

# Factors Influencing the Choice of Huduma Centers' Services

## (A Case Study of Mombasa Huduma Centre)

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**Abstract-** In October 2013 the Jubilee Government embarked on the implementation of the Huduma Kenya Program as a flagship project in its Manifesto to address the requirements of the Kenyan Constitution on quality and access to Public Services. Ultimately, the Government aimed at transforming the Public Service into a Professional and Customer-Centered Public Service. The initiation of Huduma Centers has ensured that considerable levels of compliance have been realized. Significant progress has been made on the requirement on governance, transparency and accountability. Strategic leadership, strategic decision making and change management in the public sector on service delivery have restored the citizenry confidence in the public service and created a new government brand that customers associate with newness, freshness and high standards in delivery of public services. Overall, the accountability framework has moved the public service to significant levels of efficiency. This paper aims at bringing out explicitly these results and also focuses on areas of improvement. Its main research methodology is predominantly reliance on secondary data. A desk research was adopted and it was found that: Since the initiation of Huduma Centers, considerable levels of compliance have been realized. Significant progress has been made on the requirement on governance, transparency and accountability, and that citizens are able to access quality services.

**Index Terms-** customer care, Strategic leadership, strategic decision making, Huduma Centers, public service, Huduma Kenya.

### I. INTRODUCTION

#### **Background of the Study**

In October 2013 the Jubilee Government embarked on the implementation of the Huduma Kenya Program as a flagship project in its Manifesto to address the requirements of the Kenyan Constitution on quality and access to public services. Ultimately, the government aimed at transforming the public service into a professional and customer-centered public service. (Psck, 2014).

Huduma Kenya is a program by the Government of Kenya that aims to transform Public Service Delivery by providing citizens' access to various Public Services and information from One Stop Shop citizen service centers called Huduma Centres and through integrated technology platforms. Huduma Kenya

provides Efficient Government Services at the Convenience of the citizen. This is according to (Oyugi, 2015), Huduma Kenya is a 'one stop shop' approach in reforming service delivery in the public sector Kenya. Huduma Kenya involves bring services closer to the people whereby services are offered under one roof, effectively making it possible for service seekers to access it conveniently without moving from one building to another. This means that you will be able to get birth certificates, national identity cards, passports, registration of business names, and applications for marriage certificates, drivers' licenses, police abstracts and many other services in one place. (Oyugi, 2015)

Among the 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 (MDAs) and a unified and integrated channel Huduma payment gateway to facilitate ease of payment for government services, through postapay. Thirteen Huduma centers are already operational in Kenya, they include, Nairobi – GPO, City Square- Haile Sellasie Avenue, Makadara, Machakos – GPO Machakos, Nakuru – GPO Nakuru, Eldoret – GPO Eldoret, Kakamega – GPO Kakamega, Kisumu – Former PC office, Nyeri – Provincial Headquarters, Embu – GPO Embu and Mombasa – GPO Mombasa. Oyugi, (2015),

According to Bass (1997), definition of leadership is related to the purpose associated with the attempt to define it, and so presents a wide range of possibilities. Leadership can be seen as a group process, an attribute of personality, the art of inducing complaisance, an exercise of influence, a particular type of action or behaviour, a form of persuasion, a power relationship, an instrument to achieve goals, the result of an interaction, a differentiated role or initiation of a structure (Burnes, 2000). The concept of leadership is defined, according to Hersey and Blanchard (1979), as the process of influencing the activities of an individual or a group in efforts toward goal accomplishment. Organizational change is a process in which an organization optimizes performance as it works toward its ideal state. Organizational change occurs as a reaction to an ever-changing environment, a response to a current crisis situation, or is triggered by a leader. Successful organizational change is not merely a process of adjustment, but also requires sufficient managing capabilities. However, there are many topics to be

considered to achieve successful change. It is a process in which an organization optimizes performance as it works toward becoming its ideal state. (Jones, 2004). Organizational change occurs as a reaction to an ever-changing environment or as a response to a current crisis situation. On the other hand, a more proactive viewpoint is that it is triggered by a progressive manager. Furthermore, organizational change is especially evident when the organization has just undergone a transfer of executive power (Haveman, et al. 2001).

