ELECTRONIC GOVERNANCE ADOPTION AT HUDUMA CENTERS IN NAIROBI KENYA

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DECLARATION

I, the undersigned, declare that this is my original work and has not been presented to any institution or university other than the University of Nairobi for examination.

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This research project has been submitted for examination with my approval as the University Supervisor.

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DEDICATION

This research project is dedicated to my parents (Mr and Mrs David Ngari , Mr and Mrs Stanley Mutegi), my husband (Timothy Bundi Mutegi) and my brother (Alex Ngari) for their help and support during my studies at the University of Nairobi .

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ABBREVIATIONS AND ACRONYMS

CIS Community Information System

G2C Government to consumer

ANOVA Analysis of Variance

IT Information Technology

RBV Resource Based View

ROA Return on Assets

ROI Return on Investments

ROS Return on Sales

SPSS Statistical Package for Social Sciences

TAM Technology Acceptance Model

ABSTRACT

In the modern world, the priorities of most business leaders have shifted to saving costs and managing growth. Electronic governance is more than simply automation; it might be a major shift of electronic services, technology, and body processes that can alter the way people get services and information. Additionally, Queue Management Systems and open-plan service spaces have been implemented at the Huduma Center to increase service acquisition orderliness and accountability. Research was conducted to examine the effect of electronic governance adoption at Huduma Centers in Nairobi Kenya. Technology Acceptance Model, Resource-Based View Theory, and Diffusion of Innovation Theory were all used in this research. Only 60 of Huduma Centers' top and mid-level managers were included in this study's target group. The huduma center's implementation of E governance was found to be to a large degree. The study established that interactivity and decision support was at great extent as benefit of e- governance while transparency was at moderate extent as benefit of e- governance. The study recommends that huduma Centers select a technologies steward that will be responsible for guiding the huduma Centers towards e-governance services adoption. Management should be involved as they are the decision makers and thus need to be involved in the entire process.

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

Most business executives' focus these days is on cutting expenses while also managing the company's expansion. This is mainly attained by utilizing the existing market share, better understanding and interacting with customers, innovating products and services. Saving costs suggests reducing spending and increasing earnings through improving productivity, automating processes and eradicating inefficiencies. Adoption of technology helps business to realize these advantages (Hudd, 2016). One such technology system is electronic governance. Firms have found that electronic governance is an efficient and effective way to communicate with their customers (Zhao, 2014). The goal of e-governance in both high- and middle-income nations is to provide customers with services online, and business processes are expected to grow. Companies' resources are assured to be categorized in digital collections as a result of implementing electronic governance (Tambouris, 2005).

The Technological Acceptance Model (TAM), the Resource-Based View, and the Theory of Innovation Diffusion (IDT) served as the foundation for this investigation. TAM explains the factors that impinge on the adoption of technology by its intended utilizers, such as apparent utility and ease of utilize. The IDT states that the choice to utilize a novelty is on the basis of its supposed benefits, complexity, compatibility with the current systems and ease of utilize as well as noticeability of the outcomes. Resource based theory was propelled by Werner felt (1984). It posits that the origin of an organization's advantage originates more from internal resources than external environment positioning. It is important to keep in mind that the organizational E- governance must be supported by both people and financial resources.

Huduma Center is important to public service delivery in Kenya in diverse ways. Huduma Centres have eased the access of government services through concentrating services in a building (Huduma Kenya., 2017). Huduma Center has also improved on the orderliness and accountability in service acquisition through use of Queue Management Systems (QMS) and open plan service areas. There is also a renewed enthusiasm and professionalism in service provision that enables the quicker service provision and customer satisfaction aspects (Ngaru & Wafula, 2015).

1.1.1 E-governance Adoption

Decisions on whether or not to employ an online system are called electronic governance adoption (Kumar, 2007). Therefore, a successful implementation necessitates working together with the government's service providers as well as the end customers (Dwivedi, 2011). In recent years, African governments have been focusing on methods to make internet-based services available to their citizens. People's use of services and information is greatly influenced by how much effort is put in by the organizations that serve them. The United Nations Electronic Governance conducted a poll in 2008. 146 out of 189 countries analyzed throughout the globe have an association index of 0.04 in terms of electronic governance usage, which ranks Africa at the bottom of the list.

As a result of this research, an effective strategy for expanding African citizens' involvement in electronic government services may be developed. An index of 0.04 ranks Africa's national electronic governance among the world's top 146 nations, based on data gathered from 189 countries. Developing and operating effective internet services requires more than just technological ingenuity. E-governance combines the power of the elite with the power of the people. As a result, the quality of service and the number of exchanges with the outside world have

both increased significantly. As a consequence, the government's job of serving its citizens is simplified (Alshehri & Drew, 2010).

Citizens were increasingly concerned with government services in the late 1980s when there was a need to reinvent it. There were two options, one based on the needs of inhabitants and the other based on public duty to citizens (Tat-Kei, 2002). Part of the strategy is to implement a user-centered approach to obtaining government services. Governments and public agencies must continually monitor the demands, attitudes, and experiences of their users while interacting with e-services if they are to fully satisfy them.

1.1.2 Challenges Facing Adoption of E-governance Adoption

Al-fleit, Almalki and Zafar (2017) reveal a number of challenges that arise in any organization during the adoption of E-governance system. The challenges can also be categorized into challenges related to leadership, human challenges, technical challenges and other challenges. Lederer and Sethi (1991) indicate that top management in most organizations wants to be persuaded to implement any E-governance system developed.

