

Effects of Citizen Perspective on Successful Implementation of E-Government Services Through Huduma Centres in Kenya

Lanyasunya Napunyu Clara^{1*}; Edward Musebe, PhD² and Prescott Muhonza, PhD²

United States International University - Africa

Email: cnapunyu@gmail.com*; emusebel@usiu.ac.ke; pmuhonza@usiu.ac.ke

*Corresponding author

Cite: Lanyasunya, N.C., Musebe, E. & Muhonza, P. (2026). Effects of Citizen Perspective on Successful Implementation of E-Government Services Through Huduma Centres in Kenya. *The University Journal*, 8(2 Sup. Issue), 1-12.

Abstract

The study carried to find out the effects of citizen perspective on successful implementation of e-government services through Huduma Centres in Kenya. The study sought to address the following research question: To what extent does citizen perspective affect successful implementation of e-government services through Huduma Centres in Kenya? The study applied both balance scorecard framework and the institutional theories. In terms of research philosophy, the study adopted positivism research philosophy. The study used descriptive correlational design and the study population comprised 1,233 senior employees and users of Huduma Kenya services. Both stratified random and judgmental sampling techniques were employed in selecting 303 respondents to participate in the survey. Data was collected through a self-administered questionnaire. Both descriptive and inferential statistics were applied where descriptive statistics focused on relative frequency distribution, means and standard deviation; while inferential statistics included Spearman's coefficient for correlation analysis, one-way ANOVA and regression. The analysis was conducted using SPSS Version 25.0; and expressed as frequencies, percentages and narratives and presented in the form of tables and figures. The results of the study in testing the second hypothesis show a high correlation between citizen perspective and successful implementation of e-Government services through Huduma centres ($r=0.941$). The results also show that there was a significant relationship between citizen perspective and successful implementation of e-Government services through Huduma centres and the Model used was fit to be used for the analysis ($F = 4710.210$, $p = .000$). Further the results show that when citizen perspective was increased by 1 unit, the successful implementation of e-Government services through Huduma centres was increased by 1.031 units ($\beta = 1.031$, $t = 68.631$, $p = .000$).

Keywords: Citizen Perspective, E-Government Services, Huduma Centres, Public Service Delivery, Citizen Engagement, Trust and Satisfaction, Digital Governance, Kenya.

Introduction

The success of the implementation of the e-government services is the key of the transformation of the usual delivery of the public services through the assistance of the digital technologies that make the service delivery more accessible, more efficient and more accountable. E-government programs around the world are oriented to the increase of citizen involvement in the country in

terms of providing services to citizens which could be easily accessed and used to be involved in the governance processes (Fröhlich, et al., 2023). The major success factors are strong ICT base, easy to use interfaces and enabling policy frameworks that motivate adoption and confidence among citizens. Nevertheless, digital divides, privacy issues, and differing degrees of digital literacy remain the challenges that have an impact on how well and how widely these services are adopted and used (Netshirando, et al., 2024).

Citizen Perspective in the success of e-government implementation is very high across the globe as it determines the adoption and satisfaction levels of digital services. Research indicates that citizens appreciate a time, money-saving, transparent, and comprehensive online service system, which addresses their needs, as well as an e-government system (Fröhlich, et al., 2023). The perceived ease of use, trust in the government, concerns with privacy, and facilitating conditions are the factors that influence the behavioral intentions of citizens to use e-government platforms heavily (Netshirando, et al., 2024). In addition, citizen engagement in e-governance is indirectly related to increased trust in the government through heightened satisfaction with government services and perceived government performance (Xin et al., 2022).

