Journal of
Business and Strategic Management
(JBSM)

Strategic Management Practices and E-Governance Implementation in The Judiciary of Kenya



CARI Journals

Journal of Business and Strategic Management

ISSN: 2520-0402 (online)

Vol. 11, Issue No. 8, pp. 69 - 87, 2026

www.carijournals

Strategic Management Practices and E-Governance Implementation in The Judiciary of Kenya

[1]Cherono Kimutai Alfred, [2]Dr. Njenga Gitahi, PhD

[1]Post Graduate Student, Jomo Kenyatta University of Agriculture and Technology

[2]Lecturer, Jomo Kenyatta University of Agriculture and Technology

Accepted: 1st Oct, 2026, Received in Revised Form: 15th Oct, 2026, Published: 29th Oct, 2026

ABSTRACT

Purpose: The purpose of the study was to assess strategic management practices in enhancing e-governance in the Judiciary of Kenya, with specific focus on Milimani Law Courts.

Methodology: A descriptive research design was adopted, targeting 94 staff members of Milimani Law Courts who were directly involved in service delivery and e-governance-related functions. A census approach was used, and primary data were collected using structured questionnaires, while secondary data were obtained from relevant documents and published materials. Data were analyzed using SPSS Version 20. Descriptive statistics, including frequencies, percentages, means, and standard deviations, were used to summarize the data, while multiple regression analysis was employed to determine the relationship between the study variables.

Findings: All four strategic management practices had a positive effect on e-governance effectiveness in the Judiciary of Kenya. Strategic planning had the strongest and a statistically significant effect ($B = 0.237$, $\beta = 0.434$, $t = 4.021$, $p = 0.000$), followed by strategic technology management, which was also significant ($B = 0.102$, $\beta = 0.252$, $t = 2.048$, $p = 0.045$). Leadership commitment had a positive but non-significant effect ($B = 0.037$, $\beta = 0.051$, $t = 0.421$, $p = 0.075$) at the 5% level. Change management likewise had a positive but non-significant effect ($B = 0.093$, $\beta = 0.142$, $t = 1.095$, $p = 0.078$).

Unique Contribution to Theory Practice and Policy: The study recommended that the Judiciary should strengthen strategic planning and stakeholder involvement. Leadership should support e-governance through resources, communication, and timely decisions. strategic technology management, skills, connectivity, and system integration should be strengthened. Continuous training and support should accompany the transition to digital systems.

Keywords: *Strategic management practices, E-governance, Judiciary of Kenya, Strategic planning, ICT*

INTRODUCTION

Globally, governments are investing heavily in e-governance through strategic, technological, human capital, and financial commitments aimed at building citizen-centred, transparent, and responsive public service systems. Initiatives such as e-services, e-administration, and e-procurement have been widely adopted to improve efficiency, reduce corruption, and strengthen accountability (Munir et al., 2024), while ICT integration has replaced face-to-face interactions with faster and more accessible digital platforms (Neupane, 2024). However, the literature shows that effective e-governance depends on more than ICT deployment. It requires strategic planning, institutional reform, and strong leadership to ensure sustainability and to overcome resistance to change (Blom & Uwizeyimana, 2020). This global emphasis on strategic management as the foundation of successful digital transformation raises the question of how well these practices translate into developing-country contexts, beginning with Africa.

Building on this global understanding, African countries have pursued digital transformation with varying degrees of success. Rwanda has invested in the Integrated Electronic Case Management System and the Online Land Management System, improving efficiency in the justice sector and land administration, while South Africa has advanced through the e-Visa and e-Tender systems (Olumekor et al., 2025). Despite these gains, progress across the continent is uneven. Although Seychelles, Mauritius, and South Africa were among the top performers in 2020, countries such as Tunisia, Egypt, and Cape Verde fell in global rankings despite modest improvements in their digital systems (Sangwa & Mutabazi, 2025). This shows that adopting digital platforms does not guarantee effective e-governance, and that differences in strategic management capacity may explain why some countries sustain progress while others lag. Kenya, as a regional ICT leader facing similar sustainability pressures, offers an important context in which to examine this relationship.

Narrowing to Kenya, the country has strengthened its e-governance systems through the 2019 E-Government Strategy, which positions ICT as a key pillar of Kenya Vision 2030, and through platforms such as e-Citizen and Huduma Namba that support service integration and digital identity (Sangwa & Mutabazi, 2025). Effective e-governance in Kenya also requires continuous assessment of digital maturity, stakeholder needs, cybersecurity risks, interoperability, and scalability (Kemboi & Premanandam, 2026). Within this reform agenda, the Judiciary is critical, and the Milimani Law Courts, as the country's largest and busiest court complex handling civil, criminal, commercial, constitutional, and family matters, face the greatest pressure to deliver efficient digital services (Miyandazi, 2025; Milej & Ogada, 2024). Yet existing discussions focus largely on national platforms and technology deployment, with limited empirical attention to how internal strategic management practices, namely strategic planning, leadership commitment, technology management, and change management, influence e-governance in judicial institutions.

This study addresses that gap by examining the effect of these practices on e-governance implementation in the Judiciary of Kenya.

