

INFLUENCE OF ELECTRONIC SERVICES ON THE PUBLIC SERVICE DELIVERY BY STATE AGENCIES IN KENYA

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Abstract: Among the major upheld Electronic Government strategies that enhance service delivery is the Electronic Services. This study therefore sought to assess the influence of E-Services on public service delivery among state agencies in Kenya. The study sought to analyze the moderating effect of strategy execution on the relationship between E-Services and public service delivery by state agencies in Kenya. The study was informed by New Public Management (NPM), and the Unified Theory of Acceptance. The study adopted a descriptive research design to collect data from the target population comprising of 4230 employees within the management cadre at 132 specific government state agencies incorporated entities outside the mainstream civil service established for purposes of public service delivery in Kenya; 62 Executive Agencies, 25 Independent Regulatory Bodies as well as 45 Research Institutions, Public Universities and Tertiary Education Institutions. Convenient sampling technique was used by the study to sample the respondents within the 132 specific government state agencies. Yamane formula was applied to calculate the sample size of 365 employees and self-developed questionnaires were used to collect data from the sample. Data was analyzed using descriptive and inferential statistics. The study findings revealed that implementation of E-Services as one of the E-Government strategies had a significant and positive influence on public service delivery of state agencies in Kenya. It was also established that strategy execution had a significant moderating effect on the relationship between E-Services and public service delivery by the state agencies in Kenya. The study concluded that through adoption of E-Services, efficiency in government agencies is enhanced thus enabling better service delivery. It was recommended that the state agencies through their management ought to embrace E-Services while upholding strategy execution as a way of promoting public service delivery.

Keywords: Electronic Services, E-Government Strategies, Strategy Execution, Public Service Delivery, State Agencies.

1. INTRODUCTION

1.1 Background of the Study

E-Service is a widely used concept across disciplines and academic fields (Lindgren & Jansson 2013). Denis-Re´mis *et al.* (2011) defines it as the use of ICT to facilitate, perform, and process each step of service delivery including awareness, interaction, and distribution to improve public services delivery. Some examples of E-Services are public documents requests, requests for legal documents, issuing permits, certificates and licenses. Axelsson, Melin and Lindgren (2013) contend that public sector E-Services in developing countries have expanded rapidly but remain largely unattainable.

E-Services can be classified into two, private and public. Private E-Services deal with private sector, where clients are considered customers and profit is the main goal however public E-service is domicile in public sector whereby clients are treated as citizens and services regulated by organizational and bureaucratic rules (Lindgren & Jansson 2013). Notably,

profit is not the main mandate but giving apt access to public services. Subsequently, designing E-Services for public sector requires a focus on specific features and contexts of public sector. The public E-service processes and complexity differs from private E-Services as public sector is guided by regulations, statutes, and processes; processes take longer and are more complicated (Brooks & Alam 2014).

Considered mainly as a front-end platform Denis-Re´mis *et al.* (2011) defines E-Services as the use of ICT to facilitate, perform, and process front end customer facing services including awareness, transaction, interaction, and distribution to improved delivery of public services to citizens. Some examples of E-Services are: requests for public documents, requests for legal documents and certificates, issuing permits and licenses. Santosh and Dikshit, (2018) highlights that E-Services is also known as electronic service delivery (ESD) of government information, programs and services which are available on-line “24h/7days.”

Kozak (2018) states that E-Services appear to be the easiest aspect of E-Government to leverage on in a short run via approaches such as ‘one-stop service centers’, E-Searching and Information Provision, Electronic Tax Filing (E-Filing), Electronic Licensing (E-Licensing) that citizen needs are met through a single contact with the government. For example, E-Searching and information provision can be simply achieved by proper design and navigation of websites while E-Participation and E-Democracy initiatives such as reputation systems, open data initiatives, E-Voting, citizen E-Juries, social translucence mechanisms, cyber campaigns and online petitions on the other hand might be more problematic (Kozak, 2018).

