

**INFLUENCE OF HUDUMA CENTRE INNOVATION STRATEGIES ON  
GOVERNMENT SERVICE PERFORMANCE IN KENYA; A CASE OF KAKAMEGA  
COUNTY.**

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**Abstract**

In 2013, the government introduced the concept of Huduma Centres as a service delivery strategy to transform public service delivery by providing citizens access to various public services and information under one roof. The study adopted a descriptive survey design. In this study, the target population was 10,595 respondents comprising of 10,560 customers, 30 operative employees and 5 managerial employees. The researcher sampled 2675 respondents by use of purposive sampling to select 5 managerial employees, stratified sampling to select 70 customers and census sampling to select 30 operative employees. The study used questionnaires, interview schedules and observation checklists as a means of collecting data which was then analysed using both descriptive and inferential statistics and presented in form of frequency, percentages and tables. This was done in sequence of objective based on hypothesis testing. The chi square and ANOVA tests were used to give the significance of the relationship between the independent and dependent variables of the objectives. It is hoped that the findings of the study may be utilised by Huduma Centre management in order to improve government service performance. The three contextual factors explained 34.5% of its variation ( $R^2=.345$ ,  $P=0.000$ ). However, each of the factors had varied degree of effect on the government service performance with level of technology, management style and government policy in that order. The overall study recommendation is that public institution should use innovation strategies to streamline operations, capture new markets and set themselves apart in service delivery in public institutions which are known to offer substandard services to the tax payers.

**Key words; Huduma Centre, Customer satisfaction, Service innovation, Process innovation, marketing innovation**

### 1.1 Background to the study

A dramatic macroeconomic shift from goods to services has occurred in the economies of both the United States and European Union Member States. Services now dominate the U.S. economy, accounting for 82% of US output (GDP) and 85% of employment. For companies, the goods era profit and growth model no longer delivers the results it once did. American companies have generally responded more quickly than their European counterparts to this services-dominated economic landscape. Indeed, the United States contains some of the world's most innovative services companies, which are developing innovative new service concepts, experimenting with new services business models, and redesigning their organizational structures to drive innovation (Hilt *et al.*, 2003). One stop shops are being tested and promoted mostly at a local level in the United Kingdom, the Netherlands, the Nordic countries and Italy suggest that a single point of contact for information improves efficiency with simple referral tasks (Humphreys, 1988).

At least 15 countries in the Middle East North Africa region have some kind of OSS in existence as part of their investment promotion efforts. One-stop Shops became popular in the 1980s as a means to promote investment, often as an adjunct to investment promotion agencies (like GAFI). "The basic idea is that an investor would only have to be in contact with one single entity to obtain all the necessary paperwork in one streamlined and coordinated process, rather than having to go through a labyrinth of different government bodies." "The most outstanding and well-known examples where such an OSS system works reasonably successful are the Economic Development Board (EDB) of Singapore, the Malaysian Industrial Development Authority (MIDA) and the Industrial Development Authority (IDA) of Ireland. In all three cases, investors can rely on the agencies to provide practically all the approvals and clearances needed." (Humphreys, 1988).

According to Stone (2006), in this period of gloomy economic forecasts, Africa's rise has become a widely discussed international policy topic. The sweeping optimism about Africa's economic prospects has been reinforced by 2013 projections that the continent will grow faster than the world average. This growth would greatly come from innovation. Building on emerging trends across the continent, the panel's draft report, "On the Wings of Innovation: Africa 2024," makes key recommendations related to harnessing emerging technologies, constructing basic

infrastructure, investing in higher technical training, and promoting entrepreneurship and making innovations a priority not only in product development but also service development.

The Huduma Kenya Programme was launched in November 2013 as a part of the Government of Kenya public service reform programme. The aim of the programme is to use innovation to transform the quality of public service delivery in Kenya. The Huduma centers are fast becoming the government front office where citizens are guaranteed they will access a majority of citizen services under the same roof, receive good quality. According to the UNDP (2006), the Rapid Results Initiative is making a widespread difference and is offering lasting solutions in Kenya's public service sector. It provides social change that a village, government office or business will choose and try to accomplish in just 100 days. So far, the government has established Centres in Nairobi, Machakos, Nakuru, Eldoret, Kisumu, Nyeri, Embu, Mombasa and Kakamega (GoK, 2003)

Huduma Centres enables citizens to obtain their passports, land title deeds, identity cards, Kenya Revenue Authority personal identification numbers and driving licenses without having to travel to Nairobi to get the services. It is expected that every civil servant whose role is to provide services such as education, healthcare, housing and other public services, will do so efficiently and integrated channel of Huduma payment gateway to facilitate ease of payment for government services (GoK, 2013). Among other changes to be introduced in the public service include introduction of one stop Huduma Service Centres to provide customer services to citizens from a single location, online e-Huduma web portal to provide integrated services offered by various government ministries, departments and agencies and a unified and integrated channel Huduma payment gateway to facilitate ease of payment for government services. Others are introduction of m-Huduma platform to offer M-Government services to citizens from their mobile phones and a Huduma call Centre to provide customer service using a single dialing prefix. Through the Huduma Kenya platform, the government aims at enabling citizens to access integrated public services via their phones, computers and personal digital assistants (PDA). The new portal is also expected to enhance service delivery and eradicate graft loopholes (GoK, 2013)

## 1.2 Statement of the problem

Historically, the Government of Kenya grappled with the problem of poor service delivery in its public service. Government service performance also deteriorated and was blamed to rampant corruption in its various ministries.

