

ONE STOP SHOP PRACTICE AND PUBLIC SERVICE DELIVERY: EFFECT OF BUSINESS PROCESS RE-ENGINEERING PRACTICE ON PUBLIC SERVICES DELIVERY

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Abstract: The objective of the study was to establish the effect of the one shop practices in public service delivery in Kenya. Specific objectives were to evaluate the effect of Business Process Reengineering Practices on Public Services Delivery. The study used business process reengineering model. A census survey was carried out on all the 52 Huduma centers spread across the 47 Counties in Kenya. The component of analysis was Huduma centres while unit of observation involved 159 senior managers in charge of the 108 services offered under the one stop shop platform. The Response rate was 65.41% and normality test undertaken showed that the Kolmogorov-Smirnova and Shapiro-Wilk statistics for Public service delivery was 0.396 and 0.568 thus normal in distribution. The study used descriptive statistical method of inquiry that involved correlation and regression methodologies for qualitative and quantitative analysis. The instruments for quantitative data collection was structured questionnaire anchored on Likert-type scale with reliability Cronbach alpha coefficient at 0.842 in the pilot study. Survey was used to gather main statistics while secondary data was collected through evaluations of both hypothetical and experiential writings. Interview guide was used specifically on a selected number of respondents to clarify qualitative data collected through questionnaires. The quantitative data obtained was analysed by SPSS programme. Hypotheses were tested using regression analysis and Pearson's Product Moment Correlation analysis. Findings established that Business Process Reengineering practice has statistically significant effect on public service delivery. The findings have also recognized the role of business process re-engineering as a critical component affecting one stop shop operations in Kenya. However, there is need to re-look at the current processes involved, analyse the processes and re-design them to be efficient and cost-effective. These practices need to be natured positively for citizenry to enjoy government services with ease. Therefore, the conclusions have enjoined the knowledge gap in the management of one stop shop concept in Kenya.

Keywords: Huduma Centres, One Stop Shop Practices, Public Service Delivery, Business Process Reengineering.

I. INTRODUCTION

1.1 Business Process Re-engineering

Business Process Reengineering entails a re-look at the current processes involved in providing a service, analyse the processes and re-design them as efficient and cost effective (Hammer, 1990). It involves a strategy, organization, people and information technology. Strategy is the format or way of achieving specific goal or objective in an organization.

Organization reflects the structural and procedural elements of the unit which shall be optimized, such as ranked stages, the configuration of organizational components, the dissemination of efforts and the workflows and communication between them. Information technology provides a platform for retooling and orchestration of BPR. The model support organizations to reconsider their efforts to advance consumer service, reduce operational costs drastically, and grow into a competitor worldwide (Andree, 2016).

Bureaucratic situation creates an attitude that inspires the implementation of the rules notwithstanding of their significances in the achievement of organization purpose. Max Weber contends that bureaucracy achieves rationally ordered public accomplishment (Fry & Raadshelders, 2008). Administrators progress a code of nobility that embraces recognition in the superiority of their own authorizations (Fry & Raadshelders, 2008). Study on Stakeholder Approach by Annie, Calvin, Chan & Lim (2016) pronounced the remunerations of e-government as greater transparency, competitiveness, efficiency and value of public services (Krishnan *et al*, 2013; Rowley, 2011). However, many governments have not been successful in achieving these benefits in their e-government venture (Guha & Chakrabarti, 2014).

Developing countries encounter difficulties than their developed counterparts in attaining e-government accomplishment (Annie *et al*, 2016). Annie, Calvin, Chan and Lim (2016) study posit that inadequate information structure, pitiable leadership and feeble authority, deficiency of human and knowledge capital as foremost tests faced by developing countries (Annie *et al*, 2016; Ifinedo, 2011; Kifle & Cheng 2009). Studies postulate the eminence of well-informed and accomplished public servants and populations in comprehending e-government accomplishment (Cellary & Davies, 2014). The engagement of people as stakeholders is critical to the successful implementation of the BPR Process. This could be achieved by substituting bureaucratic systems with risk-taking ones, implanting essential business standards and offering inducement for using these standards in a self-renewing system as this produces public systems inversely from the bureaucracies (Osborne & Gaebler, 1992).

1.2 Local Perspective on One Stop Shop Concept

Since independence the Kenyan government has had a centralized model of public service delivery. Challenges emanating from the centralized practices gap include; inadequate access to public services due to lack of structured framework, Multiple entry points for single service, silo setup by public organizations occasioning replication of efforts and waste of vital resources (Public Service Transformation Strategy, GoK, 2014). This had inevitably created a gap between the services provided and citizen expectations. However, in 2004 the Country embraced Result Management Concept in public service delivery under the Economic Recovery Strategy for Wealth and Employment Creation. This introduced and redefined the National Development Strategy as Vision 2030 in the year 2006. This propelled the agitation of a transformative new Constitution in 2010. The era under 2004-2019 experienced a melodramatic alteration in the government service provision model. Under this period the Government introduced tenets of decentralization model as devolution, fiscal and de-concentrating as a transition from centralized to decentralized units of governance.

Huduma centre is one of the decentralized models under the one stop shop platform introduced by the Kenyan government in 2013 to address to the challenges conveyed by the centralized model (GoK, 2013). This came as result of Kenyan technocrats benchmarking in countries of Brazil and China which had similar service model. The vision was to achieve a people-centred, transparent and accountable Public Service responsive to citizens' needs in the 47 Counties (GoK, 2013). Huduma Centres provides Government Services at the Expediency of the citizen. It encompasses amalgamating related services within one building, making it conceivable for service seekers to access. This means that you will be able to get birth certificates, national identity cards, passports, registration of business names, and applications for marriage certificates, drivers' licenses, police abstracts and other services in one place (Huduma Kenya Secretariat, GoK, 2016). The government was to establish one Huduma Centre in each of the 47 Counties with the current success rate as at February 2020 of 52 centres in 47 Counties, with Nairobi having five (GPO, City Square, Kibra, Makadara and Eastleigh) Huduma centres established (Huduma Kenya Secretariat, GoK, 2017). The centres had over 3000 staff Trained on Customer Service Excellence and deployed in all its operational. Huduma Centres have also established a two (2) Tier 3 Data Centres in Nairobi and Nakuru, Technology Observation Centre, Security Command and Control Centre (Huduma Kenya Secretariat, GoK, 2017).

The introduction of Huduma Centres in Kenya has enabled citizens without difficulty advance right to use quick and reliable government services and by reducing high levels of bureaucracy (HK, 2021). Its achievement has made Kenya win African Association for Public Administration and Management Gold Award Trophy for innovative management in Public Administration and Management in Africa (GoK, 2021). Huduma secretariat (2019) contends that the platform has indeed enabled suppliers in the construction manufacturing to register under the National Construction Authority as obligated by Law in an efficient dependable way. Introduction of the platform guaranteed significant heights of acquiescence in public service delivery thus boosting the levels on governance, transparency and accountability (Ng'aru & Wafula, 2015). Juma (2014) posits that platform created efficiency and order in public institutions offering essential services to the citizens. Kenya business association (2021) argue that the platform has facilitated strategic planning capacity building of its patron base at diverse stages. It has enabled the patron base appreciate the procedures used in business start-ups conscious of the complex commercial surroundings (KBA, 2021). Currently there are 52 Huduma centres with the secretariat having plans to increase more centres per county in 2020. The first phase of Huduma digitalized and transformed services use the concept of the Integrated Service Delivery (ISD) in a One Stop Shop. In this Phase, Huduma Centres have been serving 30,000 people daily and have collected twelve billion Kenyan shillings (12,000,000,000/=) for the government since inception in 2013 as at December 2016 (Huduma Kenya Secretariat, 2017).

The second Phase of Huduma Kenya Programme is to inaugurate concentration in re-engineering, computerization, integration and roll-out of digital services. The One-stop Shop service delivery programme will provide different channels for integrated government services to the public. Huduma through “*M-Huduma*” podium proposition services from the ease of mobile phones by a single dialling prefix ((Huduma Kenya Secretariat, 2016). The platform has provided improvement of the Ease of Doing Business Index through the devolution of services like search and reservation of business names and predictable Government service. As at January 2020, the 52 Huduma centres established were offering over 108 different Public Services to more than 60,000 people per day. The centres had set up a Call Centre which provides whole of Government Customer Service/ Information using a single dialling prefix. The platform has also introduced 125,000 Cards Huduma Smart Card to the Public and is currently being aligned to the Huduma Number Project (Huduma Kenya Secretariat, 2016). Huduma E (Online) and M (Mobile) Portal have continued to provide transactional services like Boma Yangu registration and contribution, airtime, pay TV, Kenya Power tokens without a customer visiting a Huduma Centre or any other service centre. Over 295 Huduma Mashinani outreaches have been held in 45 Sub-Counties directly serving 183,253 people and averagely serving 5000 people per Mashinani. Overall Huduma Mashinani activities have reached 1.4 million people with services at both levels of Government.

1.3 Public Service Delivery.

Public service delivery is predictable to gratify a great and diverse variety of public values, such as effectiveness, efficiency, equity, and responsiveness (Petra van den Bekerom, Joris van der Voet, & Johan Christensen, 2020) Public service delivery progresses when public servants labour together meritoriously as teams and suggest that policymakers ought to take action to ensure that governance transformations do not destabilize the effectiveness of existing staff. Criado & Villodre (2020) posits that Social media acceptance by public administrations is habitually related to the preferment of transparency, involvement and cooperation. However, less consideration has been rewarded to the application of social media for public service delivery.