Aaltonen and Ikävalko (2002) expounds the management challenge to include, little or no support from top management for E-governance system adoption, weak management roles in E-governance system adoption, lack or inadequate support from top management in creation and implementing systems and poor coordination and communication to ensure responsibilities are well articulated. Wilson (1989) in his study of 500 companies in the United Kingdom (UK) found that not employing professional staff, inadequate resources for user training, the rapidly changing needs of the E-governance system users and inabilities by systems to fulfil the user’s expectations as the main human challenges faced in implementation of E-governance system.

1.1.3 Huduma Centers in Nairobi, Kenya

In a one-stop shop approach, the Huduma Center delivers public services with a greater emphasis on customer service quality (Ngaru & Wafula, 2015). Therefore, Huduma Center is the provision of diverse public services from different services through a one-stop shop model under a single roof across the counties in Kenya. The One Stop Shop Model of providing government services and information are referred as Huduma Centers and they represent the Government of Kenya's first efforts of providing services in an integrated format manner (Huduma Kenya, 2017).

The Nairobi Huduma centers are five, which include the GPO, Nairobi City square, Makadara, Eastleigh, and Kibra. The Nairobi Huduma Centers offers diverse services including issuance of government documents and government services registration such as business names registration (Huduma Kenya., 2017). Among other services, the issuance of duplicate national identity cards, the registration of welfare organizations, the issuance of police abstracts, the application and repayment of student loans, the issuance of a single business permit, the search and registration of business names, the issuance of NSSF member statements, the assessment and payment of stamp duty, and the filing of claims are included (Huduma Kenya., 2017).

1.2 Research Problem

Different sectors, both public and commercial, have embraced electronic governance from its start. They are, however, confronted with barriers to technology adoption that impair overall performance. Electronic governance adoption has been hindered by the lack of required skills among government employees working on the electronic government platform, inefficient computer resources and a lack of understanding of e-government capabilities and benefits among many users, according to previous studies. Electronic services should be available immediately

and be pleasant to utilize. Electronic governance is more than automation; it may encompass a huge change in electronic services, technology, and body operations, which might profoundly transform how individuals get services and information (Information Society Commission, 2003).

The Huduma Centre is critical in delivering public services to Kenyans (Ngaru & Wafula, 2015). In this context, there are diverse services available to the public through the Huduma Centres including diverse government documents (e.g. birth certificates), and government services registration such as business names registration (Huduma Kenya., 2017). Gant (2008) argued that Cambodia's low rate of e-governance usage is attributable to a lack of understanding about the probable elements that encourage individuals to accept and utilize electronic governance services, as well as the enterprises' competence to execute. According to Adeyemo (2011), service providers' collaboration with end users is critical to the success of different electronic governance efforts. Additionally, customers must be ready to accept and utilize governance services in order for implementation to succeed. To boost productivity, efficiency, and revenue generation, which results in corporate development, businesses are pushed to automate their systems. (2017) (Hudd, 2016).

Research by Onyango (2014) found that the performance of industrial firms in Kenya improved as a result of electronic governance. While Sethi (2016) discovered a non-statistically significant association between electronic governance adoption and the performance of enterprises in the Kenyan transportation sector, he also found that ERP had no influence on performance. E-government website adoption in East Africa, as well as the significance of government sites, their content, and their administration, were the exclusive emphasis of Kaaya (2006).

From a review of research, it is obvious that there is no agreement on how electronic governance adoption impacts company performance, with some studies indicating favourable relationships and others reporting no meaningful relationships. Furthermore, from the current literature, it is not apparent what the extent of electronic governance adoption in Kenya is and how the outlook impacts their performance. It is yet to be investigated to find out if the adoption of electronic governance would improve performance of service shared centers to readjust its capacities to being competitive globally. As a result, the present research on the proper connection between electronic governance and performance at Huduma Centers in Nairobi, Kenya, was prompted by this. Therefore, this study aims to build knowledge in this field by responding to the question: What influence does electronic governance adoption have at Huduma Centers in Nairobi, Kenya?

1.3 Research Objectives

The study's objective was to examine the effect of electronic governance adoption at Huduma Centers in Nairobi, Kenya

The specific objectives was:

i. To determine the extent to which electronic governance has been adopted at Huduma Centers in Nairobi, Kenya.

ii. To establish the benefits of electronic governance adoption at Huduma Centers in Nairobi, Kenya.

iii. To establish the challenges facing the implementation of electronic governance adoption at Huduma Centers in Nairobi, Kenya.

1.4 Value of the Study

A number of variables determine whether cloud computing in government ICT is successful or not. Because it can help government websites to be more successful and efficient in e-governance, it will be more cost-effective.

Researchers and academics in the area of electronic government adoption have also benefited from this study's findings. A large number of researchers benefit from it in the same way. The findings of this research were of interest to academics that examine the impact of electronic governance adoption. It also act as an impetus for further studies to enhance as well as extend the current study particularly in Kenya.

It was this research that aided policy-makers in creating and enforcing standards that assured that practitioners acted ethically while carrying out their responsibilities. This research was also a useful tool for government officials who wanted to stay on top of new developments in their field.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

Studies on E-governance acceptance, issues with E-governance, and research shortages in this field of study were all included in the literature review.

2.2 Theoretical Literature Review

Ideas on the link between ERP system adoption and performance are explored in this section. To put it another way, TAM, RBV, and Diffusion of Innovation Theory are the three theories that make up the theoretical framework of this study.

2.2.1 Technology Acceptance Model

Technology's perceived worth and ease of use are taken into consideration in the model. The value that technology adoption provides is measured by how beneficial a product or service is to its end users. The ease of use is the little effort required by a person to enjoy new technology (Apulu, 2012). The TAM has been revised throughout time to include new aspects including perceived risk, experience, social impact, and cognitive processes (Park, 2009).