In 2013, the government introduced the concept of Huduma Centres, to transform public service delivery by providing citizens access to various public services and information. It aimed at providing efficient government services at the convenience of the citizen by amalgamating related services within one building, possibly on the same floor (one-stop-shop), effectively making it possible for service seekers to access it conveniently.

Challenges in these Centres have been reported as: increased government spending to finance the Centres, long waiting hours, delays in processing of Centre products like birth certificates and National Identity Cards, and limited range of products. There have been complaints about delays in service provision due to confusion in the Centres on what they do not offer. Whether Huduma Centre service innovations strategy is yet up to the task in satisfaction of customers is yet to be empirically verified. The study, therefore, assessed the influence of Huduma Centre Innovation strategies on Government Service Performance in Kakamega County, Kenya.

## 2.0 LITERATURE REVIEW

### 2.1 Theoretical framework

The study was guided by Chain-linked Innovation model. Chain-linked Innovation model was developed by Kline and Rosenberg in 1986. The chain-linked innovation model represents the technical activities occurring in the innovation process, the external forces of the market place, as well as the complex interactions and iterations between the various stages of the process that is identification of potential market through research, inventing the gap through product analytical design, developing a detailed design test, redesign and produce, then finally distribute and market the product.

SERVQUAL Model was developed by Parasuraman in 1985 which measures the level of customers' service satisfaction leading to organization performance in terms of the product reliability, assurance, tangibility, empathy and responsiveness. Service quality is therefore a

function of pre-purchase customers' expectations, perceived process quality and perceived output quality. The SERVQUAL has proved to be a valuable tool for service organizations to better understand what their customers or clients value and how well they are meeting the needs and expectations of customers and clients. It provides a benchmark based on customer opinions of an excellent organization, on the ranking of key attributes and on comparison to what employees of service organizations believe customers feel.

