

**DETERMINANTS OF EFFECTIVE SERVICE DELIVERY IN THE PUBLIC SECTOR:
CASE OF THE HUDUMA CENTRE PROGRAMME IN MOMBASA COUNTY KENYA**

BY

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DECLARATION

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

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DEDICATION

This project is dedicated to my loving husband, Hanif Habib Jiwan and our children, Madiha, Habib, Muskaan, and Ammar for their patience and support during the period I undertook the Master of Arts in Project Planning and Management Course.

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ABSTRACT

Service delivery in the public sector has not been satisfactory. Unlike in the private sector where customer satisfaction is the key driver in all the activities of an entity, it is exactly the opposite in the public sector. Public service delivery points in Kenya have witnessed long queues which often leave customers unsatisfied and disappointed. This study therefore sought to establish determinants of effective service delivery in the public sector: case of the Huduma Centre Programme in Mombasa County. The following objectives formed the basis of this study: to examine the influence of strategic location on service delivery at Huduma Centre, to assess the role of strategic decision and its effects on service delivery, examine the influence of institutional factors and management practices on service delivery as well as to determine the influence of monitoring and evaluation on service delivery at Huduma Centre Mombasa. Mixed methods both qualitative and quantitative were used in this research. A random sampling technique was used in sample selection and 111 respondents were picked to whom a questionnaire was administered. Statistical package of social sciences SPSS version 20 was used to analyse data obtained from questionnaires. A response rate of 70% was achieved by this study. The study variables were then merged and correlation was done and it was found out that there existed a relationship which was insignificant and also varied. Strategic decisions and service delivery was found to have a negative correlation while strategic location, institutional factors and management and monitoring and evaluation varied positively with service delivery. The study concluded that indeed there was an insignificant relationship between the dependent and independent variables in this study. The determinants of effective service delivery were established as strategic location, institutional factors and management practice. Strategic decision was a factor but varied negatively with service delivery. The study recommends that policy makers enhance strategic location, institutional and management practices, monitoring and evaluation, and customer as the drivers of effective service delivery.

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

Analyzing consumer satisfaction and quality is an emerging area of research in the industries in the service sector and in particular public service sector. Unique characteristics of service sector industries differentiate them from product oriented industries and compound the difficulty of defining service quality. These service characteristics have been neatly categorized by Zeithaml, Parasuraman and Berry (1990) as heterogeneity or non-standardized levels of service performance; indivisibility of consumption and production caused by continuous interaction of customers with services; intangibility due to the nature of services versus product performance; and impossibility of warehousing or storing services which makes them with highly perishable with fluctuation of demand. It is imperative for real estate agency firms to know what determines customer satisfaction, how to meet such determinants, and ways of rendering customer-oriented service quality if they want to keep their clients' needs fulfilled.

The government of Kenya through started implementing its manifesto in October 2013 with the Huduma Center Kenya program as its flagship project that was aimed at addressing the needs of Kenyan Constitution based on the quality and an admission to public services. Eventually the government targeted at modernizing the public service into a consumer oriented public service and a more professional office (Psck, 2014). The Kenyan government aims at transforming the service public delivery through the Huduma Kenya program by providing its locals the access to numerous Information and Public service on a one stop kiosk citizen service center known as Huduma Centres and through unified or incorporated technology platforms.

According to (Oyugi, 2015) Huduma center offers well-organized services at the handiness of its citizen. Huduma Center remains to be all under one roof shop in accordance to the approach of reforming public sector service delivery in the country. The project aimed at bringing services closer to its citizens and to date they have made it a reality efficiently and they are

making it possible for people to avoid jumping from street to street looking for different offices for services where they can now get all services at a centralized place Huduma Center formerly G.P.O. With this in place citizens can be able to get services like driving licence renewal, Kenya Revenue Authority personal identification pin, police abstract, search and registration of company names, marriage certifications (application) passport services as well as birth and death certificate and many more services (Oyugi, 2015).

1.1.1 Huduma Centre

This program is an all in one place model that emphasizes on the excellence of customer service, it targets at bringing efficient services nearness to the citizens of Kenya. The one stop shop approach empowers the clients and the locals to access to access numerous information and public services an integrated service platforms and from a single location. In this riposte the Kenyan government through the planning and devolution ministry has been running the Huduma Center program under a secretariat.

The Secretariat for Huduma Center Kenya was established on March, 31st 2014 through a Gazette Notice No. 2177 by the president which instituted the Huduma Kenya program and how it is going to be governed. A structure for governance was also proposed. The secretariat as a tier in the structure of governance was third placed, under the Technical and Summit committee as enshrined in the gazette. This arrangement was time-bound in its bid to launch the Huduma program (Marwa, 2013).

Thirteen Huduma centres are fully functional already in various towns thus; Embu, Nairobi (2), Kisumu, Nyeri, Kakamega, Eldoret, Machakos, Nakuru, and Mombasa. All of which are located at the General Post Offices (GPOs) of the respective towns. The Centres have provided service delivery closer to the people from an online e-Huduma web in one place. This is through provision of multiple government services under one roof (Oyugi, 2015).

1.1.2 Service Provision in the Public Sector

It is defined by Flynn (1993) as being made of the local governments, civil service and other statutory agencies created by the government. Lynch (2002) draws the difference between private and public sectors institutions by stating that private entities are driven by the profit maximization objective while the public entities are guided by social responsibility.

A desirable public sector is the one that offers the citizen services which are of high quality and consistent with the needs of the citizens. It must also encourage growth by prudent use and management of the resource endowment with a critical focus on ways of alleviating poverty among its citizens. In the recent past, governments in various countries have redirected their attention to restructuring of the public sector in order to address problems of growing debt burdens and growing dissatisfaction of citizens.

Performance contracting and performance based compensation have been used by various governments to bring about change in the public sector. According to Shah (2005) public sector performance is dictated by its orientation. Accountability can be enforced by removing bureaucracies, rigidity and red tapes in the public sector thereby encouraging effectiveness and efficiency in service delivery leading satisfied citizens.

After the completion of Economic Recovery Strategy for Wealth and Employment Creation (ERSWE) process in 2007, the government of Kenya (GoK) developed vision 2030 which runs from the year 2008 to 2030. The development agenda is to make Kenya a nation that is competitive globally and prosperous reflected by high standards of living by the year 2030. This is to be achieved by consistent agenda that identifies economic social and political system as the main pillar of Kenya's development.

1.2 Statement of the Problem

Frequent public outcry because of the limitedness of the access to government services was felt in 1980s. The inadequate was caused by some notable reasons like unreasonable delays in getting desired services, corruption by practices by civil servants, poor record keeping and retrieval, chronic absenteeism and poor customer care. The government of Kenya tried a range of changes to remedy the situation since two decades ago (1990's). Through the efforts of revamping the system on service deliveries in Kenya 100,000 civil servants were retrench by the government giving rise to only an insignificant result on the efficacy or civil service efficiency. The government of Kenya after which came up with a system of management that is result-oriented but it seems like it bore no fruits since by 2005 nothing out of it had been accomplished.

Huduma center introduced in 2013 offers well-organized services at the handiness of its citizen. Huduma Center remains to be all under one roof shop in accordance to the approach of reforming public sector in the country through service delivery. The project aimed at bringing services closer to its citizens and to date they have made it a reality efficiently and they are making it possible for people to avoid jumping from street to street looking for different offices for services where they can now get all services at a centralized place Huduma Center formerly G.P.O. With this in place citizens can be able to get services like driving license renewal, Kenya Revenue Authority personal identification pin, police abstract, search and registration of company names, marriage certifications (application) passport services as well as birth and death certificate and many more services (Oyugi, 2015).

The government of Kenya initiated the Huduma services in order to improve government services accessibility by all citizens. This is achieved by linking digital devices such as computers, mobile phones, tablets among government departments. Through these linkages and digitization the government will cap fraud, create openness in terms of tendering and enhance responsibility and accountability of government officers. Due to ease of access the citizens will be able to launch their complaints, comments and compliments concerning government services directly on the government portal. Nairobi, Nakuru, Kakamega, Nyeri, Mombasa, Kisumu, Machakos, Eldoret and Embu are centres so far established by the government with many more coming up. As Huduma centres are coming up and expanding there is no generally agreed stand point as the role of Huduma centres in public service value addition. This forms the basis of this study. The study therefore sought to establish the determinants of effective public sector service delivery in the case of the Huduma centre program Mombasa.

