

# ONE STOP SHOP PRACTICE AND PUBLIC SERVICE DELIVERY: EFFECT OF TRANSFORMATIONAL LEADERSHIP 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 objective was to evaluate the effect of Transformational Leadership Practices on Public Services Delivery. The study used Transformational Leadership, value-Percept Disparity and Dissonance theories respectively. 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 mixed methods 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 transformational leadership has statistically significant effect on public service delivery. The findings contributes to transformation of one stop shop concept in public service delivery by identifying specific ideal model practices.

**Keywords:** Huduma Centres, One Stop Shop Practices, Public Service Delivery, Transformational Leadership.

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## 1. INTRODUCTION

### 1.1 Introduction

Transformational frontrunners are required to deliver vision of principal mandates to the obligatory canons and prospects (Clark 2021). The issues of leadership cannot be over-emphasized. Leadership cuts across all humans endeavours, be it in places of worship, schools, public sectors and communities among others (Bellibaş, & Kılıncı 2021). Constitution of Kenya (2010) asserts that leadership and integrity contemplates that Servant leadership should concentrates on the progression and happiness of the people. It further argues that the leader shares authority, puts requirements of the others first and helps others progress. Transformational leaders under perfect influence are regarded as role models and demonstrate a magnetic personality that impacts others (Pratama, 2021). Inspirational leader pronounce an unblemished vision, communicate expectations of the group and show an assurance to the goals (Holmström & Lindsjö, 2021). Intellectual Stimulation leadership values creativity and independence amongst followers while Individualized Consideration encourages coaching and mentoring ship, (Bass *et al.*, 2006).

In developing economies, public services organizations are more bureaucratically and transitionally managed thus do not allow the principles of transformational leadership to thrive (Zhang & Tan, 2021). In Kenya there is an increasing public discernment that public service has been slow to progress efficient and responsive delivery units. This has led to impatience and scepticism among the populations (Government of Kenya, 2017). Public service has clear guidelines on how to manage and develop human resources; in practice, especially at senior levels, there is continual manipulation and political interference which leads to apathy and demotivation on the part of those who joined the service through meritocracy as opposed to ascribed mobility. This has had a direct impact on the transformational leadership skills applied by individual leaders in public service organization hierarchy (GoK, 2017).

### 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 al*, 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 al*, 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). Questions have been raised on whether one stop shop practices have effect on public service delivery. The study therefore sought to establish the effect of one stop shop practice (identified as transformational leadership on public service delivery (effectiveness, cost containment and customer satisfaction).

#### 1.5 Objective of the study

To determine the effect of Transformational Leadership Practices on Public Services

## 2. THEORETICAL REVIEW

### 2.1 Transformational Leadership Theory (James Mac Gregor Burns, 1978)

This theory was advanced by James Mac Gregor Burns in 1978 in his analysis of political leaders. The theory encourages people to attain unanticipated or extraordinary outcomes. According to Burns (1978) transformative leadership is approached in four levels namely, idealized influence, inspiration, intellectual simulations and individualized considerations (Pratama, 2021). Idealized leader possesses visionary visions focused on direction the followers follow. The inspirational component perceives the leader as a role model who positively motivates the follower (Toader & Howe, 2021). Transformative leadership offers a world through thoughts, beliefs, actions, and interactions (Montuori & Donnelly 2021). Transformational leadership credits governance commitments of front-runners by indicating a pledge to the welfare stakeholders by looking to augment enduring prosperity formation (Dixon, Floyd, Chaudoin, and Post & Cheokas 2021) Burkus (2010) posit that it is a new phenomenon enable leaders identify mechanisms that convey modifications in the lives of their followers. Cherry (2020) contends that the style stimulates and encourages optimistic change to the followers. Bass (1985) argues that transformational leaders should inspire, energizer, intellectual stimulate their employees. There is need to train leaders learn the technique and qualities of transformational leadership (Bass, 1985). The theory gives workers autonomy and authority over specific jobs in making decisions after undergoing training (Sphar, 2015). Under the theory follower's leader-follower relation exceed transactional leadership which is based on the economic exchange for self-interests (Laguna, 2010). Change headship is an important antecedent of member of staff adaptability and proactivity at work (Wang, 2016).

The theory helped the researcher carry out the study by identifying leadership orientation models (Jafarli, 2021), that may affect the performance of Huduma centre practices on public service delivery to the citizenry. It also helped the researcher identify how consumer protection laws are affected by the transformational headship. Under the study the researcher interrogated tenets of visionary leadership to identify the future of Huduma centre practices prospects based on the gaps under the study (Sphar, 2015). The use of inspiration, intellectual simulations and individualized considerations was also be tested to confirm if they have a unswerving or unintended consequence in the performance of Huduma centres in providing timeliness, infrastructure and customer turnover (Toader & Howe, 2021). Aloysius (2018), asserts that inspiration incorporates the inclination of pioneers to devotees for achieving objectives through portraying the objectives in appealing and remunerating way, which rouse workers (Aloysius, 2018). The study also identify the challenges related to the implementation of the theory in public organizations, especially in developing economies such as Kenya.

