

**DETERMINANTS OF EFFICIENT SERVICE DELIVERY OF
GOVERNMENT AGENCIES AT HUDUMA CENTERS: A CASE OF KENYA
REVENUE AUTHORITY**

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DECLARATION

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

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

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DEDICATION

This research work has is dedicated to my husband Eraster Chebrett Chemjor and my baby Gianna Jebet Chebrett who have been so supportive throughout the research period. My family at large for their continuous support both morally and financially.

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LIST OF ACRONYMS/ABBREVIATIONS

GDP	Gross Domestic Product
NACOSTI	National Commission for Science, Technology and Innovation
SME:	Small and Medium-Sized Enterprises
SPSS	Statistical Package for Social Sciences

DEFINITION OF TERMS

- Service Delivery:** Refers to the process for availing services to its citizens directly (through either the public sector or government agencies) or by financing private provision of services (Alhusban, 2015).
- Efficient Service Delivery:** Efficient service delivery in public sector has been defined as offering the right services to customers in the right manner (Ayyele, 2015).
- Staff Competencies:** Staff competencies refers to the combination of skills, knowledge, behaviors and values in executing duties (Slack & Rowley, 2014).
- Electronic Queue Management:** Electronic queue management refers to the use of latest technology to provide superior customer service, increase efficiency, reduce perceived waiting time, and enhance customer experience (Roy & Venugopal, 2013).
- One-Stop Model:** One-stop model refers to the provision of multiple services to customers via one outlet or office in just "one stop"(Majeed, 2014a)..

ABSTRACT

Service industry is been critical in provision of services to businesses as well as final consumer. Service delivery in public sector is of utmost importance to the various government agencies across the world. Most governments across the world are evaluated against the level of service delivery to citizens. Public service delivery has been the basis of formulation of various policies by governments across the world. Efficient of service delivery in public sector has been a major concern across the globe. However, government agencies or institutions face challenges that hinder them from providing efficient services to its citizens. The current study therefore seeks to establish the influence of the influence of staff competencies, electronic queue management and one-stop model on efficient service delivery. This study was guided by servqual theory that was developed by Parasuraman, Berry and Valarie to access to assess customer perceptions of service quality in service industry. This study adopted descriptive research design as the strategy for data collection, analysis and presentation of study findings. The current study target all customers visiting Huduma centers to obtain government services in a given day. On average, there are approximately 2000 citizens served on daily basis from all the 45 Huduma centers in Kenya. The sample size for the study was determined by use of Naissuma formula. In respect to this, a sample size for the study was 95 respondents. The sample size was selected using stratified random sampling. Data for the study was collected using structured questionnaires. The pilot study for this study was carried out in Huduma center in Nakuru among respondents who did not take part in the actual study to avoid data contamination. The pilot study sample was 10 respondents. To ascertain the validity of the research questionnaire, the study constructed the questions in the questionnaire in line with the research objectives. In addition, the study sought the input of the research supervisor and four KRA officers working at Huduma centers to establish the relevance of the questions in the questionnaire. Reliability was ascertained through the use of Cronbach's Alpha test of internal consistency. Data obtained from the field through the use of questionnaires was entered into Statistical Package for Social Sciences (SPSS). Data analysis was descriptive and inferential. Frequencies, percentages, means and standard deviations was used for descriptive analysis while simple and multiple linear regressions was used for inferential statistics. The study was of great significance to both practice and theory. The study findings was used by the government agencies to evaluate policies and services offered to the citizens with an aim of improving the efficiency of public service delivery. Academicians and future researcher in the line of public service delivery may use the findings that was obtained from this study to conceptualize their studies and develop their literature review.

CHAPTER ONE

INTRODUCTION

1.1 Background to the Study

Service industry is crucial in provision of services to businesses as well as the final consumer (Blair, 2018; Jilke, 2017; Ntsikelelo, Chukwuemeka, & Gavin, 2014). The service industry has been seen to account for the economic growth in different parts of the world (Garcia-Zamor, 2015). This industry contributes to more than three-fifths of the global GDP and employs more than one-third of the labour force worldwide (Kohlborn, Korthaus, Peters, & Felt, 2013). In Asia, service industry accounts for three-fifths of the gross domestic product (GDP) while in USA, the service industry accounts for more than half of the amount of GDP earned (Brosio, 2014). This is due to increased mechanization whereby machines allow a smaller workforce to produce more tangible goods, and therefore the service functions have become relatively more important (Smith, 2018).

Service delivery in public sector is of utmost importance to the various government agencies across the world. Most governments across the world are evaluated against the level of service delivery to citizens (Ohiole & Ojo, 2015). Public service delivery has been the basis of formulation of various policies by governments across the world (Afridi, 2017). Most governments fail or succeed based on the efficiency of service delivery to its citizens. In political arena, politicians base their manifestos and promises to the electorate on service delivery aspects (Kaushal, 2016). Tshukudu (2014) defines service delivery as the action of availing services to customers. In the context for public sector, service delivery refers to the process for availing services to its citizens either

directly (through the public sector or government agencies) or by financing private provision of services (Alhusban, 2015).

Efficient of service delivery in public sector has been a major concern across the globe. It has been used as a measure of customer satisfaction as well as an indicator of performance of public institutions in diverse contexts (Caceres, Yin, Tyrrell, Gaubatz, & Williams, 2016). In order to improve the public sector performance, many government agencies have made policies and allocated resources to ensure that there is efficient service delivery (Armah-Attoh, 2015). Efficient service delivery in public sector has been defined as offering the right services to customers in the right manner (Ayyele, 2015). It is also defined as achieving maximum productivity in service delivery with minimal wastage of effort (Bushe, 2019). It related to the quality aspects of service such a reliability, responsiveness, assurance, empathy and tangibility aspect of service delivery (Jones, Cummings, & Nixon, 2014; Jones & Harris, 2014).

However, government agencies or institutions face challenges that hinder them from providing efficient services to its citizens (Best, Hjort, & Szakonyi, 2017; Bushe, 2019; Nyaberi & Kwasira, 2016; William & Flora, 2018). These challenges include understaffing, low levels of staff productivity, customer dissatisfaction in service levels, low staff morale, corruption and other indiscipline cases in the government institutions (Lufunyo, 2015). These challenges affect the efficiency of service delivery in public sector (Ochieng, Kisimbii, & Said, 2018). Some of the noted effects included delay in service delivery, low quality of service delivery, inaccessibility of certain government services, unreliability of services and poor customer satisfaction among

other discrepancies (Ekwoaba, Anyim, & Odetunde, 2017; Foko, Thulare, Legare, & Maremi, 2017; Regan, Love, & Jim, 2018).

Several studies have shown poor employee competencies, long queues, long waiting hours, and large amount of time in accessing different services as reasons for poor service delivery in different contexts (Bhatnagar, 2014; Joseph, Bengat, Nassiuma, & Kwonyike, 2017; Sharma, Bao, & Qian, 2012). It is on this background that the current study seeks to examine the influence of staff competencies, electronic queue management and one-stop model on efficient service delivery. Staff competencies refers to the combination of skills, knowledge, behaviors and values in executing duties (Jepkeitany & Kwasira, 2015). It relates to staff training, knowledge, experience, education, communication and interpersonal skills and speed of employees in executing their duties (Slack & Rowley, 2014).

Electronic queue management on the other hand refers to the use of latest technology to provide superior customer service, increase efficiency, reduce perceived waiting time, and enhance customer experience (Roy & Venugopal, 2013). It operates on the principle of “first come first serve” principal (Dali, 2015). According to Gashi and Krasniqi (2019) one-stop model refers to the provision of multiple services to customers via one outlet or office in just "one stop". The aim of this model is to reduce time consumption in accessing different services from the same service provider (Majeed, 2014a).

1.1.1 Global Perspective

In India, Khan and Chowdhury (2017) noted that the public sector was encountered with several challenges and resulted into poor service delivery by government agencies. Some of the noted challenges included slow service delivery, poor customer satisfaction, expensive process of acquiring services from government agencies and many cases of corruption. Khan and Chowdhury (2017) further noted that the public sector in India was faced with accountability issues that led to loss of public assets that were used in service delivery to citizens from different agencies of the government.

Focusing on Service delivery in United Kingdom, Slack and Rowley (2014) noted that the service delivery by government agencies was faced with a number of challenges. These challenges were insufficient staff, inadequate financial capacity to undertake service delivery, and lack of customer privacy, authenticity and security. It was also noted that customers had to wait for long hours before they are served through the different government agencies. The public service delivery was also faced with poor quality of services as well as ethical practices by the government official.

In Nepal, service delivery was found to be inefficient in empowering of citizens, and faced challenges in regard to transparency, and accountability of the public services (Sharma, Bao, & Peng, 2014). It was also noted that public service delivery in Nepal was also faced with low literacy level of citizens which led to low uptake of government services in the various government agencies. Other challenges included low level of government awareness of various government services, lack of proper training of employees offering various services in public sector, limited information sharing, corruption and employee resistance to change in the way government offered services

to its citizens. Nepal also faced challenges of political instability, inappropriate government priority in service delivery, frequent change of government regulation and legislation as well as high officials.

1.1.2 Regional Perspective

In Tanzania, Lufunyo (2015) showed that public service delivery was faced by different challenges in offering services to its citizens. These challenges included inaccessibility of government services, corruption cases in premises of service delivery, poor customer service, long queue at public offices, long waiting hours and need for many documents from the customers. The public sector in Tanzania was also encountered with low labour force and therefore resulting to slow service delivery. In Zambia, Bwalya, Zulu, Grand and Sebina (2012) observed that public service delivery was characterized by long queues, long waiting time, poor service delivery and unreliable services. Lack of utilization of modern information technology was a major contributor to slow service delivery in the various government agencies.

In Nigerian context, Olayemi and Muhammed (2016) observes that the service delivery in the public sector is faced with poor governance as well as poor regulations. There was also lack of transparency on the public offices and several cases of unethical practices leading to poor customer satisfaction. In public service delivery in South Africa is also faced with high levels of corruption (Manyaka & Nkuna, 2014). The legal framework governing service delivery in public sector on South Africa provides opportunities for unethical, fraudulent and corrupt activities. This is observed to lead to poor service delivery to South African Citizens.

