

# ONE STOP SHOP PRACTICE AND PUBLIC SERVICE DELIVERY: EFFECT OF FINANCIAL MANAGEMENT PRACTICE ON PUBLIC SERVICES DELIVERY

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**Abstract:** The overall 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 Financial Management practice on Public Services Delivery. The study used critical social and economic regulation theories. 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 was tested using regression analysis and Pearson's Product Moment Correlation analysis. Findings established that financial management practice has no statistically significant effect on public service delivery. 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, Financial Management Practices.

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## 1. INTRODUCTION

### 1.1 Financial Management Practice

Financial Management practice involves the means to carry out functionality of mandate that defines the existence of the institution (Vuran, 2020). In public service, financial management practice could be realised in government budget cycle, donor funding, taxation, commercialization of services amongst various practices adopted by governments in public service delivery. In Kenya the Government Budget Cycle is an inclusive course that commences from August of the present financial year to December of the impending financial year. Donors often have relatively short-term perspectives dictated by programming cycles and back-home reporting time lines. Commercialization of Public Services has question

of sustainability in the existence of inadequate funding from the exchequer. National budget is devoted salaries, wages and benefits of public servants, and a smaller amount is allocated to project-based development (GOK, 2017). Study on 'Balancing budget control and flexibility' by Di Francesco & Alford (2016) discovers how budget elasticity could be reconciled with control of public finance establishing a rapport with strategic stake holders.

### 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 objective of the study is therefore to identify whether one stop shop concept practices identified as financial management Practices affects public service delivery (effectiveness, cost containment and customer satisfaction)

#### 1.5 Objective of the study

To determine the effect of Financial Management Practices on Public Services delivery in Kenya.

## 2. THEORETICAL REVIEW

### 2.1 Theoretical Review

#### 2.1.1 Critical Social Theory (The Frankfurt School, 1923-30)

The critical theory was developed early 1923 by the effort of the Frankfurt School associates, Max Horkheimer, Theodor Adorno, Erich Fromm, Walter Benjamin, Jürgen Habermas, and Herbert Marcuse. The theory is anchored on Instrumental, Interpretive and critical rationalities. Instrumental rationality is the regulator of human and substantial nature, Interpretive is about understanding the language and purposive activities of individuals and groups, so as to lessen or eradicate the inaccurate message formed by the disciplines, societal know-hows, and expert occupations (Horkheimer et al, 1923). Critical rationality is the liberation of persons and assemblies through critical self-reflection and the creation of new establishments, standards, principles, and objectives through ethical dissertation and decent consideration (Miller & Dunn, 2006).

McArthur (2021) sees the sights aspects of social critical theory nature, likelihoods and trials and suggests questions of enclosure in terms of shared gratitude .He maintains that Frankfurt School critical theory is the idea that achieve individuality through interactions. Anything in organization that prevents an individual from realizing a full social life dents inclusion and contends that broadening involvement could achieve positive results (Mc Arthur, 2021).

Alexander (2021) argues that social theorists who seek to comprehend the contemporary encounters of fundamental populism should re-examine the feverish perceptions of the psychoanalytic social philosopher Erich Fromm who theorized the expressive and sociological origins of a novel 'controlling character' argued that societies could be sick. Alexander (2021) contends that Fromm's sociology was disadvantaged by an economistic Marxist attitude to the establishments and principles of self-governing capitalist civilizations these prohibited Fromm from abstracting how organizations like egalitarianism, discipline, and psychotherapy can offer capitals for extensive expressive convalescence and public healing (Alexander 2021).Wagana (2017) asserts that according to Bourgeon (2007), underlying issues of critical theory are citizen centred services, value for tax payer money and responsive public service workforce. Zangura (2014) postulates that, dormant use of NPM theme upscale performance in the public sector. He contests that main topographies of NPM are performance management, governance, decentralization, contracting and outsourcing.

Miller & Dunn (2006) posits that the philosophy stresses unrestricted and exposed society to have maximum contribution in the public domain. Given the power of purposive-rational deed in today's civilizations, treatise in the public circle has been more closely restrained to instrumental rationality. Uncluttered dialogue about the normative programme of society eliminates the type of communication that critical philosophers trust is essential to liberate the individual (Miller & Dunn (2006). Obongo (2015) contends that Critical Theory Proponent under new public management such as Hood (1993) was centrally concerned with seven doctrine components. The first doctrine is hands on professional experience and has more emphasis on professional manager in public sector. Second doctrine is on setting explicit standards and measures of performance. According to Hood (1993), the third doctrine is on shifting focus from inputs to output. This doctrine creates the basis of result-based management concept as a tool of public sector reforms. It is against this concept that business process re-engineering in the public sector was introduced. This has brought in the need to improve the technological infrastructure to improve government networking concept with its stakeholders (Obongo (2015).

