

**THE EFFECTS OF SERVICE QUALITY ON CUSTOMER
SATISFACTION AT THE NAIROBI HUDUMA CENTRE**

BY

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DECLARATION

This research project is my original work and has not been submitted for the award of a degree in any other university.

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This research project has been submitted for examination with my approval as the university supervisor.

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DEDICATION

This work is dedicated to my loving spouse, Benard and our daughters Neema, Naima, and Rehema for their remarkable perseverance, sacrifice, and patience during the trying moments that marked my undertaking of Master of Science course.

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Lastly I offer my regards and blessings to all those who supported me in any respect during the completion of the project

ABSTRACT

This study sought to evaluate the effect of service quality on customer satisfaction at the Nairobi Huduma Kenya Centre. The objectives of the study were: The objective of the study was to determine the quality factors that affect customer satisfaction and efficiency in Huduma Centre in Nairobi. Mixed-methods both quantitative and qualitative research methods were used in meeting the objectives of the study. A random sampling technique was used to select 50 respondents, who were surveyed, while a purposive sampling technique was used to select the respondents who were interviewed. The data that were collected were both qualitative and quantitative in nature. The statistical techniques that were used in the analysis processes included coefficients of variance, t-tests, descriptive statistics, standard deviation, and frequencies. The study found out that customers were generally satisfied with the quality of services at the centre. More specifically, the results of the study showed that the service quality factors that ensured customer satisfaction at the centre included service quality, friendliness of the centre's officials, and the prompt resolution of customers' issues, among others. The results also showed that customers were dissatisfied with such quality issues as failure of teller machines and slow internet signals, which delayed the services. Other factors included a lack of clarity with respect to procedures and the appropriate lines to join.

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CHAPTER ONE: INTRODUCTION

1.1 Background of the Study

Customer satisfaction is very significant in terms of gauging the success of service provision, particularly in the context of providing citizens with public services. Customer satisfaction relates to how products meet or surpass the expectations of customers, especially, in the context of this study, the citizens. In order to meet or surpass such expectations, there is a need for product quality, which is essentially about the comparison of customers' expectations with the actual performance of services. If such expectations are not met, customers may describe relevant services as being of poor or low quality. The qualities of services that are provided to citizens are often influenced by certain factors, which are the focus of this research study. Such factors may include organisational culture, efficiency of service delivery, support services, effective resolution of customers' issues, and employee motivation, among others, (Brehm, 2013).

There are a number of theories that have been developed to explain the factors that result in customer satisfaction. There is the dissonance theory, which looks at the disparities between expected value and the actual perceived value of services that are provided. There is also assimilation theory, the proponents of which have argued that customers constantly adjust their perception in order to align them with their expectations, through a process known as assimilation. The contrast theory states that whenever there are disparities between customers' expectations and actual performances of products, the customers tend to exaggerate the disparities. Finally, there is the expectancy disconfirmation paradigm, which has been used to study public services. The theory postulates that customers would only be satisfied if they confirm that the quality of services meet their prior expectations. This theory will form the foundation of this study, (Chen, 2013).

Huduma Kenya is a concept of multichannel public service delivery strategy that the Kenya government has put in place to enhance efficiency of service provision to the citizens. The objective of the strategy is to provide citizens with an experience of a one-stop shop from which citizens can get a number of services, without necessarily moving to different offices.

Previously, before the establishment of the Huduma Kenya initiative, citizens used to move from one government office to another in such for services that could be provided under one roof. Besides, the need to walk to different offices, some of which were far removed from certain

areas of convenience, added to the difficulties of getting through the strained government bureaucracy, (Burrow, 2011). As a result, citizens were always dissatisfied with the government services. Accordingly, the establishment of the Huduma Kenya programme, it was anticipated that citizens would be satisfied with the services. Therefore, the motivation of this study was based on the need to establish the effects of service quality on customer satisfaction at Huduma Kenya centres in Nairobi.

1.1.1 Service Quality

Service quality is a comparison of customers' expectations with the actual performances of services in questions. Even though service quality is very crucial to a profit-making enterprise in terms of attracting more customers, the same effect may not be relevant in the case of public services, the provision of which is done by use of taxpayers' money. In this regard, Reddick (2010) has noted that the benefit of quality of public service provision is for the government to enhance the welfare of the public members and to gain the support of the public or citizens. In this case, public services can be significantly different from those of the private sector, and so is the effect of quality.

The quality of public service delivery can be achieved through public policy reforms, which has been a core feature of the Huduma Kenya. Such policy reforms have been geared toward emphasising the need to enhance the quality of services that are provided to the public (Siegel & Rasmussen, 2008). Service quality with respect to the provision of government services is underscored by the emerging trend and shift from the traditional rule or control to focused forms of administration to a more client or customer-based culture (Siegel & Rasmussen, 2008).

Researcher has said that, generally, the importance of service quality and customer satisfaction has increased in the marketing literature. In this respect, the researcher has further argued that there has been established a positive correlation between service quality and customer satisfaction, which is a significant breakthrough in the marketing field. However, Richard (2013) has contended that, despite the positive link between service quality and customer satisfaction, the nature of the relationships still remain unclear, specifically with respect to causation. In addition to the above arguments, Siegel and Rasniussen (2008) have argued that different research studies have shown positive relationship between attitude of employees, attitude of customers and the employees' and customers' service quality perceptions.

As noted by Reddick (2010), for the past few decades, both the public and the private sector have made efforts that are geared towards enhancing processes and services with a view to meeting expectations of customers. Therefore, quality of service literatures has grown out of the need to improve processes and meeting the expectations of customers. However, it is important to note that service failures are sometimes inevitable, and this is based on the subjective perception of customers. Therefore, in order to improve service quality, researchers have argued that an entity must be aware of customers' feedbacks, which can be used to identify areas of service failures and, hence, make appropriate improvements. Nonetheless, it is worth noting that research in the area of service quality in the public sector is still scanty and inadequate.

1.1.2 Customer Satisfaction

Customer satisfaction is one of the most important concepts in the field of marketing. According to Kotler, as quoted in Hill, Roche and Allen (2007), customer satisfaction is achieved when the products and services that are offered in the market satisfy the expectations of customers. However, if the products fail to meet the expectations, the customers become dissatisfied. However, according to Hill, Roche and Allen (2007), the most significant elements in the definition of customer satisfaction is the notion that satisfaction is a relative concept that entails the expectation of customers and the performance of products and services. Therefore, Oliver (2010) has defined satisfaction to include the judgement of customers with respect to whether the features of products and services meets, goes above, or falls short of fulfilling the needs of a customer.

Given the importance of customer satisfaction, metrics are important in terms of deliberately achieving customer satisfaction. In this regard, a number of metrics have been developed to help in measuring customer satisfaction. One of the simplest metric is the use of surveys, which involves getting feedbacks about products and services directly from customers. Surveys have been used to obtain direct feedback from customers with respect to their experience with specific products and services.

With respect to customer satisfaction with services, one of the most preferred metrics for measuring customer satisfaction is SERVQUAL, later renamed RATER (Gannage, 2009). The SERVQUAL model was created in 1988 by Parasuraman, Len Berry, and Valarie Zeithaml, a group of American scholars (Gannage, 2009). According to this metric, the important elements are embodied in the acronym RATER, which are reliability, assurance, tangibles, empathy, and

responsiveness. Parasuraman, Len Berry, and Valarie Zeithaml identified five areas from which customer dissatisfaction may be experienced (Gannage, 2009). The First one is the gap between the expectation of consumers and the perception of the management (Kumar, 2013). The second one is the gap between the management perception and quality of service specifications. The third area is the disparity between the quality of service specifications and service delivery, especially with respect to government services.

Further, Ebrahimi and Sadeghi (2013) have argued that total quality management tools can be used to identify procedures and processes, ideas, causes and effects, and other factors that are related to the performance of the organisation. The researchers posit that these factors can be examined individually to improve the effectiveness and efficiency of an organisation, especially in terms of product quality and performance. Total quality management is significant with respect to ensuring mutual cooperation among all employees within an organisation to come up with services that meet or even exceed the expectations of customers (Ebrahimi & Sadeghi, 2013).

