

**EFFECT OF SERVICE QUALITY DIMENSIONS ON CUSTOMER
SATISFACTION AMONG GOVERNMENT HUDUMA CENTERS IN RIFT
VALLEY REGION, KENYA**

FLORENCE WAMBUGU

**A RESEARCH PROJECT SUBMITTED TO THE SCHOOL OF BUSINESS IN
PARTIAL FULFILMENT OF THE REQUIREMENT OF MASTER OF BUSINESS
ADMINISTRATION (MARKETING) DEGREE OF JOMO KENYATTA
UNIVERSITY OF AGRICULTURE AND TECHNOLOGY**

MAY, 2018

DECLARATION AND APPROVAL

This research project is my original work and it has not been presented for a degree in any other university.

Signature

Date.....

Florence Wambugu

HD333-C007-2273-2015

Approval

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

Signature

Date.....

Dr. Peter Mwaura

Lecturer JKUAT, Kenya

DEDICATION

To my Husband Daniel, my daughters Grace and Faith for their patience and support through this tedious task of preparing this project

ACKNOWLEDGEMENT

I would wish to acknowledge the efforts of my Supervisor Dr. Mwaura. Also for my family and their consistent help and support. Last but not least to the Almighty God for His unfailing grace and strength.

ABSTRACT

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. The one stop shops in Kenya are in form of Huduma Centres spread across the entire country. This study sought to examine the effect of service quality dimension on customer satisfaction in Huduma Centres government services in Rift Valley region, Kenya. The study examined the effect of service efficiency, accessibility, customer responsiveness and service reliability on customer satisfaction. The study was anchored on various service quality models and equity theory. Descriptive survey research design was adopted for the study. 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 the study respondents. Research questionnaires were used as the main data collection instruments. The questionnaire contained short structured statement built on a 5-point likert scale. The questionnaire was checked for validity and reliability before the data collection. The data collected was analysed using Statistical Package for Social Sciences (SPSS) version 24. Data was analysed in form of descriptive (frequencies, percentages, means and standard deviations) and inferential statistics (correlation analysis and regression analysis). The findings from the analysis were presented in statistical tables. The study demonstrated that service efficiency, service accessibility, customer responsiveness and service reliability have a significant influence on customer satisfaction in Huduma Centres. The study concluded that service efficiency, service accessibility, customer responsiveness and service reliability have 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. Further the researcher recommended that staffs in Huduma Centres should be trained on issues to do with handling of customers as this will improve the level of customer satisfaction.

TABLE OF CONTENTS

DECLARATION AND APPROVAL..... ii

DEDICATION..... iii

ACKNOWLEDGEMENT..... iv

ABSTRACT..... v

TABLE OF CONTENTS vi

LIST OF TABLES ix

LIST OF FIGURES x

LIST OF APPENDICES xi

ABBREVIATIONS AND ACRONYMS..... xii

OPERATIONAL DEFINITION OF TERMS..... xiii

CHAPTER ONE: INTRODUCTION..... 1

 1.1 Background of the Study..... 1

 1.2 Statement of the Problem 4

 1.3 General Objective..... 5

 1.4 Research Hypotheses..... 5

 1.5 Significance of the Study 5

 1.6 Scope of the study 6

CHAPTER TWO: LITERATURE REVIEW 7

 2.1 Introduction 7

 2.2 Theoretical Review 7

 2.3 Conceptual Framework 10

 2.4 Empirical Review 11

 2.5 Critique of Existing Literature Relevant to the Study..... 18

2.6 Research Gaps.....	19
2.7 Summary	19
CHAPTER THREE: RESEARCH METHODOLOGY	20
3.1 Introduction	20
3.2 Research Design	20
3.3 Target Population	20
3.4 Sampling Frame	20
3.4 Sampling Technique and Sample Size	21
3.5 Research Instrument.....	23
3.6 Pilot Test	23
3.7 Data Collection Procedure	24
3.8 Data Processing and Analysis	24
CHAPTER FOUR: RESULTS AND DISCUSSION.....	26
4.1 Introduction	26
4.2 Response Rate	Error! Bookmark not defined.
4.3 Profile of Respondents	26
4.4 Descriptive Statistics and Results	27
4.5 Pearson’s Correlation Results	35
4.6 Hypotheses Test Results.....	38
CHAPTER FIVE: SUMMARY, CONCLUSION AND RECOMMENDATIONS	42
5.1 Introduction	42
5.2 Summary	42
5.3 Conclusion.....	44
5.4 Recommendations of the Study	45

5.5 Areas for Further Studies	46
REFERENCES.....	48
APPENDICES	54

LIST OF TABLES

Table 3. 1: Total Population.....	21
Table 3. 2: Sampling Matrix	22
Table 4. 1: Gender of the Respondents	26
Table 4. 2: Comparative Results before and after Huduma Centres were established.	27
Table 4. 3: Service Efficiency Descriptive Statistics.....	28
Table 4. 4: Access to Government Services Descriptive Statistical Results	29
Table 4. 5: Customer Responsiveness Descriptive Statistical Results.....	31
Table 4. 6: Service Reliability.....	32
Table 4. 7: Customer Satisfaction Descriptive Statistics	34
Table 4. 8: Correlation between Service Efficiency and Customer Satisfaction	35
Table 4. 9: Correlation between service accessibility and Customer Satisfaction.....	36
Table 4. 10: Correlation between customer responsiveness and Customer satisfaction.....	37
Table 4. 11: Correlation between Service Reliability and Customer Satisfaction.....	38
Table 4. 12: Model Summary	38
Table 4. 13: ANOVA ^a Results	39
Table 4. 14: Regression Coefficients ^a	39

LIST OF FIGURES

Figure 2. 1: Conceptual Framework	11
------------------------------------------------	----

LIST OF APPENDICES

Appendix 1: Introduction Letter	54
Appendix 2: Research Questionnaire	55
Appendix 3: University Authorization Letter	59
Appendix 4: Institution Authorization.....	60

ABBREVIATIONS AND ACRONYMS

CC:	Community Centres
ICT:	Information Communication Technology
ISD:	Integrated Service Delivery
NPM:	New Public Management
OSS:	One Stop Shops
PDA:	Personal Digital Assistants
PSH:	Public Service Hall
SERVPERF:	Service Performance
SERVQUAL:	Service Quality
SPSS:	Statistical Package for Social Sciences

OPERATIONAL DEFINITION OF TERMS

Customer Satisfaction: Customer satisfaction is the consumer's response to the evaluation of the perceived discrepancy between prior expectations and the actual performance of the product or service as perceived after its consumption (Turban 2002)

Efficiency: It is the possibility or correctness of doing something (Goh, 2014).

Employee job satisfaction: It is defined as an attitudinal construct reflecting one's evaluation of his or her job (Ilies and Judge, 2004).

Reliability: Reliability is capability to carry out the promised services consistently, regularly, and exactly the same as the customer demanded (Jacob and Simons 2004).

Responsiveness: Hamali, Abdullah, Suhaimi and Saban (2011) defined responsiveness as the willingness to assist customers and offer timely service. For examples, employees are assisting them patiently and quick to respond to their needs.

Service Quality: (Nikecki, Deshmukh, & Prem, 2010) defined service quality in terms of "meeting or exceeding customer expectations, or as the difference between customer perceptions and expectations of service.

Services: Services are defined as processes and actions that are intangible and at the same time complex to understand (Gronroos, 2003).

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

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).

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.

1.2 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.

1.3 General Objective

To assess the effect of service quality dimensions on customer satisfaction among government Huduma Centres in Rift Valley region, Kenya.

1.3.1 Specific Objectives of the Study

- i. To examine the effect service efficiency on customer satisfaction among government Huduma Centers in Rift Valley region, Kenya.
- ii. To evaluate the effect of accessibility to government services on customer satisfaction among government Huduma Centers in Rift Valley region, Kenya.
- iii. To establish the effect of customer responsiveness on customer satisfaction among government Huduma Centers in Rift Valley region, Kenya.
- iv. To determine the effect of service reliability on customer satisfaction among government Huduma Centers in Rift Valley region, Kenya.

1.4 Research Hypotheses

- i. **H₀₁:** Service efficiency has no statistically significant influence on customer satisfaction among government Huduma Centers in Rift Valley region, Kenya.
- ii. **H₀₂:** Service accessibility has no statistically significant influence on customer satisfaction among government Huduma Centers in Rift Valley region, Kenya.
- iii. **H₀₃:** Customer responsiveness has no statistically significant influence on customer satisfaction among government Huduma Centers in Rift Valley region, Kenya.
- iv. **H₀₄:** Service reliability has no statistically significant influence on customer satisfaction among government Huduma Centers in Rift Valley region, Kenya.

1.5 Significance of the Study

Service quality dimensions are the greatest considerations of the customers as they seek services in any institutions. Thus, every organization should strive to fulfil customers' expectations to achieve their loyalty. With the introduction of Huduma Centres the government was seeking to improve service delivery to the public. This study was of significance to the policy makers in the government as it will inform them of the success Huduma Centres have had in enhancing customer satisfaction with government services. Further the government will be informed of the areas that need improvement to acquire

maximum achievement. The study will also be important to the Huduma Centres since it will make them aware of the expectations of the customers and be able to serve them better. The study further sought to make relevant contribution to the existing literature on service quality and customer satisfaction. Forthwith the concept of one stop shop which is a relatively new concept in Kenya, will brought forth as a marketing concept drawing greater market appeal for both public and private sector organizations.

1.6 Scope of the study

The study was limited to the effect of service quality dimensions on customer satisfaction among government Huduma Centres in Rift Valley region, Kenya. Rift valley region was selected since it is among the many regions in Kenya that Huduma Centres have been established. On the other hand the population of the region which was estimated to be 10.01 million (2009 Census) which means that the Centres serve a large population of people making a good study area. The study targeted the customers seeking services at the Huduma Centres. The study was conducted in October 2017 and January 2018.

