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Effects of e-Government Adoption on Public Service Organization Performance in Developing Countries. A Case of Kenyan Public Service

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Abstract:

Background: The term e-government has become popular, especially in recent years. Governments around the world have sought to integrate technology into the way they operate and the way they serve their citizens. A number of countries in the developing world are in the process of implementing e-Government initiatives to help improve service delivery and provide better opportunities for their citizenry with the objective of improving governance.. The study's objective was to establish how e-Government adoption contributes to public service organizations' performance in developing countries specifically focusing on Process efficiency and effectiveness, compliance with government policies and Service Quality and Accessibility. The study was anchored on two theories; Technology acceptance Model (TAM) and Social Systems theory. They are best suited for this study because they collectively explain how individual acceptance of e-Government technologies (TAM) and broader organizational and social dynamics (Social Systems Theory) influence the performance of public service organizations in developing countries like Kenya.

Materials and Methods: The study adopted a survey research design. The population for this study was Kenyan civil servants who are implementers and users of government services through e-government initiatives. The study adopted non-probability/non-random sampling technique, which selected samples based on convenience and availability. Questionnaires with open and close-end questions and Likert scales were used as the research instruments which were administered through various channels and collected after due completion by the respondents. The collected data was cleaned, coded and analysed using Jeffreys's Amazing Statistics Program (JASP) and Statistical Package for Social Scientists (SPSS). Frequencies, percentages, means, standard deviations, t-tests and ANOVA analysis were done.

Results: The results from the study indicated that Business process efficiency and Effectiveness, compliance with Government policies; Service Quality and Accessibility were significant factors of performance in public sector Organization in Developing Countries

Conclusion: The study concluded that e-government adoption has a positive influence on business process efficiency and effectiveness, public service quality, accessibility, and compliance with government policies in public service delivery.

Key Words: e-Government; Public Service; efficiency and effectiveness; Government policies; Service Quality and Accessibility.

I. Introduction

The world, is progressively embracing digital technology and estimates published by statistica indicates that Internet users across the globe stands at 5.18 billion users which translates to about 65% of the world population (Ani, 2023) The inevitability of information and communication in today's world cannot be overstated and governments all around the world have used ICT and other new approaches to provide citizens with information and services in current times (Chan, et al, 2021 p.877). All around the world, the quest to improve government service delivery is becoming an important agenda for most governments and this is necessitated by the ever changing needs and demands of the citizens (Kosec, & Wantchekon, 2020, p.125). Information and Communications Technology (ICT) and precisely the Internet has opened new working models and possibilities for the government

The new trends on e-government has been the evolution towards the provision of integrated public services online through, one Government service portal allowing access to a range of public services (Kassen 2023, p. 69-82). It is further noted that this approach makes it easier for people to interact with public administration and get satisfactory and all-inclusive feedback to their needs Mulyadi, Suwaryo, & Sagita,(2023, p.3116-3129). E-government therefore strives to improve the bond between citizens and their government (Twizeyimana Andersson, 2019, p.170). E-Government Services also aims at making public service delivery more effective, accessible and responsive to people's needs (Li & Shang, 2023). It also aims at expanding participation in decision-making processes and making public institutions more citizen-centric transparent and accountable (Grigalashvili, 2022 p.193). Compared to other African nations like South Africa and Nigeria, Kenya's e-government adoption faces unique institutional barriers—such as fragmented bureaucratic structures and inconsistent policy enforcement—coupled with cultural challenges like public skepticism and diverse local attitudes toward technology. Additionally, while some neighboring countries

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have leveraged centralized support and cohesive digital strategies, Kenya's variegated social fabric and historical governance issues exacerbate the digital divide and hinder the integration of e-government services (Kamau, 2022; Ndung'u & Makokha, 2021).

