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E-GOVERNMENT STRATEGIES ADOPTION AND ORGANIZATIONAL PERFORMANCE OF STATE CORPORATIONS IN KENYA

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ABSTRACT

Performance of Kenyan state corporations remains crucial for development of the country. The Kenyan government acknowledges that over the years there has been poor performance in the public sector including state corporations. The general objective of the study is to establish the influence of e-government strategy adoption on organizational performance of selected state corporations in Kenya. The study adopted descriptive research design. The study targets 315 respondents (heads of department in ICT, operations, strategy, human resources and customer service departments) from 63 state corporations classified as public enterprises in Kenya, whereby Taro Yamane's proportional sampling technique formula has been used to calculate a sample size of 176 respondents. The study used stratified sampling to select heads of department in ICT, operations, strategy, human resources and customer service departments. A structured questionnaire was the selected instrument for data collection for the study. Descriptive statistics was used to summarize data. The findings established that there is significant positive influence of e-government policy framework, e-government institutional framework, e-government legal framework and ICT infrastructure on organizational performance of state corporations. The resulted postulated that the four independent variables, significantly predicted variance in organizational performance of state corporations and Ministry of Information, Communication and the Digital Economy. The study concluded that improvement in e-government policy framework, e-government institutional framework, e-government legal framework and ICT infrastructure would result to improved organizational performance of state corporations. The study recommended that e-government policy should be re-evaluated to enhance the effectiveness of the current e-government institutional framework and align it with the technological changes and needs of the users. The study further recommended that it should be the responsibility of government to evolve a comprehensive e-government legal framework on which ministries can anchor e-government implementation policies in line with their strategic objectives.

Key Words: e-government Policy Framework, Institutional Framework, Legal Framework, ICT Infrastructure

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INTRODUCTION

E-government is use of information communication technology by the government to achieve certain goals. These goals are to achieve government effectiveness and efficiency, trust in government, accountability, transparency, anti-corruption and users' perceptions of service quality (Rimjhim & Kumar, 2018). E-government is argued to increasing transparency by promoting good governance and supporting reforms, most local governments use e-government to enhance transparency, e-government creates a positive level of transparency and offers a good opportunity for innovative ways of servicing citizens and the use of e-government fosters conversations between citizens and governments (White & Rees, 2019). Additionally, e-government improves perceptions of responsiveness and interactions with individuals that provide an effect on citizens' trust, and citizens' trust turns into reputation, trust in government is positively related to trust in e-government, highly functional and usable e-government websites are perceived as more credible, the development of government websites has the potential to improve the government's image and the positive influence on perceptions of government capability (Uwizeyimana, 2015).

Electronic government or e-Government has become a global phenomenon and is seen as a tool to strengthen the performance of government and public administration. An efficient and effective state administration is a necessary requirement for economic and social development. E-government has been adopted in many nations globally. In Denmark, the government uses ICT to strengthen the performance of its public sector in providing high quality public services to its citizens and businesses. In recognition of the instrumental value of e-government to boost the quality, efficiency and effectiveness of the public sector, to foster co-ordination and cooperation across levels of government and thus increase the citizens' trust in their government, Denmark believes that e-government is a must. Pressured by the strong

emphasis on efficiency and effectiveness induced by the budgetary and fiscal imbalances brought about by economic recession, Denmark exploits its sophisticated e-government enabling environment and its advantage of being a world champion in using ICT to harvest the broader benefits of e-government (Chohan, 2021).

The e-government strategy in Kenya was approved in January and published in March 2004 as a national framework for delivering 'a better life' through services in a better, convenient, and cost-effective way to Kenyans. The e-government strategy is thus linked to the mandate and pledge made by the government to change the lives and livelihoods of citizens for the better. Services envisaged include, among others, the ability of citizens and business to file tax returns and make tax claims Online, download passport forms online, and for government to undertake police operations online (Republic of Kenya, 2019).

The overall goal of e-government, as stated in the policy document is to make the government more results oriented, efficient, and citizen centered. E-government is supposed to facilitate citizens in order to access government services and information as efficiently and as effectively as possible through the use of Internet and other channels of communication. The e-government project sought to achieve the following objectives: improve collaboration between government agencies through reduction in the duplication of efforts and through the enhancement of efficiency and effectiveness of resource utilization; improve Kenya's competitiveness by providing timely information and delivery of government services; reduce transaction costs for the government, citizens, and the private sector through the provision of products and services electronically; and provide a forum for citizens' participation in government activities (Republic of Kenya, 2019).

Performance is the extent to which an organization achieves a set of pre-defined targets that are unique to its mission. Key performance drivers include strategic focus, customer value, leadership

and team performance, culture, value and ethics, process excellence, talent management and knowledge management (Kareem & Haseeni, 2015). Organizational performance factors consist of financial performance such as competitive position, increase in profit, sales volume, market share and firm's reputation. Operational performance include improvement in service quality, reduction in complains, increase in customer satisfaction (Pisu, Hwang & Nicoletti, 2021).

In Kenya, a State Corporation is a corporate body established under Section 3 of the State Corporations Act, Cap 446, or by an act of Parliament, or under the Companies Act, Cap 486 where the Government controls majority or all of the shares. Further, a subsidiary of a state corporation is a state corporation. Currently there are 220 operational State corporations classified into 8 broad functional categories based on mandate and core functions; that is, Financial, Commercial/manufacturing, Regulatory, Public Universities, Training and Research, Service, Regional Development Authorities, Tertiary Education and Training. In terms of performance management, this involves (i) review of quarterly and annual performance reports of State Corporations and (ii) continuous monitoring of the projects and programs beyond the annual Performance Contracts and it's done through scheduled visits to state corporations (Inspectorate of State Corporations website; <http://www.isc.go.ke/>).

Further, state corporations are classified into 8 broad functional categories based on mandate and core functions. These include; Financial, Commercial/manufacturing, Regulatory, Public Universities, Training and Research, Service, Regional Development Authorities, Tertiary Education and Training (Inspectorate of State Corporations website; <http://www.isc.go.ke/>).

Statement of the Problem

Performance of Kenyan state corporations remains crucial for development of the country. The Kenyan government acknowledges that over the years

there has been poor performance in the public sector including state corporations (GoK, 2015). This is why performance of these state corporations has been of great concern to many stakeholders including management practitioners, government, and the public at large. Further State corporations in Kenya are crucial for promoting and accelerating national growth and development through creation of employment opportunities as well as social economic transformation (Kenya National Bureau of Statitics (KNBS), 2019). However, the performance of some state corporations has been worrying over decades. KNBS, (2019) economic survey report indicated that firms in the private sector were reporting successes while state corporations were reporting failures and missed opportunities.

Statistically, from public service performance management and monitoring report (2020); an overview of performance of Ministries, State Corporations and Tertiary Institutions on selected performance criteria/indicators revealed that only 83 out of the 223 State Corporations (37.21%) achieved 100% absorption of GoK funds, showing very low (37.21%) performance of state corporations. There was also a marginal decline in performance of state corporation (average performance for State Corporations for FY 2018/19 was 3.1449 compared to 3.1972 in the FY 2019/2020).

This thus necessitated the need to adopt information technologies through e-government as a cost saving and monitoring measure. E-government involves the utilization of Information Communication Technologies (ICTs) to transform the efficiency, effectiveness, transparency and accountability of exchanges within government, between government and citizens and businesses locally and abroad; and to empower citizens through access and use of information (Baeuo, Rahim & Alaraibi, 2016).

However, since the e-government strategy was conceptualized in Kenya in 2004, its vision of building trust and increasing transparency and citizen access to the government has received only

limited success. This is because the e-government has experienced many challenges which include endemic corruption and lack of citizen involvement within many ranks of Kenyan society, low Internet penetration and connectivity in poor rural households, and costly satellite transmission.

Mwakyusa (2015) did an assessment of the effectiveness of e-government initiatives in public administration at Dar Es Salaam City Council, Tanzania. Adegroye, Oladejo and Yinus (2015) reviewed e-government on governance service delivery in Nigeria. Mugambi (2015) evaluated the effects of e-government strategy on service delivery in the government ministries in Kenya. Kimile (2017) reviewed the status of e-government in Kenya. Though the reviewed studies focused on e-governance, they failed to indicate how it affects performance of state corporations. This study therefore aimed to establish the influence of e-government strategies adoption on organizational performance of selected state corporations in Kenya.

