



INFLUENCE OF AUTOMATION SYSTEMS ON SERVICE DELIVERY IN SELECTED HUDUMA CENTERS IN KENYA

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ABSTRACT

The objective of this study was to evaluate the influence of automation systems on service delivery in selected Huduma Centers in Kenya. Specifically, it sought to establish the influence of automation systems, knowledge management systems, cross-functional integration and system performance reporting on service delivery at Huduma Centers in Kenya. The study was anchored on Technology Acceptance Model. The study used descriptive survey research design targeting three Huduma centers at Kisumu, Eldoret and Baringo. The accessible population was 153 Huduma Center's personnel and 1150 members of the public on average visiting the Huduma Centers for services on a daily basis. From this, a sample size of 192 was obtained and selected using both purposive and stratified random sampling methods. Data was collected using questionnaires, analyzed using both descriptive and inferential statistical methods and the findings presented in tables, interpreted and discussed. The study concluded that Automation systems have a statistically significant influence on service delivery in Huduma Centres in Kenya. Additionally, the study concluded that unit increase in Automation systems leads to an increase in Service delivery at Huduma Centres in Kenya. The study recommended that automation systems should be enhanced in the Huduma Centres to ensure greater service delivery. The findings of this study would help the Government in policy formulation; the Summit of Huduma Kenya in knowing the contribution of automating systems in improving public service delivery through Huduma Centres and also to academicians who would use this study as a source of reference.

Key Words: Automation, Service Delivery, Huduma Centres

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INTRODUCTION

In today's competitive and constantly changing environment, in order to thrive and operate successfully, it is inevitable for organizations to give up obsolete ways of operations and adjust to changes in their environments. Nadeem and Ahmad (2016) pointed out that focus should not only be to reduce operational costs but also to provide better and unique services that would leave customers satisfied. The need for operational efficiency has become more prevalent as, among other reasons, aggressive competition, increasingly changing customers' demands and requirements, technological advancements and globalization have become increasingly difficult to monitor, and are continuously impacting organizational strategic goals (Anastassiou, Santoro, Recker & Rosemann, 2016).

In the recent years the importance of process reengineering as a strategy and management tool to improve organizational efficiency has been widely recognized. The decision to undertake process reengineering is strategic in nature, as it affects the strategic positioning of organizations. It creates substantial changes in key aspects of strategy, processes, technologies and human resources (Goksoy, Ozsoy & VayVay, 2012). Hammer and Champy (1993) cited in Zahoor, Ijaz and Muzammil (2015) defined BPR as, "the fundamental rethinking and radical redesign of business processes to achieve dramatic improvements in critical, contemporary measures of performance such as cost, quality, service and speed." Gouranoumini (2012) described BPR as discrete initiatives intended to achieve radically redesigned and improved work processes in a bounded time frame whereby an organization is considered as a collection of processes characterized as strategic, operational and enabling.

Process reengineering has been embraced in both private and public sectors in different countries around the world. A study by Al-Mashari and Zairi (2009) on key success and failure factors in BPR

Implementation process found out that many organizations have reported dramatic benefits gained from the successful implementation of BPR. Companies like Ford Motor Co., CIGNA, and Wal-Mart are all recognized as having successfully implemented BPR. In early 1980s, Ford Motors just like many organizations in USA was exploring ways to reduce overhead and administrative costs. It targeted the account payables department and automated the existing processes, and as a result Ford Motors achieved a 75% reduction in head counts. Also, since there were no incompatibilities between the financial record and the physical records, material control was easier and financial information more precise and correct (Sikdar & Payyazhi, 2014). Another prominent corporation that successfully executed process reengineering is Kodak by re-building its black-and-white film production process which reduced the company's reaction time to fresh requests by half (Kangogo, 2016).