The fourth doctrine involves disaggregation of units known as agency. This doctrine has entailed movement in more specialized multipurpose bureaucracies as eluded by Hughes (2008). Huduma centres secretariat is an example of public service organization that provide the one stop shop services to the stakeholders. The fifth doctrine alludes to cost reduction through privatization and encouraged competition and public private partnership (Tambulasi, 2009). Obongo (2015) argues that the doctrine calls on prudent use of resources with less cost. The sixth doctrine encourage the use of private sector style management practices in the public service organizations, under this concept, Osborne & Gaebler (1992) philosophy of entrepreneurial management is entrenched in public sector to enhance performance on people and systems (Obongo, 2015).The seventh doctrine according to Hood (1991), involve contracts and public tendering procedures. Under this doctrine, rivalry and completion are the keys to lower costs and better standards. Pierre & Painter (2010), maintain that competitive relationship among suppliers deliver value for money.

Obongo (2015) postulate that Polit (1998) considers NPM as an ideology than a theory. In addition, NPM maintains a separation between policy making and service delivery, a practice mainly undertaken in the private sector (Obongo, 2015). Wallis and Zhao (2017) Study on 'E-Government Development and Government Effectiveness asserts that amalgamation of improvement, unrestricted and adaptive contributions by bureaucrats can lead to the formation of public service give-aways at the third level. The study proponents assert that 'Post-New Public Management' reorganizations and extraordinary adaptive leadership are obligatory to move countries to the fourth level where bureaucrats are trusted to act across the array of unique roles prerequisite to endorse e-Government.

Miller & Dunn (2006) scuffles with the spirit of critical social theory by recognizing the contributions of other proponents of New Public Management such as Osborne and Gaebler (1992) who identified ten principles that represent an operational definition of NPM which identifies the mechanism used to make communal decisions, where the government provides citizens with a mechanism to solve problems and act collectively. According to Osborne and Gaebler (1992) the process relies on replacing bureaucratic systems with entrepreneurial ones.

The model is premised on Steering the vessel rather than row and endowing societies, rather than only provide amenities. It also encourages competition rather than domination and advocates for a task driven rather than role driven groups. In resource management the principle embraces fund consequences rather than inputs that meet the needs of customer rather than the bureaucracy (Osborne & Gaebler, 1992). The proponents posit that it is prudent for public entities to distillate on earning resources and not just expenditure but capitalize in deterrence of hitches rather than treatment. The philosophy opts for decentralize expert as a foundation of resolving glitches at the market place than generating public programmes (Osborne & Gaebler, 1992).

Obongo (2015) contends that what Hood (1991) and Osborne & Gaebler (1992) had as concepts of NPM are necessary for reinventing and changing the role of government for better services. Platrik, (2000) assumes that under New Public Management elements for a successful organization include purpose, results, Customer, Control and Culture. It is important to create clarity of purpose that allows the organization to focus on the key items that will achieve its ends. Connect result to the actions of establishments, persons, and enclaves so that those engagements have meaning and impact on the Client. Focus on the client in order to distinguish the purpose of public Service is the delivery of a public good. It is necessary to shift control form the top or centre in order to endow individuals, Establishments and societies to address public glitches (Obongo, 2015). This theory supports the variables on transformative leadership and citizen participation practices as the philosophies advanced link up on leadership styles adopted by organization in influencing productivity among group dynamics in organizations that provide public service goods (Obongo, 2015).

