

Effect of Service Quality Dimensions on Customer Satisfaction among Government Huduma Centers in Rift Valley Region, Kenya

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Abstract : *The One-Stop-Shop Public Service Delivery Model Is A Modern Example Of Government Driven Centralization And Coordination. The One Stop Shops In Kenya Are In Form Of Huduma Centres. This Study Examined The Effect Of Service Quality Dimension On Customer Satisfaction Among Government Huduma Centres In Rift Valley Region, Kenya. The Study Examined The Effect Of Service Efficiency On Customer Satisfaction. The Study Was Anchored On SERVQUAL Model. Descriptive Survey Research Design Was Adopted. The Target Population For The Study Included The Daily Customers At The Eleven Huduma Centres In Rift Valley Region. The Researcher Adopted Purposive And Random Sampling Techniques To Select 30 Customers From Each Of The Huduma Centres To Participate As Respondents. Questionnaires Were Used For Data Collection. Data Collected Was Analyzed Using Statistical Package For Social Sciences. Data Was Analyzed In Form Of Descriptive And Inferential Statistics. Findings Were Presented In Statistical Tables. The Study Demonstrated That Service Efficiency, Has A Significant Influence On Customer Satisfaction. The Study Concluded That Service Efficiency Has A Significant Role In Determining Customer Satisfaction In Huduma Centres. The Study Recommended That The Government Should Continue Coming Up With Policy Measures That Will Improve The Quality Of Services Provided At Huduma Centres.*

Keywords– *Huduma Centres, Customer Satisfaction, Service Quality, Government, Service Efficiency*

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I. INTRODUCTION

Researchers Have Argued That There Is A New Tendency To Regain Control Or Otherwise Seek To Mitigate Coordination Deficits Generated By New Public Management (Christensen & Laegreid 2011). This Tendency Has Been Identified As A Shift Towards “Post-New Public Management” (Post-NPM). Researches Define Post-NPM As An Attempt By Political Actors To Reaffirm Control Over Administrators To Address Concerns Related To The Fragmented Public Organization And Lack Of Cross Agency Cooperation. Renewed Control Has Most Successfully Been Used To Encourage And Coordinate Public Service Delivery And To Meet Public Demands For The Effective Delivery Of Public Services. The One-Stop-Shop (OSS) Public Service Delivery Model Is A Modern Example Of Government Driven Centralization And Coordination. OSS Offers The Possibility To Bring Public Services Under One Public Space, Perhaps In A Single Organization, Which Often Takes The Form Of A Large Central Government Agency Directly Overseen By The Executive Branch Of Government.

Administrators See Citizens Not Only As Voters, Clients Or Customers But Also As Citizens With Whom They Share Authority. They Reduce Control And Trust In The Efficacy Of Collaboration (Osborn 2010). Concentration On Public Service Delivery Is A Direct Response To The Ineffectiveness Of A Fragmented Public Sector In Which Various Public Services Are Provided By Different State Agencies. The Concentrated Public Service Delivery Model Has Become An Important Mechanism For Teaming Up And Solidifying Governance Relations (Christensen, 2012). The Effective Delivery Of Public Services Under The One-Stop-Shop (Huduma Centers) Model Heavily Depends On The Structure Of Government And The Allocation Of Responsibilities And Duties Across Government Agencies (Wimmer, 2002).

One Stop Shops Were Initially Adopted In Australia But Was Too Unconventional To The Traditional Administrative Hierarchical Culture Thus Was Closed Down In 1908 (Wettenhall & Kimber, 1997). However, The Idea Survived And Returned To The Agenda Of Public Administration As A Sub-Element Of New Public Management Reform And Its Customer Orientation Concepts. Currently The Model Has Been Adopted In Other Countries Including New Zealand (Service Centers), In Germany (Buergerburo Or Citizens' Offices), In Canada,

In France (Maison Services Publique), In The Slovak Republic (Integrated Service Points), In Azerbaijan (ASAN Xidmət Or Easy Service), In Kazakhstan (Stateowned Corporation, Government For Citizens) And In Georgia In The Form Of Public Service Hall (PSH) Also Known As Justice Houses And The Community Centers (CC).