Objectives of the Study

The general objective of the study was to assess the influence of e-government strategies adoption on organizational performance of state corporations in Kenya. The specific objectives were;

- To evaluate influence of e-government policy framework on organizational performance of classified state corporations in Kenya.
- To determine influence of e-government institutional framework on organizational performance of classified state corporations in Kenya.
- To determine influence of e-government legal framework on organizational performance of classified state corporations in Kenya.
- To assess influence of ICT infrastructure on organizational performance of classified state corporations in Kenya.

LITERATURE REVIEW

Theoretical Framework

Institutional theory

The Institutional theory encompasses how institutions operate based on governance structure. It is based on the interaction of the three pillars namely; regulative, normative and cognitive that can either restrict or support the operation of organizations (Zilber, 2012).

Further, the theory gives an explanation for change in organizations, based on the interplay between the three pillars. Regulative deals with policies, legal systems and obligations which include fear, coercion. Normative involves duties and responsibilities, moral obligation and norms. Cognitive have to do with cultural systems, values, beliefs and personal desire (Delbridge and Edwards, 2013).

Diffusion of Innovation Theory

Diffusion of Innovation (DOI) theory was developed by Rogers in 1962. It originated in communication to explain how, over time, an idea or product gains momentum and diffuses (or spreads) through a specific population or social system. The end result of this diffusion is that people, as part of a social system, adopt a new idea, behaviour, or product. Adoption means that a person does something differently than what they had previously that is use a new product or service, acquire and perform a new behaviour. The key to adoption is that the person must perceive the idea, behaviour, or product or service as new or innovative. It is through this that diffusion is possible (Rogers, 1962).

Innovations are not adopted by all individuals in a social system at the same time. Instead, they tend to adopt in a time sequence, and can be classified into adopter categories based upon how long it takes for them to begin using the new idea. Adoption of a new idea is caused by human interaction through interpersonal networks. If the initial adopter of an innovation discusses it with two members of a given social system, and these two

become adopters who pass the innovation along to two peers, and so on, the resulting distribution follows a binomial expansion. Expect adopter distributions to follow a bell-shaped curve over time (Rogers, 2003). The theory assumes that adoption of innovation is always desirable (normative), it tends not to evaluate innovations from an end-user perspective.

Technology Acceptance Model

The Technology Acceptance Model (TAM) is a theoretical model that explains how users come to accept/adopt and use a technology. TAM was advanced by Davis in 1989. The model suggests that when a user is presented with a new technology, a number of factors influence their decision regarding how and when they will use it. This includes its perceived usefulness (PU) and its perceived ease of use (PEOU). This model adopts well established causal chain of beliefs, attitude, intention, actual behavior, which was developed from the theory of reasoned action by social psychologists. In Davis's study, two important constructs are identified; perceived usefulness and perceived ease of use (Davis, Foxall & Pallister, 2002). These perceptions predict attitudes toward the system adoption. Then the attitude develops the intentions to use and the intentions cause actual system usage.

In studies regarding technology, TAM is adopted extensively. TAM was adopted and showed that it contributes to the prediction of individual usage of technology, (Fishbein & Ajzen, 2010). TAM assumes that perceived usefulness (the degree to which a person believes that using a particular system would enhance his or her performance) and perceived ease of use (the degree to which a person believes that using a particular system would be free of effort) with the influence of pre-existing external variables being the primary determinants for adoption of a new technology.

Human Capital theory

Human capital theory as formalized by Becker and Gerhart (2006) is the dominant perspective on on-the-job training. This theory views training as an investment; it raises expected future productivity

but at a cost. The key distinguishing feature of a human capital investment as opposed to an investment in capital concerns property rights.

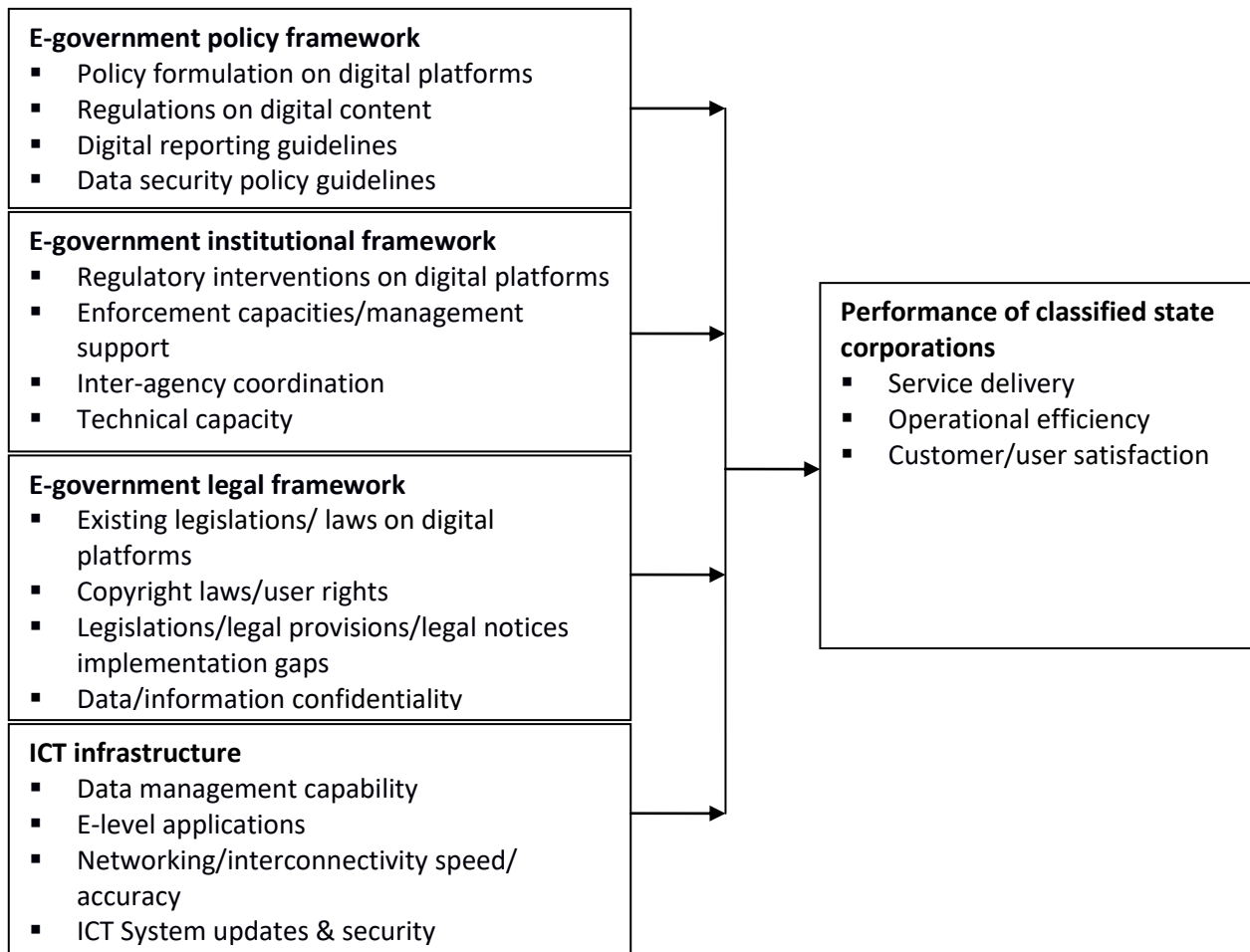
A machine can be sold, but in modern society, men cannot. Because individuals have the discretion over the deployment of their own human capital, workers and firms will need to agree on an exchange in the labour market. This implies that how the costs and returns to training are shared between workers and firms is a central concern in the on-the-job training literature (Becker & Gerhart, 2006).

Resource Based View (RBV) theory

Barney (1991) argued that resources are the tangible and intangible assets that a firm control and that it can use to conceive, develop and implement its strategies. Further, He argues that control of key resources can lead to a firm's competitive advantage, allowing it to outperform other firms that it competes with. More importantly, competitors may be in no position to challenge the organization in question due to the lack of similar resources.