### **2.1.2 Economic Resource Regulation Theory (George Stigler, 2003)**

The theory by George Stigler from Chicago University in 2003 analyses demand of regulations based on a critical examination of public possessions and authorities to progress the economic assemblies. It identifies the state as a threat to every industry as it has the power to restrict and reward financial resources. Theory of economic regulations elucidate parties to benefits the state decree to physical engagements of resources and the economic decisions of house- holds and firms without their consent (Stigler, 2003).The government is a latent reserve or risk to business as it has power to forbid or offer cash to uplift business as it has the authority to tax citizens (Stigler, 2021). The government can decree the physical distribution of resources and the economic decisions of households and firms without their consent (Stigler, 2021) .Veljanoski (2021) argue that theme of economic regulations shelters four comprehensive pecuniary extents economic, social, competition and legal regulations. Yandle (2021) posits that George Stigler's 1971 article established a flawless economic theory of regulation that altered opinions about government on public interest theory

The theory argues that industries acquire regulations designed to favour their respective interest. However, the proponent of the theory provides alternative views that regulations provide protection and benefit of the public interest. Political process alternative defies rational explanation as the theory believes politics is unpredictable. Stigler (2003) argues that under the theory, governments through parties in power maintain organization and electoral appeal through costly services but have the opposition check on extremes. Stigler posit under the theory that the state could provide the industry benefits arising from providing subsidies, control over entry by new rival, power to effect industries substitutes and complements and introducing price fixing. Baldwin et al, (2012) suggest that in Britain, regulations of economic and social activities

brought rise to regulations inside government. This has introduced growing prominence of formal auditing and financial controlling activities of public services (Baldwin et al, (2012).

Stigler (2003) theorizes that the theory has limitation such as regressive benefits of public control industries, high cost of public process. When the industry receives grants of power from state, the gain to the industry hurt the civilians. The theory argues that industry that seeks regulation must be prepared to pay by votes or resources. This line of thought makes the theory relevant under the Huduma concept as it provides a consortium of public services under a one stop shop platform. As a monopoly of public service the government under the Huduma platform seeks to satisfy the political manifesto of the ruling party to the citizen who will ultimately pay for the services by votes and taxed resources (Yandle, 2021). The theory strives to identify financial management as a critical component affecting Huduma centre operations in Kenya. Therefore, the theory unbundled critical issues affecting the gap between operation dynamics of public organization and public service delivery. It enabled the researcher identify specific linkage with the gap under study and provide adequate data relevant to create justifiable conclusion on the mitigating factors available in addressing the gap. This theory supports financial management variable identified as practice that may influence public service delivery under the one stop shop concept (Veljanoski (2021).

## 2.2 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.

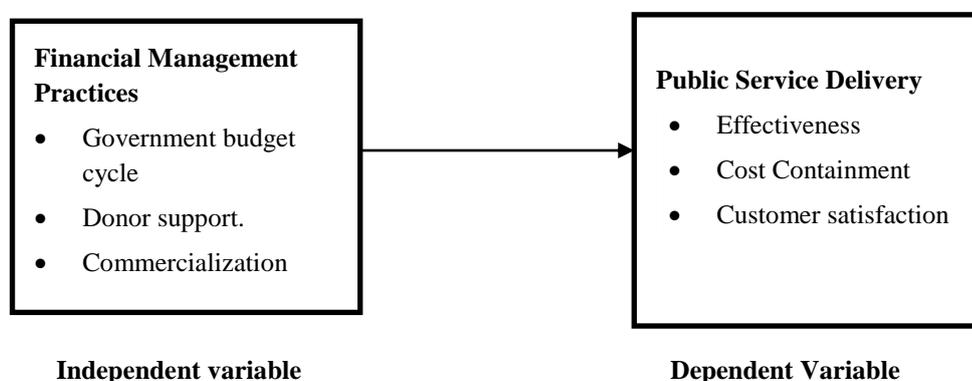


Figure 1: Conceptual Framework

## 2.3 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.

### 2.3.1 Financial Management Practice

Public institutions that offer alternative services face exceptional operative tests as they do not have a clear profit cause operate in a political system contrast to a market system Fan *et al* (2017). Fan *et al* (2017) backs the notion that in the public not-for-profit perspective, strategic choices arbitrate the influence of ecological vagueness on operational

capability. Conception of need is dominant to the non-market apportionment of many public resources, although the definition of need to oblige as a foundation for such resource provision often remains disputed (Mentzakis *et al.*, 2017). Mentzakis, Giacomini, DeJean, and Grignon (2017) study posit that Resource apportionment to public program has been affected by fiscal crisis and expenditure cuts experienced as result of global economies recess of most developing countries which has had a negative impact on their engagement with developing counter parts The public's perception about needs contrasts in a number of approaches offered on needs-based resource apportionment (Mentzakis *et al.*, 2017). The approach used by governments to manage resources through the budget cycle has important repercussions for public service delivery. Studies conducted by Moritz Piatti-Fünfkirchen & Pia Schneider (2018) on The Role of Public Financial Management in Health Service Delivery in Tanzania and Zambia established a positive relationship between health service delivery outcomes and noble control of public finance; however, the instruments through which public financial management affects service delivery remain underexplored.