The case of process reengineering in Africa is not different from the global perspective. According to Tshibalo (2016) process reengineering was applied in the department of Justice and Constitutional Development (DOJ & CD) in South Africa. He indicates that DOJ & CD decided to reengineer the way courts rendered services using IT systems in order to deal with challenges in delays in service delivery. Before, services were rendered manually across all the 173 lower courts spread across 9 provinces in South Africa, resulting into delays, fraud, theft, and corruption. With the introduction of Electronic Fund transfers, Digital court recording systems and Justice Yellow pages, improved effectiveness and efficiency in service delivery by the courts was achieved.

Service delivery is getting services as effectively and as quickly as possible to the intended recipient. Davis (2014) stated that service can be viewed as a system or arrangement that supplies public needs while delivery is the periodical performance of a service. Therefore, service delivery can be defined as a system

or arrangement of periodical performance of supplying public needs. In service delivery, provision of efficient services should be the priority, and in most instances it implies a degree of excellence on the part of the organization (Kumarappan & Joshi, 2014). Since service delivery involves interaction between providers and clients, the application of process reengineering principles should contribute to good management practices which are vital elements of service delivery.

The situation in Kenya is no different, public service delivery has been a recurrent subject in public discourse in Kenya since independence. Amongst the reasons that have been advanced for poor service provision include a poorly trained workforce, fairly low education levels amongst a large number of the government workforce, poor working culture, corruption, low morale, bloated public sector and low embracing of cutting edge ICT technology (Onyango, 2015). As a result, there has been sustained efforts and pressure to improve service delivery in various sectors in the country. This has necessitated the enactment and promulgation of laws, formulation and implementation of policies and frameworks, and lately the introduction of devolved governments as a model to increase the efficiency of service delivery and promote good governance (Mwawasi, 2017).

In 2013, the government of Kenya established the Huduma Centres, modeled along the One stop Shop to provide services under one roof (Rotich, 2015). The Huduma Center was specifically intended to bring the government closer to the people by gathering front-line service providers from various ministries, departments, and agencies (MDAs) under one roof. The result is a changed service delivery experience and a significant accomplishment for the government of Kenya from a human resources as well as a digital government standpoint. Currently there are 45 Huduma Centres countrywide, and according to Ministry of Devolution and Planning Newsletter (2014), the Centres provide a one stop point of access

to a wide range of services that include, National Hospital Insurance Fund registration and Claims, Issuance of police abstracts, students' loan application and repayment, replacement of duplicate National identity cards, Payment of rates and rents as well Search and Registration of Business names, among other services. However, the service delivery output in Huduma Centers has not been examined from a business process reengineering standpoint.

Statement of the Problem

Governments around the world are faced with mounting demand to modernize service delivery in order to provide efficient and cost effective services that would leave customers satisfied. The rapidly growing markets, information and awareness in the world have prompted demands for increased efficiency by citizens, and as a result governments including Kenya have adopted process reengineering to transform service delivery to enhance efficiency and effectiveness thereby offering customers value for their money and improving their standards of living. Process reengineering is a strategy that aims to enhance speed, efficiency and quality of organizational processes and can potentially eliminate non-value adding steps in organizational processes and improve cost, quality and time of these processes. For instance, Rank Xerox was able to reduce its contract refinancing process from a cycle time of 112 days to just a day after reengineering (Malenje, Otanga & Wabwoba, 2014). However, in Kenya, just like many other African countries, public service delivery has not been serving the public interest within its most optimal capability due to bureaucratic systems and lack of accountability which is characterized by delayed services, long queuing and rampant corruption (Wambugu, Wachira & Mwamba, 2016). In response, various reforms have been undertaken in Kenya to overhaul administrative systems to improve good governance and public service delivery. The reforms culminated in the notion of reengineering of public sector drawing on the

adoption of integrated service delivery approach through the Huduma centres modeled along the one stop shops. Oyugi (2015) asserted that with establishment of Huduma Centres public services were to be brought closer to the people whereby the services were to be offered under one roof, making it convenient for customers to save on time and cost. In spite of this, there was no empirical evidence indicating how any of automation systems have been accomplished in Kenya through the Huduma Centres, particularly, their contribution towards service delivery still remains undocumented. It was therefore essential to study the practice of systems automation in the public sector, and in particular, Huduma Centres in order to learn how it was undertaken and its influence on service delivery. Successful cases could encourage this practice in other public corporations where automation has not been adopted.

