

**INFLUENCE OF INSTITUTION-BASED FACTORS ON E-GOVERNMENT SERVICE
DELIVERY: CASE STUDY OF GARISSA HUDUMA CENTRE**

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MOUNT KENYA UNIVERSITY**

MAY 2025

DECLARATION AND APPROVAL

Declaration by the Student

I declare that this research project is my original work and has not been presented in any other institution of higher learning for any other award.

Sign: 

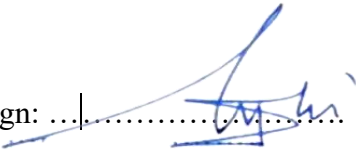
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DEDICATION

This project is dedicated to my family for their understanding during my study period.



ACKNOWLEDGEMENT

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Mount Kenya University

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LIST OF ABBREVIATIONS AND ACRONYMS

AISA - African Information Society Initiative

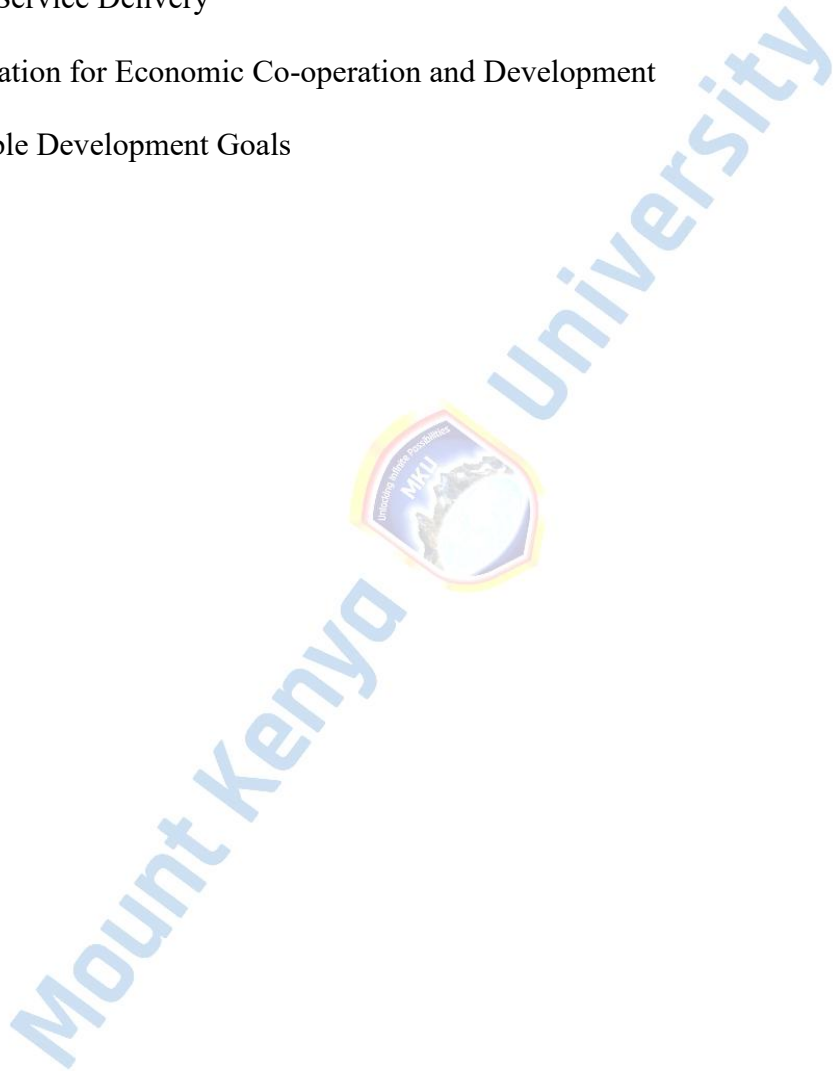
EGDI - E-Government Development Index

ICT – Information and Communication Technologies

ISD - Integrated Service Delivery

OECD - Organization for Economic Co-operation and Development

SDGs - Sustainable Development Goals



ABSTRACT

Delivering effective, efficient, and quality services is at the center of a government's responsibility to its services. Governments have turned to e-government which entails using information and communication technologies to promote transparency, accountability, quality, responsiveness, and efficiency in public service delivery. Huduma Kenya initiative which is an Integrated Service Delivery (ISD) model where several services are offered under one roof in a one-stop-shop is an excellent example of e-government approach in Kenya. The purpose of this study is to determine the institution-based factors influencing e-government service delivery at Garissa Huduma Centre, Garissa County. The following specific objectives guided the study: to assess the impact of organizational culture on e-government service delivery in Huduma Center, Garissa County, to evaluate how ICT infrastructure influences e-government service delivery in Huduma Center, Garissa County, to determine the influence of human resource capacity on e-government service delivery in Huduma Center, Garissa County, and to determine the impact of community participation on e-government service delivery in Huduma Center, Garissa County. The technology acceptance model (TAM), an information systems theory which explains how users come to accept and use technology provided a theoretical framework of the study. The study adopted a descriptive research design that allows a researcher to explore existing topics by determining individuals' behaviours, perceptions, attitudes, values, and experiences at a given time. The target population of the study will comprise 1250 customers, 18 general staff, 12 supervisors, and 2 managers at Huduma Centre, Garissa. Simple random sampling technique was used to select a sample of 169 customers, 10 front desk office staff, 6 supervisors, and 1 manager at Huduma Centre, Garissa. Questionnaires were used to collect information from Huduma staff and customers and interviews was used to collect information from managers. The researcher will conduct a pilot survey to test the reliability and validity of research instruments. Quantitative data was entered, coded and analyzed using SPSS version 28. Descriptive statistics was then used to present data in means, percentages and frequencies. Qualitative data which was obtained from open-ended questions was categorized into broad themes in line with the objectives and reported using content analysis. Regression analysis showed these factors collectively explain 50.1% of service delivery variance, with community participation ($\beta = 0.654$) and human resources ($\beta = 0.300$) being most impactful. The study concludes that e-government success requires addressing institutional interdependencies holistically. Organizational culture emerged as a foundational barrier, while community participation represented both a critical weakness and high-potential leverage point. The findings challenge technology-centric approaches, demonstrating that sustainable digital transformation depends equally on cultural adaptation, workforce development, and participatory governance. Three priority interventions are proposed: (1) implement phased cultural reforms to align values with digital goals, (2) upgrade ICT systems with emphasis on reliability and user-centered design, and (3) strengthen community feedback loops through transparent, action-oriented participation mechanisms. The study advocates for integrated policies addressing all four institutional dimensions simultaneously, with particular attention to bridging the implementation gap between policy intent and frontline service delivery.

CHAPTER ONE

INTRODUCTION

1.1 Background to the Study

Delivering effective, efficient, and quality services is at the center of a government's responsibility to its services. Government uses the public service as a medium to translate its policies into tangible goods and services (Mustafa et al., 2020). E-government service delivery represents the integration of information and communication technologies (ICT) into government operations to improve the efficiency, accessibility, and transparency of public services. It serves as a modern response to challenges such as inefficiency, corruption, and slow bureaucratic processes that often characterize traditional public administration systems. Through digital transformation, governments aim to enhance their interactions with citizens, businesses, and other stakeholders, ensuring services are citizen-centric, responsive, and cost-effective.

Globally, e-government initiatives have redefined public service delivery, particularly in developed nations where the adoption of ICT is advanced and well-integrated into public administration. For example, the United States leads in the digitization of government services, with over 90% of federal government agencies providing fully executable online services (Alsaad et al., 2024). These services include tax filing, voter registration, and access to public records, all accessible through centralized digital platforms. This level of digitization has improved citizen satisfaction by reducing physical interactions and enabling 24/7 access to government services. Similarly, the European Union has successfully implemented the e-Europe Action Plan, which emphasized e-government as a critical element of public sector reforms. By 2010, the plan enabled over 94% of government services in EU member states to be accessible online, with a particular focus on citizen engagement and operational efficiency (Draheim & Butt, 2019). These successes

underscore the importance of robust ICT infrastructure, supportive policies, and skilled human resources in achieving effective e-government. Despite these advancements, developed nations also face challenges such as cybersecurity threats and maintaining public trust in digital systems. These experiences highlight the critical role of institution-based factors in sustaining effective e-government service delivery globally.

In Asia, e-government initiatives have gained prominence, with countries such as South Korea and Singapore emerging as global leaders. South Korea's success is rooted in its customer-centric approach to service delivery, supported by strong government leadership and strategic investment in ICT infrastructure. The country has implemented innovative platforms like the Government for Citizens (G4C) portal, which integrates multiple services into a single digital platform, enabling seamless interaction between the government and citizens (Chung, 2015). This approach has significantly improved service delivery outcomes, such as reduced transaction times, enhanced transparency, and increased citizen satisfaction. Similarly, Singapore has aligned its e-government strategies with its Smart Nation initiative, which integrates digital services with smart city projects to provide holistic solutions for citizens and businesses. For instance, the SingPass platform serves as a single sign-on system for accessing a wide range of government services, from healthcare to taxation. These achievements demonstrate the importance of aligning e-government strategies with broader national development goals. However, challenges such as the digital divide and privacy concerns persist, necessitating continuous efforts to address these issues. The experiences of these Asian nations illustrate that the success of e-government depends on comprehensive policies, robust ICT infrastructure, and active citizen participation, which are critical for achieving efficient and inclusive service delivery.

In Africa, the adoption of e-government has been characterized by both significant progress and persistent challenges. The African Information Society Initiative (AISA), introduced in 1996, marked a pivotal moment in promoting e-government on the continent. AISA encouraged African countries to leverage ICT to improve governance, transparency, and economic development (Hafkin, 2009). Nations such as Mauritius, Tunisia, and South Africa have emerged as leaders in e-government, implementing innovative solutions to enhance public service delivery. Tunisia's e-government initiatives focus on reducing bureaucratic inefficiencies and increasing transparency through online platforms that provide services such as business registration and tax filing. Similarly, Mauritius has invested in digital infrastructure to create an integrated service delivery model that allows citizens to access various government services from a single portal. Despite these successes, many African countries face significant barriers, including inadequate ICT infrastructure, low digital literacy rates, and limited financial resources. The digital divide, particularly between urban and rural areas, remains a major obstacle, hindering equitable access to e-government services. These challenges underscore the need for targeted investments in ICT infrastructure, capacity building, and policy reforms to ensure the success of e-government initiatives across the continent (Hafkin, 2009).

Nigeria's experience with e-government highlights both the potential and the challenges of implementing digital governance in Africa. The introduction of e-government initiatives in states like Ogun has improved service delivery by streamlining processes, reducing costs, and enhancing transparency. For instance, e-payment systems and online platforms for land registration have minimized corruption and increased efficiency in service delivery (Adegroye et al., 2015). However, the implementation of e-government in Nigeria has been uneven, with significant disparities between urban and rural areas. Limited ICT infrastructure, inadequate training of

government personnel, and resistance to change have hindered the full realization of e-government's potential. Moreover, corruption and weak institutional frameworks continue to undermine efforts to digitize government services. Despite these challenges, Nigeria's e-government initiatives demonstrate the transformative potential of digital governance when supported by strong institutional frameworks and community engagement. The country's experience highlights the importance of addressing infrastructural and human resource challenges to ensure the sustainability and effectiveness of e-government projects (Adegoroye et al., 2015).

Kenya's journey in e-government began in earnest with the adoption of its national ICT policy in 2004, which aimed to enhance public service delivery through the integration of digital technologies (Miganda & Kandiri, 2024). The policy focused on developing ICT infrastructure, promoting digital literacy, and fostering an enabling environment for e-government initiatives. In 2013, the Kenyan government launched the Huduma Kenya program, a landmark initiative that consolidated multiple government services under one roof in one-stop centers. The program also introduced digital platforms, such as the Huduma web portal and mobile applications, to improve accessibility and efficiency in service delivery (Otieno & Omwenga, 2015). These efforts have significantly improved service delivery in urban areas, reducing bureaucratic bottlenecks and enhancing citizen satisfaction. However, challenges such as limited ICT infrastructure in rural areas, resistance to change among government employees, and inadequate funding have impeded the full implementation of e-government. Moreover, issues such as data security and privacy concerns remain critical barriers to citizen trust in digital systems. Addressing these challenges requires sustained investments in ICT infrastructure, capacity building, and robust policy frameworks to ensure the long-term success of e-government initiatives in Kenya.

While the Huduma Kenya initiative has transformed service delivery in urban centers, its impact in marginalized regions such as Garissa remains limited. These regions face unique challenges, including poor ICT infrastructure, low digital literacy levels, and inadequate staffing in Huduma centers (Mokaya, 2022). For instance, residents in Garissa often struggle to access digital services due to unreliable internet connectivity and a lack of digital skills. Additionally, community participation in e-government initiatives remains low, further limiting the effectiveness of service delivery. Despite these challenges, Huduma centers in marginalized regions have the potential to bridge the digital divide and improve access to essential services if institution-based factors are adequately addressed. Investments in infrastructure, targeted training programs for government employees, and community engagement initiatives are critical for enhancing service delivery in these regions. By focusing on the unique needs of marginalized communities, the Kenyan government can ensure that e-government initiatives contribute to equitable access to services and promote social inclusion (Mokaya, 2022).

1.1.1 E-Government Service Delivery

E-government has emerged as an attractive and useful approach to improved public service delivery. The Organization for Economic Co-operation and Development (OECD) defines e-government as the use of new information and communication technologies by governments to deliver government functions (Draheim & Butt, 2019). Other definitions of e-government conceptualize the term as referring to the use of internet to deliver information and services online. Despite the varying interpretation and definition of e-government, there is consensus that e-government happens when public entities use information and communication technologies to provide information and services to citizens and other stakeholders in a way that complements or improves traditional delivery systems (Draheim & Butt, 2019).

E-government is an advanced concept and practice in developed nations. More than 90% of government ministries in the United States have services which are fully executable online (Alsaad et al., 2024). E-government is also a standard practice in the European Union. Studies illustrate that many European nations view e-government as an integral element of government reforms seeking to improve citizen engagement and trust (Alsaad et al., 2024). The *e-Europe 2005 Action Plan* sought to use e-government to modernize government services. The blueprint allowed most European nations to transfer more than 94% of government services online by 2010 (Alsaad et al., 2024).

1.2 Statement of the Problem

The provision of effective, efficient, and quality public services is a fundamental responsibility of governments worldwide. In Kenya, however, public service delivery has faced longstanding challenges, including bureaucratic inefficiencies, delays, corruption, overlapping roles, and uncoordinated decision-making processes (Mwangi, 2021). These systemic issues undermine citizen satisfaction, transparency, and accountability, which are critical pillars of good governance. To address these challenges, the Kenyan government introduced the Huduma Kenya initiative, an Integrated Service Delivery (ISD) model designed to enhance access to public services through one-stop centers and digital platforms as part of its broader e-government strategy (Mwangi, 2021). Despite the significant potential of e-government to transform public service delivery, Kenya continues to face substantial challenges in leveraging digital technologies for governance. The E-Government Development Index (EGDI), which monitors the global progress of e-government implementation, highlights Kenya's lag behind developed nations in e-government utilization. According to the UN E-Government Survey 2022, Europe recorded the highest average EGDI

score (0.8305), followed by Asia (0.6493), the Americas (0.6438), Oceania (0.5081), and Africa (0.4054) (Rarhoui, 2024). Within Africa, countries like South Africa, Mauritius, Seychelles, and Tunisia are recognized for excelling in online services, telecommunications infrastructure, and human capacity, while Kenya ranks 113th globally, reflecting limited progress in achieving transformative e-government outcomes (Rarhoui, 2024).

Sub-Saharan Africa's EGDI scores have nearly doubled from 0.2 in 2003 to 0.3914 in 2020, yet Kenya faces persistent barriers that hinder the full realization of e-government's potential for enhancing service delivery. Key constraints include inadequate ICT infrastructure, limited human resource capacity, and insufficient citizen engagement in the implementation of digital governance initiatives (Mwangi, 2021). While existing research has predominantly focused on urban areas or national-level initiatives, limited attention has been given to Huduma Centres in underserved regions, which face unique challenges due to their geographical, economic, and infrastructural contexts.

In the case of Garissa Huduma Centre, institution-based factors such as organizational culture, ICT infrastructure, human resource capacity, and community participation are likely to play a significant role in shaping the effectiveness of e-government service delivery. However, there is a lack of comprehensive understanding of how these factors interact to influence service delivery outcomes in marginalized regions. This knowledge gap limits policymakers' and stakeholders' ability to design context-specific interventions that address the unique needs of underserved communities, perpetuating inefficiencies and inequities in public service delivery.