The findings posit a number of hesitant blocks, including the absence of flexibility to offer supplementary resources for unanticipated demand for upkeep, misalignment between budgeting and planning, disjointed funding bases, inflexible core controls, inadequate budget provision leading to amount overdue, and a budget evaluation scheme that is disproportionately acquiescence driven and gives insufficient consideration to matters of equity, quality, and efficiency in service delivery (Moritz & Schneider, 2018). Tanzania and Zambia demonstrates that Public Financial Management can turn out to be an qualifying factor for efficient service delivery by providing satisfactory budget ceilings up front and discouraging wish list-grounded planning to decrease the need for subjective cuts later in the budget cycle, as well as information technology investments that capture planning, budgeting, execution, and accounting and reporting requirements from government and donors (PEFA, 2016). Governments in East and Southern Africa region have reinforced various components of their Public Financial Management systems, including planning and budgeting systems, budget execution, and accounting and reporting. These improvements have been evaluated in public expenditure and financial accountability assessments. A review of the latest valuations demonstrates that large Public Financial Management systems stated region Africa have good performance. South Africa has the best Financial Management system, followed by Rwanda and Ethiopia, to the contrary the report revealed that Comoros, Madagascar, and Zimbabwe have the weakest systems based on a amalgamated rating of 28 measurements these includes formulation, execution, and evaluation of the budget. According to the report developed economies in the region tend to perform better on most Public Financial Management dimensions, particularly in reliability and inclusiveness of the budget, budget implementation, and bookkeeping and reporting (Moritz & Schneider (2018)

Impact of Public Management applications on reduction approaches in Europe study established that comprehensible management means adopted by governments over recent decades might be used by managers make strategic decisions in times of disaster (Ringa, Douglas & Savi, 2016). According to Public Service Reform report (2014), the guiding principles of resource mobilization system design and its implementation reflect the reforms being undertaken in its application. The report argues that the rapidly changing, economically reserved environment has made it difficult to secure sufficient resources to sustain reforms in the public sector. The report supports the need for developing a plan for resource mobilization can lead to support the reform agenda. Increased competition for scarce financial resources, thinking of, and creating options for new, diverse, and multiple resource streams according to the report help the Government manage its programs (GOK, PSR, 2014). Successful resource mobilization according to the report gives institutions and people reasons to believe that their contribution, either through budget allocations, grants, or taxes, is delivering to them the services that they need. In addition, ever since 1995 when the Kenya Revenue Authority was established, households have participated directly in the financing of the public sector through payment of taxes (GOK, PSR, 2014).

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

### 2.3.2 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.

#### 2.4 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 (Scholta et al, 2017).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 specialty. This creates the challenge of financial sustainability by governments adopting the model (Sharma, Metri, Dwivedi, & Rana, 2021). 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 (Jafarli, 2021).

#### 2.5 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. However, there appears to be a gap due to inadequate empirical studies on the effect of financial management on public service delivery in Kenya.

## 2.6 Summary of Literature Reviewed

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. 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 financial management in practice. The literature advocates for governments to eliminate 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. 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 be 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,  $\beta$ -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 financial management. The study used Statistical model outlined below:

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

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

Y = Public Service Delivery

$\beta_1$ , = Regression coefficients of the independent variable (Financial Management)

$X_1$ = Financial management

$\varepsilon$  = the error term

$\alpha$  = 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 financial management practice and public service delivery in Kenya	Coefficient correlation & Anova F-test	Reject $H_0$ p-value $\leq 0.05$ 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
Financial Management practice	.885	.890	9	Accepted
<b>Total Average</b>	<b>.885</b>	<b>.890</b>	<b>9</b>	

#### 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
Financial Management Practices	1.876	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
<b>Total</b>	<b>104</b>	<b>100</b>