Objective of the Study

The objective of this study was to evaluate the influence of automation systems on service delivery in selected Huduma Centers in Kenya

Research Hypotheses

H0₁: Automation systems have no significant influence on service delivery at Huduma centres, Kenya

LITERATURE REVIEW

Theoretical Review

Technology Acceptance Model

Technology Acceptance Model (TAM) was introduced by Davis (1989), and is an adaptation of the theory of reasoned action specifically tailored for modeling user acceptance of information systems. The goal of the theory is to provide an explanation of the determinants of computer acceptance that is general, capable of explaining user behavior across a broad range of end-user computing technologies and user populations, while at the same time being both cheap

and theoretically justified. Ideally one would like a model that is helpful not only for prediction but also for explanation, so that researchers and practitioners can identify why a particular system may be unacceptable and pursue appropriate corrective steps. Lai (2016) pointed out that constant technological changes simultaneously creates threats to the established business models, while also offering opportunities for new ways of service delivery. A key purpose of the theory, therefore, is to provide a basis for tracing the impact of external factors on internal beliefs, attitudes, and intentions. Technology acceptance theory was formulated in an attempt to achieve these goals by identifying a small number of fundamental variables suggested by previous research dealing with the cognitive and affective determinants of computer acceptance.

The technology acceptance theory has also been used by researchers to explain why a particular system may or may not be acceptable to users. It hypothesizes that there are two beliefs, perceiving usefulness and perceiving ease of use, which are variables that primarily affect the user acceptance. The theory is relevant to the study because it suggests that the external variables indirectly affect individuals' attitude toward adoption of information communication technology by influencing perceived usefulness and perceived ease of use. External variables might include individual user attributes, social factors or those related to their job tasks. A series of studies found that the theory is the best model in examining Physicians' acceptance of telemedicine technology because it is specialized in information technology, it is well-researched, it uses psychometric measurements, and it is a dominant model for investigating user technology acceptance (Mary, 2008).

In the present study, this theory will be used to examine the appreciation of technology application in process reengineering among implementers and users of Huduma Centers.

Review of Variables

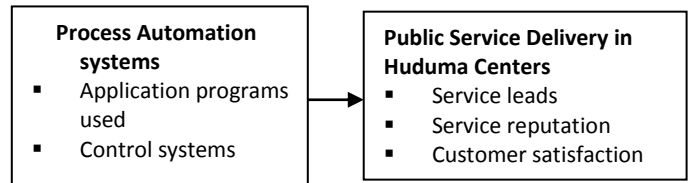
The influence of Process Automation systems on service delivery

Automation is the use of electronic devices in organizational processes in order to increase efficiency. It is the mechanization of organizational processes in order to improve efficiency of the process by using ICT (Mbaya, Ondiek & Oseno, 2017). It is one of the critical steps driving cost saving in current economic landscape across various organizations including public sector, manufacturing and financial services (Deloitte, 2017). Automation systems give improvements that are measurable in terms of effectiveness and efficiency in regards to deliveries that are timely and of predictable quality. Sharma and Mishra (2015) posits that an organization is a set of interrelated and interdependent set of elements functioning as a whole, thus an elaborate automation system should cover all the entities' processes and services to enhance its performance. Automation entails a range of applications that use computer technology, which comprise of generic software, like database applications, spreadsheet, word processing and record management applications (Mbuvi, Namusonge & Arani, 2016). It entails information technologies and control systems usage to decrease the human work need in services and goods production (Tetteh, 2012).

Automated systems are able to introduce huge efficiencies to organizational processes. The benefits include, but not limited to ability to accurately predict public sector infrastructure breakdowns and other related changes in the service delivery environment (Deloitte, 2017). Automation allows activities to be conducted in different locations and permits quick delivery to customers and support rapid service provision. It reduces manual errors, increases organizational productivity, accelerates service delivery, improves service quality and enforce compliance to policies. Kemboi and Mutahi (2016) studied the effect of automation of financial

management systems on financial management and concluded that automation enables tracking the performance of the revenue collection process and ensures timely financial reporting.

