are displayed in Table 4.8.

**Table 4.8: Descriptive Statistics for Public Service Delivery in Huduma Center**

Statement	Total	
	Mean	Std. Dev.
Accountability in service provision	3.90	.761
Provision of services on time	3.76	.971
Optimal use of resources	3.88	.879
Customer satisfaction	3.78	.735
Accessibility of government services	3.75	.990

From the results in Table 4.8, the study found that about three quarters of the respondents tended to agree that the one stop shop model has enhanced accountability in service provision Nakuru Huduma Center. Some respondents also tended to strongly agree (11.9%) that r the one stop shop model has enhanced accountability in service provision Nakuru Huduma Center. However, 7.5% and 1.5% of the respondents tended to disagree and strongly disagree with the statement, respectively indicating that accountability in service provision in Nakuru Huduma Center has not been enhanced by the one stop shop model. A few respondents also tended to be undecided (3.0%) on whether the one stop shop model has enhanced accountability in service provision Nakuru Huduma Center or not.

In the context of provision of services, a majority of respondents tended to agree (56.7%) that the one stop shop model has enhanced provision of services on time in Nakuru Huduma Center. Additionally, 17.9% of the respondents strongly perceived this to be the case. On the other hand, 3.0% (Strongly Disagree) and 10.4% (Disagree) of the respondents were in disagreement with the statement indicating that provision of services on time in Nakuru Huduma Center has not been enhanced by the one stop shop model. The other respondents tended to be uncertain whether the one stop shop model has enhanced provision of services on time in Nakuru Huduma Center or not.

The one stop shop model has enhanced optimal use of resources in Nakuru Huduma Center. This was according to 67.2% of the respondents who tended to agree and 16.4% of the respondents who tended to strongly agree with the statement. On the other hand, opposing opinions to the statement were held by 3.0% of the respondents who tended to disagree and 4.5% of the respondents who tended to strongly disagree with the statement. These respondents therefore indicated that the one stop shop model has not enhanced optimal use of resources in Nakuru Huduma Center. A few respondents were undecided (4.5%) on whether the one stop shop model has enhanced optimal use of resources in Nakuru Huduma Center or not.

A majority of respondents tended to agree (68.7%) that the one stop shop model has enhanced customer satisfaction in Nakuru Huduma Center. In addition, 9.0% of the respondents tended to strongly agree that the one stop shop model has enhanced customer satisfaction in Nakuru Huduma Center. On the other hand, 9.0% of the respondents tended to disagree with the statement indicating that customer satisfaction in Nakuru Huduma Center has not been enhanced by the one stop shop model. No respondent strongly perceived this to be the case (Strongly Disagree=0.0%). Some respondents however tended to be uncertain (13.4%) in terms of whether customer satisfaction in Nakuru Huduma Center has been enhanced by the one stop shop model or not as they chose the “Undecided” prompt.

According to a majority of respondents (62.7%), the one stop shop model has enhanced accessibility of government services in Nakuru Huduma Center. This perception was also strongly held by 14.9% of the respondents. On the other hand, 6.0% of the respondents had strong opposing opinion (Strongly Disagree) while 6.0% of the respondents had opposing opinions (Disagree) with the statement. These respondents indicated that accessibility of government services in Nakuru Huduma Center has not been enhanced by the one stop shop model. The remaining respondents (10.4%) tended to be undecided when asked whether the one stop shop model has enhanced accessibility of government services in Nakuru Huduma Center.

The mean score for accountability in service provision was 3.90 while the standard deviation was 0.761. Therefore, on average, respondents tended to agree ( $3.5 \leq \mu < 4.5$ ) and have moderate consensus ( $0.5 < \sigma_x \leq 1$ ) that the one stop shop model has enhanced accountability in service provision Nakuru Huduma Center. Similarly, the mean score for provision of services on time was 3.76 and the standard deviation was 0.971. Therefore, on average, respondents tended to agree ( $3.5 \leq \mu < 4.5$ ) and have moderate consensus ( $0.5 < \sigma_x \leq 1$ ) that the one stop shop model has enhanced provision of services on time in Nakuru Huduma Center.

A mean of 3.88 and standard deviation of 0.879 for optimal use of resources was realized. This implied that on average, respondents tended to agree ( $3.5 \leq \mu < 4.5$ ) and have moderate consensus ( $0.5 < \sigma_x \leq 1$ ) that the one stop shop model has enhanced optimal use of resources in Nakuru Huduma Center.