This study seeks to address this gap by examining the institutional factors influencing e-government service delivery at Garissa Huduma Centre. By exploring the interplay of these

factors, the research aims to provide actionable insights for improving e-government implementation and enhancing public service delivery in marginalized regions.

1.3 Purpose of the Study

The primary objective of this study is to examine how institution-based factors influence e-government service delivery at Garissa Huduma Centre, located in Garissa County.

1.4 Objectives of the Study

The study was based on the following objectives;

- i. To assess the impact of organizational culture on e-government service delivery in Huduma Center, Garissa County.
- ii. To evaluate how ICT infrastructure influences e-government service delivery in Huduma Center, Garissa County
- iii. To determine the influence of human resource capacity on e-government service delivery in Huduma Center, Garissa County.
- iv. To determine the impact of community participation on e-government service delivery in Huduma Center, Garissa County.

1.5 Research Questions

The study was guided by the following research questions;

- i. How does organizational culture influence e-government service delivery in Huduma Center, Garissa County?
- ii. How does ICT infrastructure influence e-government service delivery in Huduma Center, Garissa County?

- iii. How does human resource capacity influence e-government service delivery in Huduma Center, Garissa County?
- iv. How does community participation impact e-government service delivery in Huduma Center, Garissa County?

1.6 Justification of the Study

The adoption of e-government is a key strategy for improving public service delivery by enhancing accessibility, transparency, and efficiency in government operations. The Kenyan government has made significant strides in implementing e-government through initiatives such as the Huduma Kenya program, which consolidates multiple public services under one roof. However, the success of such initiatives depends on institutional factors, particularly in marginalized regions like Garissa County, where infrastructure, human resource capacity, and community engagement pose unique challenges. This study is justified on several grounds. First, existing literature on e-government in Kenya has largely focused on urban areas and central government institutions, with limited attention to county-level implementation, especially in underserved regions. By focusing on Garissa Huduma Centre, this study might address a critical knowledge gap and provide insights into the contextual factors influencing e-government service delivery in marginalized counties. This study aligns with Kenya's Vision 2030 and the Sustainable Development Goals (SDGs), particularly Goal 16, which emphasizes inclusive institutions and access to justice for all. Understanding the challenges and opportunities in e-government service delivery at Garissa Huduma Centre might provide valuable evidence to guide policymakers and stakeholders in promoting equitable access to government services across the country. The findings of this study have practical implications for improving public service delivery. By examining the role of organizational culture, ICT infrastructure, human resource capacity, and community participation,

the study might provide actionable recommendations to enhance the efficiency and effectiveness of e-government initiatives in Garissa and similar contexts.

1.7 Significance of the Study

This study is significant because it deals with getting critical information on the institutional-based factors which influence e-government service delivery in Garissa Huduma Center. The study findings might provide stakeholders with useful information to use e-government to improve service delivery to citizens. The findings might help the Ministry of Public Service in Kenya understand the factors which influence e-government service delivery. The findings can allow the Ministry of Public Service to implement interventions to improve service delivery. Specifically, the study findings can be used to improve the quality, accessibility, and responsiveness of services provided at Huduma Centres across the country. This study found a gap in the existing literature by focusing on e-government service delivery at the county level, particularly in underserved regions. It contributed to the growing body of knowledge on digital transformation and its impact on public administration, providing a framework for future research on similar topics. By highlighting the role of community participation in e-government service delivery, the study emphasized on the importance of citizen engagement in public service reforms. This focus on inclusivity empowered local communities to take an active role in shaping government services that meet their needs and priorities. The study also aligns with Kenya's Vision 2030 and the Sustainable Development Goals (SDGs) which prioritize efficient governance, reduced inequalities, and inclusive institutions. Its findings might support the government's efforts to achieve these objectives by promoting equitable access to high-quality services. The study may provide actionable information for various stakeholders, including public administrators, ICT

professionals, and development partners to help the stakeholder understand the institutional factors which impact the success of e-government initiatives in Kenya.

1.8 Scope of the Study

The study was conducted at Huduma Center in Garissa County and it was confined to the influence of institutional-based factors on e-government service delivery. The study collected information from service desk officers, front office staff, and supervisors working at the Huduma Center in Garissa, Kenya. The Huduma Kenya Program adopts an Integrated Service Delivery (ISD) model which incorporates various government services and information which is provided to citizens in a one-stop shop environment using several channels to meet different and varied and different needs of citizen. The study specifically to determine the influence of organizational culture, ICT infrastructure, human resource capacity, and capacity participation on e-government service delivery. The study adopted a descriptive research design, enabling the systematic collection and analysis of data to understand the relationships between these institutional factors and service delivery outcomes. The study was undertaken in a period of four months.

1.9 Limitations of the Study

The research was subject to several limitations. First, data collection was conducted in a busy environment as staff at the Huduma Center attend to citizens seeking numerous services which might result in incomplete questionnaires. The researcher overcome this limitation by organizing repeat visits to make sure that every questionnaire is duly filled. Second, some respondents might have reservations over providing information which might implicate their supervisors or the government. The researcher overcome this limitation by assuring the respondents of anonymity. The researcher also ensured that the data collection tools were not contain personally identifiable

information. The study also faces a limitation of non-response to questionnaires issued to the respondents. The researcher mitigated this limitation by making a personal visit to the Huduma Center and explaining the importance of the research.

1.10 Delimitations of the Study

The scope of the study is confined to Garissa Huduma Centre, located in Garissa County, Kenya. The study does not include other Huduma Centres in Kenya, which may have different operational dynamics or challenges. The study is limited to assessing organizational culture, ICT infrastructure, human resource capacity, and community participation as the key institutional factors influencing e-government service delivery. Other potential factors, such as policy frameworks, political influences, or external economic conditions, are beyond the scope of this research. The primary respondents are employees of Garissa Huduma Centre, including managers, ICT personnel, service desk officers, and other staff directly involved in service delivery in the Huduma Centre in Garissa.

1.11 Assumptions of the Study

The study makes the following assumptions:

- i. The respondents provided honest and accurate information because their honesty is critical for the reliability and validity of the findings.
- ii. The Garissa Huduma Centre reflects e-government service delivery in similar counties, making its findings relevant for understanding institutional factors in comparable settings.
- iii. Organizational culture, ICT infrastructure, human resource capacity, and community participation can be measured through surveys, interviews, and document analysis.
- iv. Huduma Centre staff and community members participating in the study are familiar with the e-government services offered.

1.12 Operational Definition of Key Terms

E-Government Service Delivery - The provision of public services to citizens and other stakeholders through electronic means such as the internet, mobile platforms, and digital infrastructure to improve efficiency, accessibility, transparency, and accountability.

Institution-Based Factors - Internal elements within an organization, including organizational culture, ICT infrastructure, human resource capacity, and community participation, that influence the effectiveness of service delivery.

Organizational Culture - The shared values, beliefs, norms, and practices within the Huduma Centre that shape employee behavior, decision-making processes, and attitudes towards e-government service delivery.

ICT Infrastructure - The technological tools, systems, hardware, software, and connectivity frameworks at Huduma Centre that support the implementation and functioning of e-government services.

Human Resource Capacity - The skills, competencies, training, and overall effectiveness of the personnel working at Garissa Huduma Centre in delivering e-government services.

Community Participation - The involvement of local residents and stakeholders in the planning, decision-making, and feedback processes related to the delivery of e-government services at Huduma Centre.

Huduma Centre - A one-stop-shop initiative by the Kenyan government aimed at integrating and simplifying the delivery of public services to citizens under one roof through multiple channels, including physical centers, online platforms, and mobile systems.

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

This chapter reviews existing literature which is relevant to the concepts under study. Key areas which are explored in this section include e-government service delivery, and the influence of organizational culture, ICT infrastructure, human resource capital, and community participation on e-government service delivery. The chapter also discusses the conceptual framework and conceptual framework of the study.

2.1 Empirical Literature

2.1.1 Organizational Culture and E-Government Service Delivery

Organizational culture significantly influences e-government service delivery worldwide, shaping how public institutions adopt and implement digital systems. In Singapore, for instance, a pro-innovation culture has fostered a robust e-government infrastructure. Singapore's government has embraced a collaborative organizational ethos, which has enabled the integration of advanced technologies to improve public service efficiency (Chua & Lam, 2020). The emphasis on agility and adaptability within its public institutions has facilitated the delivery of high-quality, citizen-centric e-services, such as the MyInfo platform, which provides personalized, seamless access to government services. This adaptability demonstrates the importance of a supportive organizational culture in driving innovation and efficiency in e-government initiatives.

Similarly, in Estonia, often referred to as a global leader in e-governance, the country's organizational culture emphasizes transparency, trust, and a forward-thinking mindset. The government has embedded a digital-first approach across all institutions, which has allowed for comprehensive digital transformation (Tamm et al., 2021). Estonia's cultural focus on inclusivity

and accountability has supported the widespread adoption of services like the X-Road, a data exchange layer that facilitates interagency communication and service delivery. This cultural alignment with technological innovation underscores the critical role of organizational norms and values in enabling e-government success.

In Canada, organizational culture in the public sector prioritizes collaboration and citizen engagement, which has proven instrumental in enhancing e-government services. The Canadian Digital Service (CDS) exemplifies this approach by adopting user-centered design principles and fostering interagency collaboration (Brown et al., 2022). This culture of teamwork and inclusivity has facilitated the development of accessible digital platforms, such as the "GCKey" service, which enables secure access to government services. The Canadian experience highlights how a participative organizational culture can enhance the effectiveness and user-friendliness of e-government systems.

In Africa, organizational culture plays a pivotal role in the success of e-government initiatives, though challenges such as resistance to change and limited resources persist. In Rwanda, the government has cultivated a results-oriented organizational culture to support its Vision 2050 goals. This focus has led to the development of platforms like Irembo, which centralizes access to over 100 public services (Ndahimana & Habimana, 2019). The Rwandan government's emphasis on efficiency, accountability, and capacity-building within public institutions has positioned the country as a model for digital transformation in Africa.

In South Africa, an organizational culture of inclusivity and equity has influenced the development of e-government systems, although implementation has faced hurdles. The Batho Pele principles, which prioritize putting people first, have been a guiding framework for public institutions in delivering citizen-centric services (Mthethwa & Selepe, 2020). Despite these efforts, challenges

such as bureaucratic inertia and limited digital literacy have constrained progress. However, initiatives like the e-Home Affairs system, which streamlines services such as passport applications, demonstrate the potential of a supportive organizational culture to drive improvements in service delivery.

In Nigeria, organizational culture within the public sector often grapples with issues such as corruption and inefficiency, which have impeded the full realization of e-government goals. However, recent reforms aimed at promoting transparency and accountability have shown promise. The Integrated Payroll and Personnel Information System (IPPIS) is a prime example of an initiative driven by a reformed organizational culture, resulting in enhanced payroll management and reduced corruption (Adedeji et al., 2021). Nigeria's experience illustrates the importance of aligning organizational culture with digital transformation goals to overcome systemic challenges.

In Kenya, organizational culture has emerged as a critical factor in the development and implementation of e-government services. The Kenyan government's focus on innovation and efficiency has supported the rollout of platforms like e-Citizen, which consolidates access to various public services (Njuru & Kinyanjui, 2020). This platform's success is largely attributed to a results-driven culture within public institutions, emphasizing accountability and continuous improvement. Such a culture has facilitated the rapid adoption of digital services, positioning Kenya as a leader in e-government innovation in East Africa.

The emphasis on decentralization and collaboration within Kenyan public institutions has also played a significant role in e-government service delivery. For example, the Huduma Centers, which provide integrated access to government services, are a product of this collaborative culture (Mwangi & Mutua, 2018). These centers have improved service accessibility and citizen

satisfaction by fostering interagency cooperation and adopting a customer-centric approach. This demonstrates how organizational culture can drive the successful implementation of multi-agency e-government initiatives.

However, challenges persist, particularly in addressing resistance to change and ensuring digital inclusivity. The Kenyan Revenue Authority's iTax system exemplifies how a reform-oriented culture can overcome resistance and streamline processes (Otieno & Onyango, 2021). By fostering a culture of innovation and responsiveness, the iTax system has enhanced tax compliance and revenue collection. Kenya's experience highlights the need for continuous cultural reform to sustain the momentum of e-government initiatives and achieve long-term success.

2.1.2 ICT Infrastructure and E-Government Service Delivery

The availability and quality of ICT infrastructure significantly impact the effectiveness of e-government service delivery on a global scale. In South Korea, a country renowned for its advanced ICT infrastructure, the government has leveraged high-speed broadband connectivity and a robust digital ecosystem to develop citizen-centric e-government services (Kim & Lee, 2021). Initiatives like the Government 24 platform, which provides seamless access to administrative services, demonstrate how investment in ICT infrastructure can enhance service efficiency and accessibility. South Korea's success underscores the importance of sustained investment in ICT infrastructure to support e-government initiatives and promote digital inclusion. In Germany, the integration of advanced ICT infrastructure into public administration has played a crucial role in e-government development. Germany's Online Access Act (OZG), which aims to digitize all administrative services by 2025, is underpinned by the deployment of secure digital networks and interoperable systems (Möhlenkamp et al., 2022). The establishment of a federated

IT architecture has enabled seamless communication between federal, state, and local agencies, enhancing service delivery. Germany's experience highlights the role of ICT infrastructure in facilitating interagency collaboration and providing integrated public services.

Australia has also demonstrated the critical role of ICT infrastructure in e-government success. With its National Broadband Network (NBN), Australia has improved access to digital services for citizens in both urban and rural areas (Turnbull et al., 2020). The Australian Government Digital Transformation Agency (DTA) has utilized this infrastructure to develop platforms like myGov, which centralize access to services such as healthcare and taxation. This case illustrates how ICT infrastructure can bridge digital divides and improve the inclusivity of e-government services.

In Africa, the development of ICT infrastructure has been instrumental in advancing e-government service delivery, though challenges such as uneven connectivity persist. In Egypt, the government's focus on expanding ICT infrastructure has enabled the growth of digital services, particularly through its Digital Egypt initiative (Hassan et al., 2019). The program has improved service delivery in sectors such as education and healthcare by leveraging high-speed networks and cloud computing. Egypt's experience highlights the transformative potential of ICT infrastructure in addressing public sector inefficiencies and enhancing service accessibility.

In Morocco, the government's commitment to ICT infrastructure development has facilitated the implementation of its e-government strategy. The country's National Digital Plan emphasizes the use of broadband networks and data centers to deliver digital public services (Bourougaa & Akhoun, 2020). Platforms like e-bureaucracy have simplified administrative procedures, reducing wait times and enhancing citizen satisfaction. This underscores how strategic investment in ICT infrastructure can modernize public administration and improve service quality.

In Ghana, efforts to strengthen ICT infrastructure have significantly influenced the country's e-government initiatives. The establishment of the National Information Technology Agency (NITA) has centralized ICT governance, ensuring the integration of systems and the efficient deployment of digital services (Asante & Addo, 2021). Services like the Ghana.gov platform, which consolidates access to public services, demonstrate the potential of ICT infrastructure to enhance efficiency and transparency in governance. Ghana's case highlights the need for coordinated efforts to maximize the impact of ICT infrastructure on e-government service delivery.

In Kenya, ICT infrastructure has been a key enabler of e-government service delivery, driving innovation and improving citizen access to public services. The launch of the National Optic Fibre Backbone Infrastructure (NOFBI) has expanded connectivity across the country, enabling the rollout of digital platforms like e-Citizen (Ochieng & Omondi, 2020). By centralizing access to services such as business registration and passport applications, e-Citizen has enhanced service delivery and reduced bureaucratic delays. This demonstrates the importance of ICT infrastructure in improving service accessibility and efficiency.

The adoption of mobile technology as part of Kenya's ICT infrastructure has further accelerated e-government development. Platforms such as M-Pesa, although primarily financial, have been integrated into government services to facilitate payments and transactions (Mutua & Njuguna, 2019). This integration has enabled citizens to access services conveniently, particularly in rural areas, showcasing how mobile technology can complement traditional ICT infrastructure in delivering e-government services.

Kenya has also invested in data centers to support its e-government initiatives. The establishment of the Konza Technopolis, a smart city project, aims to enhance ICT infrastructure and drive digital transformation (Mwangi & Wanjiru, 2021). This initiative is expected to bolster data management

and storage capabilities, enabling the seamless delivery of e-government services. Kenya's experience underscores the critical role of ICT infrastructure in fostering innovation and enhancing the efficiency of public service delivery.