II. Material And Methods

The study adopted a survey research design. The design was suitable for this study since it involved the collection of data from a sample through a set of questions tailored for the purpose (Story & Tait 2019, p. 192-202). It also allowed a number of methods to recruit respondents, gather data, and utilize various data collection methods. (Good fellow 2023, p.38-48). The Research design took two approaches; qualitative or quantitative (Mehrad, & Zangeneh (2019, p. 1-7). This approach was appropriate for this study because it helped to bring out the respondents feelings and behavior towards e-government adoptions initiatives and facilitated testing of the research hypothesis (Fischer, Boone,& Neumann 2023, p. 28-59).

Study Design: Survey research design

Study Location: Kenyan Public Service.

Study Duration: September to November 2023.

Sample size: 138 Civil Servants

Sample size calculation: In this study, a number of critical factors were considered when calculating the sample size from the study population. The significance level (α), effect size (|ρ|) power of test (1-β), and type of statistical analysis (Kang, 2021, p. 18). The above parameters were implemented using G-power (Kang, H. (2021) where the effect size (|ρ|) was 0.05 (giving a larger effect), the Significance Level (α) was 0.05), the Power of test (1-β) was 95%, which is the minimum accepted level of power and total number of tested predictors were 5 resulting to a total sample size of 138. (Verma, et al. 2020)

Subjects & selection method: The population for this study were Kenyan civil servants at both national and county level of government who are implementers and users of government services through e-government initiatives.

Inclusion criteria:

1. Civil Servants
2. Either Gender
3. Aged ≥ 18 years
4. All Management Levels

Exclusion criteria:

1. Non-Civil Servants
2. Aged < 18 years

Statistical analysis

The researcher utilized structured questionnaires with open and closed ended questions and Likert scales to collect primary data to answer the research questions. Data analysis was done using statistical and logical techniques to answer the research questions and test the research hypothesis (Wickham, & Wickham, 2016, p.189-201.)The researcher analysed data collected using t-test,ANOVA (Baždarić, et al 2021), p.47) and descriptive methods (Keller, 2022,). For descriptive statistics, measures of central tendency including frequencies, mean, percentages and measures of dispersion such as standard deviation were done to analyze the effects and behaviors of the independent variables (e-Government) towards the dependent variable(Organizational Performance) (Mishra, et al 2019, p.67). On the other hand, t-test analysis (Müller 2023, p. 1-46.) aided the researcher to establish the significance of the variables and ANOVA were used to determine if there is any difference between the variables.

III. Result

Personal attributes of the respondents were as follows; regarding gender of the respondents, 41.4 percent were Female and 58.7 percent were male respectively. On the age of the respondents, 39.1 percent were between 31-40 years, 39.1 percent between 41-50 years, 15.0 percent above 50 years and 6.8 percent between 18-30 years. The respondents were drawn across the public service with 39.9 percent being from state cooperation/Parastatals, 34.6 percent County Government and 25.6 percent from National government. The results on respondent's level in their organization showed that, 69.2 percent were in middle level management, 18.8 percent operational and 12.0 percent top management. On the highest level of education, 41.4 percent had Master's degree, 41.4 percent bachelor's degree, 9.8 percent diploma, 3.0 percent postgraduate diploma, 2.3 percent PhD and 2.3 percent certificate. On the duration of adoption and use of e-government services, 42.9 percent of the respondents indicated between 5-10 years, 37.6 percent more than 10 years and 19.6 percent less than 5 years.

