

INTEGRATED SERVICE APPROACH AND SERVICE DELIVERY IN HUDUMA CENTRES IN KENYA: THE MODERATING EFFECT OF TRANSFORMATIONAL LEADERSHIP STYLE

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ABSTRACT

Countries are using e-government to revitalize public service delivery. Kenya embraced e-government and established one stop shop services called Huduma centres. This study explored the moderating effect of transformational leadership on the relationship between integrated service approach and service delivery in the public service of Kenya. The research was underpinned by full range leadership and new public management theories and employed cross-sectional survey research design. The target population constituted huduma centre employees. Stratified random sampling and simple random sampling were used. The sample size was 335. Primary data was collected using questionnaires and pilot tests undertaken at Eldoret Huduma centre. In data analysis, both descriptive and inferential statistical techniques were applied. Results indicated that transformational leadership style moderated the relationships between integrated service approach and service delivery. The findings will form the basis for analyzing the impact of e-government and the critical role that leadership style plays in service delivery.

Key Words: Transformational Leadership, Service Delivery, Huduma Centre, E-government integrated service approach information communication and technology, one stop shop

Introduction

Governments around the world are faced with the challenge of revitalizing their public services to deliver more efficient and cost effective services (Curristine et al, 2007). This was precipitated by the better customer service offered by the private sector and the experience of complicated departments comprising different segments with equally different officials to access a single service, often with slow or delays, loss of documents and cumbersome procedures attributed to the physical filing systems, enormous movements of correspondence, duplication of files, wastage of paper, difficulty in accessing information, loss of data and general inefficiency of operations (Mutula, 2008) coupled with unethical tendencies such as corruption and bribery.

In addition, governments operated in intricate systems of silos in which accessibility to easy services and information was both difficult and frustrating feeling (Kumar et al., 2007). Citizens therefore began to demand public services that are of quality, timely and convenient devoid of the processes involved or where or by whom the service is delivered (Ebrahim & Irani 2005).

As a result, governments embraced e-government to make it more proactive, efficient, transparent and especially more service oriented and in this regard change their old-fashioned bureaucracies, improve public sector performance, enhance services delivery as well as increase citizens participation and democracy (Rowley 2011). Due to its remarkable potential for improving the responsiveness of governments and the public sector to the needs of their stakeholders (Vélez-Rivera et al. 2008) governments capitalized on this technology to bring about the anticipated revolution.

In view of that, a total of 179 out of 192 countries have implemented e-government and identified it as a top priority (UN, 2008). South Korea is ranked first followed by Australia and Singapore while France and Netherlands are fourth and fifth respectively. In terms of regions, Europe continued to lead with the highest overall regional E-Government Development Index followed by the Americas.

In Africa all governments have implemented some form of e-government services to improve free flow of information flow, public participation, promote productivity among the civil servants, and improve delivery of services (Njuru, 2011). Countries such as South Africa, Mauritius, Senegal and Mozambique have gone further to set up institutional and regulatory policy frameworks for e-government development (Maumbe et al., 2008; Bwalya and Healy, 2010).

In Kenya, the government introduced e-government in 2004 to improve service delivery. In addition it established integrated service delivery through key instruments of e-government known as Huduma centres modeled along one stop services to access various under single roof (Rotich, 2015). Huduma centres are a transformation model in terms of how government operates and a new way of doing business to allow interactive access via one-stop web portals that are an integral part of modern public service provision (Liu, Chen, and Wang 2010). This integrated approach service delivery reflects the priorities of Kenya's economic development blue print to drive government efficiency transparency, build a citizen-focused and result-oriented public service system.

The centres provide a one stop point of access to a wide range of services that include National Hospital Insurance Fund Registration and Claims, Issuance of Police Abstracts, Student Loan Application and Repayment amongst others with the most sort after services being Replacement of Duplicate Identity Cards, Payment of land rates and rent as well as Search and Registration of Business Name (Ministry of Devolution and Planning Newsletter, 2014).