In Africa, particularly in Namibia, the views of the citizens towards e-government are influenced by the infrastructural constraints, the socioeconomic inequalities, and the aspect of trust. Some studies show that although the interest in digital public services has increased, the adoption is rather low because of a variety of obstacles, such as the lack of internet connectivity, ICT insufficiency, and the fear of data leaks (Frohlich, et al., 2020). In Nigeria particularly, social media is turning out to be significant platforms of e-participation with little relationship between trust to government and online participation (Oludu, et al., 2025). Awareness of the needs and preferences of citizens will play a vital role in providing inclusive e-government services, which consider the local surroundings and are more likely to be embraced by the rest of the African populations (Tassabehji, et al., 2019).

Citizen perspective in Kenya demonstrates that poor ICT infrastructure, insufficient awareness of existing services, low internet access, and insufficient governmental funding are among the key challenges to the successful implementation of e-government (Otieno and Omwenga, 2015). Research on Huduma Centres emphasizes that more citizens should be involved and become better digitally literate to use the services provided. The attitude towards the use of technology is positive, and the use of it can be enhanced in association with community alliances that will accept mobile government solutions (m-Government) more readily. To achieve the full potential of e-government in the enhancement of service delivery to citizens, Kenya has to address these challenges.

Statement of the Problem

The world is witnessing governments that are becoming more citizen-oriented in an effort to make e-government endeavors a success. Developed nations have proved that high adoption of digital public services is closely associated with citizen trust, convenience, access and satisfaction. Countries such as South Africa and Mauritius in Africa are still enhancing user-centered online systems to enhance service delivery results. The government in Kenya has put the digital transformation at the centre by deploying Huduma Centres and e-Citizen platform to improve access, efficiency, and customer experience. Nevertheless, with the growth of services and physical centres in one-stop-shop, citizens continue to face long queues, redundant data entry, system crashes, and the poor decentralization of services. These issues cast a shadow on whether

the expectations, service quality perception, service trust on digital systems, digital literacy, and the user experience of e-government services via Huduma Centres are properly considered during the designing and realization of e-government services.

Although considerable expenditure has been done in digital infrastructure and policy frameworks, the degree to which the perspective of citizens plays a pivotal role in the successful delivery of e-government services using Huduma Centres has not been further explored. Current research in Kenya is more inclined towards technological adoption, the availability of infrastructure, and the capacity of institutions, whereas little empirical research has been conducted on how citizen satisfaction, feedbacks, accessibility by vulnerable groups, and perceived transparency influence the results of implementation. Inability to match the e-government projects with the needs of the citizens can lead to poor utilization rates, digital opposition, and diminished achievement of the targeted efficiency. Huduma Kenya Programme may end up with solutions that are fine and technologically sound but socially ill-fitted, unless there is a systematic measure of the citizen viewpoint as a strategic determinant of the strategy. Hence, the study on the impact of citizen perspective on the effective e-government service delivery using Huduma Centres in Kenya is urgently required to facilitate inclusivity, responsiveness, and sustainability of digital service delivery of the public. This study thus sought to answer the question; To what extent does citizen perspective affect successful implementation of e-government services through Huduma Centres in Kenya?

Literature Review

Chan et al. (2020) examined the relationship between service design and citizen satisfaction with e-government services. Based on a multidimensional conceptualization of service, they defined three key service perceptions, each comprising different design characteristics. The service perceptions and their corresponding design characteristics were; perceptions of a core service-accuracy, completeness, self-service capability, and convenience; perceptions of facilitating services-accessibility, privacy protection, security protection, and user support; and perceptions of supporting services personalization capability and transparency. They tested the research model using data from a two-stage survey of 3,065 users of three e-government services. The results showed that all design characteristics contributed to their respective service perceptions that influenced perceived service quality that in turn influenced citizen satisfaction.