1.2 Statement of the Problem

Previous evidence has it that service delivery by the state agencies in Kenya has not been withstanding over the past decade with public satisfaction insignificantly declining (ACAL, 2014). A TI (2013) survey reported that 41% of Kenyans were dissatisfied with government’s service delivery. The public demand for improved service delivery by the state agencies has increased thus they are under immense pressure to increase efficiency and improve service delivery (Obudo & Wario, 2015). This is despite the Kenyan Government decision to enact and approve the Kenya E-Government Strategy in 2004 (Mungai, 2017). This was introduced to tackle public service delivery challenges, has since gained growth which is vital in facilitating economic development and henceforth, the government continues to give utmost consideration thereto (Kane, 2010). Notably, Kenya is currently ranked number 119 globally, retaining same ranking since 2012. However, focusing on the African countries ranking, Kenya declined from position 7 in 2012 (UN, 2012) to number 9 in 2014 (UN, 2014). According to E-Government Development Index Kenya was ranked at position 2 in East Africa after Rwanda (UN, 2014). This therefore raises the alarm on the contribution of E-Services as one of the E-Government strategies on enhancing public service delivery by the state agencies hence the subject for this study.

1.3 Objectives of the Study

- i. To establish the influence of E-Services on the public service delivery among state agencies in Kenya.
- ii. To analyze the moderating effect of strategy execution on the relationship between E-Services and public service delivery among state agencies in Kenya.

1.4 Hypothesis of the Study

- i. H_{01} : E-Services does not significantly influence public service delivery of state agencies in Kenya.
- ii. H_{02} : Strategy execution has no significant moderating effect on the relationship between E-Services and public service delivery among state agencies in Kenya.

2. LITERATURE REVIEW

2.1 Theoretical Framework

Unified Theory of Acceptance and Use of Technology (UTAUT)

UTAUT was developed by Venkatesh *et al.* (2016) in the 2000s and is based on social cognitive theory with a combination of eight prominent ICT acceptance research models; the theory of reasoned action (TRA), the theory of planned behaviour (TPB), the technology acceptance model (TAM), the motivational Model (MM), a model combining the technology acceptance model and the theory of planned behaviour (C-TAM-TPB), the model of PC Utilization

(MPCU), the innovation diffusion theory (ID) and socio cognitive theory (SCT). Wang (2016) asserts that UTAUT provides practitioners with a means of assessing the possibilities of success following the introduction of technology as well as to understand drivers of acceptance of technology hence design interventions against potential resistance.

New Public Management (NPM) Theory

New Public Management theory was proposed by Hood (1991) in the 1980s and 1990s whilst arguing for the reconfiguration of the public sector along more cost efficient and effective lines (Sunday & Lawal, 2016). Kihoro *et al.*, (2017) asserts that NPM reforms aim at improving public service delivery, public expenditure saving, efficiency of governmental operations and effective policy implementation. The belief that large and monopolistic public bureaucracies are inefficient was a vital force driving the emergence of the NPM (Prasetyo *et al.*, 2018).

Mongkol (2011) argued that even though the NPM theory is based on applying market principles into public policy and management developing country governments often have little experience in the operation of markets. Basic infrastructure of management in developing nations is also not developed enough to support the reforms (Barker, 2006). Moreover, there are various factors which are required before the market can be effective. Mongkol (2011) pointed out that markets are ineffective without the rule of law, for example, to ensure compliance with contracts. NPM supports the public service delivery variable and provides a unique perspective for exploring additional insight into the public service delivery challenges in line with emerging governance dynamics.