However, despite the e-government potential to accelerate reforms in the public service delivery there is no evidence that any of the Kenyan e-government's objectives (Njuru (2011), i.e. enhancing delivery of public services, improving information flow to citizens, promoting productivity among public servants, and encouraging citizens' participation has been achieved.

Statement of the Problem

Many countries have applied e-government to improve the responsiveness of governments and the public sector to the needs of their stakeholders (Vélez-Rivera et al. 2008). Like other African countries, the Kenya public service delivery has not been serving the public interest within its most optimal capability (Hope, 2012) and in response, the Government launched e-government to improve service delivery communication and information within government, with the citizenry and the business community. (GOK ICT, 2006). It supported this initiative with the setting up of huduma centres as platforms of e-government across the country along the one stop shop model to offer integrated services under a single roof. (Mutuku, 2015).

In spite of this there is no indication that any of the Kenyan e-government's objectives has been accomplished (Njuru, 2011). Therefore, it is imperative to establish to what extent the Kenyan e-government undertaking; in particular the integrated approach has had an impact on service delivery in the public service. Also the need to determine the moderating effect of transformational leadership on the relationship between integrated approach and service delivery in the public service of Kenya.

Theoretical Framework and Hypothesis

In this paper, new public management theory and full range leadership theories were used to underpin the study.

New Public Management (NPM) is an approach adopted to manage decay and inefficiencies of the old institutions especially those that were rigid and bureaucratic that cause inefficiency and ineffectiveness in service delivery including lack of accountability and rampant corruption (Gumede and Dipholo, 2014) in order to enhance fairness, equity, due process and public participation. The theory compliments the objectives of e- which is to improve the overall performance of the public sector.

NPM gained popularity as governments sought to lower costs, provide better service, contain deficits, and incorporate new technologies (Lindquist, 2006), objectives that e-government can help achieve e-Government and NPM are thus seen as complementary, with the former offering a means to enforce the latter.

Thus, e-government can be interpreted as a reform element that supports the idea behind the NPM to promote customer orientation, a culture of trust, collaboration and openness.

In Kenya, reforms have been undertaken to overhaul administrative system to better serve the needs of both government and the citizenry with improved delivery of public services to reduce poverty, improve livelihoods, and sustain good governance. The reforms evolved and culminated in the notion of re-engineering of the public sector in the context of public sector transformation, drawing on elements of the New Public Management to increase efficiency, effectiveness and encompass client-oriented, mission-driven, and quality-enhanced management intended to better serve the needs of both government and the citizenry with improved delivery of public services to reduce poverty, improve livelihoods, and sustain good governance (Hope, 2012).

Thus, by making government more accountable and transparent through New Public Management, public services can be enhanced through e-government to achieve the same standards envisaged (Cordella, 2007).

New Public Management proposes reforms to redefine managerial and governance practices in the public sector while e-government improves the internal and external performance of the public sector. Therefore, e-government is based on the changes which were initiated by the New Public Management. Thus the theory will underpin this study for its cardinal postulate that modern government should be customer oriented, competitive and result oriented.

The Full Range Leadership (Bass & Avolio, 1995) has evolved to one of the most discussed theories in leadership research and has become an advanced approach to explaining behavioral relations between leaders and followers in international corporations. The full range leadership theory postulates five transformational and three transactional factors of leadership. Additionally, laissez-faire, is another factor which represents the absence of leadership (Seltzer & Bass 2000). The dimensions of transformational leadership are characterized by a high leadership efficacy and an intensive activity of the leader (Judge & Piccolo, 2004). Inspirational motivation describes leader behavior which is based on an optimistic and enthusiastic way of communicating a vision to the followers. The job to be done should not be felt as an obligation but as a challenge. Idealized influence (attributed) refers to the degree to which followers attribute positive traits (e.g. charisma) to their leader. Idealized influence (behavior) represents a set of leadership behaviors which is based on high ethical standards in combination with a distinct achievement motive. Intellectual stimulation describes the leadership behavior a leader shows to involve followers in decision making processes. The leader emphasizes innovation and creativity in this behavior mode particularly. If followers make mistakes during the creative process of solving problems, they are not criticized in front of their colleagues (Bass & Riggio, 2006). Individualized consideration means promoting the followers' career development and meeting their individual needs. These factors of transformational leadership style are crucial in strategic change effectiveness