Statement of Problem

E-governance is expected to improve the efficiency, transparency, accountability, and accessibility of judicial services by enabling electronic case management, e-filing, better communication with court users, and reduced administrative delays, all of which strengthen access to justice and public confidence in the courts (Oduro & Agbevade, 2026). Despite this expectation, the Judiciary of Kenya continues to experience inefficiencies even after introducing e-filing, virtual court proceedings, case tracking, and electronic records management. Kenyan courts were reported to have a backlog of more than 649,000 cases despite ongoing digitization efforts (Miyandazi, 2025), and several government digital platforms have faced operational and infrastructure challenges that affected system reliability (Sangwa & Mutabazi, 2025). These problems are linked to inadequate ICT infrastructure, limited staff digital competencies, resistance to change, and insufficient strategic planning. They affect court users who face delayed case processing and reduced accessibility of services, as well as judicial staff and officers who work in busy stations such as the Milimani Law Courts (Kemboi & Premanandam, 2026).

Previous studies have examined e-governance and public service delivery in Africa and Kenya. Olumekor et al. (2025) investigated the economic, political, and infrastructural factors affecting e-governance adoption in Africa, Sangwa and Mutabazi (2025) compared the effectiveness of e-governance in Rwanda, Kenya, and Ghana, and Kemboi and Premanandam (2026) studied the influence of e-governance and Huduma services on service delivery in Kenya's public sector reforms. While these studies offer useful insights into adoption and outcomes, they do not specifically address how strategic management practices, including strategic planning, resource allocation, leadership commitment, and stakeholder engagement, influence e-governance implementation within the Judiciary of Kenya. This leaves a contextual and conceptual gap. This study therefore aims to fill the gap by examining how strategic management practices contribute to enhancing e-governance in the Judiciary of Kenya, with particular emphasis on the Milimani Law Courts.

LITERATURE REVIEW

Theoretical Framework

The study was anchored on four theories that together explain how strategic management practices influence e-governance in the Judiciary of Kenya. Strategic Management Theory, proposed by Alfred Chandler (1962) and expanded by Igor Ansoff (1965), holds that organizations achieve performance by aligning structure, resources, and internal capabilities with a clear long-term direction through continuous planning, implementation, and evaluation. In the public sector, Evans

(2024) and Ferlie and Ongaro (2022) show that this approach improves decision-making, coordination, and accountability, and it was applied to examine how strategic planning shaped e-governance effectiveness in the Milimani Law Courts. Transformational Leadership Theory, originally developed by James MacGregor Burns (1978) and extended by Bernard Bass (1985), explains how leaders who inspire, motivate, and support employees can reshape organizational culture and drive change. Eaton et al. (2024) and Ghasemi et al. (2025) note that committed leadership reduces resistance and increases employees' willingness to adopt new systems, which made the theory relevant to explaining the role of leadership commitment in sustaining e-governance.

The Technology Acceptance Model (TAM), developed by Fred Davis (Davis et al., 2024), explains that users adopt technology based on its perceived usefulness and perceived ease of use (Aburbeian et al., 2022). In this study, it clarified how strategic technology management, through reliable, accessible, and well-developed ICT systems, shapes user perceptions and determines whether digital platforms are accepted and continuously used (Mogaji et al., 2024). Lewin's Change Management Theory, developed by Kurt Lewin (1947), describes change as a three-stage process of unfreezing, changing, and refreezing, and highlights communication, training, stakeholder involvement, and leadership support as key to reducing resistance (Rosdiana & Aslami, 2022; Amina et al., 2022; Agazu et al., 2022). It was used to explain how the shift from manual to digital processes in the Judiciary can be managed to ensure smooth transition, acceptance, and sustainability of e-governance systems.

Conceptual Framework

The independent variables were strategic planning, leadership commitment, strategic technology management and change management practices. The dependent variable was E-governance effectiveness.