RBV emphasizes the firms' resources as the fundamental determinants of performance and competitive advantage and adopts two assumptions in analyzing sources of competitive advantage. First, RBV assumes that the individual firms within the organization are heterogeneous with respect to the resources in the industry or resources that they control. It also assumes that resource heterogeneity will most likely persist over time because the resources used to implement the firm's strategy may not be perfectly mobile across firms. The theories argument is hence that if all firms in a market have the same stock of resources, any strategy available to a particular firm also available to other players in the market (Barney, 1991).

Conceptual Framework



Independent Variable

Figure 1: Conceptual Framework

E-government policy framework: This will assess the influence of E-government policy framework aspects such as policy formulation on digital platforms, regulations on digital content, digital reporting guidelines and information/data security policy guidelines on organizational performance of classified state corporations in Kenya.

E-government institutional framework: This assessed the influence of E-government institutional framework aspects such as existing legislations/ laws on digital platforms, copyright laws, legislations/legal provisions/legal notices implementation gaps and data/information confidentiality on organizational performance of classified state corporations in Kenya.

E-government legal framework: This assessed the influence of E-government legal framework facets such as regulatory interventions on digital

Dependent Variable

platforms, enforcement capacities/management support, inter-agency coordination and technical capacity on organizational performance of classified state corporations in Kenya.

ICT infrastructure: This assesses the influence of ICT infrastructure dimensions such as data management capability, E-level applications, Networking/interconnectivity speed/ accuracy, ICT System updates and security on organizational performance of classified state corporations in Kenya.

Organizational Performance: Most organizations view their performance in terms of "effectiveness" in achieving their mission, purpose or goals (Guralnik & David, 2014). Further, a majority of organizations also see their performance in terms of their "efficiency" in deploying resources. This relates to the optimal use of resources to obtain the

results desired. Finally, in order for an organization to remain viable over time, it must be both financially viable and relevant to its stakeholders and their changing needs. The overall performance of the organization may be sub-optimized (Missroon, 2010). Only a performance management system engenders strategic evolution and ensures goal congruence. As the balanced scorecard provides a comprehensive, top-down view of organizational performance with a strong focus on vision and strategy, performance management can be greatly facilitated through its use (Missroon, 2010).

Empirical Review

Riany, Were, Kihara (2018) studied on influence of e-Government Strategy Implementation on the Performance of Public Service Delivery in Kenya. The study adopted a descriptive research design to collect data from the target population comprised of employees within the management cadre working at five specific government agencies running e-Government projects portals as part of their core mandate and daily operations which totaled to 4163. Convenient sampling technique was used by the study to sample 423 respondents within the five key government institutions in Nairobi namely Kenya Revenue Authority for the I-Tax initiative, The National treasury for the IFMIS initiative, Ministry of Devolution and Planning for the Huduma centers programme and the GHRIS initiative and Ministry of Finance for the e-citizen portal. The study findings revealed that implementation of e-Government strategy implementation leads to a significant improvement in the performance of the public sector in Kenya. However, the study did not directly link e-government policy framework and organizational performance, a gap that will be addressed by this study.

In South Africa, a study was carried out by Maumbe, Owei and Alexander (2018) to examine E-government development in Africa. The study focused on a case known as Cape Gateway in South Africa which is a leading project in the African continent. The study explained that many African countries have started many E-government

initiatives and only focus on the key benefits while ignoring risks and E-government institutional framework challenges faced in the implementation process. That study established that many E-government applications that are effective in developed countries do not necessarily work well in developing countries due to a myriad of challenges. These challenges involve socio-economic aspects like E-government infrastructural limitations, lack of institutional regulatory frameworks, citizens' attitudes due to their diverse cultures, lack of skills and competencies required and also inadequate budgetary allocation. The study advised on the importance of conducting E-government institutional framework risk assessment in the initial stages which would enable implementers to question the pace and pathways for E-government institutional frameworks that would assist much in curbing some of these institutional related challenges.

The foundation for e-government legal framework today is premised in the constitution of Kenya (2010), which has rebuilt the nation's political and managerial structure by devolving a great deal of power to the new county government entities, and which sets out some core principles of administration. These incorporate constitutional commitments in favor of the privacy of communications, freedom of expression and free media, which are obtained from the Universal Declaration of Human Rights. The administration's general strategy for national improvement is set out in its Vision 2030 framework, which was conceptualized in 2007 with the objective for Kenya to become a 'globally competitive and prosperous country with a high quality of life by 2030' (Kane, 2010, p19). The initiative rests on three pillars of economic, social and political development with ambitious targets for developmental progress, including an anticipated 10% rate of growth in GDP per annum from 2012. The ICT sector features in this vision for national advancement, with a particular emphasis on business process outsourcing (BPO), subsequently redefined in

development planning documents in the more extensive term 'IT-enabled services' which must be legally anchored in law (Republic of Kenya, 2020).

Wagunya (2018) studied on influence of information communication technology adoption on service delivery in county governments in Kenya, a case of Murang'a county government. The study adopted descriptive survey research design. The target population of the study included County government staff and the residents. Sample of 384 respondents were issued with questionnaires but only 273 responded. Primary data obtained from questionnaires was studied and analyzed using Statistical Package for Social Sciences (SPSS) version 20. Reliability of the research instruments was validated via a pilot test which was issued to respondents which led to some changes in the questionnaires which was the main item for data collection during the actual field work. From the study the independent variables in the study were positively related to adoption of ICT in service delivery in Murang'a County and the variables were statistically significant at 5% significance level. It was also established that holding Staff expertise, financial implications, attitudes & ICT infrastructure to constant, service delivery would be at 0.371. A unit increase in staff expertise would result to an increase in adoption of ICT by 0.172, a unit increase in financial implications would lead to an increase in adoption of ICT by 0.029, unit increase in attitudes would result to an increase in adoption of ICT by 0.671 and finally a unit in increase ICT infrastructure would result to an increase in adoption of ICT in service delivery by 0.319. This confirms that there was a positive relationship between the independent variables and service delivery.

METHODOLOGY

The study adopted descriptive research design. The target population for a research study is the entire group of individuals or entities that a researcher is interested in examining. The study was conducted at 62 state corporations classified as public enterprises and Ministry of information, communication and the digital economy. These

organizations were selected because they leveraged on ICT technology for service delivery and the government is keen to deliver services faster and more easily in terms of accessibility. The sample frame in this study were 6s State corporations classified as public enterprises (PE) as indicated in Ministry of information, communication and the digital economy. The study used the stratified sampling method to select heads of department in ICT, operations, strategy, human resources and customer service departments. The study sample size of 176 was based on Taro Yamane's proportional sampling technique formula.

The questionnaire was the selected instrument or tool for primary data collection for the study. The study adopted a questionnaire which had close-ended questions. The study carried out a pilot study to pretest and validate the questionnaire. Data was cleaned and edited. The study used SPSS (version, 26) in the analysis. Quantitative data collected was analyzed by the use of descriptive statistics which include means and standard deviations. The information was displayed by use of bar charts, graphs and pie charts. The study conducted a correlation analysis to establish the strength of the relationship between the independent and the dependent variable. Multiple regression was done to establish effectiveness of e-government on performance of the selected state corporations in Kenya. The regression model is:

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \epsilon$$

Where the correlation indices are;

Y is the dependent variable (organizational performance of state corporations),

β_0 is the regression constant,

$\beta_1, \beta_2, \beta_3$ are the coefficients of independent variables,

X_1 is e-government policy framework

X_2 is e-government institutional framework

X_3 is e-government legal framework

X_4 is ICT infrastructure

ϵ is the error term which captures the unexplainable variations in the model.

FINDINGS AND DISCUSSION

Descriptive Statistics of Variables in the Study

The study assessed the influence of e-government strategies adoption on organizational performance of state corporations in Kenya. To describe a distribution of the scores of measurements using indices or statistics the study entailed the use of descriptive statistics to present findings using percentages, frequencies, mean and standard deviation.

E-government policy framework and Organizational performance

The first objective of this study was to examine the influence of E-government policy framework on organizational performance of classified state corporations in Kenya. To achieve this, the researcher queried the respondents about the e-government policy framework. The responses are as shown in Table 1.