Conceptual Framework

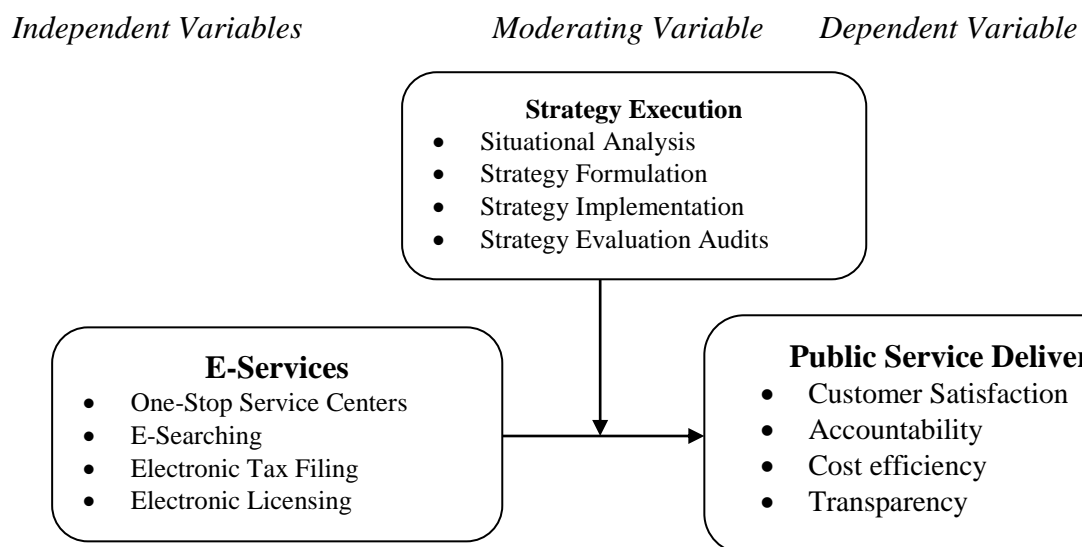


Figure 1: Conceptual Framework

Empirical Literature Review

Irawan, Sumartono, Wijaya and Nurfitriyah (2014) sort to analyze strategies, critical success factors, obstacles as well as the impact of implementing E-Government on public service delivery of the Population and Civil Recording Agency of Samarinda, Indonesia. The study used a qualitative approach, Primary data was collected by observing and interviewing state officers and stakeholders who were involved in the implementation of E-Government at the Population and Civil Recording Agency while secondary data was got via document tracing. Data analysis was conducted by analysis of interactive data model. The study concluded that E-Government had a substantial impact on the agency's public service delivery by institutionalizing transparency, improving performance and increasing public trust.

Onyiego (2016) did a study on the E-Service operations strategies and performance of tourism firms in Nairobi, Kenya. The study used descriptive research design, stratified random sampling to sample 35 tourism firms in Nairobi, integrated quantitative and qualitative methods for primary data collection, analysis was performed using descriptive statistics as well as regression analysis. The study revealed that Kenyan tourism firms had adopted the various E-Service strategies which depicted a significant relationship between E-Service operations strategies and firm performance.

Siddiquee (2016) studied E-Government and transformation of public service delivery in developing countries. The research was based mainly on secondary data, supplemented by primary data collected from various sources. After an in-depth analysis of secondary sources, essential information was derived from related public sector websites and through interviews and conversations with selected public officials with intimate knowledge on E-Government projects at the field and local levels. The study concluded that although E-Government is yet to make a revolution in governance and service delivery, it has set the wheels of change in motion and various E-Government strategies have transformed traditional administrative systems and practices, notwithstanding the nation's limited overall E-Government index.

Onono (2012) studied the impact of E-Service delivery on employees at the public service commission of Kenya. The study adopted a descriptive survey study design, simple random sampling was used to get the sample population from the target population comprising of all the 200 employees at the Public Service Commission of Kenya at Job Groups A – R. Data collection was via both primary and secondary data whereas for sampling, simple random sampling and stratified random sampling techniques were used. Descriptive statistics were computed for presenting and analyzing the data. Data was presented in the form of frequency distribution tables, graphs and pie charts that facilitated description and explanation of the study. The findings revealed that E-Services was highly influenced by the technological reforms taking place across government sectors making it a key factor in determining service delivery.

3. RESEARCH METHODOLOGY

Research Design

The study adopted a descriptive research design which is defined by Babbie and Mouton (2012) as an attempt to describe what is happening in more detail, by filling in the missing parts and expanding understanding. The choice of descriptive study was informed by the fact that though a descriptive study is simple, easy to conduct and it enables one to capture all important aspects of a situation.

Target Population

The target population for the study was 4230 employees within the senior management cadre in 132 specific government state agencies incorporated entities outside the mainstream civil service established for purposes of public service delivery in Kenya comprising of 62 Executive Agencies, 25 Independent Regulatory Bodies as well as 45 Research Institutions, Public Universities and Tertiary Education Institutions.

Sampling

The study determined the sample size by use of a Yamane (1967) formula since it is simple to use; it is scientific and can be used in cases of large populations

$$n = \frac{N}{1 + N(e)^2}$$

Where

n = sample size

N = population size,

e = level of precision or margin of error at 5% (standard value of 0.05).

Thus, when this formula was applied to calculate the sample size from 4230 employees within the management cadre, the result was as follows;

$$\begin{aligned} n &= \frac{4,230}{1 + 4,230(0.05)^2} \\ &= \underline{\underline{365}} \end{aligned}$$

Data Collection Procedure

The study administered questionnaires containing open ended and closed ended questions to all respondents via drop and pick approach. The questionnaires also had a quantitative section utilizing both a nominal and a Likert-type scale format.