## 2.2 Conceptual framework

This study was guided by the conceptual framework in Figure 1

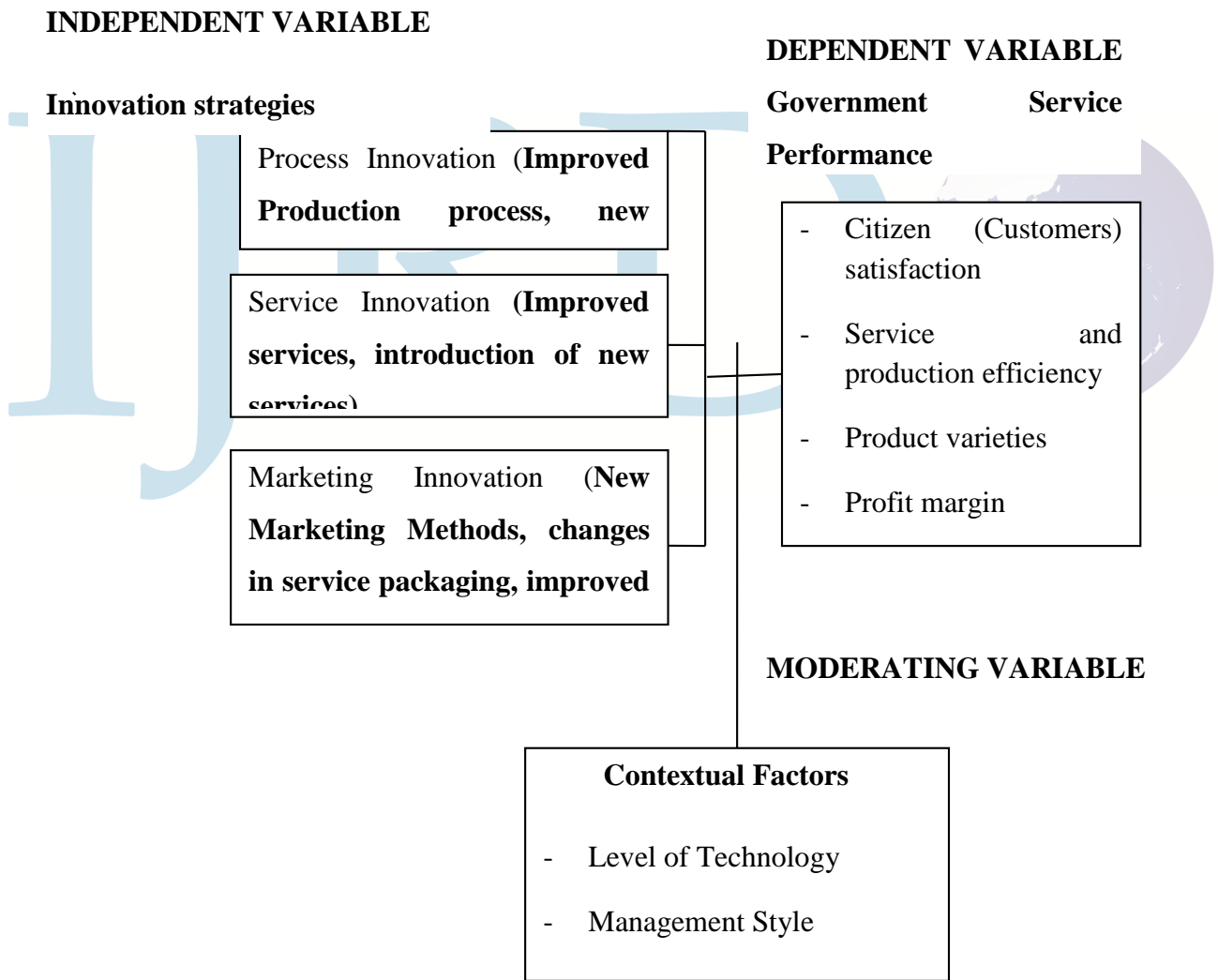


Figure 1: Conceptual Framework

Source: Researcher (2016)

## 2.3 Literature gap

This literature review models of innovation whereby Chain-linked innovation model is reviewed as an improvement of the traditional innovation models that includes technology push and demand pull innovation models. The literature further reviewed SERVQUAL model of innovation and was reviewed as a measure of a gap between customer expectation and experience with regards to innovation strategies employed. These two models are seen as better means that needs to be adopted in enhancing innovation in government services. A lot of studies have been conducted on innovation strategies These theoretical models have mainly been used in developed countries and mainly in profit making organization to improve the organization performance. Few of the studies if any have concentrated in service industries like the government departments thus this study aimed at bridging this gap by assessing the influence of Huduma centre Innovation strategies on government service performance in Kakamega County, Kenya.

## 3.0 RESEARCH DESIGN AND METHODOLOGY

The researcher used a descriptive survey design. The descriptive survey design is a qualitative non-experimental research design. According to Gay (2000), descriptive research is the process of collecting data in order to answer research questions concerning the current status of the subject of study. James and Schumacher (1999) defined descriptive research as the Description of an existing phenomenon using numbers to characterize individuals in group. Meredith (2001) defined descriptive research as a type of qualitative research that involves making careful description of a phenomenon. The purpose of choosing descriptive survey design among others is to describe existing commitment, attitudes, performance behaviours or other characteristics of innovations of the county Huduma Centre in determining the level of service performance

The study was conducted in Kakamega County and focused on Huduma Centre located within the Kakamega County Central Business District. Huduma Centre is housed within the Kakamega Postal Office Building which is opposite Kakamega Central Police Station.

The researcher targeted all customers who visited each section of Huduma centres in Kakamega for the whole year. Specific questions were directed to the managerial and operative levels of employees at the Huduma Centre Kakamega so as to complement the customers view on

innovation strategies of government services in Huduma centres. The target population for the customers was established by visiting Huduma Centre Kakamega and asking around. The total target population composed of 10565 respondents who visited the Huduma centre for the whole year.

The study used both stratified sampling, purposive and census sampling techniques. Stratified sampling whereby the population was divided into groups as customers, management and operative staff in Huduma Centre. A population of 10560 customers who visited the Huduma Centre in one year, the year 2015/2016 formed the population for customers. Customers who visited for different services were categorized as birth certificate, identity cards, certificate of good contact, income tax, driving license, passport, and NSSF services.

**Table 1: Sampling Frame**

<b>Respondent</b>	<b>Target population</b>	<b>Sampling Technique</b>	<b>Sampling technique</b>
Managerial employees	5	5	Purposive sampling
Operative employees	30	30	Census sampling
Customers	10560	birth certificate, 10 identity cards, 10 certificate of good contact,10 income tax,10 driving license, 10 passport, 10	Stratified and Purposive sampling

		NSSF services10	
<b>Total respondents</b>	<b>10,595</b>	<b>105</b>	

Source: field survey, 2016

Questionnaires, observation and interview schedules were used for data collection. Interview schedules were used for the top management while the questionnaires were used for the other employees within the organization and the customers. Also observation was used for these two groups.

## 4.0 RESEARCH FINDINGS AND DISCUSSION

### 4.1 Response rate

One hundred and five questionnaires were administered to the sample population. Seventy-nine were returned while 26 of the respondents did not honour their obligation or the questionnaires were filled incorrectly to meet minimum threshold for data analysis. The response rate was 75.23%. This response rate was excellent since it surpassed the minimal value of 50% response rate prescribed for statistical analysis (Mugenda & Mugenda, 2003).