1.7 Limitations of the Study

Some respondents were not willing to respond to the questionnaires fearing that the information could be used for other purposes. Some respondents may also have given false responses to the questions asked. It was very hard to convince the respondents of the intention of my research in a bid to collect information from them. However, with the assistance of friends working in the Huduma centres, and with the introduction letter from the university the researcher was given the opportunity to undertake the research. The researcher also sought to assure the respondents that the information collected would not be used for any other purposes apart from for academic purpose and that the information would be treated with utmost confidentiality.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter presented a discussion of literature relevant to the study. The chapter presented theoretical review forming the basis of this study. On the other hand, the conceptual framework was presented to show the interrelationships between the independent and the dependent variable. The chapter further presented an empirical review, critique of reviewed literature and finally a summary of literature.

2.2 Theoretical Review

2.2.1 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).

2.2.2 Parasuraman's Gap model

Parasuraman (1985) developed a service quality gap model, where he defined service quality as a function of the difference between the expectation and performance along quality dimensions. The various gap visualized in the model are:

Gap 1: Consumer expectation/management perception gap; the difference between customer's expectation and management perception of those expectations i.e. not knowing what consumers expect

Gap 2: Management perception/service quality specification gap; Difference between management perception of consumers' expectations and service quality specifications i.e. improve service quality standards.

Gap 3: Service quality specifications/service delivery gap; Difference between service quality specifications and service actually delivered i.e. the service performance gap

Gap 4: Service Delivery/External communication Gap; Difference between service delivery and communications to consumers about service delivery i.e. whether promises match delivery.

Gap 5: Expected Service/Perceived Service Gap. Difference between consumer's expectation and perceived service. This gap depends on size and direction of the four gaps associated with the delivery of the service quality on the marketer's side.

2.2.3 Performance Only Model (SERVPERF)

SERVPERF was developed by Caruana (2010). In their empirical work which involved the modification of SERVQUAL with respect to conceptualization and measurement of service quality. They developed a performance based measure of service quality called "SERVPERF" illustrating that service quality is a form of consumer attitude. SERVPERF measures service quality based solely on performance. He argued that performance is the measure that best explains customers' perceptions of service quality, so expectations should not be included in the service quality measurement instrument. SERVPERF looks at the attributes of the 5 dimensions, worded the same as SERVQUAL but does not repeat the set

of statements as expectation items. SERVPERF therefore comprises a 22 items (Likert-type) with five dimensions of reliability, responsiveness, assurance, empathy and tangibles. 22 statements are then derived to measure the perceptions of customers towards the quality of services of the organization being assessed.

2.2.4 Force Theory of Change

The force theory of change is attributed to Kurt Lewin who conceptualized it in 1957. The theory indicates that the key to resolving social conflict is through the facilitation of planned change through learning and so enable individuals to understand and restructure their perceptions of the world around them. Kurt Lewin (1957) introduced the three-step change model. This social scientist views behaviour as a dynamic balance of forces working in opposing directions. Driving forces facilitate change because they would push residents in the desired direction (Bett, 2012). Restraining forces hinder change because they push residents in the opposite direction. Lewin believed a successful change project involved three steps: unfreezing, change and refreezing. The unfreezing stage is based on the notion that the human behaviour is based on a quasi-stationary equilibrium supported by a complex field of forces. Before old behaviour can be discarded and new behaviour successfully adopted, the equilibrium needs to be destabilized (unfrozen) (Kibue, 2013). For this to be successful, driving forces that direct behaviour away from the existing status quo must be enhanced. The second stage of the forces theory of change is based on the notion that the process of changing behaviour is movement. In this step, it is necessary to move the target system to a new level of equilibrium. It is necessary to take into account all the forces at work, and identify and evaluate, iteratively, the available options. This Action Research-based learning approach enables groups and individuals to move to a more acceptable set of behaviours (Mulwa, 2012).

Finally, the final step of force theory of change is the refreeze stage. This seeks to stabilize the group at a new quasi-stationary equilibrium in order to ensure that the new behaviours are relatively safe from regression (Muteti, 2013). The new behaviour must be, to some degree, congruent with the rest of the behaviour, personality and environment of the learner else it may simply lead to a new round of disconfirmation. This step needs to take place after the

change has been implemented in order for it to be sustained or “stick” over time (Bett, 2012).

The Force theory of change has been criticized as being simplistic and its stages of change being unrealistic to the manner in which change occurs in real world. The model is a simple and planned one with the change process involving three stages of unfreezing, changing and refreezing. This quaintly linear and static conception is wildly inappropriate due to the fact that there have been major differences in change in real world. This is occasioned by simultaneous nature of change, speed of occurring changes, complexity of changes and the impacts accompanying changes (Mulwa, 2012). The theory is applicable in this study in the context that Huduma centre was introduced in order to address challenges in public service delivery in Kenya. The Huduma centre in this context introduces an element of change in the public service delivery in Kenya. This study wishes to examine the impact the Huduma centre has had on public service delivery in Kenya through examination of the transparency and accountability levels, customer satisfaction levels, and reliability of public service delivery. The study therefore examined whether there has been any change in service delivery hence the applicability of the theory.

2.3 Conceptual Framework

A conceptual framework assists the reader easily to connect the relationship of the various variables in a study capital management (Mugenda & Mugenda, 2003). This section discusses the conceptual framework on the effect of service quality dimensions on customer satisfaction of Huduma centre government services in Nakuru county Kenya. It consists of independent variables (service efficiency, service accessibility, customer responsiveness and service reliability) and the dependent variable (customer satisfaction).

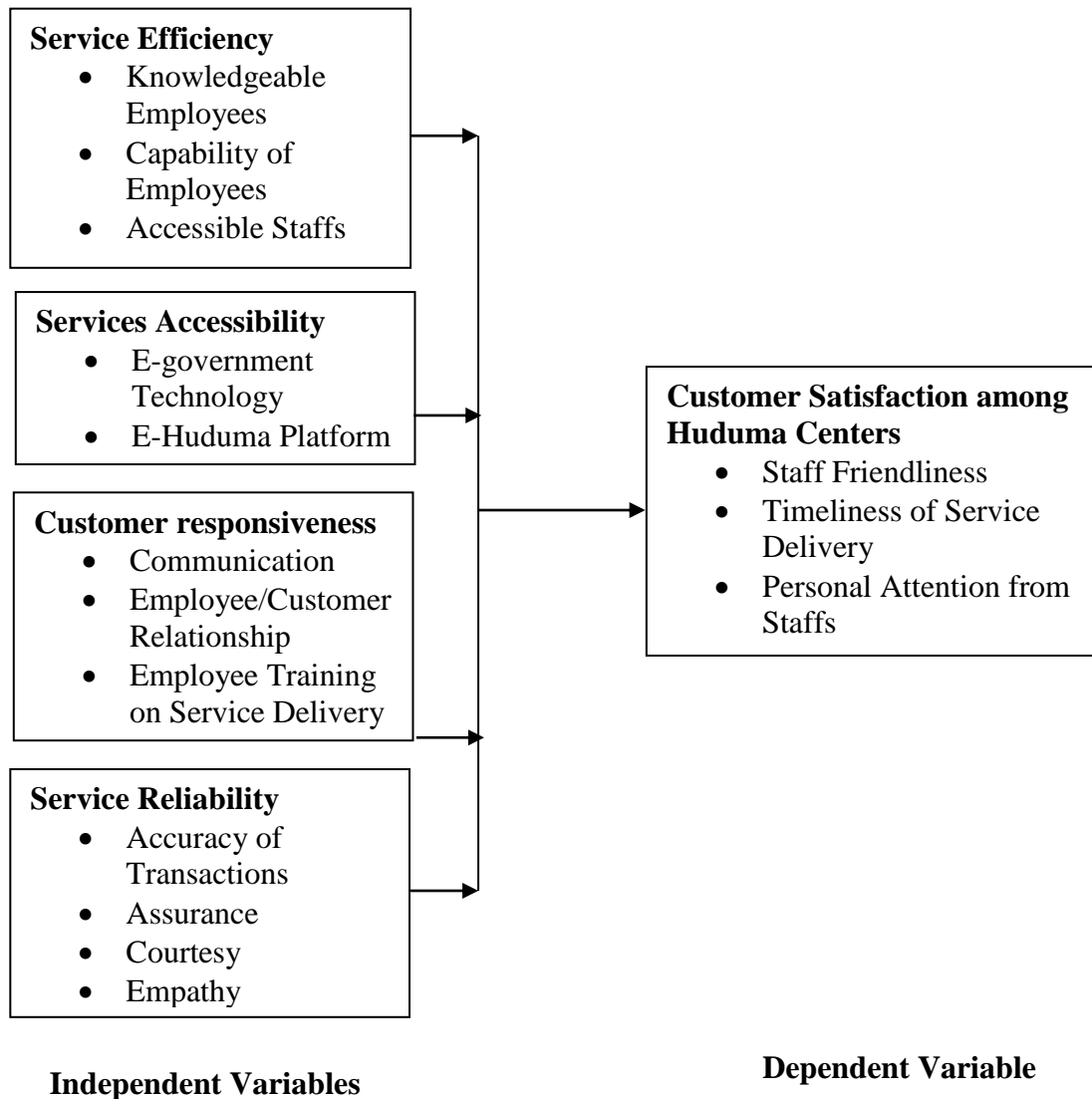


Figure 2. 1: Conceptual Framework

2.4 Empirical Review

Service quality is an important tool to measure customer satisfaction. Empirical studies show that the quality of service offered is related to overall satisfaction of the customer. According to Jamal and Naser (2002), reliability, tangibility and empathy are positively related with customer satisfaction. Joshua and Moli (2005), in their study on ‘expectation and perception of service quality in old and new generation banks’, observed that the performance of the new generation banks across all the service quality dimensions are better than those of old generation banks. Al-Fazwan (2005) in his study found that the bank should concentrate on

the accessibility dimension. He stated that the particular bank should make maximum efforts to raise the level of services to meet the customer expectations. This study provides a review of empirical studies on various dimensions of service quality including efficiency, accessibility, customer responsiveness and service reliability as well as customer satisfaction.

2.4.1 Service Efficiency and Customer Satisfaction.

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).

