

INFLUENCE OF INFORMATION COMMUNICATION TECHNOLOGY ADOPTION AS A STRATEGIC RESOURCE ON DELIVERY OF PUBLIC SERVICES IN NAIVASHA SUB COUNTY, KENYA

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Abstract

The effective implementation of strategy is realized when organization resources and actions are tied to strategic priorities, when key success factors are identified, and the performance measures reporting system is aligned to the strategic plan. However, the use of ICT as a strategic resource on service delivery by county governments cannot be ascertained in Kenya. It is not clear still, how ICT as a strategic resource has influenced service delivery in the county governments. The specific objectives of the study focused on the use of ICT in revenue collection, procurement services, emergency services and health services provision changes because of using Information Communication Technology as a strategy to improve service delivery in Naivasha Sub-County, Kenya. The study adopted a descriptive research design with a target population of 168 employees. The sample size of 118 staff was chosen using a stratified random sampling technique. The business community was also targeted to give their views on adoption of ICT on service delivery in Naivasha Sub County. Data was collected using a questionnaire for quantitative data which was analysed with the aid of SPSS version 22 computer programme and presented by means of tables. Both descriptive and inferential statistics were adopted for data analysis. The results show that ICT adoption in revenue collection, procurement services, emergency services and health services provision has improved delivery of services to the public in Naivasha Sub County. The study thus recommends increased adoption and utilization of ICT in all the sub county and county offices in order to provide the public with the requisite services.

Keywords: *Information Communication Technology, Revenue Collection, Procurement Services*

I.INTRODUCTION

The importance of information technology to the design and structuring of work in today's competitive environment speaks for understanding how such technology influences the workers who must use it. Park (2009) suggested that the study of information technology is emerging as an important area of interest from a change process perspective. He further stated that if information technology is "treated solely as a technological innovation, and its impact on the social fabric of the system ignored, then we will relearn the harsh lessons from socio -systems theory. The term "ICT" describes the use of computer-based technology and the Internet to make information and communication services available to a wide range of users. The term is used broadly to address a range of technologies, including telephones. However, while ICT is generally adaptable to different information needs and circumstances, its effectiveness in solving development issues still depends on the content it carries.

ICT does not create information and does not verify its validity, which is still a human activity to plan on how to make use of ICT to improve delivery of service in the market (Johar & Awalluddin, 2011). Strategy implementation is the process of transforming strategic intentions into actions, then into acceptable results. Successful strategy implementation is as critical and difficult as the strategic choice itself. It requires consideration of the resources to be used, human resource requirements, structures and systems. The adoption of strategic management assumes that organizations engage in the formulation of strategy which, if effectively implemented would guarantee firm success. Strategy implementation is a vital

component of the strategic management process, which entails strategy formulation, implementation, monitoring and control.

Implementation involves putting into action the logically developed strategies (Machuki, 2005). Strategic implementation is critical to a company's success, addressing the question of who, where, when, and how of reaching the desired goals and objectives. While organizations formulate strategy, implementation is what determines their performance. Successful and effective implementation of strategy is, however, a function of the interaction of factors both internal and external to the organization.

It is therefore more challenging than the formula of strategy that will make use of available resources to deliver results (Machuki, 2005). According to (Simiyu, 2010), implementation of policies and strategies is concerned with the design and management of systems so as to achieve the best integration of people, structures, processes and resources in reaching organizational objectives. The characteristic of the modern organizations is the use in an increasing degree of the information systems, based on use of ICT in computers and telecommunications.

There is a substantial increase of the size and speed of the information flows, under the circumstances of the reduction of the frequency of the appearance and of the action of the organizational deficiencies. Another major consequence of this evolution is the increase of the information flows with the external environment, including the suppliers from a long distance, as, through the modern technologies (Legris, Ingham, & Colletette, 2003). Internet, the distance between the transmitter and the receiver doesn't matter. The fundamental concern of this evolution is the increase of the open character of the organization that affects performance. Information and Communication Technology (ICT) has in particular brought a complete paradigm shift on the customer service delivery in the service industry (Surendran, 2012).