1.1.3 Factors Affecting Customer Satisfaction

According to Chen (2013), the performance of service providers is determined by their financial, technological, project management, and managerial capabilities. In relation to this, Lari and Asllani (2013) have contended that customer satisfaction is affected by factors such as efficient handling of customers' complaints, satisfactory customer service, prompt response to customers' queries, efficient product performance and the behaviours of service providers.

According to Mourlas, (2009), factors that affect customer satisfaction can be divided into two broad categories: human factors and product factors. With regard to human factors, the researcher claimed that customer satisfaction is influenced by such factors as response, quality of service, commitment by employees of service providers and adherence to certain standards, importance of customers, orientation and attitude of employees of service providers. With regard to product factors, the researcher has added that customer satisfaction is affected by product or service performance, product efficiency, technology, maintenance of services, product lifespan, customer friendliness, and product quality.

Evans and Lindsay (2012) have also contended that customer satisfaction is an area that organisations grapple with in their everyday operations, because not all customers are satisfied in

the same way. For instance, the researchers claim that different customers look for different features of products and services when determining whether their expectations have been met. Therefore, it is not easy to predict customer satisfaction as some of the customers may complain about quality, while others may have issues with management and how the management responds to their complaints and queries.

Haverila, Maartinsuo and Naumann (2013) have acknowledged that, given the significance of customer satisfaction, understanding the determinants of customer satisfaction has become very crucial to every product and service providers. In this case, Eisenbeiss, Corneliben, Backhaus and Hoyer (2014) have emphasised such as determinants as product quality, product efficiency, service recovery, and the way customers are handled by employees of an organisation. Studies have shown that service quality is one of the determinants that researchers have come up with. Evidently, since the early 1980s, researchers have consistently found out that there is a link between service quality and customer satisfaction, as evidenced by Kim, Magnusen and Kim (2014). Service quality is viewed as customers' overall impression of the relative superiority or inferiority of an organisation and its products and services (Kim, Magnusen & Kim, 2014). One area in which researchers have been interested is service recovery. Service recovery is defined as an action that a service provider undertakes to rectify a service failure (Gilbert-Jamison, 2013). Service failure often happens as a consumer experience.

Morgeson, Forrest, Sharma, Nidhi and Hult (2015) have also been concerned with the area of communication as an important factor determining customer satisfaction. This means that the way organisations communicate with their customers determine whether they are satisfied with their services or not. The researchers have argued that communication is the ability of an organisation to provide its customers with credible and timely information. Further, the researchers are of the opinion that it is the responsibility of an organisation as a communicator to establish awareness among customers, build customer preferences by promoting efficiency, performance, and quality.

1.1.4 Nairobi Huduma Centre

It has been noted in the previous section that integrated public service delivery is motivated by the need to meet the growing demands of public consumers, who are the citizens to be served, ensure efficiency in the delivery of government services, and increase public value (Waiguru, 2013). In this respect, Huduma Kenya is an initiative of the Government of Kenya that is based

on the concept of integrated public service provision and whose main objectives are to provide integrated public services by transforming the service delivery processes (Waiguru, 2013). It is a programme through which the government has provided a one-stop service centre from which citizens can seek essential services (Waiguru, 2013). Therefore, the main purpose of the Huduma Kenya programme is to enhance the quality of government services to meet the expectations of the citizens. The services are supposed to satisfy the citizens in ways that former government services did not. Hence, the focus is how the service quality at Huduma Kenya influences the satisfaction feeling of citizens seeking services at the centres.

This background forms the foundation of this study. The study will centre on the factors that affect customer satisfaction at Huduma Centre in Nairobi, the factors of which include service quality, service efficiency, and employee satisfaction. The focus of the study will be on factors that lead to satisfaction of citizens and to efficiency of services within the Huduma Centres in Nairobi. In the context of this study, the government, through the Huduma Centres, is viewed as the supplier of services, while citizens are considered the consumers of those services. Therefore, the concept of customer satisfaction will be used when studying the said factors.

1.2 Research Problem

Customer satisfaction is very important in terms of ensuring a satisfactory service delivery and it entails meeting of customers' expectations. It is by satisfying the expectations of customers that organisations achieve their market objectives, especially for commercial service providers. However, it is important to note that due to competitive politics and the need to win the support of the public, there has been a need for the government to view citizens as customers of their public services. In this respect, the contemporary organisations, both private and public, were increasingly moving towards the strategy of customer-oriented service provision to ensure customer satisfaction and it was on this basis that Huduma Kenya was established, to ensure customer-centred service provision by the government. Customer-centred service provision was at the heart of enhancing service quality. In this respect, by integrating services through Huduma Kenya programmes, the government had focused on improving the quality of its services to the citizens. Consequently, it was anticipated that the citizens should derive satisfaction from the services.

Hence, a number of studies had been done to determine the factors that affected customer satisfaction in both sectors, especially with regard to service delivery. In this respect, one of the

studies that had been done in this area was conducted by Panda and Satyabrat (2014), who established that the key factors that service quality was one of the factors determining the extent to which customers felt satisfied with products and services. However, the study was only limited to the service quality and it did not determine other factors, which called for further studies in the area. Importantly, the study did not examine the extent of the effect of service quality in the context of integrated service delivery, like in the case of the Huduma Kenya.

The other study was done by Afande (2015), who used a descriptive study design to investigate the levels of customer satisfaction with services that were provided by government parastatals, with a focus on the Kenya Power as a case study. Afande (2014) sought to examine specific factors as to how they helped the company to achieve high levels of customer satisfaction. The results of the study showed that the most frequent factors affecting customer satisfaction in the company included service automation, staff training, staff attitudes, and awareness of service product. However, since the study only used descriptive statistics, it failed to establish whether there was a positive or negative relationship between different factors that were studied and customer satisfaction.

In another related study, the Ministry of Local Government (2007) conducted a customer satisfaction survey, in which it sought to find out the causes of customer dissatisfaction. The results of the study only showed such factor as the lack of clear policy, lack of clear complaint procedure, poor communication channels, and poor performance of registries. Clearly, the results of the study only showed causes of customer dissatisfaction. Therefore, the study did not yield any information relating to specific factors that result in customer satisfaction. Importantly, the study only focused on internal customer satisfaction, which means that the results cannot be generalised to the population of citizens seeking services at the Nairobi Huduma Centre. Murambi and Bwisa (2014) studied the effect of travel time on customer satisfaction in Kitale bus terminus. The researchers concluded that customer satisfaction was a function of travel time, information and frequency of route changes. Even though the study was insightful, it did not examine issues that were related to service quality, service efficiency, and how the satisfaction of employees affects customer satisfaction. The study also failed to reveal the relationship between the factors and customer satisfaction.

With respect to Huduma Centres, Ng'aru and Wafula (2015) conducted a similar study to determine the factors influencing the choice of Huduma Centres' services. The researchers

focused on the Huduma Centre in Mombasa. The study revealed that factors such as strategic leadership in service delivery, strategic decision making, and change management in service delivery had significant influences on the services provided at the Huduma Centre Mombasa. This study was a milestone in the study of Huduma Kenya services, especially with respect to citizens in Mombasa. However, it still failed to determine the factors affecting customer satisfaction at the Mombasa Huduma Centre. Besides, the study was methodologically weak, given that it used secondary data, most of which were outdated and, hence, might not have reflected the reality at the time of the study.

The foregoing studies had not shown much with respect to customer satisfaction with Huduma Kenya services, much less services at the Nairobi Huduma Centre. It was evident that research about the factors affecting customer satisfaction was not only lacking for the Nairobi Huduma Centre, but also other similar centres around the country where integrated services were provided to citizens. Most importantly, the foregoing studies were not conducted in the context of integrated public service delivery.

Consequently, it was evident that not much had been done in relation to customer satisfaction in the context of integrated service delivery programmes in Kenya, much less Nairobi. This represented a significant research gap that was of a great interest to this study. This study, therefore, sought to determine the quality factors that affected customer satisfaction at the Huduma Centres in Nairobi. Thus, the question was: does service quality affect customer satisfaction?