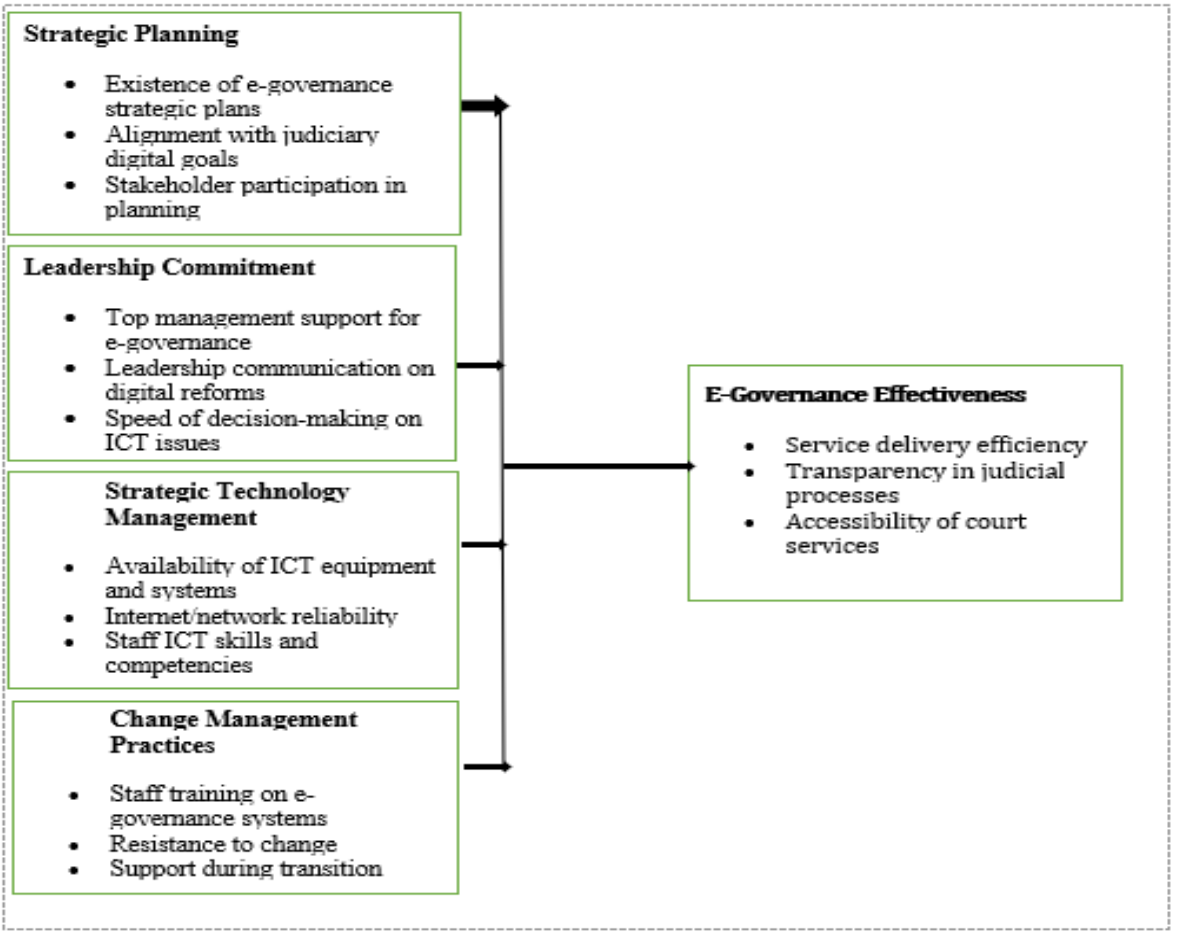


Figure 1: Conceptual Framework

Empirical Review

Studies on strategic planning and e-governance show that sound strategy supports better digital outcomes in the public sector. Suri (2022), using a quantitative survey design in public institutions, found that effective strategy implementation significantly improved operational efficiency, service accessibility, and responsiveness. Mahant and Bhatnagar (2024), through a conceptual and analytical review of e-governance architectures, concluded that strategic alignment, leadership support, stakeholder involvement, and integrated ICT systems are essential for success. Sangwa and Mutabazi (2025), in a comparative study of Rwanda, Kenya, and Ghana based on secondary data and policy reviews, found that e-governance improved accessibility, transparency, efficiency, and citizen engagement, with leadership support, technology management, and change management contributing significantly. However, these studies treated strategy generally, relied on conceptual or secondary evidence, or compared countries rather than judicial institutions, leaving a contextual and empirical gap that this study addresses at the Milimani Law Courts.

Research on leadership shows that leadership plays an enabling role in e-governance success. Singh (2023), using a conceptual review of public administration and leadership literature, found that ethical leadership promotes transparency, accountability, and trust, which are critical for e-governance implementation. Fansuri et al. (2026), in a qualitative case study at the Supreme Court Training and Leadership Center that used interviews, observations, and document reviews, found that leadership support for employee training enhanced the adoption and effectiveness of e-governance systems. Nawafleh et al. (2025), using questionnaires and structural equation modeling among public sector employees, established that transformational leadership significantly strengthened the positive effect of e-governance and artificial intelligence on service quality. Even so, these studies were theoretical, focused on ethical or transformational leadership or on employee competencies rather than leadership commitment, and were conducted outside Kenya, which limits their applicability to the Kenyan judiciary.

Studies on technology management indicate that well-managed ICT improves e-governance performance. Khan et al. (2024), using econometric models on multi-country secondary data, found that ICT diffusion significantly enhances e-governance effectiveness through better access, transparency, and administrative efficiency. Singh et al. (2024) and Debbarma (2023), using descriptive approaches based on document analysis, showed that strategic technology management improved accessibility, communication, and efficiency in rural development in India and in education management in Tripura, respectively. On change management, Rossidis et al. (2023) and Balaji (2025), using conceptual and qualitative reviews, found that communication, stakeholder involvement, training, employee engagement, and leadership support are critical for successful integration. Chisika and Yeom (2024), using a mixed-methods approach in Machakos and Nakuru Counties, established that stakeholder involvement, capacity building, change management strategies, and technological readiness significantly enhanced e-government effectiveness. These studies, however, relied largely on secondary or conceptual evidence, focused on national, rural, education, or county settings, and did not empirically examine judicial institutions.

Overall, the literature shows that strategic planning, leadership commitment, technology management, and change management generally have a positive relationship with e-governance and digital transformation outcomes. Nevertheless, many studies were conceptual, descriptive, or based on secondary data, which limits the robustness of their evidence on the direct influence of these practices. Most were also conducted outside Kenya or in public administration, education, rural development, and county governments rather than judicial organizations, while others examined individual variables rather than their combined influence. This produces conceptual, contextual, and methodological gaps, since little empirical evidence exists on how these practices collectively enhance e-governance in the Judiciary of Kenya. The current study fills these gaps by empirically assessing the four practices at the Milimani Law Courts.