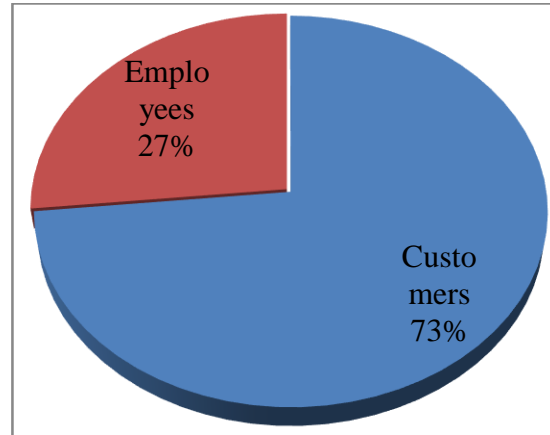
### 4.2 Respondents Demographic Characteristics

The demographic information of the respondents is considered very crucial not only for subsequent discussions of the findings but also for the authenticity and generalization of the results. This section, therefore, presents respondents' personal description, gender, age and academic qualification.



### Personal description of the respondents

In this study, both customers and employees were used during data collection. The results are as shown in Figure 2

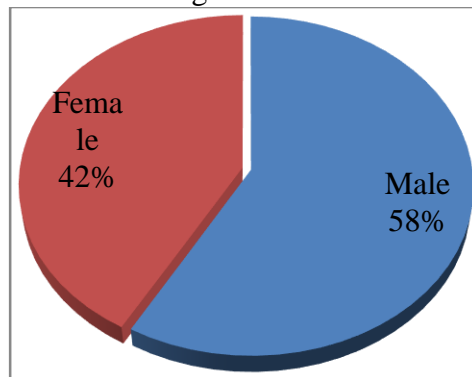


**Figure 2: Personal description of the respondents**

The findings revealed that 58(73.4%) were customers while 21(26.6%) were employees. This revealed that, most of the respondents were customers as they were recipients of service. Chi square revealed there was significant variation between the two groups  $X^2(2) = 18.557, P = 0.000$ . The result reveals that innovative strategies introduced by Huduma Centres should be customer centred and it should be in line with customer capabilities since the ultimate goal is customer (citizen) satisfaction.

### 4.3 Gender of the respondents

The respondents were required to state their gender. The results are as shown in Figure 3

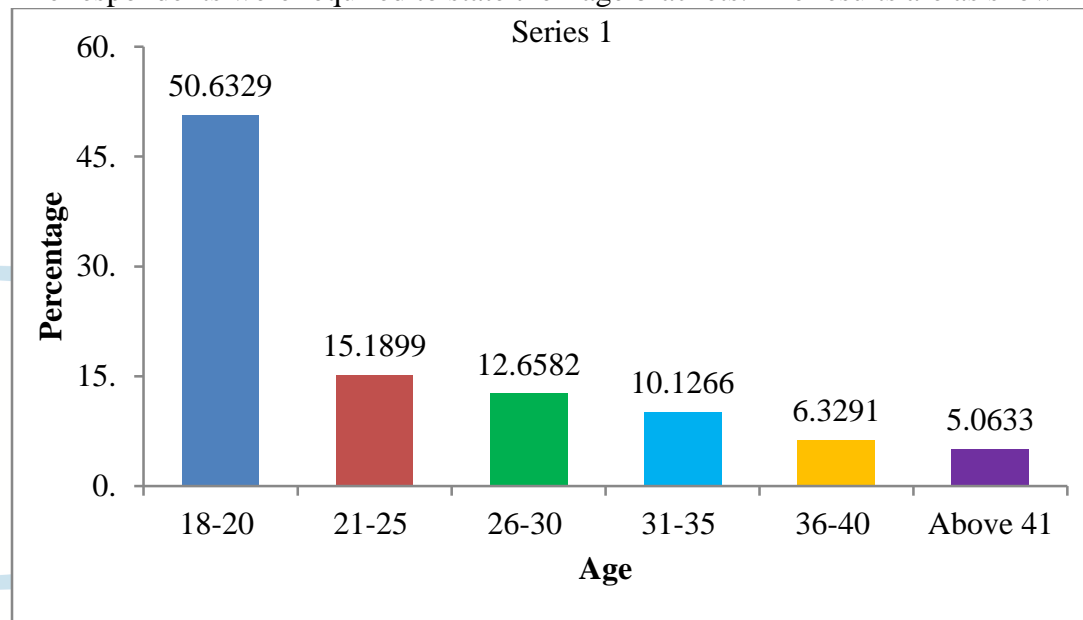


**Figure 3: Gender of the respondents**

From Figure 3, Male were majority as they comprised 46(58.2%) of the total respondents while female was 33 (41.8%) of the respondents. There is no significant difference between male and female in this study with  $X^2(1) = 2.139$ ,  $P=0.144$ . Since there is no significant variation, there is need for Huduma Centres to come up with innovative strategies irrespective of their gender roles and capability.