1.3 Research Objective

The objective of the study was to determine the quality factors that affect customer satisfaction and efficiency in Huduma Centre in Nairobi.

1.4 Value of the Study

The value of this study was both practical and theoretical. With respect to practical value, the results of the study would reveal whether there would be a link between the quality of government services that were provided through the Huduma Kenya centres in Nairobi and customer satisfaction, in the context of citizens. Importantly, the results of the study would be useful to the relevant government departments providing their services through the Huduma

Kenya programme, specifically in terms of determining areas that needed improvement and areas that needed to be sustained.

On theoretical grounds, the findings of this study would make a significant contribution to the growing body of literature regarding the link between service quality and customer satisfaction, especially in the context of government services. Importantly, the results would provide a foundation for future studies that might be based on a similar subject matter. This implied that future researchers might use the findings as a starting point for their studies.

CHAPTER TWO: LITERATURE REVIEW

2.1. Introduction

This chapter synthesises various past studies. Importantly, the chapter undertakes a critical analysis of past studies and identifies research gaps existing due to weaknesses in the studies that were done previously and in the arguments of scholars. Finally, the chapter provides the theoretical foundation of the study.

2.2. Theoretical Foundation

Many theories have been developed in the area of customer satisfaction. These theories have been used by marketers to study issues that are related to customer satisfaction. Different marketing and consumer literatures have shown that customer satisfaction is a relative concept, as a result of which several competing theories have emerged. Therefore, this section provides a review of the theoretical foundation of the study.

2.2.1 Expectancy Disconfirmation Paradigm

Even though there are many marketing theories explaining customer satisfaction, including the above four, no visible study has been done to use them to study customer satisfaction in the context of public organisations. One of the only known theories that have been used successfully to study customer satisfaction with respect to public services is the expectancy disconfirmation paradigm. Therefore, the expectancy disconfirmation paradigm can be used to study and clarify the processes through which citizens form satisfaction judgements regarding government services. Because the paradigm has been successfully used in studying customer satisfaction in the context of government services, it will be used in this study.

Hoffman and Bateson (2010) have noted that the expectancy disconfirmation paradigm is the dominant theory that has been used in the study of customer satisfaction in both the public and the private sectors. The main components of this theory, as explained by Hoffman and Bateson (2010), are expectations, perceived performance, disconfirmation, and satisfaction. According to the foregoing researchers, the theory was developed by Richard Oliver between 1977 and 1980. The theory is a cognitive theory that seeks to debunk post-adoption satisfaction as a function of expectations, perceived performances, and disconfirmation of beliefs.

The central idea of the theory is that expectations based on perceived performances, lead to post purchase satisfaction; in the case of the public sector, expectations and perceived performance result in post-service provision satisfaction (Hoffman & Bateson, 2010). In this regard, Bryson and Daniels (2015), who are some of the proponents of the theory, have argued that the disconfirmation judgement formed inevitably affect customer satisfaction, whether with respect to the public or the private sector.

Wells and Faxall (2012) have also extensively discussed about perceived performance. In this case, they have claimed that perceived performance is about what customers' experiences are after using services, whereby the customers determine whether their experience is worse or better than the previous services. Finally, Wells and Faxall (2012) have also been interested in disconfirmation component of the expectancy disconfirmation paradigm. According to them, disconfirmation is viewed as the difference between customers' initial expectation and observed actual performances. They have explained that disconfirmation can be categorised into positive disconfirmation, negative disconfirmation, and simple disconfirmation.

2.2.2 The Dissonance Theory

One of the theories that have been developed in this area is the dissonance theory. According to the dissonance theory, a customer experiences a cognitive dissonance when there are disparities between expected high-value and received low-low value products (Brehm, 2013). In this respect, the disconfirmed expectation of a customer results in a state of dissonance or a psychological discomfort. According to this theory, the existence of dissonance comes with it the pressure to reduce it and, in order to do this, the service provider is forced to adjust the perceived deficiencies causing the dissonance (Brehm, 2013). Notably, consumers may raise their expectations in instances where prices of products and services are high (Brehm, 2013). In the case of the public sector services, the customers, who are citizens, may raise their expectations in cases where taxes and charges are raised in order to get certain services.

However, this theory has been criticized on a number of grounds and, as a result, has not gained much attention among researchers (Lamb & Dunne, 2011).

2.2.3 Assimilation Theory

The Assimilation theory is linked to the dissonance theory. As has been noted earlier, the dissonance theory claims that customers make some psychological comparisons between their expectations and actual performances of products and services. It involves customers' post-utilisation assessment, which has been introduced into the literature regarding customer satisfaction through the assimilation theory (Fjermestad & Robertson, 2015). According to proponents of this theory, customers often seek to avoid dissonance by adjusting their perceptions as to products and services in order to align them with their expectations (Fjermestad & Robertson, 2015). Besides, customers can use the strategy of distorting to ensure that their expectations are in line with their perceived product performance, with a view to minimising the tension emanating from the discrepancies between their expectations and the performance of products and services (Fjermestad & Robertson, 2015).

2.2.4 The Contrast Theory

The other theory is the contrast theory, which was established in opposition to the dissonance theory (Fjermestad & Robertson, 2015). According to the proponents of this theory, when the actual performance of a product falls below customers' expectations, the contrast between the expectations and outcome will result in the customers or consumers exaggerating the disparities, unlike in the dissonance theory where they are assumed to respond by adjusting their expectations (Fjermestad & Robertson, 2015). The contrast theory provides that a customer who receives a product with less value than earlier expected is most likely to magnify the differences between expectations and actual performance of the product in question (Fjermestad & Robertson, 2015). The implication of this is that products that have lower performance than expected are likely to be rated by customers as poorer than their actual status or quality of performance.

2.2.5 Cue Utilisation Theory

Cue utilisation is another theory that has been used to study customer satisfaction. According to this theory, products or services encompass several arrays of cues that act as alternate indicators of the quality of services or products (Ebers, Janssen & Meyer, 2009). In this respect, there are intrinsic and extrinsic cues that are important in terms of identifying qualities where there is relevant information on products and services. Extrinsic cues are can be used where relevant information provides product brands and prices (Ebers, Janssen & Meyer, 2009).

According to scholars who have studied and advanced the claims of the theory have argued that the need to use the cues espoused by the theory are due to inability of customers to touch, see, or taste the actual product or service before making purchases (Immonen, 2010). In this case, specific cues are evoked depending on their predictive and confidence value (Immonen, 2010). The predictive value of a particular cue is the extent to which many consumers associate specific cues with the quality of a product (Immonen, 2010). Otherwise, the confidence value of cues is the levels to which customers are exude confidence with respect to their ability to utilise judgements that accurately reflect the meaning of different cues (Immonen, 2010).

Studies have shown that it is difficult for customers to process intrinsic cues, probably because they are internal and are not readily available to a customer's sense of sight, touch or taste (Immonen, 2010). This means that customers mostly use extrinsic cues to identify product features that they consider as satisfactory to their needs and expectations (Immonen, 2010). With respect to extrinsic cues, researchers have contended that customers use what they see in a product or how a service is delivered to judge its quality (Immonen, 2010). However, it is important to note that these claims have not yet be examined exhaustively in the context of public service delivery through researcher studies.

Even there is no substantial criticism of the cue utilisation theory, its major weakness is that it has not been used to study customer satisfaction with respect to public service delivery. Therefore, even though the theory provides crucial insights as to the understanding of customer satisfaction, it is not appropriate in the context of this study. Besides, since its intrinsic cues elements are not easy to discern, its accuracy is not easy to evaluate in relation to customers' perception of provided services.

2.3 Determinants of Customer Satisfaction

Many studies have been done with respect to customer satisfaction. Some of the studies have been done with respect to financial institutions such as banks. For instance, Pareek (2014) used empirical methods to establish the causal factors that affected the satisfaction of bank customers in India. The researcher collected quantitative data from 1200 respondents and used multiple regressions to determine the major contributors to customer satisfaction in both the public and the private sector. The findings of the study showed that customer satisfaction was significantly affected by product attributes, employee characteristics, bank, tangibles, customer communication, and customer convenience. Even though the study was a ground breaking one

with respect to customer satisfaction, the researcher failed to explain factors which were more associated with either the public or the private sector than the other.