1.3 Purpose of the Study

The purpose of the study was to establish the determinants of effective service delivery in the public sector in the case of the Huduma Centre program in Mombasa.

1.4 Objectives of the Study

These objectives guided the study;

- i. To determine the influence of strategic location on service delivery at Huduma Center, Mombasa county
- ii. To assess the role of strategic decision and its effect on service delivery at Huduma Center, Mombasa county
- iii. To examine the influence of Institutional factors and management practices on service delivery at Huduma Center, Mombasa county
- iv. To determine the Influence of monitoring and evaluation on service delivery at Huduma Center, Mombasa County.

1.5 Research Questions

The study attempted to answer the following research questions:

- i. To what extent does Strategic location influence service delivery at Huduma Center, Mombasa County?
- ii. To what extent does strategic decision affect service delivery at Huduma Center, Mombasa County?
- iii. To what extent do Institutional factors and management practices influence service delivery at Huduma Center, Mombasa County?
- iv. To what extent does monitoring and evaluation influence service delivery at Huduma Center, Mombasa County?

1.6 Research Hypotheses

This study tested the following research hypothesis at 95% level of significance:

- i. H₁1: There is significant relationship between the influences of Strategic location on service delivery at Huduma Center, Mombasa County.

H₀1: There is no significant relationship between the influences of Strategic location on service delivery at Huduma Center, Mombasa County

- ii. H₁2: There is significant relationship between Strategic decision and service delivery at Huduma Center, Mombasa County.

H₀2: There is no significant relationship between Strategic decision and service delivery at Huduma Center, Mombasa County.

iii. H₁3: There is significant relationship between the effect of institutional factors on management practices delivery at Huduma Center, Mombasa County.

H₀3: There is no significant relationship between the effect of institutional factors on management practices delivery at Huduma Center, Mombasa County.

iv. H₁4: There is significant relationship between the influence of Monitoring and evaluation on service delivery at Huduma Center, Mombasa County.

H₀4: There is no significant relationship the influence of Monitoring and evaluation on service delivery at Huduma Center, Mombasa County.

1.7 Significance of the Study

The study provided a blue print, which in turn provides valuable information on the determinants of effective service delivery at the Huduma Centres. Understanding the determinants of effective service delivery will provide an incentive to further study.

The study was of benefit to various stakeholders in the public service who comprise of the government, local community organizations, and customers (clients), employees, media, competitors, and consumer advocates.

1.8 Assumptions of the Study

The study is made with the following underlying assumptions.

Existing literature is sufficient to draw inferences and comparison about public service delivery and the factors affecting it.

Qualitative research is an appropriate means to explore the service delivery phenomenon.

The data collected from each respondent provides an accurate representation of actual events.

The data collected was standardized data and did not require reclassifications and/or material manipulation

The Mombasa Huduma Centre represents the public sector in terms diversity.

1.9 Delimitations of the Study

This study focused on the determinants of effective public sector service delivery a case of Huduma Centre in Mombasa County will not attempt to delve in the private sector in the Kenyan economy. Huduma Centre has a unique service provision to the public, with all government services offered in one centralized place. The measures and rules governing the running of Huduma Centre in Kenya are unique to that sector as opposed to private firms. This study focuses on the determinants of effective public sector service delivery a case of Huduma Centre in Mombasa County; it is confined to the County only. This study does not attempt to reach any conclusions on other counties in Kenya leave alone other countries around the world. The data for the study will collected from Mombasa County sources. The study attempts to develop a framework from existing literature on determinants of effective service delivery. Whereas there may be other variables in influencing public service delivery the study focused on strategic locations, strategic decisions, institutional and management practices, and monitoring and evaluation.

1.10 Limitations of the Study

The research was conducted in light of a few limitations; there is the likelihood of respondents giving not is willing to divulge information for fear of being chided, this will impact negatively on the response rate. The employees and staff were thus informed clearly that the study is for academic purpose and that their honest responses will be treated with utmost confidentiality. This helped to increase trust between the respondents.

1.11 Definitions of Significant Terms

Public Sector; defined as being made up of the local governments, civil service and other statutory agencies created by the Government.

Huduma Centre is “all in one place shop” which makes the citizenry and clientele to be able to get various services and info from one place and via diverse customer points.

Strategic decision making is stepwise procedure of coming up and acting on selections that have long-term effects on the company’s welfare. These selections involve major company changes often and huge resource allocation that become hard to overturn once they are already put into use.

1.12 Organization of the Study

The preliminary pages contain the cover page, the declaration, acknowledgement, the table which contains the contents, list of all the figures and also tables. For chapter one, there is an exploration of the study background, introduction of Huduma Centre, how service is provided in the public domain, the problem of the study is clearly stated, study purpose is outlined, study objectives, questions and hypotheses for the research are also highlighted. The chapter also digs deep into why the study is conducted, the suppositions that founded the study, demarcations and confines of the study, key terms were defined and also how the study is organized.

Chapter two delves into the rationale behind Huduma Centres, influence of Strategic location on service delivery, strategic decision and its effect on service delivery, the influence of institutional factors and management practices on delivery of services, and how monitoring and evaluation influences service delivery. This chapter also covers the theoretical framework, the Gestalt- Field Behavioral Theory, leadership Theory, Bounded rationality model of decision making and the conceptual framework. Finally the chapter explores the knowledge gap and summarizes the review of thematic literature. Chapter three looks at the design of the study, population targeted, the size of the sample and the procedure used in sampling, the instruments

used for collecting data, procedure of collecting data, validity and reliability of study instruments, pilot study, techniques used in data analysis, moral considerations and finally the functioning explanation of variables. Chapter four dwells on analysis of data, results and the findings are discussed. Finally chapter five provides summary, conclusion and recommendation to policy makers. The chapter concludes by highlighting what limited the study and suggesting fields where further research can be done.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

In this chapter literature was reviewed on strategic location, strategic decision, institutional factors and monitoring and evaluation and their effect on service delivery. Specifically synthesis of literature is done and research gaps are identified and finally the study provides a theoretical and conceptual framework for this study

2.2 The Rationale of Huduma Centres

Before the introduction of Huduma centre services, citizens hustled from one government department to the other which led to wastage of time and resources since the government departments are a distant apart. In fact some government services could only be accessed from Nairobi meaning people had to travel from rural areas to the city in search of such services. This triggered the search for ways of improving service delivery thereby giving birth to Huduma centre. Huduma Kenya provides a number of government services efficiently from a central point under one roof. Thus it is a kiosk providing a series of government services. Since Huduma is a Swahili word meaning service the central role of Huduma is transformation of the public sector in terms of services delivery (Oyugi, 2015). Thus government services such as driver's licenses, passports, birth certificates, registration of business names, national identity cards, and marriage certificates among others can be easily accessed at one place. In the recent past operations and services at Huduma centres have been experiencing problems. The problems range from poor link between government departments and Huduma centres which causes delays, long queues, and disappointments to citizens. Still there is reliance on manual processes at various government ministries which raises questions as to why service delivery at Huduma centres is facing hiccups (www.businessdailyafrica.com). According to Chepkorir (2012) services supplied to citizens must satisfy them which again mean that they must be of good quality. Service quality elements include efficiency, prompt dealing with customer complaints, attitude of staff measured by level of satisfaction of citizens who seek services at Hudumacentres.

Huduma centres are supposed to supply services to the consumers, citizens. The services supplied must be of good quality, acceptable and convenient. This calls for ways of enhancing effectiveness and efficiency in delivery of public services at various government service outlets. Huduma centres services are supposed to be efficient since the service point is centralized at various places, shops across the country. This background will form the basis of this study. This study seeks to determine factors affecting service delivery at Mombasa Huduma Centre.

Abdalla et al., (2015) posit that although service delivery at Huduma centres is satisfactory more needs to be done in order to eliminate long queues witnessed. Employment of more skilled personnel, proper training of staff, improved connectivity can help improve quality of services at Huduma centres. This study aims at determining specific factors that determine effective service delivery at Mombasa Huduma centre.