Conceptual framework



Independent Variables

Dependent Variable

Figure 1: Conceptual Framework

Source: Author (2019)

Empirical Review

Osano and Okwena (2015) investigated the factors that influence performance of BPR projects in Kenya Commercial Bank Limited. The study outcomes revealed that management commitment, communication of change, Processes and systems management influences the performance of BPR projects at KCB Limited. Chepkemoi and Muya (2016) investigated the extent to which re-engineering process determined employee's performance in Kenya Forest Service in Uasin Gishu County, Kenya. The study findings indicated that technological innovations are essential for organizational performance.

Assefa (2009) briefed that business will not only get competitive edge through information technology but also have a change in organizational strategy. Chang (2014), examined Creating Business Value from enterprise resources planning (ERP) systems: The effect of business process re-engineering and ERP capabilities. The results found out that business process performance is an important variable, and when included, the explanatory power of the model increase significantly. The findings also demonstrate a positive indirect relation between ERP competences and organizational performance through business

process performance. Mohamad and Ismail (2010), checked on the Moderating Effect of IT Capability on the Relationship between Business Process Reengineering Factors and Organizational Performance of Banks. The results indicated that the Information Technology (IT) played a critical role towards competitive advantage and organizational excellence. The IT operations, IT objects and IT knowledge are the most important dimensions of IT capability attributes that contribute to higher organization performance.

Mwaura (2016) examined Business Process Re-engineering and operational performance at the Nairobi City County. The findings revealed that business process reengineering in its entirety had a significant influence on operational performance of NCC. The massive investment in ICT tools and equipment had a significant influence on the operational performance of NCC. This means that the massive investment of ICT tools and equipment, the training of the county assembly officers and staff within NCC on ICT issues, the enhanced use of ICT materials did not go to waste. However, while the study showed the growing influence of ICT in process reengineering, it overlooked the system performance reporting aspect which is an important way of gauging the overall health of the system and also the output.

METHODOLOGY

The study adopted descriptive survey research design. This type of design is appropriate for gathering information, summarizing, presenting and interpreting it for the purpose of clarification (Orodho & Njeru, 2004). The study focused on three Huduma Centres in Kenya, that is, Kisumu, Eldoret and Baringo. These were selected purposively under urban, semi urban and rural based Huduma Centres respectively. The population of interest of this study comprised of the management and staff of the Huduma Centers, and the citizens accessing the

Huduma Centres for services in the areas. Therefore, the study targeted 153 Huduma Centers personnel and an estimated 1150 members of the public on average visiting the Huduma centers for services on a daily basis. The study used primary data which basically involves creating “new” data (Kombo & Tromp, 2006). The data was based on the perceptions and attitude of the respondents towards the subject of interest to the present study. The questionnaires used were of structured type, containing only closed ended items. Data obtained from the questionnaires were first cleaned and edited before being coded and subjected to further analysis. The Likert scales in closed ended questions in the questionnaires were converted to numerical codes and scored on 1-5 point scale in order of magnitude of the construct being measured, then entered into the Statistical Package for Social Sciences (SPSS) version 21.0 computer program. The data was analyzed using both descriptive and inferential statistical methods.

RESULTS

Descriptive and Qualitative Analysis of Study

Variables

The study requested respondents to give opinions in regard to influence of automation systems on service delivery at Huduma Centers in Kenya. The responses were on a scale of five points where 5, 4, 3, 2, and 1 represented strongly agree, agree, not sure, disagree, and strongly disagree respectively. Their responses were assessed and analyzed. In this section, the findings in respect to the aforementioned were presented.

Influence of automation systems on service delivery at Huduma Centers in Kenya

The objective of the study was to determine the influence of automation systems on service delivery at Huduma Centers in Kenya. The respondents were asked to indicate the aspect of automation systems influencing service delivery at Huduma Centers in Kenya. The results were as shown in Table 1.