In another study, Roy, Eshghi and Quazi (2014) used a structural equation modelling to examine the impact of consumer advocacy on consumer satisfaction, trust and loyalty within the telecommunication industry. The result of the study showed a positive and significant effect of consumer advocacy on consumers' trust and satisfaction. The findings have gained support from Richard (2013) and Burrow (2011), who used similar methods to arrive at the same findings. However, it is important to note that the studies were conducted in only the private sectors and with respect to services that were only provided by the private sectors.

A quantitative survey of 3129 respondents that was conducted by Haverila, Martinsuo and Naumann (2013) to determine the causes of customer satisfaction revealed a positive relationship between customer perceived product performance and satisfaction. This finding has corroborated the arguments of Hans-Ruediger (2014) and Lantos (2015), whose arguments are that customers' perception of products are positively related to satisfaction. In the context of integrated government services in Kenya, no study has been done to establish the factors that affect customer satisfaction. Thus, it cannot be stated with certainty that the perceptions of citizens with respect to the services provided at the centre are positively related to satisfaction. It is evident that studies have been done with respect to customer satisfaction in terms of government services.

According to James (2011) information regarding previous performances significantly informs the expectations of citizens as to future performances. In this respect, the researcher has explained that high performances in the past results in high citizen expectations in the future and, conversely, low performances in the past leads to low citizen expectations for the future. Evidently, these expectations are expected to affect customer satisfaction with government services. The issue with the study is that it was done with respect to government services that were provided online, which were different from the kinds of services that are currently provided by the government.

While providing another dimension to the argument, Thomas (2011), Poister and Thomas (2011) and Park and Hwang (2010) have argued that the expectancy disconfirmation paradigm functions both government agencies in general and for specific services. In this regard, the researchers

have concurred that the link between expectations and customer satisfaction differ or vary according to how expectations are defined. The implication of these arguments is that varied results can be achieved depending with how performances, expectations, customer satisfaction are described.

While some researchers have focused on the factors leading to customer satisfaction, some have taken the approach of looking at factors that result in consumer dissatisfaction. Consequently, Mahapatra (2014) did an empirical study in which the results revealed that consumer care, organisational commitment, and customer expectation were the leading causes of consumer dissatisfaction among the 212 respondents who were surveyed. However, the researcher has contended that many customers never complain about services offered to them. Instead, they elect to endure dissatisfaction. While contributing to the discourse, Trocchia and Lockett (2013) have posited that sources of customer dissatisfaction include product and service performances, universal mistreatment, and discrimination. In respect of public services, there is a potential for government employees to engage in discriminatory conducts and mistreatment of citizens based on their cultural, religious or political backgrounds.

Morgeson, Forrest, Sharma, Nidhi and Hult (2015) conducted another study from which they concluded that communication is essential in the achievement of customer satisfaction. According to them, communication, or the absence of it, can be the cause of poor performance of an organisation in relation to customer satisfaction. They discovered that there was a relationship between communication strategy and customer satisfaction, meaning that the success of an organisation at meeting the needs and expectations of customers depends on the types of communication approaches it uses with the customers.

2.4 Summary of Research Gaps

A review of literature has proven that there exists a significant research gap relating to customer satisfaction with public services, specifically services that are offered at Huduma Centre in Nairobi. Importantly, most studies that have focused on customer satisfaction have been conducted in the context of the private sector. Only a few studies have been done in relation to the public sector. In addition, the reviewed literatures have revealed that most of the studies that have been done with respect to customer satisfaction in both the private and the public sectors have only used empirical methods. The problem with empirical studies is that they mainly focus on numerical data, which cannot capture such factors as perceptions, attitudes, and emotions of

individuals, especially citizens. Therefore, this study will seek to bridge the gap by using a mixed-methods approach to determine and investigate the factors that affect customer satisfaction at the Huduma Centre in Nairobi. In this context, customers or consumers will be the citizens who seek various government services. Of course, the government is the provider of the integrated services that are offered at the Huduma Centre.

CHAPTER THREE: RESEARCH METHODOLOGY

3.1 Introduction

This chapter explains in detail the various methods that were used to achieve the objectives of the study. It explains the research design, the study population, the sample selection process and techniques, data collection methods, validity and reliability of collection instruments, methods and processes of data analysis, and operationalisation of variables. In addition, this chapter provides the rationale for preferring particular research methods to others.

3.2 Research Design

In this research study, the researcher used a descriptive cross-sectional survey research design. It was descriptive in the sense that the primary goal was to examine a sample at only one specific point in time (Babbie, 2007). A cross-sectional research is a type of study in which a researcher analyses data that have been collected from a given population (Babbie, 2007). This kind of a research design is used where a study is focused on a population at one point in time (Cornelius & Harrington, 2014). The preference for a descriptive cross-sectional survey has been based on certain reasons. First, a study involving this design is relatively easy and quick to undertake, because there is no long periods with respect to making follow-ups. Second, data about all variables of interests are collected at once, making one of the most time-efficient study designs. Third, a researcher is able to study multiple outcomes and exposures. Last, it is the best for undertaking descriptive analyses and, where appropriate, generating study hypotheses.

3.3 Target Population

The study population were the citizens seeking various services at the Huduma Centres in Nairobi. The researcher was concerned with only the experiences of those individuals who will have obtained government services through the Huduma Centre. The respondents' ages were put into consideration, even though it was anticipated that age would not play any role in the outcome of the study; however, the researcher opted for respondents who were aged between 21-60 years due to their maturity level and ability to interpret and answer the questionnaire effectively. It is important to note that it was not possible for the researcher to determine the exact population of individuals seeking services at the centres, because the number of such individuals varied significantly for any given period and given that some of the individuals were actually repeat service seekers. Nonetheless, appropriate sampling technique was used to select the sample population.

It is important to note that there were some challenges that had been anticipated during the sampling process. In this regard, one of the challenges was that it might not be possible to know the exact age of the respondents who were approached with the request to participate in the study. Nonetheless, it was also anticipated that those who sought services at the centres were above 18 years. Therefore, the researcher relied on sound judgements. The other challenge was that many of the respondents might not accept to participate in the study due to time. In order to deal with this challenge, the surveys took a maximum of five minutes with each respondent.

3.4 Sample Selection

Sampling is a procedure of selecting a part of population on which research can be conducted, which ensures that conclusions from the study can be generalized to the entire population. While a sample in a research study refers to any group on which information is obtained. To obtain a sample size there are factors to be put into consideration such as type of research design, method of data analysis and the size of the accessible population.

The target population was homogeneous and, therefore, probability sampling approach was used. Interviewees were purposively sampled from amongst the citizens seeking services at the centre. To select the respondents the researcher employed simple random sampling technique to select 50 participants. One of the best things about simple random sampling is the ease of assembling the sample. It is also considered as a fair way of selecting a sample from a given population since every member is given equal opportunities of being selected. According to Kothari (2005), Mugenda and Mugenda (2003) and Peter (2006) a sample enables a researcher to gain information about the population. Gay (2002) suggests that at least 10% of the population is a good representation where the population is large and 20% where the population is small.

3.5 Data Collection

The study used triangulated methods of data collection, which were composed of quantitative and qualitative methods. As to the quantitative method, the respondents were presented with structured questionnaires, and they were required to answer questions on Likert scales. A Likert scale is described as a psychometric scale, which is mainly associated with structured questionnaires. The Likert scale is named after Rensis Likert, who was then a psychologist.

Structured questionnaires were preferred based on certain reasons. First, a structured questionnaire enables a researcher to present questions to respondents in a standard form (Beri, 2013). Second, a researcher has the ability to collect data from a relatively large number of respondents within a relatively short time (Beri, 2013). Third, the use of such questionnaires ensures that a researcher's bias does not interfere with the data collection process (Beri, 2013). Last, data collected through structured questionnaires are easy to codify and analyse (Beri, 2013). Even though structured questionnaires have been preferred in the study, it is worth noting that they have certain inherent weaknesses.