According to the critics, the model is flawed because it fails to account for the overlapping impacts of the many settings and domains in which new technology works (Hall & Khan, 2003). There is no way to know whether or not the reasons given in the centre boxes are linked. In the tradition of innovation research, this is beneficial since it gives a sequential mechanism for considering strategic options, although sociologists may find such explanations unnecessarily simple without

discussing the system. For the model, historical data on technological non-adoption was compared to current theory.

In the study of ICT adoption, various researchers employed the TAM. In Xiong, Qureshi, and Najjar (2013), for example, the TAM was used to examine how factors such as the expected value of an ICT and attitudes and effort put forth in utilizing it effect adoption in China. Small and medium-sized firms in China are significantly influenced by factors such as perceived ease of use and perceived benefits, according to the report. The annual profit per person was calculated with the TAM. TAM theory was utilized by Alam and Noor (2009) to examine the adoption of ICTs in Malaysia's service sector, in contrast. A recent research found that as ICT's value increased, so did the likelihood of people adopting it.

2.2.2 Resource Based View Theory

Back in 1984, Birge came up with this notion. Firms evaluate their strategic advantages in order to determine their competitive advantage, which is the basis for this theory. Every company has its own unique collection of physical and intangible assets as well as the ability to use those assets. These discrepancies may be traced back to this issue. When a company's resources are properly developed, they may become a source of competitive advantage for that company (Alvarez & Busenitz, 2001). The smart use of resources and the effectiveness of an organization are intertwined.

For companies to prosper, Barney (1996) argues that they must focus on enhancing resources that give unique advantages. Competitive advantage is integrated in the firm's structure because of the uniqueness and rarity of the resources it uses. Powers and gaps exist in any organization; it's critical to identify these things so that they can be segregated. As a result, what the company may do is

not only to use the time it has but the finances it has at its disposal. Learned et al. (1969) believe that the key to a company's success or long-term growth resides in its ability to produce talent that is genuinely distinctive. In the eyes of RBV, firms with superior organizational design are considered to be profitable. Thus, they are more cost-effective as well as providing a better product and service than the competition (Das & Teng2000).

Resource-based perspective theory is crucial to this research and helps explain the emergence of specialized skills, which leads to cloud computing and competitive advantage, via the combining of resources through time. Resources of a firm facilitate adequate implementation of the various cloud computing by firms leading to competitive advantage.

2.2.3 Diffusion of Innovation Theory

Innovation Diffusion Rogers created his theory in 1962 as a result of his studies on innovation. It is noted in the research that an idea or product nature perceived can gain momentum and diffusion (spreading) takes place within a particular population or social structure. This diffusion activity results in individuals adopting new ideas, behaviors, or products in the innovation process. Perception of idea, behaviour, or product as new or innovative by the person concerned is considered key in the process of adoption. Thus Diffusion is made possible in the circumstances. It is argued in the study of Hager (2006) that in the social system innovation does not take place con currently. The process displays differences in people’s appetite to innovation. The theory is primarily focused on the way prospective adopters view innovations in regard to correlative favorable or unfavorable conditions.

Therefore Innovativeness, complexity, compatibility and relative advantage are some of the factors that are formed in DOI approach framework. The cardinal candidates for early adoption are firms

that intensively use particular technology in pursuit of next generation of that technology. According to Li and Atuagene-Gima (2011), the theory of diffusion tries to explain new ideas or the acceptance of innovations by presenting five components that are critical to the process. Comparative advantage, compatibility, intricacy, trialability, and observability are some of the characteristics that make a product unique. In the theory it is suggested that innovations that clearly have advantage over the earlier approach will be easy in adoption and implementation. If innovation is viewed by key players to be easy in use then adoption process will be facilitated (Greenhalgh et al., 2004).The diffusion of innovations approach in this study is significant to comprehending the changes that takes place in the adoption process and usage of innovations in digital marketing. In the study of Hager, (2006) it is noted that there are discussions going on between organizations and individuals about adoption.

2.3 Determinants of E-governance Adoption

As a result, the Kenyan government has dedicated itself to developing a viable and operable e-government that can successfully offer information to the people, foster public engagement in government, and empower all Kenyans. It is difficult for many governments to adopt e-governance due to the difficulties it brings (Sharma &Gupta, 2003).

2.3.1 Privacy

There has been a lack of trust in the platform through which government services are delivered to electronic customers. They believe that the information they provide will be safe from hackers, but that isn't the case quite often. For e-government portal customers, the web site's information must be reliable, trustworthy, and timely. (Be'langer, 2005). Because of the numerous unknowns associated with internet transactions, customers are exposed to potential dangers. (Be'langer,

2008). User data must be safeguarded against unauthorized access due to concerns that e-commerce websites do not go far enough to protect personal data from abuse or tampering.

The quality of service provided by electronic government attracts new and returning consumers alike (US-GAO document, 2002). It is vital to safeguard the security of e-government services that involve the input of sensitive personal information. Employees must have access to a secure software system, a network of personal computers, a user guide, and other infrastructure components to utilize e-government services (Sang, 2009). Employees' trust in an online system and their capacity to access it affects their adoption of e-government (Barua, 2012).

2.3.2 Usability

Reliability is important to e-government customers since their experience is directly linked to the quality of the service (Palmer et al., 2000). In the event that a system malfunctions, the ability of electronic users to recover their data is critical. It is necessary for the government to be responsive in order to sustain its overall performance and advancement and reputation.