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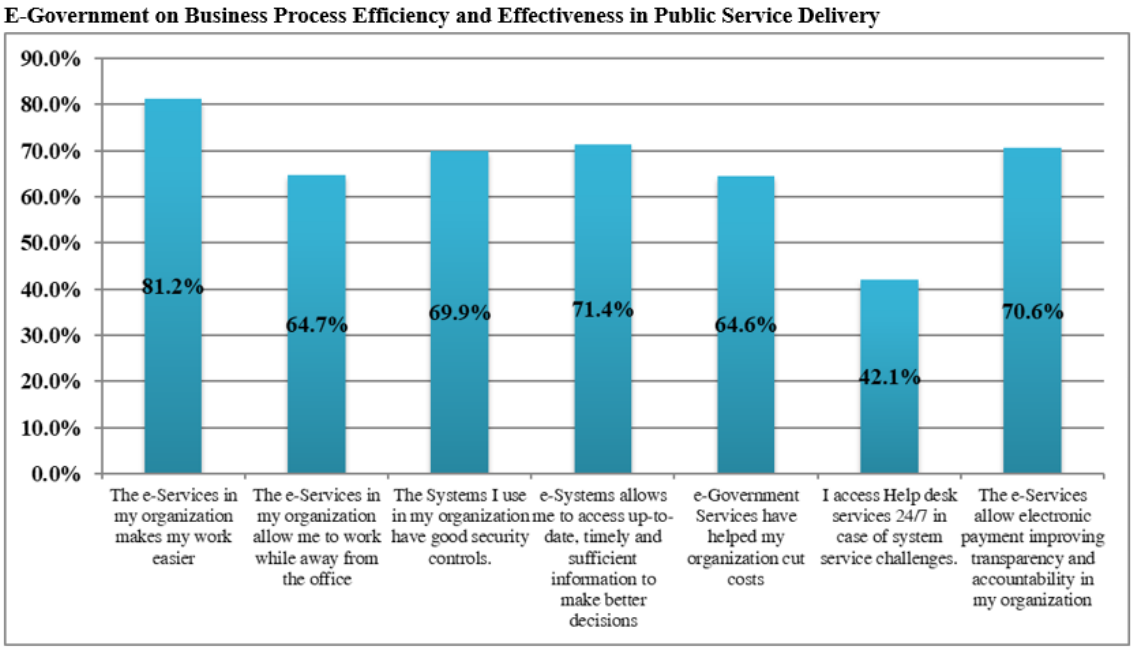


Fig. 1: E-Government on Business Process Efficiency and Effectiveness

The results of e-government adoption on business Process Efficiency and Effectiveness in Public Service delivery showed that, 81.2 percent of the respondents agreed that e-services in their organizations have made work to be easier. 64.7 percent of the respondents agreed that e-government adoption allowed them to work from any location away from office, 69.9% agreed that the systems have good security control mechanisms, 71.4 percent agreed the e-Systems allows them to access current, timely and sufficient information for better decision making. On whether e-government has helped organizations to cut on costs, 64.6 percent agreed that it has, while 42.1 percent agreed that they have access to 24/7 help desk and 70.6 percent of the respondents agreed that e-services have improved transparency and accountability in their organizations through electronic payment systems.