Ramirez and Gomez (2022) revealed a 45% increase in online participation, particularly through social media platforms. In Mexico, initiatives like Gobierno Fácil have enhanced transparency and accountability by providing citizens with easy access to government information and services. Ivanov and Popescu (2022) highlighted a 35% increase in online forums and feedback mechanisms. Platforms like eDemocracy in Ukraine have facilitated public consultations on legislative matters, allowing citizens to contribute to policy formulation. In Romania, initiatives like Declic.ro have enabled citizens to launch and support civic campaigns, leading to tangible changes in local governance and decision-making processes. Al-Mansour and Al-Suwaidi (2023) indicated a 35% increase in online participation, facilitated by platforms such as Tawasol in Saudi Arabia and UAE's Smart Dubai platform. These platforms have enabled citizens to engage with government initiatives, report issues, and contribute ideas for policy development.

Nguyen et al. (2024) examined how the public sector engages citizens for innovation purposes. They connected the related but currently separate debates concerning the transition from the 'new

public management' to the 'new public governance' paradigm and the application of different helix models to public sector innovation. Through a case study of a Danish municipality, the process for changing normativity and the perception of citizens' roles is illustrated. This includes the application of both new structures and instruments for engaging citizens in collaboration and a pragmatic approach to quadruple helix collaboration, which is context-driven rather than strictly compliant with theoretical models. This study has some limitations that invite further investigation. First, the empirical data primarily allowed for the exploration of municipal employees' perspectives. Thus, future studies could examine how citizens reflect and act on their changing roles in public sector innovation processes. Second, the study was conducted in a context characterized by a relatively high level of trust in public authorities, which may not be the case in other countries.

Kiambati (2020) examined the contribution of transparency levels in County government service delivery. The study adopted mixed method approach using survey and in-depth interviews concurrently. Stratified multi stage cluster sampling was deployed. Quantitative data was collected using questionnaires and qualitative data using interview schedules. Data was analyzed using descriptive and inferential statistics and a typological theory developed to explain the study results. The study findings showed that the level of transparency in the counties was low which affected service delivery. The study concluded that county governments should ensure that public participation and sharing of information is bidirectional to involve both users and management so as to improve service delivery.

Methodology

The study used positivism philosophy. The entire research progresses through the use of determining of hypothesis and using deductions (Park et al, 2020). The concepts and variables were operationalized and measured through the use of determining of hypothesis and using deductions. The philosophy is considered ideal in objectively analyzing the relationship between strategic perspectives and program implementation in e-government. The study therefore applied descriptive correlational design. It seeks to examine the influence of strategic perspectives (as the independent variable) on e-government implementation (as the dependent variable). The design enables establishing of the relationship between variables without manipulating the variables (Saro et al, 2023). The design allows for a comprehensive examination of strategic perspectives and their interplay. It provides valuable insights into the effects of citizen perspective on successful implementation of e-government services through Huduma Centres in Kenya.

As of January 2025, the total number of Huduma centers in the nation was 57, and they were all distributed among the various counties in the country. Ten service users were chosen in every centre, bringing the total to 285 users. Therefore, the grand target population becomes 1,233 respondents. The study adopted stratified random sampling. This method involves dividing the whole population into homogeneous strata or subgroups according a common factor (Elfil & Negida, 2017). It allows researchers to obtain an effect size from each stratum separately, as if it was a different study (Mulissa, 2022). The second phase of sampling technique entailed judgmental sampling for e-government service users in Kenya. Judgmental sampling is a non-probability sampling technique in which the sample members are chosen only on the basis of the researcher's knowledge and judgment (Memon et al, 2025). The non-probability sampling technique enabled intentional selection of service users at high traffic Huduma Centres (Mombasa, Nakuru, Eldoret and Nairobi). The sample size of this study consisted of 303 respondents from the

52 Huduma Centres throughout Kenya. Users of the 10 most actively utilized services form part of this sample size in order to attain better citizen perspective on e-government service delivery

In terms of data collection, the structured questionnaire was administered to the strategic decision makers in e-government and the users of these services across the country. Such action is necessary in deriving quantitative and relevant insights on the determinants and status of electronic governance in Kenya. The survey sampled strategy team member composed of either the director or the executive member within the sampling frame. In addition, service users were selected to undertake the pilot. Since, 10 percent of the sample size is generally accepted for pilot study, 31 respondents will be targeted from a sample size of 303 senior employees at Huduma Center. This involved 21 Huduma Kenya senior staff and 10 service users each representing the 10 highly demanded services offered by the corporation. Both validity and reliability of research instruments were tested.