Compared to the dimensions of transformational leadership, those of transactional leadership share lower leadership efficacy. Among the transactional dimensions contingent reward is theoretically the most effective one. It describes a more or less implicit contract between leader and follower, as, in exchange for the work done by the follower, the leader promises a reward. Active management-by-exception is the label of leadership behavior which is shown by leaders who interfere only to prevent failure of their followers or to avert deviations from designated standards. In contrast, management-by-exception passive describes leaders who intervene after mistakes have occurred to limit possible damage (Rubin *et al.*, 2005). The theory identifies two leadership styles, transactional and transformational, that will be used in this study as the moderating variables as per study objective five.

Hence this study proposes that:

H₀₁: integrated service delivery has no significant effect on service delivery in Huduma Centres in Kenya

H₀₂: Transformational leadership style does not moderate the relationship between integrated service delivery and service delivery in Huduma Centres in Kenya.

Literature Review

The term e-government was coined by the U.S. in 1991 and is defined variously. E-Government has been defined as the delivery of improved services to citizens, businesses, and other members of the society through drastically changing the way governments manage information (Kumar *et al.*, 2007).

E-government is a radical transformation tool to improve service delivery, to cut costs, simplify administrative procedures (Fountain 2005), enhance public participation transparency and accountability of government activities (Bhatnagar 2003).

E-government refers to public sector use with the Internet and other digital devices to delivery services and information aimed at transforming the way that government operates, with a specific focus on becoming more citizen-centered, effective, and efficient (Grant and Chau, 2005)

(Choudrie and Weerrakody, 2007) state that e-government encompasses a broad spectrum of activities (e.g. the capture, management, use, dissemination and sharing of seamless information) that are offered using ICT.

E-government includes all applications of ICTs that improve efficiency, effectiveness, transparency and accountability of daily administration of government (Moon, 2002; Sharma, 2007).

The aim of e-government therefore is to provide efficient government management of information to the citizen; better service delivery to citizens; and empowerment of the people through access to information and participation in public policy decision-making (Basu2004).

Since citizens and other stakeholders consider their governments as bloated, wasteful, and unresponsive governments have been forced to adopt e-government to reform their service deliver can't achieve their goals without adopting some sort of e-Government services initiative (Darrel, 2006). Countries such as the United States, Canada, and Australia lead in the deployment of e-government (UNPAN, 2005)and many others around the world are making serious efforts to join them. many countries have adopted the tool with the hope that it will reform their service delivery and facilitate customer -centered, cost-efficient, and user-friendly delivery of services to citizens and businesses, thereby improving the quality of governmental functions (Bhuiyan, 2011) and create more responsive and flexible public service that go beyond traditional structures and 'silos', to consider integrated service delivery approach.

Thus, e-government enhances better deliver service delivery s to all different sectors and share information sharing among the various government departments government to public, governments to customers and government to business. (Becker et al., 2003).This is due to the fact that networks among governments, businesses, and citizens are becoming more very important and that collaboration between the public and private sectors, as well as citizens and governments, is necessary (Bose, 2004).

This underscores the studies undertaken by (Moon,2012) which indicate that e-government is a new form of governance that improves the relationship between citizens and government with a 'citizen-centered' approach by increasing the efficiency of information and service delivery through the use of ICTs. Similarly, (Mohammed and Drew, 2010)stated that e-government is positively related to an improved government-citizen relationship and bring about the reduction of corruption.