2.3 Strategic Location and its Influence on Service Delivery

The intended objectives of a facility can only be achieved if it is located strategically. In business firms locate themselves at points that provide ample access by customers, workers, material input, among others. This helps the firm to achieve its profit maximization objective. On the other hand the government should locate its service points at places where its goals can be attained. Therefore the ease of access by customers, who are the citizens and staff are key factors in determining strategic location for service facilities.

Service delivery point affects the quality and efficiency on service delivery. A good system provides services at places that are acceptable and satisfying to recipients of services (Jones & Gessaman, 1974). Through the government's goal of taking services to the citizenry, this become the driving force for Huduma centres. Thus public services must be both accessible and acceptable to the citizens or the respective people upon which such services are directed to. In order to serve many people Huduma centres must be strategically located so that the public can access the facility without encountering difficulties.

Drezner et al (2012) argues that services should be delivered at demand points. The attractiveness of a service facility is measured by the speed at which people obtain services.

The facility should be located at the nucleus of its customer location. This will maximize the service delivery; as well ensure that the operations of the premises are properly utilized.

2.4 Strategic Decision and its Effect on Service Delivery

Performance measurement in the government sector is geared towards improving public service delivery. The governments since the 1990s onwards have embarked on performance measurement and performance contracting. Managers have a responsibility to document evidence and make decisions based on this performance. There exists a continuum on the degree of usage of performance related information in the making of strategic decisions (LeRoux & Wright, 2010). From the foregoing, the measurement of performance is vital in the making of strategic decisions.

LeRoux and Wright (2010) assert that, the measurement of performance by managers who are non-profit increases their efficacy in the making of strategic decisions. Information on performance and effective governance enhances making of strategic decisions. From Dean and Shafman (1996) actions by managers give birth to strategic decisions. The process of making the decisions determines their success. Recently, more research has been on whether the choices made by managers are of significance but had not delved on the link between effectiveness and the making of strategic decisions. The effectiveness of strategic decisions is the degree of the achievement of objectives by the decisions made.

2.5 Influence of Institutional Factors and Management Practices on Service Delivery

The persistent productivity differences at firm and country level is a reflection of management practices differentials. Further they state that management practices are embedded in information, legal, social and technological settings. Management practices can be improved and therefore productivity by promoting factors that increase management quality through reallocation of resources (Bloom & Van Reenen, 2010).

In the public sector although exhibiting different characteristics from those of private firms management practices do as well affect services delivery. Then success or failure of any institution can be attributed to management practices. Karimi et al., (2001) noted that investment in technology both in the product and service has changed many industries' level of

competition in product and service delivery. Technology helps in cost reduction as well as lead to improvement in service delivery in terms of quality and speed. Improved service delivery enhances customer satisfaction, higher productivity and improved financial performance. Information technology application software enable firms in automating call centre services, email interactions with customers, customer responses and feedbacks among others. Whereas many firms and individuals are of the view customer service is just more than customer complaint, an observation must be made that there is a lot that is directed to customer service delivery and they include product availability, personal interaction, quality, ambience and cost and that technology may or may not always be involved. The role played technology is just but a supporting role. Technology enhances service delivery.

According to Ngorobi (2015) institutional characteristics influence service delivery. These factors include employee skills and competence, level of professionalism, attitude and incentives. If the employees are skilled, well-motivated and competent then effective service delivery can be achieved. Working environment is likely to bring down the morale of the staff and hence affect the quality of services delivered.

2.6 Influence of Monitoring and Evaluation on Service Delivery

In literature the roles of management comprises of managerial duties and roles which are deemed necessary for public services delivery and they include; mobilizing resources, budgeting, planning and strategizing, managing of human resources decision making and, evaluating and tracking service quality. Even though governments engage in contracting services service delivery management is not always done through contracts. When monitoring and evaluation is forfeited, service delivery is compromised and or services may not be provided at all. It can be argued that ignoring vendor management activities because governments have assigned their staff with these roles and responsibilities (Brown et al., 2006).

Service delivery contract does not only involve just allocating service providers responsibilities for service production together with delegation of management responsibilities including monitoring and evaluation of the service quality. Even though monitoring responsibility may be transferred they still need to do some monitoring and control. It therefore follows that employment of extra monitoring, evaluation and management is necessary in view of the fact

that contracting is riskier compared to direct service delivery (Brown et al., 2006). The key area of focus in government service delivery is connecting standards of contracting and management to yield assessment including service delivery and cost.

2.7 Customer Satisfaction

Customer satisfaction over about a century has been studied under private business with the main aim of building and improving customer loyalty. In the public sector the rationale of customer satisfaction can be analyzed from both political and economic perspectives. The government will ensure customer satisfaction in the provision of public services as bargaining tool during political campaigns to ensure it is elected back. From an economic perspective citizens deserve quality services because they have been taxed for the provision of those services. They therefore must be satisfied by the service providers and this can only be achieved if the government has citizens interest at heart. Whereas citizens have a right to receive public services, the government has an obligation towards quality service delivery (Donnelly et al., 1995).

Customer satisfaction can only be achieved if customers can receive services at the public service points without any strain (Drezner et al., 2012). In to ensure customer satisfaction there must be quality, responsive and timely public service provision (Moore, 1995). It then follows that customer satisfaction at the public service points can be checked using average waiting time, staff attitude, public relations, response to complaints as well as service environment (Moore, 1995 & Benington, 2011). There has been however a lot of discomfort and inefficiency on public service delivery in Kenya which led to establishment of Huduma centres which is expected to improve service delivery and hence customer satisfaction.

2.8 Theoretical Framework

The theories that inform this study are field behavioral theory, leadership theory, bounded rationality model of decision making and public value theory.

2.8.1 Gestalt-Field Behavioral Theory

Behaviorist theory emanates from the works of Pavlov (1928). He studied the behavior of a dog towards food by conducting experiments. He observed that a dog will salivate upon seeing

food. This is referred to as unconditioned reflex action which is wired in a dog. In this instance the condition for a dog to salivate is food. This is therefore referred to as a stimulus response action. Pavlov established that there exists an unconditioned response (reaction) by giving a dog a piece of meat and scaling its level of saliva secretion. He further extended his experiments by including a natural stimulus. Every time he the bell before presenting meat to the dog. This event was repeated for some time after which he decided to ring the bell alone. He observed increased salivation and concluded that the dog had learnt to associate the bell with meat. He called it a learned (conditioned) response. The neutral stimulus in this case being the bell is a conditioned stimulus.

Behaviorist theorists hold that all behavior is learnt, which is a person's behavior is obtained from the external environment and objective data. Thus behavior is shaped by conditions in the immediate environment which occurs through learning over time. Pavlov (1928) from his earliest works in conditioning of behavior established that in order for connections to be made the two stimuli must be presented consecutively within a close range of time. This is referred to as the law of temporal contiguity. For this to be effective the unconditioned stimulus (meat) and the conditioned stimulus (bell) should be too close, otherwise learning may not occur. From these experiments he established that a dog can salivate upon hearing the ringing of the bell without necessarily seeing meat. And when he continued to ring the bell without presenting meat the dog's salivation level declined up to the point it didn't salivate totally upon hearing the bell. Again the dog had learnt to dissociate the food from the bell. This forms the building blocks of behaviorist theory that actions of humans are conditioned by the expected consequences. Human action is determined by the reward system whereby actions or behavior that attracts reward will exhibit repetition while behavior which is not rewarded will not be repeated. Thus to encourage or change behavior the necessary and sufficient condition is to change the conditions causing it (Skinner, 1974).

Gestalt Field behavioral theory is grounded on the premise that humans work as whole, total organism. Each of whom has both negative and positive characteristics which should be allowed expression and permission to operate exhaustively showcasing the in build potential. Problems however arise when individuals get dispersed (segregated) and do not own up themselves. They must accept themselves, come to terms with themselves and uphold

awareness among other things. Therefore from Gestalt-Field point of view, an individual's behavior or action is not a function of outside stimuli, is a function of how reason is applied and meaning obtained from this stimulus. Thus service delivery in the public sector can be enhanced by providing conditions which elicits actions that bring about effective service delivery.