A lack of computer and internet skills may result in social exclusion or marginalization in electronic government implementation (UNPA&ASPA, 2001). While knowledge is information that can be put to use, education is the process of acquiring information that can be put to use, as well as a well-rounded education (Kumar 2009). E-government services are difficult for many individuals to understand since they lack internet and computer literacy (Belecheva, 2003). There is a shortage of access to G2C (Government to Consumer) services because of the country's low literacy rate. When using e-government services, both citizens and users must be proficient in both written and spoken English.

2.3.3 Literacy Level

A lack of this information might lead to social exclusion or other unwanted societal implications if electronic government adoption is not completed (UNPA& ASPA; 2001). In contrast to education, understanding refers to the facts that may be obtained via consultations, peers, thorough reading, and other sources (Kumar 2009). Because of their lack of technical proficiency, the majority of online citizens and users have trouble using e-government services (Belecheva, 2003). E-government deployment in African countries has been hampered by a lack of G2C (government-to-client) service adoption, which has become a major barrier. Understanding, writing, and possessing basic ICT skills are necessary for all e-government services to work well.

Electronic governance may lead to social exclusion or marginalization if people are ill-informed on how to utilize the internet and computers (UNPA&ASPA, 2001). There are two distinct kinds of knowledge: information that can be used and knowledge that can only be gained via a well-educated person and a wide range of sources (Kumar 2009). Many individuals are unable to fully appreciate the advantages of electronic government services due to a lack of technical understanding, internet usage, and computer access (Belecheva, 2003). Many G2C (government-to-consumer) services are out of reach for the typical Kenyan due to the country's low literacy rate.

2.3.4 ICT Infrastructure

Since the younger generation want to be in sync with the latest technology, they often adopt e-governance. The usage of an e-governance platform is taxing for the elderly, who report feeling fatigued after a short time. Technology adoption is influenced by variables such as perceived utility and convenience of use, according to Davis (Davis &Warshaw, 1989). Usage is impacted more by how easy it is to use than how easy it really seems to be used. Because they are content with their

existing capabilities and cannot conceive how ICT may enhance their life, the elderly are unaware of the many advantages of ICT use (Morris & Venkatesh, 2000). Due to their lack of experience with new technology, people need to adopt a new mindset when it comes to using them.

According to experts at the Organization for Economic Cooperation and Development, women are underrepresented in administrative and logical roles and overrepresented in office and secretary roles. Gender disparity has been highlighted by Strasbourg in the sector of information and communication technology (May 1998). (ICTs) As a result of long-standing social prejudices, women are disadvantaged, according to Strasbourg. Male colleagues have more access to ICTs than female colleagues, but in general they are unable to participate in the global knowledge economy. Rural African women are already in a dangerous position due to a lack of access to modern technology (IT) and traditional beliefs and practices that marginalize and mistreat them.

A person's earlier educational experiences enhance their capacity to absorb new information fast (Dwivedi and Lal, 2007). According to Venkatesh, education and technology are interwoven in terms of how they are used. According to scholars (Choudrie, 2006), education is one of the most important factors. An experimental variable that may be used to explain the disparities between people who utilize e-governance and those who don't is education (Dwivedi 2007).

2.4 Challenges of E-Governance Adoption

It is difficult for users to accept adoption because they fear its legitimacy. Some of the biggest obstacles to the widespread adoption of e-governance are security concerns, such as concerns about data theft, phishing, and botnets (Rajegore & kadam). E-governance adoption is a service model whereby users need a good reliable and fast internet connection, thus in places where there is no good internet connection this can be a disadvantage (Kumar, 2014). For example, lack of

organizational fitness, a lack of skills and expertise, inadequate training for users, inadequate software design, as well as inadequate management capabilities or strategy are all mentioned by Mukwasi and Seymour (2015).

Mostly e-governance Systems are considered to be too rigid and problematic to adjust to certain business processes and workflow in some organization and this has been noted to be among the key cause of their failure. The system may suffer from the "weakest link" problem and one partner or department inefficiency might affect other participants. In order for other applications to function effectively most of the integrated linkages ought to have high degree accuracy. An organization may meet minimum standards, but instead, over time, “dirty data” may reduce the reliability of certain applications. The switching cost are quite high for an organization once a system is established (reducing strategic control and flexibility at the corporate level). When organizational boundaries are blurring, this can lead to accountability problems, morale of employee and division of responsibilities. Resisting to exchange sensitive internal information amongst department can lead to the effectiveness of the e-governance system being minimized (Maditinos, Chatzoudes & Tsairidis, 2012).

2.4 Empirical Literature Review

In the past, this topic has been studied. Lack of recognition; inexpensive generation, Inadequate infrastructure and resources; human resource ability; technical capabilities effective government regulation are all issues that impede a country's resolute effort to succeed, according to Shareef (2011). Electronic governance in Saudi Arabia was examined by Basamh and Suhaimi (2011). Problems with infrastructure, privacy, public access, and portable computer acquisition and availability in Saudi Arabia are the main impediments to electronic government implementation.

There is a correlation between these criteria and the preparedness of government officials to embrace electronic governance. Electronic government difficulties aren't always exclusively the responsibility of the various government entities; they might also be due to poor user acceptability.

One important study The Impact of e-governance on competitive advantage by Khoorasgani (2016) highlighted that competition of companies has been greatly impacted by technology in cloud computing and concluded that organizational performance will be promoted by e-governance usage in the organization. Outsourcing of technology systems to cloud vendors improves financial performance of the organization and decreases support costs of technology sector. e-governance offers a simple and fast way to access resources through a browser, helps in saving costs and offers flexibility thus reducing various concerns like scalability (Khoorasgani, 2016).On the other hand, Algrari(2017) highlighted that information systems that are based in the usually are of a very important role in its performance and business value. Improvements in information system processes that were perceived as indicated by performance of the organization were a representation of perceived value.