Table 1: Influence of automation systems on service delivery at Huduma Centers in Kenya

Automation Systems	Strongly Agreed	Agreed	Neutral	Disagreed	Strongly Disagreed	Mean	SD
The system has adequate security configurations that do not allow for tampering	24 (28.6%)	23 (27.4%)	17 (20.2%)	11 (13.1%)	10 (11.9%)	3.51	.330
The configuration of the system limits user interaction with the system software	22 (26.2%)	19 (22.6%)	14 (16.7%)	16 (19.0%)	13 (15.5%)	3.25	1.261
The system needs specialized personnel for maintenance	26 (31.0%)	15 (17.9%)	12 (14.2%)	14 (16.7%)	17 (20.2%)	3.23	.735
Automation has led to an increase in efficiency in the operations	17 (20.2%)	20 (23.8%)	21 (25.0%)	14 (16.7%)	12 (14.3%)	3.19	.953
Automation has enhanced the accuracy of data captured	32 (38.1%)	28 (33.3%)	12 (14.3%)	6 (7.1%)	6 (7.1%)	3.88	.879
Automation has made storage of data easier	42 (50.0%)	27 (32.1%)	13 (15.5%)	2 (2.4%)	0 (0%)	4.30	.446
Automation has enhanced the speed of data capturing	35 (41.7%)	29 (34.5%)	14 (16.7%)	4 (4.8%)	2 (2.4%)	4.08	1.04
Automation has enhanced the process of data retrieval	23 (27.4%)	33 (39.3%)	15 (17.9%)	7 (8.3%)	6 (7.1%)	3.71	.741
Automation has reduced the traffic within the offices as members of the public can access information and other services online	18 (21.4%)	26 (31.0%)	23 (27.4%)	9 (10.7%)	7 (8.3%)	3.43	.935
Automation has led to improvement in innovation and creativity	14 (16.7%)	15 (17.9%)	17 (20.2%)	25 (29.8%)	13 (15.5%)	2.90	.828
Overall mean						3.55	.815

The system had adequate security configurations that did not allow for tampering had 24(28.6%) of the respondents strongly agreeing, 23(27.4%) agreeing, 17(20.2%) being neutral, 11(13.1%) disagreeing, and 10(11.9%) strongly disagreeing.

The configuration of the system limits user interaction with the system software had 22(26.2%) of the respondents strongly agreeing, 19(22.6%) agreeing, 14(16.7%) being neutral, 16(19.0%) disagreeing, and 13(15.5%) strongly disagreeing. The system needed specialized personnel for maintenance had 26(31.0%) of the respondents strongly agreeing, 15(17.9%) agreeing, 12(14.2%) being neutral, 14(16.7%) disagreeing, and 17(20.2%) strongly disagreeing. Automation had led to an increase in efficiency in the operations had 17(20.2%)

of the respondents strongly agreeing, 20(23.8%) agreeing, 21(25.0%) being neutral, 14(16.7%) disagreeing, and 12(14.3%) strongly disagreeing. Automation had enhanced the accuracy of data captured had 32(38.1%) of the respondents strongly agreeing, 28(33.3%) agreeing, 12(14.3%) being neutral, and 6(7.1%) disagreeing, and strongly disagreeing, respectively.

Automation had made storage of data easier had 42 (50.0%) of the respondents strongly agreeing, 27(32.1%) agreeing, 13(15.5%) being neutral, and 2(2.4%) disagreeing. Automation had enhanced the speed of data capturing had 35(41.7%) of the respondents strongly agreeing, 29(34.5%) agreeing, 14(16.7%) being neutral, 4(4.8%) disagreeing, and 2(2.4%) strongly disagreeing. Automation had

enhanced the process of data retrieval had 23(27.4%) of the respondents strongly agreeing, 33(39.3%) agreeing, 15(17.9%) being neutral, 7(8.3%) disagreeing, and 6(7.1%) strongly disagreeing. Automation had reduced the traffic within the offices as members of the public can access information and other services online had 18(21.4%) of the respondents strongly agreeing, 26(31.0%) agreeing, 23(27.4%) being neutral, 9(10.7%) disagreeing, and 7(8.3%) strongly disagreeing. Automation had led to improvement in innovation and creativity had 14(16.7%) of the respondents strongly agreeing, 15(17.9%) agreeing, 17(20.2%) being neutral, 25(29.8%) disagreeing, and 13(15.5%) strongly disagreeing.