Mutula (2010) states that e-government is a move from the long-established method in public system described as electronic service delivery. In his study in India, he found that this electronic system has brought about a revolution in the quality of service delivery to the citizens by improving transparency in the administrative process, saving time due to single window service provisions, simplifying procedures, reducing corruption, improving office and record management, and improving attitude and behavior of civil servants. He also proposed the electronic records management to help and support the public to efficiently access government information.

Niamh Kinchin (2010) agreed with the above assertions that e-government is useful to government institutions because it helps to achieve better governance by reducing cost, better dissemination of information, promoting better involvement and interaction, and efficient delivery of services. It has also been seen as a strategy to mitigate corruption, improve governance, service delivery, enhance democracy and poverty reduction in a number of countries. (Williams, 2010).

From the analysis, the potential of e-government is seemingly remarkable. However, the analysis has helped to determine some research gaps which need to be explored. The main research gap is the discrepancy in the perception and expectation of citizens regarding service delivery, quality of services and this has adversely impinged on the customer satisfaction over a period of time. Hence, the need to investigate the extent to which e-government impacts on service delivery notwithstanding its efficacy as an instrument of reform and a tool to transform government. Also, there is no documented study on the moderating role of leadership on the effects of e-government on the service delivery in the public service of Kenya, hence the need to fill this gap by undertaking the proposed research on the effects of e-government on service delivery in the public service of Kenya.

Methodology

The research was based upon the philosophical and methodological foundations of logical positivism. A logical positivist researcher deduces, formulates variables and hypotheses and operationalizes definitions based on existing theory. (Malhotra, 2007). The study adopted a cross-sectional survey design as a blue print guided the research process.

The 2600 employees of Huduma Centers formed the target population for the study. Huduma centres are instruments of e-government in which integrated services are delivered under a single roof modeled along one stop shop (Mutuku, 2015). The sample size of this study was based on Krejcie, *et al.* (1998) statistical table for determining sample size from a population. The sample size was 335. The sample was proportionately distributed among the Huduma centers and then simple random sampling was then be used to select the respondents from each Huduma centers.

This was collected using a questionnaire. The questionnaire was designed based on a 7-point likert-type scale which is an ordered scale from which respondents choose one option that best aligns with their view. The questions were constructed to generate data in answer to specific target research objective and help to test the hypotheses of the study. A total of 335 copies of the questionnaire were administered to the participants in the entire study. The pilot tests were carried out at the Eldoret Huduma centre. Pilot study used 10% (34) of the sample size.

Results

Descriptive Statistics of the Study Variables

Descriptive statistics of means, standard errors, and standard deviation were obtained for the variables integrated approach. The descriptive statistics for the items of integrated approach indicated that the means were in the range 3.651 to 3.932. This gave an overall mean of 3.846. On a 7-point Likert scale, the scores were above average. The standard deviations were in the range 1.531 to 1.852. The overall standard deviation for transformational leadership was .960 and it infers that 99.9% of the responses were spread within three standard deviation of the overall mean. The relatively low standard deviation value indicates that the variability in the spread of the scores was low. The standard errors of the mean for the items measuring integrated approach were low indicating that the mean values for the items were reliable. The respondents scored highest in the aspect of 'Has enhanced service standards' (IA6). 'Has enhanced service standards (IA7) item had the lowest mean. Integrated approach descriptive statistics are presented in Table 1.

Table 1: Descriptive Statistics for Integrated Approach

| Code | Item | Mean | | SD |
|---------------------|--|--------------|-------------|-------------|
| | | Stat. | SE | |
| AI1 | Services are under one roof | 3.666 | .111 | 1.852 |
| IA2 | Has not enhanced the image of the government. | 3.709 | .107 | 1.778 |
| IA3 | The services are not clearly marked | 3.763 | .100 | 1.672 |
| IA4 | Has increased accountability of public officials. | 3.860 | .092 | 1.531 |
| IA5 | Has not reduced costs of obtaining multiple services | 3.845 | .096 | 1.608 |
| IA6 | Has enhanced service standards | 3.932 | .095 | 1.587 |
| IA7 | Has value for money/time | 3.651 | .107 | 1.786 |
| IA8 | Related services are linked | 3.791 | .103 | 1.712 |
| IA9 | Has not increased efficiency of staff | 3.784 | .097 | 1.615 |
| Overall Mean | | 3.846 | .058 | .960 |