1.1.3 Local Perspective

In Kenya, it is observed that provision of government services through the Huduma Centers is faced with diverse challenges. These challenges include lack of proper legal framework to guide the service provision, corruption incidences, and lack of proper awareness programs for the various services offered by the government, long queues and poor quality of services by the government agencies (Hassan, Iravo, & Guyo, 2017). Hassan (2017) further indicated that service delivery through Huduma Centers in Kenya was faced with challenges such as confusion resulting from poor marketing of services, unaccountability of public officials, poor service standards, lack of value for money/time, and lack of linking related services as well as increased inefficiency of staff.

Kiragu, Ikua, Kariuki and Ikua (2015) also observed that Kenyan public service delivery is faced with interruptions from broker cartels, inconveniences in accessing services, unreliability of services, offering seamless services, few centers for public services service delivery, and low speed of service delivery. Other challenges include inaccessibility of information, high corruption cases, high cost of documentation, and many other complaints of services offered (Mutinda & Kaswira, 2017). It on this background that the current study seeks to establish the influence of the influence of staff competencies, electronic queue management and one-stop model on efficient service delivery.

1.2 Statement of the Problem

Service industry is crucial in provision of services to businesses as well as the final consumer (Blair, 2018; Jilke, 2017; Ntsikelelo, Chukwuemeka, & Gavin, 2014). Service delivery in public sector is of utmost importance to the various government agencies across the world. Most governments across the world are evaluated against the level of service delivery to citizens (Ohiole & Ojo, 2015). Public service delivery has been the basis of formulation of various policies by governments across the world (Afridi, 2017). Efficient service delivery in public sector has been a major concern across the globe. However, government agencies face challenges that hinder them from providing efficient services to its citizens.

Provision of government services through the Huduma Centers in Kenya is faced with diverse challenges. These challenges include lack of proper legal framework to guide the service provision, corruption incidences, and lack of proper awareness programs for the various services offered by the government, long queues and poor quality of services by the government agencies (Hassan et al., 2017). Other challenges include inaccessibility of information, high corruption cases, high cost of documentation, inconveniences in accessing services, unreliability of services, offering seamless services, few centers for public services service delivery, and low speed of service delivery.

Kenya revenue also face challenges of related to quality of services, speed of service delivery, reliability of its services, customer service and ethical concerns (Kairu, 2013; Wanjiru & Ofunya, 2015). Previous studies conducted in respect to service delivery (Hassan, Iravo, & Guyo, 2017; Hassan, 2017; Kiragu, Ikua, Kariuki and Ikua, 2015;

Mutinda and Kaswira, 2017) were done in different contexts and focused on different concepts. This therefore presents a research gap for the current study that seeks to establish the influence of the influence of staff competencies, electronic queue management and one-stop model on efficient service delivery.

1.3 Objectives of the Study

The study was guided by the following objectives;

- i. To establish the influence of staff competencies on efficient service delivery of Kenya Revenue Authority counter in Huduma Centers
- ii. To determine the influence of electronic queue management on efficient service delivery of Kenya Revenue Authority counter in Huduma Centers
- iii. To examine the influence of one-stop model on efficient service delivery of Kenya Revenue Authority counter in Huduma Centers
- iv. To find out the cumulative influence of staff competencies, electronic queue management and one-stop model on efficient service delivery of Kenya Revenue Authority counter in Huduma Centers

1.4 Research Questions

The study was guided by the following hypotheses;

- i. What is the influence of staff competencies on efficient service delivery of Kenya Revenue Authority counter in Huduma Centers?
- ii. What is the influence of electronic queue management on efficient service delivery of Kenya Revenue Authority counter in Huduma Centers?
- iii. How does one-stop model influence efficient service delivery of Kenya Revenue Authority counter in Huduma Centers

- iv. What is the cumulative influence of staff competencies, electronic queue management and one-stop model on efficient service delivery of Kenya Revenue Authority counter in Huduma Centers?

1.5 Justification of the Study

The study was of great significance to both practice and theory. The study findings was used by the government agencies to evaluate policies and services offered to the citizens with an aim of improving the efficiency of public service delivery. In respect to this, the government policy makers utilizes the findings of the current study to inform on the decision relation to public service delivery. The study was of great importance to the top management of government agencies in regard to staff competencies. In respect to this, the study was used to guide on the employment policies and staff development programs with an aim of improving the service delivery by its staff. In regard to electronic queue management, the study informs on its advantages and shortcomings as a method of improving the service delivery in public sector. Focusing on one-stop model offered by Huduma centers for government service delivery, the study makes recommendations in necessary changes to the model to improve service delivery by government agencies. Academicians and future researcher in the line of public service delivery may use the findings that was obtained from this study to conceptualize their studies and develop their literature review.

1.6 Scope of the Study

This study was carried out to establish the cumulative influence of staff competencies, electronic queue management and one-stop model on efficient service delivery of Kenya Revenue Authority counter in Huduma Centers. The study variables were therefore be staff competencies, electronic queue management, one-stop model and service delivery. This study was carried among the 45 Huduma centers in the county

and sampled the customers visiting the Huduma centers. The period for this study was six months, starting on March 2019. The budget for the study was Ksh, 99,000.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter presents the literature review for the study. It covers sections such as the theoretical review, conceptual framework, empirical literature review, and critique to the reviewed literature review as well as the summary of the literature review. The chapter concludes by giving the research gaps identified in the reviewed studies with an aim of filling the identified research gaps.

2.2 Theoretical Review

This study was guided by servqual theory that was developed by Parasuraman, Berry and Valarie to access to assess customer perceptions of service quality in service industry (Mahanavami, 2019). The theory is based on five constructs. The first construct is tangibles. According to the proponents of the theory, tangibles refers to the physical facilities, equipment and staff appearance among other aspects of tangibility. The aim of tangibles is to make the physical facilities and appearance sharp and acceptable to customers. This creases a certain perception of the quality of service provided by the service providers. A Huduma centers, tangibles include the uniform of the employees, stationary branding and computers used among others. These tangibles may give perceptions of the quality of service offered (Li, Zeng, & Li, 2017).

The second construct is Reliability. This refers to the ability to perform service dependably and accurately. This aspect contributes to 32% of the perception of quality. Customers may want to count on their service providers which is an aspect of reliability. This is more important than the physical appearance of equipment. Reliability may entail aspects of adherence to Service Level Agreements (SLAs), or Work Orders

completed on time. Customers visiting Huduma Centers need to relay of the services provided by the service providers at the Huduma Centers (Zhou, Zhu, & Ma, 2016).

The third construct is the level of responsiveness of service providers. This implies the level of willingness of employees to help and respond to customer needs. The more willing the employees are towards helping the customers, the more responsive the employees are. In the context of the current study, the level of willingness the KRA officers are towards helping the customers seeking assistance at their desks, the more the perception of quality of service offered. In respect to this, lack of concern in meeting the needs of customers is an indicator of poor service delivery (Harelimana, 2018) .

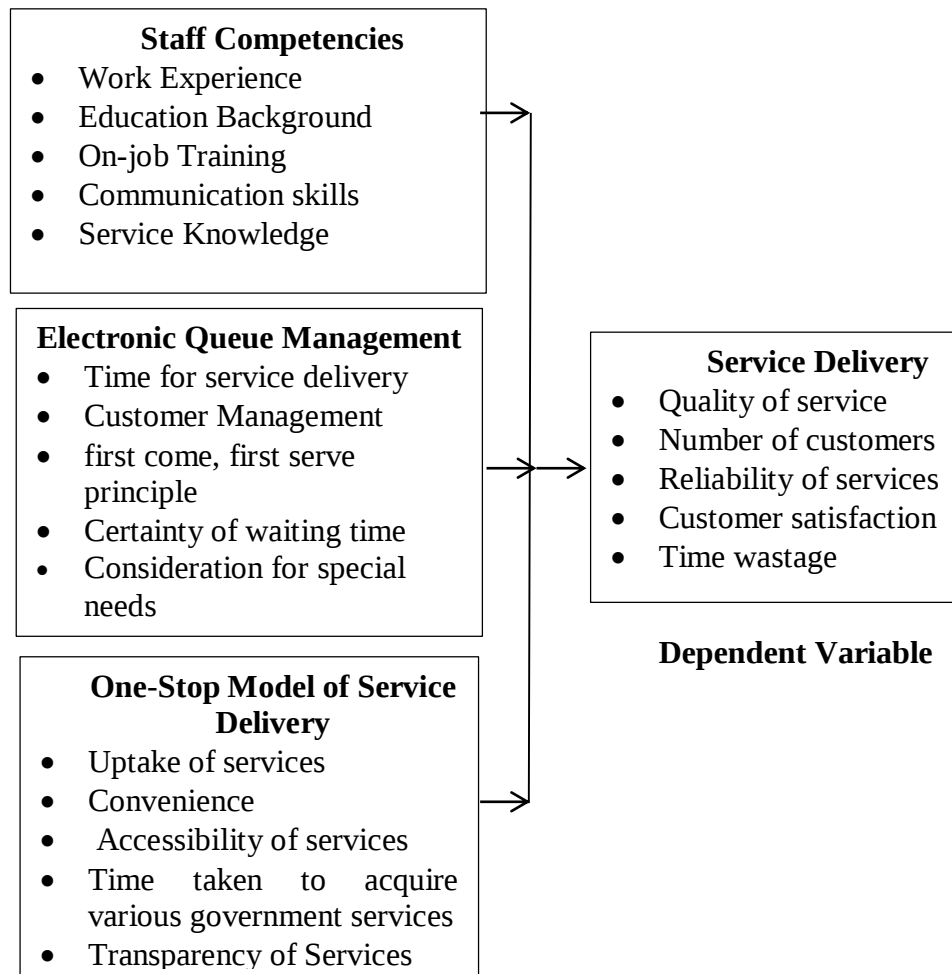
The fourth construct of servqual theory is assurance, which is the ability of staff to inspire confidence and trust. This is the degree in which the employees cheats a perception that they customers will get assistance. It involves creating of hope of meeting the customer's needs. It is the degree of the possibility that the customers can get a solution from the service providers (Majeed, 2014b). The last construct of servqual theory is empathy, which is the extent to which caring individualized service is given. It refers to the level of attention that the customer receives from service providers. In the context of this study, the level of attention given to customers as well as the assurance that their needs was met is an indication of the level of service quality (Scholta, Mertens, & Reeve, 2017).