The Government Of Kenya Has Established Huduma Centers In All The 47 Counties: Each Of These Centers Offers Between 38-44 Different Government Services Customized To Meet The Needs Of The Local Community (Waiguru, 2015). The Results Of This Has Been Transformative, Streamlining Of Service Delivery By The Government, Eliminating Corruption That Has Hindered The Delivery Of Such Services For Long, Improving Of Efficiency In Service Delivery And Ensuring That Citizens Are Treated In A Respectful And Humane Manner When Seeking Vital Government Services.

Through The Huduma Kenya Platform, The Kenyan Government Aims At Enabling Citizens To Access Integrated Public Services Via Their Phones, Computers And Personal Digital Assistants (PDA). The Portal Enhances Service Delivery And Eradicates Graft Loopholes That Were Rampant Using The Traditional Service Delivery Model. Tenders And Vacancies In The Public Service Will Also Be Accessible On The Platform. Users Will Also Be Able To Directly Post Their Comments And Complaints Regarding Government Services ([Www.“Huduma”kenya.Go.Ke](http://www.huduma.go.ke)).

According To Korir (2015), The Huduma Kenya Is A Government Of Kenya Multichannel Public Service Delivery Strategy That Seeks To Enhance Service Provision Efficiency Through A One Stop Service Provision Centres. Therefore, The Huduma Kenya Initiative Is Conceptualized Along The Concept Of Integrated Public Service Provision And With An Aim Of Providing Integrated Public Services Hence Transforming Service Delivery Processes (Korir, 2015). Similarly, Ng'aru & Wafula (2015) Indicate That The Huduma Kenya Program Is An Integrated Service Delivery (ISD) Strategy That Aims At The Delivery Of Public Services Through A “One Stop Shop” Model With Great Emphasis In Customer Service Excellence. The Huduma Secretariat Was Instituted Through The Presidential Gazette Notice No.2177 Of 31st March, 2014 That Established The Governance Structure Of The Huduma Kenya Programme. Huduma Centres Are Meant To Improve Public Service Delivery In Diverse Ways. The “One Stop Approach” Means That Diverse Services Are Congregated Under A Single Roof Effectively Making It Possible For Service Seekers To Access It Conveniently Without Moving From One Building To Another (Ng'aru & Wafula, 2015).

The Huduma Kenya Programme Was Launched In November 2013 As A Part Of The Government Of Kenya Public Service Reform Programme. The Aim Of The Programme Is To Use Innovation To Transform The Quality Of Public Service Delivery In Kenya. The Huduma Centers Are Fast Becoming The Government Front Office Where Citizens Are Guaranteed They Will Access A Majority Of Citizen Services Under The Same Roof, Receive Good Quality. According To The UNDP (2006), The Rapid Results Initiative Is Making A Widespread Difference And Is Offering Lasting Solutions In Kenya's Public Service Sector. It Provides Social Change That A Village, Government Office Or Business Will Choose And Try To Accomplish In Just 100 Days. So Far, The Government Has Established Centres In Nairobi, Machakos, Nakuru, Eldoret, Kisumu, Nyeri, Embu, Mombasa And Kakamega (Gok, 2003).