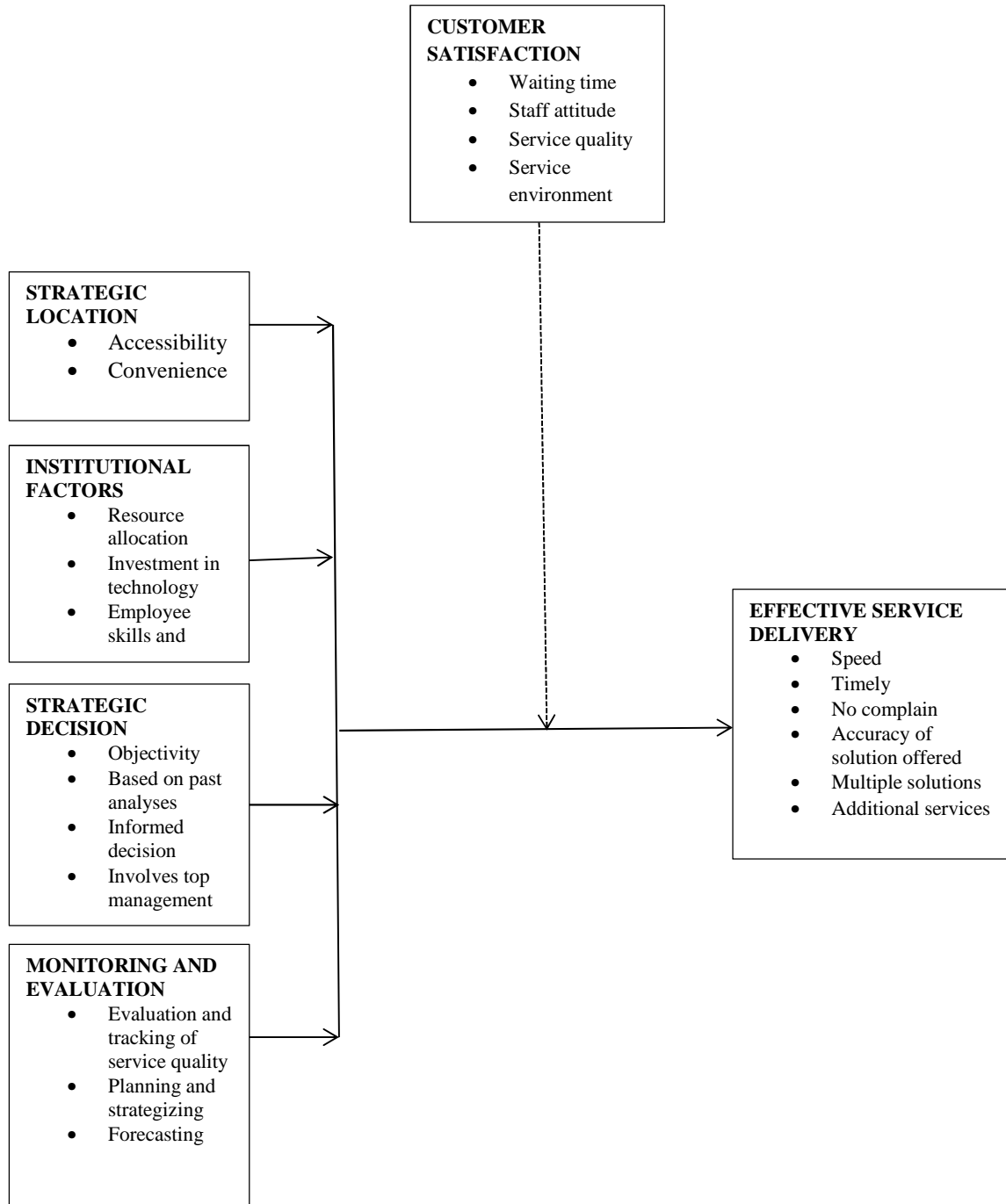
2.8.2 Leadership Theory

Managers serve ten different roles which are interrelated closely. They include interpersonal roles, figurehead roles, leadership role, information role, monitoring role, resource allocator role, spokesperson role, negotiator role, entrepreneur role and the disseminator role (Mintzberg, 1973). In any organization people define roles, build expectations on the leader's performance of these roles and will always encourage others to act within role expectations and the type of roles they adopt. In some instances there can be role conflict whereby people have differing expectations on the roles adopted by the leadership. A well-functioning organization is an organization with well-defined and played roles by both leaders and subjects. This can be replicated in the public service delivery whereby managers can outline and play their roles avoiding role conflict as much as possible. This can enhance public service delivery.

2.8.3 Bounded Rationality Model of Decision Making

Rational managers are always susceptible to incomplete information, act with incomplete information and therefore may not be required to make optimal choices (Simon, 1979). The human rationality a two side sharp edge defined by task environment structures and analysis capabilities of actors. A problem is divided into smaller areas which are easy to find the solution. Bounded rationality is typically searching the problem space and obtaining solutions. Alternatives searched are evaluated and if found to satisfy the set bare minimum criteria, it is then said to be the solution and a search comes to an end. This process might be made easy by pinpointing of regularities in the task surrounding. In service delivery there is need to operate on optimal and rational choices whereby the choices made should be satisfying the needs service seekers.

2.9 Conceptual Framework



The conceptual framework is anchored on public value theory. The public value theory was developed by Moore (1995, 2003) as a framework for guiding strategic management in public sector organizations. Public value theory posits that government investments must deliver what is valuable to the public (Benington, 2011). According to Moore (1995, 2003), since the objective of private sector organizations is to generate private (economic) shareholder wealth, the goal of public sector organizations (governments and their departments) is to generate public (social) worth. Thus, public value refers to the worth, advantage or benefit that an individual or entity gives to society. Public value theory holds that government should provide services that the public values (Moore, 1995, 2003; Benington, 2011). While public value theory has been applied in public administration research, few studies have proposed plausible mechanisms through which valuable and desired public services are produced. We argue in this paper that the valuable and desirable public services and public goods are delivered through a strategic governmental decision 'chain', (White, 1998), that starts from policies, which must be translated into broad programmes. But for governmental policies and programmes to be effective, they must be executed through targeted projects, which must produce unique, valuable and desired public services and or public goods. The formulated policies are then turned into targeted development programmes and projects. In other words, for government policies to be effective and executable, they have to be translated into programmes and projects. The programmes and projects are thereafter implemented to produce, what Moore (1995) calls public value.

According to Moore (1995) public resources must be utilized to produce and maximize value for the public/ citizens. For citizens, public value is demonstrated in the quality, responsive and timely public services; and projects are effective mechanisms for delivering and maximizing these valued public services. Moore (1995, 2003) argued that for governmental interventions to be referred as providing public value, it must produce valuable and desirable outcomes for citizens. According to Moore (1995, 2003), these programmes and projects must deliver value to the public. Thus critical role that development programmes and projects play is evident in the public value that they create in the delivery of quality and timely public services. In this respect, the policies and projects developed by governments are important because they are expected to produce public value; something valuable and needed by the public. Thus, a public

value theory of development projects is proposed to explain the critical role that development projects play in the production of valuable services to the public.

2.10 Knowledge gap and summary of literature review

Huduma Kenya is 'all in one place' methodology delivery of service. A service delivery point affects the quality and efficiency on service delivery. A good system provides services at places that are acceptable and satisfying to recipients of services (Jones & Gessaman, 1974). Managers have a responsibility to document evidence and make decisions based on this performance. Gaps exist as to what extent information related to performance is used in strategic decision making (LeRoux & Wright, 2010). Bloom and Van Reenen (2010) argue that the persistent firm and country level productivity differences is a reflection of management practices differentials. Service delivery contract does not only involve just allocating service providers responsibilities for service production but also management responsibilities delegation including monitoring and evaluation of the service quality. The Gestalt- Field Behavioral Theory that behavior is acquired through learning, that a human receives external data passively. Leadership Theory according to Mintzberg (1973), has interpersonal roles that scale up to ten but are different though closely related. Bounded rationality model of making decisions, that the manager usually has incomplete info and making the best decision may not be a necessary requirement. The literature so reviewed does not provide a link between determinants of effective public service delivery and Huduma Centre creating a knowledge gaps to be filled.