Given that the study was to collect both primary and secondary data for this study secondary data was collected from published reference materials such as reports and journals.

Data Analysis

Data was analyzed using descriptive and inferential statistics. The study applied descriptive analyses as they are key in providing the foundation upon which correlational and experimental studies emerge. The inferential statistics was conducted by ANOVA, regression, B- coefficient and correlation analysis. ANOVA was performed to check on the goodness of fit of the model. To predict the influence of E-Commerce (as independent variables) on the public service delivery (as dependent variable) the study used regression analysis. The regression model for this study was:

$$Y = \alpha_0 + \beta_1 X_1 + \varepsilon$$

Where:

- Y - Public service delivery
- α_0 - Is the constant
- X_1 - E-Services
- β_1 - Coefficients
- ε - Error term

The model for the moderating effect was as follows; where X is the predictor and Z is the hypothesized moderator.

$$Y = a + B_1 X + Z + e$$

4. RESEARCH FINDINGS, ANALYSIS AND DISCUSSION

4.1 Response Rate

The study sought to find out the rate at which the targeted respondents participated in the study. The study had a sample of 365 respondents who were surveyed using a structured questionnaire. A response rate of 81.6% (298 respondents) was achieved and the data used for analysis. This therefore makes the study appropriate to make conclusions and recommendations since according to Creswell (2014) and Kingslay (2012) a response rate of 30-60% in a study is adequate for making conclusions and recommendations.

4.2 Demographic Information

Majority of the respondents were males and were aged from 41 years and above with University degree as their highest level of education. Most of the respondents had worked in their respective agencies for over 11 years and majority were in the middle level of management. The demographic results herein imply that the respondents surveyed were in a capacity to respond satisfactorily to the research questions. The diversity in the respondents' background information also signified a possibility of obtaining diverse information and views regarding the subject matter of the study.

4.3 Descriptive Analysis of the Study Variables

Electronic Services

The study sought to establish the influence of E-Services on service delivery among state agencies in Kenya. The study sought to unveil the respondents' views on the electronic services done in their respective agencies. The E-Services under consideration included one-stop service centers, E-Searching and information provision, E-Filing and E-Licensing.

The study established that the key aspects of E-Services (one-stop service centers, E-Searching and Information Provision, E-Filing and E-Licensing) were upheld by most of the state agencies. According to Lindgren and Jansson (2013), most of the citizens seeking government services expect better services where the waiting time is as minimal as possible. Through adoption of the e-services aspects, therefore, the state agencies reduce the waiting time in licensing, tax filling and information searching thus promoting customer satisfaction.

The findings compare with those by Santosh and Dikshit (2018) who established that electronic service delivery ensures equity and reliability in government services such that the citizens are able to obtain the necessary information timely and

with the required manner. Anuj *et al.* (2018) suggested that both public and private institutions ought to embrace E-service delivery as a way of meeting the customer information needs and promoting timeliness and cost-saving. The findings also gain support from the New Public Management theory by Hood (1991) who contended that public services can be adequately and openly assessed if technology could be embraced (E-Services) and ensuring that all the state departments are pushed towards adopting technology-based service delivery. This way, more customers (members of the public/citizens) are served and with the necessary equity and equality. Moreover, the Unified Theory of Acceptance and Use of Technology (UTAUT) by Venkatesh *et al.* (2016) upholds the need for adoption of technology in government services and cites policing and provision of framework for adoption of E-Services mainstreams as the main way through which the government can enhance service delivery.

Table 1: Level of agreement with statements on E-services

Measurement Aspect	Mean	Std. Dev.
We have embraced one-stop service centers in our agency to ensure effectiveness in service delivery	3.11	1.37
The service centers are always available and with all the required information/services	3.05	1.42
Through the one-stop service centres the service delivery in our agency has improved	3.58	1.26
Searching of any information in our agency by the members of the public is electronic based	3.42	1.33
We mainly give feedback to the clients through electronic means	3.68	1.17
Satisfaction of the customers and efficiency in service delivery has been achieved through adoption of E-Searching and Information Provision	3.64	1.23
Tax filing in our agency is mainly electronic based	3.84	1.07
Through adoption of E-Filing in our agency there has been timelines and catch of deadlines	3.61	1.23
E-Filing has helped our agency to minimize fines and enhance tax compliance	3.80	1.18
Most of the licenses given in our agency are electronically generated	3.87	1.06
E-Licensing has enabled the agency to issue more licenses that when it was manually done	3.73	1.09
Through E-Licensing forgery and fraud has been reduced in our agency thus ensuring effective service delivery	3.60	1.10