The descriptive statistics for the items of service delivery indicated that the means were in the range 2.788 to 3.730. This gave an overall mean of 3.126. On a 7-point Likert scale, the mean score were above average. The standard deviations were in the range 1.783 to 2.134. The overall standard deviation for transformational leadership was 1.455 and it infers that 99.9% of the responses were spread within three standard deviation of the overall mean. The relatively high standard deviation value indicates that the variability in the spread of the scores was low. The standard errors of the mean for the items measuring integrated approach were low indicating that the mean values for the items were reliable. The Huduma Centers scored highest in the aspect of ‘The staff is helpful’ (SD1). While ‘There is no complaint feedback mechanism (SD12) item had the lowest mean. Service delivery descriptive statistics are presented in Table 2.

Table 2: Descriptive Statistics for Service Delivery

| Code | Item | Mean | | SD |
|---------------------|---|--------------|-------------|--------------|
| | | Stat. | SE | Stat. |
| SD1 | The staff are helpful | 3.730 | .110 | 1.835 |
| SD2 | Services are convenient | 2.835 | .107 | 1.783 |
| SD3 | Services are not reliable | 3.579 | .125 | 2.078 |
| SD4 | The services offered are seamless | 3.216 | .126 | 2.100 |
| SD5 | Has reduced distances to access services | 3.090 | .127 | 2.125 |
| SD6 | There is no complaint feedback mechanism | 2.791 | .117 | 1.943 |
| SD7 | There is improved speed of service delivery | 2.914 | .122 | 2.037 |
| SD8 | There is ease of access to information | 3.130 | .111 | 1.857 |
| SD9 | There is reduced corrupt tendencies | 3.471 | .111 | 1.859 |
| SD10 | Cost of availing services is low | 2.989 | .128 | 2.134 |
| SD11 | The services are not customer friendly | 2.975 | .120 | 2.008 |
| SD12 | There is no complaint feedback mechanism | 2.788 | .116 | 1.941 |
| Overall Mean | | 3.126 | .087 | 1.455 |

The descriptive statistics for all the 12 items measuring transformational leadership were obtained. The mean values and the accompanying standard deviations were in the range 2.809 to 3.701 and 1.767 to 2.138 respectively. The analysis further indicated that the overall mean for the items measuring transformational leadership was 3.163. Considering the 7-point likert scale used in the study, this meant the transformational leadership level in the Huduma centre is below average. Standard deviation as a measure of the spread of the scores had an overall value of 1.44 and this indicated a moderate spread of the values measuring automation of records as a variable. The standard errors were low and hence it was concluded that the mean values obtained for all the items and the overall mean were reliable. The Descriptive statistics are presented in Table 3.

Table 3: Descriptive Statistics for Transformational Leadership

| Code | Item | Mean | | SD |
|------|--|--------------|-------------|-------------|
| | | Stat. | SE | Stat. |
| TF1 | Make us feel good to be around him/her | 3.701 | .110 | 1.836 |
| TF2 | Does command complete faith from employees | 2.835 | .106 | 1.767 |
| TF3 | Others are proud to be associated with him/her | 3.600 | .124 | 2.071 |
| TF4 | Express with a few simple words what we could and should do | 3.234 | .126 | 2.104 |
| TF5 | Provides appealing images about what we can do | 3.155 | .128 | 2.138 |
| TF6 | Does not help others find meaning in their work. | 2.863 | .116 | 1.942 |
| TF7 | Provides others with new ways of looking at puzzling things | 2.950 | .122 | 2.042 |
| TF8 | Enables others to think about old problems in new ways | 3.212 | .114 | 1.897 |
| TF9 | Gets others to rethink ideas that they had not questioned before | 3.518 | .113 | 1.876 |
| TF10 | Does not help others develop themselves | 3.040 | .128 | 2.138 |
| TF11 | Lets others know how he/she thinks they are doing | 3.036 | .119 | 1.991 |
| TF12 | Gives personal attention to others who seem rejected | 2.809 | .116 | 1.931 |
| | Overall Mean | 3.163 | .086 | 1.44 |