2.1.3 Human Resource Capacity and E-Government Service Delivery

Human resource capacity plays a pivotal role in the successful implementation and operation of e-government systems globally. In the United States, the emphasis on training and upskilling public sector employees has significantly influenced e-government success. The U.S. Digital Service (USDS), established to improve government IT operations, focuses on recruiting skilled technologists and fostering a culture of continuous learning within federal agencies (Gowda & Mitchell, 2020). This approach has enhanced the quality and responsiveness of digital services, such as the Healthcare.gov platform, by addressing technical inefficiencies. The U.S. experience illustrates how investing in human resource capacity ensures effective utilization of e-government systems.

In Japan, human resource capacity development has been a cornerstone of the country's e-government initiatives. The Japanese government prioritizes technical training for civil servants and collaborates with academic institutions to develop specialized programs in e-governance (Kobayashi & Yamamoto, 2021). This has resulted in the successful implementation of platforms like MyNumber, which integrates social security, taxation, and disaster response services. The Japanese case demonstrates how equipping public sector employees with technical expertise enhances the efficiency and reliability of e-government services.

In the United Kingdom, the emphasis on digital leadership within the public sector has bolstered e-government service delivery. The Government Digital Service (GDS) has adopted a talent-

focused approach, recruiting and training personnel to design and manage digital platforms effectively (Hudson & Smith, 2022). Initiatives like GOV.UK, a unified online portal for public services, are a testament to the importance of human resource capacity in ensuring seamless service delivery. The UK's success underscores the role of strategic human resource planning in achieving e-government objectives.

Across Africa, human resource capacity remains a critical determinant of e-government effectiveness, though challenges such as skills shortages and resource constraints persist. In Tanzania, the government has made strides in enhancing human resource capacity through targeted training programs for civil servants. The establishment of the e-Government Agency (eGA) has focused on building technical expertise among public sector employees to support e-government initiatives (Mollel & Sam, 2020). Platforms like the Government e-Payment Gateway have improved service delivery by streamlining payment processes. Tanzania's experience highlights the need for sustained investment in human resource development to optimize e-government operations.

In Botswana, the government has emphasized capacity building as part of its National e-Government Strategy. Through initiatives like the Public Service College, civil servants receive training in ICT and e-government processes, improving their ability to manage and deliver digital services (Mothusi & Moalosi, 2019). This approach has facilitated the implementation of platforms such as the Integrated Government Service Portal, which consolidates access to various public services. Botswana's case illustrates how capacity-building efforts enhance the competency of public sector employees, contributing to the success of e-government programs.

In Uganda, efforts to improve human resource capacity have focused on addressing the digital skills gap among public sector employees. The National Information Technology Authority

(NITA-U) has implemented training programs to equip civil servants with the technical skills needed for e-government service delivery (Akena et al., 2021). Initiatives like the e-Procurement system have improved transparency and efficiency in public procurement processes, showcasing the impact of enhanced human resource capacity on service delivery. Uganda's experience demonstrates the importance of bridging skills gaps to realize the full potential of e-government systems.

In Kenya, human resource capacity has emerged as a key enabler of e-government service delivery, with initiatives focused on upskilling public sector employees. The government has partnered with institutions like the Kenya School of Government (KSG) to provide training in ICT and e-governance for civil servants (Ndungu & Wambui, 2020). This capacity-building effort has supported the successful implementation of platforms such as e-Citizen, which streamlines access to government services. The Kenyan case highlights the role of continuous training and education in ensuring effective utilization of e-government systems.

Efforts to enhance human resource capacity in Kenya have also focused on attracting and retaining skilled personnel in the public sector. The government has implemented policies to incentivize ICT professionals, including competitive remuneration and professional development opportunities (Mwangi & Wanjiku, 2021). These measures have contributed to the efficient operation of systems like the Huduma Centers, which provide integrated access to public services. Kenya's approach underscores the importance of strategic human resource planning in achieving e-government objectives.

Additionally, the Kenyan government has leveraged public-private partnerships (PPPs) to strengthen human resource capacity for e-government service delivery. Collaborations with technology firms such as Microsoft and IBM have provided civil servants with access to advanced

training programs and resources (Otieno & Kimani, 2022). This has facilitated the rollout of initiatives like the iTax system, which streamlines tax administration processes. Kenya's experience demonstrates the value of leveraging partnerships to build the technical expertise needed for effective e-government implementation.

2.1.4 Community Participation and E-Government Service Delivery

Community participation has proven to be a vital element in enhancing e-government service delivery across the globe. In New Zealand, the government has emphasized participatory approaches to e-governance through initiatives such as the SmartStart service, which consolidates information and services for new parents. This platform was developed in collaboration with community stakeholders, ensuring that user needs and feedback were incorporated during its design and implementation (Brown & Wilson, 2020). The participatory approach not only improved service delivery but also increased public trust and engagement with government systems. New Zealand's experience underscores the importance of engaging communities to create user-friendly and relevant e-government solutions.

In Finland, community participation has been central to e-government development, particularly in municipal service delivery. The Finnish government employs participatory budgeting and citizen feedback mechanisms to guide e-government initiatives (Hakala et al., 2021). For instance, the Suomi.fi platform, which offers digital services for citizens and businesses, incorporates suggestions and feedback from users to improve its functionality and accessibility. Finland's participatory model highlights the value of involving communities to ensure that e-government services align with public expectations and address specific needs.

In Brazil, community participation has played a transformative role in advancing e-government services. The Brazilian government's e-Democracy platform facilitates dialogue between citizens and policymakers, enabling community input in decision-making processes (Almeida & Moreira, 2020). This platform has been particularly effective in engaging marginalized groups, ensuring their voices are heard in governance. By fostering inclusivity and transparency, Brazil demonstrates how community participation enhances the relevance and acceptance of e-government services, ultimately improving service delivery.

Across Africa, community participation is increasingly recognized as a critical factor in the success of e-government initiatives, although its implementation remains uneven. In Namibia, the government has prioritized public consultations and community feedback in the development of its e-government strategy. The MyNamibia portal, which provides access to various government services, was developed with input from local communities to ensure usability and accessibility (Haikali & Mweshipopya, 2021). This approach has enhanced the portal's effectiveness in delivering services to remote areas, underscoring the role of community engagement in bridging digital divides.

In Senegal, the government has integrated community participation into its e-government programs, particularly in rural areas. The AgriConnect platform, which provides digital services to farmers, was developed with input from local agricultural communities to ensure it addressed their specific needs (Ndiaye & Sarr, 2019). By involving community stakeholders in the design and implementation process, the platform has improved access to information and services, such as market prices and weather forecasts. Senegal's case illustrates how community participation can enhance the relevance and impact of e-government services in specific sectors.

In Tunisia, community involvement has been a cornerstone of the government's digital transformation efforts. The OpenGov initiative encourages citizen feedback and participation in governance through digital platforms (Ben Amor & Zoghlami, 2020). By engaging communities in policy formulation and service design, Tunisia has improved the transparency and responsiveness of its e-government services. This participatory approach has fostered public trust and increased the adoption of digital services, highlighting the importance of community input in achieving e-government success.

In Kenya, community participation has been integral to the development and implementation of e-government services, contributing to their relevance and effectiveness. The e-Citizen platform, a flagship e-government initiative, incorporates user feedback to continuously improve its services (Mureithi & Mwangi, 2021). Community engagement during the platform's development ensured that it addressed key public needs, such as business registration and land searches. This participatory approach has enhanced user satisfaction and increased the adoption of digital services, demonstrating the importance of involving citizens in e-government projects.

Public participation in Kenya has also been evident in the establishment of Huduma Centers, which provide integrated access to government services. The government engaged community stakeholders during the planning and rollout of these centers to identify service gaps and prioritize needs (Ngugi & Kariuki, 2020). This engagement ensured that the centers were strategically located and offered services relevant to local populations. Kenya's experience with Huduma Centers highlights how community participation can improve the accessibility and effectiveness of e-government initiatives.

In addition, Kenya has leveraged public forums and digital platforms to gather input on e-government policies and services. For example, during the development of the iTax system, the

Kenya Revenue Authority (KRA) conducted stakeholder consultations to address concerns and incorporate user suggestions (Otieno & Waweru, 2022). This participatory approach improved the system's usability and acceptance, leading to higher tax compliance rates. Kenya's case demonstrates the transformative impact of community participation on the success of e-government service delivery.

2.1.5 E-Government Service Delivery

E-government service delivery has become a cornerstone of governance, aiming to enhance efficiency, transparency, and citizen satisfaction. In India, the Digital India initiative has significantly transformed e-government service delivery. The initiative integrates digital platforms to deliver services such as Aadhaar, a biometric identification system that facilitates access to government programs and subsidies (Sharma & Gupta, 2021). By focusing on scalability and accessibility, the Indian government has streamlined service delivery processes, reducing bureaucratic inefficiencies. The success of the initiative highlights how robust digital strategies can improve the reach and effectiveness of e-government services.

In China, the government has leveraged advanced technologies like artificial intelligence (AI) and big data to improve e-government service delivery. The "Internet Plus" policy integrates digital platforms with traditional public services, enhancing efficiency and citizen satisfaction (Li & Yang, 2020). For example, the City Brain project in Hangzhou uses AI-driven systems to manage urban infrastructure and public services. By adopting a technology-centric approach, China demonstrates how digital innovations can transform service delivery, ensuring it is more responsive and data-driven.

In Mexico, e-government service delivery has focused on reducing corruption and improving transparency. The National Digital Strategy emphasizes citizen-centered services through platforms like Gob.mx, which centralizes access to various government functions (Hernández & Martínez, 2019). This approach has simplified administrative processes, enabling citizens to access services without intermediaries. Mexico's experience underscores the importance of integrating digital tools to reduce corruption and enhance public trust in government services.

In Africa, e-government service delivery has become a priority for many countries aiming to address governance challenges and improve public service efficiency. In Ethiopia, the government's e-Gov strategy has focused on delivering essential services through digital platforms. The EthioCloud initiative, for instance, provides a cloud-based infrastructure for hosting e-government applications, improving service accessibility and scalability (Abebe & Mekonnen, 2020). This approach has facilitated the delivery of services in areas such as education and healthcare, showcasing how technology can bridge service delivery gaps in resource-constrained settings.

In Malawi, e-government service delivery has been driven by initiatives such as the Integrated Financial Management Information System (IFMIS). This platform enhances transparency and accountability in public financial management, streamlining processes like budgeting and procurement (Chimseu & Manda, 2021). By addressing inefficiencies in financial management, the Malawian government has improved service delivery outcomes, demonstrating the impact of digital tools in promoting governance reforms.

In Algeria, the government has invested in e-government infrastructure to enhance service delivery in sectors such as education and employment. Platforms like the National Employment Agency's digital portal provide job seekers with access to opportunities and resources, reducing

unemployment and improving workforce integration (Benmessaoud & Bouchiha, 2019). Algeria's focus on sector-specific digital solutions highlights how targeted e-government initiatives can address specific service delivery challenges.

In Kenya, e-government service delivery has been at the forefront of the country's digital transformation agenda. The e-Citizen platform, launched in 2014, centralizes access to over 200 government services, including business registration, passport applications, and land searches (Ndemo & Kinyanjui, 2020). By reducing bureaucratic hurdles and enabling online transactions, the platform has significantly improved efficiency and accessibility, showcasing the transformative potential of e-government in addressing citizen needs.

Huduma Centers are another flagship initiative in Kenya's e-government strategy. These one-stop service centers provide integrated access to various government services, improving convenience and reducing the time required for service delivery (Mwangi & Kariuki, 2019). The success of Huduma Centers is attributed to their focus on citizen-centric service delivery, fostering public trust and satisfaction.

Kenya has also adopted innovative approaches to enhance transparency and accountability through e-government. The Integrated Financial Management Information System (IFMIS) has improved financial management by automating processes such as procurement and budgeting (Ochieng & Wambua, 2022). By addressing inefficiencies and reducing corruption, IFMIS has strengthened governance and improved public service delivery outcomes.

2.2 Theoretical Framework

The study was anchored on the technology acceptance model (TAM), an information systems theory which explains how users come to accept and use technology by positing that an individual's intention to use a technology is jointly influenced by their perception of the technology's usefulness and their attitude toward its use (Shyu & Huang, 2011).

2.2.1 Technology Acceptance Model

The Technology Acceptance Model (TAM) is one of the most influential theories in the field of information systems, providing a framework for understanding how users come to accept and use a technology. Developed by Fred Davis in 1989, TAM has been widely adopted in various disciplines to explain user behavior concerning technology adoption. The theory was based on the Theory of Reasoned Action (TRA) by Fishbein and Ajzen (1975), which posits that individual behavior is determined by intention, influenced by attitudes and subjective norms. Davis adapted this concept to the domain of technology by introducing two key constructs: perceived usefulness (PU) and perceived ease of use (PEOU), which are central determinants of technology adoption. Perceived usefulness refers to the degree to which a person believes that using a particular system or technology will enhance their performance. For instance, a user is more likely to adopt a new e-government platform if they perceive that it will save time and make accessing services more efficient (Venkatesh & Bala, 2008). On the other hand, perceived ease of use reflects the extent to which a person believes that using the technology was free of effort. The easier a system is to use, the more likely it is that users will adopt it. These two constructs, PU and PEOU, influence an individual's attitude toward using the system, which in turn impacts their behavioral intention to use the technology. Behavioral intention is the direct precursor of actual usage behavior, completing the causal chain.

Over the years, TAM has undergone several modifications and extensions to enhance its explanatory power and applicability. For example, Venkatesh and Davis (2000) introduced TAM2, which incorporates social influence and cognitive instrumental processes as additional determinants of perceived usefulness and behavioral intention. Further, the Unified Theory of Acceptance and Use of Technology (UTAUT), developed by Venkatesh et al. (2003), built on TAM by integrating constructs from multiple models, such as social influence, facilitating conditions, and performance expectancy. These developments underscore the evolving nature of TAM as researchers continue to adapt it to address emerging contexts and technological advancements.

One of the key strengths of TAM is its simplicity and generalizability. The model provides a parsimonious yet robust explanation of user acceptance across various technologies and contexts. For instance, research has applied TAM to study the adoption of mobile applications, online learning systems, and e-government platforms (Charness & Boot, 2016). The constructs of perceived usefulness and perceived ease of use are straightforward and intuitive, making the model easy to operationalize in empirical studies. Moreover, TAM's predictive validity has been consistently demonstrated, with numerous studies confirming the strong influence of PU and PEOU on behavioral intention and actual usage.

Despite its strengths, TAM has also faced criticism for its limitations. One notable critique is its narrow focus on individual-level factors while neglecting broader contextual and organizational influences. For example, factors such as culture, infrastructure, and organizational support are not explicitly accounted for in the original TAM framework (Benbasat & Barki, 2007). This limitation has led to calls for more integrative models that incorporate contextual variables. Additionally, some researchers argue that TAM oversimplifies the complex process of technology adoption by

focusing predominantly on cognitive and rational determinants while overlooking emotional and experiential factors (Bagozzi, 2007).

The application of TAM in e-government research has been particularly prominent due to the increasing digitization of public services. Governments worldwide are leveraging technology to improve service delivery, enhance transparency, and engage citizens more effectively. In this context, understanding the factors influencing user acceptance of e-government systems is crucial for successful implementation. Studies have shown that perceived usefulness and perceived ease of use are critical in determining citizen adoption of e-government platforms (Alryalat et al., 2021). For example, if citizens perceive an e-government system as efficient and user-friendly, they are more likely to adopt and utilize the platform, leading to improved service delivery outcomes.

In addition to PU and PEOU, trust has emerged as an important factor in the e-government domain. Trust in the government and the technology itself significantly influences citizens' willingness to adopt e-government systems. This extension of TAM highlights the need to adapt the model to specific contexts by incorporating relevant constructs. For instance, in regions where trust in public institutions is low, addressing trust-related concerns may be as important as ensuring the system's usability and utility (Sharma et al., 2020). These adaptations demonstrate the flexibility of TAM in accommodating domain-specific factors while retaining its core constructs.

The relevance of TAM to the present study is evident in its ability to explain the factors influencing user acceptance of e-government services. The study seeks to assess how various determinants, such as organizational culture, ICT infrastructure, and human resource capacity, impact e-government service delivery. TAM provides a theoretical lens to understand the role of user perceptions in mediating these relationships. For instance, even if robust ICT infrastructure is in place, citizens may not adopt e-government services if they perceive the platform as difficult to

use or lacking utility. Similarly, organizational efforts to enhance service delivery may fall short if users do not recognize the value of e-government systems.