In terms of data analysis, the study employed measures of central tendency in form of mean and distribution which will include standard deviation with skewness and kurtosis as dispersion measures for descriptive statistics. Summarized data was presented in form of frequency distribution tables and figures. For inferential statistics, the study used correlation analysis, logistic and linear regression analysis.

Results

Demographic information

The information included position in the organization, gender of the respondents, age, highest academic qualification, how many years you have worked at Huduma Kenya, which region of Kenya was their respective Huduma Center located and primary focus area of their responsibilities.

In terms of position in the organization, most of the respondents (39.7) occupied the Administrative and Client Interface and then Economic and Infrastructure Services (17.6), Identification and Social Services (16.3), Human Development Services (14.9) and lastly Governance and Oversight Services (11.5). Regarding gender, the results show that among the 295 participants, 55.9% were male and 44.1% were female. The findings showed that the largest proportion of respondents were 31–40 years old (36.9%), followed by those below 30 years having the second largest proportion (30.2%), then 20.3% aged 41–50 years, 9.8% aged 51–60 years, and a mere 2.7% aged over 60 years. In terms of the highest academic qualification, the results of showed that nearly half of the interviewees, 48.8%, held a Bachelor's degree, then 27.5% held a Diploma, and 20.3% held a Master's degree. Only 2.0% had attained a Doctorate/PhD level, and 1.4% fell into the "Other" category. The study further revealed that that most of the respondents, 46.8% of them had been working in Huduma Centres between 3 and 5 years and then there were 27.5% of the respondents who had worked less than 3 years. Besides, 19.0% had employed between 6-8 years and only 6.8% had employed more than 8 years.

Descriptive Statistics of Citizen Perspective

Mean and Standard Deviation of Citizen Perspective

The descriptive statistics of citizen perspective reveal generally positive perceptions of Huduma Centres with most average mean scores 4.09 on a five-point scale. At service delivery, citizens greatly valued courtesy staff ($M = 4.37$, $SD = .657$) and were satisfied with prompt services ($M = 4.13$, $SD = 1.301$), easy-to-understand instructions ($M = 4.21$, $SD = 1.245$), and well-arranged

facilities (M = 4.23, SD = 1.249). Responsiveness to complaints solely maintained the lowest mean (M = 3.64, SD = 1.298) and is an area of improvement. For citizen engagement, the results indicate moderate to high satisfaction. The respondents indicated being active in satisfaction surveys (M = 3.86, SD = 1.190) and inclined to express dissatisfaction (M = 3.94, SD = 1.145). Receiving user feedback was rated slightly higher (M = 3.87, SD = .779) and ongoing sensitization regarding new changes was positively rated (M = 4.05, SD = .668). Availability of electronic channels of feedback was among the most highly rated of the features (M = 4.25, SD = .764), a measure of efficiency of technology channels of interaction.

Public trust measures were significantly high. Respondents strongly agreed Huduma services are rendered non discriminatorily (M = 4.43, SD = .800) and staff handle information discreetly (M = 4.13, SD = 1.301). There was high confidence in the site with citizens reporting that they can effectively track service requests (M = 4.37, SD = .793). Most were also ready to refer Huduma services (M = 3.94, SD = 1.145) and felt information offered was trustworthy (M = 3.98, SD = 1.247). Generally speaking, the results indicate that as much as Huduma Centres benefit from high public trust and impressive service delivery ratings, more responsiveness to grievance and more engagement in service interaction are still areas that need to improve.