The study found a mean of 3.78 and standard deviation of 0.735 for customer satisfaction. Thus on average, respondents tended to agree ( $3.5 \leq \mu < 4.5$ ) and have moderate consensus ( $0.5 < \sigma_x \leq 1$ ) that the one stop shop model has enhanced customer satisfaction in Nakuru Huduma Center. Finally, a mean of 3.75 and standard deviation of 0.990 implied that on average, respondents tended to agree ( $3.5 \leq \mu < 4.5$ ) and have moderate consensus ( $0.5 < \sigma_x \leq 1$ ) that the one stop shop model has enhanced accessibility of government services in Nakuru Huduma Center.

#### **4.5 Inferential Statistics**

The inferential statistics utilized correlation and regression analysis.

##### **4.5.1 Correlation Analysis**

The study used Pearson correlation to show the strength, direction, and significance of the relationship between the variables. A correlation coefficient in the range of  $|0| < r < |0.400|$  implies that the strength of relationship is weak, a correlation coefficient in the range of  $|0.400| \leq r < |0.700|$  implies that the strength of relationship is moderate, a correlation coefficient in the range of  $|0.700| \leq r < |1|$  implies that the relationship is strong. A correlation coefficient of 1 implies that there is perfect correlation while a correlation coefficient of zero implies that there is no relationship between the two measure variables.

The correlation coefficient sign indicates the direction of the relationship which can be either negative or positive. A positive correlation implies a directly proportional relationship while a negative correlation implies an inverse relationship between the two measured variables.

The p-values on the other hand shows whether a relationship is significant or not. A p-value less than 0.05 (significance level) implies that the relationship is significant while a p-value equal or greater than 0.05 implies that the relationship is not significant. Table 4.9 shows the Pearson correlation results.

**Table 4.9: Correlations**

		<b>X<sub>1</sub></b>	<b>X<sub>2</sub></b>	<b>X<sub>3</sub></b>	<b>X<sub>4</sub></b>	<b>Y</b>
<b>Government Documents (X<sub>1</sub>)</b>	Pearson Correlation Sig. (2-tailed) N	1  67				
<b>Integrated Service (X<sub>2</sub>)</b>	Pearson Correlation Sig. (2-tailed) N	0.595** 0.000 67	1  67			
<b>Ease of Application (X<sub>3</sub>)</b>	Pearson Correlation Sig. (2-tailed) N	0.440** 0.001 67	0.396** 0.002 67	1  67		
<b>Queue Management (X<sub>4</sub>)</b>	Pearson Correlation Sig. (2-tailed) N	0.477** 0.001 67	0.562** 0.000 67	0.547** 0.000 67	1  67	
<b>Service Delivery (Y)</b>	Pearson Correlation Sig. (2-tailed) N	0.766** 0.000 67	0.698** 0.000 67	0.810** 0.000 67	0.773** 0.000 67	1  67

\*\* . Correlation is significant at the 0.01 level (2-tailed).

The correlation coefficient obtained in regard to the relationship between issuance of government documents and provision of integrated service was 0.595. This shows that issuing government documents and provision of integrated services are moderately related. This implied that an increase in either of the two aspects in Huduma Centers, the other aspect would increase to a moderate extent and vice versa. This relationship was found to be statistically significant at 5% (0.05) significance level.

In respect to the relationship of issuance of government documents and the ease of applications of government services in Huduma Centers, the study established that the two were moderately related due to a correlation coefficient of 0.440. This implied that an increase in the issuance of government documents or the ease of applications of government services, the other aspect will also increase to a moderate extent and vice versa. This relation was found to be significant at 5% significance level due to a p-value less than 0.05. This implied that the evidence of relationship between the two aspects was more than it would occur by chance.

A positive and moderate correlation of 0.447 was obtained between the issuing of government documents through Huduma Centers and queue management at the premises. This implied that an improvement in the queue management at the Huduma Centers, issuance of government documents is likely to improve to a moderate extent. The relationship between the two aspects was significant at 5% significance level which implies that the relationship between the two variables is more evidence than it would occur by chance only.

The study further established that provision of integrated services through Huduma Centers and the ease of application of government services in Huduma Centers were weakly related at a correlation coefficient of 0.396. This implied that an increase in either of the two aspects is likely to increase the other aspect but to a small extent due to a correlation coefficient in the range of  $|0| < r < |0.400|$ . This relationship was found to be significant at 5% significance level.