2.4.2 Accessibility to Government Services and Customer Satisfaction.

The concept of e-government is usually associated with the use of Information and Communication Technology (ICT) such as Web 2.0, mobile web services, grid computing and cloud computing to improve government service delivery. These technologies promote efficient and effective government, facilitate easy access to government services, provide greater public access to government services and enable government to be accountable to citizens (Yao and Zhao, 2010; Farelo and Morris, 2006; Prybutok et al., 2008).

E-governance involves new ways of accessing governments, new styles of leadership, new methods of transacting business, new systems of organising and delivering information and services like in any other organisation (Finger and Pecoud, 2003). E-government also refers to the quality of delivery of government information online through the internet or other related technologies (Kumar et al., 2007). The quality factor provides critical information about the services and this includes electronic services (e-services) when measuring citizen satisfaction (Wilkin and Hewett, 1999). Citizen satisfaction is one important reflector of e-government service performance (Yao and Zhao, 2010). For the consumers of e-services to be satisfied, they expect access to a reliable system at any time; they also expect the system to provide what they want and match their expectations (Mishra et al., 2010).

Donnelly et al. (2006) carried out a study to explore the application of SERVQUAL approach to assess the quality of service of Strathclyde Police in Scotland. The survey captures customers' expectations of an excellent police service and compares these with their perceptions of the service delivered by Strathclyde Police. The paper also reports on a parallel SERVQUAL survey of police officers in Strathclyde to examine how well the force understands its customers' expectations and how well its internal processes support the delivery of quality services in the police department. It was found that Strathclyde Police appears to have a good understanding of the service quality expectations of their customers as represented by the responses of elected councillors in the area covered by the force. There is room for improvement in service quality performance both from the viewpoint of the customer and through police force attention to the definition of, and compliance with, service quality standards.

2.4.3 Customer Responsiveness and Customer Satisfaction

One of the key quality determinants of service quality that is significant to customer satisfaction is responsiveness. Abdullah, Suhaimi, Saban and Hamali (2011) defined responsiveness as the willingness to assist customers and offer timely service. For example, employees are assisting them patiently and quick to respond to their needs. The behaviour of employees with a pleasant and friendly is important to infuse confidence among customers. Employees should be able to deal effectively with complaints and promptness of the service besides, frontline employees should also be trained to give prompt service, show care and interest in helping customers, and respond appropriately to their requests. Employees should not ignore user questions when they are busy (Ladhari et al., 2011).

A firm is known to be responsive if it takes time to communicate to its clients how long it would take to get answers or have their problems dealt with (Har, 2008). Tangibles is defined as the physical appearance of facilities, equipment, and staff and written materials. Tangibles are used to convey images and to signal quality (Zeithaml et al 2006). Some quality dimensions are generalized across many services, but some will apply only to specific type of services and it is necessary to understand quality dimensions to be able to develop measures to assess them.

Ladhari et al. (2011) carried out a research to compare perceptions of bank service quality among Tunisian and Canadian customers, and to determine which dimensions of service quality contribute most to overall customer satisfaction and loyalty. From their result, they found that responsiveness were the most important causes of satisfaction and loyalty in the Tunisian. An organization can exceed the expectation of a customer by communicating with that customer using a method that the customer wants. Some customers prefer online ordering or assistance. The internet offers firms in the travel, accommodations, recreation, and insurance industries, cost effective ways to bypass intermediaries (Etzel, Walker, & Stanton, 2007).

According to Abdullah et al. (2011), responsiveness dimension has the significant effect on overall bank customer satisfaction. This is because customers feel more confidence toward a bank staff who exhibiting a pleasant and courteous behaviour in service delivery process. Responsiveness is essential in determine the service quality, which higher responsiveness relatively achieve the higher service quality and tends to higher customer satisfaction. Management of banks should pay attention to potential failure points and should be responsive to customer problems because there are variations across demographic variables existed in service quality (Sudesh, 2007). Mengi (2009) also pointed out that responsiveness is positively related to customer satisfaction.

Similarly, organizations in service industries need to acquire and maintain customer relationships, and adopting a customer focus is essential. A customer focus involves adopting structures, strategies, and priorities that facilitate a greater understanding and responsiveness to customer needs (Gulati and Oldroyd, 2005). Rehman (2012) found that responsiveness is statistically significant and have relationship with customer satisfaction.

A customer care approach is limited to providing a welcome attitude, including a smile and a presentable reception area. A more responsive approach would be designed to deliver the service in a way which reflects people's wishes. Even greater responsiveness would give the service user control over the level of service they can receive. Given the variety of relationships and degrees of responsiveness, managers of public services have a subtle job to do in making their services more responsive to customers (Flynn, 2007).

2.4.4 Service Reliability and Customer Satisfaction

According to Zaim et al. (2010), reliability is one of the significant factors of customer satisfaction in the conventional banking sector of Pakistan. Arasli et al., (2005), in Greek Cypriot banking found by using SERVQUAL approach that reliability has the highest impact on customer satisfaction. Zeithaml et al. (2006) mentioned that this dimension is critical as customers want to deal with a company that keep its promises with all its customers and generally simply show that company has good communication with them. Nguyen & Leblanc (2001) mentioned that, considering reputation about reliability, customers' past experiences are related to the reliability of service quality (Ndubisi, 2006).

To provide excellent service, an organization needs to exceed customer expectations. The service providers themselves can often condition customers' expectations. An important factor in providing a good service, therefore, is always maintaining promises and not making commitments that the company cannot deliver. To provide excellent service, an organization needs to 'under promise, over deliver'. As Tom Peters says, "we can no longer afford to merely satisfy the customer. To win today, you have to delight and astound your customers with products and services that exceed their expectations" (Cook, 2008).

Stromgren (2007) studied the factors influencing service quality in the hotel industry in Peru and established that the customers were more interested on the dimensions of reliability exterior, tangibles and assurance. The best predictor of overall service quality was identified as the dimension of reliability. The researcher however noted that a different context would give different results. This is due to different social demographic variables such as culture and religion which might impact on customer expectations. Harr (2008) on the other hand studied service dimensions that leads to higher levels of customer satisfaction in restaurants in Singapore and found out that assurance, empathy and tangibles are the most important to customers' evaluation of service quality, and thus, may have a positive influence on customer satisfaction.

Musili (2009) studied the perceived quality of passenger services provided by the rift valley railway consortium and found out that courtesy and friendliness of staff, security and driving expertise are the most important dimensions to the customers. He further noted that the

general performance was poor with 37.5% of respondents registering disappointment with the service. Kiange (2011) investigated managers' perception of customer expectations in hotel industry in Kenya. The results showed that assurance, empathy and tangibles were regarded as the most important factors affecting service quality.

A study by Krishna (2010) established that customers have the highest expectations on promptness of service, accuracy of transactions and security issues. The researcher advised managers to prioritize on attention to details and promptness in addressing customer complaints. The researcher noted that customers' expectations and perceptions are subjective and the findings can only be generalized to a pre-defined market and economic scenarios.

2.4.5 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 behaviours 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 garners 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.

According to Lawrence (2006) in his study on customer satisfaction among four star hotels in Spain, Germany and England, found 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.

2.5 Critique of Existing Literature Relevant to the Study

While a substantial amount of research has reported a causal link between service quality and customer satisfaction few have investigated the link between each of the service quality dimensions and satisfaction and have reported some mixed results (Lassar et al., 2000; Zhou, 2004; Arasli et al., 2005). Arasli et al. (2005) reported that assurance, reliability, empathy and tangibles dimensions of service quality were predictors of customer satisfaction in the Cyprus banking sector. Additional support comes from Zhou (2004), who reported that reliability and assurance were important predictors of satisfaction for bank customers in China. However, studies are rare in the effect of service quality dimensions in the public sector of customer satisfaction.

2.6 Research Gaps

Customer (clients) needs and expectations are changing when it comes to governmental services and their quality requirements. The complexity and difficulty associated with public sector services delivery is emphasized by Gowan and others. According to Gowan et al (2001), service provision is more complex in the public sector because it is not simply a matter of meeting expressed needs but of finding out unexpressed needs, setting priorities, allocating resources and publicly justifying and accounting for what has been done. Thus public sector organizations have come under increasing pressure to deliver quality services and improved efficiencies (Robinson, 2003). The literature has demonstrated that service quality is key in the determination of customer satisfaction. However, there seems to be no studies on customer satisfactions of the service quality in one stop shops and precisely in Kenya. This study seeks to fill this gap by examining the influence of government Huduma centre services on customer satisfaction.

2.7 Summary

A review of literature on service quality indicates that the relative importance of the dimensions of service quality is dependent on the industry in which service quality is being measured. The review also highlights the need to examine the extent to which the services provided meets customers' needs. In the service industry, a review of the existing literature has shown that customer satisfaction is highly depended on service quality (Janet, 2011).

It should be noted that service quality in most public sector organizations is to say the least unsatisfactory. According to Teicher et al (2002), service quality practices in public sector organizations is slow and is further exacerbated by difficulties in measuring outcomes, greater scrutiny from the public and press, a lack of freedom to account in an arbitrary fashion and requirement for decisions to be based on law. From the viewpoint of Gowan et al (2001) and Teicher et al, (2002) public sector organizations are inherently constrained in the delivery of quality services and this is further made worse by systems, structures and processes which by all intents and purposes are meant to ensure accountability, transparency and efficiency.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter outlines the procedures that were followed in conducting the study. These included research design, target population, sample and sampling technique, data collection instrument, pilot testing, as well as the methods that were employed to analyze the data.

3.2 Research Design

Research design is essentially the roadmap of conducting the entire study. 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.

3.3 Target Population

The target population was the population to which the study findings would be generalized (Cooper & Schindler, 2003). 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.

3.4 Sampling Frame

A sampling frame is the source material or device from which the sample of the study is drawn (Mugenda & Mugenda, 2003). The sampling frame for the study comprised the list of Huduma Centres in the rift valley region and the estimated number of customers served in each centre per day as shown in Table 3.1.