#### 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
<b>Total</b>	<b>104</b>	<b>100.0</b>

#### 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
<b>Total</b>	104	100

## 4.5 Descriptive Analysis

### 4.5.1 Financial Management Practices

Financial management elicited mixed response on its link in public service delivery as highlighted under its sub variables namely budget cycle, commercialization, and donor fund. link between budget cycle and public service delivery had 94 % of respondent negative affirmation that there is no correlation, this was also realised with commercialization sub variable where majority of respondents at 77% disagreed. These sentiments were also echoed under the donor fund sub variable where a majority of respondent felt that there is negative correlation at 94%.46% of respondents disagreed that government provides funds to management of the one stop shop centres however 54% were positive. Unreliability of the government funds to the centre elicited 82%affirmation with only 18% in disagreement. Majority of respondents disagreed with the commercialization of services for improvement of quality services under Huduma platform (86%).paying of services received a negative affirmation(91%).sustainability of Huduma centres from external funding received 85% of respondents in agreement. However the need to invest in Huduma by donors had a negative response of 80%. This implies that financial management sub variables did have a negative influence on public service delivery provided at the Huduma platform. Thus the assumption that services provided at the Huduma platform are influenced negatively with the government budget cycle, commercialization and donor funds.

Respondents interviewed under interview guide claimed that the Government of Kenya had been providing all the required funds for the Programme as the other flagship projects in the Vision 2030. However the respondents alluded to the fact that Sustainable strategies have to be adopted by the government in sustaining service provision under the Huduma platform. Respondents gave mixed reactions on whether the programme is to be fully funded by the government or to be fully commercialized to the citizens. Majority agreed that in 2013/2014 the project received a funding of approximately one billion Kenya shillings through supplementary budget from the National Assembly. These funds were channelled through the Ministry of Devolution and planning which by then coordinated the rolls out of the Huduma Kenya programme. These funds were utilised for the Set Up of the Physical Centres that was Refurbishment, ICT Infrastructure, Branding and all Operations of the Huduma Kenya Secretariat. However the programme has encountered financial challenges that have currently affected its sustainability strategies in service provision.

Table 4.8: Descriptive Statistics (3)

Financial Management	Strongly disagree	Disagree	Not sure	Agree	Strongly Agree
Public service delivery at Huduma centres depends on government budget cycle	86	9	3	1	1
Public service delivery at Huduma centres depends on commercialization	48	29	3	19	1
Public service delivery at Huduma centres depends on donor funds	94	3	1	1	1
Government provides funds to management Huduma centres	14	29	1	42	12
Government budget cycle has been unreliable in facilitating Huduma centres	9	6	3	77	5
Commercialization of services will improve quality at Huduma centres	48	31	6	11	4

Citizens needs to pay for services offers at Huduma centres	79	3	9	3	6
Huduma centres require external funds for sustainability	3	9	3	67	18
Donors are willing to invest in Huduma centre concept in provision of public delivery	77	3	11	1	8

The results indicate that respondents at Huduma centre did not consider government budget cycle key factor in public service delivery (mean=1.134, standard deviation= 0.3424), commercialization was not directly related to public service delivery (mean=1.971, standard deviation= 1.186), donor funding was not linked to the dependent variable (mean=1.0288, standard deviation=0.168), policy decisions was cited by the respondents as having fair link in public services delivery (mean=2.538, standard deviation= 1.245), however consumer feedback mechanism had moderate impact (mean=3.336, standard deviation= 1.128), number of customer traffic was also cited as having an impact in the overall service delivery (mean=3.153, standard deviation= 1.163), key in public service delivery (mean=4.183, standard deviation=.388) quality services was directly related to public service delivery (mean=3.182, standard deviation= 1.370).

**Table 4.9: Mean and Standard Deviation (3)**

	Mean	Std. Deviation	N
Budget cycle	1.1346	.34297	104
Commercialization	1.9712	1.18614	104
Donor funding	1.0288	.16818	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
Financial Management Practices	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 <sup>a</sup>			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.

#### 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 Financial Management practice

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.