METHODOLOGY

The study adopted a descriptive research design. The target population comprised employees of Milimani Law Courts in Nairobi County who were directly involved in strategic management practices and e-governance implementation. The study focused on staff members holding positions related to strategic planning, leadership, information technology management, administration, and court service delivery, as these categories provided relevant insights into the implementation of e-governance systems within the Judiciary. The target population consisted of 94 employees at Milimani Law Courts based on the Judiciary of Kenya Human Resource Records. The sampling frame consisted of the 94 staff members working at Milimani Law Courts who were involved in service delivery and e-governance-related functions. This ensured that all relevant personnel were considered in the selection process. Since all the 94 staff members involved in service delivery within a one-week operational cycle were included, the sample size was therefore 94 respondents. A census approach was adopted. This study used both primary and secondary data. Primary data were collected from respondents using structured questionnaires, while secondary data were obtained from documentary sources using a secondary data collection template. Closed-ended questionnaires were used to ensure uniform responses and ease of analysis, with Likert scale items ranging from 1 to 5 used to capture respondents' opinions. After obtaining the research permit from JKUAT, preparing a work plan, pre-testing the instruments through a pilot study, and printing sufficient questionnaires, primary data were collected from the field. The researcher visited Milimani Law Courts and distributed questionnaires to employees, allowing adequate time for completion before collection. To improve the response rate, respondents were briefed in advance and encouraged to participate fully. A register was used to track the distribution and collection of questionnaires within six working days to ensure accountability. In addition, secondary data were gathered from relevant published sources such as journals and other academic materials. Data analysis involved organizing, processing, and interpreting raw data into meaningful information. The collected data were cleaned, coded, and analyzed using SPSS Version 20. Descriptive statistics such as frequencies, percentages, means, and standard deviations were used to summarize the data. Inferential statistics, specifically multiple regression analysis, were used to examine the relationship between strategic management practices and e-governance effectiveness. The regression model was specified as follows:

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \varepsilon$$

Where:

Y = E-Governance Effectiveness

X_1 = Strategic Planning

X_2 = Leadership Commitment

X_3 = strategic technology management

X_4 = Change Management Practices

β_0 = Constant

β_1–β_4 = Regression coefficients

ε = Error term

RESULTS

Response Rate

The response rate was assessed to determine the proportion of questionnaires successfully returned by the respondents. The study targeted 94 questionnaires, out of which 60 were successfully returned, representing a response rate of 63.8%, while 34 questionnaires were not returned, representing 36.2%. The response rate of 63.8% was considered adequate for the study because it provided sufficient data for statistical analysis and enabled the study to examine strategic management practices and e-governance implementation in the Judiciary of Kenya. The 60 returned questionnaires therefore formed the basis for subsequent descriptive and inferential analysis.

Descriptive Statistics

Strategic Planning

Descriptive analysis was conducted to assess respondents' views on strategic planning in the Judiciary of Kenya. The results are presented in Table 1.

Table 1: Strategic Planning

Statement on Strategic Planning	Mean	Std. Deviation
The judiciary has formal strategic plans guiding e-governance implementation.	3.20	.860
Strategic plans are aligned with digital transformation goals in court services.	3.27	.841
Stakeholders are involved in developing e-governance strategic plans.	3.17	.827
There is regular monitoring and evaluation of e-governance strategic plans.	3.23	.851
Strategic planning improves efficiency of digital court services.	3.23	.831
Strategic plans guide decision-making in e-governance implementation.	3.32	.813

Descriptive analysis of strategic planning in the Judiciary of Kenya showed moderate agreement across all six indicators, with means ranging from 3.17 to 3.32 and standard deviations between 0.813 and 0.860. The highest mean was for strategic plans guiding decision-making in e-governance implementation (M = 3.32, SD = 0.813), followed by alignment of plans with digital transformation goals (M = 3.27, SD = 0.841). Regular monitoring and evaluation and the contribution of planning to the efficiency of digital court services each recorded a mean of 3.23 (SD = 0.851 and 0.831, respectively), while the existence of formal strategic plans guiding e-governance had a mean of 3.20 (SD = 0.860). Stakeholder involvement in developing the plans had the lowest mean (M = 3.17, SD = 0.827), indicating that participation was the least pronounced aspect. These findings were consistent with Suri (2022) and Mahant and Bhatnagar (2024) on the value of strategic alignment, though the lower stakeholder involvement score diverged from Mahant and Bhatnagar's emphasis on participation. They also supported Strategic Management Theory (Palah et al., 2022), suggesting that strategic planning existed at Milimani Law Courts but had not reached a uniformly strong level of application. The study therefore implies that Judiciary leadership should strengthen formal planning, stakeholder participation, monitoring, and alignment of digital initiatives with court service objectives.

Leadership Commitment

Descriptive analysis was conducted to examine the level of leadership commitment towards e-governance implementation. The results are presented in Table 2.