Most of the studies that have been reviewed in this paper focus on consumer satisfaction and quality of service. In particular majority of the studies have been done at private enterprises. In this regard there exist gaps which this study seeks to fill. Studies done have not focused on the determinants of effective public sector service delivery particularly Huduma centre Mombasa.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter outlines the methodology of research used in collecting, analyzing and presenting data. It deals with the research design, target population, sample size and sampling procedure, data collection instruments, data collection procedure, validity and reliability of research instruments, pilot study, validity, reliability, data analysis techniques, ethical considerations and finally the operational definition of variable

3.2 Research Design

Kothari (2004) citing Selltiz, et al. (1962) defines research design as the pre-organization of state of affairs for both analysis of data and data collection in a way that it targets combining the significance of the purpose of research with frugality in routine. Research design is also the theoretical procedure in which the study is done systematically; it comprises of the proposal for measurement, collection and analysis of data.

Research design as an approach to gather data is two pronged thus; communication and observation steps. Observation is the full gamut checking of social and non-social activities like listening, touching and smelling, reading and data collection via sight. Put in another way, the information is gotten by the researchers' direct sight without asking the subjects.

Cooper and Schindler (2003), asserts that the communication dimension uses the survey of people and response recording for onward analysis. It's a reliable method for getting to know on expectations, attitudes and intentions. All the aforementioned characteristics can effectively be measured by a questionnaire. The questionnaire is the most considered when collecting survey data. The communication approach was deemed fit for collecting survey data for this study (Cooper and Schindler, 2003).The study used descriptive survey approach to collect data. Descriptive survey is preferred because it assures description of the situation in totality without bias in data collection (Kothari, 2008)

3.3 Target Population

Mugenda and Mugenda (2003) define a population as an entire set of individuals groups or objects which have some common observable characteristics. Mombasa Huduma Centre serves approximately 1,300 customers per day (hudumacentre.or.ke).

3.4 Sample Size and Sampling Procedure

The sample size, when the population is infinite, is given by (Kothari, 2004):

$$n = \frac{z^2 \cdot p \cdot q}{e^2} \quad \text{Where:}$$

n= Size of the sample.

z= Standard variate at a given confidence level.

p= Sample proportion

q= 1-p

e= acceptable error (the precision).

Assumptions: z=2.005 for a confidence level of 95.5%, p=0.5 (conservative), e=3%.

$q = 1 - p = 1 - 0.5 = 0.5$, then,

$$n = \frac{2.005^2 \times 0.5 \times 0.5}{0.03^2}$$

$$n = 111.667$$

The number of respondents 111 and questionnaires were administered randomly to customers at the Huduma Centre. The study applied simple random sampling in picking the respondents. Simple random sampling provides a fair way of selecting objects of analysis from the population ensuring representativeness (Mugenda & Mugenda, 2003).

3.5 Data Collection Instruments

The research employed both secondary and primary data as the sole source of data collection. The researcher aimed at gathering primary data by the use of open and close ended questions through the use of questionnaires which shall be self-controlled. Literature based on Kothari (2004), primary data is a firsthand data collected first time, and therefore happens to be unique in nature. While secondary data for the topic under study was gathered from the organization (Huduma Center) website.

3.6 Data Collection Procedures and Instruments

Owens (2002) argues out that questionnaires are the foremost data gathering device that will be used in the research assignment. Questionnaires will be used for the purpose of gathering primary quantitative data. The researcher opted for this kind of data collection (questionnaire) for the following reasons a) to be able to give the respondent's ample time to respond on to the questions forwarded to them by the researcher at their convenience. b) Questionnaires have the ability to reach out a bigger or larger number of respondents in that a short time frame. c) Questionnaires are the unbiased method for data collecting since biasness that may be as a result of personal characteristics has been removed since one questionnaire one respondent. d) Questionnaires offer a sense of confidentiality (security) to the respondents.

A part from the first section of demographics the questionnaire was divided into the major areas of research except. Other parts are organized according to the main objectives of the research.

3.7 Validity and Reliability of Research Instruments

The data collection was done through questionnaire administration. This calls for validity and reliability test. A pilot study was done which was used in pre-testing the data collection instrument.

3.7.1 Pilot Study

Cooper and Schindler (2011) argue that for detection of design and instrumentation a pilot test is warranted. The pilot test provides priori data for determination of sample for the study. The steps used in questionnaire pre-testing were the same used in the actual study. In the pre-test

10% of the entire sample size was used (Mugenda & Mugenda, 2003) which translated to eleven respondents.

3.7.2 Validity

Validity according to Mugenda and Mugenda (1999) is the precision and faithfulness of inferences referred based on the research findings. Representation of the variables is done in tandem with what the data analysis actually portrays from the study. Also validity may imply the extent through which theory and evidence support the clarification of the outcome gotten by use of tests. What an instrument measures and the degree of what it measures determine the strength of a research tool. This tool can be verified in its content and validity. The content methodology measure the depth to which items on questions are made and the areas they cover.

3.7.3 Reliability

Reliability is defined as the ability of a research instrument to obtain similar results when used in similar settings over time. A research instrument is therefore said to be reliable if and only if repeated use gives similar outcome (Mugenda & Mugenda, 1999). An instrument which is reliable is consistent and dependable and yields results which are in agreement with the first application when used twice (Nachmias, 1996). In this study reliability was measured to test the whether there is consistency in the research instrument. A test retest technique was applied. It involves testing the research instrument using a smaller sample and then retesting using a relatively bigger sample. In this study a sample of 5 respondents was used in the testing and another sample of 10 respondents was used in the retesting. A correlation coefficient of 0.876 was achieved which is a positive strong correlation implying reliability.

3.8 Data Analysis Technique

Statistical Package for Social Sciences (SPSS) version 20 was used to analyze data from the questionnaires by use of descriptive statistics. This software enhances vast data handling and various statistical analyses (Muijis, 2004). Tables, means and frequencies were generated and used to analyze and draw conclusions from the data. These enabled findings to be interpreted.

3.9 Ethical Considerations

The researcher elucidated the whole narrative on what the study was all about and argued to them that the study was solemnly intended for academic purpose only. It was made clear that it's a voluntarily exercise for them to participate and no one will be penalized nor victimized for failing to participate for this noble course and they are at liberty either to choose to participate or not. Researcher will NEVER force any one to participate for the exercise. The researcher safeguards the respondents privacy at all cost so that they would not worry since their privacy is considered utmost and their identity withheld.

3.10 Operationalization of Study Variables

Objectives	Independent Variables	Indicators	Measurement scale	Data Analysis	Tools of analysis	Specific Tool
To determine the influence of strategic location on service delivery at Huduma Center, Mombasa county	Strategic location	Accessibility Convenience	Nominal and Scale	Descriptive and Explanatory	Central tendency, dispersion and association/relationship	Mean, standard deviation, correlation analysis
To assess the role of strategic decision and its effect on service delivery at Huduma Center, Mombasa county	Strategic Decision	Resource allocation Investment in technology Employee skills	Nominal and Scale	Descriptive and Explanatory	Central tendency, dispersion and association/relationship	Mean, standard deviation, correlation analysis
To examine the influence of Institutional factors and management practices on service delivery at Huduma Center, Mombasa county	Institutional factors	Objectivity Based on past analyses Informed decision Involves top management	Nominal and Scale	Descriptive and Explanatory	Central tendency, dispersion and association/relationship	Mean, standard deviation, correlation analysis
To determine the Influence of monitoring and evaluation on service delivery at Huduma Center, Mombasa County	Monitoring and evaluation	Evaluation and tracking of service quality Planning and strategizing Forecasting	Nominal and Scale	Descriptive and Explanatory	Central tendency, dispersion and association/relationship	Mean, standard deviation, correlation analysis
To get determinants of effective service delivery in the public sector at Hudumacentre, Mombasa county.	Service delivery	Speed Timely No complain Accuracy of solution offered Multiple solutions Additional services	Nominal and Scale	Descriptive and Explanatory	Central tendency, dispersion and association/relationship	Mean, standard deviation, correlation analysis

CHAPTER FOUR: DATA ANALYSIS, PRESENTATION AND INTERPRETATION

4.1 Introduction

Data analysis, discussions and findings are presented in this chapter. The chapter provides descriptive statistics for service delivery, strategic location, institutional factors and man agent practices, monitoring and evaluation and customer satisfaction. Finally, a correlation on factors influencing service delivery is provided.