#### 4.4 Age of the respondents

The respondents were required to state their age brackets. The results are as shown in Figure 4

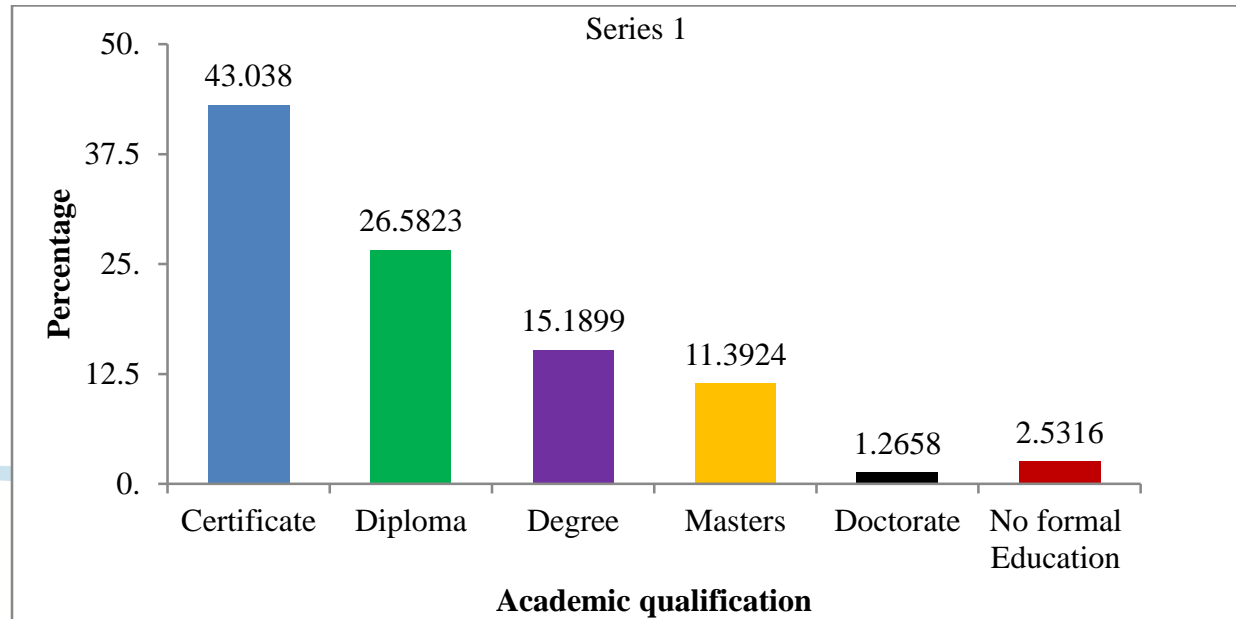


**Figure 4: Age of the respondents**

From Figure 4, more than half of the respondents were between 18 and 20 years (50.63%, 40) as this age group was seeking services of ID card application, driving license, KRA PIN, certificate of good conduct among other official documents. Between 21 and 25 years was 12 (15.19%), 26-30 years was 10 (12.66%), 31-35 years was 8 (10.12%), 36-40 years was 5 (6.33%) and above 40 years was 4 (5.06%). The findings revealed that most of the respondents who visited Kakamega Huduma Center were less than 30 years which is considered aggressively and economically active. The service sought by these age brackets are meant to spur economic development of the country and as such the Huduma Centers should embrace innovative strategies that would augur well with this age group.

#### 4.5 Academic qualification of the respondents

The respondents were required to state their academic qualification. The results are as shown in Figure 5



**Figure 5: Academic qualification**

From Figure 5, 34 (43.04%) of the respondents were having certificate academic qualification while diploma was 21 (26.58%), degree was 12 (15.19%), masters was 9 (11.39%), doctorate was one of the respondents and 2 (2.53%) was found to have no formal education. The findings revealed that most of the respondents who visited Kakamega Huduma Center were classified as “hustlers” as they are looking for documents for job application clearance or start of business that can generate them income. This indicates that Huduma Centers should embrace innovative strategies to service this group of customers satisfactorily.

#### 4.6 Descriptive Analysis of the Variables in the Study

Descriptive analysis included an assessment of the Service innovation strategy, marketing innovation strategy, Process innovation strategy, contextual factors and Government performance. The statements were anchored on a five point Likert-type scale ranging from 1=Strongly Agree to 5= Strongly Disagree and respondents were asked to indicate the extent to which they agreed to the statements. Descriptive measures included percentage, frequency, mean

and standard deviation. Mean is a measure of central tendency used to describe the most typical value in a set of values. Standard deviation shows how far the distribution is from the mean.

#### 4.7 Service innovation strategy

Service innovation strategy is introduction of new products/services or bringing significant improvement in the existing products/services (Polder et al, 2010). To assess effect of service innovation strategy, a set of four statements was formulated. The respondents were asked to indicate the extent of agreement with each of the Service innovation strategy statements. The pertinent results are presented in Table 4.1.

**Table 2: Service innovation strategy**

Service innovation strategy	SD (%)	D (%)	N (%)	A (%)	SA (%)	Mean	Std. Dev.
IT system (technology dimension) is used to enable customer self-service (interface dimension) creating customer satisfaction.	2 (2.53)	2 (2.53)	3 (3.8)	20 (25.32)	52 (65.82)	4.4937	.88973
The ability to track one's order or the location of an item that one has posted or is expecting to receive is easy due to automation creating Service and production efficiency	2 (2.53)	2 (2.53)	4 (5.06)	22 (27.85)	49 (62.03)	4.4430	.90223
A new service requiring a new service delivery system, and changes at the client interface are electronically done with less costs leading to high Profit margin	1 (1.27)	3 (3.8)	5 (6.33)	20 (25.32)	50 (63.29)	4.4557	.87409

Different Services may be delivered electronically leading to Product varieties at the same source.