### **Huduma Center Structure**

The Huduma Kenya Program is an Integrated Service Delivery (ISD) strategy that aims at the delivery of Public Services through a "One Stop Shop" Model with a great emphasis in Customer Service Excellence. This "One Stop Shop" approach enables citizens and customers to access various public services and information from a single location and through integrated service platforms. In this regard, the Presidency has been steering the Program through the Ministry of Devolution and Planning under the Huduma Kenya Secretariat. The Huduma Kenya Secretariat was instituted through the Presidential Gazette Notice No. 2177 of 31st March 2014 establishing the Governance Structure of the Huduma Kenya Program. The Huduma Kenya Secretariat is the third tier Management Structure of the Huduma Kenya Program below the Summit and Technical Committee as provided for in the Gazette. This structure was established in order to anchor this extensive and transformational Programme. (Marwa, 2013).

### **Statement of the Problem**

Corruption manifests itself through various forms, including petty and grand corruption, embezzlement of public funds, and a system of political patronage well entrenched within the fabrics of society. Although some progress has been made by the government in the past to attract foreign investments, inefficient and complex government regulations continue to provide both incentives and opportunities for corruption. According to the World Bank and IFC enterprise survey 2007, close to 80 % of the firms' surveyed reported being expected to make informal payment to get things done and circumvent burdensome bureaucratic requirements, making it almost impossible for businesses to operate without facilitation payments. The Global Corruption Barometer 2011 as well as the Eastern Africa Bribery Index 2012 also confirms that citizens have to pay bribes for simple bureaucratic tasks and accessing basic public services. (Ndegwa, 2004).

It is common knowledge that corruption appears domesticated and entrenched in the fabric of our nation. It is acknowledged that corruption is an undeclared national disaster, requiring a concerted effort to eradicate it. There is also an acknowledgement that the consequences of corruption run wide and deep, finding expression in economic and human rights perspectives. Corruption in Kenya has been a challenge since colonial times. Official attempts to fight corruption can be traced back to 1956 when the Prevention of Corruption Act was enacted, although there was little compliance with this law in the post-colonial period. The Act was amended in 1991 to enhance the penalties against offenders. However, no prosecution under the Act followed the amendments. According to the report, for

Kenya to be at par with other developing nations, corruption prevalence needs to be at the minimal. It's against this backdrop that the Jubilee government came up with the Huduma Kenya project to mitigate corruption in the public sector. Since the success of this project is more verbalized than quantified, the purpose of this paper will be to bring out the role of Huduma Centres on service delivery in the public service. (KACC, 2009)

### **General Objective**

Factors influencing the choice of Huduma center's services in Mombasa County.

### **Specific Objectives**

- i. To determine the role of strategic leadership in service delivery at Huduma Centers
- ii. To determine the effects of strategic decision making on service delivery at Huduma Centers.
- iii. To examine the effects of change management on service delivery at Huduma Centers.

## **II. RELATED LITERATURE**

Citizens who have been served at the centers have lauded the quality of service provision at the centres as superior; they indicated that they felt valued and were treated with utmost respect something they never experienced in a Government Service Point before. This is a result of the high Customer Service Standards in the Centers and the modern Government service delivery model anchored on 21st century technology that includes the use of Knowledge Management Portal, Virtual Desktop Infrastructure, Ticketing & Queue Management System and Electronic and Instant Feedback Devices. (Ministry of Planning, 2010)

The Huduma Kenya Programme is a huge leap in the transformation of the Public Service and this has resulted in a number of delegations visiting the Huduma Centers from across Africa to study the Programme. Delegates have been received from South Africa, Tanzania, Nigeria, Mali, Swaziland, Uganda, Gambia, Rwanda, Togo, Mozambique, Botswana, Lesotho, Malawi, Papua New Guinea. Our counterparts have applauded the impacts of the Programme that has restored the Citizenry Confidence in the Public Service and created a new Government Brand that customers associate with newness, freshness and high standards in delivery of Public services. With this kind of reactions African Cofrom our African Colleagues we are looking forward to sharing our experiences and lessons learnt with fellow members of the Commonwealth especially in sub-Saharan Africa and other Emerging Economies. As members of the Commonwealth Community we are committed to its Vision of improving the lives of our Citizenry and we will take part in initiatives aimed at replicating the Huduma Kenya Concept across the Commonwealth as a means to achieve an effective and responsive Public Service that meets Global Standards and Best Practices. (Ongwae, 2013)