4.2 Demographic Characteristics

The study sought to get the demographics for both the customers and staff. Out of the 111 questionnaires issued, 78 were returned. This is a 70% response rate which was deemed fit for the study. Of the 78, 53 were customers which is 67.9% of the respondents and 25 were staff which is 32.1%. The customer and staff demographics were obtained and tabulated as here below;

4.2.1 Customer Demographics

All the customer demographics were summarized and presented in table 4.1 below

Table 4.1 Customer demographics

Demographic	Frequency	Percentage
Gender		
Female	36	67.9
Male	17	32.1
Age		
18-25 years	21	39.6
26-30 years	26	49.1
31-35 years	5	9.4
41-45 years	1	1.9
Education Level		
Secondary	20	37.7
Diploma	29	54.7
First Degree	3	5.7
Post Graduate	1	1.9
Huduma Centre Visits		
Rarely	5	9.4
Sometimes	29	54.7
Every time	19	35.9
Total	53	100

On gender, majority (36) were female which is 67.9% while the rest were male. On matters age, most respondents were below 30 years of age implying that Huduma Centre customers are young. On education level, most customers had diploma 54.7% followed by those that have secondary education, 37.7%. A combined 90.6% visit Huduma Centre frequently. In a nut shell, customers are young female with basic education and visit the centre frequently.

4.2.2 Staff Demographics

The staff demographics were tabulated as in Table 4.2 below

4.2 Staff Demographics

Demographic	Frequency	Percent
Gender		
Female	16	64
Male	9	36
Age		
18-25 years	3	12
26-30 years	11	44
31-35 years	11	44
Education Level		
Secondary	3	12
Diploma	11	44
First Degree	11	44
Work Experience		
Less than 2 years	1	4
2-5 years	11	44
6-10 years	12	48
Over 10 years	1	4
Work Position		
Junior Staff	13	52
Supervisor	6	24
Middle Level Manager	1	4
Senior Manager	5	20
Total	25	100

Gender the female respondents were many 64% and they respondents were mostly aged above 26 years, which had 22 respondents representing 88% of the total. The staffs majorly had above diploma level in matters of education and thus were fit to work at Huduma centre and thus answer questions appropriately in the questionnaire. Most staff had work experience between 2 and 10 years in service delivery 52% of the staff were junior but also 20% of the staff was senior managers implying that they were better placed to respond to technical parts of the questionnaire.

4.3 Factors Affecting Service Delivery

Descriptive statistics for the factors were done and tabulated for analysis; the means were ranked and are as below;

Table 4.3 Descriptive Statistics for Factors Affecting Service Delivery

	Mean	Std. Deviation	Ranking
Absence of accountability that creates uncertainty	2.16	.850	1
Misplaced Priorities	2.16	.898	1
Limited skilled to meet the rising needs of local people	2.16	.943	1
Poor compliance with service charter	2.12	.971	4
Difficulty in getting the right service provider	2.12	1.092	4
Poor communication with communities being served	2.08	.862	6
Incomprehensible documents for service	2.04	.978	7
Inadequate equipment for service provision	2.04	.935	7
Poor infrastructure such as roads and electricity	2.04	.841	7
Poor compliance of service delivery guidelines	2.04	.935	7
Poor specification of service needed by user	2.00	.913	11
Lack of finances to support provision of services	1.96	.841	12
Lack of Database to consolidate all information needed for service	1.96	.889	12
Lack of monitoring and evaluation mechanism	1.80	.866	14
Corruption	1.76	.831	15

Absence of accountability that creates uncertainty, misplaced priorities, limited skills to meet the needs of local people were the top most factors from the highest mean of 2.16. The least factor which had the smallest mean value was lack of monitoring and evaluation mechanism with a mean of 1.80 and corruption had the least mean of 1.76. Implying that it least affected service delivery at Huduma Centre, this factor also had the least standard deviation of .831. The highest standard deviation was Difficulty in getting the right service provider with a value of 1.092.

4.4 Determinants of effective service delivery in the public sector

The determinants of effective service delivery in the public sector were analyzed using the descriptive statistics of mean and standard deviation and the same was presented as below.

4.4.1 Influence of strategic Location on service delivery

The descriptive statistics for strategic location were tabulated in Table 4.4

Table 4.4 Descriptive Statistics for strategic location

	Mean	Std. Deviation	Ranking
Arrangement of the centre is appealing	3.92	.862	1
Service delivery points are positioned well	3.92	.862	1
Helper materials are placed strategically	3.80	.957	3
Takes less time to reach Huduma Centre	3.80	.957	3
Government services are now closer	3.80	.707	3
Workers assist customers where possible	3.76	.970	4
Service delivery points are acceptable to customer	3.76	.879	4
Hudumacentre offers services where they are needed	3.76	.926	4
There is ease of movement within and near the centre	3.72	.843	5
Hudumacentre is easily accessible	3.72	.737	5

On strategic location, the twin factors that had the highest mean were arrangement of the centre is appealing and service delivery points are positioned well with a value 3.92. This implies that these factors were the most preferred. These factors had a standard deviation of 8.62. The factors with the least mean were the ease of movement within and near the centre, and accessibility of the centre with a value of 3.72. This implies that they were the least preferred amongst all factors. However their standard deviation was different from each other, with values .843 and .737 this implies that their deviation from the mean varied. The least standard deviation was from government services being closer to the people with a value of .707. Its variation from the mean is least.

4.4.2 Influence of strategic decision on service delivery.

Table 4.5 shows the descriptive statistics for strategic decision

Table 4.5 Descriptive Statistics for strategic decision

	Mean	Std. Deviation	Ranking
Every decision is made after consultations	4.16	.554	1
Strategic decisions made are autonomous	4.08	.572	2
Where possible decision making tools are used	4.04	.455	3
Decisions are usually aligned to Huduma Centre values	4.00	.500	4
Governance effectiveness promotes decision making	4.00	.577	4
Performance measurement increases effectiveness in decision making	3.96	.676	6
Decisions are made on what other service to offer or withdraw at the centre	3.96	.611	6
Managers record evidence and make decisions based on the centres performance	3.88	.726	8
Decisions are made on how best to redesign and repackage services	3.84	.624	9
Decisions made meet customer satisfaction levels.	3.84	.624	9

The most preferred factor from the observations of the mean is every decision is made after consultations with a value of 3.92. The least used factors were decisions are made on how best to redesign and repackage services and decisions made meet customer satisfaction levels with a mean of 3.84. These two factors had the least values of standard deviations implying that they are concentrated near the mean and that their variations is low.

4.4.3 Effects of Institutional factors and management practices on service delivery

These factors were analyzed using descriptive statistics and tabulated as in the Table 4.6 below;

Table 4.6 Descriptive statistics for Institutional factors and management practices

	Mean	Std. Deviation	Ranking
Investment in technology	3.96	.735	1
employee skills and competence, level of professionalism	3.92	.702	2
Performance measurement tools are used at Huduma Centre	3.92	.759	2
There is open communication between management and staff	3.92	.909	2
Investment in people	3.88	.526	5
Management by objectives is employed	3.80	.764	6
allocation of resources	3.80	.645	6
persistent differences in productivity at firm	3.80	.707	6
working environment	3.76	.597	7
Constant redesigning of the work place to suit customer needs	3.76	.723	7

Huduma centre was found to have invested in technology with a mean of 3.96 with a standard deviation of 735. This management practice was the most preferred than the others. The least standard deviation was investment in people with a value of .526. The least preferred management practice were the working environment and constant redesigning of the work place to suit customer needs with a value of 3.76 their standard deviation varied though, with values .723 and .597

4.4.4 Effects of Monitoring and evaluation on service delivery.

These factors were analyzed using descriptive statistics and tabulated as in the Table 4.7 below

Table 4.7 Descriptive Statistics for monitoring and evaluation

	Mean	Std. Deviation	Ranking
Targets are usually made known to all	4.36	.490	1
Budgeting and mobilizing financial resources	4.32	.476	2
Constant review of performance is made	4.32	.557	2
Evaluating and tracking service quality	4.28	.458	4
Planning and strategizing	4.28	.542	4
Performance improvement plan is used for staff underperforming	4.24	.523	6
Monitoring tools are known by all staff	4.24	.436	6
Rewards are given to staff who excel in their departments	4.24	.597	6
Managing of human resources	4.16	.473	7
Decision making	4.16	.473	7

The most commonly used management practice that was preferred was the targets being usually made known to all which had a mean of 4.36. The least preferred factors were management of human resources and decision making at Huduma centre with a value of 4.16. The least standard deviation was with the evaluation and tracking of service quality with a value of .458, implying that its deviation from the mean was minimal.