Huduma Centres Enables Citizens To Obtain Their Passports, Land Title Deeds, Identity Cards, Kenya Revenue Authority Personal Identification Numbers And Driving Licenses Without Having To Travel To Nairobi To Get The Services. It Is Expected That Every Civil Servant Whose Role Is To Provide Services Such As Education, Healthcare, Housing And Other Public Services, Will Do So Efficiently And Integrated Channel Of Huduma Payment Gateway To Facilitate Ease Of Payment For Government Services (Gok, 2013). Among Other Changes To Be Introduced In The Public Service Include Introduction Of One Stop Huduma Service Centres To Provide Customer Services To Citizens From A Single Location, Online E-Huduma Web Portal To Provide Integrated Services Offered By Various Government Ministries, Departments And Agencies And A Unified And Integrated Channel Huduma Payment Gateway To Facilitate Ease Of Payment For Government Services. Others Are Introduction Of M-“Huduma” Platform To Offer M-Government Services To Citizens From Their Mobile Phones And A Huduma Call Centre To Provide Customer Service Using A Single Dialing Prefix. Through The Huduma Kenya Platform, The Government Aims At Enabling Citizens To Access Integrated Public Services Via Their Phones, Computers And Personal Digital Assistants (PDA). The New Portal Is Also Expected To Enhance Service Delivery And Eradicate Graft Loopholes (Gok, 2013)

Service Delivery Integration, Quality And Satisfaction Are Key Concepts That Need Not Only Be Understood By Companies, But By Government Too. For Customers Or Consumers To Stay Loyal To A Brand Or Company, They Need To Be Satisfied With The Product Or Service. Similarly To Most Citizens In Any Country Their Party Loyalty Is Derived From The Services Rendered By The Ruling Party At That Time. The Performance Of The Government Is Continuously Assessed By Citizens And Dissatisfaction Leads To Unintended Strikes. Since The Introduction Of Huduma Centers And Platform In Kenya, There Has Not Been Any Study Seeking To Establish How The Development Influenced Customer Satisfaction With Government

Services. Therefore This Study Will Be Focusing On Establishing The Influence Of Huduma Centers On Customer Satisfaction In Rift Valley Region, Kenya.

STATEMENT OF THE PROBLEM

Over The Years, Government Services Have Been Marred With Delays And Frustrations In Acquiring These Services By Their Customers. The Services Have Been Exacerbated By The Difficulty In Measuring The Outcomes, Considerable Surveillance Of The Press And The Public, The Lack Of Freedom To Improvise Freely And The Need For Decisions To Be Based On The Law. In Addition, The Services Have Been Rooted In Excessive Bureaucracy, Political Interference, Corruption, Nepotism, Unattractive Working Conditions And Poor Work Ethics. Therefore Public Sector Is Under Increasing Pressure To Demonstrate That Their Services Are Customer-Focused And That Continuous Performance Improvement Is Being Delivered. The Government Of Kenya Has Been Working On Enhancing Service Delivery To The Public Through Increasing Efficiency And Effectiveness In Service Delivery. Over The Last Four Years The Government Has Put In Place Huduma Centers Otherwise Known As One Stop Shop For Government Services. These Centers Have Been Structured In A Way That They Can Offer Multiple Government Services In One Station. With Government Now More Open Than Ever, And Awareness At Its Highest Due To Round-The-Clock Press Coverage And Social Media, It Should Be In Every Administration's Interests To Follow The Aspirations Of Citizen-Users And Business-Users And How These Translate Into Better Services. With The Introduction Of Huduma Centers Focused On Improving Service Delivery, Many Questions Still Linger On Whether The Centers Have Raised Any Value To Service Delivery. This Study Therefore Sought To Examine The Effect Of Service Quality Dimensions On Customer Satisfaction Among Government Huduma Centres In Rift Valley Region, Kenya.

OBJECTIVE OF THE STUDY

To Assess The Effect Of Service Quality Dimensions On Customer Satisfaction Among Government Huduma Centres In Rift Valley Region, Kenya. Specifically, The Study Sought To Examine The Influence Of Service Efficiency On Customer Satisfaction Among Government Huduma Centers In Rift Valley Region, Kenya.

RESEARCH HYPOTHESIS

Service Efficiency Has No Statistically Significant Influence On Customer Satisfaction Among Government Huduma Centers In Rift Valley Region, Kenya.