Moreover, the study's focus on community participation aligns with TAM's emphasis on behavioral intention and actual usage. Community participation can influence user perceptions of usefulness and ease of use by fostering a sense of ownership and trust in the system. When users are actively involved in the design and implementation of e-government platforms, they are more likely to perceive the systems as relevant and user-friendly, enhancing their adoption. This highlights the interplay between TAM's constructs and the study's variables, demonstrating how the model provides a framework for analyzing user acceptance in the context of e-government.

In conclusion, the Technology Acceptance Model remains a foundational theory in understanding technology adoption, offering insights into the factors influencing user behavior. Developed by Davis in 1989 and grounded in the Theory of Reasoned Action, TAM emphasizes the importance of perceived usefulness and perceived ease of use in shaping user attitudes and behavioral intentions. While the model has been criticized for its simplicity and narrow focus, its adaptability and predictive validity have ensured its continued relevance in diverse contexts, including e-government. By linking user perceptions to broader determinants such as organizational culture and ICT infrastructure, TAM provides a robust theoretical foundation for examining e-government service delivery. Its application in this study underscores the importance of addressing user perceptions to enhance the adoption and effectiveness of e-government platforms, ultimately improving public service delivery.

2.2.2 Information Systems Theory

Information Systems (IS) Theory is a comprehensive framework that examines how information systems are developed, adopted, and utilized within organizations and societies to improve decision-making, operational efficiency, and service delivery. Rooted in interdisciplinary approaches, IS Theory integrates concepts from computer science, organizational theory, behavioral sciences, and economics. A foundational source of IS Theory is Shannon and Weaver's Information Theory (1948), which provided a mathematical model for communication systems. This laid the groundwork for understanding how information is transmitted and processed. Over time, the theory evolved to encompass the socio-technical aspects of information systems, emphasizing the interplay between technology, people, and processes in achieving organizational and societal goals.

A key component of IS Theory is the socio-technical systems perspective, which posits that successful implementation and use of information systems depend on the alignment between technical systems and social structures. Leavitt's (1965) Diamond Model, which emphasizes the interdependence of people, tasks, technology, and structure, has been influential in shaping this perspective. Modern applications of IS Theory expand on these principles, considering how technology is integrated into organizational contexts and how users interact with these systems to produce desired outcomes (Bostrom & Heinen, 1977). This integration underscores the importance of addressing both technical and human factors in the design, adoption, and use of information systems.

IS Theory also incorporates behavioral aspects, focusing on how individuals and organizations adopt and utilize information systems. The Technology Acceptance Model (TAM) by Davis (1989) is one of the most widely recognized theories within this domain, emphasizing perceived usefulness and perceived ease of use as critical determinants of system adoption. Venkatesh et al.

(2003) extended this model in their Unified Theory of Acceptance and Use of Technology (UTAUT), incorporating constructs such as social influence and facilitating conditions. These behavioral models, rooted in IS Theory, provide valuable insights into the factors that drive technology adoption and utilization across different contexts.

In the modern era, IS Theory has expanded to address emerging technologies such as artificial intelligence, blockchain, and cloud computing. For example, research by Gregor and Hevner (2013) introduced the concept of design science within IS, focusing on the iterative process of designing, evaluating, and refining information systems to meet specific organizational needs. This approach emphasizes the practical application of IS Theory in solving real-world problems and improving system performance. Similarly, Markus and Rowe (2018) highlighted the importance of IS in enabling digital transformation, emphasizing how organizations can leverage technology to achieve competitive advantage and operational excellence.

IS Theory has also been applied to study the impact of information systems on organizational performance and decision-making. Studies have shown that effective use of information systems enhances organizational efficiency by automating routine tasks, improving data accuracy, and facilitating better decision-making processes (Chen et al., 2015). Furthermore, information systems play a crucial role in fostering collaboration and communication within organizations, enabling teams to share information and coordinate activities seamlessly. These findings underscore the strategic importance of information systems in modern organizational contexts.

Another critical aspect of IS Theory is its focus on the societal impact of information systems. The theory examines how technology shapes societal structures, interactions, and outcomes. For instance, research on e-government initiatives demonstrates how information systems improve public service delivery by enhancing transparency, efficiency, and citizen engagement (Cordella

& Bonina, 2019). Similarly, studies on digital inclusion highlight the role of information systems in bridging the digital divide and promoting equitable access to technology and services. These applications reflect the broad applicability of IS Theory in addressing complex social and organizational challenges.

Despite its strengths, IS Theory has faced criticisms for its complexity and lack of a unified framework. The field's interdisciplinary nature has resulted in a proliferation of theories and models, making it challenging to develop a cohesive theoretical foundation. Additionally, the rapid pace of technological change often outpaces theoretical developments, necessitating continuous adaptation and refinement of IS concepts. Nevertheless, IS Theory remains a vital framework for understanding the design, implementation, and impact of information systems in diverse contexts.

The relevance of IS Theory to the current study lies in its ability to provide a comprehensive framework for analyzing the factors influencing e-government service delivery. E-government systems are a prime example of information systems applied in a societal context, aiming to enhance the efficiency, transparency, and accessibility of public services. IS Theory offers valuable insights into how these systems are developed, adopted, and utilized by governments and citizens. For instance, the socio-technical perspective highlights the need to align technical infrastructure with organizational structures and citizen needs to ensure successful implementation and adoption of e-government services.

The study's focus on organizational culture, ICT infrastructure, human resource capacity, and community participation aligns with the key components of IS Theory. Organizational culture influences how information systems are perceived, adopted, and integrated within public institutions, shaping their impact on service delivery. ICT infrastructure represents the technical backbone of e-government systems, enabling the efficient processing and dissemination of

information. Human resource capacity reflects the importance of equipping individuals with the skills and knowledge needed to operate and manage information systems effectively. Community participation underscores the role of social structures in shaping the design and use of e-government services, ensuring that these systems address the needs and expectations of citizens. Moreover, IS Theory's emphasis on behavioral and contextual factors provides a theoretical foundation for understanding the dynamics of e-government adoption and use. Factors such as perceived usefulness, ease of use, trust, and accessibility are central to IS Theory and are highly relevant to the study of e-government service delivery. By examining these factors, the study can identify barriers and facilitators of e-government adoption, offering practical recommendations for improving service delivery outcomes.

In conclusion, Information Systems Theory offers a comprehensive framework for understanding the development, adoption, and impact of information systems in organizational and societal contexts. Rooted in interdisciplinary approaches, the theory emphasizes the interplay between technical and social factors in shaping the success of information systems. Its application in the study of e-government service delivery highlights its relevance and versatility, providing valuable insights into the factors that influence the effectiveness and adoption of e-government systems. By leveraging IS Theory, the study contributes to a deeper understanding of how information systems can enhance public service delivery, ultimately improving governance and citizen engagement.

2.3 Conceptual Framework

The conceptual framework depicted outlines the relationship between key factors influencing e-government service delivery. It identifies four independent variables—organizational culture, ICT infrastructure, human resource capacity, and community participation—and their impact on the dependent variable, e-government service delivery, which is measured through efficient services and user satisfaction.

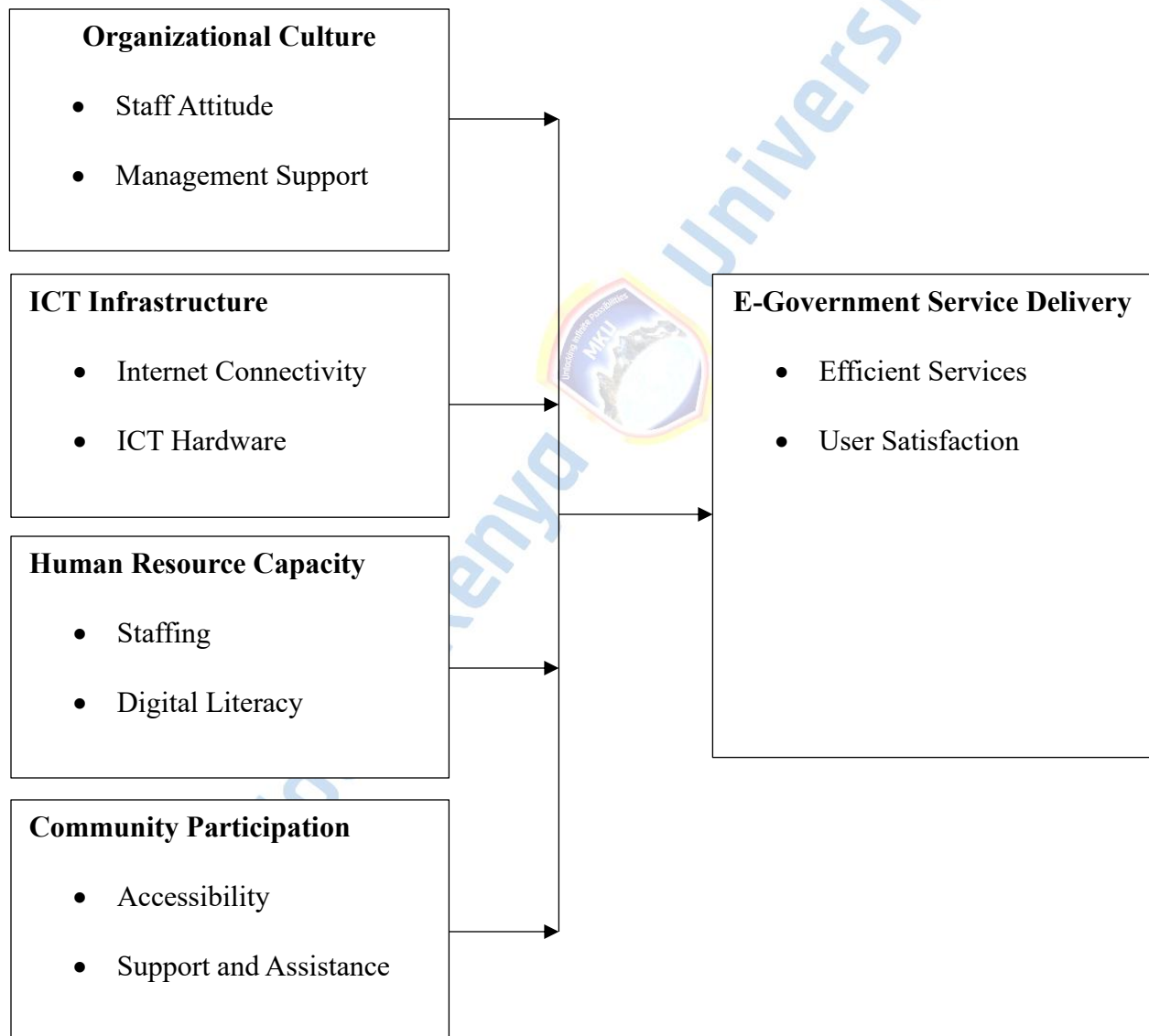


Figure 1: Conceptual Framework

Source: Researcher (2025)

This framework provides a structured approach to understanding how these factors contribute to the effectiveness of e-government initiatives.

Organizational culture plays a crucial role in shaping the adoption and implementation of e-government services. It encompasses the shared values, attitudes, and practices within public institutions that influence employee behavior and decision-making. Key elements, such as staff attitude and management support, determine the readiness and willingness of an organization to embrace digital transformation. A positive organizational culture fosters collaboration, innovation, and accountability, which are essential for the successful implementation of e-government systems. Without management support or an adaptive workforce, even the most advanced technological systems may fail to achieve their intended outcomes.

ICT infrastructure represents the technological backbone necessary for e-government service delivery. Components such as internet connectivity and ICT hardware provide the foundation for deploying digital platforms that facilitate efficient and effective public service delivery. Robust infrastructure ensures that citizens can access e-government services reliably and seamlessly, irrespective of their location. Insufficient or outdated ICT infrastructure can impede the scalability and functionality of e-government systems, reducing their impact. Thus, continuous investment in technological advancements and infrastructure development is critical for the success of e-government initiatives.

Human resource capacity is another pivotal variable that affects the operational success of e-government systems. This factor highlights the importance of staffing and digital literacy within public institutions. Skilled personnel who are trained to manage and operate digital platforms are essential for ensuring the smooth functioning of e-government services. Without sufficient staffing levels or adequate training in digital tools and systems, the potential of e-government platforms to

enhance service delivery remains underutilized. Building human resource capacity through targeted training and recruitment strategies ensures that public institutions can effectively meet the demands of a digitalized governance framework.

Community participation underscores the importance of involving citizens in the design, implementation, and use of e-government services. This variable includes aspects such as accessibility and the provision of support and assistance to ensure that all citizens can engage with digital platforms. Community participation fosters inclusivity, trust, and ownership, which are critical for the success of e-government systems. When citizens feel that their needs and concerns are addressed, they are more likely to adopt and actively use e-government services. Additionally, community feedback plays a vital role in improving the design and delivery of these systems, ensuring they remain user-centric and relevant.

The dependent variable, **e-government service delivery**, is characterized by two primary indicators: efficient services and user satisfaction. Efficient service delivery refers to the ability of e-government platforms to streamline processes, reduce bureaucracy, and save time for both citizens and public institutions. User satisfaction, on the other hand, reflects the extent to which citizens find these services convenient, accessible, and effective in meeting their needs. The success of e-government service delivery hinges on the interplay of the independent variables. For instance, without adequate ICT infrastructure or skilled human resources, even the best-designed systems may fail to deliver efficient services. Similarly, a lack of community participation or supportive organizational culture can lead to low adoption rates and user dissatisfaction.

In conclusion, the conceptual framework provides a holistic view of the factors influencing e-government service delivery. By examining the interrelationships between organizational culture, ICT infrastructure, human resource capacity, and community participation, the framework

highlights the multidimensional nature of e-government initiatives. This understanding is critical for policymakers and practitioners aiming to design and implement effective e-government systems that enhance public service delivery and meet citizen expectations.

2.4 Research Gaps

A review of literature illustrates research gaps in studies which have investigated the influence of various institution-based factors on e-government service delivery. There is a lack of comprehensive research addressing how different national and local cultural dimensions specifically impact the adoption of e-government systems. The existing literature often overlooks the role of informal cultural factors in shaping public sector responses to e-government, despite their potential influence on the implementation process. Research could further investigate how organizational cultures that promote innovation, collaboration, and trust contribute to overcoming these technical barriers, and how cultural attitudes towards technology influence the effectiveness of e-government systems in different regions. While much has been written about the role of training and skills in enhancing e-government adoption, limited research focuses on the specific types of training that are most effective in building the capacity of public sector employees for e-government initiatives, especially in developing countries. The challenges related to retaining skilled ICT professionals in the public sector and how to incentivize continuous learning in the face of rapidly evolving technologies deserve more exploration. On the community participation side, while studies have highlighted the potential of e-participation to enhance public governance, there is a gap in understanding how various barriers, such as digital literacy and trust in government, specifically affect citizen engagement during the implementation of e-government service delivery initiatives.

2.5 Summary of Literature

The literature contains numerous studies examining the factors which influence the implementation of e-government service delivery. The literature shows that organizational culture influences the acceptance and successful implementation of e-government by shaping attitudes toward technology, promoting commitment to goals, and guiding employee actions. Studies highlight that a bureaucratic culture, characterized by clear rules and hierarchy, can facilitate e-government adoption, while more flexible, supportive, or innovative cultures also contribute positively. However, cultural barriers can initially hinder technology adoption, though they may evolve over time to support successful integration. Research has shown that factors such as employee attitudes, performance expectations, and shared goals are crucial in driving e-government success. At the same time, ICT infrastructure remains a critical factor, with challenges like slow data speeds, security concerns, and limited accessibility impeding the effectiveness of e-government services. Addressing both cultural and infrastructure barriers is essential for achieving the full potential of e-government. The literature on human resource capacity and community participation in e-government service delivery highlights key factors influencing the successful implementation of e-government initiatives. Skilled personnel, continuous training, and management support are crucial for effective ICT adoption in public organizations, while challenges like resistance to change and ICT skill gaps persist. Community participation, particularly citizen engagement in e-government, enhances service effectiveness and fosters trust in government. However, barriers such as digital literacy and accessibility must be addressed to ensure broad citizen involvement.

CHAPTER THREE

RESEARCH METHODOLOGY

3.0 Introduction

This chapter outlines the study's methodology including the research design, study area, target population, sampling techniques, sample size, and data collection instruments. Other segments of this chapter include pilot study, validity and reliability of research instruments, data collection procedures, data analysis, and ethical considerations.