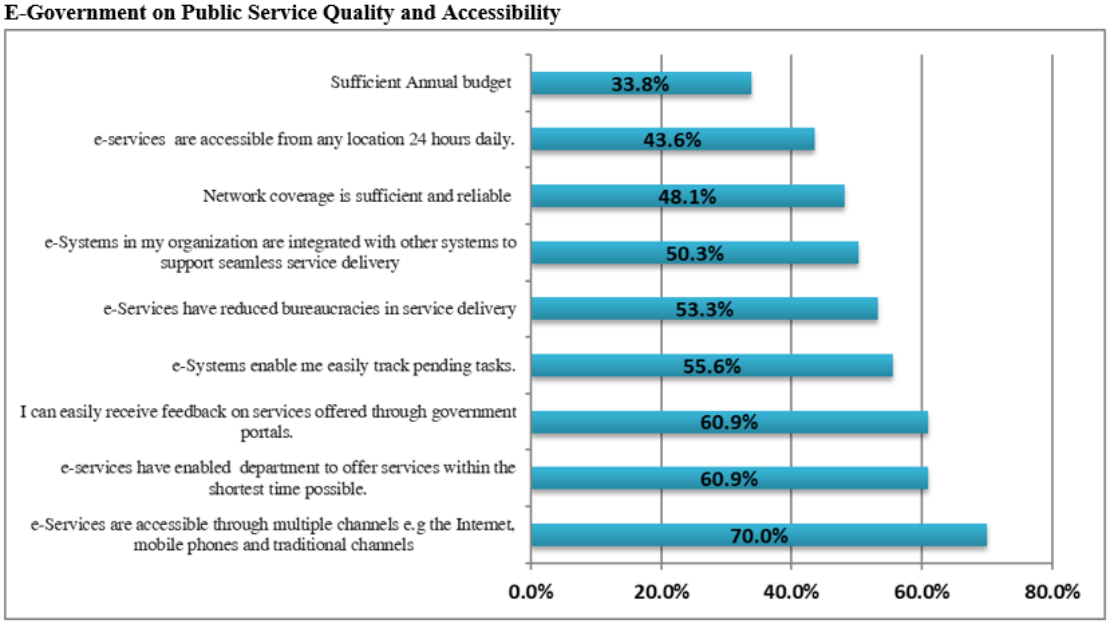


Fig. 2: E-Government on Public Service Quality and Accessibility

Fig. 2 shows that, 33.8 percent of the respondents agreed that their departments have sufficient ICT annual budget, 43.6 percent on the other hand agreed that e-services are accessible from any location 24 hours daily with 48.1 percent agreeing that the network coverage is sufficient and reliable. On E-Systems integration, 50.3 percent of the respondents agreed that systems are integrated and support seamless services across organizations. 53.3 percent agreed that e-government adoption has reduced service level bureaucracies in their departments and 55.6 percent agreed that they are able to track pending tasks. On whether the respondents could easily receive feedback on services rendered, 60.9 percent agreed, while 60.9 percent agreed that e-services

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have enabled their organizations to reduce service delivery turnaround time and 70.0 percent agreed that e-services are accessible through multiple channels.

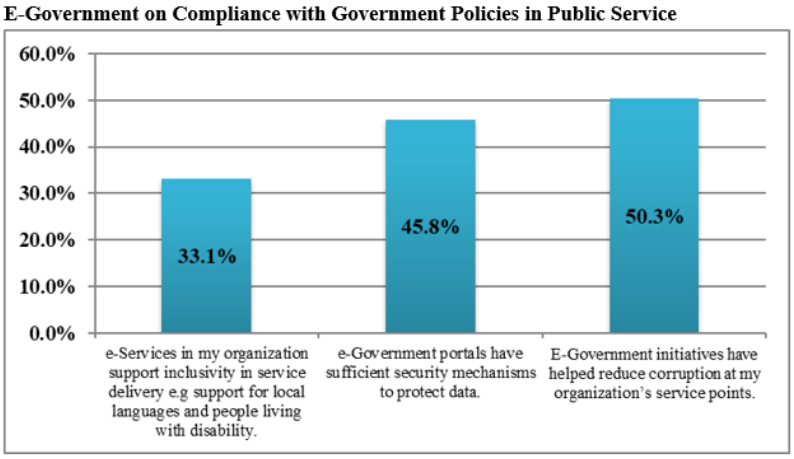


Fig. 3: E-Government on Compliance with Government Policies

The study findings on e-government adoption and compliance with government policies in public service indicated that 33.1 percent of the respondents agreed that e-services support inclusivity while 45.8 percent agreed e-government portals have sufficient security mechanisms to protect data and 50.3 percent agreed that the e-government initiatives have reduced corruption at government service points.

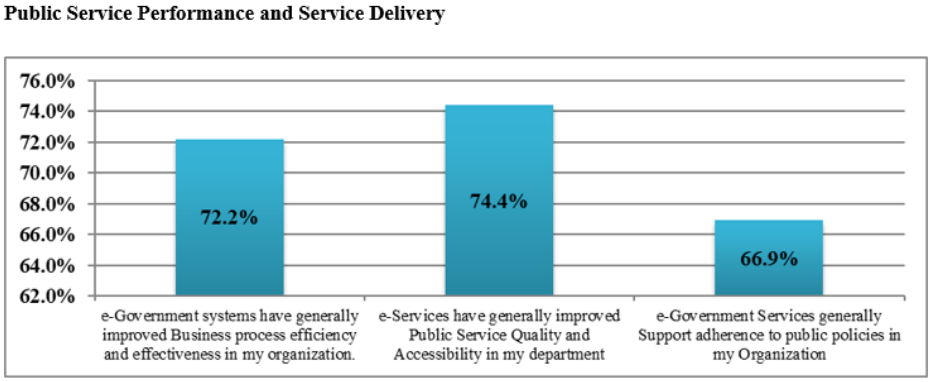


Fig. 4: Public Service Performance and Service Delivery

On general performance and service delivery 72.2 percent of the respondents agreed that E-Systems have improved business process efficiency and effectiveness in public service organizations while 74.4 percent were in agreement that e-services have generally improved public service quality and accessibility. Further, 66.9 percent of the respondents' agreed that e-government initiatives in government departments support compliance with public policies.