The prominence of reasonable public performance is paramount demonstrated in absenteeism: deteriorating service delivery by public establishments generates media responsiveness, inquiry by politicians, and displeasure among citizens (Van den Bekerom et al 2020). There may be a wide-ranging propensity among citizens to recognize public service suppliers as performing inferior services than their private colleagues (Marvel 2015). Marvel (2015) further posits that individual citizens tend to have deep-rooted undesirable arrogances towards public establishments as they subordinate public sector officialdoms with disorganization, stubbornness, and other pejoratives, and these reflex associations paint their evaluations of public sector performance.

Van den Bekerom et al (2020) argues that Citizens' discernments of the performance of public service suppliers are a dominant apprehension for scholars and policy-makers. An emergent body of interactive public administration investigations underscores the psychosomatic prejudices that profile the insights of citizens. The main finding of Petra van den Bekerom, Joris van der Voet, & Johan Christensen (2020) study demonstrated that public establishments are castigated more harshly by citizens for undesirable performance evidence than private establishments, but this propensity

is focused among citizens who have inclination for private service delivery and differs across service areas. However, there are also substantial variances across services in how citizens gauge waning service delivery (Van den Bekerom et al, 2020). Further undesirable rejoinders to poor performance are rigorous among the assemblage of citizens with an inclination for private service delivery. This cluster has been reputed to pose a sharp task for policy-makers, due to negative opinions of public services (Hvidman, 2019).

Public service delivery cannot be deferred in COVID-19 pandemic, but could be conveyed online, depending on a digital technology (Arnaboldi, 2020). Digital transformation dates back in 1990s, under dissimilar tags such as 'e-government' (Bellamy & Taylor, 1998). In 2017, the Italian government boarded upon a main strategy for digital transformation in the public sector, enacted through guidelines and an itinerary for establishments (Digital Innovation Observatory, 2020). COVID-19 has represented an accelerator for digital transformation in public service delivery (DIO, 2020). Empirical evidence from 100 Italian state museums, currently barred to the public provided digital service delivery as an opportunity (Arnaboldi *et. al.*, 2020). The COVID-19 fast tracked digital hastening as a prospect for intellectuals and experts to discover how governments and establishments have performed over a short period (Arnaboldi *et. al.*, 2020). It is against these challenges that the study seeks to establish the effect of one stop shop practices on Public Service Delivery in Kenya.

1.4. Statement of the Problem

Citizens need accessibility to high quality, Just in Time (JIT), convenient and affordable services (GOK, 2014). Provision of these services is conservatively initiated by citizens who jumpstart the initiation practice by assemblage and dispensation of specific data of interest and these services from Governments (Scholta, Scholta Mertens, Kowalkiewicz & Becker, 2019). However, Citizens anticipate that governments will proactively initiate these services instead of depending on requests from them (Scholta et al, 2019).

This has brought the need to introduce the one stop concept model that is a centralized platform for delivering e-government services to citizens. It involves a single point of access to electronic services and information offered by different public authorities on an information technology platform as an enabler (Wimmer & Tambouris, 2002). The concept provides a unified forward-facing office, where individual departments remain autonomous, and data may still be disseminated to them after gathering to be stored in their discrete data-bases (Scholta et al, 2019). This citizen-centric approach entails a change in the philosophy of governments from perceiving themselves as approvers to providers (Schuppan & Kohl, 2017).

Governments globally are progressively using Web-based business models to enhance service delivery; however, the concept of the business model is unexplored within the context of e-government (Jansen *et el.*, 2007). Governments at all levels have launched electronic government projects aimed at providing electronic information and services to citizens and businesses since late 90s but little is known about their effectiveness Torres et el (2005). Reports on integrated e-government have been disappointing slow and have resulted in legacy challenges and under developed infrastructure to sustain the process (Banister, 2005). Bring into line the stages within the model remains a high priority on the e-government agenda and requires widespread transformation (Klievink *et el.*, 2007). Bannister (2005) maintains that localized power and territorial competitions have also affected the advancement of the one stop shop. According to UNDP & World Bank report (2017), Singapore introduced the one stop shop model to deal with misdirected feedback or cross-agency issues from the public effectively. This was done with the consideration that life cycle in service provision takes a new level by understanding needs of citizens at different stages of their lives, and using a customer-centric point of view to guide the design of services (UNDP & WB, 2017).

Kenya on her part has all along embarked on a centralized model of governance in service provision to its citizenry since independence. This has inevitably created a gap between the services provided and citizen expectations. According to Huduma Secretariat (2014) Challenges emanating from the centralized governance practices include; inadequate access to public services due to lack of structured framework, Multiple entry points for single service, silo setup by public organizations occasioning replication of efforts and waste of vital resources. This is contrary to the Constitution (2010) under Article 35 and 46 that argues that citizens as consumers of public sector goods and service should have quality and information to gain full benefits from the goods and services (CK, 2010). However, the Centralized model of governance transformed in 2004 when the Country embraced result-based management concept in public service delivery under the

Economic Recovery Strategy for Wealth and Employment Creation that introduced and redefined the national development strategy as vision 2030 in the year 2006. This propelled the agitation of a transformative new constitution in 2010. The era under 2004 -2020 experienced a melodramatic alteration in the government service provision model. Under this era the government was able to introduce tenets of decentralization model as devolution, fiscal and de-concentrating as a transition from centralized to decentralized units of governance.

One stop shop platform was introduced by the Kenyan government through Huduma centre platform in 2013 to address to the challenges conveyed in public service delivery. The platform has a customer traffic of over thirty thousand (30,000) on a day-to-day basis with fifty-two (52) centres across the 47 counties in Kenya as at December 2019 (HK, 2019). The most significant development in the design and purpose of One Stop Shop are linked to technology (UNDP, 2017). Governments implementing a digital one-stop shop face myriad challenges although the concept has a general impact on reduction of cost in public service delivery in the long run by increasing citizen satisfaction (Scholta et al, 2019). Nevertheless there remain questions on whether One Stop Shop concept has effect on public service delivery. The objective of the study is therefore to identify whether one stop shop concept practices identified as Business Process Reengineering Practices affects public service delivery (effectiveness, cost containment and customer satisfaction).

1.5 Objective of the study

To determine the effect of Business Process Reengineering Practices on Public Services delivery

2. THEORETICAL REVIEW

2.1: Business Process Re-Engineering Model (Hammer, 1990)

The model was coined by Hammer (1990) as the essential re-thinking and re-designs of central service procedures to attain enhanced performance. This entails a re-look at the current processes involved in providing a service, analyse the processes and re-design them as efficient and cost-effective (Hammer, 1990). Bayomy, Khedr, & Abd-Elmegid (2021) contend that Business Process Re-engineering (BPR) offers by what means to professionally realize the quality operative objectives economically. Osemeke & Adegboyega (2021) Work on Business process reengineering and Nigerian private sector establishments commends that actual communication networks should be set for change management process to be accomplished. Weerakkody, Janssen & El-Haddadeh (2021) the resurgence of business process re-engineering in public sector transformation efforts: exploring the systemic challenges and unintended consequences.

The understanding of citizen-centric services in the public sector necessitates contravening bureaucracies and transmuting prevailing established constructions and procedures (Weerakkody, Janssen & El-Haddadeh (2021). Experiential indication exposes that transformation efforts in public sector to succeed ,institutional configurations should be reinvented to focus on providing citizen-centric service (Weerakkody et al (2021). Governments in Western Europe have incorporated the idea of Business Process Reengineering (BPR) to monitor transformational determinations, a notion identical with private sector in the 1990s(Weerakkody & Dhillon 2008). Weerakkody et al (2021) posit that public sector transformation requires creating a less complex organizational and policy landscape, developed for simplicity in which routine operations are automated, similar activities are bundled and/or shared to ensure agility and responsiveness in service delivery. It is also clear that this can only be realized if employees are willing to accept the institution's structural changes and their individual roles and ways at work. Vakola & Rezgui (2000) highlighted that the accomplishment of BPR be determined by the tactics that are applied. The methods selected are serious as they are used to deliver control and monitor variations being executed (Markus & Jacobson 2010). Methodologies are used to safeguard certain mode of steering BPR ventures through establishments (Kettinger, James & Guha 1997).The anticipated tactics where BPR prospects are undoubtedly specified and expressed with communication constructions decided (Santana et al. 2011).

BPR methodology is used to appraise structural fundamental procedures (Luca, 2014). This enables establishments cut on expenses and time accomplish activities to guarantee customers fulfilment (Vikas & Bharti 2018).The application of BPR hang on the human component (Luca 2014; Vakola & Rezgui 2000). South African financial institutions have not been succeeding with BPR initiatives because of the methodologies adopted (Kader and Dwolatzky, 2016). The catastrophe is instigated by organizations against transformation (Swartz, 2018).The model forms part of the business process management theory which aims at capturing, understanding, and improving work in organizations (Smirnov *et al*, 2010) According to the main concept of new public management model is 5R's namely: restructuring, process, reengineering,

reinvent, realignment and reconceptualization (Fargoso, 2015). The process framework structure in the Modern Business Management cycle is Business Process Re-engineering. Fargoso (2015) argues that BPR starts with the design and ends with its provision. Change should enhance value effective to the beneficiary (Johansson *et al*, 1993).

The procedure involves problem identification and definition, process study and documentation, process analysis, process reengineering and process implementation (Hammer, 1990). The process helps organizations fundamentally rethink their work process to progress client service, cut operational costs radically, and become serious competitors worldwide (Ulrich A, 2016). The process demands a high erudition effort with respect to the logical stream, devices and backup software (Leyer & Motorman, 2017). Yangzhou (2013) argues that for one stop government to succeed it requires that customers access services in a well-structured and comprehensible manner. This will only be realised when E-government services are put in place. The model seeks to recognize business process engineering as a critical component affecting Huduma centre operations in Kenya. This comes from the background that the Government needs to eliminate the traditional bureaucratic concepts which believe that value is created by the government to a new innovative belief which states that value is co-created by the people and the government (Yangzhou, 2013).