There was a moderate correlation of 0.562 between provision of integrated services through Huduma Centers and queue management at the premises. The relationship between the two variables were found to be significant at 5% significance level. This implied that an increase in either of the variables would result to an increase in the other variable and vice versa but to a moderate extent.

In regard to the relationship between the ease of application of government services through Huduma Centers and the queue management services at the premises, the study established that the two variables were moderately related due to a correlation coefficient of 0.547 which was in the range of  $|0.400| \leq r < |0.700|$ . The relationship between the two variables was found to be significant at 5% significance level. This implied that an increase in either of the variables would result to a moderate increase in the other variable and vice versa.

Focusing on the dependent variable of the study, it was established that queue management, ease of application of government services, integrated service provision and issuance of government documents were related to public service delivery. In respect to this, the study established that there was a significant ( $p < 0.05$ ) and positive ( $r = 0.766$ ) relationship between issuance of government documents and public service delivery in Huduma Centers. This implied that, in case of an increase in issuance of government documents through Huduma centers, the level of public service delivery would increase to a large extent due to a correlation coefficient in the range of  $|0.700| \leq r < |1|$ .



Provision of integrated government services through Huduma Centers and public service delivery through the model were found to be moderately related at a correlation coefficient in the range of 0.698 which was in the range of  $|0.400| \leq r < |0.700|$ . This relationship was significant at 5% significance level. This therefore implied that when the provision of integrated government services through Huduma Centers improves and the level of public service delivery through the model also improves moderately.

A strong correlation coefficient of 0.810 was obtained in regard to ease of application of government services through Huduma Centers and the public service deliver using the model. The relationship was significant at 5% significance level due to  $p < 0.05$ . This implied that an improvement in the ease of application of government services through Huduma Centers, the level of public service deliver using the model increase to a large extent due to a correlation coefficient in the range of  $|0.700| \leq r < |1|$ .

A correlation coefficient of 0.773 was obtained when queue management in Huduma Centers was correlated with public service deliver using the model. This implied that there was a strong relationship between the two variables and therefore an increase in queue management in Huduma Centers would lead to an increase in the level of public service delivery through Huduma Centers. This relationship significant at 5% significance level as indicated by a  $p < 0.05$ .

#### 4.5.2 Regression Analysis

The study used multiple linear regression in order to establish whether the independent variables of the study can predict the level of public service delivery through Huduma Centers. The summary for the regression model is as shown in Table 4.10

**Table 4.10: Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.822 <sup>a</sup>	0.676	0.655	0.12499

a. Predictors: (Constant), Queue Management, Ease of Application, Provision of Integrated Service, Issuance of Government Documents

Model summary gives the correlation coefficient between the observed values and predicted values of the dependent variable in form of R and also the level of variation in dependent variable explained by the independent variables in form of R Square. The model summary further gives the effect of adding new predictor variable to the regression model in form of Adjusted R Square and lastly the accuracy of the regression model in form of error term in model estimation.

The findings from this study show that there was a strong relationship between the observed values and predicted values of the public service delivery in Huduma Centers due to R value of 0.822. This shows that the model provided a good fit for the data. The study further established that 67.6% of the variation in the level of public service delivery in Huduma Centers was due to the changes in the level of queue management, ease of application of government services, integrated service provision and issuance of government documents cumulatively.

The study also found out that any additional predictor variable in the regression would improve the regression model lower that is expected due to Adjusted R Square value of 0.655 which was less than the coefficient of determination (R Square). Standard error of estimate of 0.12499 which was less than 1 implied that the error in the model in low and that the model is accurate in its prediction. The study further sought to establish whether the regression model as a whole was significant. This was done by use of analysis of variance in the regression model. Table 4.11 shows the results.

F-test in a multiple linear regression tests the null hypothesis that the regression model as a whole has no predictive capacity and that a model that contains no predictor variables would provide better estimation of the dependent variable than the regression model. A p-value less than the significance level chosen (0.05 for the current study) by a given study would lead to rejection of this null hypothesis.