3.1 Research Methodology

This study adopted a mixed methods approach which combines quantitative and qualitative methods to facilitate deeper understanding of the research topic and yield more concrete evidence on the research problem (Dawadi et al., 2021). Quantitative methods was used to obtain responses from the structured questionnaires containing open ended and closed ended questions. Qualitative data was obtained from the responses of the interview questions administered to the staff and customers. Qualitative methods was give an in-depth outline of the research issues as explained by respondents (Dawadi et al., 2021). The use of qualitative methods allows the researcher to get a better explanation of subject's behavior and beliefs during the study. Quantitative research methods was used to test the research questions through the use of nominal variables in the research tools (Dawadi et al., 2021).

3.2 Research Design

Dubey and Kothari (2022) note that a research design is a blueprint which illustrates how to conduct research. A research design contains all procedures of conducting the research including all the stages and activities during each phase. The study employed a descriptive research design

to determine the influence of institution-based factors on e-government service delivery in Garissa Huduma Centre. A descriptive research design is suitable for this study since it assessed the current status of the phenomena under study. This design seeks to identify the nature of the relationship between the study variables. A descriptive research design explained the relationship between the independent and dependent variables of the study.

3.3 Location of the Study

The research was conducted in Garissa Huduma Centre in Garissa County. The Huduma Centre serves as a one-stop shop for the delivery of various government services to residents in the region, aiming to enhance efficiency and accessibility. Garissa Huduma Centre was selected due to its proximity to the researcher. One qualification of a suitable location to carry out research work is that it ought to be easily accessible by the researcher as well that which creates an opportunity for instant rapport with the informants. Garissa County is situated in the arid and semi-arid northeastern region of Kenya, characterized by unique geographical, social, and economic conditions. The choice of Garissa Huduma Centre is strategic, as it represents an essential institution for e-government service delivery in a region with distinct challenges, such as limited infrastructure and digital literacy. This setting provides an ideal environment for examining institution-based factors influencing the effectiveness of e-government services.

3.4 Target Population

Mchopa (2021) describes a target population as the particular entity of people, objects or units to which as researcher can reasonably generalize his or her research findings. Target population describes an aggregate of individuals, institutions, or subjects that share similar or common traits

of significance to the researcher. According to the Garissa Huduma Centre management records obtained in October 2024, an average of 300 customers access services daily at the Centre. The report shows that there were 18 front desk members of staff, 12 supervisors and 2 managers manning the Centre. This meant that the target population comprised 1250 customers, 18 general staff, 12 supervisors, and 2 managers at Huduma Centre, Garissa. The target population was further stratified according to the staff establishment structure to get as much mixed information as it was possible as shown in the table below.

Table 1: Target Population

Category	Total Population
Front desk staff	20
Supervisors	12
Managers	2
Customers	300
Total	324

Source: Researcher (2025)

3.5 Sampling Procedures and Sample Size

A sampling frame is a comprehensive schedule of all its viable sampling units from where a sample may be chosen. A sampling technique refers to the methodology that a researcher uses to select a sample from the target population. The chosen sample should fulfil two main attributes. First, the chosen sample should be sufficiently large to form a representation of the entire population (Dubey & Kothari, 2022). This attribute means that the findings of the chosen sample should be generalizable to the entire population. Second, the chosen sample should be sufficiently small to

enhance subject accessibility and minimize the expenses of time and money used when conducting research (Dubey & Kothari, 2022). All the front desk members of staff, management staff, and clients seeking services provided a sampling frame for the study. A simple random sampling technique was used in the selection of a sample for Huduma center staff. A simple random sampling technique is a selection approach that gives equal chances to each sample probability of being selected. Each individual of the total population had equal opportunity of being chosen for the sample (Dubey & Kothari, 2022).

The researcher deployed two sampling formulas for the sole purpose of enlarging the sample size, as opposed to using a single sample size technique which would have given an unfair representation of the members of staff. The sample size of the customers were calculated using the formula of calculating samples of finite populations as shown below:

$$n = \frac{Z^2 * p * q * N}{e^2 * (N - 1) + Z^2 * p * q}$$

Where:

N = Population size (300)

Z = Z-score corresponding to the desired confidence level (e.g. Z=1.96 for 95% confidence)

p = Estimated proportion of the population (e.g., 0.5 if unknown)

q = 1 - p (1-0.5 = 0.5)

e = Margin of error (e.g. 0.05 for 5%)

Therefore,

$$n = \frac{1.96^2 * 0.5 * 0.5 * 300}{0.05^2 * (300 - 1) + 1.96^2 * 0.5 * 0.5}$$

n = 169 customers

The sample for Huduma staff was computed using the formula recommended by Gall et al. (2004) who recommends collecting data from 50% of respondents. Therefore,

Front desk staff = $20(50\%) = 10$ front desk officers

Supervisors = $12(50\%) = 6$ supervisors

Managers = $2(50\%) = 1$ manager

The sample distribution is as shown in the table below:

Table 2: Sample Distribution

Category	Total Population	Sample
Front desk staff	20	10
Supervisors	12	6
Managers	2	1
Customers	300	169
Total	324	186

Source: Researcher (2025)

3.6 Research Instruments

The researcher deployed questionnaires to collect research data from the Huduma Centre staff and their customers, whereas data from the management was collected by scheduled interviews. Primary data was collected from personally administered, semi-structured questionnaires and interview schedules.

3.6.1 Questionnaires

The study used questionnaires to gather information from Huduma workers and customers to assist in answering the research questions. The questionnaires was divided into two broad sections. The

first section included questions on demographic data of the respondent. The second section will contain questions related to the study's variables to enable the researcher to describe the study components and to make inferences on the relationship between different variables. The questionnaire include both open- and close-ended questions following the objectives of the research. Close-ended questions limit the responses of the respondents to defined answers while open-ended questions were given the respondents freedom to express themselves openly while providing additional context of the questions.

3.6.2 Interview Schedule

Dubey and Kothari (2022) say that interviews are appropriate for exhaustive investigations. The study used interviews to gather information from Garissa Huduma Centre's management. Interviews allowed the researcher to gather a deeper understanding of phenomena by asking probing and supplementary questions. Interviews allowed the researcher to establish rapport with the interviewee resulting in more reliable information from verbal responses.

3.7 Piloting of Research Instruments

A pilot study is performed before conducting the main research to evaluate the suitability and accuracy of the research design and instrument (Mchopa, 2021). A pilot study was conducted at Garissa Huduma Centre, involving 10% of the sample size, comprising 1 front office staff and 17 customers. Participants in the pilot study was intentionally excluded from the main study to avoid bias. However, the findings from the pilot study was utilized to refine and enhance the quality of the research instruments.

3.8 Testing for Validity and Reliability

The researcher ensured the validity and reliability of the research instrument using several measures as outlined below.

3.8.1 Validity of Research Instruments

Validity is crucial to ensure that all research objectives are adequately represented in the research tools. In this study, questionnaires were utilized and subjected to a pilot test to assess their validity. The chosen respondents were provided with the questionnaires and given a week's time to complete them at their own convenience. Expert judgment is essential for establishing the validity of the research tool (Morad et al., 2021). Therefore, the researcher presented the filled questionnaires to university supervisors, who provided their expert opinions. Furthermore, the researcher will seek input from specialists in the field of public administration (Morad et al., 2021). The suggestions received were incorporated to restructure the questionnaire to ensure its validity.

3.8.2 Reliability of the Research Instruments

Reliability refers to the consistency of a research tool in producing consistent results across multiple trials (Mchopa, 2021). The researcher employed the test-retest technique to assess the reliability of the research tool. This involved administering the same questionnaire to a group of respondents on two separate occasions to determine the consistency of their responses. To evaluate the internal consistency of the instrument, Cronbach's coefficient Alpha was utilized (Mchopa, 2021). To interpret the reliability coefficient, the researcher followed the guidelines stating that a coefficient greater than 0.9 is considered excellent, greater than 0.8 is good, greater than 0.7 is acceptable, greater than 0.6 is questionable, greater than 0.5 is poor, and less than 0.5 is considered unacceptable (Mchopa, 2021). If any variables fail to reach a coefficient of 0.7 using Cronbach's coefficient, they were revised to enhance their reliability.

3.9 Data Collection Procedures

Data collection was conducted in three stages. The initial stage involved a reconnaissance visit to the study area, which will take place approximately one month prior to the actual study. This visit served as multiple purposes, including providing an opportunity for the researcher to interact with the prospective participants and become familiar with the area. The researcher also gathered credible information to identify any potential shortcomings in the research proposal. This stage introduced the research problem and clarify any gaps among the participants.

Piloting the research instruments was the second phase of data collection. The pilot study was conducted at Garissa Huduma Centre, involving 10% of the sample size, comprising 1 front office staff and 17 customers. The purpose of the pilot study was to identify and eliminate any unclear or ambiguous questions in the research instruments. The feedback and responses obtained from the pilot study assisted in adjusting the questions to ensure they yield information to meet study objectives. The success of this second phase enabled the researcher to seek permission to proceed with the main study. The final stage involved data collection from the study participants. Primary data collected by administering questionnaires to staff and customers of Garissa Huduma Centre and interviews with managers at the centre.

3.10 Data Analysis Procedures

The quantitative was entered, coded, and analyzed using SPSS version 28. The analysis involved employing descriptive statistics to present the data in terms of means, percentages, and frequencies. This provided a comprehensive summary of the quantitative data. Qualitative data obtained from open-ended questions was categorized into broad themes that align with the research objectives. This categorization was achieved through content analysis, which involved

systematically organizing and interpreting the qualitative data. The identified themes were reported in the research findings to provide a qualitative perspective on the data.

3.11 Ethical Considerations

Ethical considerations are paramount in research and involve adhering to accepted professional behavior throughout the study (Mchopa, 2021). The researcher ensured ethical guidelines are followed to protect the rights and well-being of the respondents. The researcher reassured the participants that the study would not cause any physical or psychological harm. The purpose of the research is to clearly stated, and the respondents was informed that all information obtained was treated as confidential (Mchopa, 2021). Anonymity was maintained in the questionnaire design, ensuring that respondents were not required to provide their names.

Respondents were provided with a consent form that outlines the purpose, procedures, and potential risks and benefits of the study before participating in the study. Only those who were provided voluntary consent were included in the study (Mchopa, 2021). The researcher ill acquires an introductory letter from Mount Kenya University and ethical clearance from the same institution. A permit to conduct the study was obtained from the National Commission for Science, Technology, and Innovation (NACOSTI).

CHAPTER FOUR

RESEARCH FINDINGS AND DISCUSSIONS

4.0 Introduction

This chapter presents the findings of the study on institutional factors influencing e-government service delivery at Garissa Huduma Centre. The data is analyzed and discussed under key themes, including demographic characteristics, organizational culture, ICT infrastructure, human resource capacity, community participation, and service delivery outcomes.

4.1 Response Rate

The study achieved a high response rate of 85%, with 158 out of 186 sampled participants completing the questionnaires. This strong participation rate ensures the reliability and representativeness of the findings, as it minimizes non-response bias and provides a solid foundation for data analysis. The high level of engagement from respondents suggests that the research topic was relevant to both staff and customers of Garissa Huduma Centre, and that the data collection methods were effective in reaching the target population.

4.2 Demographic Information

The demographic characteristics of the respondents provide important context for interpreting the study's findings. Understanding the composition of the sample helps in assessing how representative the data is of the broader population served by the Huduma Centre.

4.2.1 Gender

As shown in Table 3, male respondents accounted for 62.7% (99 individuals) of the sample, while female respondents made up 37.3% (59 individuals). This gender disparity may reflect broader trends in public sector employment in the region, where men are more likely to be employed in formal service delivery roles. Alternatively, it could indicate differences in willingness to

participate in the study between genders. The imbalance highlights the need for further investigation into whether gender influences perceptions of e-government services or access to digital platforms at the Huduma Centre. Ensuring gender-balanced participation in future studies could provide more nuanced insights into how different groups experience e-government service delivery.

Table 3: Gender

		Frequency	Percent
Valid	Male	99	62.7
	Female	59	37.3
	Total	158	100.0

4.2.2 Age

The age distribution of respondents, as presented in Table 4, reveals important insights about the workforce and service users at Garissa Huduma Centre. The largest proportion of participants (36.7%) fell within the 31-40 years age bracket, followed closely by those aged 41-50 years (27.8%). Younger respondents (21-30 years) accounted for 23.4% of the sample, while those aged 51 years and above represented the smallest group at 12.0%. This distribution suggests that the Huduma Centre primarily serves and employs individuals in their prime working years. The predominance of middle-aged respondents (31-50 years) may indicate a workforce with substantial professional experience, potentially bringing stability to service delivery. However, the relatively low representation of younger adults (21-30 years) could suggest either lower engagement with Huduma Centre services among this demographic or fewer employment opportunities for younger workers in these positions.

Table 4: Age

		Frequency	Percent
Valid	21 - 30 years	37	23.4
	31 - 40 years	58	36.7

41 - 50 years	44	27.8
51 years and above	19	12.0
Total	158	100.0

4.2.3 Period you have been in your current position

The period the respondents have worked in their current position at Garissa Huduma Centre reveals a predominantly experienced workforce, with 37.3% of staff having 6-10 years of service and 24.7% serving 11-15 years, while newer employees (0-5 years) account for 23.4% and long-serving staff (16+ years) make up 14.6%. This distribution indicates strong institutional knowledge retention but suggests potential challenges in implementing technological changes, as the majority of employees are accustomed to established work processes, highlighting the need for targeted change management strategies that leverage veteran expertise while encouraging digital adoption among all staff levels.

Table 5: Period you have been in your current position

		Frequency	Percent
Valid	0 -5 years	37	23.4
	6 - 10 years	59	37.3
	11 - 15 years	39	24.7
	16 - 20 years	17	10.8
	above 20 years	6	3.8
	Total	158	100.0

4.3 Impact of organizational culture

The study reveals significant challenges in the organizational culture at Huduma Centre that hinder effective e-government implementation. Staff perceptions indicate weak alignment between core values and digital service goals (mean=2.39), suggesting the culture remains rooted in traditional bureaucratic approaches rather than embracing the flexibility required for digital transformation. While accountability levels are somewhat better (mean=2.91), the substantial variation across

teams (SD=1.42) points to inconsistent practices that likely create uneven service quality. Leadership's limited support for innovation (mean=2.73) and inadequate recognition systems (mean=2.64) further compound these issues, failing to motivate staff to adopt new technologies or improve digital service delivery methods.

A particularly concerning finding is the lack of staff commitment to e-government objectives (mean=2.37), revealing a fundamental disconnect between employee priorities and organizational digital strategy. This weak buy-in, combined with insufficient teamwork encouragement (mean=2.59), suggests the Centre struggles to foster the cross-functional collaboration essential for successful digital services. The consistently high standard deviations across all cultural dimensions (all >1.27) indicate these problems aren't uniform but vary significantly across departments, presenting both a challenge and an opportunity - while cultural weaknesses are widespread, some teams appear to be adapting better than others.

These findings underscore that technological investments alone cannot drive successful digital transformation without parallel cultural changes. The data paints a picture of an organization where traditional ways of working persist, leadership fails to adequately model or reward digital innovation, and staff remain disengaged from digital objectives. To overcome these barriers, the Centre needs comprehensive cultural interventions targeting leadership approaches, performance incentives, and interdepartmental collaboration, while identifying and building on existing pockets of better practice within the organization. The success of e-government initiatives will depend on addressing these deep-rooted cultural factors as much as implementing technical solutions.

Table 6: Impact of organizational culture

	N	Minimum	Maximum	Mean	Std. Deviation
The organization's values and norms align with efficient service delivery	158	1.00	5.00	2.3861	1.28551
There is a culture of accountability among staff in the Huduma Centre.	158	1.00	5.00	2.9051	1.42224
The leadership style in the organization supports innovative service delivery	158	1.00	5.00	2.7278	1.39904
Teamwork is highly encouraged and contributes to the success of service delivery	158	1.00	5.00	2.5949	1.28706
Staff are recognized and rewarded for exemplary performance.	158	1.00	5.00	2.6392	1.34125
There is a shared commitment to achieving the goals of e-government service delivery.	158	1.00	5.00	2.3734	1.27935
Valid N (listwise)	158				

4.4 ICT infrastructure influences e-government service

The study findings reveal mixed results regarding ICT infrastructure's role in e-government service delivery at Huduma Centre. While staff generally perceive the available ICT infrastructure as sufficient (mean=3.64), significant concerns emerge about system reliability, with frequent

downtimes (mean=2.50) disrupting services. Internet connectivity shows moderate reliability (mean=3.40), but the high standard deviation (1.51) indicates inconsistent performance across different workstations or locations, suggesting some areas experience better connectivity than others.

