

# The Influence of Information Technology and Financial Availability on Service Delivery in Government Institutions of Kenya: A Case Study of Nairobi Huduma Centre

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**Abstract:** - Efficient and effective service delivery remains a major concern in many public institutions in Kenya. The role of information technology is apparent in enhancing the rate at which various services are offered. Similarly, adequate financing is necessary in running day to day activities of the institution. For instance, regular maintenance of platforms is essential in realizing the goal of smooth running of activities. This study aimed at establishing the influence of information technology and finance availability on service delivery in government institutions of Kenya. The specific objectives were; to establish the effects of information technology and finance availability on service delivery in government institutions in Kenya. The study adopted a descriptive research design. Stratified random sampling was employed and a sample size of 59 respondents was arrived at from a target population of 198 employees. The quantitative data was collected using a structured questionnaire. Data collected was analyzed using SPSS and descriptive output presented using tables, figures and charts. The results showed that information technology affects the service delivery in government institutions at high rate of 82%. According to this study 62% of the respondents said that adoption of modern information technology influences service delivery to very great extent 26% to a great extent, 7% to a low extent while 5% to a very low extent. On finance availability, 88% of the respondents felt that finance availability affects service delivery in government institutions. Additionally, 59% of the respondents agreed that leaders were committed in ensuring adequate funding for effective service delivery to a very great extent, 28% to a great extent, 9% to a low extent, and 6% to a very low extent. The study recommends government institutions to embrace the adoption and use of modern information technology while setting aside enough funds for effective service delivery to the citizens.

**Keywords:** Information technology, financial availability, service delivery

## I. INTRODUCTION

Service delivery remains an essential aspect of governments' quest of realizing their agenda and mandate to the citizens. This also applies to firms in various sectors and industries since they depend on excellent service delivery to attract new customers and retain existing customer base. Indeed customer satisfaction and reliable service delivery are paramount in the current competitive environment. The role of

government is to distribute services that will improve the standards of living of the citizen. Efficiency and effectiveness is, therefore, important in day to day operations. This will help in satisfying customers and ensure sustainability (Lovelock, 2014).

Technology for harnessing of Information and data play a critical role in the quality service delivery in government institutions to citizens (Arnold & Laytin, 2012). Investments in Technology that facilitate service assessment and improvement process is essential. The public institutions must show four main commitments: a willingness to invest in Information Technology; investments in Information Technology and in Quality Insurance departments with qualified staff that abstract department's records, analyze data, and facilitate the Quality service process (Hiawalyer & Lukeman, 2012).

According to Bill (2012), the technological development has turned the government policies and strategies toward e government. The e-government is considered the primary tool to facilitate the access of the citizens to various services. Thus, the government plans and subsidies shall reach the public through e-government portals. Some of the developed countries had sufficiently integrated the e-government technology whereas others are still under development. In this respect, studied the major challenges faced by the Sultanate of Oman in the process of developing and implementing the e-government services. The government has a challenging task in improving all service delivery though technology adoption.

Barling (2014) alluded that service delivery takes place within a context of limited financial and material resources. Accordingly, Public Services are faced with challenges in attracting and retaining competent personnel and providing affordable, acceptable and accessible services. Attraction and retention of competent personnel Most Public Services are faced with a challenge of attracting and retaining personnel in fields such as Engineering, Medicine and Accountancy among others. Most Public Services offer inferior conditions of services relative to the private sector. As a result staff is lost to the private sector. This adversely affects the operational

efficiency and effectiveness of ministries and departments as some critical posts can be vacant for long periods.

Huduma Kenya program was created to facilitate the provision of a wide array of governmental services in a single unit dubbed Huduma Centers. For this reason, Huduma Kenya merges numerous related public services within one location, possibly the same floor so that Kenyans can easily access it. Currently, one can access over 60 services at any Huduma Branch. Huduma Kenya in its mandate to offer citizens with efficient government services at their convenience, it launched an integrated system that has five channels of service delivery. As such, the Kenyan Citizen overall experienced is optimized. The first channel includes visiting ant Huduma centre branch. Secondly, Kenyans can benefit from the Huduma centre online services where they can use the web portal and access various public ministries, agencies and departments (Government publication, 2017)