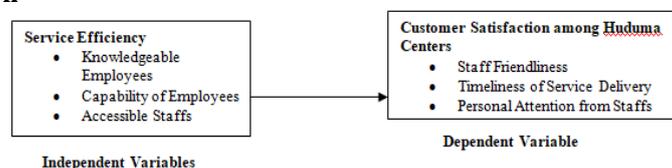
II. THEORETICAL REVIEW

Servqual Model

The Model Was Developed By Parasuraman, Zeithaml & Berry (1995) As A Tool Of Identifying Service Quality Shortfall. This Model Is Based On The Premise That Customers Can Evaluate A Firm's Service Quality By Comparing Their Perception Of Its Service With Their Own Expectations. The Model Measures Customer Expectations And Perceptions Of Service Quality. The Quality Gap (Q) Is Calculated By Subtracting The Expectation (E) From The Perception (P) Value I.E. $P-E=Q$. Summation Of All The Q Values Provide An Overall Quality Rating Which Is An Indicator Of Relative Importance Of The Service Quality Dimensions That Influence Customers' Overall Quality Perceptions. SERVQUAL Is A Standardized Instrument That Has Been Applied Across A Broad Spectrum Of Service Industries.

The SERVQUAL Scale Has Two Sections: One To Measure Customer Expectations In Relation To A Service Quality And The Other To Measure Perception Regarding The Organization Whose Service Is Being Assessed. SERVQUAL Comprises A 22 Items (Likert-Type) With Five Dimensions Of Reliability, Responsiveness, Assurance, Empathy And Tangibles. From The 5 Dimensions, 22 Statements Are Derived, Each Measuring Both The Expectations And Perceptions Of Customers Towards The Quality Of Services Of The Organization Being Assessed. The Customers Are Required To Rate, On A 5-Point Likert Scale, The Degree To Which They Feel The Service Provider Should Deliver For An Excellent Service. Another Identical Scale Is Provided Adjacent To The First One In Which The Respondents Rate The Actual Quality Of Service Delivered To Them By An Organization Based On Their Perceptions. For Each Statement, The Difference Between Perception And Expectation Is Calculated; The Averages Of The Obtained Score Being The SERVQUAL Score (Parasuraman, 2008).

Conceptual Framework



SERVICE EFFICIENCY

Service Delivery Is Effective Whenever Its Outcomes And Accomplishments Are Of Value To Its Customers (Stockwell, 2006). Effectiveness May Determine The Possibility Of Correctness Of Doing Something (Goh, 2014; McCabe, 2010). Lane (2008) Opines That Effectiveness May Measure The Possibility Of Achieving The Management's Objectives. The Research Findings Of Pina, Torres, And Bachiller (2013) Also Demonstrate That An Agency That Operates Effectively Will Be Able To Provide Better Quality Services. Operational Efficiency Enables The Organization To Increase Its Competitive Advantage By Increasing Its Output In Relation To Its Inputs. Research Shows That Organizations In Service-Oriented Industries Benefit From Adopting Strategies That Maximize Human Capital (Skaggs & Youndt, 2004). Supporting Worker Efficiency Is One Way That Organizations Can Improve Competitive Advantage. Employees Who Experience Job Satisfaction Are Also More Likely To Possess A Positive Self-Concept At Work And Greater Self-Determination That Facilitates Higher Efficiency And Effectiveness (Gagne' & Deci, 2005).

Mukherjee, Nath & Pal, (2003) Establish The Linkage Between Superior Service Delivery And Better Firm Performance Using A Quality Efficiency Overall Efficiency Matrix Which Has Four Quadrants. The Sample Was 1200 Customers Of 27 Indian Banks, Though Significantly Large, Were Selected In A Non-Probabilistic Convenient Manner; Since They Did Not Get The Customer List From Each Bank For Drawing A Random Sample. Data Development Analysis Was Used To Measure Transformation Of Efficiency. Bank Efficiency Was Measured In Terms Of Converting Their Resource Expenditures To Serve Delivery For Their Customers. Their Findings Reveal That Almost 60% Of The Banks Performing Excellently On The Quality Efficiency Dimension Perform Well In The Resource To Service Quality To Performance Transformation.