**Table 4.11: ANOVA<sup>a</sup>**

<b>Model</b>	<b>Sum of Squares</b>	<b>df</b>	<b>Mean Square</b>	<b>F</b>	<b>Sig.</b>
1 Regression	2.019	4	0.505	32.302	0.000 <sup>b</sup>
Residual	0.969	62	0.016		
Total	2.987	66			

a. Dependent Variable: Service Delivery

b. Predictors: (Constant), Queue Management, Ease of Application, Provision of Integrated Service, Issuance of Government Documents

The study found out that  $F(4,62)$  was 32.302 and that the p-value was less than 0.05. This led to the rejection of the null hypothesis and therefore concluded that the regression model provides a better estimation of the level of public service delivery in Huduma Centers more than a regression model than contains no predictor variables. The regression model as a whole was found to have predictive capacity on public service delivery.

It therefore implied that queue management, ease of application of government services, integrated service provision and issuance of government documents significantly predicts the level of public service delivery in Huduma Centers. The individual contribution of the independent variables to the variability in the level of public service delivery in Huduma Centers was established using beta coefficients as shown in Table 4.12.

**Table 4.12: Coefficients<sup>a</sup>**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	0.466	0.320		1.458	0.150
1 Issuing Government Documents	0.264	0.036	0.541	7.392	0.000
1 Providing Integrated Service	0.186	0.044	0.310	4.239	0.000
Ease of Application	0.290	0.036	0.579	7.953	0.000
Queue Management	0.143	0.042	0.251	3.447	0.001

a. Dependent Variable: Public Service Delivery

The unstandardized beta coefficients indicate the level of variation in the dependent variable explained by the corresponding independent variable. The standardized beta coefficients show the level of variation of the dependent variable as a result of the independent variable when the variances of the dependent and independent variable have been equated to 1. The t-statistic is obtained by dividing the unstandardized beta coefficient with its standard error. Higher values of t-statistics imply that the corresponding predictor variable is significant in predicting the dependent variable. P-values are used to indicate whether the independent variables are significant predictors of the dependent variables.

From this study, unstandardized beta coefficient of 0.264 was obtained for issuing of government documents through Huduma Centers. Unstandardized beta coefficient of 0.186 was obtained in regard to provision of integrated services through Huduma Centers. The study obtained unstandardized beta coefficient of 0.1290 in respect to the ease of application for government services through Huduma Centers. Lastly, unstandardized beta coefficient of 0.143 was obtained in regard to queue management.

The first objective of the study was determining the influence of the One Stop Shop Model on service delivery of Nakuru Huduma Center. The results imply that for every one unit increase in issuance of government documents through Huduma Centers, the level of public service delivery improves by 0.264 units with other factors are held constant. This influence was found to be statically significant due to p-values less than 0.05. It was further found out that a one unit increase in the level of provision of integrated services through Huduma Centers, an increase of 0.186 units in the level of public service delivery would be witnessed when other factors are held constant. Based on  $p < 0.05$ , the study established that of provision of integrated services through Huduma Centers was a statistically significant predictor of public service delivery.

It was also found out that if the easiness of the application for government services through Huduma Centers would increase by one unit, the level of public service delivery would increase by 0.290 units. The p-value obtained in regard to this relationship was below 0.05 which indicated that application for government services through Huduma Centers was a statistically significant predictor of public service delivery. The study further established that if the level of queue management in Huduma Centers improves by one unit, the level of public service delivery would increase by 0.143 units. This relationship was statistically significant due to  $p < 0.5$  implying that queue management in Huduma Centers is a significant predictor of public service delivery.

The second study objective was to establish which aspect of the one stop shop model is most effective on service delivery of Nakuru Huduma Center. Response to this objective, the study established that the ease of application of government services through Huduma Center was most effective on service delivery of Nakuru Huduma Center. This was because the highest values of unstandardized beta coefficient (beta coefficient of 0.290). This was followed by issuing of government documents through Huduma Centers at correlation coefficient of 0.264. The third variable in terms of their influence on service delivery was provision of integrated services. Queue management in Huduma Center had the least influence on service delivery at Nakuru Huduma Center.