1.1 Problem statement

Improving public service delivery is one of the biggest challenges worldwide. Public services are key determinant of quality of life, not measured in per capita income. They are also an important in poverty reduction. In this context, accountability of public officials has been explored as a means of strengthening incentives of public providers for improved service delivery. But the question is how accountable are public officials for the delivery of public services in Kenya. In this regard, accountability in service delivery is conceived of as processes through which communities and households can hold public service providers responsible for the adequacy and

effectiveness of the services they offer (Joseph& Narayanan, 2007). Daniel and Hull (2015) pointed out that ineffective service delivery in the public sector remains a major challenge, thereby, affecting performance and engagements with other stakeholders. Government institutions rely on annual allocations during budget making. More often than not, these funds are efficiently utilized in achieving the main goal of effective service delivery. Moreover, the adoption of information technology has been a recent phenomenon with numerous challenges. Whereas many studies have been conducted on the determinants of effective service delivery, few have extensively analyzed the importance of information technology and financial availability in Kenyan government institutions. This study seeks to bridge this gap by determining the influence of information technology and financial availability on service delivery in government institutions of Kenya, a case study of Huduma Center.

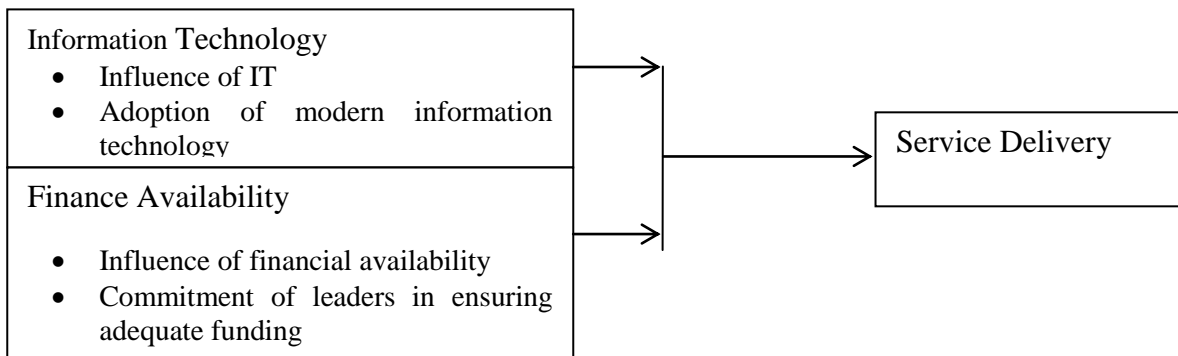
1.2 General objective

The general objective of this study was to determine the influence of information technology and financial availability on service delivery in government institutions of Kenya.

1.2.1 Specific objective

1. To determine the influence of information technology on service delivery in government institutions of Kenya.
2. To examine the influence of financial availability on service delivery in government institutions of Kenya.

1.3 Conceptual framework



Source: Authors (2019)

II. LITERATURE REVIEW

2.1 Theoretical Review

The study adopted Kurt Lewin’s Force Theory of Change as its anchor theory.

2.1.1 The Kurt Lewin’s Force Theory of Change

Kurt Lewin (1957) introduced the three-step change model. This social scientist views behavior as a dynamic balance of forces working in opposing directions. Driving forces facilitated change because they push employees in the desired direction. Restraining forces hinder change because they push

employees in the opposite direction. Therefore, these forces involve changing behavior to unfreeze the existing situation or status quo.

Lewin’s three-step model of change is most suitable within service delivery because the governments have to transform the behaviors of the employees to suits the desire and expectation of the citizens by improving on service delivery within all sectors. The previous behavior of government employees mostly characterized by incompetency, ignorance, negligence and inefficiency in service delivery should be addressed. The new policies and regulation guiding the government employees must be emphasized and strict

application of chapter six of the new constitution which stress on integrity and accountability.

## 2.2 Empirical Review

### 2.2.1 Information Technology

IT in service delivery is the manner in which a corporation provides users access to IT services, which include applications, data storage and other business resources. IT in service delivery covers design, development, deployment, operation to public service distribution. Governments are the largest provider of information and services that are important for the poor. Methods of service delivery have not changed for decades, making them inefficient and corrupt. There is sufficient evidence that well-designed e-governance projects with process reforms that target enhanced transparency and accountability reduce the discretion of civil servants, enhance efficiency, and can lower corruption. However, very few such projects have been implemented to their utmost potential. There is a need to accelerate the pace of implementation of e-governance and build capacity to reform the process of service delivery (Hill, 2013).

According to Brookes (2013), studies suggests that IT can be used in diverse applications to accelerate information dissemination, improve efficiency of public services, increase the transparency and accountability of government administration, to reduce corruption, and facilitate citizen participation in local governance. In assessing the status of e-governance (i.e., IT use in delivering government services), the United Nations Public Administration Network (UNPAN) survey of 2012 noted that, while it is important to continue with service delivery, governments must increasingly begin to rethink in terms of e-government and e-governance. The scope of e-government should be widened for a transformative role of the government toward cohesive, coordinated and integrated processes and institutions. It is important to understand the full potential of deploying ICT to improve the delivery of services (Cohran & Strahan, 2013).