Correlation and Regression Analysis

Pearson correlation analysis was conducted to examine the relationship between the variables (Wong and Hiew, 2005; Jahangir and Begum, 2008). Service delivery and integrated approach had a positive significant relationship ($r=.275$, $p < 0.01$)

Regression Results

The first hypothesis (H_{01}) stated that integrated approach has no significant effect on service delivery. The results of the regression analysis suggested that integrated approach had a positive significant effect on service delivery ($\beta= .248$, $p<0.05$). Hence the hypothesis is not supported. The value of the F-statistic showed that the model was robust enough to be used to explain the relationship between the variables ($F=30.991$, $p<0.05$). The findings suggest that as the level of integration of the services offered at the Huduma centre increases, so does the level of service delivery. The results are presented in Table 4.

Table 4: Multiple Regression Results

| Model | 1 |
|---------------------|-------------------------|
| | Service Delivery |
| Constant | .291(.346)* |
| Integrated Approach | .248(.123)* |
| F-Statistic | 30.991 |
| r | .559 |
| r ² | .312 |
| Adj. r ² | .302 |
| Durbin-Watson | 2.241 |

Values of standardized regression coefficients, with standard errors in parenthesis while *p <0.05 indicates the value is significant at 95%.

Regression Results for Moderating Effects

Using the moderated multiple regression analysis, the moderating effect of the variable transformational leadership style was analyzed by interpreting the R² change in the models obtained from the model summaries and the regression coefficients for the product term obtained from the model summaries. The results are summarized in Table 4.

Results indicated that, R= 0.846, R²= 0.716 and (F (2, 275) = 752.055, p=0.000). After the product term (IA*TF) was included in the equation. Table 4.18 for model 2 indicates that the inclusion of the product term (IA*TF) resulted in an R² change of 0.041, (F (3, 274) = 49.636, p= 0.000). The results show presence of moderating effect. Thus transformational leadership style explains 4.1% variance in service delivery above the variance by integrated approach. Thus it can safely be concluded that hypothesis H_{05a} is not supported since $\beta \neq 0$ and p-value is less than 0.05.

Table 5: Results for Moderating Effect of Transformational Leadership

| Model | Variable | β | ΔR^2 | Tol. | VIF | Durbin-Watson |
|-------|----------|-------------|--------------|-------|-------|---------------|
| 2 | Constant | .788(.031)* | | | | |
| | IA | .846(.031)* | .716 | 1.000 | 1.000 | 1.760 |
| | TF | .484(.059)* | | .237 | 4.22 | |
| | IA.TF | .217(.031)* | .041 | .237 | 4.22 | |

Values of standardized regression coefficients, with standard errors in parenthesis *p <0.05.

For this mode IA=Integrated Approach, TF=Transformational leadership, IA*TF=Integrated approach* Transformational leadership. The results are presented in Table 5 as model 2.

Discussion of Results

The first hypothesis (H_{01}) stated that there is no significant effect of integrated approach on service delivery. The study found a positive and significant effect and the hypothesis was therefore rejected. The results support finding by Zuhoor *et al.* (2014) that ability of diverse computing systems owned and managed by different government ministries to be able to interact together across all ministerial boundaries also known as e-government interoperability enhances service delivery. As per Tamara and Amer (2010) E-Government is a virtual world of the government physical world which actually has a dynamic mixture of goals, structures and functions that are working together seamlessly in agreed upon fashion. Therefore, success of service delivery by the Huduma centers is not only based on the existence of computing systems but is strictly based on the ability of these diverse computing systems owned and managed by different government ministries to be able to interact together across all ministerial boundaries seamlessly.