Table 1: Descriptive Analysis for E-government policy framework

1-Strongly Disagree, 2-Disagree, 3-moderate, 4-Agree, 5-Strongly Agree, SDV-Standard Deviation

E-government policy framework	5	4	3	2	1	Mean	SDV
There is an existing policy formulation on adoption of digital platforms	48.1% (65)	11.9% (16)	28.1% (38)	5.2% (7)	6.7% (9)	3.9	1.3
Regulations on digital content on e-government platform facilitates its faster adoption	12.6% (17)	34.8% (47)	31.9% (43)	14.8% (20)	5.9% (8)	3.3	1.1
There are clear digital reporting guidelines on the e-government platform	26.7% (36)	36.3% (49)	14.8% (20)	16.3% (22)	5.9% (8)	3.6	1.2
Existing E-government policy formulation eases the integration of information and digital services from various government agencies	33.3% (45)	35.6% (48)	20% (27)	8.1% (11)	3% (4)	3.9	1.1
There are clear policy guidelines on security of information to be share between state agencies and service providers	33.3% (45)	24.4% (33)	20.7% (28)	14.8% (20)	6.7% (9)	3.6	1.3
Generally, the existing e-government policy framework has enhanced organizational performance of this state corporation	34.8% (47)	20.7% (28)	25.9% (35)	12.6% (17)	5.9% (8)	3.7	1.2
Composite Mean						3.67	1.2

From Table 1, 48.1% of the respondents strongly agreed that there is an existing policy formulation on adoption of digital platforms while 11.9% agreed on the same statement. Moreover, 28.1% of the respondents were moderate with a mean of 3.9 and a standard deviation of 1.3. Additionally, 12.6% of the respondents strongly agreed that regulations that digital content on e-government platform facilitates its faster adoption while 34.8% agreed on the same assertion. On the other hand, 31.9% of the respondents were moderate with a mean of 3.3 and a standard deviation of 1.1.

In regards to there are clear digital reporting guidelines on the e-government platform, 26.7% of the participants strongly agreed while 36.3% and

14.8% were moderate on the same statement with a mean of 3.6 and a standard deviation of 1.2. According to the results, 33.3% of the respondents strongly agreed, 35.6% agreed that existing E-government policy formulation eases the integration of information and digital services from various government agencies. Moreover 20% were moderate with a mean of 3.9 and a standard deviation of 1.1.

From the results in the table above, 33.3% of the respondents strongly agreed that there are clear policy guidelines on security of information to be share between state agencies and service providers and 24.4% agreed on the same statement. Also, 20.7% of the respondents were moderate with a

mean of 3.6 and a standard deviation of 1.3. Lastly, 34.8% of respondents strongly agreed that generally, the existing e-government policy framework has enhanced organizational performance of this state corporation, while 20.7% agreed on the same assertion. However, 25.9% were moderate with a mean of 3.7 and a standard deviation of 1.2.

Averagely, the level of e-government policy framework was at 73.4% mean response (mean=3.67, std. dev. =1.2) rated high as shown in Table 1 an implication that e-government policy framework such as policy formulation on digital platforms, regulations on digital content, digital reporting guidelines and data security policy guidelines influences organizational performance.

Ndou (2014) indicated that e-governments play a critical role in transforming and developing society. The adoption of ICT improves the efficiency and effectiveness of internal transactions which are conducted through the network of government and public agencies with minimum effort, time and cost

needed. Through ICT several opportunities are opened up for citizens to interact with governments and conduct activities electronically in more transparent ways.

ICT also creates opportunities for partnership and collaboration among different government institutions, suppliers, service providers and external agencies. Vertical and horizontal integration of services are realized, enabling the integration of information and services from various government agencies to help citizens and other stakeholders get seamless services.

E-government institutional framework and Organizational performance

The second objective of this study was to find out the influence of e-government institutional framework on organizational performance of classified state corporations in Kenya. To achieve this, the researcher sought from the respondents' information about the e-government institutional framework. The responses are as shown in Table 2.

Table 2: Descriptive Analysis for E-government institutional framework

1-Strongly Disagree, 2-Disagree, 3-moderate, 4-Agree, 5-Strongly Agree, SDV-Standard Deviation

E-government institutional framework	5	4	3	2	1	Mean	SDV
Existing e-government institutional framework creates awareness on the available e-government services	25.9% (35)	37% (50)	21.5% (29)	3% (4)	12.6% (17)	3.6	1.3
There is full managerial support for implementation of e-government services	28.9% (39)	23.7% (32)	27.4% (37)	11.9% (16)	8.1% (11)	3.5	1.3
There is operational inter-agency coordination to ensure ease of access of e-government services	17.8% (24)	34.8% (47)	32.6% (44)	8.9% (12)	5.9% (8)	3.5	1.1
The state corporation has fully supported internet connections to ensure accessibility of e-government services	13.3% (18)	42.2% (57)	26.7% (36)	11.9% (16)	5.9% (8)	3.5	1.1
There state corporation has high powered technical capacity to support e-government services	31.1% (42)	38.5% (52)	15.6% (21)	8.9% (12)	5.9% (8)	3.8	1.2
Generally, the existing e-government institutional framework has enhanced organizational performance of this state corporation	31.1% (42)	34.1% (46)	17% (23)	8.9% (12)	8.9% (12)	3.7	1.2
Composite Mean						3.6	1.2

Results in Table 2, 25.9% of the respondents strongly agreed that existing e-government institutional framework creates awareness on the available e-government services while 37% agreed on the same statement. Moreover, 21.5% of the respondents were moderate with a mean of 3.6 and a standard deviation of 1.3. Additionally, 28.9% of the respondents strongly agreed that regulations that there is full managerial support for implementation of e-government services its faster adoption while 23.7% agreed on the same assertion. On the other hand, 27.4% of the respondents were moderate with a mean of 3.5 and a standard deviation of 1.3.

In regards to there is operational inter-agency coordination to ensure ease of access of e-government services, 17.8% of the participants strongly agreed while 34.8% and 32.6% were moderate on the same statement with a mean of 3.5 and a standard deviation of 1.1. According to the results, 13.3% of the respondents strongly agreed, 42.2% agreed that the state corporation has fully supported internet connections to ensure accessibility of e-government services. Moreover 20% were moderate with a mean of 3.5 and a standard deviation of 1.1.

From the results in the table above, 31.1% of the respondents strongly agreed that there state corporation has high powered technical capacity to support e-government services and 38.5% agreed on the same statement. Also, 15.6% of the respondents were moderate with a mean of 3.8 and a standard deviation of 1.2. Lastly, 31.1% of respondents strongly agreed that generally, the existing e-government institutional framework has enhanced organizational performance of this state corporation, while 34.1% agreed on the same assertion. However, 17% were moderate with a mean of 3.7 and a standard deviation of 1.2.

Averagely, the level of e-government institutional framework was at 72.0% mean response (mean=3.6, std. dev. =1.2) rated high as shown in

Table 2. This is an indication that the way in which e-government institutional framework is managed in terms of regulatory interventions on digital platforms, enforcement capacities/management support, inter-agency coordination and technical capacity influences organizational performance. These findings agree with those of Burns and Wholey (2013) who assert that e-government institutional framework ensures that its implementation is seen to be well matched with organizational values, experiences, beliefs, and needs of adopters. Citizens who are e-savvy and use the internet frequently to connect and execute functions are keen to interface with other people, organizations, businesses, and government using a well-structured e-government institutional framework. According to the findings by Bose, (2014), e-government has high chances to be adopted when it is well matched with individuals' job responsibility and value system. E-government is therefore likely to be adopted not only if it is aligned with the institutional framework but also when it links well with user needs and expectations. The study findings contribute to the strategic management body of knowledge by establishing that compatibility of e-government institutional framework within the Ministry strategic plans will speed up the rate of e-government adoption and ensure improved performance.

E-government legal framework and Organizational performance

The third objective of this study was to find out the influence of e-government legal framework on organizational performance of classified state corporations in Kenya. To achieve this, the researcher probed the respondents about the e-government legal framework. The responses are as shown in Table 3.