Table 2: Leadership Commitment

Statement on Leadership Commitment	Mean	Std. Deviation
Top management actively supports e-governance implementation.	3.65	.481
Leadership allocates sufficient resources for digital systems.	3.78	.640
Leaders communicate clearly about e-governance goals and benefits.	3.85	.659
Decisions on ICT adoption are made promptly by leadership.	3.87	.676
Leadership commitment enhances adoption of e-governance systems.	3.87	.676
Leadership motivates staff to use digital court services.	3.80	.659

Descriptive analysis of leadership commitment in the Judiciary of Kenya showed a high level of agreement across all six indicators, with means ranging from 3.65 to 3.87 and standard deviations between 0.481 and 0.676. Prompt decision-making on ICT adoption and the view that leadership commitment enhances adoption of e-governance systems recorded the highest mean (M = 3.87, SD = 0.676), followed by clear communication of e-governance goals and benefits (M = 3.85, SD

= 0.659) and leadership motivation of staff to use digital court services (M = 3.80, SD = 0.659). Allocation of sufficient resources for digital systems had a mean of 3.78 (SD = 0.640), while active support from top management had the lowest mean (M = 3.65, SD = 0.481). The low standard deviations indicated consistency in respondents' assessments. These findings were consistent with Fansuri et al. (2026) and Eaton et al. (2024) on the role of leadership in supporting digital adoption, and they supported Transformational Leadership Theory, converging with Ghasemi et al. (2025) and Lawrason et al. (2023) on committed leadership, communication, and reduced resistance to change. They also extended Singh (2023) by providing empirical evidence on leadership commitment specifically within the Judiciary. The lower mean for top management support suggests that leadership involvement should extend beyond decision-making and communication to more visible, continuous practical support of digital systems at Milimani Law Courts.

Strategic Technology Management

Descriptive analysis was conducted to assess the adequacy and effectiveness of strategic technology management in the Judiciary. The results are presented in Table 3.

Table 3: Strategic Technology Management

Statement on strategic technology management	Mean	Std. Deviation
The court has adequate ICT hardware and software systems.	3.42	1.046
Internet connectivity and network systems are reliable.	3.42	1.046
Staff possess adequate ICT skills to use e-governance systems.	3.43	1.064
ICT systems are well integrated across court departments.	3.40	1.028
strategic technology management improves efficiency of court operations.	3.38	1.010
System downtime rarely affects service delivery.	3.43	1.064

Descriptive analysis of strategic technology management in the Judiciary of Kenya showed a moderate level of agreement across all six indicators, with means ranging from 3.38 to 3.43 and standard deviations between 1.010 and 1.064. Adequate staff ICT skills and the view that system downtime rarely affects service delivery recorded the highest mean (M = 3.43, SD = 1.064), followed by adequate ICT hardware and software and reliable internet connectivity and network systems, each with a mean of 3.42 (SD = 1.046). Integration of ICT systems across court departments had a mean of 3.40 (SD = 1.028), while the contribution of strategic technology management to the efficiency of court operations had the lowest mean (M = 3.38, SD = 1.010). The relatively high standard deviations indicated variation in respondents' perceptions, suggesting that access to and experience with digital systems may not have been uniform. These findings were consistent with Khan et al. (2024) and Singh et al. (2024) on the role of ICT in improving access,

communication, and administrative efficiency, and they supported the Technology Acceptance Model, converging with Davis et al. (2024), Aburbeian et al. (2022), and Mogaji et al. (2024) on perceived usefulness, ease of use, and system quality. The moderate scores suggest that ICT capacity at Milimani Law Courts had not yet reached its full potential, implying that continued investment in infrastructure should be accompanied by staff training, reliable connectivity, system integration, and technical support.

Change Management Practices

Descriptive analysis was conducted to examine change management practices supporting e-governance implementation. The results are presented in Table 4.

Table 4: Change Management Practices

Statement on Change Management Practices	Mean	Std. Deviation
Staff receive adequate training on e-governance systems.	3.80	.684
There is resistance to adoption of new digital systems among staff.	3.82	.701
Change initiatives are clearly communicated to employees.	3.85	.709
Staff receive adequate support during system transition.	3.82	.701
Change management practices improve acceptance of e-governance.	3.92	.720
Transition from manual to digital systems is well managed.	3.90	.706

Descriptive analysis of change management practices in the Judiciary of Kenya showed a high level of agreement across all six indicators, with means ranging from 3.80 to 3.92 and standard deviations between 0.684 and 0.720. Change management practices improving acceptance of e-governance recorded the highest mean (M = 3.92, SD = 0.720), followed by effective management of the transition from manual to digital systems (M = 3.90, SD = 0.706) and clear communication of change initiatives to employees (M = 3.85, SD = 0.709). Staff resistance to the adoption of new digital systems being minimal and adequate staff support during system transition each had a mean of 3.82 (SD = 0.701), while adequate staff training on e-governance systems had the lowest mean (M = 3.80, SD = 0.684). The low standard deviations indicated consistency in respondents' assessments. These findings were consistent with Balaji (2025) and Chisika and Yeom (2024) on the importance of change management, employee engagement, and capacity building, and they supported Lewin's Change Management Theory, converging with Rosdiana and Aslami (2022), Amina et al. (2022), and Agazu et al. (2022) on preparation, communication, training, and leadership support during transitions. The comparatively lower mean for training suggests that it needs strengthening if digital practices are to become firmly established, implying that the

Judiciary should sustain clear communication, staff support, continuous training, and structured transition processes at Milimani Law Courts.

E-Governance Effectiveness

Descriptive analysis was conducted to assess the effectiveness of e-governance in the Judiciary of Kenya. The results are presented in Table 5.