It is of the essence for the departments or ministries have built their computing systems jointly with specifications and solutions relevant to their particular needs but without adequate attention to the need to interact with other ministries systems, this will result in comprehensive homogeneous computing solutions that coherence and are largely coordinated. The integrated approach will be geared towards achieving seamless e-government interoperability.

Zuhoor *et al.* (2014) states that interoperability which in this study is labeled as integrated approach reduces or eliminates the problems of islands of automation. It enables business processes to flow from one application to another. Integrated approach enables one system to work with another, in near real-time fashion, to share critical business information. So from these facts all together, this study can draw a conceptual rule of e-government: e-Government succeeds in giving better service delivery if and only if existing computing systems are integrated.

As more and more complex information systems are put into operation every day in the Huduma centers, the management of the centers need to be alive to the assertion by Charalabidis, Y. (2007) and Charalabidis *et al.*(2007) that the lack of interoperability or integrated approach appears as the most long lasting and challenging problem for governmental ministries which emerge from proprietary development of applications, unavailability of standards, or heterogeneous hardware and software platforms.

It is worth nothing that as per Zuhoor *et al.* (2014) findings, a key determinant of success in e-government initiative is based on the ability of these isolated, independent, heterogeneous computing systems, in a Huduma centre, to cooperate and work together. They need to share information and integrate processes across all boundaries surrounding their isolated computing systems. This requires a holistic view of the Huduma centre as a platform to combine and organize these existing service delivery systems under one umbrella. In a nutshell, the government should aim to integrate processes and deliver seamless services across the boundaries of their agencies. The results indicated that transformational leadership styles moderated the relationship between integrated approach and service delivery.

In the results, regression coefficients of the interactive terms of transformational and integrated approach were positive while the inclusion of the interactive terms explained additional variation in service delivery as captured by the ΔR^2 . This means that transformational leadership has an enhancing effect on the e-government-service delivery link. Thus, besides the contribution of e-government towards the improvement of service delivery as indicated by earlier results, when the managers at the Huduma centers use transformational leadership, the level of service delivery is bound to be further enhanced. The results are in agreement with Kotelnikov (2009) and Clawson (2006) who maintain that the role of a transformational

leader is to inspire and create followers who are also self-leaders. This makes the followers be adept in service delivery. Denhardt *et al.* (2002) described transformational leadership as a process of directing behavior, thoughts and attitudes of others towards the accomplishment of a common objective. In addition, transformational leadership position entails visualizing clearly the mission, making commitment to the mission and to the followers, inspiring trust in followers to accomplish the mission and assuming responsibility leading to enhanced service delivery.

Conclusions

This study was motivated by the poor service delivery in the public service of Kenya. Results found that e-government is positively and significantly related to service delivery at the Huduma centers. It can therefore be concluded that the availability of e-government creates the necessary environment upon which better service delivery can be achieved. The integrated approach to service delivery at the Huduma centre has the net effect of giving the clients the opportunity to get several interrelated services in one place saving on cost and time.

Recommendations of the Study

The results suggest a series of practice and policy recommendations implications that need to be considered. On the basis of the study findings, and reviewed literature, the following recommendations are pertinent to the improvement of service delivery in the public service of Kenya. To enhance service delivery, the public service of Kenya needs to embrace the use of information telecommunication technology, e-government, as this study has indicated its positive influence on service delivery. On the basis of results, it is recommended that of the Huduma managers should pay extra attention to use of transformational leadership style that positively affects service delivery.

One of the challenges many governments service delivery by its public service. This study recommends that government should build capacity of its employees on the use through of the employees in the public sector by equipping them with the requisite skills in information communication technology. This will enable them to run the e-government adeptly.

The significance of the moderating role of both transformational leadership style in the relationship between e-government variables of integrated approach and service delivery a should always be taken into consideration by managers of the Huduma centers if always be borne in mind so as to enhance service delivery in the public service.

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