Huduma Kenya services delivered without bias had the highest mean (4.43), clear instructions provided throughout service process had the moderate mean (4.21) and Staff responsiveness to user’s complaints had the lowest mean (3.64).

Table 1

Mean and Standard Deviation of Citizen Perspective

Citizen Perspective	Level of Mean	Mean	Std. Deviation
Huduma Kenya services are delivered without bias.	High	4.43	.800
Staff are courteous when serving users		4.37	.657
Users can easily track status of their requests on the website		4.37	.793
Digital feedback platforms are working 24/7		4.25	.764
The facilities are well organized for service users		4.23	1.249
Clear instructions are provided throughout service process	Moderate	4.21	1.245
Services are delivered in timely manner as per service charter	Mean	4.13	1.301
The staff handle user’s information with utmost confidentiality		4.13	1.301
The agency regularly sensitizes citizens on updates citizens on new changes		4.05	.668
The agency provides reliable information about government services		3.98	1.247
Citizens are encouraged to raise dissatisfaction concerns	Low	3.94	1.145
I would recommend Huduma services to others	Mean	3.94	1.145
Huduma staff listen to users input during service interaction		3.87	.779

Users are frequently involved in satisfaction surveys	3.86	1.190
Staff are responsive to user's complaints	3.64	1.298
Average	4.09	1.12

Statistical Tests

Correlation Analysis of Citizen Perspective

Results in Table 2 indicate a very high positive and statistically significant correlation between Citizen Perspective and Successful Implementation of E-Government Services using Huduma Centres ($r = 0.970$, $p = 0.000$). This near-1 coefficient indicates that improvements in citizen perspective correlate with great success in e-government services implementation. Since the significance value is less than 0.01, the null hypothesis (H_0), Citizen Perspective had no significant effect on successful implementation of e-government services through Huduma Centres in Kenya, is rejected. This proves that citizen perspective is a powerful and positive influence on effective implementation of e-government services in the Kenyan setting.

Table 2

Correlation Analysis of Citizen Perspective and Implementation of e-Government Services

		Implementation of Government Service	Citizen Perspective
Implementation of Government Service	Pearson Correlation	1	.970**
	Sig. (2-tailed)		.000
	N	295	295
Citizen Perspective	Pearson Correlation	.970**	1
	Sig. (2-tailed)	.000	
	N	295	295

** . Correlation is significant at the 0.01 level (2-tailed).

Regression Analysis of Citizen Perspective

Model Summary of Citizen Perspective

The results in Table 3 show a high correlation between Citizen Perspective and implementation of e-Government services ($r=0.970$). The results further indicate that 94.1% of the variations in implementation of e-Government services are explained by Citizen Perspective ($R^2=0.941$). The remaining 5.9% of the variance is attributable to other factors not captured in the current model.

Table 3

Model Summary of Citizen Perspective

Model Summary					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	
1	.970 ^a	.941	.941	.219	

a. Predictors: (Constant), Citizen Perspective

ANOVA of Citizen Perspective

The results in Table 4 show a statistically significant relationship between Citizen Perspective and implementation of e-Government services, and the model was fit for analysis ($F = 4710.210$, $p = 0.000 \leq 0.05$). This confirms that the regression model is statistically significant and suitable for predicting the dependent variable.

Table 3

ANOVA of Citizen Perspective

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	225.835	1	225.835	4710.210	.000 ^b
	Residual	14.048	293	.048		
	Total	239.883	294			

a. Dependent Variable: Implementation of Government Service

b. Predictors: (Constant), Citizen Perspective

Regression Coefficient of Citizen Perspective

The results in Table 5 show that for every one-unit increase in Citizen Perspective, there is a corresponding 1.031-unit increase in implementation of e-Government services ($\beta=1.031$, $t=68.631$, $p=0.000$). Since $p=0.000 \leq 0.05$, this relationship is statistically significant at the 95% confidence level, meaning Citizen Perspective is a significant positive predictor of e-Government service implementation.