Based on these findings, the following regression model was developed;

The multiple liner regressions with the model below was used for inferential statistics;

$$Y = 0.466 + 0.264X_1 + 0.186X_2 + 0.290X_3 + 0.143X_4 + 0.12499$$

Where; Y= Public Service Delivery

X<sub>1</sub> = Issuance of Government Documents

X<sub>2</sub> = Integrated Service Provision

X<sub>3</sub> =Ease of Application of Government Services

X<sub>4</sub>=Queue Management System

The findings of the current study support those made by Hassan, Mike, & Guyo (2017) when they examined the moderating effect of the transformation leadership on the service delivery within Huduma Centers in Kenya. The study also indicated that there was statistically significant influence of the One Stop Shop Model on the service delivery in Huduma Centers. Similarly, Scholta *et al.*, (2017) undertook a study that sought to examine the challenges faced by the One Stop Shop Model in public service delivery in Australia. The study also found that that one stop shop was key in enabling the governments to discover the citizen's needs and to respond those needs.

## **CHAPTER FIVE SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS**

### **5.1 Introduction**

This chapter contains a summary of the study's findings, the study's conclusions and its recommendations. It also contains suggestions for further studies.

### **5.2 Summary of Findings**

A summary of the findings is as follows;

#### **5.2.1 Issuance of Government Documents**

This determined the various ways in which issuance of national documents at Nakuru Huduma Centre has enhanced service delivery amongst residents of Nakuru County using cost for access to government documents, ease of access to government documents, and access to information on document processing as indicators. Other indicators were time taken to accessing government services and awareness on various services offered by the government. On average respondents tended to agree ( $3.5 \leq \mu < 4.5$ ) and have moderate consensus ( $0.5 < \sigma_x \leq 1$ ) that reduced cost for accessing government documents, ease of access to government documents for residents, access to information on document processing for residents, and reduced time for accessing government for residents of Nakuru County has enhanced public service delivery at Nakuru Huduma Centre. In the context of awareness, respondents on average tended to agree ( $3.5 \leq \mu < 4.5$ ) but lacked consensus ( $\sigma_x > 1$ ) that awareness among Nakuru County residents on various services offered by the government has enhanced public service delivery at Nakuru Huduma Centre.



### **5.2.2 Integrated Service Provision**

The study sought to examine the ways in which integrated service provision has enhanced public service delivery in Nakuru Huduma Center using convenience in accessing services, ease of payment for government services, decentralization of government services, transparency, and confidence levels of customers as indicators. The study found that on average, respondents tended to agree ( $3.5 \leq \mu < 4.5$ ) and have moderate consensus ( $0.5 < \sigma_x \leq 1$ ) that convenience in accessing services, ease of payment for government services, decentralization of government services to county level, and improved transparency through minimizing avenues of corruption has enhanced public service delivery in Nakuru Huduma Center. Respondents on average tended to agree ( $3.5 \leq \mu < 4.5$ ) that increased confidence levels of customers have enhanced public service delivery in Nakuru Huduma Center. However, the respondents lacked consensus in respect to their level of agreement with the statement ( $\sigma_x > 1$ ).

### **5.2.3 Ease of Application of Government Services**

The study examined the ways in which ease of application of government services has enhanced public service delivery in Nakuru Huduma Center. The indicators that were used were staff directing customers', information on services offered, customer service desks for diverse services, staff professionalism, and order in access of services. Respondents on average tended to agree ( $3.5 \leq \mu < 4.5$ ) and have moderate consensus ( $0.5 < \sigma_x \leq 1$ ) that staff directing customers', information on services offered, availability of sitting area while waiting for services, and staff professionalism enhance public service delivery at Nakuru Huduma Center.

The study results also indicated respondents on average tended to agree ( $3.5 \leq \mu < 4.5$ ) that availability of customer service desks enhances public service delivery at Nakuru Huduma although there was a lack of consensus on the level of agreement of respondents with the statement ( $\sigma_x > 1$ ).

#### **5.2.4 Queue Management System**

The study used five indicators to establish the ways in which queue management system has enhanced public service delivery in Nakuru Huduma Center. These were direction to the right personnel, promotion of fairness in access of services, turnaround times, waiting times for customers, and security levels. On average, respondents tended to agree ( $3.5 \leq \mu < 4.5$ ) that direction of customers to the right personnel and increased security levels have enhanced public service delivery at Nakuru Huduma Center although there was a lack of consensus on these statements ( $\sigma_x > 1$ ). The study also found that on average, respondents tended to agree ( $3.5 \leq \mu < 4.5$ ) and have moderate consensus ( $0.5 < \sigma_x \leq 1$ ) that improved turnaround times , promotion of fairness in access of services and reduced waiting time for customers have enhanced public service delivery at Nakuru Huduma Center.