Table 3. 1: Total Population

Huduma Center	Estimated Number of Customer Served Per Day
Nakuru	2000
Kericho	800
Eldoret	1000
Baringo	350
Nandi	500
Samburu	200
Bomet	300
Lodwar	250
Kitale	1000
Kajiado	1000
Kajiado West	5
Total	7405

Source: Huduma Centre Data, 2017

3.4 Sampling Technique and Sample Size

3.4.1 Sample Size

A sample is part of the population that has been procedurally selected to represent the population once the sample has been scientifically taken, the result can be generalized to the entire population. Burns and Groove (2001) refer to sampling as a process of selecting a group of people, events or behaviour with which to conduct a study. The purpose of sampling is to secure a representative group (Mugenda, 2008). Burns and Grove (2003), refer to sampling as a process of selecting a group of people, events or behaviour with which to conduct a study. To arrive at an appropriate sample size, the study adopted a formula by Cochran (1977) for estimating a sample size, n_o , from an infinite population.

$$n_o = \frac{Z^2_{\alpha/2} * (p) (q)}{(\epsilon)^2}$$
$$n_o = \frac{(1.96)^2(.5) (.5)}{(.05)^2} = 384$$

To arrive at a finite sample size, the study adopted a formula by Nassiuma (2009) for estimating a finite sample size, n, from a known population size, N (n₀) and a coefficient of variation (V.C) of 30%.

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

Where

n = sample size;

N = population size;

C = coefficient of variation and e is error margin.

Substituting these values in the equation, estimated sample size (n) will be:

$$n = 384 * 0.3^2 / \{0.3^2 + (384 - 1)0.02^2\}$$

$$n = 142$$

3.4.2 Sampling Technique

To arrive at the sample, the research computed the proportion of the sample to pick from each Huduma centre and then conduct simple random sampling to pick the respondents from each centre. The sample was distributed as shown in table 3.2.

Table 3. 2: Sampling Matrix

Huduma Centre	Sample Size
Nakuru	38
Kericho	15
Eldoret	19
Baringo	7
Nandi	10
Samburu	4
Bomet	6
Lodwar	5
Kitale	19
Kajiado	19
Total	142

3.5 Research Instrument

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 questionnaire enabled the researcher to collect data on a Likert scale. The scale was a five point Likert scale ranging from 5-Strongly agree, 4-Agree, 3-Undecided, 2- Disagree and 1- Strongly Disagree.

3.6 Pilot Test

A pilot test was carried out before the main study. The rationale of pilot testing was to establish any potential weaknesses in the research instrument. The foregoing was achieved by determining both the reliability and validity of the research instrument (Mugenda & Mugenda, 2003). The researcher randomly selected 10% (30 respondents) of the sample population to participate in the pilot study. The researcher then excluded the participants of the pilot study from the main study.

3.6.1 Validity of Instrument

Brains and Manheim (2011) asserted that validity is the extent to which a concept, conclusion, or measurement is well-founded and corresponds precisely to the real world. In other words, the validity of a measurement tool such as a questionnaire is said to be the degree to which that tool measures what it claims to measure. The study sought to determine the content validity of the research instrument. The researcher sought for the expert opinion of the University supervisor to ascertain the content validity of the questionnaire.

3.6.2 Reliability of the Instrument

Reliability is said to be the extent to which a measurement gives results that are consistent. When reliability is upheld, then the research instrument should collect similar data when administered to different sampled populations exhibiting related characteristics. The study employed Cronbach alpha (α) coefficient to test the reliability of the research instrument. Cronbach alpha values greater than 0.7 were assumed to indicate that the instruments were

reliable for data collection. The findings from the reliability test were as shown in the table below.

Table 3. 3: Reliability Analysis

Description	No of Items	Cronbach Alpha Coefficient
Service Efficiency	7	.712
Service Accessibility	6	.848
Customer Responsiveness	7	.730
Service Reliability	6	.725
Customer Satisfaction	7	.827

The findings demonstrated that all the variables had Cronbach alpha values greater than 0.7 which is the recommended threshold for reliability of an instrument. Therefore the study concluded that the research instruments were reliable for the data collection.

3.7 Data Collection Procedure

Prior to data collection, the researcher sought the consent of the business department in Jomo Kenyatta University of Agriculture and Technology. The researcher further asked for clearance from the Huduma centre in Head office to be allowed to collect the data. The research questionnaires were afterwards distributed to the various respondents by the researcher himself. The questionnaires were issued to customers as they visited the service halls, they were required to fill and the questionnaire retrieved before they left the hall. This enhanced the response rate since there were no cases of unreturned questionnaires.

3.8 Data Processing and Analysis

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. The following multiple regression model was adopted.

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

Where:

Y represents customer satisfaction

B_0 represents Constant

X_1 Service efficiency

X_2 service accessibility

X_3 service responsiveness

X_4 service Reliability

ϵ represents Error Term

$\beta_1, \beta_2, \beta_3$ represent Regression coefficients of Independent variables

CHAPTER FOUR

RESULTS AND DISCUSSION

4.1 Introduction

This chapter presented the research findings on the effect of service quality dimensions on customer satisfaction among government Huduma Centers in Rift Valley region, Kenya. The researcher presented the findings starting with response rate followed by the background information of the respondents. Findings were then presented in both descriptive and inferential statistics. Data was presented in tables and relevant discussions thereof.

4.2 Response Rate

A total of 142 questionnaires were distributed among the respondents. 136 questionnaires were returned by the respondents. 3 questionnaires were not completely filled up and were discarded for data analysis. Consequently, 133 questionnaires were completely filled and returned indicating a response rate of 94% which was characterized as very good (Babbie, 1990). The high response rate was made possible due to the fact that the customers were filling the questionnaires in the service hall and dropping them back before leaving the hall. This minimized cases of non response. Respondents who were not able to read and write were assisted in filling the questionnaires through enumerators working together with the researcher.

4.3 Profile of Respondents

The researcher sought to establish the background information of the respondents in Huduma Centres in Rift Valley region, Kenya. The information related to respondents gender and comparison of service quality before and after introduction of Huduma Centres were established. The findings in regard to the gender of the respondents was as shown in table 4.1

Table 4. 1: Gender of the Respondents

		Frequency	Percent
Valid	Male	54	40.6
	Female	79	59.4
	Total	133	100.0

The findings indicated that 40.6% of the respondents were male while 59.4% were female. The frequencies and percentage of comparative results before and after Huduma Centres were established were analyzed and were show in the table below.

Table 4. 2: Comparative Results before and after Huduma Centres were established.

		Frequency	Percent
Valid	Improvements	126	94.7
	No Improvement	1	.8
	Things are the same	6	4.5
	Total	133	100.0

The table indicated that 94.7% of respondents stated there were improvements, 0.8% stated there were no improvements while 4.5 % of the respondents stated that things were the same. Thus the researcher observed that respondents noted since establishment of Huduma Centres there is improvement in delivery of government services.

4.4 Descriptive Statistics and Results

Descriptive statistics were established to describe respondents' perception in regard to the various variables under the study. The findings were as discussed hereafter.

4.4.1 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. 3: 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.

4.4.2 Accessibility to Government Services Descriptive Statistical Results

The study also established the views of the respondents regarding access to government services by computing the percentages, means and standard deviations of their responses. The findings from the analysis were as presented in Table 4.4.

Table 4. 4: Access to Government Services Descriptive Statistical Results

	SA (%)	A (%)	U (%)	D (%)	SD (%)	Mean	Std. Dev
The government services are easily accessible due to the introduction of Huduma Centres	74.4	21.8	3.8	0	0	4.71	.533
E-Huduma (e-citizen) platform has facilitated easy access to government services	50.4	39.8	7.5	0.8	1.5	4.37	.783
Before Huduma establishment, one had to travel to Nairobi to access most of government services	56.4	33.8	6.0	1.5	2.3	4.41	.853
The Huduma centre have brought government services closer to the people	76.7	17.3	5.3	0	0.8	4.69	.642
The government services staff are easily accessible for assistance	60.2	33.1	3.8	1.5	1.5	4.49	.775
The establishment of Huduma Centres have enabled those who previously couldn't access government services be able to do so with ease	72.2	24.1	3.8	0	0.8	4.67	.612
Valid N (listwise)	133						

Findings from the table indicated that 74.4% of the respondents strongly agreed and 21.8% agreed that government services are easily accessible due to introduction of Huduma Centres registering a mean of 4.71 and a standard deviation of .533. Further, 50.4% of the respondents strongly agreed while 39.8% of the respondents agreed that E-Huduma has facilitated easy access to government services with a mean of 4.37 and a standard deviation of .783. The respondents also agreed (90.2%) that before the establishment of Huduma Centres one had to travel to Nairobi to access government services giving a mean of 4.41 and a standard deviation of .853. Further, 76.7% of the respondents strongly agreed while 17.3% agreed that Huduma centre has brought government services closer to people (M=4.69,

SD=646). Additionally, 60.2% and 33.1% of the respondents respectively strongly agreed and agreed that government services staffs are easily accessible for assistance registering a mean of 4.49 and a standard deviation of .775. Respondents also agreed that Huduma Centres have enabled those who couldn't access government services be able to do with ease. 72.2% strongly agreed while 24.1% of the respondents with a mean of 4.67 and a standard deviation of .612. From the findings from the above table the results coincide with the findings of other researchers who found that for customers to be satisfied they expect services to be accessible at any time as they expect to be provided with what they want and that match their expectations. Donnelly et al. (2006) on their study to explore the application of SERVQUAL approach to access the quality of service of Strathclyde Police in Scotland, they observed that Strathclyde Police appears to have a good understanding of the service quality expectations of their customers as represented by the responses of elected councillors in the area covered by the force.

4.4.3 Customer Responsiveness

The views of the respondents regarding customer responsiveness in Huduma Centres were sought by computing the percentages, mean and standard deviations of their responses. The findings from the analysis were presented in Table 4.5.