The study will use results obtained to contribute to wide field of transformational leadership proponents in the management of public organization. Tenacity exploration will influence transformational leadership models in public service delivery and provide an unbiased realism compared to which assertions are equated and facts (Wang, 2016). These will be significantly contributing to the existing body of research and address the gaps identified provision of one stop shop practices and public services delivery. This theory supports transformational leadership and citizen participation variables have been identified as practices that may influence public service delivery under the one stop shop concept (Dixon et al, 2021)

### 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.

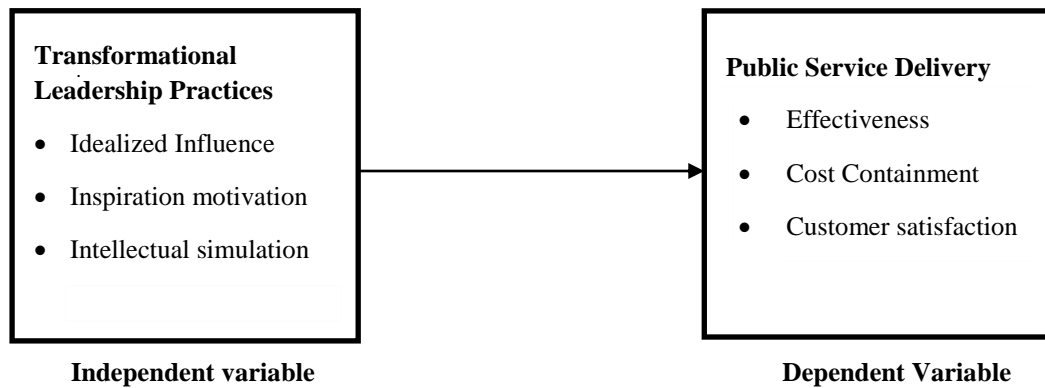


Figure 1: Conceptual Framework

## 2.5 Literature Review

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. Studies have been commissioned to establish the emerging role of transformational leadership in public service delivery globally. Achoch (2014) argues that top management commitment results to positive outcomes in service delivery and therefore there is need for top management to entrench stakeholders in reform initiatives to elicit support and ownership of the reform initiatives by the citizenry (Achoch, 2014). Study on ‘Transformational Leadership and Organizational Processes revealed that Leaders are critical players in public performance enhancement and organizational transformation (PAR, 2017). Public Administrative Review (2017) study discusses that School leaders ought to back better student performance by being observant to the ways in which organizational practices match and support leadership style. Proponents of the study argue that Organizations ought to inspire managerial behaviour within the jurisdiction of transformational leadership (PAR, 2017). Commitment with stakeholders improved student results by gesturing the parents and staffs,

mission and function of the organization (PAR, 2017). Change headship is a mediating course reveals and articulates the attributes of transformational leadership (Moynihan et al, 2014). García *et al* (n.d) asserts that, transformational leadership produces an environment favourable to education by endorsing intellectual stimulation and conveyance of encouraging messages. Under this process Leaders do not advance their self-interest but the interests of the whole community (Denhardt & Campbell, 2006). Study carried by Izhak & Ori (2016) on cross-level association among principals' transformational leadership behaviour and teachers' emotional reframing, discloses that principals' emotion gratitude aptitude has a subsidiary effect on teachers' emotional reframing through principals' transformational leadership conduct (Izhak & Ori, 2016). 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 by the practice adopted under the one stop shop platform in relation to public service delivery. The study literature sought to find out the extent to which the independent variables have significant effect on public service delivery. 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): hence this study proposed that

**H<sub>01</sub>:** There is no significant relationship between Transformational Leadership Practices and Public Service Delivery in Kenya

## 2.6 Public Service Delivery

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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 Relevant to the Study

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. When the time comes for implementation, managers often struggle with unrealistic political and citizen expectations, turf conflicts, inadequate resources, and predicaments relating to the need for administrative specialization. The researchers claim that One-stop-shops model tends to be more successful where the goal of seamless service is pursued gradually, with sufficient resources, and where implementers discourse trade-offs between incorporation and speciality. This creates the challenge of financial sustainability by governments adopting the model.

Narrative behind leadership and governance theories may be idealistic and not pragmatic in a practical environment. Transformative leaders may in most cases not possess all the four components in equal proportion as human nature may dictate. The concept may be abused by benevolent dictators who may possess some of the attributes associated with the leadership styles. It is imperative to take cognizance that transformational leadership possibly will remain prejudiced with negative environmental adaptation. The leading complications of Information Technology in the Kenya Government are: physical nature in organization of information systems, sluggish application and Manual filing system that delays service thus provide occasion for corruption to flourish. This has been worsened by stand-alone Information Technology systems and multiplicity of equipment which causes grave upkeep hitches (GOK, 2005). Public presumes government answerable to resources usage, which is conservatively outlined in terms of practical orderliness (Francesco & Alford 2016). Critics of stakeholder approach argue that the process is incapable of guiding necessary improvement in corporate government. Challenges include the overall performance of an establishment answerable to stakeholders and investors, enunciating smart public policy and reconsidering the fundamentals of ethical theory (Freeman, 2017).

## 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). Transformational Leadership 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 variable identified and services provided by public organizations. However, there appears to be a gap due to inadequate empirical studies on the effect of transformational leadership on public service delivery in the Kenyan scenario. The study therefore sought to establish the effect of transformational leadership on public service delivery

## 2.9 Summary of Literature Reviewed

The study literature sought to find out the extent to which transformational leadership has 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. 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). The one stop shop concept exhibits characteristics in transformative leadership models in practice. 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

The study focused on mixed method research design which involved 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.