Table 3: Descriptive Analysis for E-government legal framework

1-Strongly Disagree, 2-Disagree, 3-moderate, 4-Agree, 5-Strongly Agree, SDV-Standard Deviation

E-government legal framework	5	4	3	2	1	Mean	SDV
Existing legislations on digital platforms supports e-government services	14.8% (20)	42.2% (57)	24.4% (33)	15.6% (21)	3% (4)	3.5	1.0
Copyright laws are adopted in the organization to safeguard provision of the e-government services	21.5% (29)	39.3% (53)	24.4% (33)	11.9% (16)	3% (4)	3.6	1.0
New legal provisions are regularly enacted to support provision of the e-government services in the state corporation	23.7% (32)	40% (54)	21.5% (29)	11.9% (16)	3% (4)	3.7	1.1
Employees are encouraged to recognize legal provisions pertaining e-government services	32.6% (44)	37% (50)	18.5% (25)	8.9% (12)	3% (4)	3.9	1.1
There are legal provisions pertaining information confidentiality on e-government platforms	25.9% (35)	45.9% (62)	16.3% (22)	8.9% (12)	3% (4)	3.8	1.0
Generally, the existing e-government legal framework has enhanced organizational performance of this state corporation	30.4% (41)	39.3% (53)	21.5% (29)	5.9% (8)	3% (4)	3.9	1.0
Composite Mean						3.73	1.03

From Table 3, 14.8% of the respondents strongly agreed that existing legislations on digital platforms supports e-government services while 42.2% agreed on the same statement. Moreover, 24.4% of the respondents were moderate with a mean of 3.5 and a standard deviation of 1.0. Additionally, 21.5% of the respondents strongly agreed that regulations that copyright laws are adopted in the organization to safeguard provision of the e-government services while 39.3% agreed on the same assertion. On the other hand, 24.4% of the respondents were moderate with a mean of 3.6 and a standard deviation of 1.0.

In regards to new legal provisions are regularly enacted to support provision of the e-government services in the state corporation, 23.7% of the participants strongly agreed while 40% and 21.5% were moderate on the same statement with a mean of 3.7 and a standard deviation of 1.1. According to the results, 32.6% of the respondents strongly agreed, 37% agreed that employees are encouraged to recognize legal provisions pertaining e-government services. Moreover 18.5% were moderate with a mean of 3.9 and a standard deviation of 1.1.

From the results in the table above, 25.9% of the respondents strongly agreed that there are legal provisions pertaining information confidentiality on e-government platforms and 45.9% agreed on the same statement. Also, 16.3% of the respondents were moderate with a mean of 3.9 and a standard deviation of 1.0. Lastly, 30.4% of respondents strongly agreed that generally, generally, the existing e-government legal framework has enhanced organizational performance of this state corporation, while 39.3% agreed on the same assertion. However, 21.5% were moderate with a mean of 3.9 and a standard deviation of 1.0.

Averagely, the level of e-government legal framework was at 74.6% mean response (mean=3.73, std. dev. =1.03) rated high as shown in Table 3 a suggestion that e-government legal framework such as existing legislations/ laws on digital platforms, Copyright laws/user rights, Legislations/legal provisions/legal notices implementation gaps and Data/information confidentiality influences organizational performance. The findings were similar with the findings by Rhodes and Weller (2013) and Parent and Gemino (2013) who assert that e-government legal framework is one of the main factors for

attaining an innovative phase of e-government for national development. Government policy and regulations, competitive pressure and external IS support are considered to be factors that influence institutions' willingness to adopt e-government. The study acknowledges that e-government legal framework in particular has been ignored in Unified Theory of Acceptance and Use of Technology (UTAUT) before, but this study demonstrates that an appreciation of e-government legal framework has a significant and positive influence on e-government performance and its role in Management Information Systems theory cannot be ignored. The findings of the study contribute to the general body of knowledge in articulating the relationship between e-government legal framework and e-government performance and present a meaningful association between the two.

The study fills the study gap left by Christou and Simpson (2009) as their study did not consider ICT

infrastructure, e-level applications, e-government institutional framework and e-government legal framework as the study variables. The study by Drucker (2010) notably did not consider e-government legal framework as a variable to e-government reengineering while this study has analysed e-government legal framework as a variable. The study findings confirm that e-government legal framework has a significant connection with the execution of e-government strategy and performance of the public sector in Kenya.

ICT infrastructure and Organizational performance

The fourth objective of this study was to find out the influence of ICT infrastructure on organizational performance of classified state corporations in Kenya. To achieve this, the researcher sought from the respondents' information about the ICT infrastructure. The responses are as shown in Table 4.

Table 4: Descriptive Analysis for ICT infrastructure

1-Strongly Disagree, 2-Disagree, 3-moderate, 4-Agree, 5-Strongly Agree, SDV-Standard Deviation

ICT infrastructure	5	4	3	2	1	Mean	SDV
Existing hardware and software equipment supports e-government services	21.5% (29)	34.8% (47)	22.2% (30)	5.9% (8)	15.6% (21)	3.4	1.3
Existing data management system is capable of provision of e-government services	36.3% (49)	35.6% (48)	11.9% (16)	3% (4)	13.3% (18)	3.8	1.3
E-level applications fully support provision of the e-government services in the state corporation	18.5% (25)	43.7% (59)	19.3% (26)	3% (4)	15.6% (21)	3.5	1.3
There is high speed internet interconnectivity to support e-government services	20% (27)	39.3% (53)	25.2% (34)	0% ()	15.6% (21)	3.5	1.3
There are regular hardware, software and security updates to ensure functionality of the e-government platforms	11.1% (15)	63.7% (86)	11.9% (16)	0% ()	13.3% (18)	3.6	1.1
Generally, the existing ICT infrastructure has enhanced organizational performance of this state corporation	25.9% (35)	34.1% (46)	24.4% (33)	2.2% (3)	13.3% (18)	3.6	1.3
Composite Mean						3.57	1.27

As indicated in Table 4, 21.5% of the respondents strongly agreed that existing hardware and software equipment supports e-government services while 34.8% agreed on the same statement. Moreover, 22.2% of the respondents were moderate with a mean of 3.4 and a standard deviation of 1.3. Additionally, 36.3% of the respondents strongly agreed that existing data management system is capable of provision of e-government services while 35.6% agreed on the same assertion. On the other hand, 11.9% of the respondents were moderate with a mean of 3.8 and a standard deviation of 1.3.

In regards to e-level applications fully support provision of the e-government services in the state corporation, 18.5% of the participants strongly agreed while 43.7% and 19.3% were moderate on the same statement with a mean of 3.5 and a standard deviation of 1.3. According to the results, 20% of the respondents strongly agreed, 39.3% agreed that there is high speed internet interconnectivity to support e-government services. Moreover 25.2% were moderate with a mean of 3.5 and a standard deviation of 1.3.

From the results in the table above, 11.1% of the respondents strongly agreed that there are regular hardware, software and security updates to ensure functionality of the e-government platforms and 63.7% agreed on the same statement. Also, 11.9% of the respondents were moderate with a mean of 3.6 and a standard deviation of 1.1. Lastly, 25.9% of respondents strongly agreed that generally, the existing ICT infrastructure has enhanced organizational performance of this state corporation, while 34.1% agreed on the same assertion. However, 24.4% were moderate with a mean of 3.6 and a standard deviation of 1.3.

Averagely, the level of ICT infrastructure at was at 71.4% mean response (mean=3.57, std. dev. =1.27) rated high as shown in Table 4. This is an indication that the way in which ICT infrastructure aspects such as data management capability, E-level applications, Networking/interconnectivity speed/accuracy, ICT System updates and security

influences organizational performance. This finding agreed with a study by Compeau et al., (2014) in that technological advancement improves performance by drastically reducing the cost of operations of the businesses and increases the effectiveness all through an organization. This can also be a reason as to why developing countries in Africa are increasingly installing e-government to solve their development challenges by investing in it from their own resources as well as through funding from foreign institutions. Government institutions are not an exception in this trend as they are increasingly becoming reliant on e-government for the delivery of services to the members of the public.

The findings are in line with the Dawes and Pardo (2013) who assert that there are many functions of IT in an organization, through a well-structured infrastructure as portrayed in Management Information Systems Theory, to enhance an operation's efficiency, development of business dealings efficiently and also improve communication channels. Information technology infrastructure is a significant component in e-government and is instrumental in the strategic planning of an organization.