The adoption of ICT advances and an increase in competitiveness have been shown to be positively related by Griffith (2005). According to Griffith and Aghion, the advent of cloud computing has allowed companies from all sectors to minimize fixed costs in the ICT department, achieve high system availability, improve and accurately compute and report, boost visibility, better manage resources and increase revenues. India, Srivastava & Gopalkrishnan, (2015) Indian Banks are making efforts to catch up with their international counterparts in technology analytics although a lot of scope remains. In 2016, a research was done to see what Indian banks might learn from the finest big computing analytics approaches in the world. The study's goal was to find out how

Indian banks were employing computers in areas including fraud management, customer profiling, channel utilization, feedback analysis, monitoring consumer spending, and product cross-selling. A bank in the Middle East provided secondary computer resources. The study found that computing analytics was being used in different banking operations to help the institution deliver better services to customers. The study recommends further research to link financial and non-financial benefits to the implementation of computing analytics in the given bank.

In Rwanda, Ndambo (2016) conducted research on ICT and economical advantage of banking and insurance firms operating within Kigali. The study found that many of the institutions surveyed were at their early stages of adopting ICT. The inferential analysis revealed that ICT adoption accounted for 60 percent of the respondents' competitive advantage. Banking and insurance businesses should prioritize ICT expenditures, adopt a test-and-learn approach, and use business data to decide how fast and deep they should go in implementing it. Nderi (2014) did a study on the usage of ICT analytics and its effect on bank outcomes in the country. The main goal of the research was determining areas in which banks were applying business analytics and the factors driving the adoption. The study found that ICT was the key to performance. The research found a link between bank performance and ICT using multiple regression analysis.

2.5 Summary of Literature and Knowledge Gaps

E-governance adoption is a complex phenomenon that has its theoretical roots and drivers, and it has also been hampered by the difficulties of conducting empirical studies. There are three theories explored in this research: TAM, resource-based viewpoint theory, and diffusion of innovation. E-governance adoption seems to have a favorable impact on organizations in general, according to the studies evaluated in the literature. E-governance adoption has been investigated in a range of

areas; however, some of these studies were done in different locales. Unless more research is done, the results from Kenya cannot be extended to other countries or parts of the globe since they are so varied. The local research did not concentrate on how this affects consumer behavior in businesses. As a result, there is a vacuum in information that the study will attempt to fill.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This section discusses the research approaches that will be employed in the inquiry. Its primary focus is the study's design, followed by methods for data analysis, and finally the data collecting and presentation tactics that will be used as a part of this research.

3.2 Research Design

A research design is used by researchers to condense multiple components of a research project into a single, key approach that enables the research questions to be addressed (Kombo & Tromp 2006). The descriptive survey method was used in this investigation. Descriptive research attempts to describe a topic by analyzing data and creating a profile of a certain set of difficulties, people or events, via data gathering and tabulating of the demands on factors or their integration (Cooper & Schindler, 2007). It's possible to get an accurate picture of the market's current conditions by taking a look at it at a certain point in time. The approach ensured that it can do analyze what, when, who, and the place regarding a certain relevant and the degree of within the variables.

3.3 Population of the study

Zikmund et al. (2010), defines population as a collection of persons, such as families, who reside in a city or state, and that you interview a smaller subset of people, such as families, students, or electors, to answer your inquiry question. The target population of the study was 214 top managers, middle managers and supervisors in the five branches as shown on table 3.1. This forms the population of the study.

Table 3.1: Distribution of the Target Population

Branches	**No of managers**
GPO,	20
Nairobi City square	17
Makadara	18
Kibra	12
Eastleigh	20
Total	**87**

3.4 Data Collection

The research drew its data from primary sources. To collect primary data, a systematic questionnaire was required. Since the research took place amid strict health rules on social distance due to the Coronavirus Disease, the surveys were sent using Google form (COVID-19). Managers were the intended audience.

3.5 Data Analysis

Questionnaires was revised for consistency after data collection to be considered complete. Editing, tabulation, and coding were used to clean up the data and find any inconsistencies in the replies, as well as to insert particular numerical values for future investigation. The data were analyzed using descriptive statistics, which comprised measures of central tendency (mean) and dispersion (standard deviation) (variance and standard deviation). Pie charts and bar graphs was used to illustrate the results.

CHAPTER FOUR

DATA ANALYSIS, PRESENTATION AND DISCUSSION

4.1 Introduction

Research results are presented in this part, analyzing data used and discussing how integrated communication and performance techniques are linked.

4.2 Response Rate

The study had a 68.97 percent response rate, with 60 of the 87 managers participating and returning questionnaires. The findings support Mugenda and Mugenda's (2013) assertion that rates higher than 50% are acceptable in analyses. Babbie (2010) deems a return rate of 60% excellent and a return rate of 70 outstanding. Based on the findings, data analysis was feasible. Accordingly, data analysis was carried out following an adequate response rate.

4.3 Demographic Information of the respondents

This part contains the findings of the respondent's general biographical responses analysis. It requested information on the gender, age and education level, number of employee

Table 4. 1: Demographic Information of the respondents

Gender	**Frequency**	**Percentage**
Male	35	58.33
Female	25	41.67
Total	**60**	**100**

Position Held	**Frequency**	**Percentage**
Supervisor	25	41.62
Middle level management	20	33.33
Top level management	15	25
Total	**60**	**100.0**
Age	**Frequency**	**Percent**
21-30 years	20	33.33
31 - 40 Years	25	41.67
41 - 50 years	10	16.67
Over- 51 years	5	8.33
Total	**60**	**100.0**
Experience	**Frequency**	**Percentage**
Below 3 years	9	15
4-6 years	**26**	43.33
7-10 years	**20**	33.33
Over 10 years	**5**	8.33
Total	**60**	**100.0**
Academic Qualifications	**Frequency**	**Percentage**
High School	3	5
Diploma	20	33.33
Degree	30	50

Post Graduate	**7**	11.67
Total	**60**	**100.0**

Majority of respondents were male at 58.33% while 41.67 % were female. The gender ratio was found to be nearly same, but the huduma is dominated by men as opposed to women. This indicates that all respondents regardless of gender obtained accurate information on the topic under investigation.