The study adopted a cross sectional descriptive design which had the benefit of a multifaceted approach to data collection and analysis. A descriptive study involves description of phenomena or characteristics associated with a subject population. Questions are identified, sequenced and precisely asked of each participant. Cross-sectional studies are carried out once and represent a snapshot at one point in time (Cooper and Schindler, 2008). Data obtained from the method were large and useful in hypothesis testing. The study adopted Positivists which works on the assumption that reality is stable and experiential. 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.

### **3.1 Data Collection Procedures**

The data was collected by research assistants who administered questionnaires accompanied by a cover letter explaining the objectives of the study. All the ethical considerations were put in place by the researcher in obtaining responses from the targeted respondents. Oloo (2019) study affirms that questionnaire method was used because it was inexpensive. The target respondents completed the questionnaires on a Come and Pick later basis where the tentative collection date was agreed. However research assistance had to interrogate the respondents using interview guide to obtain more qualitative data for the study. The study also administered questionnaire via email and also had telephone interviews as affective ways of getting feedback from the respondents identified.

### **3.2 Pilot Testing**

In this study, piloting was done in Nairobi and Kajiado counties respectively. 10% of the 159 respondents was used and involved 16 managers 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. 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). The main objective of reliability test was to minimize the errors and biases in a study (Yin, 2013). This was done using the Cronbach Alpha where value greater than 0.7 are acceptable while values greater than 0.8 are preferable and considerably highly reliable.

### **3.3 Data Analysis and Presentation**

The study engendered both qualitative and quantitative data. Statistical Packages for Social Scientists (SPSS Version 20.0) analysed Quantitative data using descriptive statistics. Qualitative data was analysed based on the content matter of the responses. The study used Relational model where by data was described, summarized and grouped. 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 descriptive statistics. The researcher identified relationships between variables and predicted the future outcome. Likert type scale was custom to measure the anticipations and sensitivities of respondents as per the purposes of the study. Data was analysed as per the questionnaire used, sorted, coded, categorized, and tabulated. Data was interpreted, inferences drawn and categorized through an effective coding system.

Classification of data was distorted into codes that then charted and tallied. Editing was done to progress the eminence of data for coding. In the procedure of statistics analysis relationships or variances backup or contradictory with the unique data was endangered to test of significance to determine validity and reliability. The analysis involved inferential statistics or sampling statistics which enabled the researcher obtain the estimation of population parameters that assisted in testing study statistical assumption. 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. The analysis involved measure of central predisposition or statistical average, measure of dispersion, measures of relationship and measure of asymmetry of skewness. Descriptive statistics was used to examine the characteristics of the population.

### **3.4 Diagnostic Tests**

Diagnostic test is designed to examine the dependence structure of time series model (Kuan, 2003). The study used time series and regression analysis in the test. According to Kaun (2003), when time series is uncorrelated, no linear fraction of the variable can account for the behaviour. Regression analysis describes the association between independent and dependent variables. The study test was to find out how change in predictor (independent variable) values is associated with changes in response mean. The study ran a diagnostic test using regression method to correct errors arising from

method such as; autocorrelation, Collinearity, Multicollinearity and heterodasticity. The study included the moderator variable in all the diagnostic test process to describe its relationship with both the independent and dependent variables under the study.

### 3.4.1 Test for Normality

The study used familiarity trial to conclude whether mock-up statistics has been haggard from normality disseminated populace. The postulation of normality needs to be tested for many statistical procedures, namely parametric examinations, since their validity is hinged on it (Ghasemi, 2012). Oloo (2019), Postulates that only dependent variable need to be endangered to normality assessment. Normality test evaluates whether the sample was attained from a normally distributed populace (Wagana 2017). 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 decision rule is such that fail to reject H<sub>0</sub> if P- value greater than the 0.05 alpha level otherwise reject H<sub>0</sub> if P- value is less than 0.05 alpha level.

### 3.4.2 Multicollinearity

Multicollinearity occurs when two or more of the predictors in a regression model are moderately or highly correlated. This occurs when the estimated regression coefficient of any one variable is contingent on which other predictors are included in the model. It also occurs when the precision of the estimated regression coefficients decreases as more predictors are added to the model. The negligible involvement of any one predictor variable in reducing the error sum of squares depends on which other predictors are already in the model. 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.

### 3.4.3 Heterosecdacity

This involves uneven scatter from the linear line. The study was to find out if the unequal scatter of errors was related. This is because ordinary least square regressions work on assumption that all residuals are drawn from the population that has a constant variance (homosecdicity). The study ran regression on the data to correct Heterosecdacity by transforming.

### 3.4.4 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. A multivariate regression model was used to link both the independent and dependent variables as outlined below:

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

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

Y = Public Service Delivery

$\beta_1$ , = Regression coefficients of the independent variables (i.e. Transformational leadership,)

$X_1$ = transformational leadership

$\varepsilon$  = the error term

$\alpha$  = Constant

Regression model customs depicted the relationship between the dependent variable and independent variables. The values of  $\beta_1$  is the coefficients that measure implementation of public service delivery to a unit alteration in the independent variable. F-test was undertaken to test the significance of each independent variable at a confidence level of 95%. Strength of the model was tested by P-value. , < 0.05, show that independent variable significantly affects the dependent variable. P-value > (0.05), specifies that the model is not significant and cannot explain the disparities in the dependent variable.