Strategy Execution

The study sought to analyse the moderating effect of strategy reputation on the relationship between electronic government strategies and service delivery by the state agencies in Kenya. Strategy execution has been recognized as a major way through which an organization streamlines its systems and way of doing things towards achieving success in a given strategy. It is therefore appropriate to examine how the procedures used by the state agencies cut across the adoption of E-Government strategies and service delivery. The study therefore sought to unearth the respondents' views on the effectiveness of strategy execution processes in their respective agencies and how these had affected both the success of e-government strategies and service delivery. The findings are as shown in table 2 herein.

The findings imply that situational analysis as an aspect of strategy execution could not have been effectively carried out in the surveyed state agencies and this could affect the success of the entire process. As outlined by Al-Khoury (2014), for a strategy to be executed successfully, there ought to be proper involvement of the stakeholders through situational analysis so as to have their (stakeholders) incorporated. The findings showed that strategy execution was recognized as a key aspect in steering adoption of E-Government strategies but it was not properly done by the surveyed state agencies.

Strategy execution process stands to steer the success of every strategy that an organization puts in place. Through effective means of executing a given strategy, the organization is able to streamline its operations towards the strategy and reap employees support on the same. The findings however show that strategy execution has not been effectively done in the state agencies surveyed. Siam and Hilman (2014) contemplate that coming up with strategy is one thing and seeing the successful execution of the strategy is another. This is to mean that as much as an organization upholds coming up with new strategies, there is equal need for the management to ensure the strategies are executed properly through which the expected results are achieved.

Table 2: Level of agreement with Statements on Strategy Execution

Measurement Aspect	Mean	Std. Dev.
An all-inclusive strategic situation analysis is normally conducted as part of any E-Government strategy development	3.04	1.04
The strategic issues identified via strategic situational analysis are used to formulate the strategies and plans	2.23	0.89
Information is sought from both customers, employees and any other stakeholder during situational analysis process	2.03	0.90
During the strategy formulation process an assessment of strategic options is carried out, strategic plan developed or revised and well documented	2.03	0.97
The views of all the stakeholders are considered during formulation of any strategy in our agency	1.80	0.94
The strategy implementation/realization plan is in place, widely circulated and communicated among employees and other stakeholders	1.23	0.51
There is effective leadership, change management and resource allocation to enhance implementation of the strategy	1.26	0.50
Every phase of implementing strategies in our agency is keenly undertaken to minimize mistakes and ensure success of the strategy	1.25	0.50
There are adequate mainstreams and systems set aside to facilitate evaluation and monitoring of the implemented strategies	3.18	1.15
Strategy evaluation audits frameworks are frequently and effectively carried out within the agency	3.16	0.99
As a result of the evaluation audits carried out, some of the strategies, systems, policies, and goals were revised in line with approved remedial and corrective actions	3.40	1.02

Public Service Delivery by the State Agencies in Kenya

This study purposed to assess the current state of affairs as far as service delivery by the state agencies is concerned. The respondents were asked to give their views on various aspects of service delivery and the findings are herein presented.

As the findings in table 3 portray, the respondents indicated that the service delivery in their respective state agencies was moderately done in some aspects and in others it was not done to satisfaction. On customer satisfaction for instance, the findings revealed that access to information and feedback and improved financial transparency were moderately achieved (mean=3.40, 3.37) while improved clarity and openness in decision making was lowly achieved (mean=2.58). This is to imply that customer satisfaction as a measure of service delivery was not satisfactorily achieved and this could be as a result of minimal participation and public involvement (Patel, 2014). E-Government strategies such as E-Services are meant to bring the citizens closer to the government as well as enhancing the government's ability to understand the needs of the citizens. This way, the service delivery is able to be aligned to the expectations of the citizens thus enhancing their satisfaction.