The Effect Of Service Performance On Relationship Quality In Situations Characterized By High Relative Dependence Of The Buyers On The Service Provider Is Governed By The Efficiency In The Delivery Of Service Which Developed Customer Satisfaction. The Buyer Dealer Relationship May Have Significant Effects On The Focal Firms In Reference To The Flexibility, Responsiveness And Customer Relationship Management Which Would Help Building Capacity Of Supplier Firms Towards Increasing Competitive Advantage And Gaining High Customer Value (Squire Et.Al, 2005).

Lucas (2005) Views Customer Service As The Ability Of Knowledgeable, Capable And Enthusiastic Employees To Deliver Products And Services To Their Internal And External Customers In Such A Way That It Satisfies Identified And Unidentified Needs Of Customers, And, Ultimately, Results In Positive Word Of Mouth Advertising And Repeat Business. It Is The Interaction That Takes Place Between Somebody From The Company And The Customer And That It Is Not Limited To Sales, For Example, But Links To All Tasks And Functions In A Company (Fogli, 2006).

CUSTOMER SATISFACTION

Employee Satisfaction Increases Enthusiasm And Engagement In Customer Service Encounters, Which In Turn Improves Customer Satisfaction (Burke Et Al., 2005). High Involvement Strategies That Encourage Job Autonomy And Employee Engagement May Also Contribute To A Greater Service-Orientation, And By Focusing On Customer Service, May Also Contribute To Higher Customer Satisfaction By Engaging In Behaviors That Are Helpful To Customers (Chebat And Kollias, 2000; Batt, 2002). Employees Who Are Satisfied In Their Jobs Also Tend To Have More Positive Perceptions About The Organization's Products And Services, And Therefore Deliver A Better Service. Satisfied Employees Are More Likely To Perceive Their Work More Positively Which Also Increases The Customer Focus By Empowering Employees To Use Their Own Discretion In Responding To Customer Needs (Hui Et Al., 2004).

Beautiful, Functional Institutions With Superior Customer Service Win Customer Loyalty. Genesys Telecommunications Surveyed Bank Customers And Found That 48 Percent Of The Customers Indicated That Customer Service Was The Primary Factor In Choosing To Stay With An Organization. Therefore, An Organization Gathers A Great Competitive Benefit When It Optimizes Customer Service. According To Genesys, Organizations Who Create This Sort Of Positive Customer Experience Have Earned A Tremendous Competitive Advantage. Superior Customer Service Spurs Customer Loyalty (Customer Service In Banking, 2008).

Kamin (2006) Indicates That The Value Of Good Customer Service Is Very Important To The Survival Of A Business. According To Him, It Is A Service World And The Companies That Will Survive In The Future Are Those Already Focusing On Customer Service As A Priority In Their Total Offerings. Delivering Good Service Is No Longer Optional, But Is Fundamental To The Success Of An Organization. The Importance Of Good Service Can No Longer Be Ignored As Competition Is Getting Tougher Every Day.

Lawrence (2006) Studied Customer Satisfaction Among Four Star Hotels In Spain, Germany And England. The Results Revealed That Many Customers Were Satisfied With The Ability Of Staff To Speak A Foreign Language, Friendliness Of Staff, And Condition Of Premise, Room Comfort And The Ease Of Obtaining Information. Areas Of Dissatisfaction Included Respect Shown By Staff, Ease Of Contacting A Staff

Member, Extra Personal Attention, Multilingual Magazines, International Newspaper And TV Programs In Own Language. On Overall, Customer Satisfaction Was High In All The Hotels.

Similarly, Mburu (2013) Studied The Determinants Of Customer Satisfaction In The Kenyan Banking Industry. The Customers Reported To Be Satisfied With The Accuracy And Timeliness Of Bank Statements And Staff Understanding Of Customer Needs. Entertainment & Refreshment To Customers, Adequacy Of Bank's Networks And Readiness Of Bank Staff To Respond To Customer Requests Registered Elements Of Dissatisfaction. He Further Noted That Customer Satisfaction Can Lead To Higher Rates Of Retention Of The Kenyan Bank Customers.