**Table 3.1: Hypotheses Test Table**

Hypotheses statement	Hypotheses test	Decision rate
<b>H<sub>0</sub></b> There is no significant relation between Transformational leadership and public service delivery in Kenya	Coefficient correlation & Anova F-test	Reject H <sub>0</sub> p-value ≤0.05 Do not reject H <sub>0</sub> ≥ 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

**Table 4.1: Response rate**

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

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. Based on the challenges posed by the Covid -19 pandemic challenges that led to the country lock down the researcher was satisfied that the response rate of 65.41% was satisfactory for data analysis.

##### 4.3 Pilot Test Results

The instruments for quantitative data collection was structured questionnaire anchored on Likert-type scale with reliability Cronbach alpha coefficient at 0.874 in the pilot study. The results indicated that transformative leadership variables 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
Transformative Leadership	.874	.878	9

##### Normality of the Dependent Variable (Public Service Delivery)

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 4.3: Normality of the Dependent Variable (Public Service Delivery)**

	Kolmogorov-Smirnov <sup>a</sup>			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
Public service delivery	.396	104	.000	.568	104	.000

**Table 4.4: Effective (Sub Variable) Dependent on Transformative Leadership/Business Process Re-engineering**

	Kolmogorov-Smirnov <sup>a</sup>			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
effective/TL	.522	104	.000	.387	104	.000

Table shows that the Kolmogorov-Smirnova and Shapiro-Wilk statistics for Effective/TL was 0.522 and 0.387. 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.

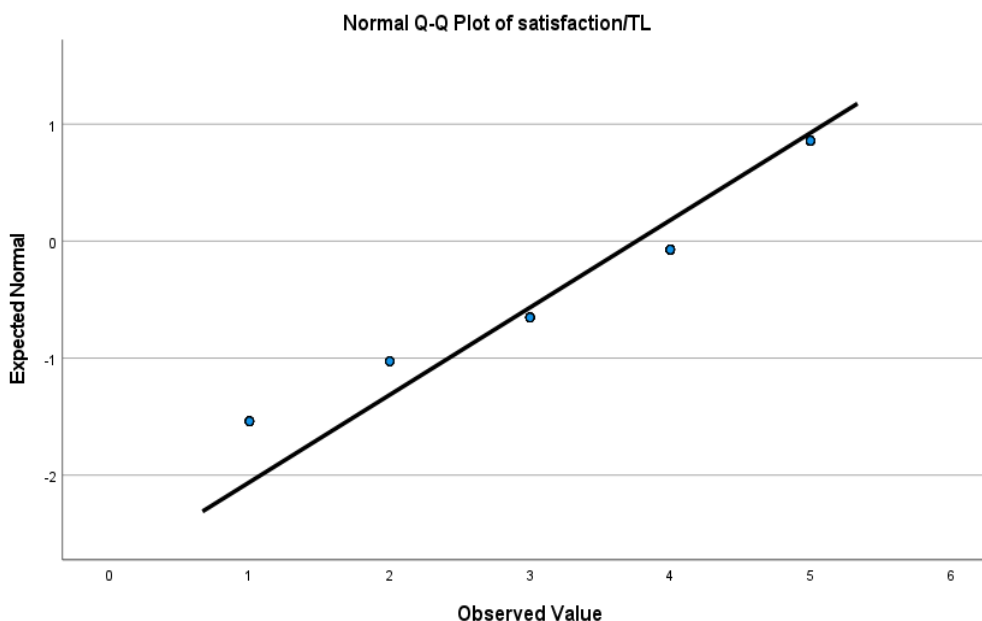
**Table 4.2: Cost (sub variable) Dependent on Transformative Leadership,**

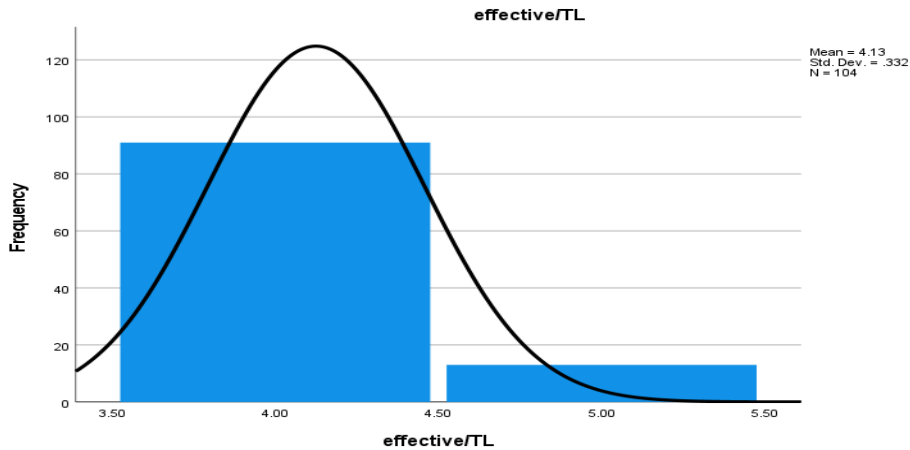
Tests of Normality						
	Kolmogorov-Smirnov <sup>a</sup>			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
Cost/TL	.416	104	.000	.665	104	.000

Table shows that the Kolmogorov-Smirnova and Shapiro-Wilk statistics for cost /TL was 0.416 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.

The graph show some deviations from normality but not irrational to assume that variable stature is normally distributed.