In Texas, providers of emergency services and fire fighters are organized into local government organizations called ESDs. They provide fire protection, emergency medical response, or both. With the massive population growth of Texas in recent years, the state has outgrown the traditional reliance on the provision of emergency services through the sole use of volunteers. The use of information and communication technology (ICT) by those who provide emergency services is becoming a very important factor for public service delivery. While most would argue that greater and more effective use of ICT portends well for emergency services, there are also issues associated with the introduction of such use (Reddick, 2012). Johar & Awalluddin (2011) identified ICT as a key factor in service delivery as it stimulates economic development and ensures government units are organized around service provision to citizens. This is being done to enable and promote more usage of ICT in service delivery platforms, increase population access and usage of government provided services and increase innovation and enterprise within the South African economy.

In a bid to catch up with global development, improve the quality of customer service delivery, and reduce transaction cost, banks have invested heavily in ICT and have widely adopted ICT networks for delivering a wide range of value-added products and services. The Constitution of Kenya 2010 stipulates that several public services should be devolved to the County Governments. The County Governments get their revenue from taxation, permit fees, cess, license fees and other sources. However, their over-reliance on the National

Government for funds to a point of calling for a national referendum to have their allocation increased implies that there exists a myriad of challenges in revenue collection at County level (Ndunda, Ngahu, & Wanyoike, 2015). When the County Governments fail to optimally collect requisite revenues, the public will negatively be affected by being denied vital services. The National Government is overburdened by the financial demand from the County Governments which ultimately negates the national economy. County governments can rely on ICT as a means that can assist in delivery of service to improve performance.

Through ICT and e-Governance, the government services will be made available to the citizens in a convenient, efficient and transparent manner. Research on the actual ICT status of Nakuru County was carried out and gaps identified. The strategies to address the identified gaps were categorized as: Infrastructure and Connectivity, Human Capital and Workforce Development, Public Service Delivery and Policy Environment and Legal Framework (Nakuru County Government, 2015). According to Hussein and Wanyoike (2015), service delivery is a set of components that provide service delivery architecture (such as service creation, session control and protocols) for a type of service. Service delivery often requires integration of telecom and IT capabilities and the provision of services that are unmatched in the industry.

Service delivery programs are applicable to both the consumer and business applications. The business objective of implementing the service delivery programs is to enable rapid development and deployment of new converged services, from basic services to complex services (Oboto, 2001). Among the revenue collection strategies to be adopted will include automation of all receipts and cash management, mapping out all county revenue sources; online submission of building plans, to ensure timely approval of building plan and enhanced revenue collection; automation of parking fee collection to enhance revenue collection and administration efficiency (Nakuru County Government, 2015).

According to Oboto (2001), in as far as the Local Government Act, the constitution and any other statutes that are studied, there is no definition of the phrase (service delivery) either deliberately or ignorantly. Service as a system or arrangement that supplies public needs whereas delivery is periodical performance of a service to stakeholders (Hussein & Wanyoike, 2015). Service delivery is a system of periodical performance of supplying public needs. The county government of Nakuru recognizes the importance of ICT and plans to improve ICT infrastructure and develop management systems to bridge the digital divide and improve service delivery to its citizens. The county government plans to adopt an integrated electronic system for all its services including revenue collection.

It is envisaged that all Sub-Counties will have a fully equipped Sub-County Information and Documentation Centre (DIDC) as nerve centres for information. However, the County still faces a number of challenges. The ICT department is under established and unable to serve the needs of the County Government compared to how dispersed the sub counties are located. According to the Nakuru County Integrated Development Plan 2013-2017 (ROK, 2013), as regards ICT, approximately 75% of the households own mobile phone while mobile network coverage is at 91% increasing the potential for mobile data services. Computer based Internet services are mostly in urban areas. There are at least ten banks that provide financial services with numerous micro-finance institutions and insurance companies.

According to Macharia (2014), the county government has initiated a Sh200 million project, which is a partnership between Statehouse Digital Team and the Nakuru County Government, is aimed at enhancing ICT and ensure better service delivery. It has launched more vibrant and interactive NGC website where social media users can directly drop comments and a training ICT centre where members of public will learn how to use social media, the Digital Impact Centre, got a donation of eight computers from Inphonet Services. The first phase was to facilitate the free connectivity into a radius of five to 10 kilometres from the County headquarters and was to be rolled out to Naivasha and Molo towns within Nakuru County (Macharia, 2014). There are 1804 Savings and Credit Co-operative (SACCO) to supplement the services offered by the banks and to empower members through lending some of which are in Naivasha town (ROK, 2013). Therefore, service delivery in Naivasha town is set to experience change in service delivery with the efforts of county government and private investors in the ICT sector.