The benefit of using unstructured interviews is that a researcher can probe respondents for more information about a topic (Myers, 2013). Moreover, a researcher can obtain as much information as possible from willing respondents. With respect to respondents, the use of unstructured interviews does not restrict them from providing as much as they are able to give (Myers, 2013). Besides, they are able to provide information based on their attitudes, understandings, and opinions (Myers, 2013).

3.6 Data Analysis

Both quantitative and qualitative methods were used in data analysis processes. During the quantitative analysis, data was edited to clean out irrelevant information. Thereafter, the data were coded and then analysed. In this regard, both descriptive and non-parametric statistics were used. Non-parametric statistics are a statistical technique that does not rely on data belonging to any specific distribution. They do not rely on assumptions that collected data are obtained from a provided probability distribution. Non-parametric statistics include descriptive statistics, statistical tests, and inferential statistics.

The choice of non-parametric statistical approaches was informed by the fact that they are broadly used for investigating populations that assume a ranked order. Importantly, this kind of a statistical approach assumes limited assumptions, making it the most preferred for the study. Additionally, parametric statistical approaches have the simplicity that it is easier to use than the parametric approaches. Therefore, the non-parametric statistical approach that was used in the analysis of the data that were collected was the coefficient of variance, which was used to determine the level of variability between different statistical outcomes. Descriptive statistics were also used to present the results of the study.

Hence, the SPSS software was utilised in the analysis of the quantitative data. The use of SPSS helped the researcher to make the research work more scientific and reliable. In addition to this, SPSS software proved quite useful for the purpose of graphical representations of the raw data. With the help of the SPSS application, different graphs based on different complex data can be drawn easily and effectively. It reduces the time and efforts of the researcher employed in the process of drawing the graphs based on the data. Along with this, the SPSS software also plays a significant role in the process of interpreting and analysing of the data retrieved from various methods. As for the qualitative data, a thematic analysis technique was employed. In this regard, the analysis process focused on identifying the most common themes in the data. The findings of the study were presented narratively, in figures, graphs, charts, and tables.

CHAPTER FOUR: DATA ANALYSIS, RESULTS AND INTERPRETATION

4.1 Introduction

This chapter presents the results that have been obtained following the analyses of both quantitative and qualitative data. Accordingly, the chapter also discusses the results and the implications they have with respect to the link between service quality and customer satisfaction. The main focus of the study was to determine the effect of service quality on the satisfaction of citizens, who, for purposes of this research study, were viewed through the prism of customers.

The next sub-section presents that demographical analysis of the respondents who were surveyed. It is important to note that respondents did not answer the open-ended questions on the questionnaires. In this respect, the researcher recruited 5 more respondents for interview purposes and the questions were put to them. With that, all the questions that were used in collecting data were answered, except for a few that were left blank. With respect to the analysis, the internal consistency of the instruments was analysed before continuing with the process.

4.2 Reliability and Validity Test

Reliability has been defined as “the degree to which a measuring procedure gives equivalent results over the number of repeated trials.” Charles (1995) adheres to the notions that consistency with questionnaire items are answered or individual’s scores remain relatively the same can be determined through the test- retest method at two different times. This attribute of the instrument is referred to as stability. Results should be similar for a stable measure. A high degree of stability indicates a high degree of reliability, which means the results are repeatable. On reliability of the research instruments, the questionnaires were pre-tested.

Reliability analysis was done using Cronbach’s alpha. Composite reliability coefficients of items measuring variables were recommended to be equal to or above the threshold of Cronbach’s alpha 0.70 ($0.90 > \alpha \geq 0.70$) for an instrument to be deemed reliable (Nunnery, 1978). To ensure reliability appropriate sampling procedures was used in this study to ensure a representative sample. Besides, the questionnaires were scrutinized by the supervisors of the research to judge the items on their appropriateness of the content, and to determine all the possible areas that needed modification so as to achieve the objectives of the study.

The questions that had Likert scale were nine. The nine questions were tested differently from those which required a simple “Yes” and “No” responses. With respect to the nine Likert scale

questions, the test for reliability statistics revealed a Cronbach alpha value of 0.85, based on nine items. The obtained coefficient suggests that the items had a relatively high consistency, the value of which is regarded as being good and within the acceptable range in most social science research studies. As for the three questions that with “Yes” and “No” options, the reliability statistics test returned a Cronbach alpha value of 0.73, meaning that the reliability was still within the acceptable range. In this regard, it was concluded that the instruments of quantitative data collection had significantly high and acceptable internal consistency. The validity of the questionnaire was achieved by ensuring that the instruments of data collection, the questionnaires, were measuring what they were meant to measure.

4.3 Demographic Analysis

At the stage of the demographic analysis, descriptive statistics were used. The study sought to collect quantitative data from 50 respondents. In this regard, a similar number of questionnaires were administered. Fortunately, the return rate of the filled questionnaires was 100%. However, the response rate in various questions varied, with some having 100% response rates, while others having 94%. Questions that had less than 100% response rates have been indicated in the results for each question, as indicated in the subsequent section. The composition of the respondent was 66% (33) men and 34% (17) women. During the analysis, it was presumed that gender would not have an impact on the ultimate results of the study.

The respondents were asked to indicate the types of services that they sought from the Nairobi Huduma Centre. The results revealed that the respondents had sought different services from the centre. Table 4.1 puts these results into perspective.

Services sought	% Frequency (n)
Renewal of driver’s licence	16% (8)
Business name search	30% (15)
ID replacement	20% (10)
NHIF registration	12% (6)
KRA PIN	6% (3)
HELB certificates	6% (3)
Passport issues	10% (5)

Table 4.1: Types of services sought

From table 4.1 above, it is clear that most of the respondents who were participated in the survey had sought for business name searches (30%), followed by those who came to replace their IDs (20%), renewal of drivers' licenses (16%), NHIF registrations (12%), passport issues (10%), and the fewest were those who came for HELB certificates and KRA PIN applications (6% respectively). It is important to note that there were respondents who had sought more than one service at the centre. However, during the analysis process, only the most prevalent ones were selected for analysis.

4.4 Quantitative and Qualitative Analyses

In the preliminary steps included editing and cleaning of data to remove any redundant information in the responses of the respondents. The next step was dealing with quantitative data, which included coding and tabulation of the data. The qualitative data were then reduced by excluding unwanted information. All data that were collected were condensed to ensure that sufficient information was obtained for the study. During the analysis, quantitative data were dealt with first, then the qualitative data followed.

4.4.1 Quantitative Analysis

The first question was meant to gauge the customers' overall rating of the quality of the services they had sought from Nairobi Huduma Centre and whether their satisfaction was based on quality. In this case, regard was not paid to uniqueness of the services that was sought. In this regard, the respondents were asked to rate the service quality on a 5-point Likert scale, the values of which were 1=very dissatisfied, 2=somewhat satisfied, 3=neutral, and 5=very satisfied. Accordingly, table 4.2 summarises customers' satisfaction with service quality. In total, there were 50 responses on the question. Table 4.2 provides a summary of the responses.

Table 4.2: Responses as to service quality

Responses	Frequencies (f)	%
Very satisfied	26	52%
Somewhat satisfied	14	28%
Neutral	8	16%
Somewhat dissatisfied	2	4%
Very dissatisfied	0	0%

Table 4.2, shows that the majority (52%) of the respondents were very satisfied with the quality of the services that offered at the Huduma Centre and no one was very dissatisfied with the quality of the services. Overall, it can be concluded that 80% of the respondents experienced satisfaction with the services due to the quality of the services and only 4% felt dissatisfied with the quality of the services. The mean of the responses was 4.28 and the standard deviation (σ) was 0.88. The standard deviation is the most common approach to determining variability. However, since it was difficult to interpret, the best approach to dealing with issues of variability was dividing the σ by the mean, the results of which was 0.206. The value of the coefficient of variance (0.206) can be interpreted to mean that the attitudes of the respondents about the quality of the services of the Huduma Centre had low variability; it would be considered high-variability if the value of the coefficient of variance were more than 1. The implication of these results is that, generally, Huduma Centre in Nairobi has service quality that satisfies customers. This finding can be generalised to the Nairobi Huduma Centre as a whole, to mean that customers were generally satisfied with the quality of all services that are provided at the centre.