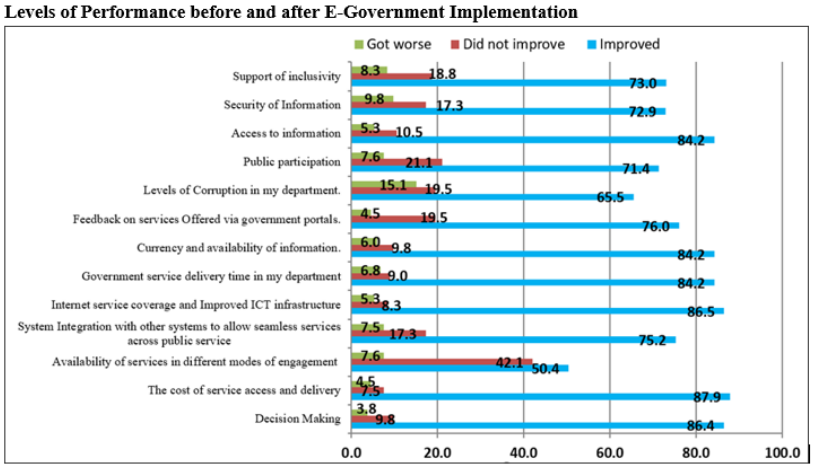


Fig. 5: Levels of Performance before and after E-Government Implementation

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The overal results indicates agreement of respondents with improvement of performance after e-government implementation. 73 percent agreed that e-services support inclusivity, 72.9 percent enhances information security, 82.4 percent facilitate access to information while 71.4 percent agreed that e-government facilitates and supports public participantion, 65.6 percent agreed that e-government initiatives have reduced corruption in their departments, 76 percent agreed that it supports access to feedback from service seekers and 84.2 percent agreed that e-government facitates access to and to current information. Futhermore, 84.2 percent agreed that e-government services have reduced service turn around time, 86.5% improved internet coverage and ICT infrastructure and 75.2 percent indicated that there is improved system integration after e-government implementation in their departments. 50.4 percent agreed that e-systems in their agencies support availability of services in different mode of engagement and 87.9 percent also agreed that e-government reduced cost of service access and delivery and 86.4 percent of the respondents indicated that e-government implementation has helped improve decision making.

TABLE I
LEVELS OF VARIANCE IN PERFORMANCE EXPLAINED BY PREDICTORS

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.731[a]	.534	.523	0.732

The study sought to establish the percentage of variance in the dependent variable that is explained collectively by the independent variables. The R-squared results showed the strength of the relationship between the dependent variable (Performance) and the independent variables (efficiency and effectiveness, service quality and accessibility and compliance with government policies). The R-Squared results were 53.4 percent showing that good proportion of the variation in the dependent variable is predicted by the independent variable. This is as indicated in Table 1 above.

TABLE II
LEVELS OF USER PERCEPTION TOWARDS E-GOVERNMENT ADOPTION

	Mean	Std. Deviation
Efficiency and Effectiveness	3.707	1.057
Service quality and accessibility	3.331	1.005
Compliance with government policies	3.128	0.957
Performance	3.692	1.060
Change after implementation of e-government	1.301	0.627

The results shows positive response on adoption of e-government initiatives in public sector organizations. The results showed agreement with Efficiency and Effectiveness with a mean of 3.707 and standard deviation of 1.057, Service quality and accessibility with a mean of 3.331 and standard deviation of 1.005, Compliance with government policies with gave a mean 3.128 and standard deviation 0.957, performance a mean 3.692 and standard deviation 1.06 and change after implementation of e-government with mean 1.301 and standard deviation of 0.627.

