RELATIONSHIP BETWEEN ONE STOP SHOP PUBLIC SERVICE DELIVERY STRATEGY AND CUSTOMER SATISFACTION OF HUDUMA CENTERS NORTH RIFT REGION, KENYA

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Abstract

Public service delivery is critical in building citizen trust and confidence in the government. Characterized by corruption, delays, bureaucracies, rigidity, discretions, fragmentations, lack of transparency, red tapes and ineffective and inefficient systems, public service delivery has been limited in its mandate to deliver its social responsibility thus leading to dissatisfied citizens. With this background, this research aimed at establishing the relationship between one stop shop public service delivery strategy and customer satisfaction of Huduma Centers North Rift Region, Kenya. It specifically sought to find out the relationship between service innovation and customer satisfaction in North Rift Huduma Centres. It was based on expectancy disconfirmation theory (EDT) with correlation research design. The target population consisted of 1744 members who comprised of 1599 customers and 145 staff from Huduma Centres in the North Rift (Lodwar, Kapenguria, Kitale, Kabarnet, Iten, Eldoret and Kapsabet). The study used a sample size of 325 customers obtained by Yamanes 1967 formulae. Proportionate stratified random sampling was used to divide the population into two subgroups depending on their members' shared characteristics. In the interest of fairness, proportionate random sampling was

used to choose respondents from the subgroups. Descriptive and inferential statistics was used to analyze data. The findings of this study indicated that service innovation strategy (β = 0.172; p< 0.05) had significant relationship with customer satisfaction in North Rift Huduma Centres. The study concluded that there is a significant positive relationship between service innovation strategy, leadership strategy, monitoring strategy, and evaluation strategy and customer satisfaction in North Rift Huduma Centres. It was therefore recommended that service firms including Huduma centres need to differentiate themselves by investing in supportive service innovations since interactive services are characterized by ease of copying which is a highly technology-mediated environment.

Keywords: Public Service Delivery, One Stop Shop Public Service Delivery, Service Innovation and Customer Satisfaction

INTRODUCTION

One stop shop public service delivery is a strategy for the provision of effective and efficient government services to its citizens. Public service delivery has often been marked with remarkable dissatisfaction among citizens (Ihtiyar & Ahmad, 2015). Compared to the private sectors which are driven by objective profit maximization through customer satisfaction, public entities are endowed with the social responsibility to deliver services to its customers. However, public service delivery has been characterized by corruption, delays, bureaucracies, rigidity, discretions, fragmentations, lack of transparency, red tapes and ineffective and inefficient systems which have continuously limited effectiveness and efficiency in service delivery thus leading to dissatisfied citizens (Ngáru & Wafula, 2015).

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, 2017). 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 Kazakhstan (State owned 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) (Phiri, 2015).

In Europe today all governments have implemented some form of services delivery strategies to improve information flow, improve public participation, promote productivity among the public servants, and improve delivery of services (Njuru, 2011). These countries have

shown serious commitment, by setting up institutional and regulatory policy frameworks for efficiency in customer satisfaction on government services (Bwalya & Healy, 2010).

In Africa, many countries have carried out reforms aimed at enhancing service delivery of the public sector. The need to transform the structure of government services is informed by the view that service delivery strategies increases the overall efficiency and responsiveness of the public sector in providing services, an outcome that enhances economic development and contributes to a reduction in regional disparities decentralization has advanced considerably in the last two decades (Amusa & Mabugu, 2016).

Moreover, many African central governments have initiated or deepened processes to one stop shop service delivery. The African countries that have adopted one stop shop service delivery in provision of government services include Kenya, Botswana, Burkina Faso, Ethiopia, Ghana, Mali, Mozambique, Nigeria, South Africa, Tanzania, and Uganda (Riedl & Dickovick, 2010). Despite this, the African evidence on the relationship between one stop shop service delivery and customer satisfaction is very limited. Moreover, much of the available evidence focused on a specific set of issues, such as participation, empowerment or fiscal autonomy. There is scarcity of studies that have examined service delivery dimensions across the Africa region in a comprehensive and comparative way leaving out the service delivery strategies (Batchelor, Smith& Fleming, 2014). For this study s One-stop-shop service delivery will be measured by innovation, leadership monitoring and evaluation strategies.