Table 4. 5:Customer Responsiveness Descriptive Statistical Results

	SA (%)	A (%)	U (%)	D (%)	SD (%)	Mean	Std. Dev
The Huduma centre staff are approachable	58.6	39.1	1.5	0	0.8	4.55	.609
The staff at Huduma centre acts in the best interest of the customer	60.2	34.6	3.8	0.8	0.8	4.53	.681
The staff at Huduma centre are patient and quick to respond to customer needs	60.9	35.3	2.3	1.5	0	4.56	.621
The staff at Huduma centre are friendly and infuse confidence among the customers	57.1	36.8	4.5	1.5	0	4.50	.659
The staff at Huduma centre deal effectively with customer complaints	51.9	40.6	4.5	2.3	0.8	4.41	.749
The staff at Huduma centre communicates to customers on how long it would take to have a problem delt with	51.9	40.6	6.0	0.8	0.8	4.42	.709
The staff at Huduma centre show care and interest in helping customers	63.2	30.1	3.8	2.3	0.8	4.53	.744
Valid N (listwise)	133						

From the table 58.6% of the respondent strongly agreed while 39.1% of the respondents agreed that staffs from Huduma Centres are approachable registering a mean of 4.55 with a standard deviation of .609. The findings also indicated that 60.2 % of the respondents strongly agreed while 34.6% of the respondents agreed that staffs at Huduma centre act in the best interest of the customer (M=4.53, SD=.681). Further 60.9% and 35.3% of the respondents strongly agreed and agreed respectively that staffs at Huduma are patient and quick to respond to customer needs with a mean of 4.56 and standard deviation of .621. However respondents also agreed that Huduma staffs are friendly and infuse confidence among the customers. 57.1% of the respondents strongly agreed while 36.8% of the respondents agreed with a mean of 4.50 and standard deviation of .659. 40.6% and 51.9% of the respondents respectively agreed and strongly agreed that staffs at Huduma centre deal effectively with customer complaints which had a mean of 4.41 and a standard deviation of .749. Respondents however agreed (M=4.42, SD=.709) that staffs communicate to customers on how a long it would take for a problem to be delt with. It was indicated that 51.9% strongly agreed while 40.6% of the respondents agreed. Finally the respondents agreed that staffs show care and interests in helping customers. 63.2% of the respondents strongly agreed

and 30.1% agreed registering a mean of 4.53 and standard deviation of .744. the above findings correspond with finding from other researchers who agreed that customer responsiveness has a crucial role to determine customer satisfaction. Ladhari Ladhari, and Morales, (2011), Har, (2008) and Mengi (2009) argued that responsiveness is an important cause of satisfaction and loyalty and that a firm is responsive if it takes time to communicate to its clients how long it would take to get answers or have their problems dealt with.

4.4.4 Service Reliability Descriptive Statistical Results

The study also established the views of the respondents regarding service reliability in the Huduma Centres by computing the percentages, means and standard deviations of their responses. The findings from the analysis were as presented in Table 4.6.

Table 4. 6: Service Reliability

	SA (%)	A (%)	U (%)	D (%)	SD (%)	Mean	Std. De
I am assured of finding a solution to my service needs at the Huduma centre	47.4	47.4	3.0	1.5	0.8	4.39	.695
The Huduma services are prompt without delay	45.1	43.6	5.3	6.0	0	4.28	.820
I have never failed to get the services that are offered at the Huduma Centres	40.6	41.4	8.3	6.8	3.0	4.10	1.014
More services have been added to those accessible at the Huduma Centres	43.6	47.4	4.5	3.0	1.5	4.29	.813
I find the Huduma Centres deliver services beyond my expectations	48.9	42.1	6.0	2.3	0.8	4.36	.762
The government through Huduma Centres have gone out of its way to make their services very reliable	55.6	36.1	3.0	3.0	2.3	4.40	.870
Valid N (listwise)	133						

Findings from the table indicated that 94.8% of the respondents strongly and/or agreed that solutions of their services could be found at Huduma Centres with a mean of 4.39 and a standard deviation of 0.695. A mean of 4.28 and standard deviation of .820 were registered showing that respondents agreed that Huduma services were prompt without delay having 45.1% of them strongly agree while 43.6% agreed. Further the findings indicated (M=4.10, SD=1.014) where the respondents agreed that they never failed to get services offered at Huduma Centres. 40.6% of the respondents strongly agreed while 41.4% of the respondents

agreed. The findings demonstrated 43.6% and 47.4% of the respondents agreed that more services are added to those accessible at Huduma centre registering a mean of 4.29 and .813 as the standard deviation. 48.9% of the respondents agreed that Huduma centre deliver services beyond their expectations while 42.1% of the respondents agreed. The registered mean was 4.36 and standard deviation of .762. In addition (M=4.40, SD=.870) was indicated elaborating respondents agreed Huduma Centres have made their services reliable. This indicated that 55.6% of the respondents strongly agreed while 36.1% of the respondents agreed. The above findings fit with findings of other scholars that service reliability is a significant factor of customer satisfaction. Zeithaml et al. (2006) mentioned that customers want to deal with a company that keep its promises with all its customers and generally simply show that company has good communication with them.

4.4.5 Customer Satisfaction Descriptive Statistical Results

Regarding customer satisfaction, the percentages, means and standard deviations were analysed and presented in table 4.7.

Table 4. 7: 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 0.712 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.

4.5 Pearson's Correlation Results

The study sought to establish the relationships that existed between the independent variables and the dependent variable in the study. Pearson product moment correlation coefficient was used to indicate the relationships.

4.5.1 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. 8: Correlation between Service Efficiency and Customer Satisfaction

	Service efficiency	Customer satisfaction
Service efficiency	Pearson Correlation	1
	Sig. (2-tailed)	.604**
	N	.000
Customer satisfaction	Pearson Correlation	1
	Sig. (2-tailed)	.604**
	N	.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. Therefore service delivery 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.

4.5.2 Effect of Service Accessibility on Customer satisfaction

The study further sought to establish the relationship between service accessibility and customer satisfaction. The composite means of service accessibility were correlated with the composite means of customer satisfaction. The findings from the analysis were as presented in Table 4.9.

Table 4. 9: Correlation between service accessibility and Customer Satisfaction

		Service accessibility	Customer satisfaction
Service accessibility	Pearson Correlation	1	.692**
	Sig. (2-tailed)		.000
	N	133	133
Customer satisfaction	Pearson Correlation	.692**	1
	Sig. (2-tailed)	.000	
	N	133	133

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

From the table, it was established that service accessibility had a fairly strong positive significant ($r=.692$, $p=.000$) relationship with customer satisfaction. This was a case of direct relationship where boosting one of the variable consequently leads to the boosting of the other. As such the researcher observed that in order to enhance customer satisfaction in Huduma Centers, service accessibility should be enhanced across all the centers. This is in agreement with Finger and Pecoud, (2003) who found that introduction of E-government system will lead to access of government services, new styles of leadership, new methods of transacting business, new systems of organising and delivering information and services.

4.5.3 Effect of Customer Responsiveness on Customer Satisfaction

To examine the relationship between customer responsiveness and customer satisfaction, the composite mean scores of both the variables were correlated. The findings were presented as shown in Table 4.10.

Table 4. 10: Correlation between customer responsiveness and Customer satisfaction

		Customer responsiveness	Customer satisfaction
Customer responsiveness	Pearson Correlation	1	.719**
	Sig. (2-tailed)		.000
	N	133	133
Customer satisfaction	Pearson Correlation	.719**	1
	Sig. (2-tailed)	.000	
	N	133	133

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

The findings indicated the presence of a strong positive significant ($r=.719$, $p=.000$) relationship between customer responsiveness and customer satisfaction in the Huduma Centers. Hence, customer responsiveness is paramount in determining the quality of customer satisfaction in these centers. Therefore it was observed that enhancing Huduma Centers customer responsiveness would consequently lead to improved customer satisfaction. The study findings were in agreement with findings of Ladhari et al.(2011) who argued that responsiveness were the most important causes of satisfaction and loyalty in the Tunisian as an organization can exceed the expectation of a customer by communicating with that customer using a method that the customer wants.

4.5.4 Effect of Service Reliability on Customer Satisfaction

Finally, the study sought to establish the relationship between service reliability and customer satisfaction. The composite mean scores for both the variables were correlated and the findings presented in table 4.11.

Table 4. 11: Correlation between Service Reliability and Customer Satisfaction

		Service Reliability	Customer Satisfaction
Service Reliability	Pearson Correlation	1	.737**
	Sig. (2-tailed)		.000
	N	133	133
Customer Satisfaction	Pearson Correlation	.737**	1
	Sig. (2-tailed)	.000	
	N	133	133

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

The table indicated the presence of a positive significant ($r=.737$, $p=.000$) relationship between service reliability and customer satisfaction in Huduma Centres in the Rift Valley region. As such, the reliability of the services offered in the Huduma Centres greatly determines the level of customer satisfaction. Therefore, in order to enhance the customer satisfaction in the Huduma Centres, service reliability need to be enhanced. The findings are agreed with findings with other researchers that service reliability significantly influence customer satisfaction. Stromgren (2007) noted that the best predictor of overall customer satisfaction was identified as the dimension of reliability. He found that customer satisfaction had a positive influence on customer satisfaction.

4.6 Hypotheses Test Results

The study sought to test the hypotheses examining the significance of the influence that the independent variables have on the dependent variable. To accomplish this, the study undertook multiple regression analysis. Hypotheses were tested at $p<0.05$ level of significance. The findings from the analysis are presented and discussed hereafter.

Table 4. 12: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.812 ^a	.659	.649	.32268

a. Predictors: (Constant), service reliability, service efficiency, customer responsiveness, service accessibility

The model summary demonstrated an R-squared value of 0.659. This showed that all the independent variables (service reliability, service efficiency, customer responsiveness and service accessibility) taken together could account for up to 65.9% of variation in customer

satisfaction. This therefore indicates that the independent variables taken together greatly influence the level of customer satisfaction in the Huduma Centers in the Rift Valley region. The remaining 34.1% of the variation in customer satisfaction is accounted for by factors not considered in this model. The analysis of variance results are shown in Table 4.13.