#### **5.2.5 Public Service Delivery**

The study further sought to determine the status of public service delivery in Nakuru Huduma Center. In regard to this, the study established that there was accountability in service provision at Nakuru Huduma Center and that there was timely provision of services.

The study further established that there was optimal use of resources at Nakuru Huduma Center and that customers were satisfied with the services offered in Nakuru Huduma Center. Through Nakuru Huduma Center, government services are accessible to citizens as evidenced by a mean score of 3.75 and a standard deviation of 0.990.

The study established that queue management ( $r=0.766$ ), ease of application of government services ( $r=0.698$ ), integrated service provision ( $r=0.810$ ) and issuance of government documents ( $r=0.773$ ) were related to public service delivery. It was further established that 67.6% of the variation in the level of public service delivery in Huduma Centers was due to the changes in the level of queue management, ease of application of government services, integrated service provision and issuance of government documents cumulatively.

### **5.3 Conclusion of the Study**

In respect to issuance of government documents through Huduma Centers, the study concluded that the issuance of government documents through Huduma Centers is related to the level of public service delivery at Huduma Centers. It was also concluded that issuance of government documents through Huduma Centers significantly predicts the level of service deliver at Huduma Centers.

In regard to provision of integrated services through Huduma Centers, the study concluded that the provision of integrated services through Huduma Centers is related to the level of public service delivery at Huduma Centers. It was also concluded that provision of integrated services through Huduma Centers significantly predicts the level of service deliver at Huduma Centers.

In the context of ease of application of government services through Huduma Centers, the study concluded that the ease of application of government services through 58 Huduma Centers is related to the level of public service delivery at Huduma Centers. It was further concluded that the ease of application of government services through Huduma Centers significantly predicts the level of service deliver at Huduma Centers.

Focusing on queue management, the study concluded that queue management affects the level of public service delivery at Huduma Centers. It was also concluded that queue management in Huduma Centers effectively predicts the level of service deliver at Huduma Centers.

#### **5.4 Recommendations of the Study**

The study recommends Huduma centers to speed up service delivery. This recommendation is made because the study established that relatively large proportion of respondents were in disagreement that the time for accessing government services is reduced. The study further recommends the all the National government services to decentralized to county levels. This is because a relatively low mean score was obtained in regard to this metric.

The study also recommends Huduma Centers to increase the number of customer service desks for diverse services. The recommendation is based on relatively low mean score on this metric. The study makes a recommendation to Huduma Centers to have adequate personnel to guide customers to the right personnel for the required service. This will reduce the time waste in looking for desk offering the service required by customers as identified in this study.

It is also a recommendation of the study that policy makers at Huduma Centers first prioritize policies that are geared towards easing the application for government services, followed by policies that seek to improve the issuance of government documents, then policies on integrated service provision and lastly policies in queue management. This was the order of influence of service delivery as established by this study.

### **5.5 Suggestions for Further Studies.**

The study suggests a further investigation on the influence of awareness of Huduma Centers on possession of key government documents. A further study can also be done on the satisfaction levels of customers as a result of integrated service delivery. The suggestions are based on lack of consensus between the respondents in rating the above metrics.

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## APPENDICES

### APPENDIX I: CONSENT STATEMENT

Dear Respondent,

I am a student of a Masters' of Business Administration at the University of Nairobi. I am required to undertake a research project as part of my degree course at the university. In this context, I am undertaking a research project titled "***The Strategic Role of the One Stop Shop Model in Enhancing Public Service Delivery in Huduma Centers in Kenya .***"

You have been invited to take part in the above study. The study will be used for academic purposes only and your responses will be kept confidential. Your assistance will be highly appreciated.

Thank you in advance.

Yours faithfully,

Ann Mumbi Waruhia.



## APPENDIX II: QUESTIONNAIRE

### THE STRATEGIC ROLE OF THE ONE STOP SHOP MODEL IN ENHANCING PUBLIC SERVICE DELIVERY IN HUDUMA CENTERS IN KENYA

**Instructions:** Please complete the following questionnaire appropriately.

**Confidentiality:** The responses you provide will be strictly confidential. No reference will be made to any individual(s) in the report of the study.

Please tick or answer appropriately for each of the Question provided.

#### **PART A: BACKGROUND INFORMATION**

- 1) What is your gender?
 

Male	( )
Female	( )
  
- 2) What is your age bracket?
 