Servqual theory is therefore be relevant in this study in guiding the study in aspects and service delivery through Huduma Centers. Staff competencies, electronic queue management, and one-stop model are aspect that can imply the efficiency of service delivery in government agencies in Kenya through Huduma Centers. In respect to this,

Servqual theory guide the study in establishing the influence of influence of staff competencies, electronic queue management and one-stop model on efficient service delivery of Kenya Revenue Authority counter in Huduma Centers.

2.3 Conceptual Framework

This study sought to find out the determinants of efficient service delivery of Kenya Revenue Authority at Huduma centers. In achieving this, the study had there objectives; to establish the influence of staff competencies on efficient service delivery of Kenya Revenue Authority counter in Huduma Centers, to determine the influence of electronic queue management on efficient service delivery of Kenya Revenue Authority counter in Huduma Center, and to examine the influence of one-stop model on efficient service delivery of Kenya Revenue Authority counter in Huduma Centers. The study further sought to find out the cumulative influence of staff competencies, electronic queue management and one-stop model on efficient service delivery of Kenya Revenue Authority counter in Huduma Centers. In respect to this, the following conceptualization of study variables was developed as shown in Figure 2.1.



Independent Variables
Figure 2.1: Conceptual Framework

2.4 Empirical Review

This section reviews past studies in fields related to staff competencies, the use of electronic queue management systems and one-stop model for offering government services.

2.4.1 Staff Competencies and Efficient Service Delivery

Different scholars across the world have highlighted that staff competencies aspects affects the effectiveness of service delivery in diverse ways. In India, Singh (2014) undertook a study to examine the effect of staff competencies on service delivery in hotels and restaurants. Singh (2014) adopted both qualitative and quantitative research

approaches and sampled 53 employees from one hotel that was purposively selected. Using structured questionnaires, the study found out that employees were keen on human resource development and offered training programs for its employees. It was established through the study that training of employee had a positive influence of employee competencies and hence customer satisfaction. This is in line to a study by Sugahara (2018) who noted that employee development programs had a positive relationship with staff competencies and this led to improved service delivery in SMEs.

In the context of Egypt, Refaei and Barsoum (2016) carried out a study to examine the challenges faced in delivering services to people living with physical disabilities. The study adopted exploratory study design and used mixed methods in order to achieve the set study objectives. Using a sample of 177 respondents who were isused with structured questionnaires, the study revealed that the major challenge to service delivery was poor staff competencies. In respect to this, the study found put that t5he staff were not knowledgeable to aspect poor people living with disabilities and this led to poor service delivery. Most of the employees had few years of experience in dealing with matters of people living with disabilities. The study recommended training of employees in order to improve their competencies.

In Ethiopian context, Potluri and Zeleke (2018) carried out a study that sought to establish the influence of employee competencies in handling customers. The study used a sample size of 800 respondents who included 300 customers and 500 employees from 50 companies in Ethiopia. Data for the study was collected through the use of structured questionnaires. It was established that employees in the select companies were competent in business aspects, result orientation, customer service,

communication skills, and teamwork and interpersonal skills. The study concluded that there a significant relationship between employee competencies and customer satisfaction. This concurs with the findings by Narag-Maguddayao (2017) who noted that there was a significant and positive relationship between staff competencies and the level of customer satisfaction in the Medical Pedagogy.

In the context of service delivery in SMEs in Kenya, Kiplangat, Shisia and Cherotich Asiengan (2015) carried out a study to examine the influence of human resource competencies on customer satisfaction. The study was based on descriptive research design and used stratified random sampling to select a total of 229 respondents. The researchers established that 56.8% of the employees were knowledgeable to a great extent on aspects relating to their duties in the SMEs. The study further noted that majority of the employees had at least diploma level of education and above there years of experience. It was concluded that there was significant differences in the level of service delivery among different levels of employee competencies.

2.4.2 Electronic Queue Management and Efficient Service Delivery

The relationship between Electronic Queue Management and service delivery has been focused by different researchers in different contexts. Ombati, Osodo and Jemaiyo (2017) carried out a study to examine the relationship that exists between electronic queue management and customer satisfaction in Kenya Commercial Banks (KCB) in Kisumu County. The study adopted correlational research design and sampled 378 bank customers visiting three branches of KCB in Kisumu County. Using structured questionnaires, the study established that there was a positive correlation between electronic queue management and customer satisfaction at a correlation coefficient of

0.579 significant at 5% significance level. Using regression analysis, it was established that electronic queue management was a significant predictor of customer satisfaction. This was observed due to 'first-in-first-out' principle in service delivery using electronic queue management.

Focusing on Huduma centers, Agwaro (2017) carried out a study to examine service delivery in public sector. Among the objectives that the study focused on is the influence of Electronic Queue Management on service delivery in public sector. The study was based on a descriptive research design and collected data from 70 customers from eight Huduma centers in Nairobi County using structured questionnaires. Through this study, it was established that customers got tickets from a ticket dispenser which was based on first come first serve policy. It was further revealed that there were no cases of customers jumping the queue due to Electronic Queue Management. Agwaro (2017) also revealed that Electronic Queue Management was a significant predictor of quality of service delivery in public sector a beta coefficient of 0.863 and p-value less than 0.05.

In Singapore, Tan and Kauffman (2015) carried out a study to examine the effect of electronic queue management on service delivery at emergency department of hospitals. The study was experimental in design. The study established that Electronic Queue Management managed the flow of patients in the emergency department. The Electronic Queue Management ensured that priority was given without biasness. Using the Electronic Queue Management, the study established that the waiting time by the patients was calculated and given to the patients to avoid indefinite waiting time. The Electronic Queue Management also ensured priority was given to more acute cases and

those needing in need of a short consultation. These findings are in line with the findings by Roy and Venugopal (2016) who noted that electronic queue management improved crowd management and was efficient and convenient in service delivery to customers.

Austria (2015) carried out a study that sought to find out the influence of electronic queue management on service deliver in restaurants in Lipa City in Philippines. The study collected data from 263 customers selected from five restaurants selected from Lipa City. From the study, it was revealed that electronic queue management ensured that there was order in the restaurant. The electronic queue management also ensured that customers with special needs were given priority. It was further revealed that through the use of electronic queue management, customers were able to know the expected waiting time before their order is picked up. Austria (2015) noted that customers were kept busy by television or advertisements of discounts and offers while waiting for their order to be picked up. The study concluded that electronic queue management improved customer satisfaction through improvement of customer experience while at the restaurant.

2.4.3 One-Stop Model and Efficient Service Delivery

The ability of customers to get all that they want in a one stop has been evaluated against service delivery in different contexts. In the context of Brazil, Majeed (2014) carried out a study that sought to examine the advantages of offering government services to citizens through a one-stop shop. The study by Majeed (2014) was descriptive in nature and sampled 237 citizens who visited the one-stop shop for government services. The study revealed that due to provision of several government services to citizens, citizens

were highly attracted to visit the shops. This increased the level of customer satisfaction since the customers were able to obtain several services under one roof. This is also in line with Scholta, Mertens and Reeve (2017) who noted that there was there was high uptake of government services due to an integrated model of offering government services under one stop shop.

In a study on Huduma centers as a one-stop shop, Waruhia (2018) carried out a study that sought to examine the influence of offering of government services under one stop model on the level of service delivery. The study used descriptive research design and selected all the eight Huduma Centers in Nairobi County. The customer sampled in this study indicated that they were able to access certain government services that they were not even aware that they services existed due to provision of the services within a one stop shop. The increased the uptake of government services and compliance to certain requirements by the government to improved accessibility of the services. The study concluded that there was a positive influence of offering government services on a one –stop shop on government service delivery. In agreement to these findings, Gashi and Krasniqi (2019) found out that there was a significant relationship between offering services in a one-stop shop and the level of service delivery in public sector.

Abdalla, Kiragu, Ono, Waswa, and Kariuki (2017) carried out a study to examine the influence of one-stop Huduma Centers on service delivery by different government agencies. The study sampled 30 respondents from Mombasa Huduma Center through random sampling of customers seeking services at the one stop shop. Data for the study was collected by the use of structured questionnaires. The study revealed that by offering government services in a one stop shop improved the transparency, reliability

and accessibility of government services. In respect to this, the respondents indicated that they were able to access services they needed and in addition sought other services they did not first intend to acquire due to provision of the services in a one stop shop. The researchers concluded that there was a significant relationship between the provision of services in a one stop shop and quality of service delivery in Huduma centers.

Nyaboke (2018) carried out a study that sought to examine the influence of Huduma centers on service delivery to Kenya citizens. Among the objectives that the study sought to achieve was to establish the influence of one-stop model on service delivery to Kenyan citizens. The study adopted descriptive survey research design and used both qualitative and quantitative research methods. The sample size of 286 for the study was achieved through the use of simple random sampling from Nakuru Huduma Center. Using structured questionnaires, the study established that Huduma center provided a one-stop shop for all government services. In respect to this, the study revealed that provision of all government services through one channel reduced the time taken to acquire various government services. The study concluded that there was a significant increase in customer satisfaction as a result of provision of government services through a one stop shop channel as provided by Huduma Center.

2.5 Critique of Literature Review

There are some weaknesses that have been identified in the reviewed studies as highlighted in this section. In India, Singh (2014) undertook a study to examine the effect of staff competencies on service delivery in hotels and restaurants. Singh (2014) only focused on training aspects of staff and therefore limiting its generalization. The

study could have also focused on other competency issues of employees such as work experience, service knowledge and education background among others to make it broad and generalizable. Focusing on Huduma centers, Agwaro (2017) carried out a study to examine service delivery in public sector. Among the objectives that the study focused on is the influence of Electronic Queue Management on service delivery in public sector. The study collected data from 70 customers from eight Huduma centers in Nairobi County. This sample size is considered inadequate in respect to the number of customers who visit the eight Huduma centers in Nairobi County. The study findings does not fully represent the total number of customers who visit the Huduma centers in Nairobi and therefore limiting the generalization of study results.