In the second scenario, the individual citizen/customer is in control of the co-creation experience. The second eliminates traditional belief which states that Government and Citizen Interface is the locus of value extraction to the new paradigm which believe that Government and citizen interaction is the locus of value creation. The last eliminates the classic paradigm which focuses on value chains and quality of internal process to a new thinking which focus on the quality of Government and Citizen Interaction as the outcome of value based services (public service transformation strategy, GOK, 2014). Therefore, the model is relevant as it will enable the researcher unbundle critical bureaucratic process issues affecting the gap between operation dynamics of public organizations and public service delivery (Shields & Hesbol, 2021). It will also enable the researcher identify how business process reengineering is linked with the gap under study and provide adequate data relevant to create justifiable conclusions on the mitigating factors available in addressing the gap. Shields & Hesbol (2021) argue that increasing the effectiveness and efficiency of business processes will save time and resources up time and optimize employee performance in organization. This theory supports business process reengineering variables identified as a practice that may influence public service delivery under the one stop shop concept.

2.2 Value-Percept Disparity Model (Edwin Locke, 1967)

This was developed by Edwin Locke in 1967 and affirms that satisfaction/ dissatisfaction is an emotive reaction activated by a cognitive-evaluative process in which the insights of an entity are equated to individual standards. The minor the difference amid precepts of the entity and individual standards, the more auspicious the appraisal, and the better the cohort of constructive affect allied with objective accomplishment. Service excellence has inferences for consumer faithfulness, both outlook and conduct ensues when the client is contented with the value of the scheme exhibited. This can be accomplished if the magnitude of eminence is typical of the structure obtainable (Yusfiarto *et al*, 2021). Similarly, the superior the value-percept discrepancy, the less promising the assessment, the fewer the group of affirmative affect, and the more the growth of adverse effect related with objective displeasure (Locke, 1967). The methodology involves three rudiments namely perceptions of the aspects of a product, value standards held by the consumer and judgment of the relationship between one's perception and one's value. The theory postulated that perceptions of products are verified contrary to the degree to which they meet the user's values. Merchandises make available more of trait than what is anticipated, this has no bearing on gratification unless this facet causes obstruction in the accomplishment of another worth. Yasmin, Li, Zhang & Poulouva (2021) contend that overseas learners' gratification with the facility excellence of Chinese campuses is vital for the maintainable globalization of country's learning structure. Yasmin *et al* (2021) posit that, although overseas learners confirm that lecturers are helpful and competent they lack English proficiency.

Juliana ,Stella ,Austine, Budiono & Klarissa (2021) argue that wrapping has a noteworthy effect on customer gratification, service superiority has an influence on customer fulfilment, thus producers should recompense more consideration to wrappers and facility to consumers which can compromise unforgettable practice for customer contentment. The proponents claim that sales campaign does not significantly affect customer satisfaction. Juliana *et al*, (2021) posit that Satisfying patron necessities and desire is vital to sustain corporate competitiveness. Garcia (2021) posits that the global outbreak of coronavirus (COVID-19) has influenced most medical establishments and consultants adopt telemedicine model and argues that focal pointers used to measure the achievements of telemedicine amenities is patient

gratification. Garcia (2021) establishes that there are contests with biased clarifications of fulfilment's significance by suppliers and these can contrast amongst single-item trials and dimensional opinion of consummation. Consumers often appear to report satisfaction (or dissatisfaction) based on aspects of the product which may not have materialized until after purchase and consumption, i.e., for which expectations never existed. Westbrook & Reilly (1983) proposed the Value-Precept philosophy as a contending basis to study consumer satisfaction, disagreeing that what is predictable from a product may not resemble to what is preferred and treasured in a product, and thus, standards may be comparative as opposed to expectations. This theory supports public service delivery and consumer protection law variables under the one stop shop practices.

2.3 Dissonance Theory (Festinger, 1957)

This was developed by Festinger in 1957 and proposes that individual who expects a high-value product and gets a low-value product would identify the discrepancy and receive a cognitive dissonance (Cardozzo, 1965). Cardozzo contends that consumers may upsurge their appraisals of those products when the price is high. This builds a state of dissonance or a psychological discomfort (Yi, 1990). The presence of dissonance yields gravities for its lessening, which could be accomplished by modifying the apparent discrepancy. Elkin and Leippe (1986) posit that People are motivated to reduce dissonance Cognitive Dissonance. This principle grasps that post acquaintance assessments are predominantly a task of the expectancy level because the undertaking of identifying disconfirmation is believed to be psychologically painful. Oliver (1977) argues that consumers are postulated to perceptually misrepresent expectation-discrepant enactment to match their hope level Difference exists between product anticipations and product performance, consumers may have a psychological tautness and try to decrease it by altering their discernment of the product (Yi, 1990).

Mortensen, Stojiljkovic, & Lillekroken (2021) argue that approaches used to accomplish or lessen cognitive dissonance offer novel indulgent of how healthcare staff cherry-pick to approach restiveness to care for dementia patients. Dementia Patients living in nursing homes leave health care staff to have power and control over them making them exposed (Goossens et al., 2020). The theory of cognitive dissonance therefore may possibly elucidate why healthcare workers choose to engage intimidating procedures while providing upkeep (Mortensen et al, 2021). Harmon-Jones, (2019) posit that dissonance philosophy impacts on opinions and outlooks of pronouncements. Panghal & Dhanda (2020), contend that the prose on dissonance is aligned to outlook and behaviours transformation. Thus dissonance is not always a bad involvement since it impress on organizations offering services to reason analytically (Mortensen et al, 2021). Confusions on suitable dating behaviors is predominant amongst student population in colleges and imminent socializing behavior intentions is pegged on admiration, conviction, communication and aiding conducts (Semanko & Hinsz 2021). The Value-Percept Disparity Model and Dissonance theory recognise specific issues addressed under the consumer rights practice aspect of public service delivery component that form part of the one stop practices under study. Therefore, both the model and the theory unpacks salient concerns affecting public service delivery. It also enabled the researcher identify specific connection with the gap under study and provide sufficient data relevant to create admissible conclusion on the extenuating dynamics obtainable by the gap. Festinger (1957) theory supports public service delivery as dependent variable under the one stop shop concept. It also offers insight to discourse on the role of consumer protection laws in public service delivery. Thus enabled the researcher interrogate further the role of the moderating variable in public service delivery.

2.4 Conceptual framework

A Concept signifies numerous interconnected philosophies thus making a conceptual framework to be perceived as a system of linked notions (Jabareen2009). It offers a process of theorization for building thoughts based on grounded theory technique with emphasis on understanding instead of prediction (Jabareen2009). Concept is different from a theory since it does not need to be discussed to be understood (Kamau, 2019). According to Kothari (2003), a variable is a concept, which can take on qualities of quantitative values. The conceptual framework draws its tenets from the literature review to make a conceptual distinction amongst the variables. The study used both independent and dependent variables in identifying the linkages amongst the variables. Independent variable is anything that takes into account the one that influences the dependent variables positively or negatively (Ngechu 2010). In this study the dependent variable is public services delivery which addresses issues on effectiveness, cost containment and customer satisfaction.

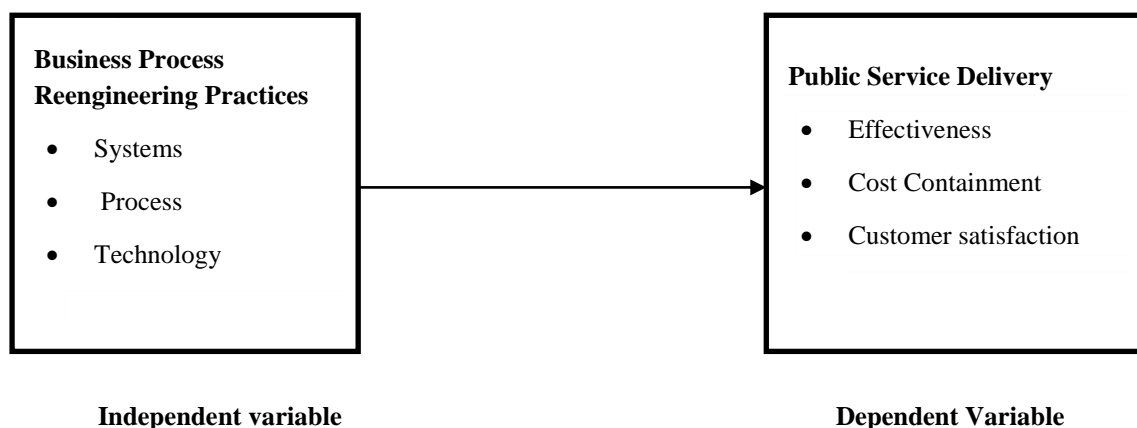


Figure 1: Conceptual Framework

2.5 Literature Review

Epistemology is perceived to be the philosophy of knowledge while methodology is the practice of knowing knowledge. The empirical review is based on both positivism and interprets philosophies. The study deliberates on preceding studies that are significant in probing the association between one stop shop practices and Public service delivery grounded on the identified variables. It aids the researcher pronounce why the study matters (Wagana, 2017). Kamau (2019) postulates that it helps the researcher discover the preceding empirical studies relating to the influence of the predictor variables for the study.

2.5.1 Business Process Re-Engineering Practice

MIS literature acknowledged eight business exploration techniques used where some procedures are preferred over others (Grant, 2016). Mazenj, Al Shobaki, Sammy and Sabu Naser (2017) study on the Al-Azhar University in Gaza showed approval by the respondents on re-engineering operations and business and recommends increase interest in human capabilities for applying the process especially in the reduction of costs and the consequent features (Mazenj *et al.*, 2017). Business Process Management concept aims at achieving higher performance through maximization of socio-technical factors that integrates leadership (Syed *et al.*, 2017). Ayob, Faizal; Wilson-Evered, Elisabeth and McGrath, Michael (2017) study, assessed the website characteristics of micro-and-Medium-Sized-Hotels in Malaysia, using a set of pre-determined evaluation criteria to identify the adoption levels of their web presence (Ayob *et al.*, 2017). The findings from the study observed 42.7% of SMHs in Kuala Lumpur have a web presence, 10.3% do not have online reservation facilities while 32.4 % do not have online feedback on their website (Ayob *et al.*, 2017).