Table 5: E-Governance Effectiveness

Statement on E-Governance Effectiveness	Mean	Std. Deviation
E-governance improves efficiency in court service delivery.	4.78	.415
Digital systems enhance transparency in judicial processes.	4.78	.415
Court services are more accessible due to e-governance systems.	4.75	.437
E-governance reduces delays in case processing.	4.70	.462
Users are satisfied with digital court services.	4.70	.462
Overall, e-governance has improved judiciary performance.	4.73	.446

Descriptive analysis of e-governance effectiveness in the Judiciary of Kenya showed a very high level of agreement across all six indicators, with means ranging from 4.70 to 4.78 and standard deviations between 0.415 and 0.462. Improved efficiency in court service delivery and enhanced transparency in judicial processes recorded the highest mean (M = 4.78, SD = 0.415), followed by improved accessibility of court services (M = 4.75, SD = 0.437) and the overall improvement of judiciary performance (M = 4.73, SD = 0.446). Reduced delays in case processing and user satisfaction with digital court services each had a mean of 4.70 (SD = 0.462), the lowest among the indicators, though still very high. The low standard deviations indicated a high level of consistency in respondents' views. These findings were consistent with Debbarma (2023), Rossidis et al. (2023), and Nawafleh et al. (2025) on the role of e-governance in improving efficiency, transparency, accessibility, and service quality, and they extended existing knowledge by providing empirical evidence from Milimani Law Courts, since earlier studies were conducted outside the judicial context. The findings suggest that the Judiciary should sustain investment in digital systems, maintain system reliability, strengthen user support and training, and continuously evaluate user satisfaction to preserve these gains.

Inferential Results

Inferential analysis was conducted to establish the relationships and effects between the study variables. The analysis included the model summary, ANOVA, and regression coefficients.

Model Summary

A regression model summary was conducted to determine the overall explanatory power of the independent variables on e-governance effectiveness. The results are presented in Table 6.

Table 6: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.632[a]	.699	.656	.33448

The model summary shows an R value of 0.632, indicating a moderate positive relationship between strategic planning, leadership commitment, strategic technology management, change management practices, and e-governance effectiveness in the Judiciary of Kenya. The R Square value of 0.699 indicates that the four strategic management practices jointly explain 69.9% of the variation in e-governance effectiveness, while the remaining 30.1% is explained by other factors outside the model (Munir et al., 2024). The adjusted R Square of 0.656 indicates that the model explains 65.6% of the variation after adjusting for the number of predictors, while the standard error of the estimate was 0.33448. Overall, the model demonstrates strong explanatory power in explaining e-governance effectiveness in the Judiciary of Kenya.

ANOVA

An analysis of variance was conducted to determine whether the overall regression model was statistically significant. The results are presented in Table 7.

Table 7: ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	4.092	4	1.023	9.145	.000[b]
	Residual	6.153	55	.112		
	Total	10.246	59			

The ANOVA results indicate that the overall regression model was statistically significant, F(4, 55) = 9.145, p = 0.000. This shows that strategic planning, leadership commitment, strategic

technology management, and change management practices jointly have a significant effect on e-governance effectiveness in the Judiciary of Kenya. The regression sum of squares was 4.092 compared with a residual sum of squares of 6.153, indicating that the model explains a substantial proportion of the total variation in e-governance effectiveness. Therefore, the regression model is suitable for explaining the relationship between strategic management practices and e-governance effectiveness (Neupane, 2024).

Coefficients of regression

Regression coefficient analysis was conducted to determine the individual effects of the independent variables on e-governance effectiveness. The results are presented in Table 8.

Table 8: Coefficients of regression

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.128	.353		8.859	.000
	Strategic Planning	.237	.059	.434	4.021	.000
	Leadership Commitment	.037	.088	.051	.421	.075
	strategic technology management	.102	.050	.252	2.048	.045
	Change Management Practices	.093	.085	.142	1.095	.078

The regression analysis revealed that all four strategic management practices had a positive effect on e-governance effectiveness in the Judiciary of Kenya. Strategic planning had a statistically significant effect (B = 0.237, β = 0.434, t = 4.021, p = 0.000), indicating that effective strategic planning contributes substantially to improved e-governance effectiveness. Leadership commitment also had a positive effect (B = 0.037, β = 0.051, t = 0.421, p = 0.075), although the effect was not statistically significant at the 5% level. Strategic technology management had a positive and statistically significant effect (B = 0.102, β = 0.252, t = 2.048, p = 0.045), indicating that adequate strategic technology management, reliable connectivity, system integration, and ICT skills contribute to improved e-governance effectiveness (Neupane, 2024). Change management practices also had a positive effect (B = 0.093, β = 0.142, t = 1.095, p = 0.078), although the effect was not statistically significant at the 5% level. Overall, strategic planning had the strongest effect,

followed by strategic technology management, change management practices, and leadership commitment, suggesting that strengthening strategic planning and technology management is particularly important for improving e-governance effectiveness in the Judiciary of Kenya (Oluwaniyi & Omowami, 2026).

DISCUSSION, CONCLUSIONS AND RECOMMENDATIONS

Discussion of Findings

The discussion shows that strategic planning positively influences e-governance effectiveness in the Judiciary of Kenya. Strategic plans guide decision-making, align digital transformation with court service goals, support regular monitoring and evaluation, and improve the efficiency of digital court services, although stakeholder involvement in developing the plans needs greater attention. The regression findings confirmed a statistically significant positive effect, implying that strengthening strategic planning can improve e-governance implementation. Leadership commitment also positively influences e-governance, as leaders support ICT adoption, allocate resources, communicate goals, make timely decisions, and motivate staff. However, the regression results did not show a statistically significant effect, suggesting that leadership support alone is insufficient unless combined with other practices such as strategic planning and technology management.

