

## INFLUENCE OF PROCESS ANALYSIS ON ORGANIZATIONAL PERFORMANCE OF HUDUMA CENTERS IN KENYA

**GOMBE, Charles Aggia**

**MBA Candidate: Catholic University of Eastern Africa**

**Author's postal address/ email: P.o box 27717- 00506 Nairobi [cagombe@gmail.com](mailto:cagombe@gmail.com)**

**Dr Susan Wasike**

**Department of Graduate Business Studies, School of Business & Economics CUEA**

**Dr. Kiflemariam Abraham**

**Department of Graduate Business Studies, School of Business & Economics CUEA**

### **Abstract**

Process Analysis enhances organizational performance and requires focused study to optimize its impact in dynamic environments like Kenya's Huduma Centers. The primary objective of this study was to examine the influence of Process Analysis on the organizational performance of Huduma Centers in Kenya. The research examined cycle time, resource utilization, and strategic alignment as independent variables with organizational performance as the dependent variable. The Study was grounded in the Theory of Organizational Change, supported by Balanced Scorecard, Goal Setting, and Innovation theories. A descriptive research design targeted five Huduma Centers in Nairobi County, involving 180 seconded managers from various Ministries, Departments, and Agencies (MDAs) responsible for delivering 36 services. Using the Yamane formula, a sample size of 124 participants was selected. Data were collected through questionnaires and analyzed using descriptive statistics like mean, standard deviation, and frequency distribution. Inferential statistics, including correlation and ANOVA, were used to explore the relationship between Process Analysis and organizational performance. The findings indicated that cycle time, resource utilization, and strategic alignment significantly influence performance. The study recommended refining Process Analysis approaches to enhance organizational effectiveness, concluding that process analysis is a crucial strategy for driving substantial performance improvements.

**Key Words:** *Process Analysis, Business Process Reengineering, Huduma Centres and Organizational Performance.*

## Introduction

Process Analysis, a core aspect of Business Process Reengineering (BPR), is a strategic approach aimed at radically redesigning organizational processes to achieve significant improvements in service, quality, cost, and speed (Hammer & Champy, 1993). In today's rapidly evolving global economy, organizations must constantly innovate and develop new competencies, as the competitive advantages they previously relied on can quickly diminish due to market shifts and technological advancements (Khashman, 2019). Originally introduced by Hammer (1990) as a response to the limitations of the Japanese Total Quality Management (TQM) approach, Process Analysis focuses on transformative changes aimed at improving organizational performance. Hammer and Champy (1993) argue that Process Analysis drives substantial improvements in quality, speed, and cost-efficiency by fundamentally rethinking business processes. Similarly, Davenport and Short (1990) emphasized the importance of process analysis and redesign in optimizing organizational workflows. Several methodologies have been developed to guide the implementation of Business Process Reengineering (BPR). Hammer & Champy's model focuses on business processes, roles, and values, while Davenport & Short stress the importance of technological integration. In addition, Jackson's Object-Oriented Business Engineering Methodology (OO-BEM) and the Process Analysis and Design Method (PADM) present iterative approaches to process reengineering (Ogada, 2018; Mathu, Whitman & Cheraghi, 2004).

In Kenya, the Huduma Kenya initiative demonstrates the practical application of BPR, particularly Process Analysis, in the public sector. Launched in 2013 by Kenyan Government to streamline service delivery, Huduma Centers embody a 'one-stop-shop' model that centralizes access to various government services in a single location (Kamau, 2022). This model has notably improved service efficiency and citizen convenience (Odede, 2015). However, persistent challenges such as inefficient processes, poor performance, limited skilled personnel, and resistance to change highlight the need for further Process Analysis. Comprehensive Process Analysis strategies are essential for driving improvements in service quality and operational efficiency, ensuring that Huduma Centers continue to meet evolving public demands effectively (Magara, 2019).

Globally, Process Analysis has yielded varied impacts. In the Middle East and North America, it has been linked to enhanced organizational performance (Virzi, 2019). In Sri Lanka, Process Analysis has positively affected public sector service delivery (Elapatha & Jehan, 2020), while in

West Africa, bureaucratic and infrastructural challenges have hindered successful implementation (Kamau et al., 2022). In conclusion, Process Analysis is a critical strategy for organizations seeking to optimize performance in an increasingly dynamic global environment. The Huduma Centers' implementation of Process Analysis demonstrates both improvements and ongoing challenges in service delivery. Continuous process reengineering will be necessary to address persistent performance issues, enabling Huduma Centers to achieve greater operational efficiency, align with global best practices, and meet citizens' evolving needs effectively.