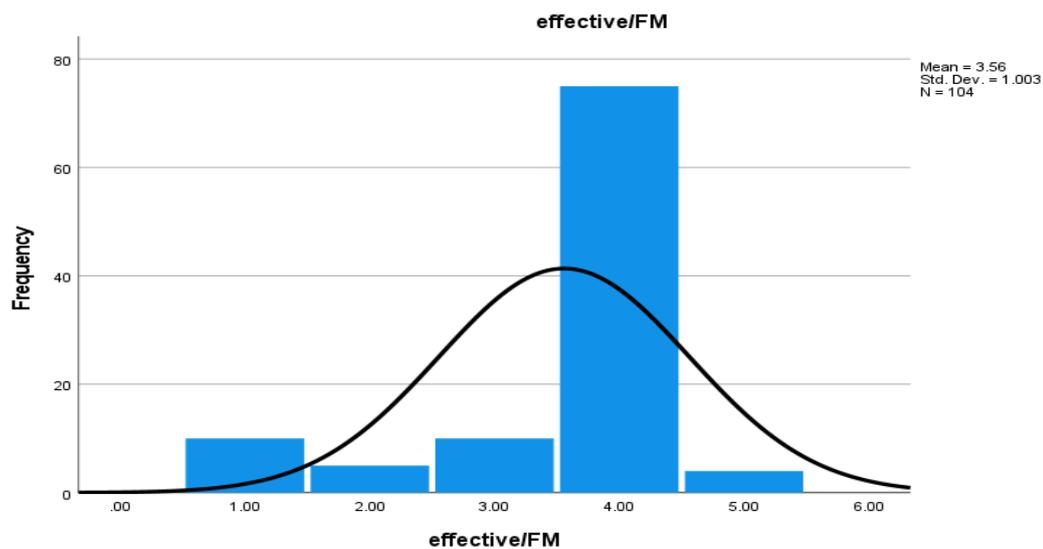


Figure 2: Effective Service Dependent on Financial Management practice

Satisfaction (Public Service Delivery) Dependent on Financial Management

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.

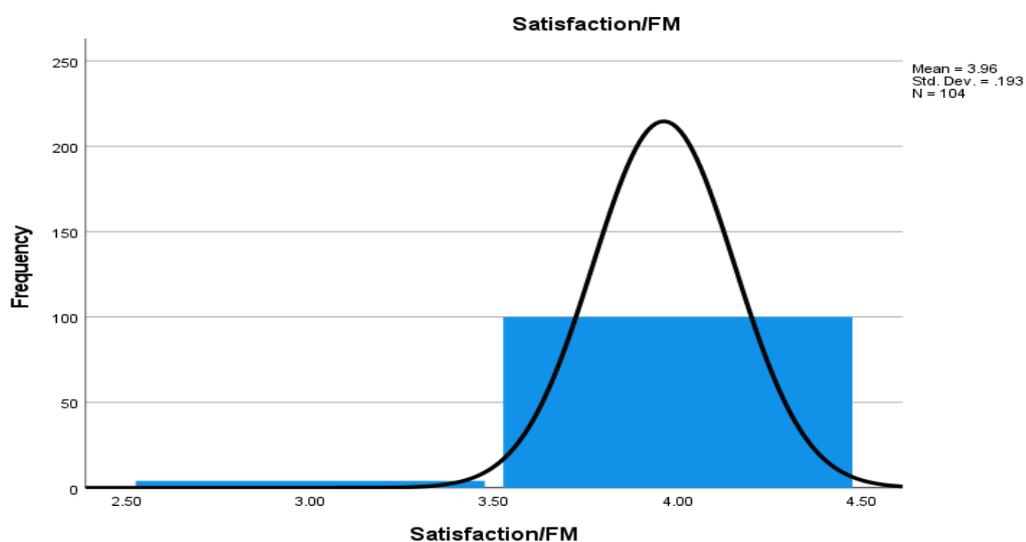
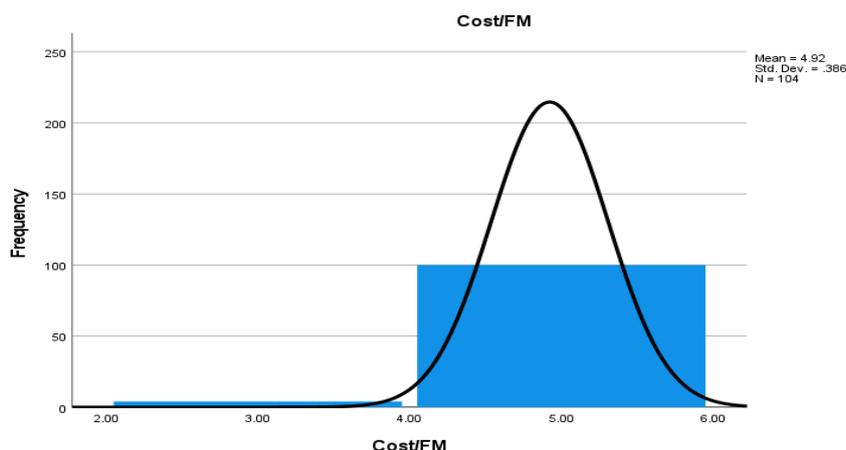