In the second question, the study sought to find out the attitude of customers as to the efficiency of services provided at the centre. It is important to note that efficiency is a crucial element when customers judge the quality of services. Again, the respondents were presented with Likert items to use in answering the question. Again, 1=very inefficient, 2=somehow efficient, 3=neutral, 4=somehow efficient, and 5=very efficient. Figure 2 summarises the findings on the question.

Table 4.3: Service efficiency

Service Efficiency	Frequency
Very efficient	50%
Somehow efficient	22%
Neutral	20%
Somehow inefficient	6%
Very inefficient	2%

Table 4.3, it is clear that the majority of the respondents (50%), who were satisfied with the services at the Huduma Centre rated the services as very efficient. They were followed by 22%, who indicated that the services were somehow efficient. On the other side, 20% of the respondents were neutral and the reasons for that scenario could not be explained. Overall, 72% of the respondents felt that the services were efficient, while only 8% felt that they were not. Coefficient of variance was also used to test the variability of the responses. In this regard, the mean was 5.92 and the σ was 1.53. Therefore, the coefficient of variance was calculated as 0.26. The variability would be considered high if the value of the coefficient of variance were more than the value of 1. However, since the calculated value of coefficient of variance was found to be less than 1 (0.26), it can be concluded that there was low variability. In this regard, it the study concludes that the majority of the respondents were of the opinion that the services at Huduma Centre were efficient, noting that the data showed that the number of the respondents who thought otherwise was negligible. Hence, the statistical outcome has proven that efficiency is a factor that determined customer satisfaction and, in the case of Nairobi Huduma Centre, customers were satisfied with service efficiency. A conclusion similar to the one above was also made with respect to the question that sought to find out whether the respondents thought that service representatives at the centre acted in their best interest. This question was based on the fact that service representatives who are trained on customer-centred service provision should act in the best interest of the customers. However, it is important to note that only 47 of the respondents answered this question. The results were shown as in table 4.4.

Table 4.4: Percentage responses

Respondents	% Response
Strongly disagree	0%
Somewhat disagree	0%
Neutral	6.38%
Somewhat agree	29.79%
Strongly agree	63.83%

Judging from the table above, it is evident that 93.62% of the respondents who answered the question felt that the service representatives at the Nairobi Huduma Centred served their best interest. This was an indication that the respondents were satisfied with the services of the centre. The mean value of the responses was 4.58, while the σ was 0.62. Given the two figures, the value of the coefficient of variance was 0.135. The implication of this value is that there was low-variability between the responses and, hence, it can be concluded that the customers were satisfied with the way service providers focused on meeting their expectations. Therefore, a further conclusion can be made to the effect that the attitude of service providers also determines customer satisfaction.

The data also showed that some of the respondents had made complaints to the customer care and were satisfied with the way the representatives handled their complaints. In this regard, only 46 of them answered the question, out of whom only 13.04% (n=6) had made complaints to the customer care, while the remaining 86.96% (40) had not. A test was conducted to determine whether the two set of responses were statistically different. Here, at $p < 0.01$, the results of the tests gave a t-statistics of 7.525(df=46) with an associated p-value of 0.00. Therefore, the null hypothesis (H_0) was rejected at the 95% confidence level (α -level) and it was concluded that the two percentages were statistically different, which implies that, at 95% confidence level, 86.96% of the respondents had not made complaints to the customer care of Huduma Centre in Nairobi and that only 13.04% had done so.

Another question that was put to the respondents sought to compare the perception of customers with respect to the quality of services they got from the government before the establishment of the Nairobi Huduma Kenyan in Nairobi and the ones that they got after it was established. Nobody among the respondents indicated that things had remained the same. However, 92% (n=46) of the respondents indicated that there had been improvements, while the remaining 8% (n=4) indicate that there were no improvements. The statistical difference between the two percentages was calculated at 95% confidence level. It would be concluded that the two outcomes were significantly statistically different if $p < 0.05$. The results of the tests gave a t-statistics of 10.947 (df=49), with $p < 0.05$ (0.00). Therefore, it was concluded that the two percentage outcomes were statistically different and that the majority of the respondents felt that the services quality at the Huduma centre and resulted in satisfactory changes. The results have implied that the expectation of customers before the establishment of the centre was that the

government services needed to be improved in order enhance the quality of public services they obtained and that after the establishment of the Nairobi Huduma Centre, there expectations were met.

The final question was meant to test whether the respondents thought there was a need for further improvements in the quality of services that were provided at the Nairobi Huduma Centre. The results from the data showed that 74% (n=37) indicated that there was a need for improvements, 16% (n=8) thought that there was no need for improvements, while the remaining 10% (n=5) were neutral on the issue. The statistical difference between 74% and 16%, which were the representation of the respondents who had opposing views was determined at 95% confidence level (α -level) and at $p < 0.05$. The t-test statistics returned a value of 5.463(df=49) with a two-tailed probability value less than 0.05(0.00). Thus, the conclusion was that the difference between the two outcomes was statistically significant. In this respect, the results showed that the majority of the respondents were of the opinion that the services at the Nairobi Huduma Centre needed further improvements. The implication of this result is that, even though the services at Huduma Kenya Centre in Nairobi had enhanced the quality of services that were provided by the government to citizens, the respondents still felt that more needed to be done. Table provides a visual representation of the above results.

Table 4.5: Need for improvements

Responses	Response
There is a need	74%
There is no need	16%
Neutral	10%

As has been debunked previously, the majority of the respondents thought that there was a need for improvements with respect to government services that were provided through the Huduma Kenyan in Nairobi Centre. Only 16% thought otherwise, while a negligible number (10%) were not neutral on the issue. the neutrality of the respondents can be explained by the possibility that the respondents did not have enough information or they had not been conversant with all the government services that were provided through the Nairobi Huduma Centre.

Bureaucracies are some of the factors that influence customer satisfaction with government services. In this regard, eliminating or reducing bureaucracies are vital in terms of enhancing the quality of public service deliveries and of meeting the expectations and satisfying customers. Thus, the final question survey question sought to establish from the respondents whether they perceived the Huduma Kenya programme in Nairobi as having reduced bureaucracies in public service deliveries. The respondents were, once again, required to use a five-point Likert scale. The response rate to this question was 94% (n=47). Nonetheless, 55.3% indicated that the bureaucracies had somehow reduced, 27.7% showed that the bureaucracies had been completely eliminated, while the remaining 17.0% had remained neutral.

In order to test whether there was any significance difference between those who had said that somehow the bureaucracies had reduced and those who had stated that they had been completely eliminated, a t-test was undertaken at a critical value of $p < 0.05$. Consequently, a one sample t-statistics returned a value of 2.18 (df=46), with a probability value of $p < 0.05$ (0.035). Therefore, it was deduced that the difference between the two responses were statistically different. As a result, it was concluded that the majority of the respondents were of the opinion that the bureaucracies had somehow been reduced. The implication this finding is that the majority of the responses noted reduced bureaucracies, though they still existed at a lower level than they were before the establishment of the Huduma Kenya programme in Nairobi.

The next section provides analyses of qualitative data. The qualitative data were collected to complement quantitative ones. In this case, the qualitative data provided information that could not be obtained through quantitative approaches.

4.4.2 Qualitative Analysis

In order to complement the quantitative data that was collected, face-to-face interviews were conducted with five participants. The first interview question was to enable the researcher to find out the factors that could be influencing the respondent's dissatisfaction with the services at the Nairobi Huduma Centre. Each of the interviewees mentioned numerous factors that resulted in their dissatisfaction with the services at the centre. A thematic analysis was used to identify five main themes that emerged from the interview sheets. The next paragraphs present the results of the interviews.