Poor public service delivery in Kenya led to the retrenchment of over 100,000 public servants in the early 90's and the adoption of result oriented management which yielded less in the mid 2000's (Amir et al., 2015). This led to the development of public service reforms through OSS Huduma Kenya program. Since the OSS Huduma centre public service delivery is in its formative stages, it is important to carry out evaluation in order to establish its effect on customer satisfaction for effective and efficient public service delivery hence performance. This study therefore sought to determine the success of the OSS public service delivery that has been employed by Huduma centre in enhancing customer satisfaction thereby bringing about public service delivery reforms.

Statement of the Problem

Customer satisfaction is critical for the success and survival of businesses. On the basis of this understanding government institutions, especially in Huduma centres strive to direct their resources towards the promotion of customer satisfaction. Huduma centres are investing in strategies such as service quality, technology and product differentiation in the quest of enhancing customer satisfaction. There are serious discrepancies between what customers

want and what their current institution is delivering. 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, Rotich & Bengat, 2015). 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 .Despite the OSSH initiative, the Kenyan government has struggled with poor public service delivery leading to poor customer satisfaction, there are still some challenges in service delivery by Huduma centres where citizens experience long queues making them lose their precious time. In addition, a few studies have been done on OSSH, However, it is not clear whether one stop shop public service delivery strategy is successful in enhancing customer satisfaction. Also, none of these studies examined one stop shop public service delivery strategy there by leaving gaps. This therefore calls for the evaluation of the relationship between one stop shop public service delivery strategy and customer satisfaction in North Rift Huduma Centers.

Research Objectives

To assess the relationship between service innovation and customer satisfaction in North Rift Huduma Centres.

Research Hypothesis

H_{A1}: Service innovation has a significant relationship with customer satisfaction in North Rift Huduma Centres.

THEORETICAL REVIEW

This study was anchored on the Goal setting theory developed by Locke and Latham in 1984. The theory states that conscious human behavior is purposeful; it is regulated by the individual's goals. According to Locke and Latham, there are five goal setting principles that can improve our chances of success: Clarity, Challenge, Commitment, Feedback and Task complexity**.** Goal setting is effective on any task where the person has control over his or her performance (Locke & Latham 1990, 2002).

The underlying assumptions of the theory are that goals and intentions are cognitive and volitional, and that they serve as the immediate regulators of human action. The two major findings of the theory are that specific goals lead to higher performance levels than general goals, and that difficult goals are positively and linearly related to performance. These effects are subject to two conditions feedback, and the acceptance of goals by the performers. Goals

regulate behavior through three mechanisms: choice/direction, intensity/effort/resource allocation, and duration/persistence. The effect of goal-setting in complex tasks is regulated by a fourth mechanism of strategy development, which is necessary for reaching the goal (Gergen & Vanourek, 2019).

This theory is relevant to the study in that service delivery standards should be set in a way that employees feel their achievements as challenging. Simplicity in achieving service delivery standards has not been seen to motivate employees to achieve. Even through setting high goals set the bar higher to obtain self-satisfaction, attaining goals creates a heightened sense of efficiency (personal effectiveness) self-satisfaction positive effect and sense of well-being especially when the goals conquered were considered challenging by providing self-satisfaction, positive effect, and sense of well-being especially when the goals conquered were considered challenging. By providing self-satisfaction, achieving goals often also increases organizational service delivery which in turn positively affects the organizational performance.

Goal setting theory has been criticized in that when two separate goals are set at the same time, exerting too much focus on one may make it difficult to achieve the other (David & Stovall, 2011). Another limitation is when employees focus so intently on their goals that they will ignore other aspects of their job (Asia Policy Support Unit (PSU), 2012). Also, not accounting for an individual's subconscious actions also provides weaknesses to the goal setting theory (Locke & Latham, 2001). This approach also does not account for actions motivated by the subconscious; as the goal-setting theory focuses on cognition with no regard to the subconscious (PSU, 2012).