4.5 Customer Satisfaction

The customers were asked what could be done to improve service delivery at Huduma Centre. There were varied responses. Security wise the customer felt that more needs to be done to secure the building and enhance their safety. The customer also suggested that service delivery points needed to be increased and more so manned. The cyber café at the Huduma centre charged exorbitant prices and they felt it should be more pocket friendly. The customers also noted some staff was rude and that they needed to go for customer service training and people handling skills. Time was also wasted in transitioning from the breaks, be it tea break and lunch break the customers noticed that the staff took too long to come back for work. Finally the

customers suggested that they needed more entry points to the centre to reduce the long queues at the only entrance and thus save on time.

Descriptive statistics were carried out and the same tabulated in Table 4.8 below;

Table 4.8 Descriptive Statistics for customer satisfaction

	Mean	Std. Deviation	Ranking
Was Huduma Centre the right choice for the service?	4.00	.941	1
Can you switch to another place for the same service?	3.96	.980	2
Was Huduma Centre the right choice?	3.94	.842	3
Did you feel you got the right information required?	3.94	.886	3
Were your service needs met at Huduma Centre?	3.92	.829	5
Is Huduma Centre reliable in offering services?	3.92	.874	5
Do you intend to come back to Huduma Centre?	3.91	.946	7
Is the experience at Huduma Centre worth sharing over the media?	3.91	1.043	7
Can you refer Huduma Centre Services to others?	3.89	.913	9
Were your expectations exceeded at Huduma Centre?	3.87	1.020	10
Was the service offered at Huduma Centre useful?	3.85	.907	11
Was your experience at Huduma Centre worth it?	3.74	.964	12

Most customers felt that Huduma centre was the right choice for the service with a mean of 4.00 but most also felt given a chance they switch to another place for the same service, this had a mean of 3.96. The highest standard deviation was observed with whether the experience at Huduma Centre was worth sharing over the media with a value of 1.043, this meant that there were very varied responses on the same. The least mean was on whether the experience at Huduma was worth it with a mean of 3.74.

4.6 Correlation of study variables

The various sub-factors were merged to get the dependent and independent variables. To determine the relationship between the dependent and independent variables the correlation analysis was done. The same was tabulated as in Table 4.9 below

Table 4.9 Correlation of Study variables

		ServiceDelive ry	StrategicLoca tion	StrategicDeci sion	Institutionalan dmgt	Monitoringan dEva
SDr y	Pearson Correlation	1	.070	-.132	.068	.149
	Sig. (2-tailed)		.740	.530	.747	.477
SL	Pearson Correlation	.070	1	.466*	.560**	.374
	Sig. (2-tailed)	.740		.019	.004	.066
SD	Pearson Correlation	-.132	.466*	1	.791**	.522**
	Sig. (2-tailed)	.530	.019		.000	.007
Inst	Pearson Correlation	.068	.560**	.791**	1	.614**
	Sig. (2-tailed)	.747	.004	.000		.001
M& E	Pearson Correlation	.149	.374	.522**	.614**	1
	Sig. (2-tailed)	.477	.066	.007	.001	

At 0.05 level of significance the following hypotheses were tested;

H₁1: There is significant relationship between the influences of Strategic location on service delivery at Huduma Center, Mombasa County.

H₁2: There is significant relationship between Strategic decision and service delivery at Huduma Center, Mombasa County.

H₁3: There is significant relationship between the effect of institutional factors on management practices delivery at Huduma Center, Mombasa County.

H₁4: There is significant relationship between the influence of Monitoring and evaluation on service delivery at Huduma Center, Mombasa County.

It was found out that all the p-values were greater than 0.05 implying insignificance. Thus the entire null hypotheses were accepted. A closer look at the relationship shows a service delivery varies positively with strategic location with a value of 0.070. Which means that with the location being strategic the service delivery is going to increase. Strategic decisions and service delivery had a negative correlation of -.132 implying that most strategic decisions made impacted negatively on service delivery. Institutional and management factors varied positively with service delivery with a value of 0.068 implying that increase in the institutional and management factors leads to an increase in service delivery. Lastly, the influence of monitoring and evaluation and service delivery was positive and had a value of 0.149, which can be said that with increase in monitoring and evaluation, service delivery will increase.

CHAPTER FIVE: SUMMARY OF FINDINGS, DISCUSSIONS, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter gives the summary of the findings, discussions of the findings, conclusion and recommendations to policy makers and suggestions for further study. It is entirely derived from the findings and results of this study in chapter four.

5.2 Summary

The purpose of the study was to establish the determinants of effective service delivery in the public sector in the case of the Huduma Centre program in Mombasa. The study adopted a descriptive survey approach and with a sample of 111 a response rate of 70% was obtained with 78 questionnaires returned. Among the 78, 53 were customers and 25 were staff. Descriptive statistics for the study variables was carried out.

5.2.1 The influence of strategic location on service delivery at Huduma Centre

On strategic location the twin factors that had the highest mean were arrangement of the centre is appealing and service delivery points are positioned well with a value 3.92. There was a p-value of 0.740 which is greater than 0.05 implying that there was an insignificant relationship between strategic location and service delivery at Huduma Center. This relationship was however positive as shown by the Pearson correlation value of 0.70, implying that for more strategic location there will be increase in service delivery.

5.2.2 The role of strategic decision and its effect on service delivery at Huduma Centre

On strategic decisions the most preferred factor from the observations of the mean is every decision is made after consultations with a value of 3.92. Strategic decisions and service delivery had a negative correlation of -0.132 implying that most strategic decisions made impacted negatively on service delivery. The significance value of 0.530 was greater than 0.05 implying that there was insignificance, this shows that though the relationship is negative it is also insignificant.

5.2.3 The influence of Institutional factors and management practices on service delivery at Huduma Centre

Under management practices and institutional factors Huduma centre was found to have invested in technology with a mean of 3.96 with a standard deviation of .735. Institutional and management factors varied positively with service delivery with a value of 0.068 implying that increase in the institutional and management factors leads to an increase in service delivery. The significance value was 0.747 implying insignificance because it's greater than 0.05.

5.2.4 Influence of monitoring and evaluation on service delivery at Huduma Centre

On monitoring and evaluation the most commonly used management practice that was preferred was the targets being usually made known to all which had a mean of 4.36. The influence of monitoring and evaluation and service delivery was positive and had a value of 0.149, which can be said that with increase in monitoring and evaluation, service delivery will increase. The significance value was 0.477 implying insignificance because of being greater than 0.005

5.3 Conclusion

The study can conclude that indeed there is an insignificant relationship between the dependent and independent variables of the study. The determinants of effective service delivery were established as strategic location, institutional factors and management practice. Strategic decision was a factor but varied negatively with service delivery.

5.3.1 The influence of strategic location on service delivery at Huduma Center.

The study concludes that there was a positive relation between strategic location and service delivery at Huduma Center. This is in tandem with Drezner et al (2012) who argued location of a service delivery centre will maximize service delivery.

5.3.2 The role of strategic decision and its effect on service delivery at Huduma Center.

The study concludes that there exists a negative relation between strategic decision and service delivery. This is out of the norm and is against what LeRoux and Wright (2010) said that with strategic decisions a firm is bound to make more business thereby more profits. The negative relation shows a negative relation on the profit making.