Study on 'E-Government Implementation' argue that, e-government has not been fully implemented (Wirtz *et al.*, 2015). Wirtz, Weyerer Thomas and Möller (2015) study suggests total overview of drivers and offers scientific evidence to address the lacuna of e-government implementation. Government Process Re-engineering has evolved from applying Business Process Reengineering concepts to Government Services (GoK, 2013). For the process to succeed, reengineering initiative must meet to the specific needs and circumstances of individual agency which in turn will reinforce and expand fundamental governance and public management reform. The introduction of Business Process Re-engineering on a number of processes in Kenya has seen tremendous improvement in the quality of services offered. The possible applicability of BPR to organizations depends on the strategic capability of the organization and well-performing organizations (GOK Chinese Report, 2013). Improving the investment climate is recognized as a key pillar in Vision 2030; to promote economic growth and alleviate poverty in Kenya. Reforming Kenya's business environment promotes the development of markets that encourages competition and enhances the effectiveness and sustainability of other development interventions (GOK, 2013).

H₀₁: There is no significant relationship between Business Process Re-engineering Practices and Public Service Delivery in Kenya

2.6 Public Service Delivery

Public organizations provide wide-ranging services than private organization as they serve the population. Private companies on the other hand have option of selecting their markets and services (Perterson *et al*, 2017). According to Perterson, Hjelmar and Vrangbaek (2017) study of contracting out of public service hypothesize that gauging the effect of contracting depend on costs, features, market and the institutional policy. Strategic decision-making philosophies propose that organizations that combine rational and incremental strategy styles are likely to accomplish better results than those that stress on a single style (Andrews *et al*, 2017). Das et al (2017) study postulates that Partnerships with non-state actors purpose to enhance the value of service delivery remain progressively common with the current world development policy landscape. Lewis (2016) study scrutinizes the impact of local government expenditure on service delivery in Indonesia argues that less corrupt districts had the positive impact spending on services however access is mitigated with dependence on intergovernmental transfers.

Study on administration on bureaucrats and public service of the Nigerian civil service argues the management practices under which bureaucrats operate on relates to the magnitude of public services provided (Rasul & Rogger, 2016). The study argues that increasing bureaucrat's independence is absolutely linked with completion rates. Study of local government propagation in Indonesia posits that, splitting local government in smaller units gets services closer to the population (Lewis, 2017). The study offers evidence to suggest that the poor infrastructure is driven by the comparatively corruptible nature of the sector and the comparatively delicate governance environments. Study of local governance related to corruption with public service quality in Vietnam contends nurturing accountability to citizens and non-state sectors and advancement of genuine participation is critical for the future anti-corruption agenda (Nguyen *et al*, 2017). Study in the UK explores the dialogue about innovation in public services and posits that it is flawed and lacks all-inclusive understanding of the nature of innovation and its characteristic policy and managerial challenges (Osborne, 2011). Boyne et al (2005) study on public management reform posits that Innovation has become a foundation of many government programmes. The study observed that innovation acceptance in local authorities was achieved in dispersed populations, limited number of services, and aforementioned experience pioneering management reform.

2.7 Critique of Existing Literature

According to Stephen Goldsmith and Wyatt Cmar (2019) One-stop represented a major breakthrough, but one that's now badly outdated and advocates for no stop concept. Goldsmith & Cmar (2019) compares a study done by Queensland University of Technology in Australia and the University of Münster in Germany which explored the concept and posited that "Where a one-stop shop reduces the number of forms by integrating the front end, "a no-stop shop omits information exchange from the citizen to the government altogether in the course of service delivery and its subsequent operational execution." Goldsmith & Cmar (2019) posits, past hundred years ago, government regulatory reform created the need for multiple forms and reviews. Today, with the achievability of no-stop, no-form governance, we have the opportunity to deliver public services efficiently while reducing red tape and frustration. Scholta, Mertens, Kowalkiewicz and Becker (2017), study on, putting one-stop-shops into practice: A systematic review of the drivers of government service integration, argue that One-stop-shops are not a recent discovery, but they are currently widely held as governments try to address grievances about disintegration in public service delivery. One-stop-shops often struggle with numerous implementation glitches. Scholta *et al* (2017), contend that One-stop-shops reforms are frequently encouraged as win-win solutions, allegedly delivering seamless service at lower price. Such possibilities are appealing to political decision makers, but typically devalue the intricacies, costs and risks of the model

2.8 Research Gaps

The Kenyan government has an agency that tracks performance of public service organizations but has no legal framework that makes it mandatory for evaluation of programs. The Constitution (2010) under Article 35 and 46 reinforces the need for public sector transformation, by stating that the citizens as consumers of public sector goods and service should have quality and information to enjoy the benefits derived (GOK, CK, 2010). Constitution (2010) basically holds the government accountable to the citizenry on almost the entire service provision experience. Unfortunately, this has not been fully actualized dues to lack of structured, efficient, effective and citizen focus framework in public service delivery points among public organizations. Public services have been brought closer to the people through the one stop shops practices however much needs to be done to address gaps created under the platform in relation to public service

delivery. Business process re-engineering has achieved an enviable important role in private and public sector thus the analysis of the above literature confirms generally, a significant positive link between the variables identified and services provided by public organizations. However, there appears to be a gap due to inadequate empirical studies on the effect of consumer business process re-engineering, on public service delivery in the Kenyan.

2.9 Summary of Literature Reviewed

According to Nigel Gilbert (2008), literature review must identify what has been attained and what need to be accomplished in regard to the thematic areas. It should also outline variable interposing the exploration query and procedure used in preceding studies. Nigel argues that, the literature should explore relationships between the theories and the practices in the research field under study. It should also make available a rationale for the researcher problem under investigation. The literature according to Nigel Gilbert (2008), should demonstrate profound understanding of the history and breath issues under study. The study literature sought to find out the extent to which the independent variables have significant effect on public service delivery. It argues that for one stop government to succeed, it requires that customers access government transactional services in a well-structured and comprehensible that meets their perceptions and requirements (Jafarli, 2021). The literature supports the notion that in the public not-for-profit context, strategic choices mediate the impact of environmental uncertainty on operational capability. Empirical findings propose that rational management techniques adopted by governments may possibly help managers make strategic decisions (Ringa *et al.*, 2006). Harmonized process is a consequence of business process reengineering where government process has been radically redesigned to ensemble the needs and expectation of the citizen. This has abridged the charge of aiding citizen by the introduction of information technology platform. The theories lay bare the foundation in critical thinking for the study to identify appropriate interventions to address the gaps currently existing between practices adopted by public organizations and public service delivery. Studies in relation to the research question have also been highlighted, with research gaps and critiques of existing studies provided.

3. METHODOLOGY

3.1 Introduction

This chapter presents information of how the study was undertaken. This chapter discusses exploration philosophy in relation to other design and Methodologies used. It describes the proposed study sites or sources of data and reasons for their selection. The objective of this chapter is to show how the sample was selected, the procedures that was engaged in arriving at the samples and the tools engaged in data collection. It comprises of the following; research philosophy, target population, sample and sampling frame, data collection instrument, procedures, pilot testing validity and reliability and analysis

3.2 Research Philosophy

The study adopted Positivists which works on the assumption that reality is stable and experiential. The philosophy espouses a vibrant quantitative methodology to probing occurrences and involves operationalizing concepts to be sedate from enormous samples (Munjuri, 2013). Positivism is based on realities and not perceptions; thus knowledge is grounded on explanations and trials based on prevailing theory (Wagana 2017).

3.2.1 Research Design

The study adopted descriptive design that is focused on both qualitative and quantitative designs. This method focused on research questions that have realistic background considerations, multi-level perspectives, and cultural influences; using varied methods, giving pre-eminence to the significance of the research problem and question, and appreciating both objective and subjective knowledge (Morgan, 2007). Combination of quantitative and qualitative data maximizes the strengths and minimizes the weaknesses of each type of data. A descriptive study involves description of phenomena or characteristics associated with a subject population. Questions are identified, sequenced and precisely asked of each participant.

3.3 Target Population

Target population denotes to the all-inclusive group of individuals or items to which researchers are interested in generalizing the inferences (Trochim, 2006). Population includes to the entire group of individuals or items the researcher

intends to study (Sekeran, 2010). The study involved a census of all 52 Huduma centers spread across the 47 counties in Kenya. Unit of observation was 159 Senior Managers for the respective services offered at one stop shop platform.

3.4 Data Collection Instrument

The main data research tool was questionnaire as it provides a relatively simple and straight forward approach to the study. Provision was provided to guide respondents answer the questionnaire appropriately. The intention was to upsurge the reply proportion for statistical significance. They included an informed consent by asking the respondents to willingly fill the questionnaires; respect for anonymity and confidentiality by non-disclosure of their names, and respect for privacy by non-disclosure of private information except that which was necessary for this research. Questionnaires are regarded as effective data collection instrument that allow respondents to give much of their opinions pertaining to the research problem (Dempson, 2003).

3.5 Data Collection Procedure

A letter was obtained from the University Administration that enabled the researcher apply for a permit from the National Commission for Science, Technology and Innovations (NACOSTI) which was granted. The researcher also obtained an authorization letter from Huduma Centre Administration to carry out the study in all the centers spread across the 47 Counties. The data was collected by research assistants who administered questionnaires accompanied by a cover letter explaining the objectives of the study. The target respondents completed the questionnaires on a drop and Pick later basis where the tentative collection date was agreed. How. The study also administered questionnaire via email.