1 (1.27)	3 (3.8)	8 (10.13)	17 (21.52)	50 (63.29)	4.4177	.91438
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Table 2 revealed the results of service innovation strategy, 52(65.82%) of the respondents strongly agreed that IT system (technology dimension) is used to enable customer self-service (interface dimension) creating customer satisfaction, 20(25.32%) agreed while 3 (3.8%) of the respondents was neutral, 2(2.53%) of the respondents disagreed and, 2(2.53%) of the respondents strongly disagreed that IT system (technology dimension) is used to enable customer self-service (interface dimension) creating customer satisfaction (mean = 4.4937-Strongly Agree, SD = 0.88973). Majority of the respondents that is 91.14 % of the respondents confirmed that IT system is used to enable customer self-service thereby creating customer satisfaction.

Similarly, 49(62.03%) of the respondents strongly agreed that the ability to track one's order or the location of an item that one has posted or is expecting to receive is easy due to automation creating Service and production efficiency, 22(27.85%) agreed while 4 (5.06%) of the respondents was neutral, 2(2.53%) of the respondents disagreed and, 2(2.53%) of the respondents strongly disagreed that the ability to track one's order or the location of an item that one has posted or is expecting to receive is easy due to automation creating Service and production efficiency (mean = 4.4430-Agree, SD = .90223). Majority of the respondents of the respondents (89.87%) was in agreement that there is service and production efficiency due automation of the services

On new service requiring service delivery system, 50(63.29%) of the respondents strongly agreed that new service requiring a new service delivery system, and changes at the client interface are electronically done with less costs leading to high Profit margin, 20(25.32%) agreed while 5 (56.33%) of the respondents was neutral, 3(3.8%) of the respondents disagreed and one of the respondents strongly disagreed that new service requiring a new service delivery system, and changes at the client interface are electronically done with less costs leading to high Profit margin (mean = 4.4557-Strongly Agree, SD = 0.87409). Majority of the respondents of the

respondents (88.61%) indicated that changes at the client interface are electronically done with less costs leading to high Profit margin.

Lastly, on different services, 50(63.29%) of the respondents strongly agreed that different Services may be delivered electronically leading to product varieties at the same source 17(21.52%) agreed while 8 (10.13%) of the respondents was neutral, 3(3.8%) of the respondents disagreed and one of the respondents strongly disagreed that different Services may be delivered electronically leading to Product varieties at the same source (mean = 4.4177S-Agree, SD = 0.91438). Majority of the respondents of the respondents (84.81%) indicated that different services are delivered electronically leading to product varieties at same source.

During interview, the researcher noted that, Huduma Centres are unique in their service innovation strategies as compared to other public institutions. One of the respondents stated that:

*The services offered at Huduma centres are varied. However, we have innovatively offered them at customers in a seamlessly manner. No public institutions in this country can offer more than 20 services at a time and does it at optimal level (Interview, 2016)*

This revealed that, Huduma Centre in Kakamega County can offer more than 20 services amongst the commonly services were national identity cards, certificate of good contact, birth certificate and clearance of Tax, HELB, anti-corruption and Ethics. The ways these services are delivered to customers are differentiated and none of the services can affect the other. This shows that, Huduma Center has emerged one of the public institutions which have embrace service innovation strategies in its service delivery.

#### **4.8 Marketing innovation strategy**

Marketing innovation strategy is defined as implementing new marketing method that involve significant changes in the packaging, design, placement and product promotion and pricing strategy (Chen, 2006). To assess extent of marketing innovation strategy, a set of four statements was formulated. The respondents were asked to indicate the extent of agreement with each of the Marketing innovation strategy statements. The pertinent results are presented in Table 4.2.

Table 3: Marketing innovation strategy

Marketing innovation strategy	SD (%)	D (%)	N (%)	A (%)	SA (%)	Mean	Std. Dev.
The significant changes on the service design or packaging has positive effect on Citizen (Customers) satisfaction	3 (3.8)	9 (11.39)	4 (5.06)	45 (56.96)	18 (22.78)	4.2152	.98281
The media techniques for service promotion has increased client volume leading to Profit margin	1 (1.27)	4 (5.06)	2 (2.53)	51 (64.56)	21 (26.58)	3.8354	1.03069
New methods of service placement or selling channels has increased Service and production efficiency	6 (7.59)	7 (8.86)	4 (5.06)	29 (36.71)	33 (41.77)	4.1013	.77782
New methods for pricing of services provided has positive impact on profitability	3 (3.8)	9 (11.39)	4 (5.06)	45 (56.96)	18 (22.78)	3.9620	1.23458

Table 3 revealed the results of Marketing innovation strategy, 18(22.78%) of the respondents strongly agreed that the significant changes on the service design or packaging has positive effect on Citizen (Customers) satisfaction, 45(56.96%) agreed while 4(5.06%) of the respondents was neutral, 9(11.39%) of the respondents disagreed and, 3(3.8%) of the respondents strongly disagreed that the significant changes on the service design or packaging has positive effect on Citizen (Customers) satisfaction (mean = 4.2152- Agree, SD = 0.98281). Majority of the respondents that is 92.41% of the respondents confirmed that service design or packaging has positive effect on Citizen Satisfaction.