Mahmood and Mann (2011) study did not use inferential statistics but relied on descriptive results only; this study used regression analysis to test the hypotheses. The findings indicate that in designing an instrument for measuring e-government performance, the item composition might vary depending on the ICT Infrastructure and hence there is need to prescribe a universal instrument to all service situations. The study proposes adoption of universal service delivery instrument for similar or related services and use of contingent instruments in service sectors that are unrelated like the T-test. The research has thus brought new perspectives. Additionally, the current study adopted a positive view in the enactment of technologies infrastructure. In short, the study concentrated on the ICT infrastructure effectiveness

unlike the majority of cited studies, which tend to focus on ICT infrastructure implementation failures.

Organizational performance

To assess the influence of e-government strategies adoption on organizational performance of state

corporations in Kenya, the researcher sought to find information regarding the organizational performance which is the main response variable in this study. The findings were as displayed in below in Table 4.

Table 4: Descriptive Analysis for Organizational performance

1-Strongly Disagree, 2-Disagree, 3-moderate, 4-Agree, 5-Strongly Agree, SDV-Standard Deviation

Organizational performance	5	4	3	2	1	Mean	SDV
Improved service delivery	12.6% (17)	31.1% (42)	34.1% (46)	19.3% (26)	3% (4)	3.3	1.0
Improved customer satisfaction	8.9% (12)	48.9% (66)	25.2% (34)	11.1% (15)	5.9% (8)	3.4	1.0
Improved operational efficiency	28.9% (39)	48.1% (65)	8.9% (12)	8.1% (11)	5.9% (8)	3.9	1.1
Improved state corporation's image	32.6% (44)	41.5% (56)	14.1% (19)	8.9% (12)	3% (4)	3.9	1.0
Enhanced employee satisfaction	34.1% (46)	30.4% (41)	15.6% (21)	11.9% (16)	8.1% (11)	3.7	1.3
Composite Mean						3.58	1.12

From table 4, 12.26% of the respondents strongly agreed on improved service delivery while 31.1% agreed on the same statement. Moreover, 34.1% of the respondents were moderate with a mean of 3.3 and a standard deviation of 1.0. Additionally, 8.9% of the respondents strongly agreed on improved customer satisfaction while 48.9% agreed on the same assertion. On the other hand, 25.2 % of the respondents were moderate with a mean of 3.4 and a standard deviation of 1.0.

In regards to improved operational efficiency, 28.9% of the participants strongly agreed while 48.9% and 8.9% were moderate on the same statement with a mean of 3.9 and a standard deviation of 1.1. According to the results, 32.6% of the respondents strongly agreed, 41.5% agreed on improved state corporation's image. Moreover

14.1% were moderate with a mean of 3.9 and a standard deviation of 1.0.

From the results in the table above, 34.1% of the respondents strongly agreed on enhanced employee satisfaction and 30.4% agreed on the same statement. Also, 15.6% of the respondents were moderate with a mean of 3.7 and a standard deviation of 1.3. Averagely, the organizational performance of classified state corporations in Kenya was at 71.6% mean response (mean=3.58, std. dev. =1.12) rated high as shown in Table 4.

Range of Return on Assets

The respondents were asked to indicate the range of the return on assets (ROA) of their state corporation for the past five years. Results are presented in table 5.

Table 5: Range of Return on Assets

	Less than 2%	Between 2.1%-5.0%	Between 5.1%-7%	More than 7%
2021	81	15	0	5
2020	42	19	34	5
2019	11	75	15	0
2018	21	54	15	10
2017	26	35	29	10

In the year 2017, 35% of the respondents indicated that the return on assets in their state corporation was between 2.1% - 5%, 29% of the respondents indicated that the return on assets in their state corporation was between 5.1% - 7%, 26% of the respondents indicated that the return on assets in their state corporation was less than 2% while only 10% of the respondents indicated that the value of turnover in their state corporation was more than 7%.

In the year 2018, 54% of the respondents indicated that the return on assets in their state corporation was between 2.1% - 5%, 21% of the respondents indicated that the return on assets in their state corporation was less than 2%, 15% of the respondents indicated that the return on assets in their state corporation was between 5.1% - 7% while only 10% of the respondents indicated that the value of turnover in their state corporation was more than 7%.

In the year 2019, 75% of the respondents indicated that the return on assets in their state corporation was between 2.1% - 5%, 15% of the respondents indicated that the return on assets in their state corporation was between 5.1% - 7% while only 11%

of the respondents indicated that the return on assets in their state corporation was less than 2%.

In the year 2020, 42% of the respondents indicated that the return on assets in their state corporation was less than 2%, 34% of the respondents indicated that the return on assets in their state corporation was between 5.1% - 7%, 19% of the respondents indicated that the return on assets in their state corporation was between 2.1% - 5% while only 5% of the respondents indicated the value of turnover in their state corporation was more than 7%.

In the year 2021, 81% of the respondents indicated that the return on assets in their state corporation was less than 2% 15% of the respondents indicated that the return on assets in their state corporation was between 2.1% - 5%, while only 5% of the respondents indicated that the return on assets in their state corporation was more than 7%.

The respondents were asked to indicate the range of return on investment (ROI) of their state corporation for the past five years. Results are presented in table 6.

Table 6: Range of Return on Investment

	Less than 5%	Between 5%-10.0%	Between 11%-15%	More than 15%
2021	32	49	10	10
2020	0	52	39	10
2019	21	25	49	5
2018	26	40	29	5
2017	42	20	34	0

In the year 2017, 42% of the respondents indicated that the return on investment in their state corporation was less than 5%, 34% of the respondents indicated that the return on investment in their state corporation was between 11% - 15% while 24% of the respondents indicated that the return on investment in their state corporation was between 6% - 10%.

In the year 2018, 40% of the respondents indicated that the return on investment in their state corporation was between 6% - 10%, 29% of the respondents indicated that the return on

investment in their state corporation was between 11-15%, 26% of the respondents indicated that the return on investment in their state corporation was less than 5% while only 5% of the respondents indicated that the return on investment in their state corporation was more than 15%.

In the year 2019, 49% of the respondents indicated that the return on investment in their state corporation was between 11% - 15%, 25% of the respondents indicated that the return on investment in their state corporation was between 6-10%, 21% of the respondents indicated that the

return on investment in their state corporation was less than 5% while only 5% of the respondents indicated that the return on investment in their state corporation was more than 15%.

In the year 2020, 51% of the respondents indicated that the return on investment in their state corporation was between 6% - 10%, 39% of the respondents indicated that the return on investment in their state corporation was between 11-15% while only 10% of the respondents indicated that the return on investment in their state corporation was more than 15%.

In the year 2021, 49% of the respondents indicated that the return on investment in their state corporation was between 6% - 10%, 32% of the respondents indicated that the return on investment in their state corporation was less than 5% while 10% of the respondents indicated that the return on investment in their state corporation was between 6-10% and more than 15% respectively

The respondents were asked to indicate the customer satisfaction index of their state corporation for the past five years. Results are presented in table 7.

Table 7: Range of the Customer Satisfaction Index

	<= 50%	Between 51-75.0%	More than 75%
2021	10	49	42
2020	15	59	26
2019	15	85	0
2018	29	71	0
2017	61	39	0

In the year 2017, 61% of the respondents indicated that the customer satisfaction index of their state corporation was less than 50% while 39% of the respondents indicated that the customer satisfaction index of their state corporation was between 51 - 75%. In the year 2018, 71% of the respondents indicated that the customer satisfaction index of their state corporation was between 51 - 75% while 29% of the respondents indicated that the customer satisfaction index of their state corporation was less than 50%.

In the year 2019, 85% of the respondents indicated that the customer satisfaction index of their state corporation was between 51 - 75% while 15% of the respondents indicated that the customer satisfaction index of their state corporation was less than 50%. In the year 2020, 59% of the respondents indicated that the customer satisfaction index of

their state corporation was between 51 - 75%, 26% of the respondents indicated that the customer satisfaction index of their state corporation was more than 75% while 15% of the respondents indicated that the customer satisfaction index of their state corporation was less than 50%.