3.6 Pilot Testing

Pilot testing is a small-scale trial, where researchers take test and observe the procedure involved (Trochim, 2006)). In this study, piloting was done in Nairobi and Kajiado counties respectively. The study involved 16 managers representing 10% of study sample selected purposively from Nairobi and Kajiado counties. The main purpose of pilot testing was to identify potential errors and mistakes that may influence the outcome of the study negatively. It also provided an opportunity for experiential learning that enabled the researcher avoid wasting resources in particular instruments that were counter-productive. The main objective of questionnaire in research is to obtain relevant information in most reliable and valid manner. Thus, the accuracy and consistency of questionnaire forms an important facet of research procedure identified as validity and reliability (Hamed 2016).

3.6.1 Reliability of Instruments

Reliability of the questionnaire tested through responses provided by the pilot study. Reliability measures how accurately the data obtained in the study represents a given variable or principle in the study (Mugenda & Mugenda, 2008). The study used internal consistency under the assumption of multiple items. Internal consistency technique required a solitary administration of a unique, quantitative estimate of internal uniformity of a scale.

3.6.2 Validity of Instruments

Validity is the accuracy and reasonable influence based on the consequence. Validity can be determined statistically by subject experts and reference to literature (Toni & Tonchia, 2001). According to Decrop (2004), merging data sources and methods triangulation unlocks means for additional dependable elucidations. The study engaged construct validity by establishing a derived assumption used in the study and compare its consistency correlation with the other variables identified in the conceptual frame work. Under construct validity, questions were organized around the specific objectives of the study. Content validity was employed to enable the study measure the degree to which data collected using a particular tool represents a specific domain of pointers or content of particular thought. This was attained by discussions with academic scholars who assisted in the development and improvements of the questionnaire.

3.7 Data Analysis and Presentation

The study examined all the questionnaires for completeness and consistency and then categorized all the items before coding. Data preparation was done on the completed questionnaires by editing, coding, and cleaning the data. Data collected was analysed using both descriptive and statistics. The study used descriptive statistics to scrutinize the features exhibited by the population. It enabled the researcher to meaningfully describe a distribution of scores using statistics on variables in the study and the scale of measurement. Inferential statistics entailed combined correlation analysis that

determined the strength and direction of the association between variables. It also involves multivariate analysis that attempted to determine whether the variables when put together predict the dependent variable. Analysis of variance was also tested to know whether the model was good or not good enough, in other words, this was to explain whether the factors affected public service delivery. To draw the conclusion on hypotheses, β -coefficient was analysed to know the individual effect of each independent variable on public service delivery. The analysed data was presented in form of frequency tables, percentages, and graphs based on research objectives.

3.7.1: Statistical Modelling

Statistical modelling is a mathematically-formalized technique used to estimate what engenders data to enable prediction. Statistical models imply independent and dependent variables. The public service delivery variable is the predictor. As a rule of thumb, the dependent variable is represented on the Y axis in modelling charts. Independent variables, are used to predict the dependent variable(s). In this study the independent variable is business process reengineering. The study used Statistical model outlined below:

X' (independent) while 'Y' (dependent)

$$Y = \alpha + \beta_1 X_1 + \varepsilon$$

Y = Public Service Delivery

$\beta_1, \beta_2, \beta_3$ and β_4 = Regression coefficients of the independent variables (i.e. Transformational leadership, Business process reengineering, Citizen Participation and Financial management)

X= Business process reengineering

X= XiZ= Product term of the moderating variable with each of the independent

ε = the error term

α = Constant

3.7.2: Hypothesis Testing

The study tested the null hypothesis (H_0) provided against alternative (H_a). Hypothesis formula was used as the sample mean was larger than 30. The study significance level (0.05) was used. The null hypothesis was verified by ANOVA grounded on the postulation of sample similarity variance disseminated at 95% confidence interval. The study qualified the researcher to accept or reject the null hypothesis.

Table 3.1: Hypotheses Test Table

Hypotheses statement	Hypotheses test	Decision rate
H_0 There is no significant relation between Business process reengineering and public service delivery in Kenya	Coefficient correlation & Anova F-test	Reject H_0 p-value ≤ 0.05 Do not reject $H_0 \geq 0.05$

4. RESEARCH FINDINGS AND DISCUSSION

4.1 Introduction

This chapter presents data analysis and interpretation of the study with regard to the effect of one stop shop practises on public service delivery in Kenya. Empirical results of the study include preliminary findings of the sample and data collected from descriptive statistics. Data analysis focuses on testing the study hypothesis. Interpretation of the significance of these findings is based on data analysis presented and shows how the model developed from the literature review is supported by data analysis. Triangulation was applied in the analysis of data using both quantitative and qualitative methods with a view to enhancing the validity and reliability of the results.

4.2 Response rate

The total population for the study was 159 senior Managers across the Huduma centres in the 47 counties in Kenya. Questionnaire issued was 159 with 104 returns (65.41%) while 55 were not returned (34.59%). Mugenda and Mugenda

(2003) posit that a 50% response rate is acceptable for analysis and reporting. Wagana (2017) study on the effect of Governance Decentralization on Service Delivery in County Governments in Kenya had a response rate of 81.4%, was found to be adequate and good for analysis and generalization of the results.

Table 4.1: Response rate

Responses	No.	Percentage
Questionnaires issued	159	100
Returns	104	65.41
Not returned	55	34.59

4.3 Pilot Test Results

A pilot study was conducted to establish whether the research instrument was valid and reliable for data collection. It helps the researcher in testing the feasibility of the study techniques and perfecting the questionnaire concepts and wording. Pretesting was carried out before data collection, in order to; find out if the wordings were clear and easy to be interpreted by the respondents.

4.3.1: Reliability and Validity of Research instrument

The instruments for quantitative data collection was structured, questionnaire anchored on Likert-type scale with reliability Cronbach alpha coefficient at .929 in the pilot study. The results indicated that Business Process Re-engineering had alpha value greater than 0.7. The range of the coefficients was between good and excellent which infers a high level of internal consistency of the data collection tool (Munjuri, 2013). This demonstrated that the questionnaire instrument used was reliable.

Table 4.2: Reliability Test

Variable	Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	No. Item	Remarks
Business Process Reengineering	.929	.933	9	Accepted
Total Average	.929	.933	9	

4.3.2: Factor Analysis on One Stop Shop Practices

The study used factor analysis to group together variables that had something in common. Oloo, (2019) maintains that factor analysis is key in research to test for construct validity and show variability among observed variables and checks for any correlated variables so as to minimize redundancy in data. The study used Commonality analysis to partition variance into subcomponents explained by each predictor (Lewis-Beck *et al* 2004). It offers a technique of determining the variance accounted by independent variables that remain interrelated (Nimon *et al*, 2008). The study used Kaiser-Meyer-Olkin (KMO) Statistics to verify data suitable for factor analysis. A rule of thumb that is commonly used is that a low KMO between 0-0.4 shows that the data is not appropriate for analysis while KMO values between 0.5 and 1 show that the data is appropriate (Oloo, 2019). The results indicate that, Business Process Reengineering Variable under the study had commonality rate above 0.4 which agrees with Kamau, (2019) that any value 0.40 or above is acceptable for factor loading purpose. According to the Kaiser rule, the study retained one extracted factor as outline on the table below

Table 4.3: Factor Analysis

Factor	Eigen Value	Remarks
Business Process Reengineering	1.924	Accepted

4.4: Background Information

The section describes background of the study population based on the data collected and analyzed. Every respondent who participated in the study were asked to indicate their gender, age level of education, years of service; all these were under demographical information. The findings were summarized below:

4.4.1 Gender Distributions

The responses was dominated by female at 67.7% as compared to male at 42.3%. This implies that Huduma centres across the Kenyan counties is dominated by female managers thus may be influenced by the feminist philosophies in the implementation of programmes towards public service delivery. This clearly indicates that the one stop shop platform leadership engages female staff that would be capable of adopting to the changes that public service environment in Kenya presents in transformation of public service delivery.

Table 4.4: Gender Distributions

Gender	Respondents	Percentage
Male	44	42.3
Female	70	67.7

4.4.2 Age Bracket

Majority of the respondents (55.8%) were of age 46-55 years, (32.7%) 25-45 while 11.5% were 55-60. The results show that majority of respondents were mature and had a high level of competency and leadership potential which enhances the reliability and relevance of information collected. Public service delivery is premised on a workforce which has requisite competencies in leadership, management, technical and core areas. In a rapidly changing Public service environment, there are significant concerns about the need to ensure organizational sustainability, flexibility and responsiveness in service delivery to the citizenry. Experienced staff servants have been leaving the Service without having a young generation to mentor to take after them. This has been compounded by lack of appropriate knowledge management strategy in the Public Service to harness and share useful knowledge in retiring staff acquired through experiential learning in the process of doing business in government. This has created a succession management challenge that has negatively affected service delivery.

Table 4.5: Age distribution

Age	Frequency	Percent
25-45	34	32.7
46-55	58	55.8
55-60	12	11.5
Total	104	100

4.4.3 Years of Service at the platform

The respondents indicated their years of service at the platform as these was important in probing the validity and reliability of data collected from a given population under investigation. Majority of the respondents had worked at the platform since inception in 2013 and had above 3yrs. These findings indicated that majority of the respondents understood how one stop shop concept operates at Huduma center. Creating a platform for experienced staff facilitate knowledge sharing and learning across the one stop shop platform across the 47 counties. However, lack of appropriate platforms for knowledge sharing and transfer by the respondents has resulted in loss of critical and highly specialized skills needed in provision of service to citizens at the platform.