### **Theoretical Framework**

#### **Gestalt- Field Behavioral Theory**

Pavlov, (1928) started from the idea that there are some things that a dog does not need to learn. For example, dogs don't

learn to salivate whenever they see food. This reflex is 'hard wired' into the dog. In [behaviorist terms](#), it is an unconditioned response (i.e. a stimulus-response connection that required no learning). Pavlov showed the existence of the unconditioned response by presenting a dog with a bowl of food and the measuring its salivary secretions. In his experiment, Pavlov used a bell as his neutral stimulus. Whenever he gave food to his dogs, he also rang a bell. After a number of repeats of this procedure, he tried the bell on its own. As you might expect, the bell on its own now caused an increase in salivation. So the dog had learned an association between the bell and the food and a new behavior had been learnt. Because this response was learned (or conditioned), it is called a conditioned response. The neutral stimulus has become a conditioned stimulus.

In Behaviourist theory, all behaviour is learned; the individual is the passive recipient of external and objective data. Among the earliest to work in the field of conditioning of behaviour was Pavlov, (1928). Pavlov found that for associations to be made, the two stimuli had to be presented close together in time. He called this the law of temporal contiguity. If the time between the conditioned stimulus (bell) and unconditioned stimulus (food) is too great, then learning will not occur. He discovered that a dog could be 'taught' to salivate at the ringing of a bell, by conditioning the dog to associate the sound of the bell with food. Arising from this, one of the basic principles of the Behaviourists is that human actions are conditioned by their expected consequences. Behaviour that is rewarded tends to be repeated, and behavior that is ignored tends not to be. Therefore, in order to change behaviour, it is necessary to change the conditions that cause it. (Skinner, 1974).

According to French et al. (1984), Gestalt theory is based on the belief that persons function as a whole, total organisms. And each person possess positive and negative characteristics that must be 'owned up to' and permitted expression. People get into trouble when they get fragmented, when they do not accept their total selves....basically, one must come to terms with oneself,....must stop blocking off awareness, authenticity, and the like by dysfunctional behaviors" Thus from Gestalt-Field perspective, behavior is not just a product of external stimuli, rather it arises from how individual uses reason to interpret these stimuli.

### **Henry Mintzberg Leadership Theory**

Managers according to Mintzberg, (1973), serve in ten different but closely related roles. Interpersonal Roles: Figurehead Role- For instance official launching of a new product. Leadership role: Involves directing and co-coordinating the activities of subordinates, Liaison role: involves managers in interpersonal relationship outside of their area of command. Informational Role: This role establishes the manager as the central point for receiving and sending non-routine information. The Monitor role: Involves examining the environment in order to gather information, changes, and opportunities and problems that may affect the unit. The disseminator role- Involves providing important or privileged information to subordinates. Spokesperson role-The manager represents the unit to other people. Decisional role. Entrepreneur Role-The objective of this role is to change the unit for better. Disturbance handler role: This role involves taking decisions or corrective actions in

response to unusual circumstances. Resource allocator role: Involves decisions on how the resources of the unit will be distributed for optimal results. The negotiator role: involves bargaining with other units to obtain advantages of his/her unit in terms of effectively discharging its mandate.

### **Simons bounded rationality model of decision making**

According to Simon's, (1979), bounded rationality model of decision making, the rational manager does not always have complete information, and that optimal choices are not always required. Simon states that human rational behaviour is shaped by a scissors whose two blades are the structure of task environments and the computational capabilities of the actor. These scissors cut the problem space into a much smaller area that is feasible to search. Bounded rationality is characterized by the activities of searching and satisfying. Alternatives are searched for and evaluated sequentially. If an alternative satisfies certain implicitly or explicitly stated minimum criteria, it is said to satisfy and the search is terminated. The process of searching might be made easier by the identification of regularities in the task environment.