III. Research Methodology

Descriptive Survey Research Design Was Adopted. As Kothari (2008) Asserted, Descriptive Survey Enables The Researcher To Respond To The "What" Question Which Was The Case In This Study. The Aspect Of Survey Was Based On The Fact That, The Study Was Conducted At A Specific Point In Time, And The Respondents Cut Across Different Groups. The Current Study Was Limited To The Customers In Government Huduma Centres In Rift Valley Region, Kenya. There Are Eleven Functional Huduma Centres In The Rift Valley Region. The Study Was Targeting The Customers Being Served In The Centres. The Centres Serve Up To An Estimate Of 7,405 Customers Every Day. Thus, The Study Was Targeting The 7155 Customers Served By The Eleven Huduma Centres In The Rift Valley Region. According To Mugenda And Mugenda (2009), Questionnaires Are Very Suitable In Survey Research. In Tandem With This Assertion, A Structured Questionnaire Was Used To Collect Data From The Respondents. The Questionnaire Captured Data Relative To Respondents' Background. Most Importantly, It Captured Data Regarding Both The Independent And Dependent Variables. The Collected Data Was Analyzed By Both Descriptive And Inferential Statistics With The Aid Of The Statistical Package For Social Sciences (SPSS) Version 24. Descriptive Analysis Involved Frequencies And Percentages For Demographic Data Of Respondents. In Addition, Means And Standard Deviations Were Employed Across All Variables (Independent And Dependent Variables). Inferential Statistics In Form Of Correlation And Multiple Regression Analyses Were Employed. The Study Used The F-Test To Test The Hypotheses At 95% Level Of Confidence ($\alpha=0.05$). In Addition Coefficient Of Determination (R^2) Was Used To Test The Contribution Of Each Independent Variable On The Dependent Variable. The Findings Of The Study Were Presented In Form Of Statistical Tables.

IV. RESULTS AND DISCUSSIONS

Service Efficiency

Respondent's Views Were Sought In Relation To Huduma Centres Service Efficiency. The Percentages, Means And Standard Deviation Were Computed And The Findings Presented In Table 4.3.

Table 4. 1: Service Efficiency Descriptive Statistics

	SA (%)	A (%)	U (%)	D (%)	SD (%)	Mean	Std. Dev
The Time Spent Before Being Served Is Very Short	51.1	42.1	4.5	0.8	1.5	4.41	.749
I Am Able To Accomplish My Needs In The Huduma Centre Within Few Hours In A Day	57.9	33.8	2.3	3.8	2.3	4.41	.889
The Staff At Huduma Centre Are Very Fast In Serving Customers	52.6	39.1	6.0	0.8	1.5	4.41	.769
I Have Had To Queue For Long Hours Before I Can Be Served	10.5	18.8	7.5	24.1	39.1	2.38	1.428
The Staff In The Huduma Centre Are Very Knowledgeable In Their Work Making Them Effective	55.6	39.1	4.5	0.8	0	4.50	.623
The Removal Of Bureaucratic Procedures Have The Service Delivery To Be Very Efficient	54.9	30.8	12.8	1.5	0	4.39	.767
One Can Get Different Services Under One Roof	76.7	18.8	3.0	0	1.5	4.69	.676
Valid N (Listwise)	133						