On media techniques for service promotion, 21(26.58%) of the respondents strongly agreed that the media techniques for service promotion has increased client volume leading to Profit margin, 51(64.56%) agreed while 2(2.53%) of the respondents was neutral, 4(5.06%) of the respondents

disagreed and one of the respondents strongly disagreed that the media techniques for service promotion has increased client volume leading to Profit margin (mean = 3.8354-Agree, SD =1.03069). Majority of the respondents of the respondents (79.75%) was in agreement that service promotion has increased client volume leading to Profit margin

In relation to new methods of service placement or selling channels, 33(41.77%) of the respondents strongly agreed that new methods of service placement or selling channels has increased Service and production efficiency, 29(36.71%) agreed while 4(5.06%) of the respondents was neutral, 7(8.86%) of the respondents disagreed and 6(7.59) of the respondents strongly disagreed that new methods of service placement or selling channels has increased Service and production efficiency (mean = 4.1013-Agree, SD = .77782). Majority of the respondents of the respondents (91.14%) revealed that new methods of service placement or selling channels have increased Service and production efficiency.

Lastly, on new methods for pricing of services, 18(22.78%) of the respondents strongly agreed that new methods for pricing of services provided has positive impact on profitability, 45(56.96%) agreed while 4(5.06%) of the respondents was neutral, 9(11.39%) of the respondents disagreed and 3(3.8%) of the respondents strongly disagreed that new methods for pricing of services provided has positive impact on profitability (mean = 3.9620-Agree, SD = 1.23458). Majority of the respondents of (78.48%) indicated that new methods for pricing of services provided have positive impact on profitability.

#### **4.9 Process innovation strategy**

Process innovation means improving the production and logistic methods significantly or bringing significant improvements in the supporting activities such as purchasing, accounting, maintenance and computing (Polder et al., 2010). To explore the effect of process innovation strategy, a set of four statements was formulated. The respondents were asked to indicate the extent of agreement with each of the process innovation strategy statements. The pertinent results are presented in Table 4.3.



Table 4: Process innovation strategy

Process innovation strategy	SD (%)	D (%)	N (%)	A (%)	SA (%)	Mean	Std. Dev.
Significant changes in techniques of service delivery has positive effect on Citizen (Customers) satisfaction	8 (10.13)	1 (1.27)	1 (1.27)	28 (35.44)	40 (50.63)	4.1899	1.23076
Variety of new services from Huduma centre has reduced the costs of accessing service causing client satisfaction.	0.0	15 (18.99)	8 (10.13)	18 (22.78)	38 (48.1)	4.0000	1.16575
Customisation of the services on Citizen (Customers) satisfaction	3 (3.8)	3 (3.8)	15 (18.99)	16 (20.25)	42 (53.16)	4.2819	1.09882
Electronic government service delivery techniques have resulted to good revenue from Huduma services.	4 (5.06)	5 (6.33)	10 (12.66)	19 (24.05)	40 (50.63)	4.1266	1.18069

Source: Field data, 2016

Table 4 revealed the results of process innovation strategy, 40(50.63%) of the respondents strongly agreed that significant changes in techniques of service delivery has positive effect on Citizen (Customers) satisfaction, 28(35.44%) agreed while one of the respondents was neutral, one of the respondents disagreed and, 8(10.13%) of the respondents strongly disagreed that significant changes in techniques of service delivery has positive effect on Citizen (Customers) satisfaction (mean = 4.1899- Agree, SD = 1.23076). Majority of the respondents that is 86.08% of the respondents confirmed that changes in techniques of service delivery have positive effect on Citizen (Customers) satisfaction.

Further on variety of new services, 38(48.1%) of the respondents strongly agreed that Variety of new services from Huduma centre has reduced the costs of accessing service causing client satisfaction, 18(22.78%) agreed while 8(10.13%) of the respondents was neutral, 15(18.99%) of

the respondents disagreed and none of the respondents strongly disagreed that Variety of new services from Huduma centre has reduced the costs of accessing service causing client satisfaction (mean = 4.0000-Agree, SD =1.16575). Majority of the respondents of the respondents (70.89%) was in agreement that client satisfaction is as a result of acceding variety of service at reduced cost in Huduma Centre.

Concerning customisation of the services, 42(53.16%) of the respondents strongly agreed that customisation of the services on citizen (Customers) satisfaction, 16(20.25%) agreed while 15(18.99%) of the respondents was neutral, 3(3.8%) of the respondents disagreed and 3(3.8%) of the respondents strongly disagreed that customisation of the services on citizen (Customers) satisfaction (mean = 4.2819-Agree, SD = 1.09882). Majority of the respondents of the respondents (73.42%) revealed that customisation of the services on citizen (Customers) satisfaction

Lastly, on service delivery techniques, 40(50.63%) of the respondents strongly agreed that electronic government service delivery techniques have resulted to good revenue from Huduma services, 19(24.05%) agreed while 10(12.66%) of the respondents was neutral, 5(6.33%) of the respondents disagreed and 4(5.06%) of the respondents strongly disagreed that electronic government service delivery techniques have resulted to good revenue from Huduma services (mean = 4.1266-Agree, SD = 1.18069). Majority of the respondents of the respondents (74.7%) indicated that electronic government service delivery techniques have resulted to good revenue from Huduma services.