Table 4. 13: ANOVA^a Results

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	25.795	4	6.449	61.934	.000 ^b
1 Residual	13.328	128	.104		
Total	39.123	132			

a. Dependent Variable: customer service

b. Predictors: (Constant), service reliability, service efficiency, customer responsiveness, service accessibility

From the ANOVA, an F-statistic of 61.934 was established with a significance level of 0.000 which was significant at $p < .05$ level of significance. This indicated that the independent variables (service efficiency, service accessibility, customer responsiveness and service reliability) have a combined significant effect on the level of customer satisfaction in the Huduma Centers in Rift valley region. Additionally, model coefficients table gave the following findings in table 4.14.

Table 4. 14: Regression Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	.501	.283		1.770	.079
1 Service efficiency	.060	.092	.049	.649	.517
Service accessibility	.206	.083	.204	2.482	.014
Customer responsiveness	.302	.080	.299	3.767	.000
Service reliability	.337	.069	.372	4.856	.000

a. Dependent Variable: customer service

From the table, the model constant was 0.501 with a t-value of 1.770. The p-value for the constant was 0.079 which was greater than the level of significance. As such the researcher observed that the level of customer satisfaction without the influence of the independent variables is statistically insignificant. This indicates that customer satisfaction is dependent

on other factors. On the other hand, the t-value for service efficiency was 0.649 with a p-value of 0.517. The p-value was greater than the level of significance hence statistically insignificant. Therefore, service efficiency has no significant influence on the level of customer satisfaction with Huduma centre services. As a result, the null hypothesis, **H₀₁**; that service efficiency has no significant influence on customer satisfaction with Huduma centres government services in Rift Valley region, Kenya failed to be rejected. The findings also indicated a t-value of 2.482 for service accessibility with a p-value of 0.014. The p-value was significant at $p < .05$ level of significance. Therefore the study observed that service accessibility has a significant influence on the level of customer satisfaction in the Huduma centre services. As such, the null hypothesis **H₀₂**; that accessibility to government services has no significant influence on customer satisfaction with Huduma Centres government services in Rift Valley region, Kenya, was consequently rejected. The study concluded that service accessibility have a significant influence on customer satisfaction of Huduma Centres services.

Further, customer responsiveness had a t-value of 3.767 and a p-value of 0.000. The p-value was significant at $p < .05$ level of significance. The study therefore observed that customer responsiveness significantly influences the level of customer satisfaction in the Huduma centre services. Therefore, the null hypothesis **H₀₃**; that customer responsiveness has no statistically significant influence on customer satisfaction with Huduma Centres government services in Rift Valley region, Kenya was consequently rejected. The study concluded that customer responsiveness significantly influences the level of customer satisfaction in Huduma Centres in the Rift Valley region. In addition, service reliability had a t-value of 4.856 and a p-value of .000. The p-value was found to be significant at $p < 0.05$ level of significance. The study therefore observed that service reliability significantly influence customer satisfaction with Huduma centre services. Therefore, the null hypothesis **H₀₄**; that reliability of Huduma services has no statistically significant influence on customer satisfaction with Huduma Centres government services in Rift Valley region, Kenya was consequently rejected. The study concluded that service reliability is a statistically significant determinant of customer satisfaction in the Huduma centres in the Rift Valley region. From the model coefficient table the following model was fitted

$$Y=0.501+0.060X_1+0.206X_2+0.302X_3+0.337X_4$$

Where;

Y= Customer satisfaction

X₁= Service Efficiency

X₂= Service Accessibility

X₃= Customer Responsiveness

X₄= Service Reliability

The model shows the relationship between customer satisfaction and the independent variables. The model shows that with all other factors held constant, customer satisfaction is at a level of 0.501 units. On the other hand holding other factors constant, a unit increase in service efficiency leads to an increase in customer satisfaction by a multiple factor of 0.060. Further, holding other factors constant, a unit increase in service accessibility leads to an increase in customer satisfaction by a factor of 0.202 while a unit increase in customer responsiveness leads to an increment in customer satisfaction by a multiple factor of 0.302. Additionally, a unit increase in service reliability with all the other factors held constant leads to an increment of a multiple of 0.337.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This section covers the summary of findings, conclusions and recommendation. The study was sought to determine the effect of service quality dimensions on customer satisfaction among government Huduma Centers in Rift Valley region, Kenya. The findings were summarized in line with the study objectives.

5.2 Summary

After the analysis of data and presentation of findings, the study made a summary of the pertinent findings. The summary was in line with the study variables and objectives as discussed hereafter.

5.2.1 Effect of Service Efficiency on Customer Satisfaction.

From the findings respondents agreed that short time is spent before being served and that they can accomplish customers' needs in Huduma centre within few hours. Further they agreed that Huduma centre is very fast in serving customers. However the respondents strongly disagreed that they have to queue for long hours before being served. They observed that Huduma centre staffs are knowledgeable in their work and that the removal of bureaucratic procedures made service delivery efficient. A majority of the respondents agreed that one can acquire different services under one roof.

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 satisfactions in Huduma Centers in Rift Valley region. Multiple regression analysis demonstrated that service efficiency have no significant influence on the level of customer satisfaction in the Huduma Centers in the Rift Valley region.

5.2.2 Effect of Service Accessibility on Customer Satisfaction

In descriptive analysis findings indicated that respondents strongly agreed that government services are easily accessible due to introduction of Huduma Centres. Further the findings

also indicated that majority of the respondents strongly agreed that E-Huduma services have facilitated easy access to government services. In addition the respondents agreed that one had to travel to Nairobi to access government services before the introduction of Huduma services. Respondents also agreed that Huduma Centres have brought government services closer to people and that government service staffs are easily accessible for assistance. They acknowledged that Huduma Centres have enabled those who couldn't access government services to be able to do it with ease.

It was further observed that accessibility of Huduma Centres government services had a strong positive significant relationship with customer satisfaction. As such the researcher observed that in order to enhance customer satisfaction in Huduma Centers, service accessibility should be enhanced across all the centers. Further regression analysis also confirmed that service accessibility significantly influenced the level of customer satisfaction in the Huduma centre services.

5.2.3 Effect of Customer Responsiveness on Customer Satisfaction

Respondents agreed that staffs from Huduma are approachable of which they act in the best interest of the customers and they are patient and quick to respond to customer needs. On the other hand respondents agreed that staffs at Huduma Centers are friendly and infuse confidence among the customers and they are able to deal with customers' complaints. In addition the respondents agreed that staffs communicate to customer on how long it would take for a problem to be dealt with and they agreed that staffs show care and interest in helping the customers.

Further the correlation demonstrated that there is a significant relationship between customer responsiveness and customer satisfaction in Huduma Centres. Therefore it was observed that enhancing Huduma Centres customer responsiveness would consequently lead to improved customer satisfaction. Regression analysis indicated that customer responsiveness have a significant influence on customer satisfaction with Huduma centre services in the Rift valley region.

5.2.4 Effect of Service Reliability on Customer Satisfaction

Findings from the table indicated that respondents strongly and/or agreed that solutions of their services could be found at Huduma Centres. On the other hand respondents agreed that Huduma services were prompt without delay. They also agreed that they never failed to get services offered at Huduma Centres and that more services are added to those accessible at Huduma centre. Further respondents agreed that Huduma centre delivers services beyond their expectations. Further inferential analysis indicated that service reliability is strongly correlated with customer satisfaction. Thus, reliability of services offered at the Huduma Centres greatly determines the level of customer satisfaction. Regression analysis indicated that service reliability have a significant influence on the level of customer satisfaction. Hence service reliability plays a very important role as far as customer satisfaction is concerned.

5.2.5 Customer Satisfaction

Descriptive analysis indicated that the respondents agreed that Huduma centre has met their service delivery expectations and that they have no problem seeking for services at the Huduma Centers. They further acknowledged that the Huduma Centres have ensured comfort of the customers by providing seats in the waiting hall. Majority of the respondents agreed that they have always recommended the Huduma centre services to their colleagues observing that the Huduma Centres have an excellent customer service. Further respondents agreed that the Huduma centre staffs give extra personal attention to the customers while observing that the accuracy and timeliness of service delivery at the Huduma Centres is highly commendable. Multiple regression analysis demonstrated that customer satisfaction is significantly determined by service efficiency, service accessibility, customer responsiveness and service reliability taken together. The four variables taken together significantly account for 65.9% of the total variation in customer satisfaction. Therefore, enhancing the four variables significantly impacts on the level of customer satisfaction.

5.3 Conclusion

Based on the study findings various conclusions were made in line with the study objectives. 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.

It was also concluded that service accessibility is also a key determinant of customer satisfaction. Respondents observed that before the Huduma were set up, they had to travel for long distances to access government services. However, with the introduction of Huduma Centers, accessibility of government services has improved bringing with it a huge impact on customer satisfaction on the government services. Inferential findings indicated that service accessibility having a significant influence on customer satisfaction. Hence, customer satisfaction is dependent on service accessibility.

Findings indicated that customer responsiveness exhibits a significant positive relationship with customer satisfaction. Further, it was established that customer responsiveness significantly influences customer satisfaction. It was therefore concluded that customer responsiveness has an effect on the level of customer satisfaction with the “Huduma center services in the Rift Valley region.

The study demonstrated that respondents had expressed positive perception regarding service reliability. They observed that they don't miss the sought out services in the Huduma Centers. Service reliability was also shown to have a positive relationship as well having a significant influence on customer satisfaction. As such, the study concluded that service reliability significantly influences customer satisfaction with Huduma center services in the Rift Valley region.

5.4 Recommendations of the Study

Based on the study findings various recommendations were made in line with the study objectives. to be 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. The staffs have a great role in ensuring that customers are served with minimal delays. The study therefore recommends that Huduma Centres service providers should ensure there are an increased number of personnel who endeavour to serve the customers.

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. The study also recommended that there should be accessibility of the physical facilities and their ability to perform the required tasks efficiently as this will increase customers' satisfaction very high since convenience of the highest level is achieved.