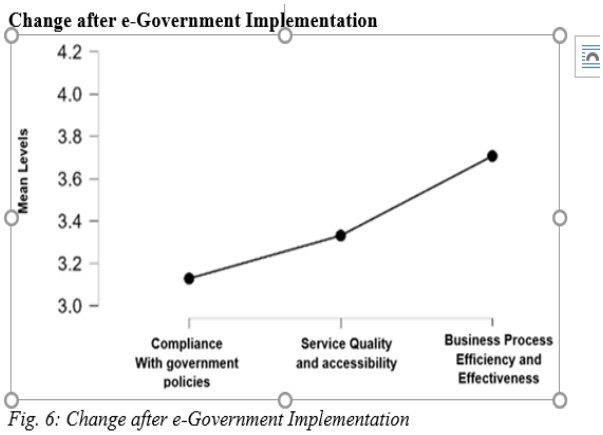


Fig. 6: Change after e-Government Implementation

Fig. 6 shows an Interval plot for the three performance dimensions against their mean levels. The Fig. indicates that there is a positive significant change in performance after adoption of e-government initiatives in the public sector agencies. The results above indicate that compliance with government policies and service quality and accessibility have roughly the same positive change while Business Process Efficiency and Effectiveness slightly higher positive change.

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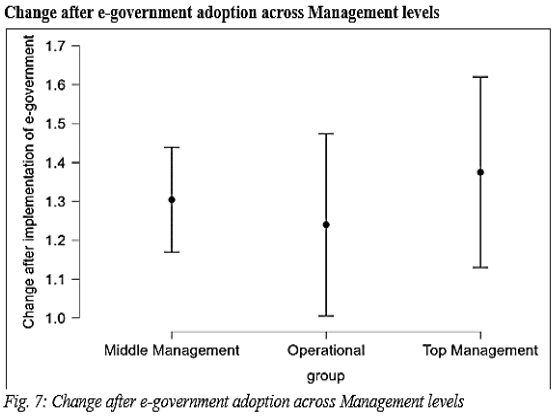


Fig. 7: Change after e-government adoption across Management levels

Fig. 7 compares user perception after e-government adoption across the three levels of management in public sector organizations. The results showed positive agreement across management levels. The middle level of management in government organizations had a mean change of 1.3, Operational level 1.25, while Top management had 1.39. This clearly indicates that the operational level of management had slightly lower positive change after implementation of e-government initiatives.

TABLE III
SIGNIFICANCE TEST ON THE THREE PERFORMANCE DIMENSIONS

	t	df	p
Efficiency and Effectiveness	40.431	132	< .001
Service quality and accessibility	38.205	132	< .001
Compliance with government policies	37.703	132	< .001

The study sought to find weather there was significance difference found between the three performance dimensions (Efficiency and Effectiveness, Service quality and accessibility and Compliance with government policies). This was done to ensure the three variables are statistically different. The student t-test for the significance test of the three performance dimensions showed that all the three dimensions; Efficiency and Effectiveness, Service quality and accessibility and Compliance with government policies were significant. The results as indicated in table 5 above.

TABLE IV
EFFECTS OF E-GOVERNMENT ADOPTION BASED ON PERFORMANCE DIMENSIONS

Cases	Sum of Squares	df	Mean Square	F	p
Performance dimensions	13.725[a]	2[a]	6.862 [a]	19.283[a]	< .001[a]
Dimensions ✻ Management levels	0.516[a]	4[a]	0.129 [a]	0.363[a]	0.835[a]
Residuals	92.531	260	0.356		

Repeated measures ANOVA was used to determine if there was any significant difference between different groups (performance dimensions and Management levels).The results on repeated ANOVA test shows that performance dimensions test value $p(0.001) < 0.05$ is significant. This means that the performance dimensions are statistically different hence have influence on the dependent variable. The combined effect of performance dimensions and management levels, $p(0.835) > 0.05$ is not significant. This means the performance perception across levels of management is not significantly different since all were positive. The results and indicated in table 4 above.