According to the table above, the majority of respondents were supervisors at 41.62 percent, middle managers at 33.33 percent, and top managers at 25 percent. Because of this, they were able to deliver more accurate information.

From the results of the table most respondents, were between 31 – 40 years at 41.67%, followed by 21-30 years at 33.33%, 41- 50 years at 16.67%.This implies most respondents were youth who work at Huduma Centers.

From the table most respondents have worked for the huduma center between 4-6 years at 43.33%, 7-10 years at 33.33%, below 3 years at 15%. This implies that employees gave out credible information for the research.

Table 4.1 depicts that most of respondents were graduates at 50%, followed by diploma holders at 33.33% and lastly 11.67% were postgraduates. This is a group of people who have shown an ability to grasp and provide accurate information about the issue under investigation.

4.4 The Extent to which Electronic Governance has been adopted

The respondents were asked to what extent they have adopted E governance. Likert and the responses are required to either agree on "Not at all," "small extent" and "medium extent" or “large

extent", "very large extent". For each question, the most favourable answer was given 5 points, followed by 4, 3, 2, and 1 for the least positive. This research utilized a mean value of 4.0-5.0 for large, 3.0-4.0 for moderate, 2.0-3.0 small, and 1.0-2.0 for did not agree. The results are shown on table 4.2

Table 4. 2: Extent of Electronic Governance Adoption

Statement	**N**	**Mean**	**Std.dev**
Filling tax and KRA services	60	4.20	0.89
Registration of businesses names and CBOS	60	3.70	1.08
NSSF and NHIF member registration	60	4.30.	0.92
Registration to government procurement activities	60	4.11	1.10
Issuance of identity cards and birth certificate	60	3.80	0.99
Composite Statistics	**60**	**4.02**	**0.99**

Source: Field Data (2021)

Table 4.3, NSSF and NHIF member registration has been highly adopted by citizens as shown by 4.30 as mean and 0.92 as a std deviation, Filling tax and KRA services having a 4.20 as mean and a 0.89 as standard deviations while Registration to government procurement activities having a 4.11 as mean and a 1.10 as standard deviations. Issuance of identity cards and birth certificate

having a 4.20 as mean and a 0.89 as standard deviations. This implies that the adoption of E governance at huduma center is great extent.

4.5 The Benefits of Electronic Governance

The respondents were asked about benefits of electronic governance. Benefits of electronic governance have been assessed at a 5-point scale of Likert and the responses are required to either agree on "Not at all," "small extent" and "medium extent" or “large extent”, "very large extent". For each question, the most favourable answer was given 5 points, followed by 4, 3, 2, and 1 for the least positive. This research utilized a mean value of 4.0-5.0 for large, 3.0-4.0 for moderate, 2.0-3.0 small, and 1.0-2.0 for did not agree. Benefits of electronic governance were evaluated using a total of 20 statements.

4.4.1 Transparency

Five statements on transparency were given to participants, and they were asked to score their degree of agreement. It is shown in Table 4.3

Table 4.3: Transparency

Statement	N	Mean	Std. Dev
Electronic governance simplifies procedures for providing services to citizens	60	4.23	1.17
Electronic governance increases the number of citizens that receives government services	60	3.45	0.98
E-governance helps to bring trustworthy , thorough and unbiased services to citizens	60	3.43	1.19

E-governance has led to fast execution of core processes during service delivery	60	3.90	0.89
E-governance has reduced paperwork during service delivery	60	3.23	1.07
Composite Statistics	**60**	**3.62**	**1.06**

Source: Field Data (2021)

Electronic governance simplifies procedures for providing services to citizens by Mean 4.23 and std deviation 1.17.Electronic governance increases the number of citizens that receives government services, which show an average difference of 3.90 and 0.89. In addition, electronic governance increases the number of citizens that receives government services having a 3.45 as mean and a 0.98 as standard deviations. E-governance helps to bring trustworthy, thorough and unbiased services to citizens having 3.43 as mean 1.19 as a std deviation. Finally, E-governance has reduced paperwork during service delivery having a 3.23 as mean and a 1.07 as standard deviations. The overall mean was 3.62 which imply that transparency was at moderate extent as benefit of e- governance.

4.4.2 Interactivity

Interaction was the subject of three statements that participants were asked to score their level of agreement with. The study's findings are shown in Table 4.4.

Table4. 4: Interactivity

Statement	N	Mean	Std Dev
E-governance facilitates interactions between constituting units of the government during service delivery	60	4.24	.504
E-governance has improved interaction between government and related organizations for better service delivery	60	4.00	.505
E-governance reduces the process of data collection during service delivery	60	4.20	.798
Composite Statistics	**60**	**4.15**	**.602**

Source: Field Data (2021)

In regards to Table 4.6, E-governance facilitates interactions between constituting units of the government during service delivery with a mean 4.53 and std deviation 0.547. E-governance reduces the process of data collection during service delivery with a mean 4.20 and std deviation 0.798.Finially,E-governance reduces the process of data collection during service delivery with a mean 4.00 and 0.505 as std deviation. The overall mean was 4.15 which imply that interactivity was at great extent as benefit of e- governance.