In the context of Brazil, Majeed (2014) carried out a study that sought to examine the advantages of offering government services to citizens through a one-stop shop. The study by Majeed (2014) only relied on descriptive statistics and therefore failed to statistically link the use of one-stop model with service delivery aspects in Huduma centres. Abdulla, Kiragu, Ono, Waswa, and Kariuki (2017) carried out a study to examine the influence of one-stop Huduma Centers on service delivery by different government agencies. The study sampled 30 respondents from Mombasa Huduma Center through random sampling of customers seeking services at the one stop shop. This sample size is considered small compared with the daily number of customers who visit Huduma centers and therefore the results could not be generalizable to all Huduma center customers.

2.6 Summary of Literature

In the context of staff competencies, Singh (2014) found out that training of employee had a positive influence of employee competencies and hence customer satisfaction. Sugahara (2018) also noted that employee development programs had a positive relationship with staff competencies and this led to improved service delivery in SMEs. In the context of Egypt, Refaei and Barsoum (2016) revealed that the major challenge to service delivery was poor staff competencies. In respect to this, the study found out that the staff were not knowledgeable to aspect poor people living with disabilities and this led to poor service delivery. In Ethiopian context, Potluri and Zeleke (2018) concluded that there a significant relationship between employee competencies and customer satisfaction. Similarly, Narag-Maguddayao (2017) noted that there was a significant and positive relationship between staff competencies and the level of customer satisfaction in the Medical Pedagogy. Kiplangat, Shisia and Cherotich Asiengan (2015) concluded that there was significant differences in the level of service delivery among different levels of employee competencies.

Focusing on Electronic Queue Management, Ombati, Osodo and Jemaiyo (2017) established that there was a positive correlation between electronic queue management and customer satisfaction. Using regression analysis, it was established that electronic queue management was a significant predictor of customer satisfaction. Focusing on Huduma centers, Agwaro (2017) revealed that Electronic Queue Management was a significant predictor of quality of service delivery in public sector. In Singapore, Tan and Kauffman (2015) established that Electronic Queue Management managed the flow of patients in the emergency department. The Electronic Queue Management ensured that priority was given without biasness. Roy and Venugopal (2016) noted that

electronic queue management improved crowd management and was efficient and convenient in service delivery to customers. Austria (2015) concluded that electronic queue management improved customer satisfaction through improvement of customer experience while at the restaurant.

In respect to one-stop model provided by Huduma centers, Majeed (2014) revealed that due to provision of several government services to citizens, citizens were highly attracted to visit the shops. Scholta, Mertens and Reeve (2017) also noted that there was high uptake of government services due to an integrated model of offering government services under one stop shop. In a study on Huduma centers as a one-stop shop, Waruhia (2018) concluded that there was a positive influence of offering government services on a one –stop shop on government service delivery. In agreement to these findings, Gashi and Krasniqi (2019) found out that there was a significant relationship between offering services in a one-stop shop and the level of service delivery in public sector. Abdalla, Kiragu, Ono, Waswa, and Kariuki (2017) concluded that there was a significant relationship between the provision of services in a one stop shop and quality of service delivery in Huduma centers. Nyaboke (2018) on the other hand concluded that there was a significant increase in customer satisfaction as a result of provision of government services through a one stop shop channel as provided by Huduma Center.

2.7 Research Gaps

The reviewed studies presents research gaps that the current study intends to fill. In India, Singh (2014) undertook a study to examine the effect of staff competencies on service delivery in hotels and restaurants. Singh (2014) only focused on training aspects of staff and therefore limiting its generalization. The current study was broad for it

captures in addition to training aspects of employees, the work experience, service knowledge and education background among other competency issues of employees. This therefore presents a conceptual research gaps.

In the context of Egypt, Refaei and Barsoum (2016) carried out a study to examine the challenges faced in delivering services to people living with physical disabilities. The study adopted exploratory study design and used mixed methods in order to achieve the set study objectives. This presents both methodological and contextual research gaps. Methodologically, the study was done using exploratory research design while the current study uses descriptive research design. The reviewed study was done among people living with disabilities while the current study was done among all customers irrespective of their physical status.

In Ethiopian context, Potluri and Zeleke (2018) carried out a study that sought to establish the influence of employee competencies in handling customers. The study focused on private 50 companies in Ethiopia. Private sector significantly differs from public sector and therefore there is need to focus on public sector and therefore a contextual research gap. Similarly, in the context of service delivery in SMEs in Kenya, Kiplangat, Shisia and Cherotich (2015) carried out a study to examine the influence of human resource competencies on customer satisfaction. The current study focuses on public sector rather than private sector.

In Singapore, Tan and Kauffman (2015) carried out a study to examine the effect of electronic queue management on service delivery at emergency department of hospitals. The study was experimental in design. The current study differs from the

reviewed study since the current study was based on descriptive research design rather than experimental. In addition, the current study was conducted in hospitals while the current study was conducted in Huduma centers and therefore presenting a contextual research gap. Austria (2015) carried out a study that sought to find out the influence of electronic queue management on service deliver in restaurants in Lipa City in Philippines. Since the reviewed study was conducted in hotel industry, there is a research gap for a study to be conducted in public sector involving government agencies and in Kenyan context.

In the context of Brazil, Majeed (2014) carried out a study that sought to examine the advantages of offering government services to citizens through a one-stop shop. The study by Majeed (2014) was done in Brazil and therefore contextual research gap for a study to be carried in Kenyan context. In a study on Huduma centers as a one-stop shop, Waruhia (2018) carried out a study that sought to examine the influence of offering of government services under one stop model on the level of service delivery. The study presents a contextual research gap for the study was based on Nairobi while the current study was based in Nakuru. The two towns significantly differ in terms of the number of Huduma centers and the t population visiting the Huduma centers and therefore the need to carry out a study in Nakuru.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter presents the research methodology of the study. It covers the following sections; research design, target population, sampling frame, sample and sampling technique, data collection instruments, data collection procedures, pilot study, validity and reliability of research instruments and concluded with data processing and analysis plan.

3.2 Research Design

Jankowicz (2005) defines research methodology as the blueprint that guides the methodological aspects of data collection, analysis and presentation of findings. This study adopted descriptive research design as the strategy for data collection, analysis and presentation of study findings (Latunde, 2016). Descriptive research design refers to obtaining data directly from the natural setting of the phenomenon under investigation. The descriptive research design is able to collect large amount of data even with small sample size as it is the case in the current study (Nicholson, 2011). In addition, the research design is able to obtain valid data since the data is collected from the natural environment of the phenomenon under investigation and without manipulation (Jackson, 2009). This is the basis for the choice of the research design.

3.3 Target Population

Target population refers a group of objects or individuals from which the study intends to collect data from (Berg, 2011). It also refers to enumeration of individuals who possess certain characteristics under investigation in a given study (Marsh, Debus, & Bornholt, 2008). The current study targets all customers visiting Huduma centers to

obtain government services in a given day. On average, there are approximately 2000 citizens served on daily basis from all the 45 Huduma centers in Kenya.

3.4 Sampling Frame

Sampling frame refers to the list of all individuals or objects who meet the qualification of the desired sample size (Tayie, 2005). The sampling frame for this study includes 2000 citizens served on daily basis from all the 45 Huduma centers in Kenya.

3.5 Sample and Sampling Technique

Sample size refers to a proportion of target population that is selected to be studied on behalf of the entire population (Berg, 2011). Sampling technique on the other hand refers to the method that is used to select a sample from a target population (Jackson, 2009). The sample size for the study was determined by use of Naissuma formula as follows;

$$n = NC^2/C^2 + (N-1)e^2$$

Where;

n represents the desired sample size

C represents population proportion

N represents population size

e represents error term

On application;

$$n = 2000*0.5^2/0.5^2 + (2000-1)0.05^2$$

$$n=95.28.$$

This implies that the sample size for the study was 95 respondents. The sample size was selected using stratified random sampling. Stratified random sampling refers to the sampling method whereby the population of the study is grouped into smaller units and then the respondents are selected randomly and proportionate to the unit size (Marsh et al., 2008). In this study, the sampling criteria was based on the Huduma Center that the respondents are selected from. In respect to this, the study has 45 sampling units since there are 45 Huduma centers in the country.

3.6 Data Collection Instruments

Data for the study was collected using structured questionnaires. Structured questionnaires refers to closed-ended questionnaires that require the respondents to select responses to the research questions from a list of alternative answers. The structured questionnaire is advantageous in diverse ways. The structured questionnaire provides a quick way of data collection and the data achieved through structured questionnaires are easy to analyze. It is on this basis that the chose to use structured questionnaires. The questionnaire that was used in this study was divided into sections based on the data that each section seeks to gather. The first section gathered data on background information while the second section sought to gather data on staff competencies. The third section of the study gathered data on electronic queue management and the fourth section of the questionnaire sought to collect data on one-stop shop model offered through Huduma Centers. The fifth section of questionnaire gathered data on efficiency of service delivery in Huduma centers. Section two to section five was based on five point Likert scale where; 1=No Extent, 2=Small Extent, 3=Moderate Extent, 4=Large Extent, and 5=Very Large Extent.

3.7 Data Collection Procedure

Before the actual data collection, the study obtained permission to collect data from the relevant institutions. The study first obtained permission to collect data from the Jomo Kenyatta University of Agriculture and Technology in form of an introduction letter. With the introduction letter, the study then applied for authorization to collect data from the National Commission for Science, Technology and Innovation (NACOSTI). With this authorization, the study then proceeded to the selected Huduma centers for introduction and seek appointment for data collection. On the appointed dates, the researcher then visited the selected Huduma Centers with the research questionnaires for data collection. The respondents was assured that the information they would provide was treated with utmost confidentiality and used for academic purposes only. The respondents remained anonymous throughout the study period.