### **Literature Review**

Process Analysis has garnered significant attention in organizational performance research. Several studies have explored its impact, with varying emphases on different sectors and factors influencing success.

#### **Process Analysis and Organizational Performance**

Process analysis has become central to organizational performance, especially for organizations aiming to improve efficiency and maintain a competitive advantage in today's fast-paced environment (Hammer & Champy, 1993). It involves the restructuring and streamlining of existing workflows, allowing businesses to enhance operational performance, reduce costs, and improve customer satisfaction (Magara, 2019). Magara's review on organizational performance emphasized that process analysis is critical for achieving strategic alignment, optimizing resource utilization, and driving organizational growth. However, the impact of process analysis on team performance has sparked debates. Knight (2021) conducted a systematic review and questioned its overall influence, finding that the effects of process analysis can vary depending on organizational context. Some organizations have reported substantial improvements, while others showed limited or no impact on team dynamics and performance. These findings suggest that while process analysis can enhance efficiency, its success may depend on factors such as the organization's culture, the complexity of processes, and the level of employee engagement.

In the manufacturing sector in the U.S., Nicholson (2022) underscored the significance of reducing cycle times and aligning strategies with process improvements to enhance service quality and timeliness. By focusing on minimizing delays and synchronizing operations with organizational goals, Nicholson demonstrated that companies could achieve a more agile and responsive structure, leading to better customer satisfaction. Similarly, Asikhia (2015) examined the oil and gas industry in Nigeria, highlighting the importance of process alignment with resource utilization. The study found that process optimization led to increased operational efficiency, reduced costs, and improved profit margins in the sector. Dwanoko (2019) explored the integration of business frameworks in information systems, particularly in aligning operations through cycle time redesign. His research emphasized that reducing cycle times significantly improves business outcomes by accelerating delivery times, reducing bottlenecks, and enhancing productivity. Kafi (2022) also examined process analysis in structural transformations within organizations in the U.S. and Bangladesh, noting that improvements in cycle time directly contributed to boosted organizational performance, enhanced responsiveness, and better resource management. Overall, the effectiveness of process analysis in improving organizational performance and efficiency is evident in multiple industries. However, its success is often dependent on how well it is aligned with an organization's strategic objectives and its ability to adapt to contextual variables, including workforce dynamics and technological infrastructure.

### **Research Gaps**

Despite the extensive literature on Process Analysis as a Business Process Reengineering (BPR) tool, several critical research gaps persist, particularly in the Kenyan public sector. First, there is a notable scarcity of studies focusing on the application of Process Analysis in public service organizations, such as Huduma Centers, which are pivotal in government service delivery. The limited focus on these institutions presents a significant gap, as understanding how Process Analysis can improve efficiency in such settings is vital for public sector reform. Additionally, existing literature lacks a comprehensive exploration of the relationship between resource utilization, strategic alignment, and cycle time on the organizational performance of Huduma Centers (Nkanata & Ocholla, 2022). While these factors are individually recognized for their potential impact on performance, the absence of studies examining their combined influence hinders a holistic understanding of how Process Analysis can optimize service delivery.

Most research tends to address these elements in isolation, overlooking the potential synergies between them (Otwoma, 2022). This fragmented approach limits the development of an integrated framework that could better guide the implementation of Process Analysis in public service organizations. Furthermore, while insights from related studies, such as Hashem's (2020) work on IT integration in Egypt's banking sector, provide valuable lessons on optimizing Process Analysis outcomes, these findings have yet to be adequately contextualized and applied to the Kenyan public service landscape. Addressing these gaps is crucial for advancing our understanding of how Process Analysis can be effectively leveraged to enhance public service delivery in Kenya. A more nuanced exploration of these interconnected variables could lead to more strategic and impactful reforms in public sector operations.

### **Research Methodology**

The researcher employed a descriptive research design to assess the influence of Process Analysis on the organizational performance of Huduma Centers in Kenya. The target population consisted of seconded managers from various Ministries, Departments, and Agencies (MDAs), responsible for overseeing the services provided at the centers. The study focused on five Huduma Centers in Nairobi, with a total population of 180 managers overseeing the 36 services offered. Using the Yamane sampling formula, the researcher determined a sample size of 124 seconded managers from MDAs, who were selected for participation in the study. To collect primary data, the researcher administered questionnaires randomly to the selected managers, aiming for a high response rate. The questionnaire contained both open-ended and closed-ended questions, pre-designed to cover key topics such as process analysis, organizational performance, and Process Analysis. Additionally, secondary data was gathered from reports on customer complaints to supplement the primary data. To ensure clarity and accuracy in responses, the researcher provided verbal explanations of the study's intent and questionnaire items, helping participants understand and accurately respond to the questions. Quantitative data collected from the questionnaires was analyzed using Statistical Package for the Social Sciences (SPSS) software, version 29. Frequency tables, mean scores, and standard deviations were used to interpret the data. To explore the relationship between the dependent variable (organizational performance) and the independent

variables Process Analysis, the researcher applied statistical inferential tools, including correlation and regression analysis. This approach helped in identifying the significance and strength of the relationships between variables.