Below 25 Years	( )
26-35 Years	( )
36-45 Years	( )
46-55 Years	( )
Above 55 Years	( )
  
- 3) What is your highest level of education?
 

Diploma	( )
Graduate	( )
Post Graduate	( )

#### **PART B: ISSUANCE OF GOVERNMENT DOCUMENTS**

The following are items in relation to the issuance of government documents. Please tick (✓) where appropriate, the level that best explains your situation.

	Issuance of national documents at Huduma Centre has enhanced service delivery amongst residents of County of Nakuru in the following ways;	SA	A	U	D	SD
5)	Reduced the cost for accessing government documents					
6)	Made it easy for residents to access government documents					
7)	Enables residents to access information on document					

	processing					
8)	Time for accessing government services is reduced					
9)	Created awareness on various services offered by the government					

### **PART C: INTEGRATED SERVICE PROVISION**

The following are items in relation to the integrated service provision. Please tick (√) where appropriate, the level that best explains your situation.

	<b>The integrated service provision has enhanced public service delivery in Huduma Centers in Kenya in the following manner;</b>	<b>SA</b>	<b>A</b>	<b>U</b>	<b>D</b>	<b>SD</b>
10)	Residents are able to access diverse services conveniently since the services are offered under a single roof					
11)	Residents are able to easily pay for government services					
12)	National government services have been decentralized to county levels					
13)	Improved transparency by minimizing avenues of corruption					
14)	Increased confidence levels that the needs of the residents will be fulfilled					

### **PART D: EASE OF APPLICATION OF GOVERNMENT SERVICES**

The following are items in relation to the ease of application of government services. Please tick (√) where appropriate, the level that best explains your situation.

	<b>The following ease of application of government services have enhanced public service delivery in Huduma Centers in Kenya;</b>	<b>SA</b>	<b>A</b>	<b>U</b>	<b>D</b>	<b>SD</b>
15)	Availability of staff to direct customers to the appropriate service desk					
16)	Provision of adequate information regarding services offered					

17)	Availability of various customer service desks for diverse services					
18)	Customers being served by staff in a professional manner					
19)	Order in accessing services due to availability of sitting area while waiting for services					

### **PART E: QUEUE MANAGEMENT SYSTEM**

Please tick (√) where appropriate, the level that best explains your situation.

	<b>The Queue Management System has enhanced public service delivery in Huduma Centers in Kenya in the following ways;</b>	<b>SA</b>	<b>A</b>	<b>U</b>	<b>D</b>	<b>SD</b>
15)	Residents are directed to the right personnel for the required service					
16)	Promotion of fairness in access of services					
17)	Improved turnaround times since staff are able to serve customers in a relaxed environment					
18)	Reduced waiting times for customers					
19)	Increase in security levels					

### **PART F: PUBLIC SERVICE DELIVERY**

Please tick (√) where appropriate, the level that best explains your situation.

	<b>The one stop shop model has enhanced the following aspects of public service delivery in Huduma Centers in Kenya;</b>	<b>SA</b>	<b>A</b>	<b>U</b>	<b>D</b>	<b>SD</b>
25)	Accountability in service provision					
26)	Provision of services on time					
27)	Optimal use of resources					
28)	Customer satisfaction					
29)	Accessibility of government services					

### APPENDIX III: PLAGIARISM REPORT

#### EFFECT OF THE ONE STOP SHOP MODEL ON SERVICE DELIVERY OF HUDUMA CENTERS IN KENYA: A CASE STUDY OF NAKURU CENTER

##### ORIGINALITY REPORT

<b>14%</b>	<b>9%</b>	<b>4%</b>	<b>9%</b>
SIMILARITY INDEX	INTERNET SOURCES	PUBLICATIONS	STUDENT PAPERS

##### PRIMARY SOURCES

<b>1</b>	Submitted to Kenyatta University Student Paper	<b>4%</b>
<b>2</b>	Submitted to University of Nairobi Student Paper	<b>1%</b>
<b>3</b>	www.ijsrp.org Internet Source	<b>1%</b>
<b>4</b>	Submitted to Mount Kenya University Student Paper	<b>1%</b>
<b>5</b>	strategicjournals.com Internet Source	<b>1%</b>
<b>6</b>	Submitted to Mesa State College Student Paper	<b>1%</b>
<b>7</b>	Submitted to CVC Nigeria Consortium Student Paper	<b>&lt;1%</b>
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Approved  
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6/12/18