EMPIRICAL REVIEW

In China, Sheng Fan, Chen and Miao (2018) examined the effect of Service Innovation on Customer Satisfaction Based on Statistics Education a Case on Qianjiangyue Leisure Farm. Employees of Qianjiangyue Leisure Farm, as the research samples, are distributed 330 copies of questionnaire. Total 278 valid copies are retrieved, with the retrieval rate 84%. The study found a significant correlation between service innovation and customer satisfaction, statistics education and service innovation, and statistics education and customer satisfaction. This study however only dealt with education sector while the study focuses on Kenya's Huduma centres. In addition the study adopted a correlation analysis to assess the relationships while this study adopted multiple regression model.

Another study by Dao ThiTa and Chia-Han Yang (2018) examined the impacts of service innovation on customer satisfaction in the telecom industry: a perspective from interactive and supportive service innovations. A dataset of 402 telecom service users from Vietnam is

collected for empirical hypotheses testing of the relationships among supportive/interactive service innovation, customer satisfaction, and customer retention. The findings show that the two components of service innovation, interaction and support, are the key determinants of customer satisfaction and customer retention, which provides important information for telecom managers in service strategy planning. The study suggests that service firms should differentiate themselves by investing in supportive service innovations since interactive services are characterized by ease of copying, especially in the telecom sector, which is a highly technology-mediated environment. This study however only dealt with 402 telecom service users from Vietnam while this study focuses on 7 Kenya's Huduma centres within the north rift region. The study was also specific to perspective from interactive and supportive service innovations

Additionally, Wenbin and Pang (2017) explored the relationship between service innovation and firms' global competitiveness in the service industry revealing that the service quality is found to significantly drive global competitiveness. Data was collected from multiple sources such as World's Most Admired Companies and COMPUSTAT. Two types of robust regressions for panel data are employed in the empirical model estimation. The findings indicated that Service innovation significantly drives global competitiveness. The findings further indicated that, its impact is stronger for large service firms and when the global environment is characterized as low munificence, high dynamism, or high complexity. However, how true this is remains uninvestigated in the Kenyan context, more so in Kenya's Huduma centres.

In Swiss manufacturing companies in Swiss Heiko (2011) conducted a research on competitive advantage through service innovation using a survey design and a random sample for the firms was conducted. A population of 1712 respondents was targeted and face to face interviews were conducted with service experts and survey questionnaires distributed, whereby 187 responded in the first wave, 150 in the second, and 28 in the third wave in total 365 respondents returned surveys. Findings revealed that strong emphasis service innovation can lead to manufacturing firm's strategies for customer centricity being less sensitive to increasing complex customer needs, which can increase a firms pay off for customer centricity. It also found out that manufacturing firms using service innovation are in a better position to handle dramatic changes in customer needs than pure providers goods are, and provide employees with a better understanding of a customer's value creation process. This study left gaps since it only dealt manufacturing firms in Swiss and the findings might not be generalized to Kenyan Huduma centres. Further the study used interviews to collect data while the current study is specific to questionnaires.

In Ghana Frimpong-manso (2015) conducted a study on quality service and its impact on customer satisfaction of HFC bank's. The study found that though customers perceive HFC bank's service quality positively, it does not increase the bank's profitability directly. It does so only if it boosts customer' satisfaction, and also if this satisfaction induces customers' loyalty to the bank. Agbor (2011) looked at the relationship between customer satisfaction and service quality in three service sectors in Umea. The finding was that service quality is not the only factors that could lead to customer satisfaction in service sectors; that service quality dimension varies in the different service sectors. This study left gaps since it was done in the banking sector and the findings might not be generalized to Kenyan Huduma centres. The study also dealt with banks profitability while the current study was on customer satisfaction.

In Kenya, Anyim (2012) did a study on gaining sustainable competitive advantage through service innovation among private hospitals in Nairobi. Primary data was collected using structured questionnaires. The target respondents were the customers seeking medical services from these hospitals. Data was analyzed using descriptive statistics by SPSS software. The findings indicated that service delivery as one of the service differentiation strategies was widely practiced to a great extent consistently across the industry hence contributed to customer satisfaction and loyalty. Other factors were service people, service processes and physical facilities; contributing to a great extent to customer satisfaction and loyalty. This study left gaps since it was done in the hospital setting and the findings might not be generalized to Kenyan Huduma centres. In addition the study was specific to descriptive analysis.