The results agreed with those of Anastassiou, et. al., (2016) who found that the need for operational efficiency has become more prevalent as, among

other reasons, aggressive competition, increasingly changing customers' demands and requirements, technological advancements and globalization have become increasingly difficult to monitor, and are continuously impacting organizational strategic goals. The results also agree with those of Deloitte (2017), who found that automated systems are able to introduce huge efficiencies to organizational processes. The benefits include, but not limited to ability to accurately predict public sector infrastructure breakdowns and other related changes in the service delivery environment.

Service delivery at Huduma Centers in Kenya

The study sought to determine the level of service delivery at Huduma Centers in Kenya. The respondents were asked to indicate the aspects of service delivery at Huduma Centers in Kenya. The results were as shown in Table 2.

Table 2: Service delivery at Huduma Centers in Kenya

Service Delivery	Strongly Agreed	Agreed	Neutral	Disagreed	Strongly Disagreed	Mean	SD
We are now able to serve more members of the public	33 (39.3%)	34 (40.5%)	8 (9.5%)	9 (10.7%)	0 (0%)	4.08	1.103
The Centre has led to a reduction of average time taken to serve our clients	22 (26.2%)	19 (22.6%)	14 (16.7%)	16 (19.0%)	13 (15.5%)	3.25	.831
We often get cases referred to us by our neighboring sub-county which are clearly not meant for us	24 (28.6%)	15 (17.9%)	12 (14.3%)	20 (23.8%)	13 (15.5%)	3.20	.938
The Centre has enabled analysis of customer needs with a view to meeting them	33 (39.3%)	33 (39.3%)	9 (10.7%)	6 (7.1%)	4 (4.8%)	4.05	1.032
The concept of continuous improvement has been embraced by all of us	28 (33.3%)	28 (33.3%)	14 (16.7%)	8 (9.5%)	6 (7.1%)	3.76	.901
There is development of partnerships with customers	41 (48.8%)	27 (32.1%)	13 (15.5%)	2 (2.4%)	1 (1.2%)	4.25	.994
Cost of rendering services to clients has substantially gone down	29 (34.5%)	36 (42.9%)	11 (13.1%)	6 (7.1%)	2 (2.4%)	4.00	1.121
Overall mean						3.79	.988

They were able to serve more members of the public had 33(39.3%) of the respondents strongly agreeing,

34(40.5%) agreeing, 8(9.5%) being neutral, and 9(10.7%) disagreeing. The Centre had led to a

reduction of average time taken to serve our clients had 22(26.2%) of the respondents strongly agreeing, 19(22.6%) agreeing, 14(16.7%) being neutral, 16(19.0%) disagreeing, and 13(15.5%) strongly disagreeing. They often got cases referred to them by their neighbouring sub-county which were clearly not meant for them had 24(28.6%) of the respondents strongly agreeing, 15(17.9%) agreeing, 12(14.3%) being neutral, 20(23.8%) disagreeing, and 13(15.5%) strongly disagreeing.

The Centre had enabled analysis of customer needs with a view to meeting them had 33(39.3%) of the respondents strongly agreeing, 33(39.3%) agreeing, 9(10.7%) being neutral, 6(7.1%) disagreeing, and 4(4.8%) strongly disagreeing. The concept of continuous improvement had been embraced by all of them had 28(33.3%) of the respondents strongly agreeing, 28(33.3%) agreeing, 14(16.7%) being neutral, 8(9.5%) disagreeing, and 6(7.1%) strongly disagreeing. There was development of partnerships with customers had 41(48.8%) of the respondents strongly agreeing, 27(32.1%) agreeing, 13(15.5%) being neutral, 2(2.4%) disagreeing, and 1(1.2%) strongly disagreeing. Cost of rendering services to clients has substantially gone down had 29(34.5%) of the respondents strongly agreeing, 36(42.9%) agreeing, 11(13.1%) being neutral, 6(7.1%) disagreeing, and 2(2.4%) strongly disagreeing.