Table 4.6: Years of Service at One Stop Shop (Huduma Centre)

Service time	Frequency	Percent
0-2yrs	26	25.0
Above 3yrs	78	75.0
Total	104	100.0

4.4.4 Education

These findings indicate that majority of staff is highly literate. 8.7% of the respondents have post graduate education, 64.4% had undergraduate qualifications while 26.9% had diploma and college certificate qualification. It can be concluded that respondents understood and conceptualized the questionnaires administered. This improves the reliability of the information given by the respondents. Knowledge is the best attribute that any organization needs to possess in

order to fulfill its main objective. It is evident that managing knowledge can be a doubting task which requires competences of the parties involved. Having personnel with the required competence will ensure that the generated knowledge does not go to waste but is either shared or preserved. However, there is scarcity of knowledge capture and management skills in public service institutions in Kenya. Consequently, there are few institutions practicing appropriate knowledge capture and management in Kenya as evidenced by the few reported studies. Most knowledge capture and management studies are conducted in developed nations where this is mainstreamed.

Table 4.7: Education

Level of Education	Frequency	Percent
Diploma and college certificate	28	26.9
Undergraduate Degree	67	64.4
Postgraduate Degree	9	8.7
Total	104	100

4.5 Descriptive Analysis

4.5.1 Business Process Re-Engineering Practices

Business process re-engineering elicited mixed response on its link in public service delivery as highlighted under its sub variables namely system, process and technology. Link between system and public service delivery had balanced response of 58% in affirmative with 41% disagreement. This was also replicated with the sub variable of process where respondents had balanced response of 58% in disagreement with a paltry 23% who agreed that indeed there exist a correlation. However most of the respondents at 96% disagreed or were not sure that public service delivery at Huduma centre has a link with technology. This conforms to Hammer, (1990) argument that procedure involves problem identification and definition, process study and documentation, process analysis, process reengineering and process implementation. Information, Communication and Technology (I.C.T) challenges have also been experienced. Respondents provided varied solution to resolve this, the ICT team was to introduce redundant links and setup a Data Centre to continuously monitor the connectivity in all the HCs; this is the Network and System Operations Centre where officers monitor all I.C.T infrastructure and security systems. In addition, respondents argued that cyber threats have been curbed by implementing a Threat Management System. The System has intrusion detection and prevention solutions. This thought of argument conforms to Yuanzhu (2013) who maintains that for one stop government to succeed it requires that customers access services in a well-structured and comprehensible manner. This will only be realised when E-government services are put in place 86% of respondent interviewed agreed that staff at the Huduma platform had fully been integrated with the business process reengineering system in place however 14% gave a contrary opinion. The process demands a high erudition effort with respect to the logical stream, devices and backup software (Leyer & Motorman, nd). The question of whether staff at the centre understood the approach of the business process reengineering concept elicited a varied reaction with 37% giving a negative or non-committal affirmation however 63% gave a positive response. Majority of respondents were in agreement that technology adopted under the one stop shop at Huduma centre had improved service delivery. The responses support Johansson *et al*, (1993) postulations that claimed that Change should enhance value effective to the beneficiary.

It was also noted that 87% of respondents interviewed highlighted that technology encountered major challenges. . Fargo (2015) argues that BPR starts with the design and ends with its provision. The study also identified that 66% of the respondents felt that donors were not willing to invest in the current project. The responses conform to the Locke (1967) study on Value-Percept Disparity Model that affirms satisfaction/dissatisfaction as an emotive reaction activated by a cognitive-evaluative process in which the insights of an entity are equated to individual standards. The model postulated that perceptions of products are verified contrary to the degree to which they meet the user's values. Responses obtained from interview guide posited that Huduma Centres had great leverage on ICT as a key component in the successful delivery of services under the one stop concept. Respondents argued that Implementation of a modern Government service delivery model that meets citizens' expectations around timely access to services and anchored on 21st century technology was the drive behind the use of technology at the platform. This line of thought supports Andree (2016) claims that the model support organizations to reconsider their efforts to advance consumer service, reduce operational costs drastically, and grow into a competitor worldwide.

This according to the respondent had improved feedback from the customers as consumers of the services and immediately acts on any complaint. Respondents provided steps undertaken to upload services at the platform as; Identify services to be deployed in each Huduma Centre; Sensitize Ministry, Department and Agency (MDAs) on Business Process Reengineering (BPR); Establish BPR teams in each MDA to review services identified; Undertake BPR and agree on To- Be processes for services to be deployed and Review regulations and legislation to support To- Be processes. This corresponds to Annie *et al.*, (2016) studies that confirms that developing countries encounter difficulties than their developed counterparts in attaining e-government accomplishment the study posit that inadequate information structure, pitiable leadership and feeble authority, deficiency of human and knowledge capital as foremost tests faced by developing countries (Annie *et al.*, 2016; Ifinedo, 2011; Kifle & Cheng 2009).

Table 4.8: Descriptive Statistics (2)

Business Process Re-Engineering	Strongly disagree	Disagree	Not sure	Agree	Strongly Agree
Public service delivery at Huduma centres depends on re-engineered systems in place	37	3.8	1	28	30.5
Staff at Huduma centre have integrated with the system in place	6	3.8	3.8	52	34
Public service delivery at Huduma centres depends on re-engineered process in place	9	48	19	23	1
Staff at Huduma centre understand the reengineered process adopted.	3.8	3.8		56.2	6
Public service delivery at Huduma centres depends on technology used	9	30.5	56.2	1	1
Technology adopted at Huduma centre has improved service delivery	3.8	6	1	56.2	33
Challenges at Huduma have a major component of technology	23.5	9	3.8	17.5	46.2
Majority of customers have challenges with the technology used	6	9	9	38	29
Donors are willing to invest in Huduma centre concept in provision of public delivery	56.2	9	9	9	9

The results indicate that Reengineered systems in place was cited by the respondents as important in public services delivery (mean=3.134, standard deviation= 1.751) and that reengineered process also have an impact (mean=2.65, standard deviation= 1.040), technology was also cited as having an impact in overall service delivery (mean=3.153, standard deviation= 1.163).

Table 4.9: Mean and Standard Deviation (2)

	Mean	Std. Deviation	N
Systems	3.134	1.751	104
Process	2.65	1.040	104
Technology	3.153	1.163	104

4.6: Diagnostic tests or test of Assumptions

4.6.1: Multicollinearity Test

Multicollinearity test was tested using Variance Inflation Factor (VIF), which was calculated using SPSS. A VIF for all the independent and dependent variable less than 3 ($VIF \leq 3$) point out no Multicollinearity while a VIF of more than 10

(VIF \geq 10) specifies a problem of Multicollinearity. The correlation coefficient was used to analyse the multi-collinearity of the collected data. As per the rule of thumb, correlation coefficients of more than 0.9 will indicate substantial multi-collinearity. Based on the coefficient output-collinearity obtained VIF value of 1 meaning that the VIF value obtained is between # 1 to 10, it can be concluded that there is no Multicollinearity symptoms.

Table 4.10: Multicollinearity

Predictor	F-TEST Tolerance	Sig VIF
Business Process Reengineering	1	1

4.6.2: Normality Test

Overall normality tests shows that the Kolmogorov-Smirnova and Shapiro-Wilk statistics for Public service delivery was 0.396 and 0.568, the associated p-value was 0.000 and 0.000 for Kolmogorov-Smirnov and Shapiro-Wilk statistics. The tests fails to reject the hypothesis of normality when the p-value is greater than or equal to 0.05 (Shapiro & Wilk, 1965). The study therefore concluded that the public service delivery variable is normal in distribution and hence subsequent analysis could be carried out.

Table 4.11: Normality of the Dependent Variable (Public Service Delivery)

	Kolmogorov-Smirnov ^a			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
Public service delivery	.396	104	.000	.568	104	.000

Table 4.12 shows that the Kolmogorov-Smirnova and Shapiro-Wilk statistics for effective/BP was .224 and .867 respectively. The associated p-value was 0.000 and 0.000 for Kolmogorov-Smirnov and Shapiro-Wilk statistics. Since the p-values for both tests were greater than the significance level (0.05), the effective sub variable for public service delivery (dependent) data is normal. The study therefore concluded that the effective sub variable for public service variable is normal in distribution and hence subsequent analysis could be carried out.

Table 4.12: Effective (Public Service Delivery) Dependent on Business Process Re-engineering

	Kolmogorov-Smirnov ^a			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
BPR	.224	104	.000	.867	104	.000

Key- BPR= Business Process Reengineering

Table 4.13 shows that the Kolmogorov-Smirnova and Shapiro-Wilk statistics for Cost BP was .272 and .779 respectively. The associated p-value was 0.000 and 0.000 for Kolmogorov-Smirnov and Shapiro-Wilk statistics. Since the p-values for both tests were greater than the significance level (0.05), the Cost sub variable for public service delivery (dependent) data is normal. The study therefore concluded that the Cost sub variable for public service delivery variable is normal in distribution and hence subsequent analysis could be carried out.

Table 4.13: Cost (Public Service Delivery) Dependent on Business Process Reengineering

Tests of Normality

	Kolmogorov-Smirnov ^a			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
BPR	.272	104	.000	.779	104	.000

Key: BPR= Business Process Reengineering

4.6. 3: Linearity Test for the Independent variables

- The study dependent variable is public service delivery with sub variables that include effective, satisfaction and cost containment.
- **Effective Service (Public Service Delivery) Dependent on Business Process Re-Engineering**

The dependent variable (Effective/Business Process Reengineering) show a near normal plot indicating that the data is suitable for one way ANOVA. This conforms to normality assumption.