TABLE V
EFFECT OF E-GOVERNMENT ADOPTION BASED ON USER'S MANAGEMENT LEVELS

Cases	Sum of Squares	df	Mean Square	F	p
Management levels	5.015	2	2.507	1.073	0.345
Residuals	303.772	130	2.337		

The study sought to establish whether the performance perception were different across user's management levels in government agencies using ANOVA tests. The results on the effects of e-government adoption between subjects showed that there is no significant change difference in performance due to e-government adoption based on perceptions from the three levels of management($p(0.345) > 0.05$).

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TABLE VI
POST HOC COMPARISONS ON PERFORMANCE DIMENSIONS AFTER E-GOVERNMENT ADOPTION

		Mean Difference	SE	t	p_{holm}
Compliance	Quality	-0.159	0.095	-1.681	0.094
	Efficiency	-0.570	0.095	-6.018	< .001
Quality	Efficiency	-0.411	0.095	-4.337	< .001

To ascertain exactly which of the three performance dimensions differ from each other, **Post Hoc analysis was done to identify which groups differ from each other among the three dimensions (**Efficiency and Effectiveness, Service quality and accessibility Compliance with government policies).The results showed that Efficiency and Effectiveness $(p(0.001) < 0.05)$ is significant. This means that among the three performance dimensions, only Efficiency and Effectiveness is significantly different.

IV. Discussion

The overall results showed that e-government adoption has positive influence on business Process Efficiency and Effectiveness in Public Service delivery. This was evident with high levels of agreement by the majority of the respondents positively demonstrating that e-services in their organizations have made work easier (81.2%), allowed them to work from any location away from office (64.7%), supports access to current, timely and sufficient information for better decision making (71.4%) and provides appropriate security control mechanisms to protect organizational data (69.9%). These findings are in agreement with studies by Kasemsap (2020), and Mensah (2019) that e-Government has a positive and significant effect on the efficiency and effectiveness in public sector organizations. This findings means that adoption of e-government in the public service can positively influence public service delivery by enhancing government processes and improving the general productivity of employees. In addition, improved efficiency and effectiveness in public service delivery can translate to better customer service motivating majority of the citizenry to utilize the e-services due to improved public trust. On the contrary the results showed low access to 24/7 help desk. This can be attributed to the fact that most developing countries especially Kenya has not embraced 24 hour working system thereby lacking overnight support personnel. This limits access to support services by government employees thus affecting general service delivery. This corresponds with a study by Nokele, and Mukonza (2021, 98-117) which indicated that one of the underlying factors affecting e-service delivery is availability of customer support and this has a direct effect on e-service utilization.

The findings also indicated that e- government adoption has a positive influence on service quality and accessibility. The respondents positively indicated that they could easily receive feedback on services rendered (60.9%), reduced service delivery turnaround time (60.9%) and service accessibility through multiple channels (70.0%). However, a significant number expressed low levels of agreement on ICT annual budget allocations (33.8%), 24 hours service access (43.6%) and sufficient and reliable network infrastructure (48.1%). The study findings are in agreement with a study conducted in Kenya to ascertain the effectiveness of budgeting process in Kenya, which indicated that in many government institutions in Kenya, the budgeting process in not participatory and is marred with a number of challenges hence the user input and needs are always not considered(Touchton & Wampler 2023, p. 1-16). Comparable results were also obtained by a study done by Mohammad (2020) which indicated that e-Government services have a positive bearing on service accessibility thus enhancing transparency and accountability in service delivery which contributes to public trust. Similarly, studies by Nawafleh (2020, p. 17-35), Aljukhadar, et al. (2022) and Li, (2020) indicated that e-Government plays a key role in improving the quality of service delivery thus supporting the user intention to continuously access and use the services. Furthermore, the above studies indicated that e-government initiatives play a mediating role to ensure better service quality. These results implies that improved public trust on government agencies, continued reliance on e-services, improved public acceptance of government services and reduced resistance on the use of online services can be attributed to improved public service quality and accessibility as a result of e-government adoption. This is also attributed to the fact that e-government initiatives enables government employees to easily receive feedback on services rendered, access services through multiple channels and reduced service turnaround time hence serving the public in a better way.