Table 3: Rating the Aspects of Service Delivery by the State Agencies

Indicator of Public Service Delivery	Mean	Std. Dev.
Access to information and feedback	3.40	1.03
Improved financial transparency	3.37	1.11
Improved clarity and openness in decision making	2.58	1.07
Reduced Turnaround time (TAT) – (Processing duration)	2.15	0.89
Rate of new products/services development	2.81	1.07
Customer satisfaction through provision of value-adding services or products	3.13	1.10
Performance Contracting rating	2.98	1.09
Administrative costs	3.09	1.19
Efficiency in allocation of institutional resources	3.12	1.16
Co-ordination and control of institutional activities	3.11	1.22
Offering timely goods and services	1.58	0.56
Effective communication	1.34	0.54

4.4 Inferential Statistics

H_{02} : E-Services does not significantly influence public service delivery of state agencies in Kenya

$$Y = \beta_0 + \beta_2 X_2 + \mathcal{E}$$

On the second hypothesis of the study, model summary, ANOVA and regression coefficients were used to test for the hypothesis and exemplify the statistical relationship between E-Services and public service delivery of state agencies in Kenya. The model summary findings as shown in Table 4 revealed that the R^2 for the model was 0.747. This implies that E-Services up to 74.7% of the variation of service delivery in the state agencies in Kenya.

Table 4: Model Summary for E-Services

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.864 ^a	0.747	0.746	.7513

Predictors: (Constant), E-Services

The ANOVA results are as shown in Table 5. The findings indicate that the model had an F-calculated of 67.156 at a significance level of $0.000 < 0.05$. This implies that the model is statistically significant and that E-Commerce can statistically explain the service delivery in the state agencies in Kenya.

Table 5: ANOVA (Analysis of Variance) for E-Services

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	464.906	1	464.906	823.647	.0000 ^a
	Residual	157.481	296	.5644		
	Total	622.387	297			

a. Predictors: (Constant), E-Services

b. Dependent Variable: Service Delivery

The regression coefficients shown in Table 6 revealed that E-Services had a significant and positive influence on service delivery by the state agencies in Kenya ($\beta = 0.719$ & $P\text{-value} = 0.000 < 0.05$). The findings imply that a unit change in E-Services can explain up to 71.9% of service delivery by the state agencies in Kenya. This therefore justifies the decision to reject the null hypothesis that E-Services has no significant influence on the service delivery by state agencies in Kenya.

Table 6: Coefficient results for E-Services

	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	4.709	.814		5.785	.0000
E-Services	0.719	.149	.642	4.826	.0000

a. Dependent Variable: Service Delivery

Moderating Effect of Strategy Execution

The moderating effect of strategy execution was sought. A multi-stage approach was used to determine the influence of the moderator. The study used a moderated multiple regression models to assess the moderating effect of strategy execution. The moderated multiple regression model involved first running regression analysis between E-Services and service delivery; E-Services with the moderator included as a variable and finally running regression with the moderator to observe the interaction effect between strategy execution and public service delivery by state agencies in Kenya.

Table 7: Regression Coefficients for the Moderated Model

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.57	0.267		9.623	0.000
	E-S	0.343	0.071	0.332	4.839	0.000
2	(Constant)	1.479	0.38		3.892	0.000
	E-S	0.343	0.068	0.332	5.052	0.000
	S-E	0.25	0.065	0.229	3.878	0.000
3	(Constant)	3.247	0.615		5.281	0.000
	E-S	0.358	0.082	0.346	4.379	0.000
	S-E	-0.122	0.125	-0.112	-0.975	0.331
	X ₁	0.003	0.018	0.026	0.194	0.846

a Dependent Variable: S-Delivery

5. CONCLUSION

The study concluded that E-Service was effectively adopted by the state agencies to offer public services to the citizens. The major E-service aspect adopted was E-Searching followed by E-tax filing. Through adoption of E-services as an E-Government strategy, public service delivery was enhanced among the state agencies. Timeliness in tax filing was enhanced through E-tax filing thus avoiding penalties while E-searching availed the information required by the members of the public with ease thus promoting satisfaction.

The study concluded that strategy execution is a key moderating factor on the relationship between E-Government strategies and public service delivery by the state corporations in Kenya. Through situational analysis, strategy formulation and implementation, E-Services are strengthened to support public service delivery.

6. RECOMMENDATIONS

The study recommends that the state agencies through the management ought to embrace E-services by ensuring that there are one-stop service centres across the country and that the members of the public can easily access any information regarding government services with ease. This way, the citizens are able to get more concerned and connected to the government services thus reaping benefits from the latter. The state agencies should ensure that the licenses are offered through electronic means thus saving cost and time while at the same time carrying out their tax returns through electronic mechanisms to avoid penalties as a result of delays and failure to meet deadlines. The state agencies should embrace strategy execution practices so as to enable success of E-Government strategies which are significant to enhanced public service delivery.

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