Public Service Delivery at Huduma Centers in Kenya

The study sought to establish the views of the public on service delivery at Huduma Centers in Kenya. The respondents were asked to indicate the aspects of public service delivery at Huduma Centers in Kenya. From the results, Government services are now closer through Huduma centres had 25(29.8%) of the respondents strongly agreeing, 28(33.3%) agreeing, 16(19.0%) being neutral, 9(10.7%) disagreeing, and 6(7.1%) strongly disagreeing. There are improvements in service quality after the Huduma Centre was established as compared to before had 19(22.6%) of the respondents strongly agreeing,

20(23.8%) agreeing, 21(25.0%) being neutral, 13(15.5%) disagreeing, and 11(13.1%) strongly disagreeing. Huduma Centre has eliminated bureaucracies in public service delivery had 32(38.1%) of the respondents strongly agreeing, 28(33.3%) agreeing, 12(14.3%) being neutral, and 6(7.1%) disagreeing and strongly disagreeing, respectively. There is timely delivery of services at the centre had 19(22.6%) of the respondents strongly agreeing, 21(25.0%) agreeing, 13(15.5%) being neutral, 17(20.2%) disagreeing, and 14(16.7%) strongly disagreeing.

Considering the value of services paid for, they were worth what I paid for had 13(15.5%) of the respondents strongly agreeing, 18(21.4%) agreeing, 21(25.0%) being neutral, 20 (23.8%) disagreeing, and 12 (14.3%) strongly disagreeing. There is a reduction of cost associated with access to government services had 12 (14.3%) of the respondents strongly agreeing, 23 (27.4%) agreeing, 13 (15.5%) being neutral, 21(25.0%) disagreeing, and 15(17.9%) strongly disagreeing. There is reduction of corruption aspects in services provision at the centre had 22(26.2%) of the respondents strongly agreeing, 19(22.6%) agreeing, 14(16.7%) being neutral, 16(19.0%) disagreeing, and 13(15.5%) strongly disagreeing. Employees have the knowledge to answer customer's questions had 10(11.9%) of the respondents strongly agreeing, 19(22.6%) agreeing, 12(14.3%) being neutral, 22(26.2%) disagreeing, and 21(25.0%) strongly disagreeing.

Employees tell customers exactly what and where services will be performed had 17(20.2%) of the respondents strongly agreeing, 27(32.1%) agreeing, 18(21.4%) being neutral, 14(16.7%) disagreeing, and 8(9.5%) strongly disagreeing. My expectations were exceeded at Huduma Centre had 32(38.1%) of the respondents strongly agreeing, 29(34.5%) agreeing, 12(14.3%) being neutral, 6(7.1%) disagreeing, and 5(6.0%) strongly disagreeing. There is ease of follow up on pending issues during service provision at the

centre had 30 (35.7%) of the respondents strongly agreeing, 26(31.0%) agreeing, 13(15.5%) being neutral, 9(10.7%) disagreeing, and 6(7.1%) strongly disagreeing. My concerns/queries were fully addressed at the centre had 21(25.0%) of the respondents strongly agreeing, 23(27.4%) agreeing, 14(16.7%) being neutral, 17(20.2%) disagreeing, and 9(10.7%) strongly disagreeing. Huduma Centre Services are worthy referring to other clients had 20(23.8%) of the respondents strongly agreeing, 29(34.5%) agreeing, 17(20.2%) being neutral, 11(13.1%) disagreeing, and 7(8.3%) strongly disagreeing.

Hypothesis Testing

H₀₁: Automation systems has no significant influence on Service delivery at Huduma Centers in Kenya.

H_{A1}: Automation systems has a significant influence on Service delivery at Huduma Centers in Kenya.