### **Kurt Lewin's Force Theory of Change**

Kurt Lewin (1957) introduced the three-step change model. This social scientist views behavior as a dynamic balance of forces working in opposing directions. Driving forces facilitate change because they push employees in the desired direction. Restraining forces hinder change because they push employees in the opposite direction. Therefore, these forces must be analyzed and Lewin's three-step model can help shift the balance in the direction of the planned change.

Unfreeze: According to Lewin, the first step in the process of changing behavior is to unfreeze the existing situation or status quo. First, increase the driving forces that direct behavior away from the existing situation or status quo. Some activities that can assist in the unfreezing step include: motivate participants by preparing them for change, build trust and recognition for the need to change, and actively participate in recognizing problems and brainstorming solutions within a group.

Change: Lewin's second step in the process of changing behavior is movement. In this step, it is necessary to move the target system to a new level of equilibrium. Three actions that can assist in the movement step include: persuading employees to agree that the status quo is not beneficial to them and encouraging them to view the problem from a fresh perspective, work together on a quest for new, relevant information, and connect the views of the group to well-respected, powerful leaders that also support the change.

Refreeze: The third step of Lewin's three-step change model is refreezing. This step needs to take place after the change has been implemented in order for it to be sustained or "stick" over time. It is highly likely that the change will be short lived and the employees will revert to their old equilibrium (behaviors) if this step is not taken. It is the actual integration of the new values into the community values and traditions. The purpose of refreezing is to stabilize the new equilibrium resulting from the change by balancing both the driving and restraining forces. One action that can be used to implement Lewin's third step is to reinforce new

patterns and institutionalize them through formal and informal mechanisms including policies and procedures.

### III. REVIEW OF VARIABLES

#### **Strategic leadership**

Change has become a constant phenomenon which must be managed properly for an organization to survive. Knowledge and awareness about many of the critical issues involved in the management of such change is often lacking. Many organizations are occasionally faced with challenges that force them to adjust or change, (Burnes, 2004). Development organizations, in particular, regularly have to go through change processes when having to respond to new development scenarios or simply as part of their expansion or restructuring processes. The implications of change processes are regularly under-estimated by senior management and not managed adequately. Ansoff (1987) asserts that it's known that leadership can make a great difference, and that its importance for organizational success is intensifying. Yet we still know too little about the qualities and practice of effective organizational leadership and change management.

The massive, often turbulent change that characterized business organizations in the 1970s and 1980s led to what has been described as the "new paradigm", with its emphasis on being charismatic, visionary and transformational (Bass, 1985). These were seen as revealing a conception of the leader as someone who, by defining an organization's mission and the values which will support it, defines organizational reality. Thus, in the "New Leadership" approach, leaders are seen as managers of meaning, rather than in terms of simply an influence process. However, over the last few years – arguably fuelled by increased fanaticism, the rapid changes in the global world such as rapidly-evolving technologies, and political and social factors have also called for the development of effective leadership skills. Consequently, leadership development programs have become an increasing priority for government organizations. The concept of leadership has generated lively interest, debate and occasional confusion as management thought has evolved. Even today, it is not easy to define leadership, and given the complexity of the subject, there is no general consensus about delimitation of the field of analysis.

According to Burnes (2009), definition of leadership is related to the purpose associated with the attempt to define it, and so presents a wide range of possibilities. Leadership can be seen as a group process, an attribute of personality, the art of inducing complaisance, an exercise of influence, a particular type of action or behaviour, a form of persuasion, a power relationship, an instrument to achieve goals, the result of an interaction, a differentiated role or initiation of a structure (Bass, 2000). The concept of leadership is defined, according to Haveman, (1979), "as the process of influencing the activities of an individual or a group in efforts toward goal accomplishment". According to Senge, (1990), leadership is associated with stimulants and incentives that motivate people to reach common objectives. Haveman et al. (2001), states that the essence of leadership involves achieving objectives with and through people. Koontz (2008) define leadership as the process of influencing people so that they make an effort by their own will and enthusiasm

towards obtaining the group's goals. According to Kotter (2002), without leadership, the probability of mistakes occurring increases and the opportunities for success become more and more reduced. For these same authors, and in this context, leadership allows cooperation, diminishes conflicts, contributes to creativity and has an integrating role, as it keeps people united even when not physically so. In this way, leadership, together with stimulants and incentives, promotes people's motivation towards achieving common goals, having a relevant role in the processes of forming, transmitting and changing organizational culture (Senge, 1990).