The results also implies that a significant hindrance to service quality and accessibility in public service agencies is low funding, lack of 24 hours service access and unreliable network infrastructure.

Lastly. The study's results indicate that e-government adoption has positive influence on Compliance with Government Policies. The results are complemented with a number of studies. A Study on the "contribution of e-Government initiatives in warranting effectiveness and corruption control in government" indicated that e-government initiatives have positive effects. (Agbozo et.al, 2019, p.53-60) The same is evident in a study by Park and Kim (2020, p.691-707) which indicated that e-government support anti-corruption efforts. However, these studies noted that the successful effort to reduce malpractice in government institutions is dependent on the effectiveness of the countries legal framework and showed interdependence between rule of law and the development of e-government systems to enhance effectiveness in service delivery. These results implies that even though adoption of e-government initiatives has improved compliance with government policies in public service by reducing levels of corruption, providing sufficient security of data and support for inclusivity, these vices continue to be rampant in public sector organization because of weak legal frameworks. This is further echoed in studies conducted by Sadik-Zada, Gatto, & Niftiyev,

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(2022 p. 1-17), Adam (2020) and Arayankalamet al. (2021) which explored the existing relationships between e-Government implementation and levels of dishonesty in delivery of public services in developing countries. This means that e-government adoption has enhanced compliance with government policies and support for rule of law by providing supporting tools and mechanisms in public service delivery. However, the low agreement levels indicate the minimal rates of compliance meaning that despite the efforts, incidences of corruption, data security breach and low levels of inclusivity are still evident in public sector organizations in developing countries. The findings also finds the affirmation in the Technology Acceptance Model where TAM acts a benchmark for development and implementation of e-systems that meet the needs of the users by aiding in the understanding of the user preferences and perceptions in compliance with existing legal frameworks. This means, by investing in e-Government systems that comply with TAM requirements, government agencies in developing countries can have systems that provide services that are within the legal confines of host institutions and ultimately lead to policy compliance and improved service delivery and performance. The study findings are also in agreement with the Social systems theory because e-Government has the ability to support and enforce the relationships between government agencies and citizens to foster policy compliance.

V. Conclusion

The study concluded that e-government adoption has positive influence on business Process efficiency and effectiveness in public service delivery. This is demonstrated by the study results which indicated that e-government makes work easier, Facilitates employee telecommuting, supports better decision making by providing access to timely and sufficient information and ensures information security. The study further concluded that e-Government adoption has enhanced government processes and improves the general productivity of employees through better customer service hence motivating citizens to utilize the e-services due to improved public trust.

Secondly, the study concluded that e-government adoption has a positive influence on public service quality and accessibility through improved feedback mechanisms, reduced service delivery turnaround time and service accessibility through multiple channels. Furthermore, e-Government adoption in public sector organizations has enhanced public service quality and accessibility through network sufficiency and coverage, service user-friendliness and availability from any location, availability of easily accessible records of unfinished tasks, system integration with other systems and reduced bureaucracies.

Lastly, the study concludes that e-Government adoption positively influences compliance with government policies in public service in developing countries. However, there were low levels of compliance with government policies due to weaknesses in the legal framework with loopholes that allow some levels of malpractice such as corruption, data breach, and low levels of inclusivity. The study therefore concluded that successful efforts to reduce malpractices in government institutions is not only dependent on e-Government initiatives but also effectiveness of the country's legal framework and change of attitude among civil servants.

VI. Suggestions for Further Research

This study's conclusions provided important information and revelations relating to performance of public sector organizations supported by e-Government initiatives. However, further studies can be extended to cover more performance variables and metrics and also expand the research scope to cover other developing countries, developed countries, private sector and the citizen perspective to establish if there is coherence. Comparative studies can be done in other developing countries given the fact that work environments, infrastructure and legal frameworks differ from one country to another. Furthermore, different countries are at different levels of e-government implementation.

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