Table 5

Regression Coefficient of Citizen Perspective

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-.093	.063		-1.476	.141
	Citizen Perspective	1.031	.015	.970	68.631	.000

a. Dependent Variable: Implementation of Government Service

Discussion of Results

Effect of Citizen Perspective on Successful Implementation of e-government

The results from correlation analysis revealed an extremely high statistically significant positive correlation between citizen view and successful implementation of e-government services via Huduma Centres, with Pearson correlation coefficient $r = 0.970$, $p = 0.000$. The high correlation implies that if the citizens hold a positive view of e-government services by trust, accessibility, responsiveness, and transparency, successful service implementation is very probable. Since the significance value was below 0.01, the null hypothesis (H_0), which states citizen view has no significant contribution to e-government implementation, was rejected. Its findings are consistent with Chan et al. (2025) that determined that beliefs of citizens about e-service design components (e.g., usability, convenience and trust) have a direct influence on the perceptions of quality of service and usage continuation of e-governmental systems. According to Ramirez and Gomez (2022), their results also revealed that citizen-based programs, including the Gobierno Fácil in Mexico, have a substantial impact on transparency, accountability and satisfaction with performance, so citizen perception is a crucial factor in e-governance performance.

In addition, these findings are consistent with Yoran's (2024) conclusion that e-government projects increase citizens' access to government information and promote transparency and participation. High correlation found in this study is consistent with evidence by international studies showing that positive citizen perception increases participation and strengthens public trust in online governance. The results are also consistent with Al-Mansour and Al-Suwaidi (2023), who reported an impressive surge in Saudi Arabian and UAE e-participation due to digital platforms such as Tawasol and Smart Dubai. Therefore, the present results are consistent with existing empirical research showing that favorable citizen sentiments towards government digital platforms enhance e-participation and accountability. However, the findings contradict Maa's (2019) finding that the majority of government agencies still have low transparency and accountability, which hamper public service delivery.

The summary model results also confirmed the relevance of the correlation between citizen perception and implementation of e-government. The coefficient of determination ($R^2 = 0.941$) indicated that 94.1% of variance in effective implementation of e-government is accounted for by citizens' perceptions, and only 5.9% by other variables. Adjusted $R^2 = 0.941$ and low standard error of estimate (0.219) confirm the reliability and stability and predictive accuracy of the model. This is a testament to the fact that citizen perception, satisfaction and trust are the primary explanatory drivers of the success of digital service delivery by Huduma Centres. The results are consistent with the study by Chan et al. (2020) who found that service design attributes of convenience, accuracy, privacy and support to users are major factors that define the perceived service quality and citizen satisfaction with e-government systems. Similarly, Chang et al. (2020) have proved that user-centric design significantly improves the experience of citizens and augments their engagement and improved delivery of government services.

Besides that, the high explanatory power of the model confirms the work of Sabani (2021), which confirmed that transparency, effort expectancy, and performance expectancy are significant in driving the adoption of Indonesian e-government platforms by citizens. This paper expands upon these results by showing that not only the perception of the citizens could affect the adoption but also directly contributes to the effectiveness of successful implementation. The validity of the

model also validates Lourenço's (2023) model, which has the focal point that transparency and user-centered service design must be enhanced to gain citizens' trust in public e-services. Therefore, the research confirms that the success of Huduma Centres in Kenya is attributable to putting the user experience first and making service delivery transparent, accessible and effective.

The ANOVA results also provided additional statistical findings that the model was significant with $F(1,293) = 4710.210$, $p = 0.000$, confirming that citizen perspective significantly predicts successful adoption of e-government services. The sum of squares for regression (225.835) being significantly higher than that of the residuals (14.048) also offers further proof of the strength of the model. This finding is from Ivanov and Popescu's (2022) research, which identified that participatory governance and policy-making are enhanced through the involvement of citizens using online forums and feedback mechanisms. However, Nengsih et al. (2019) asserted in their research that transparency in the public service process improves people's comprehension and trust metrics, which are essential to the current study findings. Such profound model strength observed here, therefore, warrants that positive citizen perceptions are a primary mover for Kenya's e-government success.