Willingness to assist the customers in case of any challenges raises their level of satisfaction as noted from this study. Therefore the researcher recommended that workers should be well trained in issues to do with the handling of customers in the Huduma Centers. This will go a long way in ensuring improved customer responsiveness hence improve the level of customer satisfaction. The study also recommended that the duration it takes to resolve the customers, challenges during transaction should be minimal and the service providers should always be there to handle the cases with urgency.

The study recommended that the Huduma Centers should improve the reliability of services offered through the adoption of technology. The researcher recommended that staffs should prioritize on attention to details and promptness in addressing customer complaints. Based on the study findings, improvement in service reliability would significantly influence customer satisfaction. The study therefore recommends that the Huduma centres should undertake all measures necessary to improve their service reliability which will consequently lead to improved levels of customer satisfaction with their services.

5.5 Areas for Further Studies

This study was conducted in the Huduma centres spread across the counties in Rift valley region. The researcher notes that this is a small area considering the vastness of the country.

As such the study recommends that similar studies been conducted in other areas in the country to enable the generalization of the findings in the entire country. On the other hand, this study only considered few factors (service quality) influencing the customer satisfaction in Huduma centres. The study recommends that future scholars should examine other factors that may contribute to the level of customer satisfaction with the services of the Huduma centres.

REFERENCES

- Abdullah, F., Suhaimi, R., Saban, G. & Hamali, J. (2011). Bank Service Quality (BSQ) Index: An Indicator of Service Performance. *International Journal of Quality & Reliability Management*, 28(5), 542-555.
- Arasli, H., Mehtap-Smadi, S. & Katircioglu, T. (2005). *Customer service quality in the Greek Cypriot banking industry*, *Managing Service Quality*, 15 (1), 41-56.
- Batt, R. (2002). "Managing customer services: human resource practices, quit rates, and sales growth". *Academy of Management Journal*, 45(3), 587-97.
- Bett, J. (2012). Challenges Facing the Implementation of Change Strategies at Kenya Commercial Bank Group Limited. *Journal of Business and Management*, 2(3), 25–30
- Brains, W. & Manheim, R. (2011). *Empirical Political Analysis* (8th Ed). Boston, MA: Longman p. 105.
- Burke, J., Graham, J., & Smith, J. (2005). Putting the customer second. *The TQM Magazine*, 17 (1), 85-91.
- Burns, N. & Grove, K. (2003). *Understanding nursing research*. (3rd Ed). Philadelphia, PA. W. B. Saunders.
- Burns, N. & Grove, S. (2001). *The practice of nursing research: conduct, critique and utilization*. Philadelphia, Pennsylvania: W.B. Saunders.
- Caruana, M. (2010). *Customer satisfaction in Hotels in Cape Town*. Cape Peninsula University of Technology.
- Chebat, C. & Kollias, P. (2000). "The impact of empowerment on customer contact employees' roles in service organizations", *Journal of Service Research*, 3, 66-81.
- Christensen, T. & Lægreed, P. (2001). *New Public Management. The Transformation of Ideas and Practice*. Aldershot: Ashgate.
- Christensen, T. & Post, N. (2012). Changing public governance, *Meiji Journal of Political Science and Economics* 1, 4 – 8.
- Cook, S. (2008). *Customer Care Excellence-How to Create an Effective Customer Focus* (5th Ed). London: Kogan Page Limited.
- Cooper. M. & Schinder. P (2003). Determinants of corporate borrowing. *Journal of Financial Economics*, 147-176.
- Customer Service in Banks is Key*. (2008). Retrieved from: Utalk.marketing.com:

- Donnelly, M., Kerr, J., Rimmer, R., & Shiu, M. (2006). "Assessing the Quality of Police Service using SERVQUAL", *Policing: An International Journal of Police Strategies and management*, 29 (1), 92-105.
- Etzel, J., Walker, J. & Stanton, J. (2007). *Marketing*. New York: Mc. Graw Hill, Irwn.
- Farelo, M. & Morris, C. (2006). The status of e-government in South Africa. *IST Africa Conference*, Pretoria, South Africa, 7-9 May.
- Finger, M. & Pecoud, G. (2003). From e-government to e-governance? Towards a model of e-governance. *Electronic journal of e-government*, 1(1): 52-62.
- Flynn, N. (2007). *Public Sector Management*. (5th Ed). United Kingdom: Sage Publications.
- Fogli, L. (2006). *Customer Service Delivery: Research and Best Practices*. Jossey-Bass. San Francisco.
- Gagne M. & Deci, L. (2005). "Self-determination theory and work motivation", *Journal of Organizational Behavior*, 26(4), 331-62.
- Goh, N. (2014). Professional Preparation for Service Quality and Organizational Excellence. *International Journal of Quality and Service Sciences*, 6(2/3), 155-163.
- Gowan, M., Seymour, J., Ibarreche, S., & Lackey, C. (2001). "Service quality in a public agency: same expectations but different perceptions by employees, managers, and customers," *Journal of Quality Management*, 6, 275-291.
- Gronroos, C. (2003). *Palveluiden Johtaminen ja markkinointi*. Trans. M. Tillman, 2nd Ed. Porvoo: WS Bookwell Oy.
- Gulati, R. & Oldroyd, B. (2005). "The quest for customer focus", *Harvard Business Review*, 83(4), 92-101.
- Hamali, J., Abdullah, F., Suhaimi, R. & Saban, G. (2011). Bank Service Quality (BSQ) Index: An Indicator of Service Performance. *International Journal of Quality & Reliability Management*, 28(5), 542-555.
- Har, L. (2008). "Service Dimensions of Service Quality Impacting Customer Satisfaction of Fine Dining Restaurants in Singapore, University of Nevada, Las Vegas.
- Harr, K. (2008). *Telecom Developments and Investments in Ghana WDR Dialogue Theme*, Discussion Paper, Technical University of Denmark.
- Hui, K., Au, K. & Fock, H. (2004). "Empowerment effects across cultures", *Journal of International Business Studies*, 35(1), 46-60.
- Ilies, R. & Judge, A. (2004). "An experience-sampling measure of job satisfaction: its relationships with affectivity, mood at work, job beliefs, and general job

- satisfaction”, *European Journal of Work and Organizational Psychology*, 13(3), 367-389.
- Jacob, V. & Simons, Jr. (2004). Reliability-based analysis of service recovery. *International Journal of Quality & Reliability Management*, 21(1), 11 – 31.
- Janet , T. & McDougall, G. (2011). Determinants of customer satisfaction in retail banking. *International Journal of Bank Marketing*, 14(7), 12-20.
- Kamin, M. (2006). Customer Service Training. In: *Customer Service Training*. Oxford: Pergamon, p. 2.
- Kiange, M. (2011). The relationship between service quality and customer satisfaction in the telecommunication industry: Evidence from Nigeria. *Broad Research in Accounting, Negotiation, and Distribution*, 1(1), 88.
- Kibue, M. (2013). Management of Strategic Change at Family Bank Limited, Kenya. *International Multidisciplinary Journal*, 2(4), 78-84
- Korir, E. (2015). The Effects of Service Quality on Customer Satisfaction at the Nairobi “Huduma” Centre. *Journal of Business Management*, 2(3), 45–52.
- Kothari, C. (2008). Research methodology: methods and techniques (2nd Ed.). New Delhi. New age International limited Publishers.
- Krishna, M., Forza, C., Filippini, R. & Anderson, C. (2010). A replication study of a theory of quality management underlying the Deming management method: insights from an Italian context. *Journal of Operations Management*, 17(1), 77-95.
- Kumar, V., Mukerji, B., Butt, I. & Persaud, A. (2007). Factors for successful e-government adoption: A conceptual framework. *Electronic journal of e-government*, 33(2): 161 – 176.
- Ladhari, R., Ladhari, I. & Morales, M. (2011). Bank service quality: comparing Canadian and Tunisian customer perceptions. *International Journal of Bank Marketing*, 29(3), 224-246.
- Lane, E. (2008). Strategic Management for Public Services Delivery. *International Journal of Leadership in Public Service*, 4(3), 15-23.
Retrieved from: <http://dx.doi.org/10.1108/17479886200800026>
- Lawrence, V. (2006). The importance of customer satisfaction and cultural influences in the European hospitality industry: A case study of a 4 star hotel in Spain, Germany and England.
- Levesque, T. & McDougall, G. (1996). Determinants of customer satisfaction in retail banking. *International Journal of Bank Marketing*, 14(7), 12-20.

- Lucas, R. (2005). *Customer Service: Building Successful Skills for the Twenty-First Century*(3rd Edition). In: *Customer Service: Building successful skills for the twenty-first century 3rd edition*. Boston: McGraw - Hill, p. 4.
- Mburu, P. (2013). Determinants of Customer Satisfaction in the Kenyan Banking Industry. *European Journal of Business and Management*.
- McCabe, C. (2010). *An Empirical Investigation of Information Systems Success in Terms of Net Benefits: A Study on the Success of Implementing a Building Automation System*. Nova Southeastern University.
- Mengi, P. (2009). Customer Satisfaction with Service Quality: an empirical study of Public and Private sector banks. *IUP Journal of Management Research*, 8(9), 7-17
- Mishra, S., Das, R., Pattnaik, S. & Mohanty, K. (2010). Service quality attributes affecting customer satisfaction in banking sector of India. *European journal of economics, finance and administrative sciences*, 24: 88-99.
- Mugenda, A. & Mugenda, O. (2003). *Research methods: Quantitative & Qualitative Approaches*. Nairobi: African Center for Technology Studies.
- Mugenda, B. (2008). *Social Science Research: Theory and Principles*. Nairobi. Applied Research and Training Services.
- Mugenda, O. & Mugenda, A. (2009). *Research Methods: Quantitative and Qualitative Approaches*. Nairobi: Acts Press.
- Mukherjee, A., Nath, P. & Pal, M. (2003). Resource, Service Quality and Performance Triad: A Framework for Measuring Efficiency of. *The Journal of the Operational Research Society*, 54 (7).
- Mulwa, R., (2012). Management of Strategic Change at National Social Security Fund of Kenya. *Journal of Business and Management*, 3(4), 25–30.
- Musili, S. (2009). *Management of strategic change at plan international INC-Kenya*, Unpublished MBA project, UON.
- Muteti, M., (2013). Management of Strategic Change at the Telkom Kenya Limited. *Journal of Financial Management & Analysis*, 2(3), 58–64.
- Ndubisi, O. (2006). “A structural equation modeling of the antecedents of relationship quality in the Malaysia banking sector.” *Journal of Financial Services Marketing*, 11(2), 131-141.
- Nguyen, N. & Leblanc, G.(2001) “Corporate image and corporate reputation in customers' retention decisions in services.” *Journal of Retailing and Consumer Services*, 8(4), 227-236.