Strategic technology management had a statistically significant positive effect on e-governance effectiveness. Adequate ICT hardware and software, reliable connectivity, employee ICT skills, system integration, and reduced downtime all support effective implementation, so technology management should remain central to the Judiciary's digital transformation. Change management practices, including staff training, clear communication, support during transition, and effective management of the shift from manual to digital systems, also improve staff acceptance of e-governance. The findings suggest that change management should be integrated with strategic planning, leadership support, and technology management, with employees prepared for change and supported throughout implementation.

Conclusions

The study concluded that strategic planning and strategic technology management significantly enhance e-governance effectiveness in the Judiciary of Kenya. Strategic planning provides direction for digital transformation, guides decision-making, aligns digital initiatives with institutional objectives, and supports monitoring and evaluation. Strategic technology management, through adequate ICT resources, reliable connectivity, employee ICT skills, system integration, and reduced downtime, strengthens the Judiciary's capacity to deliver efficient and reliable electronic services, so continued investment in ICT capacity is essential. Leadership commitment and change management practices also positively influence e-governance, through

leadership support, resource allocation, communication, timely ICT decisions, staff motivation, training, and effective transition from manual to digital systems. However, neither was sufficient on its own, and each needs to be combined with effective planning, technological capacity, and supportive leadership or change practices to produce stronger improvements in e-governance effectiveness.

Recommendations

The study recommended that the Judiciary of Kenya strengthen strategic planning by clearly incorporating e-governance objectives into institutional strategic plans, enhancing regular monitoring and evaluation of digital transformation initiatives, and increasing stakeholder involvement in developing and reviewing the plans so that digital initiatives reflect the needs of court users and employees. It should continue strengthening leadership commitment through adequate resource allocation, timely ICT decision-making, clear communication of digital transformation objectives, staff motivation, and consistent support during the rollout of new ICT systems, since strong leadership remains necessary for coordinating the other practices. The Judiciary should also keep investing in adequate ICT hardware, software, reliable internet connectivity, and integrated digital systems, undertake regular maintenance to reduce downtime, and strengthen ICT training and cross-departmental integration to improve information sharing and operational efficiency. Finally, it should strengthen change management by providing continuous training, communicating the purpose and benefits of digital transformation, giving employees technical and organizational support during the shift from manual to digital systems, and addressing resistance through employee involvement, training, and regular communication, thereby improving acceptance and sustained use of e-governance systems.

5.4 Suggested Area for Further Research

The results of the study show that 69.9% of the variance in e-governance effectiveness in the Judiciary of Kenya was explained by strategic management practices, namely strategic planning, leadership commitment, strategic technology management, and change management practices, while the remaining 30.1% was influenced by other factors not examined in this study. Hence, further research is needed to explore these unexamined factors that may also contribute to e-governance effectiveness. Future studies should investigate additional factors such as organizational culture, cybersecurity, financial resources, employee engagement, ICT policy implementation, and user support to provide a more comprehensive understanding of e-governance effectiveness in the Judiciary of Kenya.

REFERENCES

Aburbeian, A. M., Owda, A. Y., & Owda, M. (2022). A technology acceptance model survey of the metaverse prospects. Ai, 3(2), 285-302.

Agazu, B. G., Birbirsa, Z. A., & Werke, S. Z. (2022). Leadership models and change management: A systematic review.

Amina, A., Kassem, A., & Sleem, W. (2022). Applying Lewin's change management theory to improve patient's discharge plan. Mansoura Nursing Journal, 9(2), 335-348.

Ansoff, H. I. (1965). Corporate strategy: An analytic approach to business policy for growth and expansion. McGraw-Hill.

Balaji, K. (2025). E-Government and E-Governance: Driving digital transformation in public administration. Public governance practices in the age of AI, 23-44.

Bass, B. M. (1985). Leadership and performance beyond expectations. Free Press.

Blom, P. P., & Uwizeyimana, D. E. (2020). Assessing the effectiveness of e-government and e-governance in South Africa: During national lockdown 2020. Research in World Economy, 11(5), 208. https://doi.org/10.5430/rwe.v11n5p208

Burns, J. M. (1978). Leadership. Harper & Row.

Chandler, A. D. (1962). Strategy and structure: Chapters in the history of the industrial enterprise. MIT Press.

Chisika, S. N., & Yeom, C. (2024). Enhancing E-government in Machakos and Nakuru Counties: Strategies for Sustainable Development in Kenya's Devolved Units. Asia–Pac. J. Converg. Res. Interchange, 10(8), 251-270.

Davis, F. D., Granić, A., & Marangunić, N. (2024). The technology acceptance model: 30 years of TAM (pp. 20-54). Switzerland: Springer International Publishing AG.

Debbarma, A. (2023). E-Governance in education management: Utilizing ICT for efficiency and transparency in Tripura. International Journal of Academic Multidisciplinary Research (IJAMR), 7(11), 283-287.