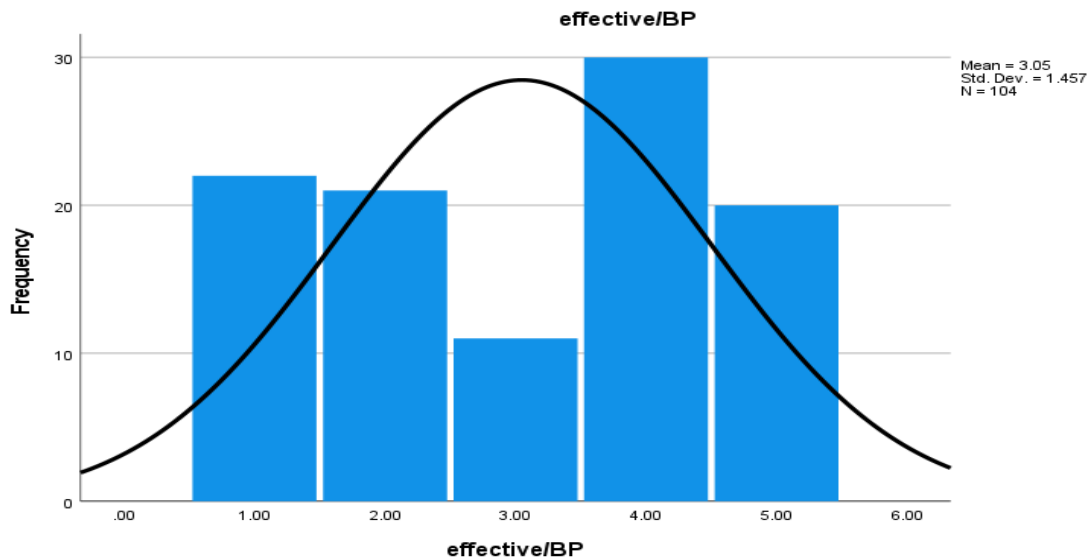


Figure 1: Effective Service Dependent on Business Process Re-Engineering

Satisfaction (Public Service Delivery) Dependent on Business Process Re-Engineering

The dependent variable (satisfaction /public service delivery) show a near normal plot indicating that the data is suitable for one way ANOVA. This conforms to normality assumption.

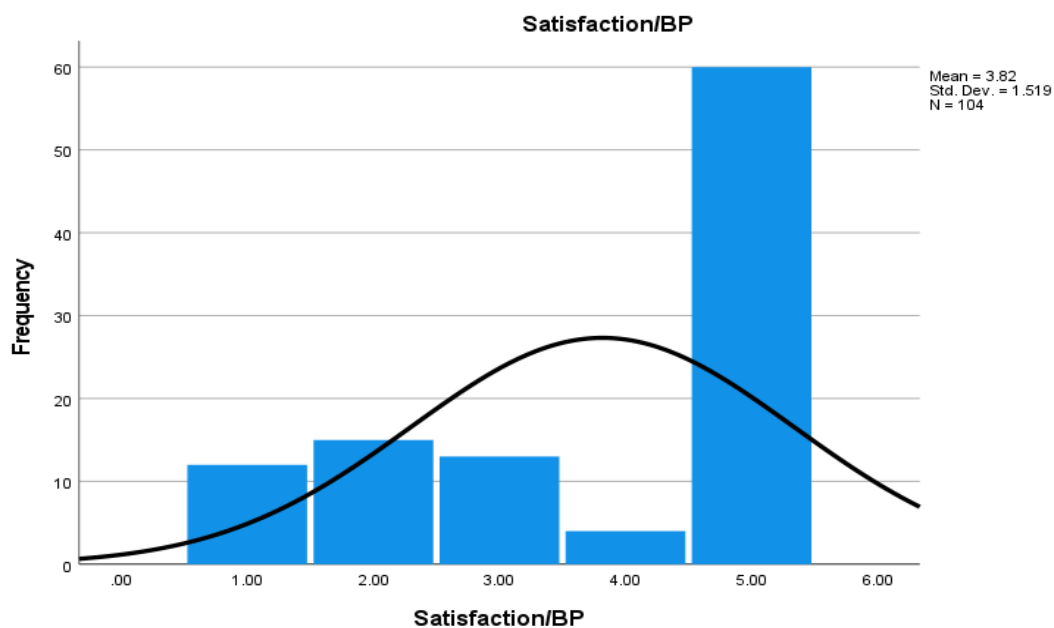


Figure 3: Satisfaction Dependent on Business Process Re-Engineering

Cost Containment (Public Service Delivery) Dependent on Business Process Re-Engineering

The dependent variable (cost/Public service delivery) show a near normal plot indicating that the data is suitable for one way ANOVA. This conforms to normality assumption.

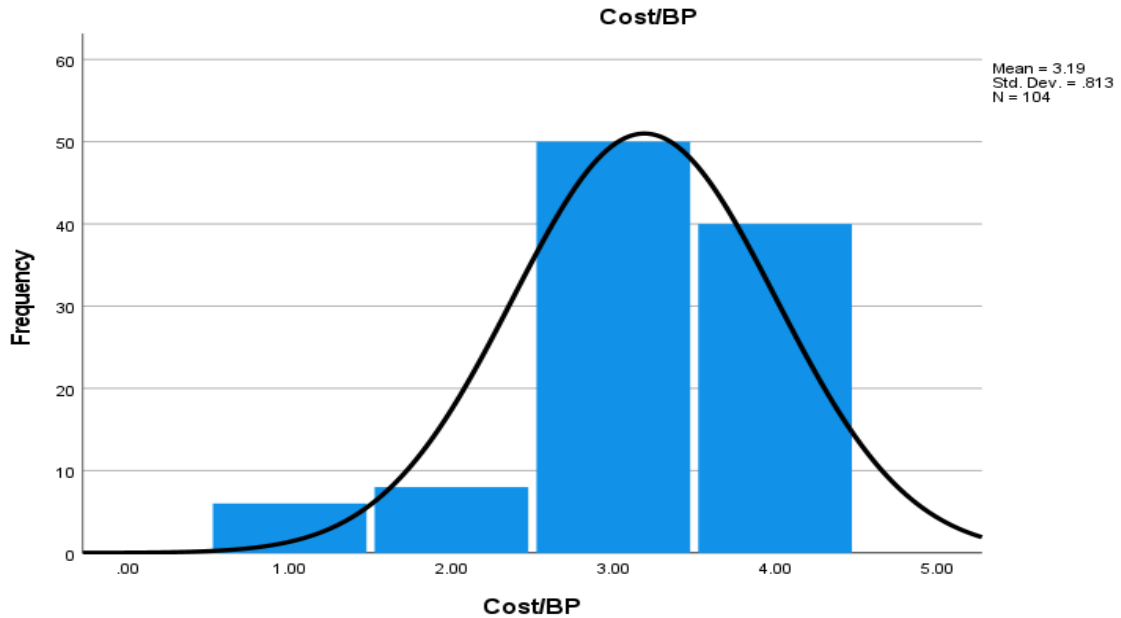


Figure 4: Cost Containment Dependent on Business Process Re-Engineering

Cost Containment (Public Service Delivery) Dependent on Business Process Re-Engineering

The dependent variable (cost /Public service delivery) show a near normal plot indicating that the data is suitable for one way ANOVA. This conforms to normality assumption.

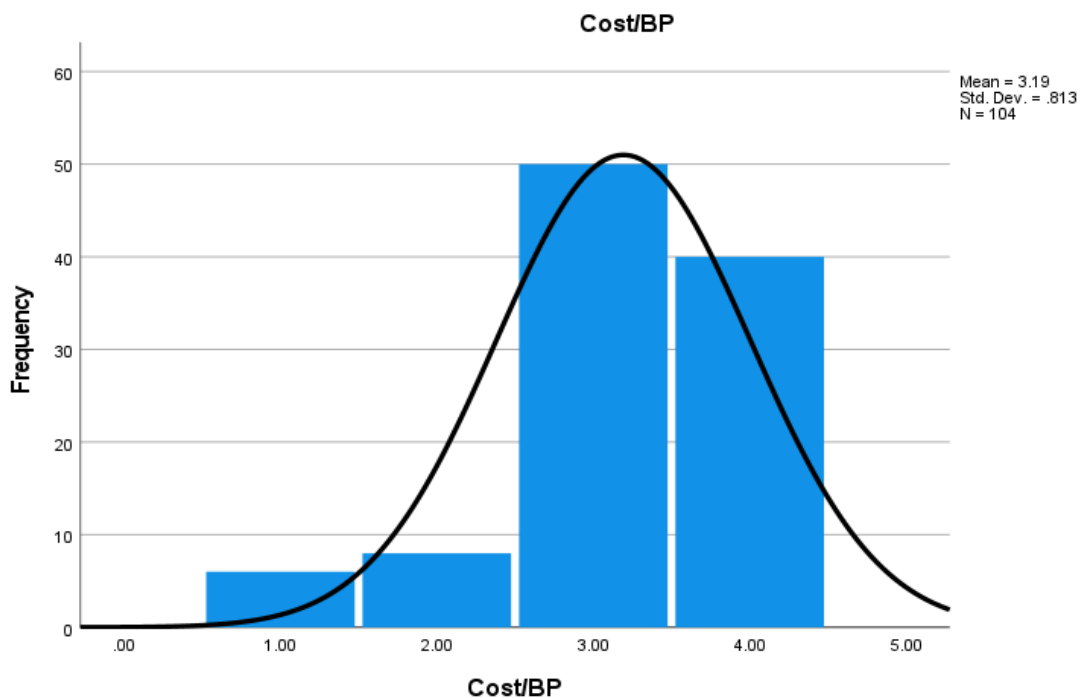


Figure 5: Cost Containment Dependent on Business Process Re-Engineering

4.7 Inferential Statistics

Inferential statistics deal with inferences about population based on the results obtained from the sample. The more representative sample is, the more generalizable the result will be to the population. Hypothesis testing techniques are used to generalize from the sample to the population (Mugenda and Mugenda, 2003). Below are some of the inferential inferences made: -

4.7.1: Correlations Analysis for Independent Variables

The study used Pearson correlation coefficient used for testing relationship between the independent and the dependent variables. Correlation denotes degree to which a linear predictive relationship exists between variables as measured by coefficient (Cooper & Schindler, 2006). Coefficient accepts the fact that linear relationship or correlation exist two variables causally related (Wagana, 2017). Correlation coefficients between Business Process Reengineering, and dependent variable (public service delivery) were tabulated to identify strengths and course of associations. A correlation coefficient (r) has direction and strength features. Direction of association is indicated by how r is to 1. $r = +1$ it means there is perfect positive correlation between the variables. $r = -1$ it means there is perfect negative correlation.