According to the results of interviews, some of the quality factors that led to dissatisfaction of customers were related to technology. For instance, some of the interviewees stated that there were slow internet connections and failing teller machines, making service time too long. This finding tended to contradict the results that were obtained from quantitative data. In this scenario, the quantitative outcome takes precedent, because it is more objective than the qualitative outcome of interviews with just a handful of people; this was a slight weakness of the study that the use a mixed-methods approach was used to solve.

Another theme that emerged was the lack of clarity of procedures. According to two of the interviewees, the Huduma services were satisfactorily efficient, but the problem was the lack of clarity with respect to certain procedures. For instance, one of the respondents who had come to do a business name search stated, "I came here and lined for close to an hour, only to be told that I have to type my letter requesting for the name search." According to her, if she had known the process, she would have been served within a half an hour. Another interviewee added that, "If you have everything required, the services become really first." The interviewee stated this after she was told she had not come with certain documents while applying for NHIF registration.

Another theme that emerged was delays at some counters. An analysis of the texts that were made during the interviews revealed that one of the interviewees had been seeking different services at the centre during some days. His evaluation was that some counters had delays when serving customers.

Further, the qualitative data revealed that some of the respondents had an issue with the fact that they had join more than a line, on which they spent a very long time, just to process some documents. For instance, one of the interviewees narrated thus:

I came to do a name search. Before I joined the line where I was supposed to have the name searched, I was required to go pay at a certain counter. I spent like twenty minutes there. Thereafter, I joined the line leading to the counter where the names would be searched. This is not good. We are supposed to have a line leading a counter where everything one needs to be dome with a single document is dealt with.

Another interviewee said that:

One may join a long queue thinking that it leads to the relevant counter where her issues will be addressed, only to realise that she was supposed a different line after waiting for close to half an hour. The worse part of it is that one has to take a new ticket for that line, which means you still have to wait for every longer than you would if you were to join the right line in the first instance.

The data also revealed that some of the customers were dissatisfied with the way the centre was opened late. Other themes that emerged during the study included so many people increasingly seeking services at the centre, thereby increasing the waiting time on queues. The interviewees also complained of high charges of services that are provided at the centre. However, it is important to note that some of the services were charged different amounts and the interviewees did not provide specific charges that they felt were higher than the amounts they had expected to pay.

The implication of these responses were that many of the citizens seeking services at the Nairobi Huduma Centre did not have sufficient information to determine which queue to join or which counter from which to seek relevant services. These results indicate areas in which the citizens as customers felt dissatisfied with the services that are being provided at the Nairobi Huduma Centre, specifically with respect to certain services.

4.5 Discussions of the Results

This research study sought to evaluate the effect of service quality on customer satisfaction at the Nairobi Huduma Centre, within the framework of the expectancy disconfirmation paradigm. In this respect, the data that reflected the attitudes of the respondents towards the service quality and, specifically some aspects of the service quality, were collected and analysed. In this regard, the study has established that service quality at the Nairobi Huduma Centre affects customer satisfaction. This has been demonstrated by the fact that the majority of the respondents had indicated that they were satisfied with the quality of services at the centre. This finding is in agreement with the arguments of Haverila, Martinsuo and Naumann (2013) that the perception of a customer of a product positively influenced customer satisfaction. In the case of this study, the customers had positive attitudes towards the quality of services at the centre and, hence, they were satisfied with the quality. Therefore, it can be concluded that the expectations of the customers were met, thereby proving the claims of the expectancy disconfirmation paradigm.

Efficiency of service delivery is an important component of service quality. According to Chen (2013), efficiency is at the heart of customer satisfaction. According to the researcher, ensuring efficiency contributes towards meeting customers' expectations. Accordingly, this research study established that the majority of the respondents had been satisfied with the efficiency of services at the Nairobi Huduma Centre. In the number of respondents who did not get satisfied with the level of efficiency at the centre were negligible.

In addition, the study found out that the majority of the respondents who were surveyed were happy with the way the service representatives at the Nairobi Huduma Centre handled their issues. According to the respondents, the service representatives tended to act in their best interests. This particular finding corroborated the argument of Mourglas (2009), who had stated that being friendly to customers enhances their satisfaction with services. Eisenbeiss, Corneliben, Backhaus and Hoyer (2014) had also argued that the way customers are handled by employees of an organisation enhanced their satisfaction with quality of services they receive from the organisation.

Impliedly, the government service providers at the Nairobi Huduma Centre were generally friendly to clients who sought their services, a factor that evidently contributed to the satisfaction of customers. Importantly, the researchers had alluded to the fact that it was always the expectations of customers to be serviced by friendly employees. Therefore, by confirming that the majority of the customers had their expectations met, the finding supported the claims of the expectancy disconfirmation paradigm.

In another question, the majority of the respondents who were surveyed indicated that the relevant government services had improved after the establishment of the Nairobi Huduma Kenya Centre. When the expectancy disconfirmation paradigm is applied in this respect, it becomes clear that the expectations of the customers were met through the establishment of the centre. Therefore, it can be concluded that improved service quality had positive effect on the attitude of customers, consequently leading to high satisfaction among the customers.

Through interviews, the study was also able to establish the factors that could influence customer dissatisfaction. In this regard, through the use of a thematic analysis approach, one of the factors was the lack of clarity in terms of procedures to seek certain services. During the literature review, this kind of a factor did not come up. Another theme was that there were service counters where service providers delayed in serving customers. The customers who had sought services at such counters felt dissatisfied with services. Again, this finding had not been encountered during the literature review. However, these two outcomes also related to the expectancy disconfirmation paradigm in the sense that the expectations of the dissatisfied customers were not met. However, it is important to note that the number of customers who were dissatisfied in this respect was statistically negligible and that the majority of respondents were generally

satisfied with the services that they obtained from almost all of the counters within the Nairobi Huduma Centre.

From the interview data, it was established that some of the respondents had experienced confusions with respect to the right line to join when seeking services at the Nairobi Huduma Kenya Centre. According to some of the interviewees, it was sometimes not easy to determine which queue to join, a problem that increased their waiting time on the queues. With respect to this finding, no reviewed literature had mentioned it as a factor that might result in customer dissatisfaction. However, it seemed that it was a factor that resulted in the dissatisfaction of some customers. The implication of this result might be that those who were not aware of which line to join might have been new to the centre's services and that they did not seek help from the front desk within the centre.

CHAPTER FIVE: SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This chapter provides the conclusion and recommendations of the study. Both the conclusion and the recommendations are based on the findings of the study. The recommendations are both practical and theoretical.

5.2 Summary

This research study was an evaluation of the effects of service quality on customer satisfaction, in the context of public service delivery at the Huduma Kenya in Nairobi. The study used both quantitative and qualitative methods to achieve the research objectives. The main instruments of data collection were structured questionnaires and interviews. The results of the study have shown that such quality elements as efficiency, prompt dealing with customers' complaints, and attitude of service agents determined the level of satisfaction of customers who sought services at the Nairobi Huduma Centre. These results have confirmed the findings of studies that had been conducted prior to this research study. Importantly, the study showed that respondents who had sought services at the Huduma Centre were dissatisfied with certain factors, some of which included the slow performance of network and breakdown of technology, including teller machines. Besides, the respondents complained of officials at the centre who tended to be rude.

Importantly, the results have shown that customers were of the opinion that service quality had increased after the Huduma Kenya services were introduced in Nairobi. However, a significant number of the respondents were of the opinion that more still needs to be done to enhance further the quality of the services. In this respect, the results have shown that the customers seeking services at the centre still have unmet expectations with regard to the quality of services at the centre.

5.2 Conclusion

It is concluded that the study was able to meet its research objectives. The objective of the study was to determine the quality factors that affected customer satisfaction and efficiency in Huduma Centre in Nairobi. In order to achieve this objective, the study employed the use different methods, both quantitative and qualitative. Through the methods, the researcher was able to

establish the effects of quality on customer satisfaction at the Huduma Kenya Centre in Nairobi. In this regard, the study concludes customers were satisfied with the services when they perceived the service quality as improved. Besides, another conclusion from the study is that customers who perceived the services at the centre as efficient also felt satisfied. Additionally, the level of satisfaction was high as per the perception of customers that they were treated by the centre's employees in friendly ways.