The launch of Huduma Centers realized significant progress in the provision of service through ICT. The centres provide one-stop shops for services such as registration of business, registration for National Social Security Fund (NSSF) and National Hospital Insurance Fund (NHIF) among other services. The result has been that there is an increase in the number of MDAs providing services through ICT. Instead of one hoping from one office to another seeking for government services, he/she can get them from one office hence saving time and enhancing satisfaction. (Psck, 2014).

Leadership is a process influence between leaders and subordinates where a leader attempts to influence the behaviour of subordinates to achieve the organizational goals. Organizational success in achieving its goals and objectives depends on the leaders of the organization and their leadership styles. By adopting the appropriate leadership styles, leaders can affect employee job satisfaction, commitment and productivity at Huduma Centers.

#### **Strategic Decision Making**

In any organization, decision making takes place at three levels and so strategies can also be formulated at all these different levels. Strategies are formulated at all these levels because a single strategy is not only inadequate, but also insufficient. These different levels of strategic decision making and strategic formulation in any organization include; corporate level, business level and functional level. The corporate level takes major strategic decisions. The performance of any organization will be succinctly hinged on the strategic decision it takes. (Willmot, 1997)

Generally, it is assumed that managers are in favour for or against a (new) strategy "neither as a habit nor as a mindless repertoire." But for rational reasons and on the basis of objective facts. And one can hear a lot about the official reasons for managerialistic change; to increase efficiency and reduce costs, to increase profits and growth, to become more business-like and to secure the survival of the organization – you name it. All these claims might be true, many managers may really believe in what they say and work very hard to achieve the changes and results proclaimed. However, behind such claims there can be also reasons and drivers which are being mentioned less often, if at all. Despite all assurances by the proponents of new public management that the new agenda is solely about rational strategic responses and "technical" aspects, organizational politics imply otherwise. Strategic change initiatives, their formulation and implementation are much about influence, power and control (Diefenbach 2006).

Willmott, (1997), draws the attention to the fact that the struggle for power in an organization is often a struggle to impose and legitimize a self-serving construction of meaning for others. Managers want to get their version through, their interpretation of how the world is and what the organization should be doing – because they know very well that getting ones “meaning” through will generate further chances and possibilities. Organizational change is a socially constructed reality with negotiated meaning as outcomes of power relationships and struggles for supremacy (Grant et al., 2005). “Between the lines” a particular strategy is primarily about power and control, dominance and supremacy, whose access to resources will be enlarged or reduced, who can stay and who has to go.

Managers might have to deliver results and therefore are not absolutely free in their choices. But they make decisions on quite a rational basis – seen from their perspective. Hence, many managers – like many other people – make decisions first with regard to their personal interests (in the West, at least), to their own position and career aspirations, to their families and social affairs and the like (Willmott, 1997). These personal interests usually fit to group interests, i.e. to strengthen the roles, position and influence of managers (in comparison and against other professions, lower ranks or external stakeholders). Strategic change initiatives, discourses about strategy, change, and other management issues provide excellent opportunities for senior and middle managers to set the agenda, to get their ideology through as the organization’s primary strategic objectives, to strengthen their role and position, to keep, gain or increase internal influence. Managerialistic strategies and change management are “the modernist project which has as its heart the transcendence of professional management as a means of achieving control in organizations” (McAuley et al., 2000): For those who believe in the principles that underlie it, managerialism as a philosophy legitimize ‘the interests of management in how organizations are managed, stressing the role and accountability of individual managers and their positions as managers’ (Lawler and Hearn, 1996; McAuley et al., 2000). By pursuing their personal interests they also pursue group interests. New public management change initiative is an odd combination of managerialistic ideology, personal and group interests.

### **Change Management**

According to Burnes, (2009), In line with the classic argument on environmental determinism, change in organizations is perceived by internal change agents in this study as being triggered by change in environmental conditions such as competitive pressures, legislation, environmental and safety regulations, world-wide economic threats, key stakeholders and leadership preferences and technological advancements. However, the wider political struggles to gain control over scarce resources emerge as the most powerful stimulator of change. As far as the cases are concerned, considerable time is invested into building relationships to this end.