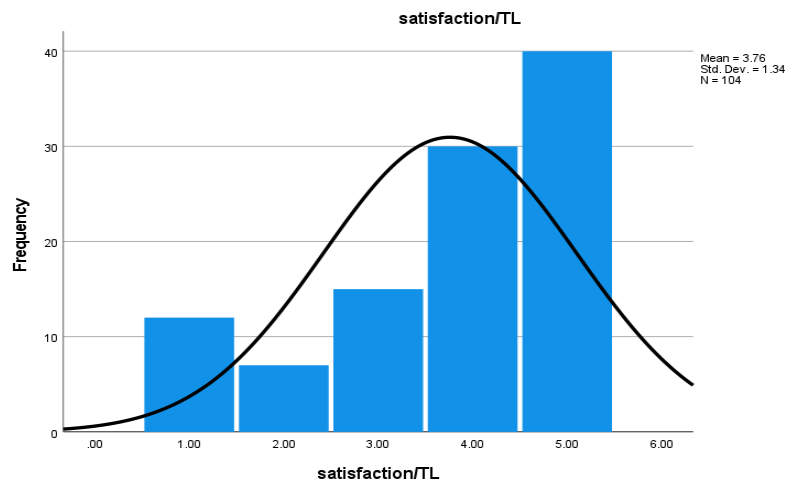
**Figure 2: Satisfaction Dependent on Transformative Leadership**





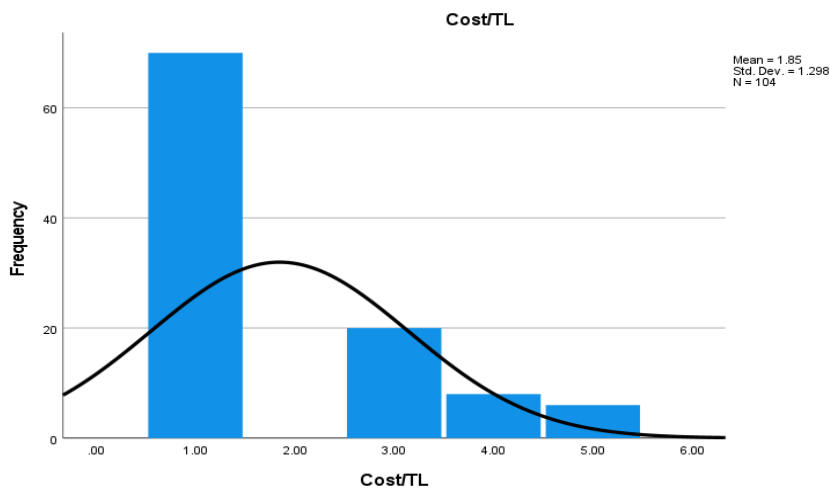
The dependent variable (effective/public service delivery) show a near normal plot indicating that the data is suitable for one way ANOVA. This conforms to normality assumption.

**Figure 3: Satisfaction Dependent on Transformative Leadership**



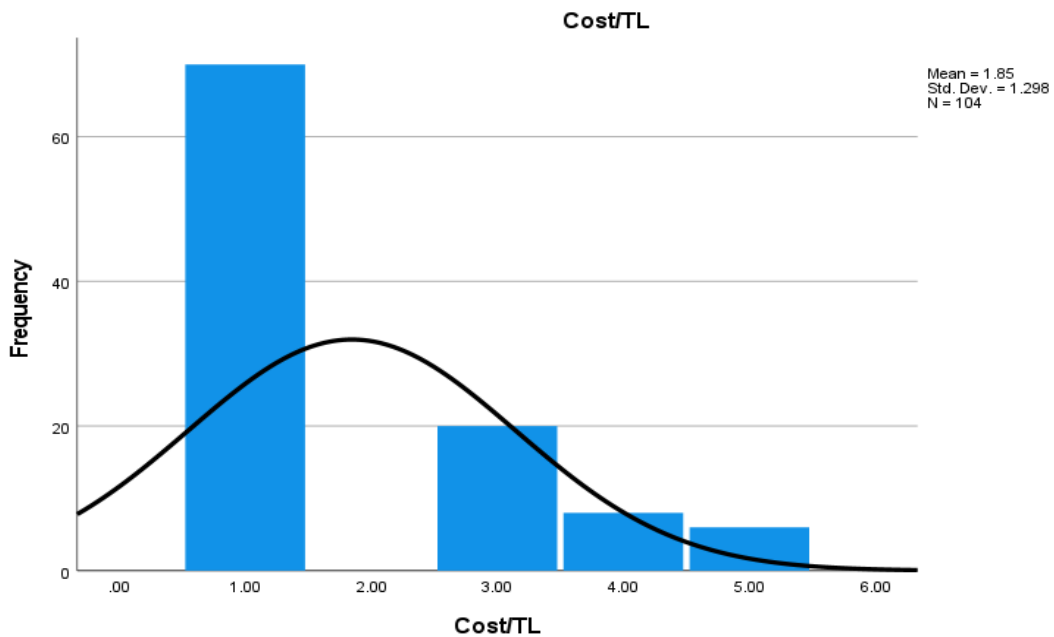
The dependent variable (effective/public service delivery) show a near normal plot indicating that the data is suitable for one way ANOVA. This conforms to normality assumption.

**Figure 4: Cost Containment Dependent on Transformative Leadership**



The dependent variable (effective/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 Transformative Leadership



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

#### 4.4 Gender Distribution

Table 4.6: Gender Distributions

Gender	Respondents	Percentage
Male	44	42.3
Female	70	67.7

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.