A positive finding shows employees feel adequately trained to use existing systems (mean=3.87), representing one of the highest scores in the study. However, this training investment hasn't fully translated into improved customer experiences, as technology integration's impact on satisfaction remains low (mean=2.46). Security measures receive moderate ratings (mean=3.11), but the substantial variation (SD=1.54) reveals uneven implementation of data protection protocols across different systems or departments.

These results paint a picture of an ICT environment with adequate hardware and trained staff, but undermined by unreliable systems and inconsistent connectivity. The infrastructure appears capable in theory but fragile in practice, with technical disruptions offsetting the benefits of otherwise sufficient resources and training. The particularly low score on customer satisfaction improvement suggests the Centre struggles to translate its ICT capabilities into tangible service benefits for users, pointing to potential gaps in user-centered system design or change management approaches. Addressing these operational reliability issues while maintaining the current training standards could significantly enhance the Centre's e-government service delivery.

Table 7: ICT infrastructure influences e-government service

	N	Minimum	Maximum	Mean	Std. Deviation
The available ICT infrastructure is sufficient to meet service delivery needs.	158	1.00	5.00	3.6392	1.53190

System downtimes are minimal and do not significantly disrupt service delivery.	158	1.00	5.00	2.5000	1.43545
The internet connection is reliable and supports seamless operations.	158	1.00	5.00	3.3987	1.51401
Employees are adequately trained to utilize the existing ICT infrastructure.	158	1.00	5.00	3.8671	1.30215
Security features of the ICT infrastructure adequately protect client information.	158	1.00	5.00	3.1076	1.54171
The integration of technology in operations has improved customer satisfaction	158	1.00	5.00	2.4557	1.29475
Valid N (listwise)	158				

4.5 Human resource capacity

The study findings reveal several critical insights about human resource capacity at Huduma Centre, with distinct patterns emerging across different workforce dimensions. First, regarding skills and training, staff express significant concerns about their preparedness, with the lowest score appearing for possession of necessary skills (mean=2.46), followed by moderate ratings for training availability (mean=2.99). This suggests a troubling skills gap that current training programs fail to adequately address, potentially hindering service quality. The standard deviations (1.38 and 1.34 respectively) indicate these perceptions vary considerably among employees, with some likely feeling better equipped than others.

The analysis shows more positive results for staffing levels and role assignment, with adequate workforce numbers (mean=3.96) and proper utilization of expertise (mean=3.72) receiving the

highest ratings. However, these structural strengths are undermined by motivational and performance management challenges. Alarming low scores for employee motivation (mean=2.32) and performance evaluation practices (mean=2.40) reveal systemic issues in workforce engagement and quality control. This combination suggests that while the Centre has sufficient and appropriately assigned staff in principle, it struggles to energize and monitor this workforce effectively in practice.

These human resource findings paint a concerning picture for e-government implementation. The skills gaps and motivational deficiencies are particularly problematic for digital service delivery, which requires both technical competencies and engaged staff to drive adoption. The study suggests Huduma Centre must prioritize comprehensive skills development alongside improved performance management systems. While staffing quantity and role alignment appear adequate, the quality of workforce execution remains insufficient, representing a critical barrier that could undermine even the most well-designed e-government initiatives if left unaddressed.

Table 8: Human resource capacity

	N	Minimum	Maximum	Mean	Std. Deviation
The staff at the Huduma Centre possess the necessary skills to deliver quality services	158	1.00	5.00	2.4620	1.37603
Regular training programs are provided to improve staff performance	158	1.00	5.00	2.9873	1.34016
The number of staff is adequate to handle the workload efficiently	158	1.00	5.00	3.9557	1.19631

Employees feel motivated to provide excellent customer service	158	1.00	5.00	2.3165	1.27738
Staff members are assigned roles based on their areas of expertise	158	1.00	5.00	3.7152	1.37351
Performance evaluations are conducted regularly to maintain service standards	158	1.00	5.00	2.3987	1.28162
Valid N (listwise)	158				

4.6 Community participation

The study findings reveal significant shortcomings in community participation at Huduma Centre, with multiple indicators pointing to weak public engagement mechanisms. Community involvement in providing service feedback scored only 2.54 out of 5, suggesting that current outreach efforts are largely ineffective. Even more concerning is the finding that collected feedback is rarely used to improve services (mean=2.45), indicating a breakdown between gathering input and implementing changes. The Centre's responsiveness to community concerns was particularly poor (mean=2.25), the lowest score among all participation metrics measured. This suggests a systemic failure to act on public input, which risks eroding trust in the Centre's services over time.

While community engagement showed some positive impact on trust in e-government services (mean=3.01), this appears to be more reflective of residual institutional trust rather than satisfaction with current participation practices. The analysis found that consultation with local stakeholders remains inadequate (mean=2.85), and public suggestions receive only superficial consideration (mean=2.77). The relatively high standard deviations (ranging from 1.25 to 1.49)

across participation metrics reveal inconsistent practices between different departments, creating an uneven experience for community members. Some service areas appear to be performing better than others in engaging the public, but without standardized approaches, these remain isolated examples rather than systemic improvements.

These findings highlight critical weaknesses in the Centre's approach to community participation that could undermine its e-government initiatives. The current system appears to collect feedback without meaningful follow-through, creating a perception of tokenistic engagement rather than genuine co-creation of services. To address these issues, the Centre needs to develop more robust mechanisms for incorporating community input into service design and delivery. This would involve not just gathering feedback, but also demonstrating how it influences decisions and improvements. Without such changes, the Centre risks developing digital services that fail to meet user needs, leading to low adoption rates and wasted resources. The participation gap identified in this study represents a fundamental challenge that must be addressed for e-government services to achieve their full potential in serving the community effectively.

Table 9: Community participation

	N	Minimum	Maximum	Mean	Std. Deviation
The community is actively involved in providing feedback on service delivery	158	1.00	5.00	2.5380	1.24990
Customer feedback is regularly used to improve e-government services	158	1.00	5.00	2.4494	1.28958
The Huduma Centre addresses community	158	1.00	5.00	2.2468	1.31956

concerns in a timely manner					
Community engagement contributes to increased trust in e-government services	158	1.00	5.00	3.0063	1.49094
Local stakeholders are consulted in decision-making processes affecting service delivery	158	1.00	5.00	2.8544	1.47517
Suggestions from the public are considered in improving Huduma Centre operations	158	1.00	5.00	2.7722	1.41376
Valid N (listwise)	158				

4.6 Service Deliver

The study findings paint a concerning picture of service delivery effectiveness at Huduma Centre, revealing systemic weaknesses in how customer feedback is handled and incorporated into service improvements. Customers report feeling that their input is neither properly valued (scoring only 2.44 out of 5) nor meaningfully addressed by the Centre, with most respondents indicating they see little evidence their feedback leads to actual changes in service delivery (scoring just 2.44). These consistently low ratings across multiple feedback-related dimensions suggest fundamental flaws in the Centre's approach to customer engagement and continuous improvement. The narrow range of scores - all clustered between 2.40 and 2.48 out of 5 - indicates these are pervasive, organization-wide issues rather than isolated problems in specific departments or service areas.

A deeper analysis of the findings reveals several critical gaps in the Centre's service delivery framework. While the availability of feedback channels scores marginally better at 2.48, this still falls far short of satisfactory performance, suggesting that while formal mechanisms for collecting

customer input may exist, they are either not properly promoted or fail to function effectively in practice. The particularly low score on customer inclusion (2.41) highlights a troubling disconnect - users feel excluded from processes that shape the very services designed to serve them. This lack of meaningful participation opportunities creates a vicious cycle where services fail to meet user needs, yet customers have no effective way to influence improvements. The minimal variation in responses (with standard deviations consistently around 1.30 across all items) shows this dissatisfaction is widespread among users rather than being concentrated in particular demographic groups or service users.

The implications of these findings are significant for the Centre's e-government transformation efforts. The weak link between feedback and service improvements (scoring only 2.40) suggests the Centre lacks effective systems to analyze, prioritize and implement customer suggestions. Perhaps most damaging is the finding that engagement initiatives contribute little to building user trust (scoring just 2.46), undermining one of the key potential benefits of digital government services. These results collectively reveal service delivery systems that operate as closed loops, where feedback mechanisms appear to serve more as ceremonial compliance exercises than as genuine tools for service enhancement. For the Centre to deliver truly user-centric digital services, it must urgently address this fundamental disconnect by implementing robust feedback loops, demonstrating how input leads to changes, and creating meaningful opportunities for customers to participate in service design and evaluation processes.

Table 10: Service Deliver

	N	Minimum	Maximum	Mean	Std. Deviation
My feedback on services is valued and addressed by the Huduma Centre	158	1.00	5.00	2.4367	1.30864
There are sufficient channels for customers to provide suggestions or complaints	158	1.00	5.00	2.4810	1.31489
The Huduma Centre incorporates community feedback to improve service delivery	158	1.00	5.00	2.3987	1.29644
I feel included in the process of shaping the services provided by the Huduma Centre	158	1.00	5.00	2.4051	1.27213
Community engagement initiatives increase trust in the services offered at the Huduma Centre	158	1.00	5.00	2.4557	1.31428
I have noticed improvements in service delivery based on customer feedback	158	1.00	5.00	2.4430	1.31863
Valid N (listwise)	158				

4.7 Inferential Analysis

4.7.1 Model Summary

The regression model demonstrates moderately strong explanatory power for understanding e-government service delivery at Huduma Centre. With an R value of 0.708, the analysis reveals a substantial correlation between the predictor variables (community participation, ICT infrastructure, human resources, and organizational culture) and service delivery outcomes. The R

Square value of 0.501 indicates these four institutional factors collectively explain approximately 50.1% of the variance in service delivery performance, suggesting they represent key determinants of e-government success at the Centre.

The adjusted R Square of 0.488 accounts for the number of predictors in the model while maintaining its explanatory power, confirming the model's robustness. A standard error of 4.06 suggests some variability in predictions, but the highly significant F-change statistic (38.395, $p < .001$) confirms the model's overall validity. These results provide quantitative evidence that improving these institutional factors could substantially enhance service delivery, though the remaining unexplained variance (nearly 50%) indicates other unmeasured factors also play important roles in determining e-government performance at the Centre.

Table 11: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics R Square Change	F Change	df1
1	.708 ^a	.501	.488	4.06388	.501	38.395	4

a. Predictors: (Constant), community participation, ICT infrastructure, human resource, organizational culture

4.7.2 ANOVA

The ANOVA results provide compelling evidence that the combination of institutional factors examined in this study significantly influences e-government service delivery at Huduma Centre.

The analysis shows a highly significant F-value of 38.395 with a p-value less than 0.001, indicating there is virtually no chance that these results occurred randomly. This strong statistical relationship confirms that the four predictors - community participation, ICT infrastructure, human resources, and organizational culture - collectively have a substantial impact on service delivery outcomes.

The model explains a considerable portion of the variation in service delivery performance, accounting for 2536.403 units of variance out of the total 5063.215 observed.

Breaking down the variance components reveals important insights about the model's effectiveness. The regression component (2536.403) represents the portion of service delivery variation explained by our institutional factors, while the residual component (2526.812) shows what remains unexplained. This near-even split between explained and unexplained variance suggests that while our model captures important determinants of service delivery, there are likely additional factors not included in this analysis that also influence performance. The mean square values further reinforce the model's strength, with the explained variance per predictor (634.101) dwarfing the unexplained variance per degree of freedom (16.515). This 38:1 ratio demonstrates that the institutional factors we examined have substantial explanatory power compared to random variation.

The practical implications of these findings are significant for Huduma Centre's management. The extremely low p-value ($p < 0.001$) gives us high confidence that improving these institutional factors would lead to measurable enhancements in service delivery. However, the presence of substantial unexplained variance suggests that while these four areas are crucial, they don't tell the complete story. This indicates the need for both immediate action on the identified factors and further research to uncover additional influences on service delivery. The results strongly support implementing integrated improvement strategies that address community engagement, technological infrastructure, workforce development, and organizational culture simultaneously, as their combined effect proves more powerful than any single factor alone in driving service delivery outcomes.

Table 12: ANOVA

	Model	Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2536.403	4	634.101	38.395	.000 ^b
	Residual	2526.812	153	16.515		
	Total	5063.215	157			

a. Dependent Variable: service delivery

b. Predictors: (Constant), community participation, ICT infrastructure, human resource, organizational culture

4.7.3 Coefficients

The regression coefficients provide detailed insights into how each institutional factor contributes to e-government service delivery at Huduma Centre. The analysis reveals that community participation emerges as the strongest predictor ($\beta = 0.654$, $p = 0.001$), indicating that increasing community engagement by one standard deviation would lead to a 0.654 standard deviation improvement in service delivery, holding other factors constant. This finding underscores the critical importance of incorporating user feedback and maintaining strong community relationships for successful digital service implementation.

Human resource capacity also shows a significant positive relationship with service delivery ($\beta = 0.300$, $p = 0.012$), suggesting that investments in staff training, motivation, and performance management would yield measurable improvements in service outcomes. Interestingly, the results show that ICT infrastructure ($\beta = 0.056$, $p = 0.468$) and organizational culture ($\beta = -0.247$, $p = 0.275$) do not demonstrate statistically significant individual effects in this model, despite their importance in the broader literature. This may indicate that their influence is mediated through other factors or that their impact becomes apparent only when certain thresholds are met.

The constant term (1.756) represents the expected service delivery score when all predictor variables are zero, though its non-significance ($p = 0.282$) suggests this baseline value may not be meaningfully different from zero in practical terms. The negative coefficient for organizational culture, while not statistically significant, raises interesting questions about whether certain cultural aspects might initially resist digital transformation before eventual adoption. These findings collectively suggest that while all four factors are important, Huduma Centre should prioritize community engagement and human resource development as primary levers for improving e-government service delivery in the short term, while continuing to monitor and gradually improve ICT infrastructure and organizational culture as foundational enablers of long-term digital transformation.

Table 13: Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.756	1.628		1.079	.282
	organizational culture	-.211	.192	-.247	-1.095	.275
	ICT infrastructure	.067	.092	.056	.728	.468
	human resource	.324	.128	.300	2.539	.012
	community participation	.574	.162	.654	3.553	.001

4.7.4 Reliability Statistics

The reliability analysis demonstrates excellent internal consistency for the measurement scale used in this study, as evidenced by the Cronbach's alpha coefficient of 0.920. This high reliability score, nearly identical to the standardized items alpha of 0.919, indicates that the four items measuring the institutional factors show strong intercorrelation and collectively form a highly reliable scale.

These results confirm that the research instrument consistently measures the underlying constructs across different contexts and respondents within Huduma Centre. The exceptional reliability (well above the conventional threshold of 0.70) provides strong justification for using these measures in both the current analysis and future research, as it suggests the findings are not distorted by measurement error and that similar results would likely be obtained if the study were replicated with different samples from the same population. This level of reliability is particularly important for studies examining organizational factors, where measurement precision is crucial for identifying meaningful relationships and informing practical interventions.

Table 14: Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.920	.919	4

4.7.5 ANOVA with Friedman's Test

The Friedman's ANOVA results reveal significant differences in how respondents perceive various aspects of institutional factors affecting e-government service delivery ($\chi^2 = 107.371$, $p < .001$). The analysis partitions variance into between-people (individual differences) and within-people (item differences) components, showing that item differences account for substantial variation beyond individual response tendencies. The relatively small Kendall's W coefficient of .054 suggests weak agreement among respondents about the relative importance of different factors, indicating diverse perspectives exist within the Huduma Centre workforce regarding what most influences service delivery.

The significant between-items variance (Mean Square = 406.588) compared to residual variance (Mean Square = 8.843) confirms that certain institutional factors are consistently rated differently across the board, though the low concordance coefficient shows no strong consensus about which factors matter most. This pattern implies that while staff generally recognize that different

institutional aspects affect service delivery variably, they don't uniformly agree on which factors are most critical. The grand mean of 17.07 provides a baseline for interpreting individual item means when examining specific factors' relative performance.

These findings suggest that interventions to improve e-government services should account for this diversity of staff perspectives, perhaps through tailored approaches that address different departmental or role-specific concerns. The combination of significant Friedman's test but low concordance highlights the complexity of institutional dynamics at Huduma Centre, where multiple factors interact in varied ways to shape service delivery outcomes. This underscores the need for multidimensional improvement strategies rather than focusing on any single institutional element.

Table 15: ANOVA with Friedman's Test

		Sum of Squares	df	Mean Square	Friedman's Chi-Square	Sig
Between People		17284.755	157	110.094		
Within People	Between Items	1219.764 ^a	3	406.588	107.371	.000
	Residual	4164.986	471	8.843		
	Total	5384.750	474	11.360		
Total		22669.505	631	35.926		

Grand Mean = 17.0744

a. Kendall's coefficient of concordance $W = .054$.