3.8 Pilot Study

A pilot study is a small scale study carried out prior to actual study to establish the validity and reliability of the data collection instruments (Berg, 2011). The pilot study for this study was carried out in Huduma center in Nakuru among respondents who will not take part in the actual study to avoid data contamination. The pilot study sample was 10 respondents as per the recommendation by Mugenda (2003).

3.8.1 Validity of Research Instrument

Validity refers to the extent in which the results obtained using a data collection tool reflects the reality on the ground (Nicholson, 2011). It refers to the degree in which a data collection tools measures what it intends to measure (Shafran, 2002). To ascertain the validity of the research questionnaire, the study constructed the questions in the questionnaire in line with the research objectives. In addition, the study sought the input of the research supervisor and four KRA offices working at Huduma centers to establish

the relevance of the questions in the questionnaire. The input obtained from these experts was used to improve the construct of the questionnaire.

3.8.2 Reliability of Research Instrument

Reliability refers to the degree in which the data collection instrument is consistent in obtaining similar results each time the data collection tool is used to collect data (Latunde, 2016). This was ascertained through the use of Cronbach's Alpha test of internal consistency. According to Orodho (2002), Cronbach's Alpha coefficient of at least 0.7 confirms that the data collection tool is consistent and therefore reliable.

3.9 Data Processing and Analysis

Data obtained from the field through the use of questionnaires was entered into Statistical Package for Social Sciences (SPSS). After the data entry, the data was cleaned for consistency and completeness. Data analysis was descriptive and inferential. Frequencies, percentages, means and standard deviations was used for descriptive analysis while simple and multiple linear regressions was used for inferential statistics. The hypotheses of the study was tested at 5% significance level. The results of the data analysis was presented through the use of tables.

CHAPTER FOUR

RESEARCH FINDINGS, INTERPRETATION AND DISCUSSION

4.1 Introduction

This study sought to examine the determinants of the efficient service delivery of government agencies at Huduma centers with a focus of Kenya Revenue Authority (KRA). In the achievement of the objective of the study, the study sought to examine the effect of staff competencies, electronic queue management and one stop model on the efficient service delivery of Kenya Revenue Authority counter in Huduma Centers. The study in order to achieve its objectives collected the data through structured questionnaires. This chapter thus seeks to present the research findings of the study.

4.2 Response Rate

The current study targets all customers visiting Huduma centers to obtain government services in a given day. The sampling frame for this study includes 2000 citizens served on daily basis from all the 45 Huduma centers in Kenya. The sample size of the study was determined using Naissuma formula leading to the achievement of a target population of 95. The study thus presented 95 questionnaires for the data collection purposes. Out of 95 questionnaires, 83 questionnaires were returned making a response rate of 87.3%. The response rate of 87.3% was deemed sufficient as it was above 80% recommended minimum response rate.

4.3 Background Information

The background information of the study included distribution of gender, age, highest education levels and on whether it was the first time to visit Huduma center. The descriptive statistics for the study were illustrated in Table 4.1, Table 4.2, Table 4.3 and Table 4.4 below.

4.3.1 Gender Distribution

The gender distribution of the study was examined and the results presented in Table 4.1 below.

Table 4.1; Gender Distribution

	Frequency	Percentage
Male	47	56.6%
Female	36	43.4%
Total	83	100%

The study found that the a majority of the respondents were male with a 56.6% while 43.4% of the respondents were female. This was attributed to the higher number of male members in formal employment system and business activities leading to higher visits to KRA for diverse services.

4.3.2 Age Distribution

The age distribution of the study was examined and the results presented in Table 4.2 below.

Table 4.2; Age Distribution

Age Bracket	Frequency	Percentage
20 Years and Below	4	4.8%
21-30 Years	7	8.4%
31-40 Years	24	28.9%
41-50 Years	35	42.1%
Above 50 Years	13	15.8%
Total	83	100%

The study found that 4.8% of the respondents were 20 years and below while 8.4% of the respondents were between 21-30 years of age. The study further found that 28.9%, 42.1%, and 15.8% of the respondents were 31-40 years, 41-50 years, and above 50 years respectively. The high number of the respondents at 41-50 years correspond to the period in which a majority of the respondents are financially sophisticated and thus need KRA services. This is due to the people at this age group being the time they are acquiring property

4.3.3 Highest Education Level

The highest education level of the respondents was examined and the results were displayed in Table 4.3 below.

Table 4.3; Highest Education Level

Education Status	Frequency	Percentage
Certificate	0	0%
Diploma	16	19.2%
Degree	43	51.8%
Post Graduate	24	29.0%
Total	83	100%

The results indicated that 19.2% of the respondents had diploma level highest education level compared to 51.8% of the respondents with degree level education and 29.0% of the respondents with postgraduate level education. The high number of the respondents with degree and postgraduate qualification relates to a high number of people with higher education status visiting KRA offices in Huduma centers.

4.3.4 Time Visiting Huduma

The respondents were asked on whether it was their first time to visit Huduma centre and the results were displayed in Table 4.4 below.

Table 4.4; Time Visiting Huduma

First Time Visit?	Frequency	Percentage
Yes	23	27.7%
No	50	72.3%
Total	83	100%

The results revealed that 27.7% of the respondents had visited Huduma centre for the first time while 72.3% of the respondents had visited it previously.

4.4 Staff Competencies on Efficient Service Delivery

The staff competences were examined using five indicators that is work experience, education background, on job training, communication skills, and service knowledge. The descriptive statistics of the staff competences aspects were presented in Table 4.5 below.

Table 4.5; Descriptive Statistics of Staff Competences

	NE Freq %	SE Freq %	ME Freq %	LE Freq %	VLE Freq %	Total Mean	SD
Work Experience	3 3.6%	3 3.6%	17 20.5%	46 55.4%	14 16.9%	3.78	.898
Education Background	4 4.8%	5 6.0%	22 26.5%	41 49.4%	11 13.3%	3.60	.962
On-job Training	1 1.2%	10 12.0%	19 22.9%	40 48.2%	13 15.7%	3.65	.930
Communication skills	5 6.0%	7 8.4%	23 27.7%	36 43.4%	12 14.5%	3.52	1.040
Service Knowledge	2 2.4%	6 7.2%	25 30.1%	40 48.2%	10 12.0%	3.60	.883

The extent in which work experience influences service delivery was examined in the study. A mean score of 3.78 was achieved for the study indicating that the respondents on average indicated that the work experience influenced service delivery to a larger extent. This was further demonstrated by a majority of the respondents at 55.4% of the respondents indicating that work experience influenced service delivery to a large extent. This was compared to 16.9% (Very Large Extent), and 20.5% (Moderate Extent). The metric further achieved a standard deviation of 0.898 indicating that there was moderate spread of the data around the mean and therefore a moderate consensus on the metric.

The study further found that in respect to the influence of education background on the service delivery a majority of 49.4% of the respondents indicated that it influenced service delivery to a large extent. This was compared to 4.8%, 6.0%, 26.5%, and 13.3% of the respondents who indicated that education background influenced service delivery to no extent, small extent, moderate extent, and very large extent respectively. The results of this study in respect to education status is similar to that of Kiplangat, Shisia

and Cherotich Asiengan (2015) who carried out a study to examine the influence of human resource competencies on customer satisfaction. The study concluded that there was significant differences in the level of service delivery based on education levels.

The study further found that there was a mean of 3.60 and a standard deviation of 0.962 indicating a moderate consensus of the responses relative to the mean. The question as to how the on job training influenced service delivery had a mean of 3.65 and a standard deviation of 0.930. This indicated that on average the on-job training influenced the service delivery to a large extent on average. This is further evidenced by the frequency distributions of 48.2% (Large Extent) which were the majority with 15.7% (Very Large Extent), 22.9% (Moderate Extent), 12.0% (Small Extent), and 1.2% (No Extent). There was a moderate spread of the responses relative to the mean as indicated by a standard deviation of 0.930. The study results were consistent with those of Singh (2014) and Sugahara (2018) who found that the training of the employees had a positive influence of employee competencies and hence customer satisfaction.

The extent in which the communication skills influenced service delivery was examined with a mean of 3.52 achieved. This implied that on average the respondents indicated that communication skills influenced service delivery to a large extent. However, the standard deviation of 1.040 implied that there was lack of consensus as the responses were spread further away from the mean. This is evidenced by a significant proportion of 14.4% of the respondents who chose no extent and small extent cumulatively compared to 14.5% of the respondents who chose very large extent aspects. The study further noted that 27.7% of the respondents chose moderate extent and 43.4% of the respondents chose large extent aspects. The results of this study were similar to those

of Potluri and Zeleke (2018) study undertaken in Ethiopia. The study established communication skills was one of the employee competency leading to customer satisfaction aspects.

The extent in which service knowledge influence on the service delivery was examined with 2.4%, 7.2%, 30.1%, 48.2%, and 12.0% of the respondents indicating to no extent, small extent, moderate extent, large extent and very large extent respectively. This observed frequency distribution led to the achievement of a mean of 3.60 indicating that the respondents on average indicated that the service knowledge influenced service delivery to a large extent. The standard deviation of 0.883 will lead to a conclusion of moderate consensus on the influence of service knowledge on the service delivery aspects. The standard deviation of 0.883 has led to a conclusion of moderate consensus on the influence of service knowledge on service delivery. The results were consistent with those of Kiplangat, Shisia and Cherotich Asiengan (2015) carried out a study to examine the influence of human resource competencies on customer satisfaction. The study had established that 56.8% of the employees were knowledgeable to a great extent on aspects relating to their duties in the SMEs. This improved on their service delivery aspects.

4.5 Electronic Queue Management on Efficient Service Delivery

The influence of the electronic queue management on the efficient service delivery are being examined in this study. The descriptive statistics of electronic queue management indicators included reduction of time for service delivery, reduction of cases of customers jumping the queue, ensuring presence of first come first serve principal is maintained, fiving of certainty of waiting time, and ensuring customers with special needs were given priority. The results are presented in Table 4.6 below.