#### 4.5 Descriptive Analysis

##### 4.5.1 Transformational Leadership Practices

Transformational leadership practices elicited mixed response on its link in public service delivery as highlighted under its sub variables namely visionary leadership, motivated workforce, innovations and diversity. Link between public service delivery and visionary had 86% of respondent in positive affirmation that there exist a positive correlation, this was also realised with innovation sub variable where majority of respondents at 94% were in agreement. Most of the respondents at 76% disagreed that public service delivery at Huduma centre has a link with motivated workforce. 55% of staff agree that a motivated staff affect service delivery while 45% disagreed.74% of respondents were in agreement of leadership strategies challenges exist in service provision at the Huduma platform while 68% agreed that the said challenges have solutions. Most respondent were not sure of the future of the one stop shop as 50 while 19.5 were in negative affirmation. Only a paltry of 34 agreed. This affirmation provides a wide discourse on the future and sustainability of public service delivery under the one stop shop concept in Kenya. Most respondents agreed that transformative leadership at the centre needs to be boosted to a higher level (77%) and also cited that the centre needs to undertake training on the stated variable (80.5%). However, 19.5% of the respondent were in negative affirmative.

Majority of the respondents under interview guide argued that some of the challenges affecting leadership strategies adopted at Huduma centre include lack of funds, inadequate benefits frequent deployment of staff, politics, and lack of adequate support from the government and excess bureaucracy. Respondents highlighted that it is important to undertake sensitization programs for each County on Huduma Kenya Concept by involving government administration through

County Commissioners’ office. This according to the respondents will provide a project management strategy that will enhance of county operation of the service being provided under the platform. Respondents cited that Establishment of Huduma Centres has ensured customers are able to access a myriad of Government services end to end at one point without being referred to other service points. Further, provision of Posta Pay as the integrated payment platform eases payment for Government services in all Huduma Centres. The platform had elicited high Customer satisfaction – for example customer satisfaction at Teleposta Huduma Centre stands at 90%. Customer’s alluded to the courtesy, guidance and information points at the Centre.

More interrogations revealed that Staff provide high Customer Service Standards as they are trained on Customer Excellence before deployment to offer services. Creation of a new Government brand that Kenyans and Customers associate with newness, freshness and high standards in delivery of Public services. According to the respondent new brand marks a shift in Public service Delivery and Customers have provided positive feedback about the service especially around customer service and efficiency in the Centres. Interview guide used identified challenges encountered by the Huduma secretariat in transforming public service delivery. It was noted that for a long time there existed a care-free attitude among Public Servants that was difficult to transform. The respondent revealed all staff deployed to Huduma Centres are taken through a Customer Excellence training to enable staff adopt the necessary customer service skills and impart the desired ethics and attitude to provide quality citizen services. There have been inadequacies in personnel as more services are introduced into the Huduma Centre.

**Table 4.7: Descriptive Statistics (1)**

Transformational Leadership		Strongly disagree	Disagree	Not sure	Agree	Strongly Agree
1	Public service delivery depends on visionary leadership	1	3.8	9	19.2	67
2	Public service delivery at Huduma are provided by motivated workforce	56.	18.5	3.8	20.5	1
3	.Public service delivery based leadership that encourage innovations	1	1	3.8	85.2	9
4	Motivated staff affect service delivery at Huduma centres	30.2	10.5	3.8	46.5	9
5	Leadership strategies encounter challenges at Huduma platform	3	21	3	56.2	16.7
6	Challenges encountered have Solutions	6	14	10.5	56.2	13.5
7	There is need to boost transformative leadership at the centre	6	13.8	10.5	56.2	13.5
8	.One stop concept(Huduma) has a future in Kenya	6	13.5	46.5	23.5	10.5
9	Staff at Huduma undertake trainings on transformative leadership	3	3	13.5	50	30.5

The results indicate that respondents at Huduma centre consider Visionary leadership key in public service delivery (mean=4.5, standard deviation=0.824) and contends to Burkus (2010) views that transformational leadership is a new phenomenon that enable leaders identify mechanisms that convey modifications in the lives of their followers. The finding also conforms to Cherry (2020) claims that the style stimulates and encourages optimistic change to the followers. Motivation of workforce however was not directly related to public service delivery (mean=1.85, standard deviation=1.185), innovations was highly linked to the dependent variable (mean=4.048, standard deviation=0.403)

According to Aurora (2016), transformational leadership should have an eye on the changing environment continuously tries to influence the followers positively. There is need for transformative leadership to institutional predicaments (Tshiyoyo, 2012). Huduma centre using the one stop concept should therefore seek leadership that has clear vision, inspirational, emotional intelligence to adequately tackle the challenges identified in the implementation process. The question raised by respondents that motivated workforce may not directly influence the service provided at the platform



need to be further investigated to establish the philosophy backing the assumptions amongst the targeted population. This concern supports Bass (1985) need to train leaders learn the technique and qualities of transformational leadership.