4.4.3 Decision support

Participants were shown three statements on decision support and asked to rate how much they agreed or disagreed with each statement. Table 4.5 depicts the outcome.

Table 4. 5: Decision support

Statement	N	Mean	Std Dev
Government draws more benefits from e-governance during planning and implementation	60	3.24	.404
E- governance provides the government with better monitoring and control of its citizens	60	4.00	.565
E-governance has led to fast execution of core processes during service delivery	60	3.90	.598
Composite Statistics	**60**	**3.713**	**.522**

Source: Field Data (2021)

In regards to Table 4.5, E- governance provides the government with better monitoring and control of its citizens with a mean 4.00 and std deviation 0.565. E-governance has led to fast execution of core processes during service delivery with a mean 3.90 and std deviation 0.598.Finiallygovernment draws more benefits from e-governance during planning and implementation with a mean 3.24 and std deviation 0.404. The overall mean was 3.713, which imply that decision support was at great extent as benefit of e- governance.

4.6 The Challenges Facing E- governance

The respondents were asked to challenges they face in e-governance .Likert and the responses are required to either agree on "Not at all," "small extent" and "medium extent" or “large extent”, "very large extent". For each question, the most favourable answer was given 5 points, followed by 4, 3, 2, and 1 for the least positive. This research utilized a mean value of 4.0-5.0 for large, 3.0-4.0 for moderate, 2.0-3.0 small, and 1.0-2.0 for did not agree. The results are shown on table 4.6

Table 4.6: The Challenges Facing E- governance

Statement	N	Mean	Std. Dev
It is not secure, and privacy is not guaranteed	60	4.11	1.17
The use of electronic governance does not ensure the security of personal information.	60	3.73	0.98
Employees are not well trained to use new features and updates	60	3.34	1.19
Personal data at huduma center can be accessed by any employee	60	3.90	0.89
Support from the government is lacking for e-government initiatives	60	3.23	1.07
Composite Statistics	**60**	**3.66**	**1.06**

Source: Field Data (2021)

It is not secure, and privacy is not guaranteed by Mean 4.11 and std deviation 1.17. Personal data at huduma center can be accessed by any employee, which show an average difference of 3.90 and 0.89. Electronic government also has a mean of 3.73 and an SD of 0.98, making personal

information less secure than in paper-based systems. Employees having 3.34 as mean and 1.19 as standard deviation when it comes to learning new features and upgrades. As a last point, the e-government initiatives having 3.23 as mean and 1.07 as standard deviation. The overall mean was 3.66 which imply most employees face the challenges of using e-governance at huduma center in moderate extent.

4.7 Discussion of Findings

It was found out that the adoption of E governance at huduma center is great extent. This is due to the following services NSSF and NHIF member registration, Filling tax and KRA services and Registration to government procurement activities. Drew & Alshehri (2010). When it comes to establishing and operating effective online services, electronic governance requires more than just technological ingenuity. The governing elite and the people are brought together via electronic governance. As a result, the service has been considerably enhanced and external relationships have been formed. As a result of these positive interactions, the government's service delivery to its constituents is improved.

The study established that transparency was at moderate extent as benefit of e- governance. The following statements backed this; electronic governance simplifies procedures for providing services to citizens and e-governance has led to fast execution of core processes during service delivery. Electronic governance increases the number of citizens that receives government services. According to Be'langer, people who use government websites to get electronic services want accurate, trustworthy, and timely information to be available (2005).

The study established that interactivity was at great extent as benefit of e- governance. The following statements backed this; E-governance facilitates interactions between constituting units

of the government during service delivery and e-governance reduces the process of data collection during service delivery. E-government users are concerned about the system's dependability, according to Palmer et al (2000), since they believe that the quality of the service they get from e-services is directly related to the system's performance.

The study established that decision support was at great extent as benefit of e- governance. The following statements backed this; e- governance provides the government with better monitoring and control of its citizens and e-governance has led to fast execution of core processes during service delivery. According to Belecheva's findings, many people have difficulty understanding e-government services because they lack technological literacy, internet access, and computer access (2003).

At huduma center, most staff have to deal with some level of difficulty while utilizing e-governance. The following statements were used to support this claim: A lack of official backing for e-government programs means that personal data at the Huduma Center may be accessed by any employee. Organizational fitness, skills shortages, inadequate user training/involvement and inadequate software design are all issues that Mukwasi & Seymour (2015) identified as the most common obstacles faced by organizations.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMEDATIONS

5.1 Introduction

This chapter summarizes the results and conclusions of the researchers, as well as their suggestions. This is in conformity with the study's objective.

5.2 Summary of the Study

Study participants were mostly male, which suggests that huduma is controlled by males, rather than women. Majority of the employees were in supervisor and middle level management and above 35 years of age. Most respondents have worked for the huduma center four more than five years and are degree holders.

It was found out that the adoption of E governance at huduma center is great extent. This is due to NSSF and NHIF member registration, Filling tax and KRA services and Registration to government procurement activities.The study established that transparency was at moderate extent as benefit of e- governance. This was due to electronic governance simplifies procedures for providing services to citizens and e-governance has led to fast execution of core processes during service delivery. Electronic governance increases the number of citizens that receives government services.

The study established that interactivity and decision support was at great extent as benefit of e-governance. E-governance facilitates interactions between constituting units of the government during service delivery. E-governance provides the government with better monitoring and control of its citizens and e-governance has led to fast execution of core processes during service delivery.