Table 4.6; Descriptive Statistics of Electronic Queue Management

	NE	SE	ME	LE	VLE	Total	
	Freq	Freq	Freq	Freq	Freq	Mean	SD
	%	%	%	%	%		
Reduces time for service delivery	6 7.2%	8 9.6%	24 28.9%	38 45.8%	7 8.4%	3.39	1.022
Reduces cases customers jumping the queue	3 3.6%	4 4.8%	26 31.3%	35 42.2%	15 18.1%	3.66	.954
Ensures that there is first come, first serve principle	0 0.0%	9 10.8%	21 25.3%	43 51.8%	10 12.0%	3.65	.833
Gives certainty of waiting time	1 1.2%	7 8.4%	26 31.3%	36 43.4%	13 15.7%	3.64	.891
Ensures customers with special needs were given priority	2 2.4%	8 9.6%	24 28.9%	37 44.6%	12 14.5%	3.59	.938

The study in the examination of the influence of electronic queue management on the reduction of time for service delivery achieved a mean score of 3.39 and a standard deviation of 1.022. This indicated that on average the respondents indicated that the use of electronic queue management for reduction of time for service delivery was achieved to a moderate extent. This is evidenced by the frequency distribution of 7.2%, 9.6%, 28.9%, 45.8%, and 8.4% of the respondents indicating to no extent, small extent, moderate extent, large extent and very large extent respectively. The study in the examination of the use of electronic queue management for the reduction of cases of customers jumping the queue achieved a mean score of 3.66 and a standard deviation of 0.954. This indicated that on average the respondents indicated that the electronic queue management influenced the reduction of cases of customers jumping the queue to a large extent in which the responses were moderately spread. This was evidenced by 3.6%, 4.8%, 31.3%, 42.2%, and 18.1% of the respondents indicating to no extent, small extent, moderate extent, large extent, and very large extent respectively. The results of the current study was similar to those of Agwaro (2017) who carried out a study to examine service delivery in public sector. The study had established that

customers getting tickets from a ticket dispenser which was based on first come first serve policy reduced aspects of customers jumping the queue.

The study further examined the influence of electronic queue management in ensuring that there is a first come and first served principle had a mean of 3.65 with a standard deviation of 0.833. This implied that the respondents on average indicated that the electronic queue management ensured the first come and first served principle is maintained to a large extent on average. A majority of 51.8% of the respondents who indicated that to a large extent the electronic queue management influenced ensuring of a first come first served principle is maintained further evidences this. This is compared to 10.8%, 25.3%, and 12.0% of the respondents who indicated that the electronic queue management influenced ensuring of the first come and first served principle is maintained to a small extent, moderate extent and very large extent respectively. The standard deviation of 0.833 indicates that there is a moderate consensus amongst the respondents on the metric. The results of this study were consistent with those of Ombati, Osodo and Jemaiyo (2017) on a study focusing on Kenya Commercial Banks (KCB) who observed that electronic queue management improved service delivery due to 'first-in-first-out' principle in service delivery.

The aspect of the electronic queue management providing certainty of waiting time was examined with a mean of 3.64 being achieved. This indicated that the electronic queue management influencing certainty of waiting time had the respondents on average indicating to a large extent of the aspects. The study further found that a standard deviation of 0.891 was achieved leading to a moderate consensus of the respondents being achieved relative to the mean. This is evidenced by a cumulative of 90.4% of the

responses being spread between moderate extent and very large extent. Finally, the respondents were asked on whether the electronic queue management ensured that customers with special needs were given priority. This metric achieved a mean score of 3.59 and a standard deviation of 0.938. The results of this study were further evidenced by a majority of 44.6% of the respondents indicating to a large extent, 28.9% of the respondents to a moderate extent, and 14.5% of the respondents to a very large extent. The results of this study were similar to those of Tan and Kauffman (2015) who carried out a study to examine the effect of electronic queue management on service delivery at emergency department of hospitals. The study noted that using the Electronic Queue Management, the waiting time by the patients was calculated and given to the patients to avoid indefinite waiting time. In Philippines, Austria (2015) carried out a study that sought to find out the influence of electronic queue management on service deliver in restaurants in Lipa City. The study revealed that using electronic queue management, customers were able to know the expected waiting time before their order is picked up.

4.6 One-Stop Model On Efficient Service Delivery

The one stop model was examined using five indicators. These indicators include increased uptake of government services, making it convenient for customers to receive government services, ability to access government services that customers were previously not aware that they exist, improvement of accessibility of the government services, and reduction of time taken to acquire various government services. The descriptive statistics for the one stop model are described in Table 4.7.

Table 4.7; Descriptive Statistics of One-Stop Model

	NE Freq %	SE Freq %	ME Freq %	LE Freq %	VLE Freq %	Total Mean	SD
Increases uptake of government services	3 3.6%	6 7.2%	22 26.5%	36 43.4%	16 19.3%	3.67	.989
Makes it convenient for customers to receive government services	4 4.8%	7 8.4%	24 28.9%	38 45.8%	10 12.0%	3.52	.980
Customers are able to access certain government services that they were not even aware that they services existed	1 1.2%	5 6.0%	31 37.3%	34 41.0%	12 14.5%	3.61	.853
Improves accessibility of the government services	5 6.0%	6 7.2%	23 27.7%	32 38.6%	17 20.5%	3.60	1.081
Reduces the time taken to acquire various government services	3 3.6%	4 4.8%	32 38.6%	30 36.1%	14 16.9%	3.58	.952

The increased uptake of government services achieved a mean score of 3.67 and a standard deviation of 0.989. The achieved results indicated that the respondents on average indicated that they agreed that to a large extent there was an increased uptake of government services. This is further evidenced by 43.4% of the respondents who indicated to a large extent, 19.3% who indicated to a very large extent, and 26.5% of the respondents who indicated to a moderate extent. This is consistent with the existing literature on the component. In the context of Brazil, Majeed (2014) carried out a study that sought to examine the advantages of offering government services to citizens through a one-stop shop. The study by Majeed (2014) was descriptive in nature and sampled 237 citizens who visited the one-stop shop for government services. The study revealed that due to provision of several government services to citizens, citizens were highly attracted to visit the shops. This increased the level of customer satisfaction since the customers were able to obtain several services under one roof. This is also in line with Scholta, Mertens and Reeve (2017) who noted that there was there was high uptake

of government services due to an integrated model of offering government services under one stop shop.

The study further examined on the extent in which the one stop model made it convenient for customers to receive government services. This led to the achievement of a mean of 3.52 and a standard deviation of 0.980. This is further evidenced by a majority of the respondents at 45.8% who chose to a large extent compared to 4.8%, 8.4%, 28.9%, and 12.0% of the respondents who indicated to no extent, small extent, moderate extent and very large extent respectively.

The ability of the customers being able to access certain government services that they are not even aware they existed by visiting the one stop model had 1.2%, 6.0%, 37.3%, 41.0%, and 14.5% of the respondents indicating to no extent, small extent, moderate extent, large extent and very large extent respectively. This resulted into a mean of 3.61 and a standard deviation of 0.853. This implied that the respondents on average agreed to a large extent on the ability of the customers being able to access certain government services that they are not even aware they existed by visiting the one stop. The results are consistent with existing studies on the subject. In a study on Huduma centers as a one-stop shop, Waruhia (2018) carried out a study that sought to examine the influence of offering of government services under one stop model on the level of service delivery. The customer sampled in this study indicated that they were able to access certain government services that they were not even aware that the services existed due to provision of the services within a one stop shop. This increased the uptake of government services and compliance to certain requirements by the government to improved accessibility of the services.

On the improvement of the accessibility of the government services, the respondents on average agreed to a large extent on that improvement aspects. This was due to a mean of 3.60. The study further found that the metric had a standard deviation of 1.081 which implied that there was no consensus on the mean due to a wide dispersion of the scores from the mean. This was attributed to a fairly wide spread of the frequency distribution with 6.0%, 7.2%, 27.7%, 38.6%, and 20.5% of the respondents indicating to a no extent, small extent, moderate extent, large extent and very large extent respectively. The reduction of the time taken to acquire various government services was also examined. The study achieved a mean of 3.58 and a standard deviation of 0.952 of the study. This indicated that the reduction of the time taken to acquire various government services had 3.6%, 4.8%, 38.6%, 36.1%, and 16.9% of the respondents indicating to no extent, small extent, moderate extent, large extent and very large extent respectively. The results further showed a wide spread of the responses away from the mean. The results of the study were consistent with those of other studies. Nyaboke (2018) carried out a study that sought to examine the influence of Huduma centers on service delivery to Kenya citizens. The study found that provision of all government services through one channel reduced the taken to acquire various government services.

4.7 Service Delivery

The service delivery of the study was examined using five indicators. These indicators include improvement of the quality of services offered to customers, increases of the number of customers accessing government services, improvement in the reliability of the government services, improvement in customer satisfaction, and reduction of time wastage by customers. The results of the descriptive statistics were presented in Table 4.8 below.

Table 4.8; Descriptive Statistics for Service Delivery

	NE Freq %	SE Freq %	ME Freq %	LE Freq %	VLE Freq %	Total Mean	SD
Improves the quality of service offered to customers	0 0.0%	3 3.6%	26 31.3%	36 43.4%	18 21.7%	3.83	.809
Increases the number of customers accessing government services	3 3.6%	5 6.0%	25 30.1%	35 42.2%	15 18.1%	3.65	.968
Improves the reliability of government services	4 4.8%	6 7.2%	30 36.1%	32 38.6%	11 13.3%	3.48	.980
Improves customer satisfaction	1 1.2%	10 12.0%	28 33.7%	31 37.3%	13 15.7%	3.54	.941
Reduces time wastage by customers	5 6.0%	2 2.4%	27 32.5%	34 41.0%	15 18.1%	3.63	1.009

The study found that in respect to the improvement of the quality of services offered to customers the achieved mean and standard deviation of the study were 3.83 and 0.809 respectively. The achieved mean of 3.83 implied that the respondents on average indicated that they agreed that there was improvement of quality of services offered to the customers. This was further evidenced by a majority of the respondents (at 43.4% of the respondents) indicating that they agreed with improvement of the quality of service offered to the customers to a large extent. On the other hand, 31.3% of the respondents indicated that they agreed with improvement of the quality of service offered to customers to a moderate extent while 21.7% of the respondents indicated the agreement to a very large extent. The respondents were further asked on whether there was an increment with the number of customers accessing government services. This metric had 3.6%, 6.0%, 30.1%, 42.2%, and 18.1% of the respondents indicated to no extent, small extent, moderate extent, large extent and very large extent respectively. This led to a mean of 3.65 and standard deviation of 0.968. This implied that the respondents on average indicated that they agreed with the increase of the number of customers accessing government services to a large extent. There was also moderate consensus in respect to the metric at hand. The respondents were further asked on

whether there was improvement in the reliability of the government services. The study achieved a mean score of 3.48 indicating that on average the respondents were in agreement with the metric to a moderate extent. This was further evidenced a huge percentage of 36.1% and 38.6% of the respondents indicating to a moderate extent and large extent respectively. The study further found that 13.3% of the respondents indicated to a very large extent while 4.8% and 7.2% of the respondents indicated to a no extent and small extent respectively. The study further examined on whether there was improvement in customer service in which 1.2%, 12.0%, 33.7%, 37.3%, and 15.7% of the respondents indicated to no extent, small extent, moderate extent, large extent and very large extent respectively. The achieved frequency distribution led to the mean of 3.54 and standard deviation of 0.941. The achieved mean of 3.54 implied that on average the respondents indicated that the respondents on large extent agreement on the item. The study further examined the achievement of reduction of time wastage by customers. The study found that the metric had a mean of 3.63 and a standard deviation of 1.009. This showed that the mean indicated that the respondents on average indicate they agreed with reduction of time wastage by customers to a large extent.