Gikandi and Bloor (2010) contents that received service is the overall support delivered by the IT service provider, which is measured in terms of assurance, empathy and responsiveness .The rapid development in Information and Communication Technology (IT) has impacted the way we interact and manage our lives. IT has become a utility, which needs to be managed to assist core business of an organization in achieving the mission and vision of that particular organization. Enhanced communication means that citizens can be more fully involved in all aspects of government, including policy-making, thus reinforcing the creation of a culture of trust and mutual interest (Milner, 2015).

### 2.2.2 Finance Availability

Barling (2014) alluded that service delivery takes place within a context of limited financial and material resources. Accordingly, Public Services are faced with challenges in attracting and retaining competent personnel and providing

affordable, acceptable and accessible services. Most Public Services offer inferior conditions of services relative to the private sector. As a result staff is lost to the private sector. This adversely affects the operational efficiency and effectiveness of ministries and departments as some critical posts can be vacant for long periods.

According to Bird (2012), sound revenue mobilization practices for government units are an essential pre-condition for the success of public service delivery. This is because, apart from raising revenues, local revenue mobilization has the potential to foster political and administrative accountability by empowering communities. Milner (2015) concluded that successful decentralization needs to give scope and resources for the contribution to development by all actors. In many countries, the decentralized governments act as a tier of government requiring adequate finances to enable them cope with numerous developmental activities within their jurisdiction. Nevertheless, many of them are coupled with dwindling revenue generation, remaining overwhelmingly dependent on central government for its financial resources, with limited revenue raising ability (Burnset *al.*,2014). The necessity for reorganizations in management of public finance in Kenya emanated from the previous challenges encountered and gaps recognized that led to misappropriation of public resources geared to improve service delivery to citizens.

Public goods and services have to be accessible to the public. However, inadequate financial and material resources have a negative bearing on the efficiency and effectiveness of the delivery of goods and service. Most governments have devolved power to local authorities to ensure that services are accessible to the populace. However, such decentralized services need to be supported financially and materially. It is common to find local authorities referring clients to the central government because resources have failed to trickle down to them. This usually happens in situations where financial resources are limited (Burnset *al.*,2014).

## III. RESEARCH DESIGN AND METHODOLOGY

### 3.1 Research Design

According to Mugenda and Mugenda (2003), descriptive research is the process of collecting information with the objective of describing a phenomenon. The study adopted a case study research design which is a form of descriptive research since this allowed the researcher to carry the study without affecting the flow of work.

### 3.2. Target Population

Target population refers to the total number of people that the researcher feels that they are enough to get information from in order to compile the research. The target population of this study was the management and operative staff of Huduma Center which consisted of 198 employees.

Table 3.1 Target Population

| Category          | Target Population | Percentage (%) |
|-------------------|-------------------|----------------|
| Top Management    | 14                | 7              |
| Middle Management | 40                | 20             |
| Operational Staff | 144               | 73             |
| <b>Total</b>      | <b>198</b>        | <b>100</b>     |

Source: Government of Kenya (2019)

### 3.3 Sample and Sampling Technique

Sampling design is the part of research plan that indicates how cases were selected. A sample of 30% respondents was considered to provide a general view on the challenges facing service delivery in public institutions in Kenya as Mugenda & Mugenda (2003) outlines that good research respondents should have a sample percentage between 30% and 50%.

Table 3.2 Sample Size

| Category          | Target Population | 30% Sample Size | Percentage |
|-------------------|-------------------|-----------------|------------|
| Top Management    | 14                | 4               | 7          |
| Middle Management | 40                | 12              | 20         |
| Operational Staff | 144               | 43              | 73         |
| <b>Total</b>      | <b>198</b>        | <b>59</b>       | <b>100</b> |

Source: Author (2019)

### 3.4 Data Collection Procedures

Primary data was used in this study. The quantitative data was collected using a questionnaire. This was derived mainly through the administration of questionnaire to the respondents. Open-ended question enabled the respondents to give more adequate presentation of answers to the questions asked, while close-ended questions helped to keep the questionnaire to a reasonable height and therefore encouraged responses and validity in terms of representatives of the returns with its alternative structure.

### 3.5 Pilot study

A pilot research was carried out to ensure there were no errors in the research instrument. A pilot study was conducted on 8% of the sample size.