Complaints from consumers are that public officials are not responsive and mishandle businesses and people who approach them for services. There are issues concerning public displeasure in the manner in which services are delivered by public institutions. The inculcation of ICT in service delivery is paramount in ensuring improved service delivery. The success or failures of strategy implementation revolve around the nature of strategy itself, resource allocation, the fit between strategy and structure, leadership and organization culture. Although formulating consistent strategies seems a difficult task for any management team, making that strategy work through effective implementation is even more difficult.

Effective implementation of strategy results when organization, resources and actions are tied to strategic priorities and when key success factors are identified and performance measures and reporting are aligned. It has been found that the Indian Government supports usage of ICT in delivery of public service as ICT can be incorporated in diverse public service delivery platforms to accelerate information dissemination, improve efficiency of public services, increase the transparency and answerability of government administration, reduce corruption, and facilitate citizen participation in local governance. However, the use of ICT as a strategy to improve service delivery by county governments cannot be ascertained in Kenya. It is against this background that this study sought to determine the influence of adoption of information communication technology on service delivery in Naivasha sub-county, Kenya.

II. RESEARCH OBJECTIVES

- (i) To establish the influence of adoption of ICT in revenue collection on delivery of public services in Naivasha sub county, Kenya.
- (ii) To assess the influence of adoption of ICT in procurement services on delivery of public services in Naivasha sub county, Kenya.

III. RESEARCH HYPOTHESES

The following research hypotheses were utilized for the study;

- (i) H₀₁: ICT adoption in revenue collection has no significant influence on Delivery of public services in Naivasha Sub County in Nakuru County.
- (ii) H₀₂: ICT adoption in procurement services has no significant impact on Delivery of public services in Naivasha Sub County in Nakuru County.

IV.LITERATURE REVIEW

Technology Acceptance Model Theory (TAM)

One of the well-known models related to technology acceptance and use is the technology acceptance model (TAM), originally proposed by Davis in 1986 in his Doctoral thesis (Park, 2009). TAM has been widely used to scrutinize individual technology acceptance behaviour in various types of information systems. TAM has been widely used to scrutinize individual technology acceptance behaviour in various types of information systems. TAM has proven to be a theoretical model in helping to explain and predict user behaviour of information technology (Legris, Ingham, & Collette, 2003). Perceived usefulness refers to the prospective user's subjective probability that using a specific application system will enhance his or her job or life performance (James, 2009). TAM provides a basis with which one traces how external variables influence belief, attitude, and intention to use. Two cognitive beliefs are posited by TAM: perceived usefulness and perceived ease of use.

According to TAM, one's actual use of a technology system is influenced directly or indirectly by the user's behavioural intentions, attitude, perceived usefulness of the system, and perceived ease of the system. TAM also proposes that external factors affect intention and actual use through mediated effects on perceived usefulness and perceived ease of use (Davis, 1989). Ease of use and perceived usefulness are the most important determinants of actual system use, these two factors are influenced by external variables.

The main external factors that are usually manifested are social factors, cultural factors and political factors. Social factors include language, skills and facilitating conditions (Legris, et.al, 2003). Political factors are mainly the impact of using technology in politics and political administrative structures set out in a public institution. The attitude to use is concerned with the user's evaluation of the desirability of employing a particular information system application to suit organization objectives. Behavioral intention is the measure of the likelihood of a person employing information technology systems as planned in delivery of service (Park, 2009).

According to Surendran (2012), Technology Acceptance Model is one of the most popular theories that are used widely to explain Information System usage. According to study by Park (2009), the relationship between perceived usefulness and behavioural intention was strong among goal-directed users. TAM has proven to be a useful theoretical model in helping to understand and explain use behaviour in applying ICT in information management. It has been tested in many empirical researches and the tools used with the model have proven to be of quality and to yield statistically reliable results (Legris, et.al, 2003).

Johar and Awalluddin, (2011) in their findings indicated that TAM offers valuable constructs (perceived usefulness, perceived ease of use, and perceived enjoyment) to explain the effect of e-commerce adoption. They suggested further research using different methodologies, such as longitudinal studies, focus groups and interviews to examine the relationship between trends, barriers and customer purchase behaviour in different sectors like service delivery in the public sector. This study will seek to examine the influence ICT in service delivery by collecting primary data from employees and consumer in the sub-county.