4.8 Correlational Analysis

The correlational analysis of the study was examined to check on whether there was an association between the variables. The results were presented in the Table 4.9.

Table 4.9; Correlational Analysis

		Staff Competencies	Electronic Queue Management	One- Stop Model	Service Delivery
Staff Competencies	Pearson Correlation	1			
	Sig. (2- tailed)				
	N	83			

Electronic Queue Management	Pearson Correlation	.280*	1		
	Sig. (2-tailed)	.010			
	N	83	83		
One-Stop Model	Pearson Correlation	.239*	.329**	1	
	Sig. (2-tailed)	.029	.002		
	N	83	83	83	
Service Delivery	Pearson Correlation	.705**	.662**	.578**	1
	Sig. (2-tailed)	.000	.000	.000	
	N	83	83	83	83

*. Correlation is significant at the 0.05 level (2-tailed).

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

The study found that the electronic queue management and staff competences had a correlation coefficient of 0.280; one stop model, staff competences a correlation coefficient of 0.239, service delivery, and staff competences a correlation coefficient of 0.705. Others are one stop model and electronic queue management a correlation coefficient of 0.329; service delivery and electronic queue management a correlation coefficient of 0.662 and finally service delivery and one stop model a correlation coefficient of 0.578. The results of the study found that there was positive correlational relationships between the variables that were found to be statistically significant in nature at 5% (0.05) level of significance for all the variables. Additionally, one-stop model and electronic queue management system; service delivery and electronic queue management system; service delivery and one stop model had positive and statistically significant correlational relationship at 1% (0.01) level of significance.

4.9 Multiple Linear Regression Analysis

The regression analysis was undertaken for this study in order to examine the determinants of efficient service delivery of Government agencies at Huduma centres

with a focus on the Kenya Revenue Authority (KRA). The results were presented in three tables that is model summary, ANOVA, and coefficients.

Table 4.10; Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.906 ^a	.820	.813	.14178
a. Predictors: (Constant), One-Stop Model, Staff Competencies, Electronic Queue Management				

The model summary were used for examining the correlation coefficient (R) and coefficient of determination (R Square). The study found that the achieved correlation coefficient of the model was 0.906 that indicated that the independent variables (One-Stop Model, Staff Competencies, and Electronic Queue Management) cumulatively are positively correlated with the dependent variable (Service Delivery). The study further examined the coefficient of determination (R Square) which found a score of 0.820. This indicates that the independent variables (One-Stop Model, Staff Competencies, and Electronic Queue Management) accounted for 82.0% of the variance in the service delivery aspects. This indicated that the independent variables contributed for a huge variance in the dependent variable with only 18% of the variance not being attributed to the independent variables.

The study further sought to examine on whether the regression model had predictive capability on the dependent variable. This was tested using F statistics at 5% level of significance (0.05). The achieved p value of 0.000 indicated that the regression model had a predictive capacity over service delivery aspects.

Table 4.11; ANOVA^a

	Model	Sum of Squares	df	Mean Square	F	Sig.
1	Regression	7.237	3	2.412	119.996	.000 ^b
	Residual	1.588	79	.020		

Total	8.825	82
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a. Dependent Variable: Service Delivery

b. Predictors: (Constant), One-Stop Model, Staff Competencies, Electronic Queue Management

The influence of the specific independent variables (One-Stop Model, Staff Competencies, and Electronic Queue Management) on the dependent variable were examined using regression coefficients. The results were presented in Table 4.12 below.

Table 4.12;Coefficients^a

	Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
	(Constant)	.358	.176		2.032	.046
	Staff Competencies	.346	.034	.513	10.173	.000
1	Electronic Queue Management	.290	.036	.414	7.992	.000
	One-Stop Model	.260	.042	.319	6.234	.000

a. Dependent Variable: Service Delivery

The study found that staff competencies, electronic queue management, and one stop model had coefficients of 0.346, 0.290, and 0.260 respectively.

$$Y = 0.358 + 0.346X_1 + 0.290X_2 + 0.260X_3$$

The study found that a unit increase in staff competencies would yield 0.346 increase in service delivery with the other variables kept constant. The study was further interested on whether these results were statistically significant in nature. The study found that the achieved t statistics for the study was 10.173 with a p value of 0.000. These results were used to answer the following questions;

1)What is the influence of staff competencies on efficient service delivery of Kenya Revenue Authority counter in Huduma Centers?

Since the achieved p value for the study was 0.000 which was lower than level of significance at 0.05 the study concluded that there was presence of statistically

significant influence of staff competencies on efficient service delivery of Kenya Revenue Authority counter in Huduma Centres. In the context of staff competencies, Singh (2014) found out that training of employee had a positive influence of employee competencies and hence customer satisfaction. Sugahara (2018) also noted that employee development programs had a positive relationship with staff competencies and this led to improved service delivery in SMEs. In the context of Egypt, Refaei and Barsoum (2016) revealed that the major challenge to service delivery was poor staff competencies. In respect to this, the study found out that the staff were not knowledgeable to aspect poor people living with disabilities and this led to poor service delivery. In Ethiopian context, Potluri and Zeleke (2018) concluded that there a significant relationship between employee competencies and customer satisfaction. Similarly, Narag-Maguddayao (2017) noted that there was a significant and positive relationship between staff competencies and the level of customer satisfaction in the Medical Pedagogy. Kiplangat, Shisia and Cherotich Asiengan (2015) concluded that there was significant differences in the level of service delivery among different levels of employee competencies.

The study further found that a unit increase in the electronic queue management services would lead to 0.290 increase in service delivery with the other variables kept constant. The study was further interested on whether these results were statistically significant in nature. The study found that the achieved t statistics for the study was 7.992 with a p value of 0.000. These results were used to examine the following question;

2) What is the influence of electronic queue management on efficient service delivery of Kenya Revenue Authority counter in Huduma Centers?

Since the achieved p value for the study was 0.000 which was lower than level of significance at 0.05 leading to the conclusion of presence of statistically significant influence of electronic queue management on efficient service delivery of Kenya Revenue Authority counter in Huduma Centres. The results were similar to that of the empirical literature. Focusing on Electronic Queue Management, Ombati, Osodo and Jemaiyo (2017) established that there was a positive correlation between electronic queue management and customer satisfaction. Using regression analysis, it was established that electronic queue management was a significant predictor of customer satisfaction. Focusing on Huduma centers, Agwaro (2017) revealed that Electronic Queue Management was a significant predictor of quality of service delivery in public sector. In Singapore, Tan and Kauffman (2015) established that Electronic Queue Management managed the flow of patients in the emergency department. The Electronic Queue Management ensured that priority was given without biasness. Roy and Venugopal (2016) noted that electronic queue management improved crowd management and was efficient and convenient in service delivery to customers. Austria (2015) concluded that electronic queue management improved customer satisfaction through improvement of customer experience while at the restaurant.

The study found that a unit increase in the one stop model would lead to 0.260 increase in service delivery with the other variables kept constant. The study was further interested on whether these results were statistically significant in nature. The study

found that the achieved t statistics for the study was 6.234 with a p value of 0.000. These results were used to examine the following question;

3) What is the influence of one-stop model on efficient service delivery of Kenya Revenue Authority counter in Huduma Centers?

Since the achieved p value for the study was 0.000 which was lower than level of significance at 0.05 then a conclusion was presence of statistically significant influence of one stop model on efficient service delivery of Kenya Revenue Authority counter in Huduma Centres. The results were consistent with the results other findings. In respect to one-stop model provided by Huduma centers, Majeed (2014) revealed that due to provision of several government services to citizens, citizens were highly attracted to visit the shops. Scholta, Mertens and Reeve (2017) also noted that there was there was high uptake of government services due to an integrated model of offering government services under one stop shop. In a study on Huduma centers as a one-stop shop, Waruhia (2018) concluded that there was a positive influence of offering government services on a one –stop shop on government service delivery. In agreement to these findings, Gashi and Krasniqi (2019) found out that there was a significant relationship between offering services in a one-stop shop and the level of service delivery in public sector. Abdalla, Kiragu, Ono, Waswa, and Kariuki (2017) concluded that there was a significant relationship between the provision of services in a one stop shop and quality of service delivery in Huduma centers. Nyaboke (2018) on the other hand concluded that there was a significant increase in customer satisfaction as a result of provision of government services through a one stop shop channel as provided by Huduma Center.