Figure 3: Satisfaction Dependent on Financial Management



**Figure 4: Cost Containment Dependent on Financial Management**

#### 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 Variable

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 independent variables (financial Management), and dependent variable (public service delivery) was 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 4.12: 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

##### Correlation of Variables

Public service delivery coefficient correlation with Financial Management (.680). Predictor variable had a positive coefficient correlation. The output indicates that the strength of association between the variable is strong ( $r = 0.680$ ), and that the correlation coefficient is strongly significantly different from zero ( $P > 0.001$ ).

##### Correlation of Financial Management Practices Variable

Public service delivery coefficient correlation with Financial Management Practice (.680). Predictor variables had a positive coefficient correlation. The output indicates that the strength of association between the variables is strong ( $r = 0.680$ ) and that the correlation coefficient is strongly significantly different from zero ( $P > 0.001$ ).

##### 4.7.2: Regression Analysis/ ANOVA/ $\beta$ -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 financial Management Practice. Inferential statistics was carried out by ANOVA Tests.

**Effective Service and Commercialization (Financial Management)**

There is high correlation between the predictor financial resources (commercialization=.471). The proportion of variance in effective in service delivery is by financial resources -commercialization (r-square.221) 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 .214.this implies that the commercialization has higher certainty in influencing effective service delivery (dependent variable)

**Table 4.13: Model Summary (3)**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. Change	
1	.471 <sup>a</sup>	.221	.214	.88949	.221	29.011	1	102	.000	.057
Predictors: (Constant), commercialization										
Dependent Variable: effective service										

The ANOVA analysis have indicated that the F-value of 29.953 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 (commercialization) independent/predictor variable.

**Table 4.14: ANOVA**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	22.953	1	22.953	29.011	.000 <sup>b</sup>
	Residual	80.701	102	.791		
	Total	103.654	103			
a. Dependent Variable: effective service						
b. Predictors: (Constant), commercialization						

**4.8: Discussion of the Findings**

The objective of the study was to determine the effect of Financial Management Practices on Public Services Delivery in Kenya. The objective informed hypothesis : There is no significant relationship between Financial Management Practices and Public Service Delivery in Kenya .This hypothesis was tested by regressing Public Service Delivery on Financial Management Practices guided by the equation  $Y = \beta_0 + \beta X$  where X represented Financial Management Practices and Y Public Service Delivery Practices. The objective informed hypothesis : There is no significant relationship between financial management and Public Service Delivery in Kenya .This hypothesis was tested by regressing Public Service Delivery on financial management guided by the equation  $Y = \beta_0 + \beta X$  where X represented financial management and Y Public Service Delivery Practices. The study concluded that there is **no significant relationship** between public service variables with financial management variables P-values (.242) were higher than 0.005 with higher F statistics (9.929). 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 does not reject the null hypothesis.** This implies that financial management sub variables did not influence public service delivery provided at the Huduma platform. Thus creating the assumption that services provided at the Huduma platform are not influenced with the government budget cycle, commercialization and donor funds. This poised a unique question as to why the responses were negative. According to the UNDP & World Bank report (2017), it is important to identify a financing model for sustainability, however under the study the respondents gave mixed reactions on whether the programme is to be fully funded by the government or to be fully commercialized to the citizens.

## 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 **not** affected by financial management. It is important to note that Financial management elicited mixed response on its link in public service delivery as highlighted under its sub variables namely budget cycle, commercialization, and donor fund. link between budget cycle and public service delivery had over 90% of respondent negative affirmation that there is no correlation, this was also realised with commercialization sub variable where majority of respondents disagreed. These sentiments were also echoed under the donor fund sub variable where a majority of respondent felt that there was a negative correlation. This implies that financial management sub variables did not influence public service delivery provided at the Huduma platform. This has created the assumption that the one stop shop services provided at the Huduma platform are not influenced with the government budget cycle, commercialization and donor funds. 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 financial management Practice on public service delivery under its sub variables namely budget cycle, commercialization, and donor fund.

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