## 5.0 SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

### 5.1 Summary of Findings

The study intended to establish the influence of Huduma Centre Innovation strategies on government service performance in Kenya; a case of Kakamega County. The study sampled 105 customers and employees at Kakamega Huduma Centre with a return rate of 75.23%. Innovation strategies was conceptualized using Service innovation strategy, Marketing innovation and Process innovation strategy while contextual factors were used as moderating variable. Government service performance was conceptualized as citizen satisfaction and profit margin. Data was collected using questionnaires, interview and observation and was analysed by use

descriptive (Frequency & percentage) and inferential (Correlation and Regression) with significance level of 0.05. The findings revealed that all Innovation strategies had significant effect on the Government Service Performance in Huduma centre Kakamega County, Kenya. Up to 65.4% of the variance in performance is significantly accounted for by Innovation strategies leaving 34.6% to be explained by other factors outside the scope of this study.

The mean of four facets used in this study in relation to Service innovation strategy had a mean of 4 (agree) when rounded to nearest whole number. The results indicated that Service innovation strategy had a statistically significant effect on the performance ( $R=0.714$ ) and explained 51.0% of its variation ( $R^2=.510$ ,  $P=0.000$ ).

The mean of four facets used in this study in relation to Marketing innovation had a mean of 4 (agree) when rounded to nearest whole number. The results indicated that Marketing innovation had a statistically significant effect on the performance ( $R=0.664$ ) and explained 44.1% of its variation ( $R^2=.357$ ,  $P=0.000$ ).

The mean of four facets used in this study in relation to process innovation strategy had a mean of 4 (reasonable) when rounded to nearest whole number. The results indicated that process innovation strategy had a statistically significant effect on the performance ( $R=0.612$ ) and explained 37.5% of its variation ( $R^2=.375$ ).

## 5.2 Conclusion

From the findings, the researcher concluded that Innovation strategies had significant effect on the Government Service Performance in Huduma centre Kakamega County, Kenya. Of all the independent variable, Service innovation strategy had greatest significant effect on the performance ( $R=0.714^{**}$ ,  $P<0.01$ ) and it explained up to 51.0% of variance in performance leaving 49% to be explained by other factors and the contextual factors that affected government service performance was level of technology, management style and government policy.

Basing on the first research question, the findings revealed that there is significant effect of Service innovation strategy on the Government Service Performance in Huduma centre Kakamega County, Kenya. This was shown through customer self-service, ability to track order through automation and different Services been delivered electronically at the same time.

Basing on the second research question of the study, the findings postulated that there is significant effect of marketing innovation and the Government Service Performance in Huduma centre Kakamega County, Kenya. This was revealed through significant changes on the service design or packaging, media techniques for service promotion, new methods of service placement or selling channels and pricing of services

Basing on the third research question, the findings revealed that there is significant effect of Process innovation strategy on the Government Service Performance in Huduma centre Kakamega County, Kenya. This was indicated that significant changes in techniques of service delivery, variety of new services at reduced cost, customisation of the services and electronic government service delivery techniques

Lastly, the findings revealed that there is significant effect of contextual factors on the Government Service Performance in Huduma centre Kakamega County, Kenya. The contextual factors identified was management style, level of technology and government policy.

### 5.3 Recommendations

The study concluded that Innovation strategies had significant effect on the Government Service Performance in Huduma centre Kakamega County, Kenya. The following recommendations was made based on the conclusion of the study.

1. The study recommended that organization must take immediate steps to improve innovation by critically assessing current innovation capabilities and performance, should create an enable environment that will enhance innovations in the organization so that full benefits of innovation strategies may be realized.
2. The study recommends organization should embrace the adoption of market innovation strategies for the management in organization to realize higher performance, increase number of customers and for the business to grow further
3. On government policy, the study recommends that organization should ensure new service introduction, reduction of costs; improved innovation process and conformance to regulations are used to influence performance of the organization. This will help the tap

into customers' needs so well that new service generates their own source of marketing momentum.

4. Level of technology has significant effect on government service performance. The study recommends that the organization should ensure that they adapt the new process innovation in order to cope with the fast changing technology so as they remain relevant in service delivery and citizen satisfaction.
5. Process innovation encourages ease of flow of information and fast delivery to the intended persons. For efficient adoption of process innovation strategies, there should be reliable infrastructure, enough financial resources; and the staff should be equipped with adequate skills and knowledge on the new technology through regular training in order to ensure that they do not resist the adoption of the new technology in the organization.
6. The study also recommends that the organization should also strive to ensure service range extension, service improvement and new service introduction to enable the organization to be more customer focus oriented, to grow faster, to invest more and also to earn more profit.

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