- Nikecki, S., Deshmukh, G. & Prem, V., (2010). "Service Quality Model: a review," *International Journal of Quality and Reliability Management*, 22(9), 913-949
- Osborne, P. (2010). *The New Public Management Governance? Emerging Perspectives on the Theory and Practice of Public Governance*, London: Routledge.
- Parasuraman, A., Berry, L. & Zeithaml, A. (2008), "Reassessment of Expectations as a Comparison of Standard in Measuring Service Quality: Implications for Future Research", *Journal of Marketing*, 58, 111-124.
- Parasuraman, A., Zeithaml, A. & Berry, L. (1995), "A conceptual model of service quality and its implications for future research", *Journal of Marketing*, 49(3), 41-50.
- Pina, V., Torres, L. & Bachiller, P. (2013). Service Quality in Utility Industries: The European Telecommunications Sector. *Managing Service Quality*, 24(1), 2-22. Retrieved from: <http://dx.doi.org/10.1108/MSQ-03-2013-0034>
- Prybutok, V., Landrum, H., Zhang, X. & Peak, D. (2009). Measuring IS system quality with SERVQUAL: User's perspective of relative importance of the five SERVPERF dimensions. *Informing science: the international journal of an emerging transdiscipline*, 12: 17-35.
- Rehman, A. (2012). Customer satisfaction and service quality in Islamic banking: A comparative study in Pakistan, United Arab Emirates and United Kingdom. *Qualitative Research in Financial Markets*, 4(2/3), 165-175.
- Robinson, L. (2003). "Committed to quality: the use of quality schemes in UK public leisure services," *Managing Service Quality*, 13(3), 247-55.
- Skaggs, C. & Youndt, M. (2004), "Strategic positioning, human capital, and performance in service organizations: a customer interaction approach", *Strategic Management Journal*, 25(1), 85-99.
- Squire, B. & Howard, M. (2007). Modularization and the Impact on Supply Relationships, *International Journal of Operations & Production Management*, 27(11), 1192-1212
- Stockwell, G. (2010). Engineering Asset Management: A Case Study on and RSA Public Service Delivery.
- Stromgren, B. & Verma, V. (2007). Relative importance of service quality. *Journal of Services Research*, 4(1), 93-116.
- Sudesh (2007). "Service quality in banks-A study in Haryana and Chandigarh", *NICE Journal of Business*, 2(1), 55-65.
- Teicher, J., Hughes, O. & Dow, N. (2002). "E-government: a new route to public service quality", *Managing Service Quality*, vol. 12(6), p. 384-93.

- Turban, E., (2002). *Electronic commerce: A managerial perspective*. New York: Prentice Hall.
- Waiguru, A. (2015). "Huduma"Kenya to spur service delivery. *Ipsos Synovate Kenya, 1*. Retrieved from: http://www.ipsos.co.ke/NEWBASE_EXPORTS/USAID/130920_The%20Star%20-%20Friday_26_5d8b0.pdf
- Wilkin, C. & Hewett, B. (1999). Quality in a respecification of Delone and McLean's IS success model, managing it resources in organizations in the next millennium, *IRMA international conference*, USA.
- Yao, J., Lin, Y. & Zhao, P. (2010). E-government evaluation based on citizen satisfaction and its implementation. *International conference on e-business and e-government, IEEE*.
- Zaim, S., Turkyilmaz, A., Tarim, M., Ucar, B. & Akkas, O. (2010). Measuring customer satisfaction in Turkey Telecom Company using structural equation modeling technique. *Journal of global strategic management*, 7:89-99.
- Zeithaml A., Bitner M. & Gremler D. (2006). *Service Marketing*, 4th edition, McGraw- Hill education.

APPENDICES

Appendix 1: Introduction Letter

Dear Sir/Madam

Ref: Research Questionnaire

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

Thank you in advance for your valuable participation.

Yours Sincerely

Florence Wambugu

APPENDIX 2: RESEARCH QUESTIONNAIRE

Section A: Background Information

1. Gender

Male Female

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

There are improvements No Improvements

Things are the same

Section B: Huduma Service Delivery

In the following section, indicate your level of agreement with the statements therein using the following scale.

1-Strongly Disagree (SD), 2-Disagree (D), 3-Neutral (N), 4-Agree (A) and 5-Strongly Agree (SA).

3. Service Efficiency

Sn	Statement	SA	A	N	D	SA
i.	The time spent before being served is very short					
ii.	I am able to accomplish my needs in the Huduma centre within few hours in a day					
iii.	The Staff at Huduma centre are very fast in serving customers					
iv.	I have had to queue for long hours before I can be served					
v.	The staff in the Huduma centre are very knowledgeable in their work making them effective					
vi.	The removal of bureaucratic procedures have made the service delivery to be very efficient					
vii.	One can get different services under one roof					

4. Accessibility to Government Services

Sn	Statement	SA	A	N	D	SA
i.	The government services are easily accessible due to the introduction of Huduma Centres					
ii.	E-“Huduma” (e-citizen) platform has facilitated easy access to government services					
iii.	One had to travel to Nairobi to access most of government services before this introduction of Huduma Centres					
iv.	The Huduma Centres have brought government services closer to the people					
v.	The government services staff are easily accessible for assistance					
vi.	The establishment of Huduma Centres have enabled those who previously couldn't access government services be able to do so with ease					

5. Customer Responsiveness to Huduma Service

Sn	Statement	SA	A	N	D	SD
i.	The Huduma centre staff are approachable					
ii.	The staff at Huduma centre acts in the best interest of the customer					
iii.	The staff at Huduma Centres are patient and quick to respond to customer needs					
iv.	The staff at Huduma centre friendly and infuse confidence among the customers					
v.	The staff at Huduma Centres deal effectively with customer complaints					
vi.	The staff at the Huduma Centres communicates to customers on how long it would take to have their problems dealt with					
vii.	The staff at Huduma centre show care and interest in helping customers					

6. Service Reliability

Sn	Statement	SA	A	N	D	SD
i.	I am assured of finding a solution to my service needs at the Huduma centre					
ii.	The Huduma services are prompt without delay					
iii.	I have never failed to get the services that are offered at the Huduma Centres					
iv.	More services have been added to those accessible at the Huduma Centres					
v.	I find the Huduma Centres deliver services beyond my expectations					
vi.	The government through Huduma Centres have gone out of its way to make their services very reliable					

7. Customer Satisfaction

Sn	Statement	SA	A	N	D	SD
i.	I feel that the Huduma Centres have met my service delivery expectations					
ii.	I have no problem seeking for services at Huduma centre					
iii.	The Huduma centre has ensured the comfort of the customers by providing seats in the waiting hall					
iv.	I have always recommended to my colleagues to seek the Huduma centre services					
v.	Huduma Centres have an excellent customer service					
vi.	The Huduma centre staff give extra personal attention to the customers					
vii.	The accuracy and timeliness of service delivery at Huduma Centres is highly commendable					

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

Yes No Not sure

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

THANK YOU

Appendix 3: University Authorization Letter



**JOMO KENYATTA UNIVERSITY
OF
AGRICULTURE AND TECHNOLOGY**
P.O. Box 1063 - 20100 NAKURU, KENYA.

TEL: (051) 2216660 FAX: 2215664 CELL: 0714 716957

Email: nakurucbd@jkuat.ac.ke Website: www.jkuat.ac.ke

REF: HD333-C007-2273/2015

DATE: 6TH DECEMBER, 2017

TO WHOM IT MAY CONCERN

Dear Sir/Madam,

RE: FLORENCE NDUTA WAMBUGU HD333-C007-2273/2015

This is to confirm that Mrs. Wambugu is a bona fide student of this University undertaking a Masters in Business Administration (**Marketing Option**) at the Nakuru CBD Campus. She has completed her coursework and is currently working on her project titled: **EFFECTS OF SERVICE QUALITY DIMENSIONS ON CUSTOMER SATISFACTION IN HUDUMA CENTRES IN THE RIFT VALLEY REGION, KENYA.**

Any assistance accorded to her will be highly appreciated.

Yours Sincerely,

RUTH LIMARENG
ADMINISTRATOR, NAKURU CBD CAMPUS.
RL/NKR



JKUAT is ISO 9001:2008 and 14001:2004 CERTIFIED
Setting Trends in Higher Education, Research and Innovation

Appendix 4: Institution Authorization

REPUBLIC OF KENYA



**THE PRESIDENCY
MINISTRY OF PUBLIC SERVICE, YOUTH AND GENDER AFFAIRS
HUDUMA KENYA SECRETARIAT**

Telegraphic address: 'Personnel', Nairobi
Office: +254 (20)-6900010
Email: info@hudumakenya.go.ke
Website: www.hudumakenya.go.ke

LONRHO HOUSE
P.O. Box 47716 - 00100
Nairobi, Kenya

When Replying please quote.

6th December, 2017

Ref. No. MPYG/DPSM/HKS/12/2017

To Whom It May Concern

Dear Sir,

RE: RESEARCH APPROVAL: FLORENCE NDUTA WAMBUGU

This is to confirm that the Management has duly authorized you to collect data from Huduma Centre – Nakuru staff for your pursuance of your MBA (Marketing Option) academic research on the topic **"Effects of Service Quality Dimensions on Customer Satisfaction in The Huduma Centres in Rift Valley Region, Kenya.**

You are hereby advised to treat the information given as strictly confidential and use it only for intended purpose.

You will be expected to share a copy of your final Research Project with the Management.

M. Situma
**MARTIN SITUMA
FOR SECRETARY / CEO**