In another study Odhiambo (2015) focused on the effect of Service innovation on Customer Satisfaction in Banking Industry. The results showed that indeed reliability of banks in providing services to its customers is a key contributor to customer satisfaction. The study further concluded that indeed there is a strong relationship between bank responsiveness and customer satisfaction, meaning that bank responsiveness is also a key contributor to customer satisfaction in the banking industry in Kenya. This study left gaps since it was done in the banking sector adopting mixed method design and the findings might not be generalized to Kenyan Huduma centres.

Lastly, Kiarie (2012) did a study on to determine service innovative practices in the Commercial Banking Sector and to establish the relationship that exists between service innovative practices and customer satisfaction in the commercial banking sector. Primary data was collected using a semi structured questionnaire, designed to be completed by respondents who are customers of the various commercial banks in Kenya. The data was then checked for completeness and analyzed using descriptive statistics. The study reveals that indeed commercial banks in Kenya engage in service innovation practices. Respondents of the study

were able to outline the service innovations available in their banks and the level of engagements their banks undertake to be involved in service innovation practices. Secondly the study revealed that there is a correlation between service innovation practices and customer satisfaction. The more the banks undertook service innovations, the higher the level of customer satisfaction. This study left gaps since it was done in the banking sector and the findings might not be generalized to Kenyan Huduma centres. The study also analyzed using descriptive statistics while the current study adopted both descriptive and inferential statistics.

RESEARCH METHODOLOGY

Research Design

The study adopted a correlation research design. A correlation research design investigates relationships between variables without the researcher controlling or manipulating any of them (Olsen & Diane, 2004). Correlational research is ideal for gathering data quickly from natural settings. That helps you generalize your findings to real-life situations in an externally valid way.

Target Population

The study population was 145 staff and 1599 customers Huduma Centres in the Northern Rift region, Kenya (Lodwar, Kapenguria, Kitale, Kabarnet, Iten, Eldoret and Kapsabet). This is because they have insights from both the end-user perspective and service provider perspective, respectively which can be generalized to all Huduma Centres' in Kenya.

Sample Size

To arrive at an appropriate sample size, the study will adopt Yamane's formula (Yamane, 1967):

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

Where;

n is the sample size,

N is the population size, (1)

e is the level of precision (0.05).

$$n = \frac{1744}{1 + 1744(0.05)^2}$$

$$n = 325$$

Table 1 Sample Size for Customers

Huduma Centre	County	Number of respondents (N)	Sample N/1744X325	Total
Eldoret	UasinGishu	597	597/1744X325	111
Kapsabet	Nandi	230	230/1744X325	43
Iten	Elgeyo Marakwet	218	218/1744X325	41
Lodwar	Turkana	119	119/1744X325	22
Kapenguria	West Pokot	184	184/1744X325	34
Kitale	Tans-Nzoia	311	311/1744X325	58
Kabarnet	Baringo	85	85/1744X325	16
Totals		**1744**		**325**

Sampling Technique

Proportionate stratified random sampling will be used to divide the population into two subgroups depending on their members' shared characteristics (Girija, 2003). Therefore, the sample consisted of a subgroup obtained from the Huduma centres within the north rift region. This ensured that there was no researcher bias (Chawla & Sodhi, 2011).

Research Instruments

The study used primary data in which data was collected using a self developed structured questionnaire. Different questionnaires were developed for the staff and customers. The staff answered questions pertaining to one stop shop public service delivery strategy while customers answered questions on customer satisfaction. Data collection instruments are devices that are used to collect data in an objective and systematic manner for the purpose of the research. A questionnaire is a research instrument that gathers data over a large sample (Kombo & Tromp, 2006). The structured questions are easier to analyze and easier to administer because each item is followed by alternative answers. They are also economical to use in terms of money and time.

A test retest technique was carried out to ascertain the reliability of the research instruments. To test the internal consistency of the items on the instruments that was used, the Cronbach's alpha coefficient was computed. Mugenda and Mugenda (2003) state that any value above 0.7 is considered appropriate, The overall reliability for 5 statements explaining service innovation was 0.88 and since the coefficient was greater than 0.7 the research instrument had attained internal consistency which according to Nunnally and Bernstein (1994) were identified as acceptable and were therefore retained from further analysis (Table 2).