5.3 Conclusion of the study

E-governance, according to research, has more benefits than downsides, making it a good choice. E-governance is used by the majority of staff at huduma center. This assist in NSSF and NHIF member registration, Filling tax and KRA services and Registration to government procurement activities.

The study concludes that interactivity and decision support was at great extent as benefit of e-governance. E-governance provides the government with better monitoring and control of its citizens and e-governance has led to fast execution of core processes during service delivery. The study also concludes that transparency was at moderate extent as benefit of e- governance. Electronic governance increases the number of citizens that receives government services.

The study concludes that most employees face the challenges of using e-governance at huduma center in moderate extent. Electronic governance is less secure than it should be due to a lack of training and inadequate security for personal information. A correlation between e-governance and performance at hudma Center was also found in the research.

5.4 Recommendations

E-governance services are essential for Huduma Center in Kenya since technology is advancing at an incredible rate. The research would recommend that the huduma Centers select a technologies steward that will be responsible for guiding the huduma Centers towards e-governance services adoption. Management should be involved as they are the decision makers and thus need to be involved in the entire process.

Rules and practices should be put in place to ensure that employees are knowledgeable and committed to the company's aims and objectives, according to study. Because employees are the most significant stakeholders in the strategy-implementation process, this is the case.

The investigation also recommends the industry maps out specifically what aspects of e-governance are relevant to their industry and invest heavily into those aspects so as to see tangible improvement in their huduma centers performance. According to the findings, huduma centers in Kenya should implement methods to improve their results.

5.5 Limitations of the study

As a result of the study's focus on mid-level managers, there were certain challenges to overcome. Many were extremely busy and strained due to the pressure at work; therefore, there was not enough time to answer the surveys when the researcher provided them with the questionnaire. To guarantee that the questionnaire was properly completed, the instrument validity was checked to make sure aims of investigation are clear, brief and addressed before distributing them by email.

The onset of covid 19 necessitating people working from home and maintaining social distance limited the interactions the researcher could have with the respondents. Follow up questions had to be done remotely via a phone call or zoom meetings. These limitations further made it harder to adequately validate some of the responses as would have been the case in face to face meetings. The research also has a further disadvantage because it focuses solely on e-governance tactics. However, other variables are extremely important in obtaining a company's performance.

5.6 Suggestions for Further Studies

A quantitative cross-sectional study was used in this investigation. It simply recorded the views and impressions of participants. The cross-sectional research was chosen since it was the most

acceptable strategy for dealing with the challenges due of the restricted time and money restrictions. Therefore, comparable research on the basis of qualitative methods such as interviews is necessary.

Further, this study only focused on Huduma Centers in Nairobi. This leaves gaps in the effect of E-governance on other towns such as Kisumu, Kakamega amongst towns. Efforts should be made to determine how E-governance affects service delivery in other areas in the future.

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APPENDICES

Appendix I: Questionnaire

SECTION A: DEMOGRAPHIC INFORMATION

1. Branch of the Huduma Center ……..

2. What is your gender

Male ( ) Female ( )

3. Which position do you old in Huduma Center

Supervisor ( ) Middle level management ( ) Top level management ( )

4. What is your age bracket?

21 - 30 Years [ ] 31 - 40 Years [ ] 41 - 50 years [ ] Over- 51 years [ ]

5. For how long have you been working in this Huduma Center.

Below 3 years [ ] 4-6 years [ ] 7-10 years over 10 years [ ]

6. Highest level of Education?

High School [] Diploma [] Degree [] Post Graduate

SECTION B: EXTENT TO ELECTRONIC GOVERNANCE ADOPTION

To what extent does your huduma center use E-governance to support the following functions? Kindly indicate using the scale: 1 -no extent; 2-Little Extent; 3-Moderate Extent; 4-Large Extent; 5-Very Large Extent.

Solutions	**No extent**	**Little extent**	**Moderate extent**	**Large extent**	**Very large extent.**
Filling tax and KRA services					
Registration of businesses names and CBOS					
NSSF and NHIF member registration					
Registration to government procurement activities					
Issuance of identity cards and birth certificate					
Any other please specify					

SECTION C: BENEFITS OF ELECTRONIC GOVERNANCE

To what extent do you agree with the following attributes of E-governance influencing performance at Huduma Center.

Transparency	1	2	3	4	5
Electronic governance simplifies procedures for providing services to citizens					
Electronic governance increases the number of citizens that receives government services					
E-governance helps to bring trustworthy , thorough and unbiased services to citizens					
E-governance has led to fast execution of core processes during service delivery					
E-governance has reduced paperwork during service delivery					
Interactivity	1	2	3	4	5
E-governance facilitates interactions between constituting units of the government during service delivery					

E-governance has improved interaction between government and related organizations for better service delivery					
E-governance reduces the process of data collection during service delivery					
Decision support					
Government draws more benefits from e-governance during planning and implementation					
e- governance provides the government with better monitoring and control of its citizens					
E-governance has led to fast execution of core processes during service delivery					
Any other please specify					

SECTION D: CHALLENGES FACING THE IMPLEMENTATION OF ELECTRONIC GOVERNANCE

To what extent do you agree with the following as the challenges of using E-governance. Kindly indicate using the scale: 1-no extent; 2-Little Extent; 3-Moderate Extent; 4-Large Extent; 5-Very Large Extent

Solutions	**No extent**	**Little extent**	**Moderate extent**	**Large extent**	**Very large extent.**
It is not secure, and privacy is not guaranteed					
The use of electronic governance does not ensure the security of personal information.					
Employees are not well trained to use new features and updates					
Personal data at huduma center can be accessed by any employee					

Support from the government is lacking for e-government initiatives					
Any other please specify					

Thank you