Information Communication Technology Adoption in Revenue Collection and Delivery of Public Services

Revenue in form of taxation, excise duties, customs, licenses or other sources is very crucial in ensuring smooth execution of government operations. Taxation and single business permits constitute the core sources across all the Counties. Indeed, according to Kayaga (2010) financial constraints have led to hiring of tax officials who lack understanding of the tax laws they are administering, and the concept of the concepts of accounting that are requisite to analyzing returns. Bird (2003) argues that, weaknesses in revenue collections occasion inadequate tax collections. The study on challenges affecting collection of turnover tax in Nairobi County, Kenya (Simiyu, 2010) established that, tax officers accepted bribes when offered to reduce tax liability and demand for bribes when they visited, a situation that hugely affected revenue collection. The foregoing findings concurred with an earlier study (Pashev, 2006) that noted that, turnover tax was hampered by illegal practices like reduction of deductions and collusion of County Government revenue collectors.

It is commonly noted in several studies that, lack of clearly defined roles, functions, and duties of public officials creates an enabling environment for abuse. The greater the discretion, the greater the opportunity tax officials have to provide favourable interpretations of government rules and regulations to businesses in exchange for illegal payments (Pashev, 2005). It was also established that there is inadequacy of skilled and competent revenue clerks in Nakuru County, and that financial constraints have led to hiring of revenue clerks who lack understanding of the County Government laws. These findings among others indicated a need for an intervention strategy to address loss of revenue and to empower employees to be more efficient in revenue collection.

ICT has been the revolutionary strategy in many organizations to improve performance because of several innovations in communication. The environment in Kenya favors e-money transactions and enhances adoption and use of IT. Competition among the operators and partnership with financial institutions like commercial banks and service providers is deepening the provision of E-money services. The same approach has been adopted by county governments in collection of revenues.

Though there are challenges posed by the use of E- money services, the rate of adoption and usage is steadily growing in most sectors of national development processes, a strategy that needs to be investigated to see its influence in service delivery. Taken into account, earlier case was the only means of settling the financial transactions, electronic transactions through mobile phone is increasingly being used. Its availability and convenience is stimulating the use of the new technology as compared to traditional means of settling financial transactions (Kirui & Onyuma, 2015). This is the platform that county governments are leveraging on in order to provide important services to the public.

Information Communication Technology Adoption in Procurement Procedure and Delivery of Public Services

According to Waters, (2004), procurement encompasses the whole process of acquiring property and/or services. It begins when an agency has identified a need and decided on its procurement requirement. Procurement continues through the processes of risk assessment, seeking and evaluating alternative solutions, contract award, delivery of and payment for the property and/or services and, where relevant, the ongoing management of a contract and consideration of options related to the contract. Procurement also extends to the ultimate

disposal of property at the end of its useful life (Waters 2004). The process should also uphold integrity by ensuring that there are no malpractices; informed decision-making, which requires public bodies to base decisions on accurate information and ensure that requirements are being met. More still, the Procurement practice should be responsive to aspirations, expectations and needs of the target society. Finally, there is need for transparency to enhance openness and clarity on procurement policy and its delivery (World Bank, 2003).

Public procurement systems are central to the effectiveness of development expenditure. Public procurement has, for long, been overshadowed with inefficiency, corruption and disregard of fundamental "value for money" considerations (Ngugi & Mugo, 2012). This has adversely impacted the rate and quality of progress in realizing the objectives of national development, especially in developing and transition countries (Ngugi & Mugo, 2012). Information is critical to an effective and efficient procurement process, on the other hand financing is the engine that drives it. According to Thai (2001), the basic principles of good procurement practice include accountability, where effective mechanisms must be in place in order to enable procuring entities spend the limited resources carefully, knowing clearly that they are accountable to members of the public; competitive supply, which requires the procurement be carried out by competition unless there are convincing reasons for single sourcing; and consistency, which emphasizes the equal treatment of all bidders irrespective of race, nationality or political affiliation (Ngugi & Mugo, 2012).