## Results

A total of 124 questionnaires were distributed, of which 102 were fully completed and returned, yielding a response rate of 82.3%. This high response rate indicates that the instruments were effective and provided a solid foundation for data analysis. According to Mellahi and Harris (2015), a response rate of 50% and above is considered good in business management research. Similarly, Hair et al. (2010) asserts that a response rate of above 70% is highly satisfactory. The elevated response rate can be attributed to the rigorous data collection procedures. The researcher informed the selected participants in advance, personally distributed the questionnaires, and made follow-up calls to remind participants to complete them.

### Influence of Process Analysis and Organizational Performance

The study aimed to determine the influence of process analysis on organizational performance. The study participants were to show their level of agreement on statements on process analysis aspects. Table 1 shows the results.

**Table 1**

*Influence of process analysis on organizational performance*

<b>Process Analysis</b>	<b>Mean</b>	<b>Std. Deviation</b>
Process Analysis has reduced service cycle time	4.267	1.172
Resource allocation improved service quality at Huduma Center	4.561	0.906
Process Analysis resulted in cost-reduction	2.052	1.026
Process Analysis ensured strategic alignment with goals	4.738	1.187
Process Analysis has improved quality of services	4.967	1.296
Process analysis has enabled risk mitigation in service delivery	4.133	0.918
Average	4.120	1.084

The findings presented in Table 4.2 reveal that respondents agreed, with an average mean of 4.120 and a standard deviation of 1.084, that process analysis positively influences organizational performance. Furthermore, respondents strongly agreed, with a mean of 4.967 and a standard deviation of 1.296, that process analysis has improved the quality of services at Huduma Centers. This aligns with Nicholson (2022), who highlighted that business process analysis mechanisms, such as cycle time reduction and strategic alignment, enhance service quality and foster innovative approaches. Respondents also agreed, with a mean of 4.738 and a standard deviation of 1.187, that process analysis has ensured strategic alignment with organizational goals, supporting the findings of Magara (2019) and Asikhia (2015), who identified process analysis as crucial for strategic alignment and resource utilization.

In addition, respondents noted, with a mean of 4.561 and a standard deviation of 0.906, that resource allocation has contributed to improved service quality at Huduma Centers. Process analysis was also found to reduce service cycle time, as indicated by a mean of 4.267 and a standard deviation of 1.172. Moreover, respondents agreed, with a mean of 4.133 and a standard deviation of 0.918, that process analysis has enabled risk mitigation in service delivery. However, these findings contrast with Knight (2021), who found uncertainty in the impact of process analysis on performance. Interestingly, respondents disagreed, with a mean of 2.052 and a standard deviation of 1.026, that process analysis has resulted in cost reduction. This contradicts Drumond and Ensor (2007), who found that process redesign significantly contributes to cost reduction by lowering cycle times and improving output quality. This discrepancy may be due to the nature of services at Huduma Centers, where government service fees are set by institutions, limiting the impact on cost reduction. Therefore, systematic methodologies should be implemented to assess model analysis capacity before execution to ensure alignment with strategic objectives.

## Correlation Analysis

As shown in Table 2, a Pearson correlation analysis was conducted to examine the relationship between Process Analysis and the organizational performance of Huduma Centers.

**Table 2**

*Correlation between Process Analysis and Organizational Performance*

		Org. performance	Process analysis
Org. Performance	Pearson	1	
	Correlation		
	Sig. (2-tailed)	.000	
	N	102	
Process analysis	Pearson	.601**	1
	Correlation		
	Sig. (2-tailed)	.000	
	N	102	102

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

The study results reveal a strong and statistically significant positive correlation between key aspects of Process Analysis and organizational performance. From the results;

**Process Analysis:** There is a positive and statistically significant association with organizational performance, indicated by a correlation coefficient of 0.601 and a p-value of 0.000 ( $p < 0.01$ ). This suggests that enhanced process analysis is associated with improved organizational performance.

These findings are consistent with Kamau (2022), who observed a significant positive correlation between Process Analysis and organizational performance, and Kiptum (2023), who highlighted the importance of process flow and performance monitoring in systemic improvements and service delivery. However, they contrast with Knight (2021), who found a weaker correlation between process analysis and performance.