From The Table Majority Of The Respondents Agreed That A Very Short Time Is Spent Before Being Served With A Mean Response Of 4.41 (Strongly Agree) And A Standard Deviation Of .749. 51.1% Of The Respondents Strongly Agreed With The Assertion While 42.1% Agreed. 57.9% Of The Respondents Strongly Agreed While 33.8% Agreed That They Can Accomplish Needs In Huduma Centre Within Few Hours With A Mean Of 4.41 And Standard Deviation Of .889. On The Other Hand 52.6% Of The Respondents Strongly Agreed While 39.1% Of The Respondents Agreed That Staffs At Huduma Centre Are Very Fast In Serving The Customers ($M=4.41$, $SA=.769$). Further, 39.1% Of The Respondents Strongly Disagreed That They Had To Queue For Long Hours Before Being Served Which Was Presented By A Mean Of 2.38 And A Standard Deviation Of 1.428. Additionally, Majority Of The Respondents (94.7%) Agreed That Huduma Centre Staffs Are Knowledgeable In Their Work With A Mean Response Of 4.50 (Strongly Agree) And A Standard Deviation Of 0.623. 54.9% Of The Respondents Strongly Agreed That Removal Of Bureaucratic Procedures Have Made Service Delivery To Be Efficient While 30.8% Agreed. Finally A Mean Of 4.69 And A Standard

Deviation Of .676 Were Registered Showing That Respondents Agreed That One Can Get Different Services Under One Roof. 76.7% Of The Respondents Strongly Agreed While 18.8% Agreed. The Above Findings Are In Accord With Findings Of Other Scholars Who Agreed That Service Efficiency Significantly Influences Customer Satisfaction. Mukherjee, Nath & Pal, (2003), Bachiller (2013) And Lane (2008) Observed That Service Providers Performing Excellently On The Quality Efficiency Dimension Perform Well In Regard To Service Quality And Performance Transformation.

Customer Satisfaction Descriptive Statistical Results

Regarding Customer Satisfaction, The Percentages, Means And Standard Deviations Were Analysed And Presented In Table 4.7.

Table 4. 2: Customer Satisfaction Descriptive Statistics

	SA (%)	A (%)	U (%)	D (%)	SD (%)	Mean	Std. Dev
I Feel That Huduma Centre Have Met My Service Delivery Expectations	49.6	46.6	2.3	1.5	0	4.44	.621
I Have No Problem Seeking For Services At Huduma Centers	59.4	36.1	3.0	1.5	0	4.53	.634
The Huduma Centre Has Ensured The Comfort Of The Customers By Providing Seats In The Waiting Hall	69.2	27.8	1.5	0	1.5	4.63	.668
I Have Always Recommended To My Colleagues To Seek The Huduma Centers Services	60.9	33.1	4.5	1.5	0	4.53	.658
Huduma Centre Have An Excellent Customer Service	63.9	30.1	3.8	1.5	0.8	4.55	.712
The Huduma Centre Staff Give Extra Personal Attention To The Customers	52.6	35.3	7.5	3.8	0.8	4.35	.837
The Accuracy And Timeliness Of Service Delivery At Huduma Centers Is Highly Commendable	54.1	37.6	4.5	3.0	0.8	4.41	.780
Valid N (Listwise)	133						

The Findings From The Table Indicated That Respondents Agreed That Huduma Centre Has Met Their Service Delivery Expectations. 49.6% And 46.6% Of The Respondents Strongly Agreed And Agreed Respectively. The Findings Had A Mean Of 4.44 And Standard Deviation Of 0.621. 59.4% Of The Respondents Strongly Ascribe To Have Problem Seeking Services At Huduma Centre With A Mean Of 4.53 And A Standard Deviation Of 0.634. Further The Findings Illustrated (M=4.63, SD=.668) That Respondents Agreed Huduma Centre Has Assured Customer Comfort. 69.2% Of The Respondents Strongly Agreed While 27.8% Of The Respondents Agreed. Further The Findings Demonstrated That Respondents Agreed They Recommend Their Colleagues To Seek Huduma Centre Services. 60.9% Of The Respondents Strongly Agreed While 33.1% Of The Respondents Agreed.