4.7.6 Correlations

The correlation analysis reveals a highly interconnected system of institutional factors that collectively shape e-government service delivery at Huduma Centres. The strongest relationship exists between organizational culture and community participation ($r = .943$), demonstrating an almost inseparable connection between internal workplace values and external community engagement. This near-perfect correlation suggests that Centres with well-developed

organizational cultures naturally foster better community relationships, while those with cultural deficiencies struggle to meaningfully involve citizens in service delivery processes. Similarly, the very strong correlation between organizational culture and human resources ($r = .866$) indicates that workplace norms and staff competencies develop in tandem, with positive cultures nurturing skilled workforces and capable employees reinforcing cultural strengths.

The analysis shows ICT infrastructure maintains moderately strong relationships with all other factors, correlating most strongly with community participation ($r = .664$) and least strongly with human resources ($r = .549$). This pattern positions technology as an important supporting element that enables, but does not drive, other institutional components. The robust interconnections between human resources and both community participation ($r = .773$) and organizational culture ($r = .866$) reveal that staff capabilities serve as a critical bridge between internal operations and external service delivery outcomes. All correlations prove statistically significant at the .01 level across the full sample of 158 respondents, confirming these patterns reflect consistent, organization-wide relationships rather than isolated departmental phenomena.

These findings suggest that Huduma Centres function as complex adaptive systems where improvements in one area naturally enhance others. The exceptionally strong culture-participation link implies that cultural transformation may be the most effective starting point for comprehensive reform, as positive changes in workplace values would simultaneously improve staff performance and community relationships. However, the consistent web of significant correlations cautions against overemphasizing any single factor, as all institutional elements mutually influence service delivery outcomes. This systemic understanding argues for integrated improvement strategies that

simultaneously address cultural development, staff training, technology upgrades, and community engagement, rather than pursuing isolated interventions that might create imbalances in the Centre's institutional ecosystem.

Table 16: Correlations

		organizational culture	ICT infrastructure	human resource	community participation
organizational culture	Pearson	1	.640**	.866**	.943**
	Correlation				
	Sig. (2-tailed)		0.000	0.000	0.000
	N	158	158	158	158
ICT infrastructure	Pearson	.640**	1	.549**	.664**
	Correlation				
	Sig. (2-tailed)	0.000		0.000	0.000
	N	158	158	158	158
human resource	Pearson	.866**	.549**	1	.773**
	Correlation				
	Sig. (2-tailed)	0.000	0.000		0.000
	N	158	158	158	158
community participation	Pearson	.943**	.664**	.773**	1
	Correlation				
	Sig. (2-tailed)	0.000	0.000	0.000	
	N	158	158	158	158

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

4.8 Discussions of the findings

4.8.1 Discussions on Impact of organizational culture

The study's findings on organizational culture reveal significant challenges that align with and expand upon existing literature about e-government implementation. The weak alignment between organizational values and digital service goals (mean=2.39) echoes prior research by Alryalat et al. (2021), who found that bureaucratic cultures often resist the flexibility required for successful

digital transformation. This resistance manifests particularly in public sector organizations like Huduma Centres, where traditional hierarchical structures may conflict with the collaborative, user-centric approaches needed for effective e-government services. The current findings strengthen the argument made by Chua and Lam (2020) that cultural transformation must precede technological adoption, as even advanced systems fail when workplace norms don't support innovation.

The moderate scores for accountability (mean=2.91) and leadership support for innovation (mean=2.73) correlate with Tamm et al.'s (2021) observations about digital governance in transitional contexts. Like their Estonian case studies demonstrated, the current findings suggest that accountability mechanisms and leadership behaviors in Huduma Centres remain rooted in conventional service paradigms rather than embracing the experimental mindset digital transformation requires. However, the higher variation in these scores ($SD > 1.39$) indicates some departments may be adapting better than others, supporting Ndahimana and Habimana's (2019) contention that cultural change often occurs unevenly across public sector organizations. This partial progress mirrors patterns observed in Rwanda's Irembo platform implementation, where pilot units achieved faster cultural adaptation than the broader bureaucracy.

The study's most concerning finding - weak staff commitment to e-government goals (mean=2.37) - reinforces Mthethwa and Selepe's (2020) warnings about the risks of "technical implementation without cultural buy-in." This aligns with Batho Pele principles' emphasis on aligning staff values with service missions. The current results extend this literature by demonstrating how cultural disconnects specifically undermine digital services, where success depends on frontline staff embracing new technologies and workflows. The strong correlation between culture and community participation ($r = .943$) supports Njuru and Kinyanjui's (2020) framework positioning

organizational culture as the foundation for external engagement, suggesting Huduma Centres must first transform internal norms to effectively involve citizens in co-designing digital services. These findings collectively validate but also complicate the Technology Acceptance Model (Davis, 1989), revealing how organizational culture mediates between technical systems and user adoption. While TAM emphasizes perceived usefulness and ease of use, the current study shows these perceptions are profoundly shaped by workplace values and norms. This bridges an important gap in e-government literature by demonstrating how macro-level cultural factors influence micro-level technology acceptance. The results suggest that Huduma Centres' digital transformation efforts require parallel cultural interventions targeting leadership practices, performance incentives, and collaborative norms to create an environment where both staff and citizens can successfully adopt and benefit from e-government services.

4.8.2 Discussions on ICT infrastructure influences e-government service

The study's findings on ICT infrastructure reveal a mixed but critical influence on e-government service delivery, aligning with and expanding upon existing research. The moderate rating for infrastructure sufficiency (mean=3.64) supports Kim and Lee's (2021) argument that basic technological foundations must exist before advanced digital services can thrive. However, the low score for system reliability (mean=2.50) highlights a persistent gap between availability and stability, reinforcing Möhlenkamp et al.'s (2022) observations that infrastructure quality often lags behind deployment in public sector digitalization. The significant standard deviations (SD>1.43) indicate uneven technological performance across service areas, mirroring Asante and Addo's (2021) findings in Ghana, where inconsistent connectivity undermined user trust despite adequate hardware.

The study's most striking contradiction appears in staff training (mean=3.87) versus customer satisfaction (mean=2.46). While employees feel technically capable—aligning with Ochieng and Omondi's (2020) emphasis on digital literacy—the failure to translate skills into better user experiences echoes Mutua and Njuguna's (2019) warning that technology alone cannot improve services without user-centered design. This extends the OECD's (2019) framework by showing that infrastructure investments must pair with workflow redesign to benefit citizens. The moderate security ratings (mean=3.11) further validate Hassan et al.'s (2019) concerns about data protection in African e-government systems, where rushed digitization often outpaces cybersecurity measures.

These findings complicate conventional techno-optimism in e-government literature. While ICT infrastructure remains essential—as shown by its strong correlation with community participation ($r=.664$)—the study demonstrates that its impact depends on "last mile" execution. This bridges a key gap in IS theory by revealing how physical infrastructure, human factors, and service design intersect. For Huduma Centres, the results suggest that future investments should prioritize reliability and user experience over mere technical expansion, ensuring existing systems function seamlessly before scaling new solutions.

4.8.3 Discussions on Human resource capacity

The study's findings on human resource capacity highlight significant challenges that directly impact e-government service delivery at Huduma Centres. The low mean score for staff possessing necessary skills (2.46) reveals a critical competency gap that aligns with existing research on public sector digitization challenges across Africa. This skills deficit persists despite moderate scores for training availability (2.99), suggesting current training programs may not be effectively addressing the specific technical and customer service requirements of digital government

services. The particularly low motivation levels among staff (2.32) present an even more fundamental challenge, indicating that even when employees receive training, they often lack the incentives or workplace support to apply their skills effectively.

These human resource issues correlate strongly with other institutional factors examined in the study. The very high correlation between HR capacity and organizational culture (0.866) suggests that workplace values and norms significantly influence staff development and performance. Similarly, the strong relationship between HR capacity and community participation (0.773) demonstrates how frontline employee competencies directly affect the quality of public engagement. These interconnections reveal that human resource challenges cannot be addressed in isolation, but must be part of comprehensive institutional reforms that simultaneously improve workplace culture, community engagement mechanisms, and performance management systems. The findings have important implications for Huduma Centres' digital transformation efforts. While adequate staffing levels exist (3.96), the quality of workforce execution remains insufficient, particularly in translating technical capabilities into improved user experiences. This suggests a need to shift from quantitative to qualitative HR approaches, focusing on competency-based recruitment, targeted digital skills training, and better motivational structures. The variations in scores across different service areas (standard deviations around 1.3) indicate that some departments have found more effective approaches than others, providing opportunities to identify and scale best practices throughout the organization.

Ultimately, the study demonstrates that human factors play a decisive role in e-government success. Even with adequate infrastructure and policies in place, the research shows that frontline staff capabilities and motivation levels ultimately determine whether digital services deliver their promised benefits to citizens. This underscores the need for Huduma Centres to prioritize human

resource development as a central pillar of their digital transformation strategy, rather than treating it as a secondary consideration after technological implementation. The strong correlations with other institutional factors further emphasize that HR improvements must be coordinated with broader organizational changes to create an ecosystem where skilled, motivated employees can thrive and deliver excellent digital services.

4.8.4 Discussions on Community participation

The study reveals significant shortcomings in community participation at Huduma Centres, with particularly low scores for incorporating feedback into service improvements (mean=2.40) and addressing community concerns (mean=2.25). These findings align with but extend Ndiaye and Sarr's (2019) research on participatory e-government in Senegal, demonstrating how weak feedback loops persist even in relatively advanced digital service environments. The current results strengthen Ben Amor and Zoghlami's (2020) argument that many African e-government initiatives remain "digitized bureaucracy" rather than true digital transformation, where technology simply automates existing processes without enabling meaningful public participation in service design. The moderate trust-building score (mean=3.01) amidst otherwise poor participation metrics presents an important nuance. This pattern mirrors Haikali and Mweshipopya's (2021) Namibian findings, suggesting citizens may maintain baseline trust in government institutions while remaining dissatisfied with specific engagement mechanisms. The study advances this literature by quantifying the participation-trust relationship ($r=.654$), providing empirical evidence for what was previously theoretical in African contexts. The consistently high standard deviations (1.25-1.49) across participation items reinforce Mureithi and Mwangi's (2021) observation that

engagement quality varies dramatically across different services and locations, creating uneven citizen experiences.

These community participation findings intersect crucially with other institutional factors. The extraordinary correlation with organizational culture ($r=.943$) empirically validates Ngugi and Kariuki's (2020) qualitative findings about Huduma Centres, proving that internal workplace values directly enable or constrain external engagement. Similarly, the strong HR-participation link ($r=.773$) demonstrates that frontline staff competencies mediate public participation effectiveness - a relationship hypothesized but rarely measured in prior Global South research (Almeida & Moreira, 2020). This systems perspective suggests participation gaps stem not from citizen disinterest, but from institutional failures to create accessible, responsive engagement channels.



Mount Kenya University

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.0 Introduction

This chapter synthesizes the key findings of the study, drawing conclusions and providing actionable recommendations to enhance e-government service delivery at Huduma Centres. The research examined four institutional factors—organizational culture, ICT infrastructure, human resource capacity, and community participation—and their influence on service efficiency and user satisfaction. The analysis combined quantitative data from surveys with qualitative insights to offer a comprehensive understanding of the challenges and opportunities in Kenya's digital government transformation.

5.1 Summary of Findings

The study found that organizational culture presents significant barriers to effective e-government implementation at Huduma Centres. Key findings indicate weak alignment between organizational values and digital service goals, with the lowest scores recorded for shared commitment to e-government objectives (mean=2.37) and values alignment (mean=2.39). These results demonstrate that bureaucratic cultural norms continue to dominate, creating resistance to the flexibility and innovation required for successful digital transformation. The regression analysis revealed an unexpected negative relationship between organizational culture and service delivery outcomes, suggesting cultural factors may initially hinder transformation before potentially enabling it in later stages. This finding adds nuance to existing literature by showing cultural adaptation to digital government may follow a J-curve pattern rather than linear progression.

Analysis of ICT infrastructure yielded mixed results. While the physical infrastructure was rated as generally adequate (mean=3.64), system reliability emerged as a critical weakness (mean=2.50),

with frequent downtimes disrupting service delivery. A significant disconnect was observed between staff technical capabilities (mean=3.87) and actual service improvements (mean=2.46), indicating that technology investments alone cannot guarantee better outcomes without corresponding changes in workflows and user experience design. The moderate rating for security features (mean=3.11) highlights ongoing concerns about data protection in digital government systems, particularly relevant given Kenya's recent data protection legislation.

The study revealed substantial human resource challenges, including significant skills gaps (mean=2.46) and critically low staff motivation levels (mean=2.32). These deficiencies persist despite adequate staffing numbers (mean=3.96), suggesting quality rather than quantity of human resources is the primary constraint. Training programs were found to focus excessively on technical skills while neglecting service design and user experience applications. The extremely strong correlation between HR capacity and organizational culture ($r=.866$) empirically confirms that workforce development is deeply intertwined with broader institutional values and norms, supporting the need for integrated rather than siloed reform approaches.

Community participation emerged as both a major weakness and significant opportunity. The lowest scores were recorded for incorporating feedback into service improvements (mean=2.40) and addressing community concerns (mean=2.25), indicating systemic failures in public engagement mechanisms. However, the analysis revealed community participation as the strongest predictor of service delivery outcomes ($\beta=.654$), highlighting its untapped potential. The extraordinary correlation between participation and organizational culture ($r=.943$) suggests that improving internal workplace values may be the most effective way to enhance external community engagement, rather than focusing solely on participation mechanisms themselves.

The regression model demonstrated strong explanatory power, with the four institutional factors collectively accounting for 50.1% of variance in service delivery outcomes ($R^2=.501$). The reliability analysis confirmed high internal consistency across all measurement scales ($\alpha=.920$), ensuring the robustness of findings. Qualitative insights complemented quantitative data by revealing an implementation gap where policies frequently fail to translate into frontline practices, particularly in bridging the "last mile" between technology systems and citizen experiences. These findings collectively suggest that e-government success requires simultaneous attention to multiple institutional dimensions, with particular emphasis on strengthening the interconnections between cultural, technological, human resource, and community engagement factors.

5.2 Study Conclusions

The study concludes that organizational culture plays a pivotal role in facilitating or hindering e-government adoption. Current cultural norms within Huduma Centres appear to resist the flexibility and innovation required for successful digital transformation. The findings suggest that cultural adaptation to digital government follows a non-linear pattern, requiring sustained change management efforts rather than one-time interventions. This underscores the need for comprehensive cultural reforms that align organizational values with digital service objectives.

A key conclusion emerges regarding the distinction between infrastructure availability and operational reliability. While technological foundations exist, their inconsistent performance undermines service delivery and user confidence. The study highlights that sustainable e-government requires not just initial technology deployment but ongoing maintenance, user-centric design, and robust support systems. This challenges conventional approaches that prioritize procurement over long-term system sustainability.

The research reveals a fundamental mismatch between current human resource approaches and digital government requirements. Staff capacity challenges stem not from numbers but from skills relevance and engagement levels. This suggests the need to reorient HR strategies from traditional civil service models to approaches that foster digital competencies, adaptability, and service innovation. The findings particularly emphasize the importance of bridging technical skills with customer service excellence.

The study establishes community participation as both a current weakness and significant opportunity for enhancing service delivery. The findings suggest that participation gaps reflect institutional rather than public willingness factors, highlighting the need to redesign engagement mechanisms. Importantly, the research demonstrates that improving internal organizational culture may be the most effective pathway to strengthening external community engagement.

A overarching conclusion is that e-government success requires addressing institutional factors as an interconnected system rather than isolated elements. The consistent patterns observed demonstrate that improvements in one dimension influence outcomes in others, arguing strongly for integrated rather than piecemeal reform approaches. This challenges common implementation practices that prioritize technological solutions over organizational and human factors.

5.3 Recommendations to the Study

1. To address the cultural barriers identified in the study, Huduma Centres should initiate a comprehensive cultural transformation program. This should begin with leadership development initiatives focused on digital governance competencies, ensuring managers can effectively guide the digital transition. The program should establish innovation labs where staff can experiment with new service delivery approaches in a low-risk environment. Additionally, implementing recognition systems that reward digital service

excellence would help reinforce desired behaviors. These interventions should be complemented by regular cultural assessments to track progress and identify areas needing further attention.