**Table 4.8: Mean and Standard Deviation (1)**

	Mean	Std. Deviation	N
Visionary leadership	4.5000	.82439	104
Motivated workforce	1.8558	1.18582	104
Innovations	4.04808	.403379	104

**4.6 Correlations Analysis**

The study used Pearson correlation coefficient used for testing relationship between the independent and the dependent variables. Correlation coefficients between independent variables transformative leadership 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 4.3: 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 - -0.05	-0.49 to -0.3	-0.29 to -0.1	-0.09 to 0

**Table 4.10: Pearson Correlation Analysis (2)**

		Visionary leadership	Motivated workforce	Innovations
Visionary leadership	Pearson Correlation	1	.442**	.511**
	Sig. (2-tailed)		.000	.000
	N	104	104	104
Motivated workforce	Pearson Correlation	.442**	1	.522**
	Sig. (2-tailed)	.000		.000
	N	104	104	104
Innovations	Pearson Correlation	.511**	.522**	1
	Sig. (2-tailed)	.000	.000	
	N	104	104	104

Based on the Pearson analysis table above, visionary leadership had moderate correlation at (0.442) with motivated workforce and strong correlation with innovation (.511). Motivated workforce correlation has (.442) with visionary (.522), innovation (.145), this implies that motivated workforce has strong relationship with the stated variable. Innovation has coefficient correlation with visionary (.511), motivated work force (.522).this implies that innovation variable has correlated relationship with the mentioned variables.

In conclusion the analysis of both variables have shown a positive coefficient correlation with each sub variables identified that ranges between strong to weak. This implies that all variables used in the study have direct correlation coefficient (r) with both direction and strength features that are positive. The output indicates that the strength of association between the variables is very high (r = 0.945), and that the correlation coefficient is very highly significantly different from zero (P >0.001).

**4.7 Regression analysis**

Regression was used to predict the value of dependent variable based on the predictor’s variable (independent). dependent variable is public service delivery (cost containment, effective and customer satisfaction variable) while predictor (independent) is transformative leadership.

4.7.1 Customer satisfaction versus motivated workforce

Table 4.11: Model Summary (5)

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					
					R Square Change	F Change	df1	df2	Sig. Change	F Durbin-Watson
1	.505 <sup>a</sup>	.255	.247	1.26508	.255	34.832	1	102	.000	.032
a. Predictors: (Constant), motivated workforce										
b. Dependent Variable: customer satisfaction depends on transformative leadership										

There is high correlation between the predictor transformative leadership (motivated workforce=.505). The proportion of variance in customer satisfaction is by transformative leadership -motivated workforce (r-square.255) 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 .244. This implies that the motivated workforce has higher certainty in influencing customer satisfaction (dependent variable).

The ANOVA analysis has indicated that the F-value of 34.832 under regression is larger than the critical value. This implies that there exist a significant relationship between the dependent variable (customer satisfaction) and motivated workforce) independent/predictor variable. In comparing the relative strengths of the predictor b coefficients positive at 2.839; motivated workforce (.620) strength is associated with customer satisfaction. Under this analysis b coefficient is statistically significant as the p-value of the predictor (motivated workforce.000) has value of less than 0.05. 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 4.12: ANOVA (5)

a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	55.746	1	55.746	34.832	.000 <sup>b</sup>
	Residual	163.244	102	1.600		
	Total	218.990	103			
a. Dependent Variable: customer satisfaction depends on transformative leadership						
b. Predictors: (Constant), motivated workforce						

The ANOVA analysis has indicated that the F-value of 34.832 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 (customer satisfaction) and motivated workforce) independent/predictor variable.

Table 4.4: Coefficients table 5

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B		Collinearity Statistics	
		B	Std. Error	Beta			Lower Bound	Upper Bound	Tolerance	VIF
1	(Constant)	2.839	.231		12.281	.000	2.381	3.298		
	motivated workforce	.620	.105	.505	5.902	.000	.412	.829	1.000	1.000
a. Dependent Variable: customer satisfaction depends on transformative leadership										

The b coefficients tell us how many units' of customer satisfaction increases for a single unit increase of the predictor-transformative leadership (motivated workforce). In comparing the relative strengths of the predictor b coefficients positive at 2.839; motivated workforce (.620) strength is associated with customer satisfaction. Under this analysis b coefficient is statistically significant as the p-value of the predictor (motivated workforce.000) has value of less than 0.05.

**Multicollinearity**

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.

**4.7.2 Cost depends on innovation**

**Table 4.14: Model Summary table 6**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				Sig. Change	F Durbin-Watson
					R Square Change	F Change	df1	df2		
1	.589 <sup>a</sup>	.347	.341	1.0540	.347	54.207	1	102	.000	.148
a. Predictors: (Constant), innovations										
b. Dependent Variable: cost containment is influenced by transformative leadership										

There is high correlation between the predictor financial resources (cost =.589).the proportion of variance in innovation by cost (r-square.347) 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 .341.this implies that the innovation has higher certainty in influencing cost (dependent variable).The ANOVA analysis have indicated that the F-value of 54.207 under regression is larger than the critical value. This implies that there exist a significant relationship between the dependent variable (cost containment) and innovation) independent/predictor variable. Under this analysis b coefficient is statistically significant as the p-value of the predictor (innovation.000) has value of less than 0.05.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 4.5: ANOVA (6)**

a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	60.221	1	60.221	54.207	.000 <sup>b</sup>
	Residual	113.317	102	1.111		
	Total	173.538	103			
a. Dependent Variable: cost containment is influenced by transformative leadership						
b. Predictors: (Constant), innovations						

The ANOVA analysis has indicated that the F-value of 54.207 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 (cost containment) and innovation) independent/predictor variable

**Table 4.6: Coefficients**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B		Collinearity Statistics	
		B	Std. Error	Beta			Lower Bound	Upper Bound	Tolerance	VIF
1	(Constant)	-5.827	1.047		-5.564	.000	-7.905	-3.750		
	innovations	1.896	.257	.589	7.363	.000	1.385	2.406	1.000	1.000
a. Dependent Variable: cost containment is influenced by transformative leadership										

The b coefficients tell us how many units' of cost containment increases for a single unit increase of the predictor-transformative leadership (innovation). In comparing the relative strengths of the predictor b coefficients negative at -5827; innovation (1.896) strength is associated with. Under this analysis b coefficient is statistically significant as the p-

value of the predictor (innovation.000) has value of less than 0.05. 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.