A Mean Of 4.55 And Standard Deviation Of .712 Were Registered Which Indicated That Respondents Agreed Huduma Centre Has Excellent Customer Service. 63.9% And 30.1% Of The Respondents Strongly Agreed And Agreed Respectively. 53.6% And 35.3% Of The Respondents Strongly Agreed And Agreed Respectively Felt That Staffs Pay Attention To Customers With A Mean Of 4.35 And A Standard Deviation Of 0.837. Respondents Further Indicated (M=4.41, SD=.780) Which Was An Indication That They Agreed Accuracy And Timeliness Of Service Delivery At Huduma Is Highly Commendable With 54.1% Of Respondents Strongly Agreeing And 37.6% Of The Respondents Agreeing. The Findings Agreed With Findings Of Other Researchers That For Many Firms To Survive Customer Satisfaction Have To Be Enhanced. Lawrence (2006) On His Study On Customer Satisfaction Among Four Star Hotels In Spain, Germany And England Revealed That Many Customers Were Satisfied With The Ability Of Staff To Speak A Foreign Language, Friendliness Of Staff, And Condition Of Premise, Room Comfort And The Ease Of Obtaining Information.

Effect Of Service Efficiency On Customer Satisfaction

The Data Was Transformed Into Composite Mean Of The Variable Scores To Enable Inferential Analysis. In This Case Composite Mean Scores For Service Efficiency Were Correlated With Composite Mean Scores Of Customer Satisfaction. The Findings From The Analysis Were As Shown In Table 4.8

Table 4. 3: Correlation Between Service Efficiency And Customer Satisfaction

	Service Efficiency	Customer Satisfaction
Pearson Correlation	1	.604**
Sig. (2-Tailed)		.000
Service Efficiency	N	133
	133	133
Customer Satisfaction	Pearson Correlation	.604**
	Sig. (2-Tailed)	.000
	N	133
		133

** Correlation Is Significant At The 0.01 Level (2-Tailed).

A Fairly Strong Positive Significant ($R=.604$, $P=.000$) Significant Relationship Was Established Between Service Efficiency And Customer Satisfaction. Thus, Improved Service Efficiency Leads To Improvement In Customer Satisfaction. Hence The Findings Demonstrate That There Is A Direct Relationship Between Service Efficiency And Customer Satisfaction. Hence The Null Hypothesis H_0 : That Service Efficiency Have No Significant Influence On Customer Satisfaction Among Government Huduma Centers In Rift Valley Region In Kenya Was Consequently Rejected. Therefore Service Delivery Efficiency Has An Influence On Customer Satisfaction In Huduma Centers In Rift Valley Region. The Findings Agree With Findings From Other Researchers That There Is Positive Relationship Between Service Efficiency And Customer Satisfaction. A Study By Lucas (2005) Viewed That Employees' Ability Of Knowledge, Capability And Enthusiasm To Deliver Products And Services To Their Customers By Satisfying Identified And Unidentified Needs Leads To Customer Satisfaction.

V. Conclusions

In Correlation Analysis, Findings Indicated That There Was A Strong Positive Significant Relationship Between Service Efficiency And Customer Satisfaction. Therefore It Was Established That Service Delivery Had An Influence On Customer Satisfaction In Huduma Centers In Rift Valley Region. The Study Concluded That Service Efficiency Is One Of The Significant Determinants Of Customer Satisfaction In The Huduma Centers In The Rift Valley Region. Respondents Demonstrated Positive Attributes Regarding Service Efficiency In The Huduma Centers Which Contributed To Improvement In The Level Of Customer Satisfaction. Findings Also Showed That Service Efficiency Influences The Level Of Customer Satisfaction In The Centers Though Not Significantly. Therefore It Was Concluded That For The Centers To Enhance Customer Satisfaction In Their Services, Improvement In Service Reliability Should Be Encouraged. The Study Recommended That The Concept Service Efficiency Adopted By The Service Providers Including Huduma Centres. Customer Satisfaction Is Dependent On The Services Provided. The Huduma Centres Should Therefore Ensure A High Degree Of Customer Satisfaction Through Timely Assistance. It Was Recommended That The Government Through The Huduma Centers Should Continue Coming Up With Policy Measures That Will Improve The Quality Of Services Provided In These Centers. This Can Be Done Through Ensuring That The Government Boosts The Number Of Services Available In The Huduma Centers To Ensure That There Is Easy Accessibility Of All The Government Services.

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