Table 4.14: Pearson Correlation Analysis (1)

Coefficient	Strong	Moderate	Weak	Very Weak
+Value	0.5 to 1.0	0.3 to 0.49	0.1 to 0.29	0 to 0.9
-Value	-1.0 to -0.05	-0.49 to -0.3	-0.29 to -0.1	-0.09 to 0

Correlation of Business Process Reengineering Variable

Public service delivery coefficient correlation with Business Process reengineering (.581) Predictor variables had a positive coefficient correlation. The output indicates that the strength of association between the variables is strong ($r = .581$) and that the correlation coefficient is strongly significantly different from zero ($P > 0.001$).

4.7.2: Regression Analysis/ ANOVA/ β -Coefficients

Regression was used to predict the value of dependent variable based on the predictors variable (independent). In this study the dependent variable is public service delivery (cost containment, effective and customer satisfaction variable) while predictor (independent) include transformative leadership, citizen participation, business. Inferential statistics was carried out by ANOVA Tests.

Effective Service and Systems (Business Process Reengineering)

There is high correlation between the predictor reengineered systems ($R = .933$). The proportion of variance in effective service delivery is by reengineered systems (r -square .871) predictor. The adjusted r -square estimates the population R square for our model and thus gives a more realistic indication of its predictive power to be at (.870). This implies that the re-engineered systems has higher certainty in influencing effective service delivery (dependent variable)

Table 4.15: Model Summary (1)

Model	R	R Square	Change Statistics				Sig. Change	FDurbin-Watson		
			Adjusted Square	R Std. Error of the Estimate	Square	F Change				
1	.933 ^a	.871	.870	.52060	.871	689.550	1	102	.000	.217

a. Predictors: (Constant), re-engineered systems in place

b. Dependent Variable: effective service

The ANOVA analysis has indicated that the F-value of 689.550 under regression is larger than the critical value. Critical value represents the sum that must be realized to validate statistical significance. If the critical value is achieved, then the null hypothesis is rejected. The rule of the thumb stipulates that if the test statistics is much larger than the critical value, we reject the null hypothesis. In this case we conclude that there is statistically significant difference among the population means. This implies that there exist a significant relationship between the dependent variable (effective service) and (business reengineer systems in place) independent/predictor variable.

Table 4.16: ANOVA (2)

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	186.884	1	186.884	689.550	.000 ^b
Residual	27.644	102	.271		
Total	214.529	103			

a. Dependent Variable: effective service

b. Predictors: (Constant), systems in place.

Table 4.17: Model Summary (2)

Model		Unstandardized Coefficients		Standardized Coefficients		95.0% Confidence Interval for B		Collinearity Statistics		
		B	Std. Error	Beta	t	Sig.	Lower Bound	Upper Bound	Tolerance	VIF
1	(Constant)	.657	.105		6.257	.000	.449	.865		
	Re-engineered systems in place	.769	.029	.933	26.259	.000	.711	.827	1.000	1.000

a. Dependent Variable: effective service

The b coefficients tell us how many units' of effective service delivery increases for a single unit increase of the predictor (reengineered system). In comparing the relative strengths of the predictor b coefficients is positive at .657; reengineered system (.769) strength is associated with effective service delivery. Under this analysis b coefficient is statistically significant as the p-value of the predictor (reengineered system .000) has value of less than 0.05.

Effective Service and Technology (Business Process Reengineering)

There is high correlation between the predictor technology (R=.720).The proportion of variance in effective service delivery is by reengineered systems (r-square.518) predictor. The adjusted r-square estimates the population R square for our model and thus gives a more realistic indication of its predictive power to be at (.514).This implies that the technology has higher certainty in influencing effective service delivery (dependent variable).

Table 4.18: Model Summary (1)

Model	R	Change Statistics								
		R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	F Change	df1	df2	Sig. Change	FDurbin-Watson
1	.720 ^a	.518	.514	.97744	.518	109.823	1	102	.000	.095

a. Predictors: (Constant), technology

b. Dependent Variable: effective service

The ANOVA analysis has indicated that the F-value of 109.823 under regression is larger than the critical value. Critical value represents the sum that must be realized to validate statistical significance. If the critical value is achieved, then the null hypothesis is rejected. The rule of the thumb stipulates that if the test statistics is much larger than the critical value, we reject the null hypothesis.in this case we conclude that there is statistically significant difference among the population means. This implies that there exist a significant relationship between the dependent variable (effective service) and (technology) independent/predictor variable.

Table 4.19: ANOVA (2)

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	104.924	1	104.924	109.823	.000 ^b
Residual	97.451	102	.955		
Total	202.375	103			

a. Dependent Variable: effective service

b. Predictors: (Constant), technology

The b coefficients tell us how many units' of effective service delivery increases for a single unit increase of the predictor (technology). In comparing the relative strengths of the predictor b coefficients is negative-.360; technology (.867) strength is associated with effective service delivery. Under this analysis b coefficient is statistically significant as the p-value of the predictor (reengineered system .000) has value of less than 0.05.

Table 4.20: Model Summary (2)

Model	Unstandardized Coefficients		Standardized Coefficients Beta	t	Sig.	95.0% Confidence Interval for B		Collinearity Statistics	
	B	Std. Error				Lower Bound	Upper Bound	Tolerance	VIF
1 (Constant)	-.360	.278		-1.294	.198	-.911	.192		
technology used	.867	.083	.720	10.480	.000	.703	1.031	1.000	1.000

b. Dependent Variable: effective service

4.8: Discussion of the Findings

The objective of this study was to determine the effect of business process reengineering Practices on Public Services Delivery in Kenya. This objective informed hypothesis : There is no significant relationship between business process reengineering Practices and Public Service Delivery in Kenya .This hypothesis was tested by regressing Public Service Delivery on business process reengineering guided by the equation $Y = \beta_0 + \beta X$ where X represented business process reengineering and Y Public Service Delivery Practices The study concluded that there exist a significant relationship public service delivery and Business process reengineering variables as P-value (.000) were less than 0.005 with higher F statistics (441.648).According to Sawilowski (2002) null hypothesis needs to be rejected when P-value is less than 0.005 as this indicates that the F value is high. In this case the study rejects the null hypothesis. The findings have recognized the role of business process engineering as a critical component affecting Huduma centre operations in Kenya. Services Re-engineered and uploaded at the one stop shop Huduma Platform are in conformity with stakeholder theory that postulates the drive of the organization to generate stakeholder's value by transforming their risks into goods and services (Greenwood & Freeman (2015). This entails a re-look at the current processes involved in providing a service, analyse the processes and re-design them as efficient and cost-effective (Hammer, 1990).Role of Technology in service improvement at Huduma Centre Platform enhance change and value effective to the beneficiary (Johansson et al, 1993).This was supported by the findings where respondents argued that implementation of a modern Government service delivery model that meets citizens' expectations around timely access to services and anchored on 21st century technology was the drive behind the use of technology at the platform. The finding conforms to Fargoso (2015) claims that Business Process Reengineering starts with the design and ends with its provision. However there is need to re-look at the current processes involved in providing a service, analyse the processes and re-design them as efficient and cost-effective (Hammer, 1990).

5. CONCLUSIONS

5.1 Conclusions

The study has presented descriptive, inferential analysis and discussion of the findings. The descriptive findings have been discussed with variables being measured using Likert type of questions and mean scores and standard deviation demonstrating the extent of adoption of practices linked to identified variables. Qualitative data obtained from the interview guide was corroborated into the descriptive analysis. The hypotheses were tested using correlation and regression analysis. Grounded on the results hypotheses were established. The elucidations have been prepared using statistical knowledge and the existing frame of hypothetical and experiential literature.The study findings established that public service delivery is affected by business process reengineering.In conclusion, the study contributes to one stop shop concept in public service delivery by identifying specific ideal model practices.The study recommends lessons of experience learned on the effect of one stop shop practices on Public service delivery in Kenya. There is need to optimize business processes to take advantage of automated systems .These will in return improve service delivery models to reduce duplication and non-value-adding processes. Proponents of the programme need to set standards based on best practice and ensure all service delivery channels deliver on those standards. There is also the need to set up a

comprehensive and well thought out Programme management process that will guide concurrent roll out. There should be package on Monitoring, Evaluation and Improvement continually to track one stop shop outlets and Integrated service channels that are achieving service delivery standards and meeting citizens expectations. It is also important to strengthen Customer Satisfaction Evaluation systems to constantly evaluate citizen satisfaction for all contact channels. This should be encouraged to improve services and satisfaction. The study acted as a revelation to critical leadership and Governance issues that impact on the effect of one stop shop prototype in public service delivery. Further studies need to be undertaken to ascertain the Role of technology in public service delivery as respondents disagreed or were not sure that public service delivery at Huduma centre has a link with technology. These practices need to be natured positively for citizenry to enjoy government services with ease. According to Sirendi & Taveter (2016) government should design services with recipient in mind. Therefore, the conclusions have enjoined the knowledge gap in the management of one stop shop concept in Kenya.

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