Table 2 Reliability analysis

Reliability Statistics			
	Cronbach's Alpha	Cronbach's Alpha Based On Standardized Items	No. of Items
Service Innovation	0.88	0.89	5

Data Processing and Analysis

Both descriptive and inferential statistics were used for data analysis. Descriptive statistics included, mean, frequency, percentages, variance and standard deviation. These tools were used to describe and determine the respondent's degree of agreement or disagreement with various statements under each variable (Mugenda & Mugenda, 2011). Inferential statistics included simple regression performed to establish the relationship between service innovation strategy on the customer satisfaction. The findings were presented in form of tables and was interpreted and discussed in line with the study objectives.

FINDINGS AND DISCUSSIONS

This section puts into viewpoint the relationship amongst the independent variables and the dependent variable. It also put into view the effect of the independent variable on the dependent variable.

Regression Coefficient between Service Innovation and Customer Satisfaction

The first study hypothesis indicated that service innovation has a significant relationship with customer satisfaction in North Rift Huduma Centres. A simple multiple regression model was used to test for the relationship between the independent variables (service innovation) and dependent variable (customer satisfaction). As shown below in Table 3.

Table 3 Model Summary for Service Innovation

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.112[a]	.012	.009	.983

a. Predictors: (Constant), Service Innovation

The result on model summary as shown in Table 2 indicates that R= 0.112, R- square = 0.012, adjusted R- square= 0.009, and the SE= 0.983. The coefficient of determination also called the R square is 0.012. This means that the combined effect of the predictor variable (Service innovation) explains 12% of the variations in customer satisfaction in North Rift

Huduma Centres. This implies that a change in service innovation has a strong and a positive effect on customer satisfaction.

Table 4 ANOVA for Service Innovation

	Model	Sum of Squares	df	Mean Square	F	Sig.
	Regression	3.510	1	3.510	3.629	.005[b]
1	Residual	278.614	288	.967		
	Total	282.124	289			

a. Dependent Variable: Customer Satisfaction

b. Predictors: (Constant), Service Innovation

The significance of the regression model was tested using Analysis of Variance (ANOVA). Table 4 presents the results of this test. The regression model also indicated that it was significant (p = .005) to mean that it had not been computed by chance, this was because the significance value is 0.000 which is less than 0.05. This made the results of the regression model credible and reliable.

Table 5 Coefficients for Service Innovation

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.685	.302		12.220	.000
	Service Innovation	.139	.073	.112	1.905	.005

a. Dependent Variable: Customer Satisfaction

Table 5 above shows the regression coefficients of the independent variable service innovation are statistically significant in explaining customer satisfaction in North Rift Huduma Centres. It showed that service innovation was positive and significantly related to customer satisfaction (B=0.139, p value=0.005). This implies that an increase in service innovation by one unit leads to an increase in customer satisfaction in North Rift Huduma Centre's by 0.139 units.

CONCLUSIONS

The study concluded that that service innovation was positive and had significant effect on customer satisfaction in North Rift Huduma Centres. Hence, it was concluded that customer interactions channel enables organizations strive to deliver personal attention from staffs to

customers; distribution system enables organizations to inspire trust and confidence among its customers, customer interface has visually appealing materials associated with customer service, service characteristics helps employees to open up dialogues and promotes interaction with customers and accessible Staff give customers individual attention.

RECOMMENDATIONS

Based the study findings on service innovation, it is recommended that service firms including Huduma centres need to differentiate themselves by investing in supportive service innovations since interactive services are characterized by ease of copying which is a highly technology-mediated environment.

On the effects of leadership, the study recommends that the government and organizational boards should focus on investing on leadership development strategies this will enhance the development of effecting policies that enhance customer satisfaction.

In addition, since monitoring have been found to influence customer satisfaction, organizations need to pursue effective monitoring strategies towards customer retention as well as at a suitable level of strategic management practices.

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

SCOPE FOR FURTHER RESEARCH

From the regression output, it was revealed that the study variables explained 12% of the variations in customer satisfaction in North Rift Huduma Centres. This study therefore assumes that the difference in the variations is as a result of other factors not included in this study. Further research therefore, can be conducted to focus on other factors that affect customer satisfaction in Huduma Centres country wide and in other sectors.

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