According to Ngugi and Mugo (2012), Government officials and elected leaders have increasingly come to realize that public agencies must utilize ICT in order to enhance the procurement processes in the public sector. County governments are turning to ICT to enhance the services for residents, businesses and visitors, and improve internal efficiencies by lowering costs and increasing productivity. Public officers are implementing scalable communication infrastructures to promote economic development, attract new businesses and residents, and above all, provide excellent service to constituents (Abouzeedan & Busler, 2002). Therefore one of county government strategy is to integrate ICT in processes of service delivery so that there are more efficient and convenient to customers. This strategy is also supposed to enhance resource mobilization in service delivery. However, it remains unclear how such an approach has improved service delivery of procurement services in the county management. This study will determine such influencing of using ICT to improve procurement services in county government.

V.RESEARCH METHODOLOGY

The study adopted a descriptive research design. The target population comprised of employees from senior, middle managers and all junior staff totalling to 168 officers of Naivasha sub-county offices in charge of county service delivery to the public and the business community in Naivasha town. Stratified simple random sampling was used to select the respondents to be included in the study while purposive sampling technique was used collect data from the selected business persons in Naivasha town. Questionnaires were used for data collection. A pilot study was conducted in Molo Sub County where 10 questionnaires were randomly distributed to the staff. The reliability of the study instruments was assessed by internal consistency technique. Internal consistency of data was determined from scores obtained from a single test administered by researcher to a sample of subjects. Cronbach's Coefficient Alpha was then computed to determine how items correlated among themselves. Descriptive statistics involved the use of percentages, frequencies, measures of central

tendencies (mean) and measures of dispersion (standard deviation). Inferential statistic was used to determine the relationship between the variables.

VI. RESEARCH FINDINGS AND DISCUSSIONS

Adoption of ICT in Revenue Collection

The responses on aspects of adoption of ICT in revenue collection are shown in Table 1 below;

Table 1: Adoption of ICT in revenue collection

Item	N	SA	A	N	D	SD	μ
Using ICT as a strategy has improved collection of land rates in Naivasha town	65	24(36.9%)	39(60.0%)	2(3.1%)	0(0%)	0(0%)	4.34
Using ICT has increase revenue collected from parking fees	65	34(52.3%)	30(46.2%)	1(1.5%)	0(0%)	0(0%)	4.51
Using ICT has increase revenue collected from in the town	65	23(35.4%)	33(50.8%)	9(13.8%)	0(0%)	0(0%)	4.22
Using ICT has helped in collecting penalties, fines and other monies in town	65	17(26.2%)	39(60.0%)	9(13.8%)	0(0%)	0(0%)	4.12
Using ICT has enabled us to increase were revenue by more than 30%	65	20(30.8%)	44(67.7%)	1(1.5%)	0(0%)	0(0%)	4.29

Key: Strongly Agreed (SA) = 5; Agreed (A) = 4; Neutral (N) = 3; Disagreed (D) = 2; Strongly Disagreed (SD) = 1.

From these results, adoption of ICT in revenue collection using ICT as a strategy has improved collection of land rates in Naivasha town had a mean of 4.34 corresponding to agreed on the Likert scale, using ICT has increase revenue collected from parking fees (mean 4.51 = strongly agreed), using ICT has led to increase revenue collected from businesses in the town (mean 4.22 = agreed), using ICT has helped in collecting penalties, fines and other monies in town (mean 4.12 = agreed) and using ICT has enabled us to increase were revenue by more than 30% (mean 4.29 = agreed).

Adoption of ICT in Procurement Services

The responses on aspects of adoption of ICT in procurement services are shown in Table 2. From these results, ICT has improved procurement system in sub-county town offices had a mean of 4.23 (agreed), using ICT has improved involvement of stakeholders in the procurement system (4.14= agreed), using ICT ensures system is more open to the public 4.25 (= agreed), using ICT it is easier to buy services and products mean 4.09 = agreed, and using ICT we have reduced expenditure in procurement process (mean 4.11 = agreed).