The study results indicated that there exists a positive and significant influence of Automation systems on Service delivery at Huduma Centers in Kenya ($\beta=0.462$, $p<.05$). Null Hypothesis One was therefore rejected. The study results consequently implied that a single increase in Automation systems will lead to 0.462 unit increase in Service delivery at Huduma Centers in Kenya. The results agreed with those of Deloitte (2017), who found that automated systems are able to introduce huge efficiencies to organizational processes. The benefits include, but not limited to ability to accurately predict public sector infrastructure breakdowns and other related changes in the service delivery environment.

SUMMARY

The results on Automation systems showed that according to the respondents, the system has adequate security configurations that do not allow for tampering, the configuration of the system limits user interaction with the system software, the system needs specialized personnel for maintenance, automation has led to an increase in efficiency in the

operations, automation has enhanced the accuracy of data captured, automation has made storage of data easier, automation has enhanced the speed of data capturing, automation has enhanced the process of data retrieval, automation has reduced the traffic within the offices as members of the public can access information and other services online, and automation has led to improvement in innovation and creativity.

Correlation analysis on Automation systems and Service delivery at Huduma Centers in Kenya showed that Service delivery at Huduma Centers in Kenya was strongly and positively correlated with Automation systems by a correlation coefficient of 0.673. From the model generated by the study, Automation systems had a coefficient of 0.462 hence increase in Automation systems contributes to Service delivery at Huduma Centers in Kenya by a margin of 0.462.

The findings indicated that the Huduma Centres were then able to serve more members of the public, the centre had led to a reduction of average time taken to serve clients, cases were often referred to the Center by neighboring sub-counties which were clearly not meant for them, the centre had enabled analysis of customer needs with a view to meeting them, the concept of continuous improvement had been embraced by all employees, there is development of partnerships with customers, and cost of rendering services to clients had substantially gone down.

The findings indicated that the government services were then closer through Huduma Centres, there were improvements in service quality after the Huduma Centre was established as compared to before, Huduma Centre had eliminated bureaucracies in public service delivery, there was timely delivery of services at the Centre, considering the value of services paid for, they were worth what was paid, there was a reduction of cost associated with access to government services, there was reduction of

corruption aspects in services provision at the Centre, employees had the knowledge to answer customer's questions, employees tell customers exactly what and where services would be performed, their expectations were exceeded at Huduma Centre, there was ease of follow up on pending issues during service provision at the centre, my concerns/queries were fully addressed at the centre, and Huduma Centre services are worthy referring to other clients.

CONCLUSIONS

From the research findings, the study concluded that Automation systems contributes to increase in Service delivery at Huduma Centers in Kenya. Correlation analysis on Automation systems and Service delivery at Huduma Centers in Kenya showed that Service delivery at Huduma Centers in Kenya was strongly and positively correlated with Automation systems by a correlation coefficient of 0.673. In the model, Automation systems had a coefficient of 0.462 hence increase in Automation systems contributed to Service delivery at Huduma Centers in Kenya by a margin of 0.462.

RECOMMENDATIONS

The study recommended that automation systems should have adequate security configurations that do not allow for tampering, the configuration of the system should be improved to enhance user

interaction with the system software, the system needs specialized personnel for maintenance, increased automation should be enhanced in all areas so as to increase the level of efficiency in the operations. The study also recommended that there should be continuous improvement in the automation of the systems as a means of enhancing the accuracy of data capturing, storage, and retrieval. Automation should also be improved as it leads to increased creativity and innovation.

Suggestions for Further Research

A study can be done on the average time taken to serve clients, the nature of cases often referred to the Center by neighboring sub-counties which are clearly not meant for them. A further study can also be done to establish specific aspects of the automation systems that influence Service delivery.

Another area that can be considered for further research should be on factors affecting cross-functional integration in Huduma centres and also on the areas that Huduma Centre can integrate with and develop partnerships with customers, whether there is reduction of corruption aspects in services provision at the Centre, and the reasons for delays in follow up on pending issues during service provision at the Centre.

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