Importantly, the study was able to establish that the expectations of the customers were met through the establishment of the Nairobi Huduma Centre. This finding confirmed the postulations of the expectancy disconfirmation paradigm and some arguments of other researchers.

Apart from the quality factors that positively affected customer satisfaction with respect to government services that were provided at the Huduma Kenya in Nairobi, there were those that were found to have negative effects. Such factors included the lack of clarity of procedures, delays at some counters, and a lack of proper guideline to inform customers of which lines to join to get served.

Even though the study was successful, it was not without some limitations. One of the challenges was getting respondents who could participate in the study. However, through the patient of the researcher and the promise to take not more twenty minutes, some of those who had sought services at the centre accepted to answer the questionnaires. The other limitation was that some respondents did not answer certain questions. Therefore, the data that were collected on those questions were analysed with a sample population less than the number of respondents who did not answer the questions.

5.3 Recommendations

Based on the findings of the study and the nature of the study, there are practical and theoretical recommendations that are necessary.

First, the study found out that the customers' perception was that the services had improved with the introduction of the Huduma Kenya. However, a significant number of participants still felt that there was a need to ensure continuous service quality improvement. Therefore, it is recommended that more should be done to always enhance the quality. The improvements

should focus on areas in which the respondents felt that there was a need for further improvement, such as dealing with employees' attitudes.

Second, the study established that one of the factors that led to service failure at the centre was failure of technology, including breakdown of teller machines and slow internet strengths, it is recommended that the government should replace the faulty teller machines with new, efficient ones. More importantly, since the virtually all services have been digitised, it is recommended that the government should ensure that there are strong internet connections within the centre to enhance service efficiency; this may be achieved by seeking the services of internet providers who are capable of providing high speed internet.

Third, the results of the study revealed that customers were dissatisfied with much time they took waiting on queues to be served and also wasting time queuing on wrong lines. Given these problems, it is further recommended that, in order to avoid customers wasting time on queues then they are told or realise that they are on wrong queues, the government should ensure that there are individuals to guide citizens with respect to the right queues to join, depending with the services they each seek. This solution will not only save customers' time on the queue, but also decongest the hall. A congested hall does not only slow down processes, but also poses a security risk.

Fourth, notably, the study further showed that customers felt that the Nairobi Huduma Centre was opening late, meaning that customers had to wait for long before they were ready to be served. In this respect, it is also recommended that, in order to deal with the issue, the centre should either open a little bit earlier or close a little bit later than it did at the time of this research study. The adjustment in opening and or closing hours will increase the number of customers served and enhance service quality.

Fifth, it was the finding of the study that a good number of respondents felt that the services they got from the centre were charged expensively. Therefore, it is recommended that the government should eliminate or reduce to the bare minimum the amount of fees that are charged for government services. Ideally, government services, especially those that are very essential to citizens, should be provided free of charge, because citizens are already paying taxes. In this case, further charges make it look like that the government is double-taxing of citizens.

Finally, during the study, it was found out that a significant number of customers had felt that some of the officials at the centre were rude to them. Given that it was a problem to many respondents, it is recommended that the government should train such employees on customer service to in order to improve the quality of services that the government provides to citizens through the Nairobi Huduma Kenya Centre. Such training should be done continuously to equip with employees working at the centre with skills that are required to handle diverse customers, especially based on the fact that there are customers with different personalities, attitudes, and perceptions. The most important skills, in this case, are interpersonal skills.

5.5 Suggestions for Further Research

Theoretically, there are also a number of recommendations that are necessary due to the methodology and approach that were used to achieve the objective of the study. In this respect, it is worth emphasising the fact that both quantitative and qualitative methods were used in the study. The issue with mixing such methods is that the analysis of both quantitative and qualitative data is done independently. The problem with such an approach is that it becomes difficult to resolve the discrepancies that arise during the interpretation of research findings. Based on this, future studies with a similar objective should use either qualitative or quantitative methods. In this regard, future researchers who will be interested in the attitudes of customers regarding the quality of services and how those services impact their satisfaction and expectations should utilise qualitative methods. This will provide a deeper understanding of the effects of service quality on customer satisfaction.

Importantly, even though this study used quantitative methods and data, it only employed the use of coefficient of variance. The problem with this statistical approach is that, when the mean value nears zero, the coefficient of variance approaches infinity and is, hence, sensitive to minimal changes in the value of the mean. Importantly, the coefficient of variance cannot be used to establish confidence intervals for the mean, unlike the standard deviation. Therefore, it is recommended that future researchers should use different statistical approaches. Accordingly, future researchers should focus more on finding the correlations and relationships between different service quality elements and customer satisfaction with public services.

This study was only done with respect to the Huduma Kenya in Nairobi and, therefore, its findings, especially the qualitative bits, may not be applicable to customers who have sought similar services in other parts of the country where the same programmes have been established.

This is because different customers in different parts of the country might have varied experiences. Thus, it is further recommended that the same study should be replicated in other regions within the country, where Huduma Kenya services have been established.

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APPENDICES

APPENDIX 1: QUESTIONNAIRE ON CUSTOMER SATISFACTION AT NAIROBI HUDUMA CENTRE

Dear Sir/Madam,

This research study is purely for academic purposes. I am meant to undertake a dissertation as a partial fulfilment for the award of an MSC degree. Therefore, this is to request for your kind participation through answering the questions herein. The information you shall provide in this questionnaire will be kept confidential and it will be used only for academic purposes. Thank you in advance for your valuable participation.

PART A: PARTICIPANT'S DETAILS

Name: _____ (Optional)

Gender: Male Female

PART B: QUESTIONS ON CUSTOMER SATISFACTION

1. Which Huduma Services have you sought from the Nairobi centres?

- a.
- b.
- c.
- d.
- e.

NOTE: Use the Likert Scale provided to answer the questions where provided.

2. What is your overall rating of the quality of services you have sought from the centre?

- Very satisfied Neutral Very dissatisfied
 Somewhat satisfied Somewhat dissatisfied

3. What is your rating of the efficiency of the service delivery process at the centre?

- Very efficient Neutral Very inefficient
 Somehow efficient Somehow inefficient

4. The service representatives at the centre acted in my best interest?

- Strongly agree Neutral Strongly disagree
 Somewhat agree Somewhat disagree

5. What is your comparison of the service quality before and after the Huduma Kenya was established?

There are improvements

No improvements

Things are the same

6. Considering the value of services you have paid for, they were

Worth more than the money I paid for them

Worth about the money I paid for them

Worth less than I paid for

7. Have you ever sought any assistance from the customer care at the centre?

Yes

No

8. If Yes in 7 above, explain the nature of the assistance you sought and if No, jump to number 10:

9. Were you satisfied with the way the customer care at the Huduma Centre responded to your requests for assistances?

Very satisfied

Somewhat dissatisfied

Somewhat satisfied

Very dissatisfied

Neutral

10. Have you ever made a complaint(s) to the officials of the Huduma Centre?

Yes No

11. If YES in 10 above, were you satisfied with the way the complaint(s) was handled? If No, jump to 12.

Very satisfied

Somewhat dissatisfied

Somewhat satisfied

Very dissatisfied

Neutral

12. Do you think the Huduma Kenya has eliminated bureaucracies in public service delivery? It has eliminated it....?

Completely

Somehow reduced

Neutral

Not reduced

13. Kindly list the factors that makes you dissatisfied with Huduma Kenya services

- a.
- b.
- c.
- d.
- e.

14. Do you think there is a need for improvement in any service delivery at the centre?

Yes No Not sure

15. If yes above, what improvements would you like to be made?

END OF QUESTIONNAIRE

THANK YOU SO MUCH

APPENDIX 2: INTERVIEW GUIDE QUESTIONS

1. What are the factors that make you dissatisfied with the services at the centre?
2. What improvements would suggest to be made?
3. How did the officials at the centre respond to your requests

These questions are just guides; more will be constructed during the interviews