According to Senge, (1990), unity in goals and full participation in change efforts, despite the fact that such participation may not generate a complete agreement on various aspects of the change process, are seen as desirable conditions for effective implementation of organizational change. These

espoused values reflect a unitary frame of reference which emphasizes the philosophy that organizations have goals to which all organizational members subscribe, with all working towards their attainment. The need for united efforts is exemplified by the need for integrated systems and change initiatives.

Kurt Lewin (1957) introduced the three-step change model. This social scientist views behavior as a dynamic balance of forces working in opposing directions. Driving forces facilitate change because they push employees in the desired direction. Restraining forces hinder change because they push employees in the opposite direction. Therefore, these forces must be analyzed and Lewin’s three-step model can help shift the balance in the direction of the planned change.

**Unfreeze:** According to Lewin, the first step in the process of changing behavior is to unfreeze the existing situation or status quo. First, increase the driving forces that direct behavior away from the existing situation or status quo. Some activities that can assist in the unfreezing step include: motivate participants by preparing them for change, build trust and recognition for the need to change, and actively participate in recognizing problems and brainstorming solutions within a group.

**Change:** Lewin’s second step in the process of changing behavior is movement. In this step, it is necessary to move the target system to a new level of equilibrium. Three actions that can assist in the movement step include: persuading employees to agree that the status quo is not beneficial to them and encouraging them to view the problem from a fresh perspective, work together on a quest for new, relevant information, and connect the views of the group to well-respected, powerful leaders that also support the change.

**Refreeze:** The third step of Lewin’s three-step change model is refreezing. This step needs to take place after the change has been implemented in order for it to be sustained or “stick” over time. It is highly likely that the change will be short lived and the employees will revert to their old equilibrium (behaviors) if this step is not taken. It is the actual integration of the new values into the community values and traditions. The purpose of refreezing is to stabilize the new equilibrium resulting from the change by balancing both the driving and restraining forces. One action that can be used to implement Lewin’s third step is to reinforce new patterns and institutionalize them through formal and informal mechanisms including policies and procedures. Therefore, Lewin’s model illustrates the effects of forces that either promote or inhibit change. Specifically, driving forces promote change while restraining forces oppose change. Hence, change will occur when the combined strength of one force is greater than the combined strength of the opposing set of forces.

Change has become a constant phenomenon which must be managed properly for an organization to survive. Knowledge and awareness about many of the critical issues involved in the management of such change is often lacking. Many organizations are occasionally faced with challenges that force them to adjust or change, (Burnes, 2004). Development organizations, in particular, regularly have to go through change processes when having to respond to new development scenarios or simply as part of their expansion or restructuring processes. The implications of change processes are regularly under-estimated

by senior management and not managed adequately. Ansoff (1987) asserts that it's known that leadership can make a great difference, and that its importance for organizational success is intensifying. Yet we still know too little about the qualities and practice of effective organizational leadership and change management.

### **Empirical review**

Sagimo (2002) observed that most managers are very casual in ensuring efficiency in service delivery. This has made employees attach little value to the process of change and decision making and due to the belief that it is just a routine activity. Chapman (2006) refers to the same issue labeling it 'negative cascaded attitudes'. He says that in some cases managers are reluctant to implement because they are uncomfortable and inexperienced. The attitude and behavior will cascade to the staff who develop a negative attitude to the process. He emphasizes the need for training, explanation and consultation, without which change management will be poorly conducted and thus a waste of time for those involved. However he caution against blaming the process, we should find out if the participants are properly trained and the process of change conducted through mutual agreement and all parties understanding such changes.

Efficiency and effective service delivery in the Public sector is generally presented as mechanisms to save money and hold bureaucrats and contractors accountable, even more so in periods when governments see performance tools as a way of cutting spending. This basic narrative about performance management may work well as political rhetoric, but it sends an essentially negative message to the public employees who are the service deliverers. This message suggests that there is need therefore for employees to be closely monitored via performance control systems, managers to adapt appropriate leadership style and support the service delivery as well manage change effectively (Mintzberg 1996). This study therefore seeks to establish if this is so by examining the factors influencing the choice of huduma center's services in Mombasa County.