The ANOVA findings are also consistent with Barngetuny (2024) work on transparency in Kenya's National Treasury, which created that citizens' participation and feedback mechanisms have greatly improved public budgeting accountability. In doing so, Huduma Centres' ability to provide real-time information, prompt feedback and transparent service processes improves citizens' sense of inclusiveness and government operations trust. The results thus corroborate previous studies that public engagement and perception are drivers for success in e-government projects. Results from the current study, however, contravene previous observations by Maa (2019), which had shown that low transparency and inadequate accountability destroyed the trust that citizens have in public services. Contrary to such evidence, the results herein testify to the fact that citizen-focused reforms in Kenya as witnessed in Huduma Centres have significantly improved citizens' satisfaction and involvement towards e-government success.

Regression analysis revealed that the unstandardized coefficient ($B = 1.031$, $p = 0.000$) was significant and positive and indicated that a one-unit rise in citizen outlook and a 1.031-unit increase in the effective use of e-government services. The findings complement Chen et al. (2021), whose finding was that citizens' social media engagement with governments is influenced by communication design, interactivity, and content quality. Ramirez and Gomez (2022) also ascertained that increased active citizen participation via social media and online platforms boosted participation, trust, and acceptance of services significantly. The findings confirm that perception of citizens is a determinant of efficiency and accountability of e-government systems.

Lastly, regression findings validate the general empirical consensus that beliefs, trust, and citizen participation are essential drivers for e-government success. The findings lend support to Chan et al.'s (2025) model linking citizens' perceptions of design variables and service quality and satisfaction outcomes. They also agree with Yoran's (2024) finding that increased adoption of e-government enhances access, transparency, and efficiency in service delivery.

Conclusion

The study established that citizen perspective among respondents had significant effect on the successful implementation of e-Government services through Huduma centres. The findings

showed correlation ($r = 0.970$, $p = 0.000$), R value of 0.941, $F = 4710.210$ and $p = .000$, which was significantly less than 0.05. Regression coefficient revealed ($B = 1.053$, $p = .000$). Since the significance value was less than 0.01, the null hypothesis (H_0), that citizen perspective has no significant effect on successful implementation of e-government services through Huduma Centres in Kenya, was rejected. The study concluded that citizen perception is a success determinant of e-government through Huduma Centres.

Recommendation

The study recommends that there must be ongoing citizen involvement and feedback mechanisms to ensure that e-government services meet the needs and expectations of citizens. Moreover, the strengthening of awareness initiatives and digital literacy programs should be considered as a strategy to foster citizen trust, accessibility and the use of e-government portals.