#### 4.8 Tests of the Hypotheses

This study sought to establish the effect of one stop shop practices on Public Service Delivery in Kenya. The tests were carried out using regression analysis and correlation analysis. The tests were done at 5% significance level ( $\alpha = 0.05$ ). The evaluation focused on the hypotheses derived from the objectives of the study. The null hypothesis was tested by ANOVA based on the assumption of the homogeneity of the variance of the sample that is normally distributed at 95% confidence interval. The level of significance is the statistical standard that is specified for the purpose rejecting the null hypothesis (Namusonge, 2010). According to Sawilowsky (2002), ANOVA is useful in assessing whether the independent variables affect dependent variables differently. The F statistic tends to be greater when the null hypothesis of independence is not true. The P-value is crucial in ascertaining the probability that the null hypothesis is true. P-values of less than 0.005 indicate that the F statistic is high and that the null hypothesis of independence needs to be rejected since it is not true (Sawilowsky, 2002). Descriptive statistics were used to describe the basic features of the data in the study. These provided summaries of the sample and the measures of data obtained from quantitative analysis used by the researcher.

The objective of this study was to determine the effect of Transformational Leadership Practices on Public Services Delivery in Kenya. This objective informed hypothesis 1: There is no significant relationship between Transformational Leadership Practices and Public Service Delivery in Kenya. This hypothesis was tested by regressing Transformational Leadership Practices on Public Service Delivery guided by the equation  $Y = \beta_0 + \beta_1 X$  where  $X_1$  represented Transformational Leadership Practices and  $Y$  Public Service Delivery Practices. The study concluded that there exist a significant relationship public service variables (effective, cost containment and customer satisfaction) with transformative leadership variables (visionary, motivation and innovation) P-values were less than 0.005 with higher F statistics. A p-value higher than 0.05 ( $> 0.05$ ) is not statistically significant and indicates strong evidence for the null hypothesis. This means we retain the null hypothesis and reject the alternative hypothesis. 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 the case the study rejects the null hypothesis.

**Table 4.17: Transformational Leadership Sub Variables**

Hypotheses statement	F-values	P-values	Decision
Visionary	342.870	.000	<b>Rejected</b>
Motivation of Workforce	34.834	.000	<b>Rejected</b>
Innovation	54.207	.000	<b>Rejected</b>
<b>Average</b>	<b>395.773</b>	<b>.000</b>	<b>Rejected</b>

#### 4.9 Discussion of the Findings

The objective of this study was to determine the effect of Transformational Leadership Practices on Public Services Delivery in Kenya. This objective informed hypothesis 1: There is no significant relationship between Transformational Leadership Practices and Public Service Delivery in Kenya. This hypothesis was tested by regressing Transformational Leadership Practices on Public Service Delivery guided by the equation  $Y = \beta_0 + \beta_1 X$  where  $X_1$  represented Transformational Leadership Practices and  $Y$  Public Service Delivery Practices. The study concluded that there exist a significant relationship between public service delivery and transformative leadership variables as P-values (**.000**) were less than 0.005 with higher F statistics (**395.773**). 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.** UNDP & World Bank (2017) report posits that one stop shop success needs institutions to entrench Visionary leadership overcome opposition to reform at various levels by getting enticements right. Staff deployed to Huduma Centres are taken through a Customer Excellence training to enable adopt to the necessary customer service skills and impart the desired ethics and attitude to provide quality citizen services. UNDP & World Bank report (2017), postulates that including mechanising monotonous dealings, forecasting service desires, and concentrating more on the citizen as a person: providing individual rapport management for more compound services. The findings correspond to the need to train leaders learn the technique and qualities of transformational leadership (Bass, 1985).

#### 4.10 Conclusion

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 transformative leadership. However, the study revealed that Most of the respondents disagreed that public service delivery at Huduma centre has a link with motivated workforce. The study contends that motivated workforce may not directly influence the service provided at the platform, creating the question as to why? This calls for need for further studies to interrogate the motivational variable for the workforce. According to Aurora (2016), transformational leadership should have an eye on the changing environment continuously tries to influence the followers positively. There is need for transformative leadership to institutional predicaments (Tshiyoyo, 2012). Huduma centre using the one stop concept should therefore seek leadership that has clear vision, inspirational, emotional intelligence to adequately tackle the challenges identified in the implementation process. The question raised by respondents that motivated workforce may not directly influence the service provided at the platform need to be further investigated to establish the philosophy backing the assumptions amongst the targeted population. This concern supports Bass (1985) need to train leaders learn the technique and qualities of transformational leadership. The study contributes to transformation of one stop shop concept in public service delivery by identifying specific ideal model practices. 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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