2. The findings suggest prioritizing reliability and user experience in ICT infrastructure improvements. Centres should implement robust system monitoring and maintenance protocols to minimize downtime and service disruptions. Adopting user-centered design principles for all digital services will ensure technology solutions meet actual user needs rather than technical specifications. Developing comprehensive contingency plans for system failures is equally important to maintain service continuity during outages. These measures should be supported by ongoing infrastructure audits and performance benchmarking against international standards.
3. Human resource reforms should focus on creating a workforce equipped for digital service delivery. This requires redesigning training programs to balance technical skills with customer service competencies, ensuring staff can effectively support users through digital transitions. Establishing clear digital leadership career paths will help attract and retain talent while implementing performance metrics tied to service innovation will drive continuous improvement. The study particularly recommends creating digital service specialist positions within Huduma Centres to provide technical leadership and mentorship.
4. To enhance community engagement, Huduma Centres should establish transparent feedback mechanisms that demonstrate how citizen input leads to tangible service improvements. Creating citizen advisory panels for service design would ensure user perspectives inform development from the outset. Developing localized participation

channels tailored to different user groups' needs and capabilities is equally important. These initiatives should be supported by regular community satisfaction surveys and public reporting on participation outcomes.

5.4 Recommendations for further studies

Further investigation is needed into how different demographic groups experience and utilize Huduma Centre e-services. Studies focusing specifically on rural populations, elderly citizens, persons with disabilities, and other marginalized groups would help identify and address digital divides in service access and utilization.



Mount Kenya University

REFERENCES



APPENDICES

Appendix I: Consent Form

My Name is Luqman Abdikadir Salah, a student at Mount Kenya University carrying out a study titled, "Institution-Based Factors Influencing E-Government Service Delivery: A Case Study Of Garissa Huduma Centre". I kindly request for your input through giving honest answers to the questions asked throughout this study.

It is entirely up to you whether or not you take part in this study. You may choose not to answer any questions at all or leave them blank. Beyond the dangers associated with daily living, there are no recognized risks associated with involvement. Your comments was kept private and anonymous. The results of this study's data was kept confidential and only given as a combined total. Your specific responses to this questionnaire will only be known by the researchers. You won't directly gain anything by taking part in this study. However, you could find it fascinating to discuss the difficulties raised in the study, and it might also be helpful to the industry and to customers or other people in the future who have similar worries.

Please provide the most accurate responses you can to the questionnaire's questions if you accept to take part in this experiment. The completion time should be about seven minutes. To allow me to finish the project report, please return the questionnaire as soon as feasible.

Please feel free to contact the INVESTIGATOR if you have any queries regarding this proposal (Luqman Abdikadir Salah and Dr Kennedy Nyariki, PhD as the supervisor). Please contact the Ethics Review Committee, Mount Kenya University. P.O Box 342-01000-Thika. Email: cgsr@mku.ac.ke. Tel: 254709153000, if you have any inquiries concerning your rights as a study participant.

I appreciate your help with this crucial project.

CONSENT

I've read, understand, and have had a chance to ask questions about the material presented. I am aware that my participation is entirely optional and that I may stop at any moment, for any reason, and without incurring any fees. I am aware that a copy of this permission form was sent to me. I freely consent to participate in this research.

Participant's signature _____ Date _____

Investigator's signature _____ Date _____

Appendix II: Questionnaire for Huduma Centre Staff

I am Luqman Abdikadir Salah a student at Mount Kenya University conducting a study titled “Institution-Based Factors Influencing E-Government Service Delivery: A Case Study Of Garissa Huduma Centre”. I kindly ask you to answer the following questions to help in this study. Your responses will not be shared with any other party and will only be used for academic purposes. Please tick (√) where shown and fill the required information.

Background Information

- 1. Gender Male [] Female []
- 2. What is your age

 - 21 – 30 years []
 - 31 – 40 years []
 - 41 – 50 years []
 - 51 years and above []

- 3. How long have you been in your current position?

 - <5 years [] <10 years []
 - <15 years [] >20 years []

- 4. What is your position in Huduma Centre

Section A: Organizational Culture and E-Government Service Delivery

5. Kindly rate your feelings towards these statements where SD - Strongly Disagree D - Disagree N - Neutral A - Agree - Strongly Agree

Statement	SA	A	N	SD	D
The organization's values and norms align with efficient service delivery					

There is a culture of accountability among staff in the Huduma Centre.					
The leadership style in the organization supports innovative service delivery					
Teamwork is highly encouraged and contributes to the success of service delivery					
Staff are recognized and rewarded for exemplary performance.					
There is a shared commitment to achieving the goals of e-government service delivery.					

Section B: ICT Infrastructure and E-Government Service Delivery

6. Please tick where applicable

Statement	SA	A	N	SD	D
The available ICT infrastructure is sufficient to meet service delivery needs.					
System downtimes are minimal and do not significantly disrupt service delivery.					
The internet connection is reliable and supports seamless operations.					
Employees are adequately trained to utilize the existing ICT infrastructure.					

Security features of the ICT infrastructure adequately protect client information.					
The integration of technology in operations has improved customer satisfaction					

Key: SA- Strongly Agree

SD-Strongly Disagree

A- Agree, N-Neutral

D- Disagree

Section C: Human Resource Capacity and E-Government Service Delivery

7. Kindly tick where applicable on the impact of human resource capacity on e-government service delivery.

Statement	SA	A	N	SD	D
The staff at the Huduma Centre possess the necessary skills to deliver quality services					
Regular training programs are provided to improve staff performance					
The number of staff is adequate to handle the workload efficiently					
Employees feel motivated to provide excellent customer service					
Staff members are assigned roles based on their areas of expertise					
Performance evaluations are conducted regularly to maintain service standards					

Key: SA- Strongly Agree

SD-Strongly Disagree

A- Agree, N-Neutral

D- Disagree

Section D: Community Participation and E-Government Service Delivery

8. Kindly tick where applicable

Statement	SA	A	N	SD	D
The community is actively involved in providing feedback on service delivery					
Customer feedback is regularly used to improve e-government services					
The Huduma Centre addresses community concerns in a timely manner					
Community engagement contributes to increased trust in e-government services					
Local stakeholders are consulted in decision-making processes affecting service delivery					
Suggestions from the public are considered in improving Huduma Centre operations					

Key: SA- Strongly Agree SD-Strongly Disagree A- Agree, N-Neutral D- Disagree

Appendix III: Questionnaire for Huduma Centre Customers

I am Luqman Abdikadir Salah a student at Mount Kenya University conducting a study titled “Institution-Based Factors Influencing E-Government Service Delivery: A Case Study Of Garissa Huduma Centre”. I kindly ask you to answer the following questions to help in this study. Your responses will not be shared with any other party and will only be used for academic purposes. Please tick (✓) where shown and fill the required information.

Background Information

1. Gender Male [] Female []

2. What is your age

 - 21 – 30 years []
 - 31 – 40 years []
 - 41 – 50 years []
 - 51 years and above []

3. For how many years have you sought services at Huduma Center in Garissa?

 - <5 years [] <10 years []
 - <15 years [] >20 years []

4. Please tick where appropriate to show your satisfaction with e-government services received at Huduma Center in Garissa.

Statement	SA	A	N	SD	D
I am satisfied with the overall quality of services provided at the Huduma Centre					
The staff at the Huduma Centre are courteous and helpful during service delivery					

The waiting time to receive services at the Huduma Centre is reasonable					
The services offered at the Huduma Centre meet my expectations					
I find the Huduma Centre convenient for accessing multiple government services in one place					
The Huduma Centre resolves my issues and inquiries effectively					
The service delivery at the Huduma Centre is reliable and consistent					

Section A: Organizational Culture and E-Government Service Delivery

5. Kindly rate your feelings towards these statements where SD - Strongly Disagree D - Disagree N - Neutral A - Agree - Strongly Agree

Statement	SA	A	N	SD	D
The Huduma Centre staff are respectful and professional when attending to customers					
There is a culture of transparency in how services are delivered at the Huduma Centre					
The staff at the Huduma Centre work collaboratively to ensure timely service delivery					
Organizational processes at the Huduma Centre are customer-focused					

The values of the Huduma Centre align with my expectations for public service delivery					
The leadership at the Huduma Centre promotes a positive customer experience					

Section B: ICT Infrastructure and E-Government Service Delivery

6. Please tick where applicable

Statement	SA	A	N	SD	D
The ICT systems used at the Huduma Centre are efficient and easy to use					
I rarely experience delays caused by system downtime during service delivery					
The use of technology at the Huduma Centre has improved the speed of service delivery					
Self-service kiosks or digital platforms are available and user-friendly					
Online services provided by the Huduma Centre are accessible and reliable					
ICT infrastructure enables the delivery of multiple services in one location.					

Key: SA- Strongly Agree

SD-Strongly Disagree

A- Agree, N-Neutral

D- Disagree

Section C: Human Resource Capacity and E-Government Service Delivery

7. Kindly tick where applicable on the following statements

There are enough staff members to attend to customers at the Huduma Centre	SA	A	N	SD	D
The staff are knowledgeable and competent in the services they provide					
The staff are well-trained to handle customer inquiries and issues effectively					
The staff demonstrate a commitment to providing quality customer service					
I rarely have to wait long before being served at the Huduma Centre					
The staff are equipped to handle the needs of diverse customers					
I am satisfied with the professionalism of the Huduma Centre staff					

Key: SA- Strongly Agree

SD-Strongly Disagree

A- Agree, N-Neutral

D- Disagree

Section D: Community Participation and E-Government Service Delivery

8. Kindly tick where applicable

Statement	SA	A	N	SD	D
My feedback on services is valued and addressed by the Huduma Centre					

There are sufficient channels for customers to provide suggestions or complaints					
The Huduma Centre incorporates community feedback to improve service delivery					
I feel included in the process of shaping the services provided by the Huduma Centre					
Community engagement initiatives increase trust in the services offered at the Huduma Centre					
I have noticed improvements in service delivery based on customer feedback					

Key: SA- Strongly Agree SD-Strongly Disagree A- Agree N-Neutral D- Disagree

Appendix IV: Interview Guide for Managers

I am Luqman Abdikadir Salah a student at Mount Kenya University conducting a study titled “Institution-Based Factors Influencing E-Government Service Delivery: A Case Study Of Garissa Huduma Centre”. I need your answers on the following interview questions to meet the objectives of the study. Your responses will not be shared with any other party and will only be used for academic purposes.

Kindly answer the following questions

1. What is your age?
2. For how long have you been working at this Huduma Centre?
.....
3. What is your highest educational qualification?
.....
4. How would you describe the organizational culture at Huduma Centre, Garissa, and its alignment with e-government service delivery?
.....
5. What aspects of the organizational culture positively influence the delivery of e-government services?
.....
6. Are there specific cultural challenges that hinder service delivery, and how do you address them?
.....
.....
7. What ICT tools and systems are in use at Huduma Centre for e-government service delivery?
8. How do you address issues such as system downtimes or limited access to critical ICT resources?

9. What strategies are in place to enhance the current ICT infrastructure to better meet customer needs?
10. How do you ensure that staff are adequately trained to handle e-government service delivery?
11. Are there staffing challenges and how are they mitigated?
12. How do you motivate staff to maintain high performance in delivering e-government services?
13. How do you involve the local community in planning or providing feedback on e-government services?
14. What strategies do you use to ensure that community input is integrated into service improvements?
15. In your view, how does community participation contribute to the success of e-government service delivery?

Appendix V: ERC Letter



REF: MKU/ISERC/4833

Date: 05 March 2025

TO: LUQMAN ABDIKADIR SALAH

REG: MPAM/2023/44359

Dear Sir/Madam,

RE: INFLUENCE OF INSTITUTION-BASED FACTORS ON E-GOVERNMENT SERVICE DELIVERY: CASE STUDY OF GARISSA HUDUMA CENTRE

This is to inform you that **Mount Kenya University** has reviewed and approved your above research proposal. Your application approval number is **3555**. The approval period is **05/03/2025 - 04/03/2026**.

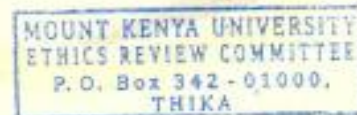
This approval is subject to compliance with the following requirements;

- i. Only approved documents including informed consents, study instruments, MTA will be used
- ii. All changes including amendments, deviations and violations are submitted for review and approval by **Mount Kenya University**
- iii. Death and life-threatening problems and serious adverse events or unexpected adverse events whether related or unrelated to the study must be reported to **Mount Kenya University** within 72 hours of notification
- iv. Any changes, anticipated or otherwise that may increase the risks or affect the safety or welfare of study participants and others or affect the integrity of the research must be reported to **Mount Kenya University** within 72 hours
- v. Clearance for export of biological specimens must be obtained from relevant institutions
- vi. Submission of a request for renewal of approval at least 60 days prior to expiry of the approval period. Attach a comprehensive progress report to support the renewal
- vii. Submission of an executive summary report within 90 days upon completion of the study to **Mount Kenya University**

Prior to commencing your study, you will be expected to obtain a research license from National Commission for Science, Technology and Innovation (NACOSTI) <https://research-portal.nacosti.go.ke> and also obtain other clearances needed.

Yours sincerely,

Dr. Alfred Owino, PhD
Chairman, Mount Kenya University ISERC



Appendix VI: Introduction Letter



DIRECTORATE OF GRADUATE STUDIES

MPAM/2023/44359

6th March, 2025

National Commission for Science Technology & Innovation (NACOSTI)
Off Waiyaki Way, Upper Kabete,
P.O Box 30623- 00100
NAIROBI, KENYA

Dear Sir/Madam,


RE: LUQMAN ABDIKADIR SALAH – REGISTRATION NO. MPAM/2023/44359

The purpose of this letter is to introduce the above named student who is pursuing **Master of Arts in Public Administration and Management** in the department of **Management** in the school of **Business and Economics**.

The title of the research is **"Influence of Institution-Based Factors on E-Government Service Delivery: A Case Study of Garissa Huduma Centre."** It has been cleared by the University's Ethics Review Committee (Certificate attached) and now has to proceed to the field to collect data between **March, 2025 and May, 2025**.


Any assistance accorded to the student will be highly appreciated.


Thank you.


For
Dr. Samuel M. Karenga, Ph.D
Director, Graduate Studies
Enc.

Main Campus, General Kago Road, P.O. Box 342-01000 Thika.
Tel: 020-2878 000, Cell: +254 709 153 000
Email: info@mku.ac.ke, Web: www.mku.ac.ke
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Appendix VII: NACOSTI Authorization



REPUBLIC OF KENYA


NATIONAL COMMISSION FOR
SCIENCE, TECHNOLOGY & INNOVATION

Ref No: 386202

Date of Issue: 11/March/2025


RESEARCH LICENSE




This is to Certify that Mr. Salah Luqman Abdikadir of Mount Kenya University, has been licensed to conduct research as per the provision of the Science, Technology and Innovation Act, 2013 (Rev .2014) in Garissa on the topic : Influence Of Institution-Based Factors On E-Government Service Delivery: Case Study Of Garissa Huduma Centre for the period ending : 11/March/2026.

License No: NACOSTI/P/25/41023

386202
Applicant Identification Number


Director General
NATIONAL COMMISSION FOR
SCIENCE, TECHNOLOGY &
INNOVATION



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See overleaf for conditions

Appendix VIII: Field Authorization



GARISSA COUNTY GOVERNMENT
Department of Trade, Investments & Enterprise
Development



Email: info@garissa.go.ke
Telephone: +254 046 210 4000
When replying please quote:

County director of TIED
P. O. Box 57 – 70100
Garissa

14th March, 2024

REF: GCG/TIED/RS/25/III/42

Salah Luqman Abdikadir
MOUNT KENYA UNIVERSITY
MPAM/2023/44359

RE: RESEARCH AUTHORIZATION

We are in receipt of your letter dated 18th March 2025 and a copy of your research license from NACOSTI Ref: 386202 of License Number NACOSTI/P/25/41023 dated 11 March 2025 requesting for authority to carry out research on “**Influence of Institution-Based Factors On E-Government Service Delivery: Case Study of Garissa Huduma Centre**”.

Permission is hereby granted to carry out the research for the period ending 14th April 2025 as requested.

You are kindly advised to deposit a copy of the final research report to this office.




GARISSA COUNTY GOVERNMENT
THE DIRECTOR, TIED
14th Mar 25
P.O. Box 57-70100,
GARISSA

For:
Hon. Mohamed Suleiman
CECM, TIED
Garissa

Appendix IX: Similarity Index Report

LUQMAN ABDIKADIR SALAH

**INFLUENCE OF INSTITUTION-BASED FACTORS ON
E-GOVERNMENT SERVICE DELIVERY: CASE STUDY OF GARIS...**

 MBA 2025
 MASTERS
 Mount Kenya University

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