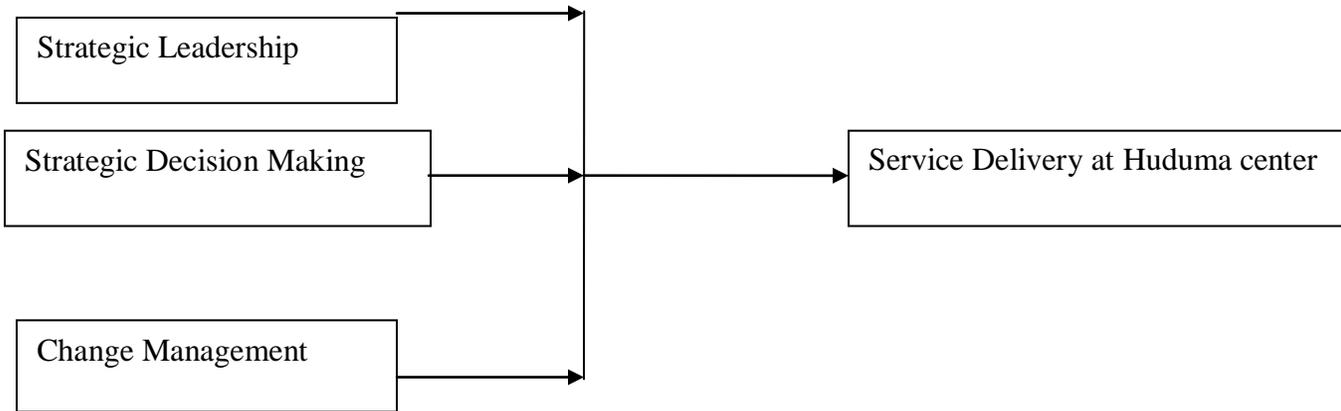
Opiyo, (2005), established that in order to move the implementation of the PSRP forward, the Government developed and launched the Strategy for Performance Improvement in the Public Service in 2001. The Strategy sought to increase productivity and improve service delivery. It outlined the actions that were necessary to imbed long lasting and sustainable change in the way public services are offered. Underpinning this strategy

was the Results Oriented Management (ROM) approach, which makes it necessary to adjust operations to respond to predetermined objectives, outputs and results. The adoption of this approach therefore demanded a paradigm shift in Government. This called for a transformation from a passive, inward looking bureaucracy to one which is pro-active, outward looking and results oriented one that seeks 'customer satisfaction' and 'value for money'. Consequently the ministries'/departments are required to develop strategic plans which reflected their objectives derived from the 9th National Development Plan, the Poverty Reduction Strategy Paper and based on the Medium Term Expenditure Framework (MTEF), Sectoral Priorities and Millennium Development Goals.

According to the new Constitution, the devolution policy adopted as well as redefines institutional structures and relationships across the three arms of Government. Additionally, given the platform against which the citizens adopted the constitution i.e. the push for improved governance, accountability and service, it is imperative that the Government bring on board or strengthen the existing mechanisms in order to allow for realization of the citizen's aspirations. This can also be achieved through proper management of resources. Strategic leadership, effective change management and strategic decision making is part of the broader Public Sector Reforms (that have been going on in Kenya) aimed at improving efficiency and effectiveness in the management of the public service. This study seeks to establish whether this is so in the public sector by examining the factors influencing the choice of huduma center's services in Mombasa County.

Public services in many African countries are confronted with many challenges, which constrain their delivery capacities (Lienert, 2003). They include, but not limited to poor leadership styles, poor decision making, poor change management strategies, lack of appropriate mindsets, and socio-psychological dispositions. There has also the perennial problem of the shortage of financial and material logistics that are necessary to support effective service delivery. On the other hand, the gradual erosion of the ethics and accountability has continued to bedevil the public sector in delivering public services to the people effectively. The new constitution of Kenya meant to address these challenges, have achieved minimal results (Cok, 2010). This study seeks to assess the factors influencing the choice of huduma center's services in Mombasa County.