### Regression Analysis

A multiple regression model was employed to quantify the strength of the association between process analysis and organizational performance. Table 3 shows the model summary.

**Table 3**

*Model Summary*

Model	R	R Square	Adjusted R Square.	Std. Error of the Estimate
1	.872a	0.760	0.765	0.41064

The adjusted R-squared value represents the proportion of variance in the performance of Huduma Centers that can be explained by process analysis. In this study, the adjusted R-squared value was 0.765, indicating that these factors collectively account for 76.5% of the variance in the dependent variable. This suggests that the remaining variance in organizational performance is attributable to factors not included in the current study.

**Table 4**

*Analysis of Variance (ANOVA)*

Model		Sum of Squares	df	Mean Square	F	p-value.	F-critical (Sig. 0.05)
1	Regression	88.4	4	22.1	4.489	.00125	2.74
	Residual	128	26	4.923			
	Total	216.4	30				

Analysis of variance was utilized to evaluate the model's suitability for the collected data. The research findings revealed a p-value of 0.0125, which is less than the significance threshold of 0.05, thereby confirming the model's reliability in determining the influence of the independent variable of process analysis on organizational performance of Huduma Centers in Kenya. Additionally, the calculated F-value of 4.489 exceeded the critical F-value of 2.74, further indicating that the model is appropriate for examining the influence of process analysis on organizational performance.

**Table 5***Regression Coefficients*

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	St. Error	Beta		
1	(Constant)	1.211	.095		12.747	.000
	Process analysis	.272	.224	.262	1.214	.003

Based on the findings, the constant demonstrates high significance with a p-value of 0.000 ( $p < 0.05$ ). The results indicate that the p-values for process analysis is 0.003 which is below the 0.05 threshold. Therefore, all the independent variable in the model significantly predicts the performance of Huduma Centers. The derived regression equation is as follows:

$$Y = 1.211 + 0.272X_1$$

According to the findings, a constant of 1.211 was obtained, suggesting that if all factors under study are held constant, a unit increase in process analysis would result in a 0.272 unit change in the organizational performance of Huduma Centers. This agrees with Magara's (2019) findings that found, process analysis to be a crucial business process in enhancing efficiency, cycle time, strategic alignment, and resource utilization.

### Discussion

The general objective of this study was to assess the influence of process analysis on the organizational performance of Huduma Centers. This assessment was conducted using both primary data and secondary data, with subsequent analysis focusing on the specified variables of the study.

The findings in Table 2 indicate a robust and statistically significant relationship between various process improvement activities and organizational performance. Specifically, process analysis exhibits a strong positive correlation with organizational performance, as reflected by a correlation coefficient of 0.601 and a highly significant p-value of 0.000, underscoring the critical role of thorough process analysis in enhancing organizational outcomes.

Based on the regression coefficients in Table 5, holding process analysis constant, the organizational performance is 1.211. All explanatory variables are statistically significant at the 5% significance level in explaining the variation in organizational performance of Huduma Centers. Additionally, process analysis is statistically significant and positively correlated with the organizational performance of Huduma Centers. A unit increase in process analysis would result in a 0.272 unit change in the organizational performance of Huduma Centers.

Further, the study results presented in Table 5 indicated that the t-value for process analysis on organizational performance was 1.214, which is significant at the 5% level. This demonstrates that process analysis contributes to the organizational performance of Huduma Centers.

### **Conclusion**

Based on the findings and conclusions regarding the influence of Process Analysis on organizational performance at Huduma Centers, it is evident that business process analysis significantly impacts organizational outcomes. The study recommends that stakeholders should prioritize refining their approaches to business process reengineering to effectively enhance organizational performance within the context of Huduma Centers. This entails adopting varied methods that address timing, risk management, methodological rigor, accurate forecasting, and other critical factors to ensure timely service delivery. Furthermore, the study advocates for establishing clear guidelines and robust processes to enhance the system dashboard for both the staff and customers at Huduma Centers. The study also underscores the importance of integrating current technologies for enhanced planning, implementation, and monitoring of projects. Leveraging technology for redesigning processes, improving communication, conducting thorough process analyses, and monitoring progress will facilitate the successful delivery of services at Huduma Centers, ensuring competitive service delivery within specified timelines. Moreover, the study proposes that stakeholders should prioritize the adoption of current technology to improve the planning, implementation, and monitoring of services. Utilizing technology for process redesigning, flow, analysis, and monitoring will bolster the successful execution of Huduma Center services. Advanced communication technologies will empower local teams to access global insights from experienced developers, facilitating the delivery of competitive services within specified timelines.

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