Eaton, L., Bridgman, T., & Cummings, S. (2024). Advancing the democratization of work: A new intellectual history of transformational leadership theory. Leadership, 20(3), 125-143.

Fansuri, I. H., Riyadi, S., Rasyid, A. R., Maulana, R., & Mahendra, D. (2026). Implementation of E-Governance Through the Development of Information Technology-Based Employee Competencies at the Supreme Court Training and Leadership Center. Journal of Political and Governance Studies, 2(1), 73-88.

Ferlie, E., & Ongaro, E. (2022). Strategic management in public services organizations: Concepts, schools and contemporary issues (2nd ed.). Routledge.

Ghasemi, F., Mahdinia, M., & Doosti-Irani, A. (2025). Safety-specific transformational leadership and safety outcomes at workplaces: a scoping review study. BMC Public Health, 25(1), 2723.

Kemboi, M. K., & Premanandam, P. (2026). Impact of E-governance and Huduma services on public service delivery in Kenya during the 2025 public sector reforms. Discover Global Society, 4(1), 48.

Khan, S., Ullah, S., & Nobanee, H. (2024). ICT diffusion, E-governance, and sustainability in the digital era. Sustainable Futures, 8, 100272.

Lawrason, S. V. C., Shaw, R. B., Turnnidge, J., & Côté, J. (2023). Characteristics of transformational leadership development programs: A scoping review. Evaluation and Program Planning, 101, 102354. https://doi.org/10.1016/j.evalprogplan.2023.102354.

Lewin, K. (1947). Frontiers in group dynamics: Concept, method and reality in social science; social equilibria and social change. Human Relations, 1(1), 5–41.

Mahant, R., & Bhatnagar, S. (2024). Strategies for Effective E-Governance Enterprise Platform Solution Architecture. Strategies, 4(5), 1-2.

Milej, T., & Ogada, E. (2024). Upholding judicial independence in Kenya: Challenges, context and solutions. Friedrich Naumann Foundation for Freedom.

Mogaji, E., Viglia, G., Srivastava, P., & Dwivedi, Y. K. (2024). Is it the end of the technology acceptance model in the era of generative artificial intelligence? International Journal of Contemporary Hospitality Management, 36(10), 3324–3339. https://doi.org/10.1108/IJCHM-08-2023-1271

Munir, S., Sadiq, S., Abbas, N., & Rasul, F. (2024). E-governance initiatives and citizen participation at global perspective: systematic literature review. Sustainable Business and Society in Emerging Economies, 6(3), 317-336.

Nawafleh, S., Rawabdeh, I., Abu Qaoud, G., & Alshoubaki, W. (2025). E-governance and AI impact on the improvement of e-government services: Transformative leadership as a mediator. International Journal of Electronic Governance, 17(1), 25–50. https://doi.org/10.1504/IJEG.2025.145743

Neupane, M. P. (2024). Expanding practices of e-governance system in the contemporary world. Journey for Sustainable Development and Peace Journal, 2(2), 54–74. https://doi.org/10.3126/jsdpj.v2i2.69570

Oduro, B. K., & Agbevade, A. (2026). The Role of E-Governance in Promoting Government Accountability and Transparency in Ghana. The Electronic Journal of Information Systems in Developing Countries, 92(2), e70053.

Olumekor, M., Mangai, M. S., Madumo, O. S., Mohiuddin, M., & Polbitsyn, S. N. (2025). Influences on e-governance in Africa: a study of economic, political, and infrastructural dynamics. Public Administration, 103(1), 185-200.

Oluwaniyi, O. I., & Omowami, O. A. (2026). Safety Culture and Leadership Commitment as Determinants of Occupational Safety Performance in the Manufacturing Industry. Communication In Physical Sciences, 13(5), 682-694.

Palah, S., Wasliman, I., Sauri, S., & Gaffar, M. A. (2022). Principal strategic management in improving the quality of education. International Journal of Educational Research & Social Sciences, 3(5), 2041–2051. https://doi.org/10.51601/ijersc.v3i5.497.

Rosdiana, N., & Aslami, N. (2022). The main models of change management in Kurt Lewin's thinking. Jurnal Akuntansi, Manajemen Dan Bisnis Digital, 1(2), 251-256.

Rossidis, I., Mihiotis, A., & Ntalakos, A. (2023). The contribution of change management to the integration of e-governance systems. In Managing successful and ethical organizational change (pp. 196-216). IGI Global Scientific Publishing.

Sangwa, S., & Mutabazi, P. (2025). Assessing the effectiveness of e-governance in public service delivery: A comparative study of digitization efforts in Rwanda, Kenya, and Ghana. Kenya, and Ghana (August 02, 2025).

Singh, A. (2023). e-Governance and Ethical Leadership. In Global Encyclopedia of Public Administration, Public Policy, and Governance (pp. 3665-3675). Cham: Springer International Publishing.

Singh, G., Chauhan, S. S., & Singh, P. R. (2024). ICT and e-governance Initiatives for Rural Development in India. Recent Trends of Entrepreneurship and Industrialization for Rural Development, 8(1), 21.

Suri, P. K. (2022). Effectiveness of strategy implementation and e-governance performance. Evaluation and Program Planning, 92, 102063.

2026 by the Authors. This Article is an open access article distributed under the terms and conditions of the Creative Commons Attribution (CC BY) license (http://creativecommons.org/licenses/by/4.0/)