CHAPTER FIVE

RESEARCH FINDINGS, INTERPRETATION AND DISCUSSION

5.1 Introduction

This study sought to examine the determinants of the efficient service delivery of government agencies at Huduma centers with a focus of Kenya Revenue Authority (KRA). In the achievement of the objective of the study, the study sought to examine the effect of staff competencies, electronic queue management and one stop model on the efficient service delivery of Kenya Revenue Authority counter in Huduma Centers. The study distributed 95 questionnaires and achieved a response rate of 87.3%. The study found that a majority of the respondents were male with a 56.6% while 43.4% of the respondents were female. The study found that a huge number of the respondents were in the 41-50 years age bracket. The high number of the respondents at 41-50 years correspond to the period in which a majority of the respondents are financially sophisticated and thus need KRA services. The results indicated that 19.2% of the respondents had diploma level highest education level compared to 51.8% of the respondents with degree level education and 29.0% of the respondents with postgraduate level education. The results revealed that 27.7% of the respondents had visited Huduma centre for the first time while 72.3% of the respondents had visited it previously.

5.2 Summary of Findings

The summary of the findings were made based on the specific research objectives of the study.

5.2.1 Staff Competencies on Efficient Service Delivery

The staff competences were examined using five indicators that is work experience, education background, on job training, communication skills, and service knowledge.

The extent in which work experience influences service delivery was examined in the study. A mean score of 3.78 was achieved for the study indicating that the respondents on average indicated that the work experience influenced service delivery to a larger extent. The study further found that in respect to the influence of education background on the service delivery a majority of 49.4% of the respondents indicated that it influenced service delivery to a large extent. The study further found that there was a mean of 3.60 and a standard deviation of 0.962 indicating a moderate consensus of the responses relative to the mean. The question as to how the on job training influenced service delivery had a mean of 3.65 and a standard deviation of 0.930. This indicated that on average the on-job training influenced the service delivery to a large extent on average. The extent in which the communication skills influenced service delivery was examined with a mean of 3.52 achieved. This implied that on average the respondents indicated that communication skills influenced service delivery to a large extent. The extent in which service knowledge influence on the service delivery was examined with 2.4%, 7.2%, 30.1%, 48.2%, and 12.0% of the respondents indicating to no extent, small extent, moderate extent, large extent and very large extent respectively.

5.2.2 Electronic Queue Management on Efficient Service Delivery

The influence of the electronic queue management on the efficient service delivery are being examined in this study. The descriptive statistics of electronic queue management indicators included reduction of time for service delivery, reduction of cases of customers jumping the queue, ensuring presence of first come first serve principal is maintained, giving of certainty of waiting time, and ensuring customers with special needs were given priority. The study in the examination of the use of electronic queue management for the reduction of cases of customers jumping the queue achieved a mean score of 3.66 and a standard deviation of 0.954. This indicated that on average

the respondents indicated that the electronic queue management influenced the reduction of cases of customers jumping the queue to a large extent in which the responses were moderately spread. The study further examined the influence of electronic queue management in ensuring that there is a first come and first served principle had a mean of 3.65 with a standard deviation of 0.833. This is compared to 10.8%, 25.3%, and 12.0% of the respondents who indicated that the electronic queue management influenced ensuring of the first come and first served principle is maintained to a small extent, moderate extent and very large extent respectively. The aspect of the electronic queue management providing certainty of waiting time was examined with a mean of 3.64 being achieved. This indicated that the electronic queue management influencing certainty of waiting time had the respondents on average indicating to a large extent of the aspects. The study further found that a standard deviation of 0.891 was achieved leading to a moderate consensus of the respondents being achieved relative to the mean. This is evidenced by a cumulative of 90.4% of the responses being spread between moderate extent and very large extent. Finally, the respondents were asked on whether the electronic queue management ensured that customers with special needs were given priority. This metric achieved a mean score of 3.59 and a standard deviation of 0.938.

5.2.3 One-Stop Model On Efficient Service Delivery

The one stop model was examined using five indicators. These indicators include increased uptake of government services, making it convenient for customers to receive government services, ability to access government services that customers were previously not aware that they exist, improvement of accessibility of the government services, and reduction of time taken to acquire various government services. The increased uptake of government services achieved a mean score of 3.67 and a standard

deviation of 0.989. The study further examined on the extent in which the one stop model made it convenient for customers to receive government services. This led to the achievement of a mean of 3.52 and a standard deviation of 0.980. The ability of the customers being able to access certain government services that they are not even aware they existed by visiting the one stop model had 1.2%, 6.0%, 37.3%, 41.0%, and 14.5% of the respondents indicating to no extent, small extent, moderate extent, large extent and very large extent respectively. This resulted into a mean of 3.61 and a standard deviation of 0.853. On the improvement of the accessibility of the government services, the respondents on average agreed to a large extent on that improvement aspects. This was due to a mean of 3.60. The study further found that the metric had a standard deviation of 1.081 which implied that there was no consensus on the mean due to a wide dispersion of the scores from the mean. This was attributed to a fairly wide spread of the frequency distribution with 6.0%, 7.2%, 27.7%, 38.6%, and 20.5% of the respondents indicating to a no extent, small extent, moderate extent, large extent and very large extent respectively. The reduction of the time taken to acquire various government services was also examined. The study achieved a mean of 3.58 and a standard deviation of 0.952 of the study. This indicated that the reduction of the time taken to acquire various government services had 3.6%, 4.8%, 38.6%, 36.1%, and 16.9% of the respondents indicating to no extent, small extent, moderate extent, large extent and very large extent respectively.

5.3 Conclusion of the Study

The study found that the independent variables (One-Stop Model, Staff Competencies, and Electronic Queue Management) had a huge influence on the service delivery aspects. The study further found that staff competences had a positive and statistically significant influence on efficient service delivery of Kenya Revenue Authority counter

in Huduma Centers. The study further found that electronic queue management had a positive and statistically significant influence on efficient service delivery of Kenya Revenue Authority counter in Huduma Centers. The study further found that the one stop model had a positive and statistically significant influence on efficient service delivery of Kenya Revenue Authority counter in Huduma Centers. The study further found that in respect to the increasing influence of the independent variables on the service delivery then the most influencing factor is staff competencies followed by electronic queue management and the one-stop model respectively.

5.4 Recommendations for the Study

The study recommended that work experience and on the job trainings should be particularly emphasized in respect to the staff competences in order to achieve efficient service delivery. These two items were selected due to their ranking amongst the staff competences aspects. In respect to the electronic queue management aspects, the reduction of the cases of customers jumping the queue and ensuring first come-first serve principle was key in enabling the electronic queue management to lead to effective service delivery aspects. The study further noted that the increased uptake of government services and customers being able to access government services they were not previously aware they existed is a key component to be emphasized.

5.5 Suggestions for Further Studies

The suggests that other aspects influencing the service delivery within Kenya Revenue Authority be examined.

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APPENDICES

APPENDIX I: LETTER OF INTRODUCTION

Dear participant,

RE: COOPERATION IN DATA COLLECTION

My name is Purity and I am a student pursuing a master's programme in business administration at Jomo Kenyatta University of Science and Technology. As part of the requirement in the mentioned course, I am carrying out a research study on the topic; **determinants of efficient service delivery of government agencies at Huduma Centers: a case of Kenya Revenue Authority.** You have been randomly selected to participate in the said research and I am hereby requesting you to participate in the study by responding to the attached questionnaire. Your participation is voluntary and you may opt out of this study if you so wish. All the information you provide in this study was treated as confidential and will only be used for academic purposes. Your identity remains anonymous throughout the study and therefore do not give any identifying details in any section of the attached questionnaire.

Yours Faithfully,

Purity

APPENDIX II: RESEARCH QUESTIONNAIRE

DETERMINANTS OF EFFICIENT SERVICE DELIVERY OF GOVERNMENT AGENCIES AT HUDUMA CENTERS: A CASE OF KENYA REVENUE AUTHORITY

Instruction

Please answer all the questions in this questionnaire. Be as honest as possible.

Section I: Background Information

1. Indicate your gender

Male [☐]

Female [☐]

2. Indicate your age bracket

20 Years and Below [☐]

21-30 Years [☐]

31-40 Years [☐]

41-50 Years [☐]

Above 50 Years [☐]

3. Indicate your highest level of education

Certificate [☐]

Diploma [☐]

Degree [☐]

Post graduate [☐]

4. Is this your first time to visit Huduma Centre?

Yes [☐]

No [☐]

Section II: Staff Competencies

Use the following five point Likert scale as follows; **1=No Extent**, **2=Small Extent**, **3=Moderate Extent**, **4=Large Extent**, and **5= Very Large Extent**; to answer the following questions.

No	To what extent do the following competency aspect influence service delivery;	1	2	3	4	5
5.	Work Experience					
6.	Education Background					
7.	On-job Training					
8.	Communication skills					
9.	Service Knowledge					

Section III: Use of Electronic Queue Management

Use the following five point Likert scale as follows; **1=No Extent, 2=Small Extent, 3=Moderate Extent, 4=Large Extent, and 5= Very Large Extent;** to answer the following questions.

No	<i>To what extent do you agree that the use of electronic queue management;</i>	1	2	3	4	5
10.	Reduces time for service delivery					
11.	Reduces cases customers jumping the queue					
12.	Ensures that there is first come, first serve principle					
13.	Gives certainty of waiting time					
14.	Ensures customers with special needs were given priority					

Section IV: One-Stop Model of Service Delivery

Use the following five point Likert scale as follows; **1=No Extent, 2=Small Extent, 3=Moderate Extent, 4=Large Extent, and 5= Very Large Extent;** to answer the following questions.

No	<i>To what extent do you agree that the use of one-stop model of service delivery;</i>	1	2	3	4	5
15.	Increases uptake of government services					
16.	Makes it convenient for customers to receive government services					
17.	Customers are able to access certain government services that they were not even aware that they services existed					
18.	Improves accessibility of the government services					
19.	Reduces the time taken to acquire various government services					

Section V: Service Delivery

Use the following five point Likert scale as follows; **1=No Extent, 2=Small Extent, 3=Moderate Extent, 4=Large Extent, and 5= Very Large Extent;** to answer the following questions.

No	<i>To what extent do you agree that the use of Huduma Centres;</i>	1	2	3	4	5
20.	Improves the quality of service offered to customers					
21.	Increases the number of customers accessing government services					
22.	Improves the reliability of government services					
23.	Improves customer satisfaction					
24.	Reduces time wastage by customers					