5.3.3 The influence of Institutional factors and management practices on service delivery at Huduma Center

The institutional factors were found to have a positive effect on service delivery. This was in line with what Ngorobi (2015) found out that institutional characteristics influence service delivery. Working environment is likely to affect the morale of the staff and hence affect the quality of services delivered.

5.3.4 Influence of monitoring and evaluation on service delivery at Huduma Center

The study concludes that monitoring and evaluation had a positive influence on service delivery. Brown et al., (2006) asserts that monitoring and evaluation influences service delivery and is connected to measures of management and contracting and the outcome assessment including service delivery and cost.

5.4 Recommendation to Policy makers

The study recommends that the findings thereof be used by practitioners in the service delivery industry for policy making.

5.4.1 Strategic Location and Service Delivery

The study established that there is a positive relationship between strategic location service deliveries at Huduma centres. This study therefore recommends that policy makers take into account location as strategy in ensuring effective service delivery in the public sector. Facilities which are strategically placed often enhance effective service delivery.

5.4.2 Strategic Decision and Service Delivery

This Study established a negative correlation between strategic decision and public service delivery. This is unexpected because it shows that the strategic decisions which were made impacted negatively on service delivery. Therefore the study recommends that policy makers ensure that proper strategic decisions are made which can improve service delivery rather than diminishing it in managing public service points.

5.4.3 Institutional Factors and Management Practices and public Service Delivery

In relation to institutional factors and management practices the study found that there exist a positive relationship between institutional factors and management practices and effective service delivery. Therefore the study recommends that policy makers address institutional

factors and management practices effectively since they influence effective public service delivery in a positive way.

5.4.4 Monitoring and Evaluation and Service Delivery

In this study monitoring and evaluation was found to have a positive relationship with service delivery. This implies that whenever monitoring and evaluation is altered positively service delivery will also be affected positively and vice-versa. This study therefore recommends that policy makers direct resources and time to monitoring and evaluation in order to increase effectiveness and efficiency in public service delivery.

5.5 Suggestion for further studies

More studies can be carried out in various Huduma Centres in Kenya. Also a study can be done to investigate why strategic decision affected the service delivery negatively. Further research can also be done in other public service departments for comparisons purposes.

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APPENDICES

INTRODUCTION LETTER

7th October 2016

Wahida Ismahil

P.O. Box

Mombasa

To Whom It May Concern

Dear sir/madam,

RE: RESEARCH PROJECT

I am a Master of Arts in Project Planning and Management at the University of Nairobi undertaking research on determinants of service delivery: A case of Mombasa Huduma Centre, as part of my course requirements.

I have identified your facility/office/department as a key source of data to facilitate this study and I hereby kindly request for your assistance and cooperation. I assure you of anonymity and confidentiality of your organization and individuals who will be interviewed, information obtained will only be used for this study.

Thanking you in advance.

Yours faithfully

Wahida Ismail

QUESTIONNAIRE

Kindly answer the following questions by ticking in the appropriate box or filling the spaces provided.

SECTION A: BACKGROUND INFORMATION

Note: For each of the questions, put a cross [X] against your response

1. Gender of the respondent

Female ()

Male ()

2. Nature of the respondent

Staff ()

Customer ()

3. Age range in years

18-25 years () 26-30 years () 31-35 years () 36-40 years ()

41-45 years () 46-50 years () over 50 years ()

4. Level of education

Secondary () Diploma () 1st Degree ()

Postgraduate () PhD ()

For staff fill question 5 and 6, and Section B and C Customers fill Question 7 and Section D

5. Period you have served in this organization

Less than 2 years () 2-5 years () 6-10 years () Over 10 years ()

6. Working Position

Junior Staff [] Supervisor [] Middle Level Manager [] Senior Manager []

7. How often do you visit Huduma Centre

Rarely () Sometimes () Every time ()

SECTION B: Factors Affecting Service Delivery

7. To what extent does each of the following factors affect service delivery Huduma Centre Mombasa? Use the following scale: No extent (1), Little extent, (2), Moderate extent (3), Large extent (4) and Very large extent (5)

Statements	1	2	3	4	5
i. Corruption.					
ii. Poor infrastructure such as roads and electricity.					
iii. Lack of finances to support provision of services.					
iv. Difficulty in getting the right service provider					
v. Inadequate equipment for service provision.					
vi. Poor communication with communities being served.					
vii. Limited skilled personnel to meet the rising needs of local people.					
viii. Misplaced Priorities.					
ix. Absence of accountability that creates uncertainty					
x. Poor of compliance of service delivery guidelines					
xi. Poor specification of service needed by user					
xii. Poor compliance with service charter					
xiii. Lack of monitoring and evaluation mechanism.					
xiv. Lack of database to consolidate all information needed for service					
xvi. Incomprehensible documents for service.					

SECTION C: Determinants of Effective Service Delivery in the Public Sector

8. The following are factors that will be measured determine whether they have an influence on service delivery at Huduma Centre Mombasa. Indicate your level of agreement on the following on determinants at Mombasa Huduma Centre. Put a cross [X] where appropriate 1= Strongly disagree, = Disagree, 3= Neutral, 4= Agree, 5= Strongly Agree

	1	2	3	4	5
Strategic Location					
i. Huduma Centre is easily accessible					
ii. Government services are now closer					
iii. Hudumacentre offers services where they are needed					
iv. Takes less time to reach Huduma Centre					
v. There is ease of movement within and near Huduma Centre					
vi. Various service delivery points are positioned well					
vii. Service delivery points are acceptable to customers					
viii. Helper materials are placed strategically					
ix. There are workers who help customers where possible					
x. The general arrangement of Huduma Centre is appealing					
Strategic Decision					
i. Managers record evidence and make decisions based on the centres performance.					
ii. Decisions made meet customer satisfaction levels.					
iii. Decisions are made on what other service to offer or withdraw at the centre					
iv. Decisions are made on how best to redesign and repackage services					
v. Strategic decisions made are autonomous					
vi. Governance effectiveness promotes decision making					
vii. Performance measurement increases effectiveness in decision making					
viii. Decisions are usually aligned to Huduma Centre values					
ix. Every decision is made after consultations					
x. Where possible decision making tools are used					
Institutional factors and management practices					
i. persistent differences in productivity at firm					
ii. allocation of resources					
iii. Investment in technology					
iv. employee skills and competence, level of professionalism					
v. working environment					

vi.	Investment in people					
vii.	Performance measurement tools are used at Huduma Centre					
viii.	Management by objectives is employed					
ix.	There is open communication between management and staff					
x.	Constant redesigning of the work place to suit customer needs					
Monitoring and evaluation						
i.	Planning and strategizing					
ii.	Decision making					
iii.	Budgeting and mobilizing financial resources					
iv.	Managing of human resources					
v.	Evaluating and tracking service quality					
vi.	Monitoring tools are known by all staff					
vii.	Constant review of performance is made					
viii.	Performance improvement plan is used for staff underperforming					
ix.	Rewards are given to staff who excel in their departments					
x.	Targets are usually made known to all					

SECTION D: CUSTOMER SATISFACTION

9. The following are factors that will be measured determine customer satisfaction at Huduma Centre Mombasa. Indicate your level of agreement. Put a cross [X] where appropriate 1= Never, = Rarely, 3= Sometimes 4= Often, 5= Always

	1	2	3	4	5
Global Satisfaction					
Were your service needs met at Huduma Centre?					
Is Huduma Centre reliable in offering services?					
Was Huduma Centre the right choice?					
Loyalty					
Was your experience at Huduma Centre worth it?					
Can you refer Huduma Centre Services to others?					
Can you switch to another place for the same service?					
Attribute Satisfaction					
Was the service offered at Huduma Centre useful?					
Did you feel you got the right information required?					
Were your expectations exceeded at Huduma Centre?					
Intention to revisit					
Do you intend to come back to Huduma Centre?					
Was Huduma Centre the right choice for the service?					
Is the experience at Huduma Centre worth sharing over the media?					

10. What do you think can be done to improve service delivery at Huduma Centre?

Thanks for your time.