References

- Al-Mansour, S., & Al-Suwaidi, F. (2023). Digital Transformation and Citizen Engagement in Saudi Arabia and UAE: Insights and Challenges. *Arabian Journal for Science and Engineering*, 48(3), 1781-1795. DOI: 10.1007/s13369-022-06257-5
- Barngetuny, J. (2024). Enhancing transparency and accountability in public sector budgeting in Kenya: A case of the National Treasury. *International Journal of Research Publication and Reviews*, 5(10), 3765–3772. <https://www.ijrpr.com>
- Chan, F. K. Y., Thong, J. Y. L., Brown, S. A., & Venkatesh, V. (2020). Service design and citizen satisfaction with e-government services: A multidimensional perspective. *Public Administration Review*, 85(1), 874-894. <https://doi.org/10.1111/puar.13308>
- Chan, F. K. Y., Thong, J. Y. L., Brown, S. A., & Venkatesh, V. (2025). Design characteristics and service experience with e-government services: A public value perspective. *International Journal of Information Management*, 80(5), 102834-102847. <https://doi.org/10.1016/j.ijinfomgt.2024.102834>
- Fröhlich, K., Jain, K., Pinomaa, A., & Nieminen, M. (2023). Using a Public Value Management theory to identify features of citizen-centric e-governance in Namibia. *SA Journal of Information Management*. <https://doi.org/10.4102/sajim.v26i1.1609>.
- Frohlich, K., Nieminen, M., & Pinomaa, A. (2020). Factors of Implementing Citizen-Centric e-Government in Developing Countries: Namibia. *Proceedings of Fifth International Congress on Information and Communication Technology*. https://doi.org/10.1007/978-981-15-5859-7_52.
- Kiambati, K. (2020). The Levels of transparency and county service delivery in Kenya. (2020). *International Journal of Research in Business and Social Science* 9(3), 14-25. <https://doi.org/10.20525/ijrbs.v9i3.617>
- Lourenço, R. P. (2023). A framework for public eServices transparency. *International Journal of Electronic Government Research*, 19(1), 19. <https://doi.org/10.4018/IJEGR.317415>
- Ma, D., Zhou, J., & Zuo, M. (2020). Inter-agency information sharing for Chinese e-government development: a comparison between vertical and horizontal dimensions. *Information Technology for Development*, 28(2), 297–318. <https://doi.org/10.1080/02681102.2020.1801566>
- Nengsih, W., Adnan, F., & Eriyanti, F. (2019). Application of Transparency and Accountability Principles in the Implementation of Public Services in Alai Parak Kopi Village, Padang

City. *Journal of Management and Public Administration (JMIAP)*, 2(1), 112–124.
<https://doi.org/10.24036/jmiap.v1i2.26>

- Nguyen, H., Drejer, I., & Marques, P. (2024). Citizen engagement in public sector innovation: exploring the transition between paradigms. *Public Management Review*, 26(12), 3622-3642. <https://doi.org/10.1080/14719037.2024.2347360>
- Oludu, O., Kaya, T., & Karagozlu, D. (2025). Citizens' preference for e-participatory governance. *PLOS One*, 20. <https://doi.org/10.1371/journal.pone.0306268>.
- Otieno, I., & Omwenga, E. (2015). Citizen-centric critical success factors for the implementation of e-government: A case study of Kenya Huduma Centres. *2015 IST-Africa Conference*, 1-9. <https://doi.org/10.1109/istafrica.2015.7190525>.
- Ramirez, M., & Gomez, J. (2022). Enhancing Citizen Engagement through Digital Platforms: Lessons from Mexico and Colombia. *Public Administration Review*, 82(1), 75-88. DOI: 10.1111/puar.13512
- Sabani, A. (2021), "Investigating the influence of transparency on the adoption of e-Government in Indonesia", *Journal of Science and Technology Policy Management*, 2(2), 236-255. <https://doi.org/10.1108/JSTPM-03-2020-0046>
- Tassabehji, R., Hackney, R., & Maruyama, T. (2019). Evaluating digital public services. *Inf. Technol. People*, 32, 1021-1043. <https://doi.org/10.1108/itp-08-2017-0260>.
- Netshirando, V., Munyoka, W., & Kadyamatimba, A. (2024). Citizen perceptions of digital transformation in local municipalities: The case of South Africa. *South African Journal of Information Management*. <https://doi.org/10.4102/sajim.v26i1.1804>.
- Xin, G., Esembe, E., & Chen, J. (2022). The mixed effects of e-participation on the dynamic of trust in government: Evidence from Cameroon. *Australian Journal of Public Administration*. <https://doi.org/10.1111/1467-8500.12569>.
- Yoran, B. (2024). Impact of E-Government Adoption on Citizen Engagement in Israel. *American Journal of Public Policy and Administration*, 9(3), 71–82. <https://doi.org/10.47672/ajppa.2191>