In the year 2021, 49% of the respondents indicated that the customer satisfaction index of their state corporation was between 51 - 75%, 42% of the respondents indicated that the customer satisfaction index of their state corporation was more than 75% while 10% of the respondents indicated that the customer satisfaction index of their state corporation was less than 50%.

The respondents were asked to indicate the employee satisfaction index of their state corporation for the past five years. Results are presented in table 8.

Table 8: Range of the Employee Satisfaction Index

	Less than 50%	Between 50.1%-75.0%	More than 75%
2021	27	44	29
2020	15	53	32
2019	17	59	24
2018	16	60	24
2017	29	45	17

In the year 2017, 45% of the respondents indicated that the employee satisfaction index of their state corporation was between 51 - 75%, 39% of the respondents indicated that the employee satisfaction index of their state corporation was less than 50% while 17% of the respondents indicated that the employee satisfaction index of their state corporation was above 75%. In the year 2018, 60% of the respondents indicated that the employee satisfaction index of their state corporation was between 51 - 75%, 24% of the respondents indicated that the employee satisfaction index of their state corporation was above 75% while 16% of the respondents indicated that the employee satisfaction index of their state corporation was less than 50%.

In the year 2019, 59% of the respondents indicated that the employee satisfaction index of their state corporation was between 51 - 75%, 23% of the respondents indicated that the employee satisfaction index of their state corporation was less than 50% while 17% of the respondents indicated that the employee satisfaction index of their state corporation was above 75%. In the year 2020, 53% of the respondents indicated that the employee satisfaction index of their state corporation was between 51 - 75%, 32% of the respondents indicated that the employee satisfaction index of their state corporation was less than 50% while 15% of the respondents indicated that the employee

satisfaction index of their state corporation was above 75%.

In the year 2021, 44% of the respondents indicated that the employee satisfaction index of their state corporation was between 51 - 75%, 29% of the respondents indicated that the employee satisfaction index of their state corporation was above 75% while 27% of the respondents indicated that the employee satisfaction index of their state corporation was less than 50%.

Testing of assumptions of multiple regression analysis

The assumption of linear regression in this study included test for normality using Autocorrelation Test, Shapiro-Wilk, linearity using Pearson correlation and Scatter plot and multicollinearity using VIF.

Autocorrelation Test

Autocorrelation was examined using Durbin-Watson test in a linear regression model. For the Durbin-d Watson's tests, the null hypothesis is that the residuals are not linearly auto correlated. The d value is a number that spans from 0 to 4; if it is determined to be between 0 and 2, it indicates that there is no autocorrelation. If the d values are 1.5 d 2.5, the data does not have any autocorrelation. From Table 9, there is no problem of autocorrelation.

Table 9: Autocorrelation Tests

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.812 ^a	.660	.649	.55176	2.345

Multicollinearity

This tests whether two or more conceptualized independent variables that are highly correlated with each other. This leads to problems with understanding which independent variable contributes to the variance explained in the dependent variable, as well as technical issues in

calculating a multiple regression model. Multicollinearity was tested using variance inflation factors (VIF) or tolerance values. If VIF values are below 10 then rule of the thumb is there is no multi-collinearity problem or when the tolerance values have a value of one or less hence no multicollinearity as indicated in Table 10.

Table 10: Multi-collinearity

Variables	Tolerance	VIF
E-government policy framework	.823	1.215
E-government institutional framework	.875	1.143
E-government legal framework	.915	1.093
ICT infrastructure	.728	1.374

Table 11: Tests of Normality

	Kolmogorov-Smirnov ^a			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
E-government policy framework	.173	135	.200*	.956	135	.743
E-government institutional framework	.173	135	.200*	.925	135	.400
E-government legal framework	.192	135	.200*	.935	135	.497
ICT infrastructure	.209	135	.200*	.875	135	.116
Organizational Performance	.164	135	.200*	.923	135	.384

*. This is a lower bound of the true significance.
a. Lilliefors Significance Correction

Table 12: Linearity Test using ANOVA

Organizational Performance Vs E-Government Policy Framework					
	Sum of Squares	Mean Square	F	Sig.	
(Combined)	11.438	.953	.509	.843	
Linearity	.797	.797	.426	.543	
Deviation from Linearity	10.641	.967	.516	.832	
Organizational Performance Vs E-Government Institutional Framework					
	Sum of Squares	Mean Square	F	Sig.	
(Combined)	6.311	.526	.313	.954	
Linearity	2.800	2.800	1.667	.253	
Deviation from Linearity	3.511	.319	.190	.990	
Organizational Performance Vs E-Government Legal Framework					
	Sum of Squares	Mean Square	F	Sig.	
(Combined)	5.751	.479	.267	.972	
Linearity	1.210	1.210	.675	.449	
Deviation from Linearity	4.541	.413	.230	.980	
Organizational Performance Vs ICT infrastructure					
	Sum of Squares	Mean Square	F	Sig.	
(Combined)	9.519	1.058	1.630	.251	
Linearity	7.347	7.347	11.320	.010	
Deviation from Linearity	2.172	.272	.418	.880	

Table 13: Breusch-Pagan Test for Heteroskedasticity

Chi-Square	Df	Sig.
.062	1	.803

a. Dependent variable: Organizational Performance

b. Tests the null hypothesis that the variance of the errors does not depend on the values of the independent variables.

c. Predicted values from design: Intercept + Policy Framework + Institutional Framework + Leal Framework + ICT infrastructure

Table 14: Pearson Correlation

		EPF	EIF	ELF	ICT
EPF=e-government Policy Framework	Pearson Correlation	1			
	Sig. (2-tailed)				
	N	135			
EIF=e-government Institutional Framework	Pearson Correlation	.359**	1		
	Sig. (2-tailed)	.000			
	N	135	135		
ELP=e-government Leal Framework	Pearson Correlation	.016	.098	1	
	Sig. (2-tailed)	.851	.260		
	N	135	135	135	
ICT Infrastructure	Pearson Correlation	.071	.225**	.433**	1
	Sig. (2-tailed)	.411	.009	.000	
	N	135	135	135	135
Organizational Performance	Pearson Correlation	.441**	.538**	.459**	.600**
	Sig. (2-tailed)	.000	.000	.000	.000
	N	135	135	135	135

Multiple Regression Analysis

Multiple regression analysis was computed after assumptions of multiple regression models were tested and met. The results in table 15 shows an R square of 0.660, thus the study infer that the study

model explains 66.0% of the variations in the organizational performance of classified state corporations in Kenya while other factors not in this study model accounts for 34.0%, thus, it is a good study model.

Table 15: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	Change Statistics			Sig. F Change
						F Change	df1	df2	
1	.812 ^a	.660	.649	.55176	.660	62.977	4	130	.000

a. Predictors: (Constant), ICT infrastructure, E-government policy framework, E-government institutional framework, E-government legal framework
 b. Dependent Variable: Organizational Performance

Further, ANOVA results in table 15 also shows that the F-statistical value is significant (F=62.977, significant at $p < .001$), thus confirming the fitness of the model. That is, from the study model, the significant F value show that the four independent variables (e-government policy framework, e-

government institutional framework, e-government legal framework, ICT infrastructure) are indeed different from each other and that they affect the dependent variable organizational performance of classified state corporations in Kenya) in varied ways.

Table 16: ANOVA Table

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	76.692	4	19.173	62.977	.000 ^b
	Residual	39.578	130	.304		
	Total	116.270	134			

a. Dependent Variable: Organizational performance
 b. Predictors: (Constant), ICT infrastructure, E-government policy framework, E-government institutional framework, E-government legal framework

Finally, from the values of unstandardized regression coefficients with standard errors in parenthesis in table 16, all the independent variables (e-government policy framework; $\beta = 0.277$ at $p < 0.01$; e-government institutional framework; $\beta = 0.302$ at $p < 0.01$; e-government legal framework; $\beta = 0.262$ at $p < 0.01$, ICT infrastructure; $\beta = 0.320$ at $p < 0.01$; were significant predictors of organizational performance of classified state corporations in Kenya (dependent variable).