### 3.6 Validity and Reliability

Mugenda and Mugenda (2003) asserted that, the accuracy of data collected largely depended on the data collection instruments in terms of validity and reliability. Validity is the degree to which result obtained from the analysis of the data actually represents the phenomenon under study. Validity was achieved by having the supervisor correct the whole document for correctness and accuracy. Reliability on the other hand refers to a measure of the degree to which research instruments yield consistent results (Mugenda & Mugenda, 2003). In this study, reliability was ensured by doing a pilot study which is pre-testing the questionnaire with a selected sample.

## 3.7 Data Analysis and Presentation

The data collected was analyzed mainly by use of descriptive statistics which included: frequency distributions, mean, chisquare test. The result was then be presented in form of a well interpreted and easy to understand tables, graphs, chart sand percentages.

## IV. DATA ANALYSIS, PRESENTATION AND INTERPRETATION OF FINDINGS

### 4.1 Response Rate

The researcher administered 59 questionnaires to randomly selected respondents. The response was as follows:

Table 4.1 Response Rate

| Category     | Frequency | Percentages (%) |
|--------------|-----------|-----------------|
| Response     | 54        | 91              |
| Non Response | 5         | 9               |
| <b>Total</b> | <b>59</b> | <b>100</b>      |

Source: Author (2019)

As seen in both table 4.1 above, the researcher targeted a total of 59 respondents at Huduma Center. Out of the total 59 respondents, 54 responded by filling the questionnaires and returning them. This represents a percentage of 91%. The non-respondents were 5 represented by 9%. The response rate was deemed adequate and sufficient by the researcher for purposes of data analysis.

### 4.2 Gender of Respondents

Table 4.2 Gender of Respondents

| Category     | Frequency | Percentage |
|--------------|-----------|------------|
| Male         | 42        | 78         |
| Female       | 12        | 22         |
| <b>Total</b> | <b>54</b> | <b>100</b> |

Source: Author (2019)

Both table 4.2 above shows that 78% the respondents were male while 22% were female .This indicates that the majority of the responses in each of the categories in Huduma Center were males.

### 4.3 Age of the Respondents

Table 4.3 Age of the Respondents

| Category     | Frequency | Percentage |
|--------------|-----------|------------|
| 18 – 25      | 9         | 16         |
| 26 – 30      | 15        | 27         |
| 31 – 35      | 12        | 23         |
| 36 – 45      | 16        | 30         |
| 46 and above | 2         | 4          |
| <b>Total</b> | <b>54</b> | <b>100</b> |

Source: Author (2019)

From the above table 4.3, majority of the respondents, that is, 30% were in the age bracket of 36 – 45 years, 23% of the respondents were 31 – 35 years, 27% of the respondents were 26 – 30 years and 16% were aged between 18 and 25 whereas 4% were above 46years.

4.4 Position in the Organization

Table 4.4 Position in the Organization

| Category          | Frequency | Percentage (%) |
|-------------------|-----------|----------------|
| Senior Management | 5         | 10             |
| Middle Management | 10        | 18             |
| Support Staff     | 39        | 72             |
| <b>Total</b>      | <b>54</b> | <b>100</b>     |

Source: Author (2019)

The above finding in table 4.4 shows the position of the respondent in the university, 10% of the respondents were in the senior management, and 18% of the respondents were in the middle level management while 72% were at the operational staff. This shows majority of the respondents in the Huduma Center were operational staff.

4.5 Effect of information technology on service delivery in government institutions in Kenya.

Content analysis was conducted on each research objective to establish the relationship between the independent variable items and the dependent variable. The first objective of the study was to determine the effect of information technology on service delivery in government institutions in Kenya.

4.5.1 Influence of information technology on service delivery in government institution in Kenya

Table 4.5 Influence of information technology on service delivery in government institutions

| Category     | Frequency | Percentage (%) |
|--------------|-----------|----------------|
| Yes          | 44        | 82             |
| No           | 10        | 18             |
| <b>Total</b> | <b>54</b> | <b>100</b>     |

Source: Author (2019)

From the table 4.5 above, 82% of the respondents felt that information technology influence the service delivery while 18% of the respondents were of a contrary opinion. The finding shows that information technology has an influence on how of services are offered at Huduma center.

4.5.2 Adoption of modern information technology by government institution in Kenya to aid in service delivery.

Table 4.6 Adoption of modern information technology by government institution in Kenya

| Category   | Frequency | Percentage (%) |
|------------|-----------|----------------|
| Very Great | 33        | 62             |
| Great      | 14        | 26             |

|              |           |            |
|--------------|-----------|------------|
| Low          | 4         | 7          |
| Very Low     | 3         | 5          |
| <b>Total</b> | <b>54</b> | <b>100</b> |

Source: Author (2019)

From table 4.6 above, 62% of the respondents indicated that government institutions have adopted modern information technology to a very great extent, 26% to a great extent, 7% to a low extent, and 5% to a very low extent. This shows that the modern information technology adopted by the government at Huduma center remains fundamental in efficient and effective delivery of services. .