### Conceptual Framework



### Independent variables

Source: Researcher 2015

### Dependant variable

Figure 1.1 Conceptual framework

The independent variables which are strategic leadership, strategic decision making, and change management affect service delivery at Huduma center, which is dependent variable. The management of the centre needs to ensure that the independent variables are addressed so that the customers' satisfaction and access of quality service delivery is attained.

### IV. METHODOLOGY

A descriptive research design is one that describes the situation as it is (Mugenda, 2008). This was a case study as the research study was conducted at the Huduma Centre, Mombasa. The study predominantly adopted a desk study whose source of data was secondary. This was derived from books, various websites, Public Service periodicals, journals and newspapers.

### V. CONCLUSION

It is four years since Kenya adopted a new Constitution in August 2010. Under the Constitution, the public service has specific obligations whose objective is to provide a solid base for the effective and efficient delivery of public services. One of these foundations is expressed in terms of the values and principles mentioned in Articles 10 and 232 of the Constitution. The evaluation on the extent to which the public service has complied with these values and principles provides a mechanism for confirming the progress realized in the fulfillment of the obligations. (GoK, 2010).

The Huduma Kenya Programme was launched in November 2014 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

customer service, utilize modern facilities and be served with efficiency by professional service personnel. (GoK, 2014)

In line with Kenya's Economic and Policy Blueprint, plans are underway to open Huduma Centers across all 47 Counties in the country by the Year 2015. This will ensure government services are accessible to citizens in every part of the country and all citizens can benefit from an enhanced service delivery experience. (Vision 2030)

According to Senge, (1990), leadership is associated with stimulants and incentives that motivate people to reach common objectives. Haveman et al. (2001), states that the essence of leadership involves achieving objectives with and through people. Koontz (2008) define leadership as the process of influencing people so that they make an effort by their own will and enthusiasm towards obtaining the group's goals. According to Kotter (2002), without leadership, the probability of mistakes occurring increases and the opportunities for success become more and more reduced. For these same authors, and in this context, leadership allows cooperation, diminishes conflicts, contributes to creativity and has an integrating role, as it keeps people united even when not physically so. In this way, leadership, together with stimulants and incentives, promotes people's motivation towards achieving common goals, having a relevant role in the processes of forming, transmitting and changing organizational culture (Senge, 1990).

The launch of Huduma Centers realized significant progress in the provision of service through ICT. The centers provide one-stop shops for over thirty different services such as registration of business, registration for National Social Security Fund (NSSF) and National Hospital Insurance Fund (NHIF), pension status, renewal of drivers licenses, among other services. The result has been that there is an increase in the number of MDAs providing services through ICT. Instead of one hoping from one office to another seeking for government services, service seekers get them from one office hence saving time and enhancing satisfaction. (Psck, 2014).

In any organization, decision making takes place at three levels and so strategies can also be formulated at all these different levels. Strategies are formulated at all these levels because a single strategy is not only inadequate, but also insufficient. These different levels of strategic decision making and strategic formulation in any organization include; corporate level, business level and functional level. The corporate level takes major strategic decisions. The performance of any organization will be succinctly hinged on the strategic decision it takes. (Willmott, 1997).

Kurt Lewin (1957) introduced the three-step change model. The three driving forces unfreeze, transition and refreeze, facilitate change because they push employees in the desired direction. Restraining forces hinder change because they push employees in the opposite direction. Therefore, these forces must be analyzed and Lewin's three-step model can help shift the balance in the direction of the planned change.

## VI. RECOMMENDATION

Since most of the services offered by Huduma Centers are also replicated in several public offices all over the country, it is recommended that:

(i) Leaders should adopt appropriate leadership styles in order to influence a sustainable employee job satisfaction, commitment and efficiency of service delivery at Huduma Centers.

(ii) The adopted leadership style should auger well with majority of the employees in order for it to have a profound impact on service delivery

(iii) There should be full stakeholder's participation and involvement in strategic change initiatives, their formulation and implementation so that everybody owns the process and fully supports the change

(iv) Strategic evaluation should be regularly done to determine whether the organization is headed in the right direction.

(v) Managers should absolutely be rational while making decisions and avoid the temptations of being influenced by their own personal interests, positions and career aspirations, families and social affairs.

(vi) Before any change process is initiated in an organization, all the stakeholders should be actively involved to mitigate the problem of resistance to change.

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