Therefore, the final multiple regression equation for overall significant multiple influence of the study's independent variables (e-government policy framework, e-government institutional framework,

e-government legal framework, ICT infrastructure) on organizational performance of classified state corporations in Kenya (dependent variable) is;

$$Y = -.633 + 0.277X_1 + 0.302X_2 + 0.262X_3 + 0.320X_4$$

Where;

Y= organizational performance of classified state corporations in Kenya

X_1 = e-government policy framework

X_2 = e-government institutional framework

X_3 = e-government legal framework

X_4 = ICT infrastructure

Table 17: Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients Beta	t	Sig.
	B	Std. Error			
(Constant)	-.633	.285		-2.221	.028
E-government policy framework	.277	.050	.304	5.537	.000
E-government institutional framework	.302	.054	.315	5.602	.000
E-government legal framework	.262	.057	.262	4.615	.000
ICT infrastructure	.320	.047	.394	6.789	.000

a. Dependent Variable: Organizational performance

From the findings presented in Table 17, we look at the model results and scan down through the unstandardized coefficients B column.

All independent variables had significant effect on the performance. To note further is that First, ICT infrastructure had the highest contribution to performance since it had the highest beta coefficient (0.320).

The constant value is -0.633 implying that if e-government strategies are held at zero or it is absent, the organizational performance of classified state corporations in Kenya would decline by 0.633 units.

It was revealed that E-government policy framework had unique significant contribution to the model with $B = .277$, $p = .000$ suggesting that controlling of other variables (E-government

institutional framework, E-government legal framework and ICT infrastructure) in the model, a unit change in E-government policy framework would result to significant change in performance by 0.277 in the same direction.

The results are supported by the work of Riany, Were, Kihara (2018) who studied on influence of e-Government Strategy Implementation on the Performance of Public Service Delivery in Kenya. The study findings revealed that implementation of e-Government strategy implementation leads to a significant improvement in the performance of the public sector in Kenya. Asiligwa (2016) researched on adoption of e-governance in the public sector in Nairobi City County. The findings revealed the existence of a statistically significant relationship between performance expectancy, effort expectancy, social influence, and facilitating

conditions. However, Shah (2015) indicated that ineffective targeting of government's communication outreach efforts have negatively impacted 'digital native's trust level in government and the internet.

The coefficient of E-government institutional framework was 0.302, which was significant ($p=0.000$) and also positive. When the variance explained by all other variables (E-government policy framework, E-government legal framework and ICT infrastructure) in the model is controlled, a unit change in E-government institutional framework would result to change in performance by 0.302 in the same direction. These findings compare favorably with Adegroye, Oladejo and Yinus (2018) who studied the impact of E-Government on governance service delivery in Ogun state, Nigeria. The results a positive relationship between e-government and service delivery especially if well-articulated in a feasible institutional framework by the implementing state agency. Nengomasha and Shuumbili (2020) researched on access to e-government services by citizens through public/community libraries in Namibia. The findings showed that the e-government services that users were accessing through the libraries included downloading and completing employment forms, employment information, and filing tax returns. However, Maumbe, Owei and Alexander (2018) established that many E-government applications that are effective in developed countries do not necessarily work well in developing countries due to a myriad of challenges. Verkijika and De Wet (2017) indicated that the majority of government websites in SSA still had a long way to go to become accessible based on the WCAG 2.0 standards.

Another variable that also had a unique significant contribution to the model was the value for E-government legal framework ($B=0.262$, $p=0.000$). When other variables in the model are controlled (E-government institutional framework, E-government policy framework and ICT infrastructure), a unit change in E-government legal

framework would result to significant change in performance by 0.262 in the same direction. The results are supported by Hussen (2017) who researched on E-Government implementation in public service organizations of developing economies. The study finding showed that E-Government deployment had improved service delivery at the three selected bureaus. Mungai and Gathungu (2017) examined E-government strategy implementation and performance of the public sector in Kenya. The study concludes that e-government institutional framework has an influence on public sector performance in Kenya.

Lastly, ICT infrastructure had also unique significant contribution to the model with $B=0.320$, $p=0.000$ implying that when other variables in the model are controlled (E-government institutional framework, E-government legal framework and E-government policy framework), a unit change in ICT infrastructure would result to significant change in performance by 0.320 in the same direction. These findings are in agreement with Wagunya (2018) who studied on influence of information communication technology adoption on service delivery in county governments in Kenya, a case of Murang'a county government. The results revealed that a unit in increase ICT infrastructure would result to an increase in adoption of ICT in service delivery by 0.319. Kamairo (2017) researched on factors influencing access to government services through e-government programme in Starehe Sub-County, in Nairobi, Kenya. The study concluded that all the four factors; ICT infrastructure, level of education, economic and cultural phenomena where critical in accessing e-government services. This showed that people attitude towards technology was important and there was need for orientation as well as sensitization to create awareness and significance of the same. Jdedo (2019) examined the shift toward electronic administration in government institutions in Libya to meet the challenges of the digital age. The study showed that E-Administration based on a sound ICT infrastructure boosts performance by offering

timely information, better quality services. Gachuru (2017) revealed that E-Services significantly affect customer satisfaction and fast-food restaurants that incorporate E-Services in their operations have a high chance of ensuring customer satisfaction thus experiencing repeat purchases.

CONCLUSIONS AND RECOMMENDATIONS

The first research question was “What is the influence of e-government policy framework on organizational performance of classified state corporations in Kenya?” The study concluded that e-government policy framework has a significant positive influence on organizational performance of classified state corporations in Kenya. This is an indication that e-government policy framework has a significant role in enhancing organizational performance in terms of existing policy formulation on adoption of digital platforms and eases the integration of information and digital services from various government agencies.

The second research question was “What is the influence of e-government institutional framework on organizational performance of classified state corporations in Kenya?” The study also concluded that e-government policy framework has a significant positive influence on organizational performance of classified state corporations in Kenya. Therefore, high powered technical capacity within State Corporations supported e-government services and existing e-government institutional framework created awareness on the available e-government services.

The third research question was “To what extent does e-government legal framework influence organizational performance of classified state corporations in Kenya?” The study concluded that the extent of e-government legal framework on organizational performance was found to be 21.0%. Therefore, e-government legal framework has a significant positive influence on organizational performance of classified state corporations in Kenya. This was a result of new legal provisions been regularly enacted to support provision of the

e-government services in the state corporation and employees regularly are encouraged to recognize legal provisions pertaining e-government services

The fourth research question was “How does ICT infrastructure influence organizational performance of classified state corporations in Kenya” The study concluded that e-government policy framework influenced organizational performance of classified state corporations in Kenya positively and significant. Existing data management system was capable of providing e-government services. Further, there are regular hardware, software and security updates to ensure functionality of the e-government platforms hence improvement in organizational performance.

As per the study variables which include e-government policy framework, e-government institutional framework and e-government legal framework, the findings of the study are of importance to various stakeholders, if proposed recommendations are put in place.

The study recommends that e-government policy should be re-evaluated to enhance the effectiveness of the current e-government institutional framework and align it with the technological changes and needs of the users.

The study further recommends that it should be the responsibility of government to evolve a comprehensive e-government legal framework on which state corporations and ministries can anchor e-government implementation policies in line with their strategic objectives. This will enhance regulations on digital content on e-government platform to be implemented faster.

It should also be the priority of the government to provide the necessary legal and policy framework to support the development of information and communication infrastructure within the ministries. Further, there is need of operational inter-agency coordination to ensure ease of access of e-government services.

Further, state corporations and national government ministries should ensure there are adequate hardware and software infrastructure with requisite skills and competence, to enable full adoption of e-government. This can be achieved by collaborating with private sectors as well as developed nations to ensure existing hardware and software equipment supports e-government services.

The study finally recommends that the ministries should design strategic policies that are flexible enough to cope with technological changes. The ministries should have clearly defined service delivery charters that are anchored on e-government platform. This could contribute to improvement of e-government strategy implementation towards achieving enhanced service delivery and overall public sector performance.

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Areas for further studies

The current study limited itself to e-government strategy adoption, further studies should also include e-government strategy implementation and how it affects organizational performance.

The current study was conducted among state corporations and National government ministries, further studies should be conducted in county governments. Further studies should include user experience as a moderating variable study to explore different impacts of e-government among the users and its impacts on organizational performance. Lastly, upcoming repetitions of this study should take into consideration the use of clients or customer and service delivery as a dependent variable.

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