4.6 Effects of finance availability on service delivery in government institutions

The second objective of the study was to determine the effect of finance availability on service delivery in government institutions in Kenya.

4.6.1 Influence of finance availability on service delivery in government institutions

Table 4.7 Influence of finance availability on service delivery in government institutions

| Category     | Frequency | Percentage % |
|--------------|-----------|--------------|
| Yes          | 47        | 88           |
| No           | 7         | 12           |
| <b>Total</b> | <b>54</b> | <b>100</b>   |

From the table 4.7 above, 88% of the respondents indicated that finance availability has an influence on service delivery while 12% of the respondents did not hold the same view. From the majority of respondents, it is apparent that the finance availability to Huduma center may further improve service delivery.

4.6.2 Commitment of leaders in ensuring adequate funding in government institutions in Kenya for effective service delivery

Table 4.8 Extent of commitment of leaders in ensuring adequate funding in government institutions in Kenya for effective service delivery

| Category     | Frequency | Percentage (%) |
|--------------|-----------|----------------|
| Very Great   | 32        | 59             |
| Great        | 16        | 30             |
| Low          | 5         | 10             |
| Very Low     | 1         | 1              |
| <b>Total</b> | <b>54</b> | <b>100</b>     |

Source: Author (2019)

From Table 4.8 above, 59% of the respondents agreed that leaders are committed in ensuring adequate funding of operations to a very great extent, 30% to a great extent, 10% to a low extent, and 1% to a very low extent. This shows that the finance availability remains a crucial resource in ensuring effective running of operations in government institutions.

## V. SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

### 5.1 Effect of information technology on service delivery in government institutions in Kenya

Many respondents agreed that information technology affect service delivery in government institutions greatly. According to 62% of the respondents, information technology affect service delivery to a great extent, 26% to a great extent, 7% to a low extent and 5% to very low extent. According to the findings, information technology plays a critical role in providing services to citizens in government institutions. ICTs applications in service delivery enable the dissemination of a large range of information from the public administration institutions, such as: pre-edited documents, information for social assistance, job search, facilities of payment by credit cards, updating the driving licence, tax and charges payment. The use of ICT supports the delivery of integrated service, based more on the concept of citizen/user and less on the administrative service. Consequently, the service delivery is improved, current expenses of public administration cut and efficiency, control and effectiveness are improved. For the citizens, the costs are reduced.

### 5.2 Effect of employee training on service delivery in government institutions in Kenya.

Majority of the respondents indicated that finance availability has an influence on service delivery. On the extent of commitment of leaders in ensuring adequate funding in government institutions, 59% agreed that they are to a very great extent, 30% to a great extent, 10% to a low extent while 1% to a very low extent. The study found that lack of finances cause the government to give Kenyans poor services. Public goods and services have to be accessible to the public. However, inadequate financial and material resources have a negative bearing on the efficiency and effectiveness of the delivery of goods and service. Most governments have devolved power to local authorities to ensure that services are accessible to the populace. However, such decentralized services need to be supported financially and materially. It is common to find local authorities referring clients to the central government because resources have failed to trickle down to them. This usually happens in situations where financial resources are limited.

### 5.3 Conclusions

The study concluded that information technology is vital in improving services provision to the public. Moreover, there is sufficient evidence that well-designed e-governance projects with process reforms that target enhanced transparency and accountability reduce the discretion of civil servants, enhance efficiency and reduces embezzlement and misuse of resources.

The study further concludes that financial availability in government institutions is paramount in service delivery. The financial resources help in budgeting and procurement of all helpful facilities in providing services. Sound revenue

mobilization practices for government units are essential pre-condition for the success of public service delivery. This is because, apart from raising revenues, local revenue mobilization has the potential to foster political and administrative accountability by empowering communities.

### 5.4 Recommendation

#### 5.4.1 Information Technology

The study recommends that government institutions should ensure that they adopt the technology for the betterment of service delivery. Most of the services should be applied online by citizens in Kenya to improve service provision.

#### 5.4.2 Finance Availability

The study recommends that all government institutions should ensure that there is adequate provision of financial resources for better service delivery and enable procure all the necessary equipment for giving services to citizens. Proper budget allocation and extensive accountability should not be overlooked.

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