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Table 2: Adoption of ICT in procurement services

Item	N	SA	A	N	D	SD	μ
ICT has improved procurement system in sub-county town offices	65	22(33.8%)	36(55.4%)	7(10.8)	0(0%)	0(0%)	4.23
Using ICT has improved involvement of stakeholders in the procurement system	65	22(33.8%)	30(46.2%)	13(20.0%)	0(0%)	0(0%)	4.14
Using ICT ensures system is more open to the public	65	27(41.5%)	27(41.5%)	11(16.9%)	0(0%)	0(0%)	4.25
Using ICT, it is easier to buy services and products	65	21(32.3%)	29(44.6%)	15(23.1%)	0(0%)	0(0%)	4.09
Using ICT, we have reduced expenditure in procurement process	65	21(32.3%)	30(46.2%)	14(21.5%)	0(0%)	0(0%)	4.11

Key: Strongly Agreed (SA) = 5; Agreed (A) = 4; Neutral (N) = 3; Disagreed (D) = 2; Strongly Disagreed (SD) = 1.

Correlations

In this subsection a summary of the correlation analyses is presented. It seeks to first determine the degree of interdependence of the independent variables (ICT adoption in revenue collection, ICT adoption in procurement services,) and also show the degree of their association with the dependent variable (Delivery of public services in Naivasha Sub County). These results are summarized in Table 3.

Table 3: Correlations between the Independent and the Dependent Variables

		ICT adoption in revenue collection	ICT adoption in procurement services	Delivery of public services in Naivasha Sub County
ICT adoption in revenue collection	Pearson correlation	.065		
	Sig. (2-tailed)			
	N	65		
ICT adoption in procurement services	Pearson correlation	.065	1	
	Sig. (2-tailed)	.657		
	N	65		
Delivery of public services in Naivasha Sub- County	Pearson correlation	.663*	.754*	1
	Sig. (2-tailed)	.000		
	N	65		

The correlation summary shown in Table 3 indicates that the associations between the independent variables and the dependent variable were significant at the 95% confidence level. Also, the inter-variable correlations between the independent variables were not strong enough to affect the relationship with the dependent variable; hence, the effects of multicollinearity were minimized.

H₀₁: ICT adoption in revenue collection has no significant influence on Delivery of public services in Naivasha Sub County in Nakuru County.

H_{A1}: ICT adoption in revenue collection has a significant influence on Delivery of public services in Naivasha Sub County in Nakuru County.

At the 0.05 significance level ($r = 0.663$, $p < 0.05$), there is a statistically significant relationship between ICT adoption in revenue collection and Delivery of public services in Naivasha Sub County in Nakuru County. It is thus inferred that ICT adoption in revenue collection predicates Delivery of public services in Naivasha Sub County in Nakuru County. ICT adoption in revenue collection has a positive relationship with Delivery of public services in Naivasha Sub County in Nakuru County.

H₀₂: ICT adoption in procurement services has no significant impact on Delivery of public services in Naivasha Sub County in Nakuru County.

H_{A2}: ICT adoption in procurement services has a significant impact on Delivery of public services in Naivasha Sub County in Nakuru County.

The analysis also indicates that ICT adoption in procurement services has a positive relationship with Delivery of public services in Naivasha Sub County in Nakuru County ($r = 0.754$, $p < 0.05$). This could be argued to imply that the introduction of ICT adoption in procurement services contributes to Delivery of public services in Naivasha Sub County in Nakuru County whereby if ICT adoption in procurement services were improved Delivery of public services in Naivasha Sub County in Nakuru County would improve following the strong positive relationship.

VII.CONCLUSION OF THE STUDY

The study concluded that the adoption of the revenue collection and procurement services had significant impact on the delivery of public services in Naivasha Sub County, Nakuru County

VIII.RECOMMENDATIONS OF THE STUDY

The objective of the study was to establish the relationship between adoption of ICT and delivery of public services in Naivasha Sub County. This study established a positive relationship between the ICT adoption variables (ICT adoption in revenue collection, and ICT adoption in procurement services) and overall delivery of public services in Naivasha Sub County. Based on the conclusions drawn from the study, it was recommended that the Naivasha Sub County administration should take measures to increase the ICT adoption in revenue collection. The study further recommended that the Naivasha Sub County administration should take measures to increase the ICT adoption in procurement services.

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How to Cite This Paper:

Ochieng, G. J. A, & Njuguna, P. M. (2018). Influence of Information Communication Technology Adoption as a Strategic Resource on Delivery of Public Services in Naivasha Sub County, Kenya. *International Journal of Business Management and Processes (IJBMP)*, 4(2), 218–228.