

**INFLUENCE OF INFORMATION COMMUNICATION TECHNOLOGY ON
ORGANIZATIONAL PERFORMANCE OF TELECOMMUNICATION
SERVICE PROVIDERS IN KENYA: A CASE STUDY OF UNITEL
SERVICES LIMITED**

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**A RESEARCH PROPOSAL SUBMITTED TO THE SCHOOL OF
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DECLARATION

Declaration by the Student

This research is my original work and has not been given to the other examination body. No a part of this research ought to be reproduced while not my consent or that of the Management University of Africa.

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DEDICATION

I dedicate this research project to my father, John Baptist Radonji for molding and creating value in me and to my Mother Philomena for tirelessly instilling discipline and spiritual nourishment in me. Special thanks to my wife Mary for the well-deserved encouragement and challenge she posed to me to achieve this task.

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ABSTRACT

Information and communication technology (ICT) is now part and parcel of many organizations operational processes and cannot be ignored in all aspects of the day to day operations from technical, financial, HR, marketing and even up to corporate (board) levels. In order to remain relevant in the competitive business world many organizations have thrived but have not adequately addressed ICT implementation. Even though several studies have shown positive correlation between ICT and organizational performance, the link of the human factor influence in all aspects related to introduction, adoption and implementation of ICT in the organizations is still not properly investigated. This study sought to establish, as its objective, the influence of employee HR development, ICT policy in the organization as applied to staff, financial management especially in relation to financing ICT projects' budget and the organization's working culture, on the overall organizational performance. A descriptive survey study design was used. A stratified random sampling technique is applied with 59 employees targeted. Out of this number, a sample size of 40 staff was taken and 33 of them were interviewed using semi-structured questionnaire. The data collected was analyzed using quantitative and qualitative data analysis techniques and the results presented using frequency tables, pie charts and bar graphs. More than half of those interviewed acknowledged that ICT had a positive correlation with their productivity at work. Of all the ICT approaches employed, HR development specifically on ICT skills and knowledge has the greatest positive influence on performance. Lack of good ICT policy negatively affected productivity. Most of the staff are rarely involved in organizations' financial matters. Organizational working culture is seen to play quite a crucial role in relating ICT to performance. Overall performance is observed to be positively related to quality, employee satisfaction and profitability. These results are attributed to the fact that most employees of Unitel are millennials and are deemed to respond better to ICT based processes within the organization. The old employees were less enthusiastic towards unidirectional ICT resolution mechanisms. We therefore recommended that the institution should focus on inclusive ICT resolution approaches as opposed to manual concepts developed in the organization if working environment is to be improved for enhanced employee productivity and improved organizational performance.

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LIST OF ABBREVIATIONS/ACRONYMS

ABC	Activity Based Costing
DSS	Data Security Standard
KPTC	Kenya Post Telecommunication Corporation
IT	Information Technology
IDT	Innovation Diffusion Theory
CAK	Communication Authority of Kenya
ICT	Information Communication and Technology
HRM	Human Resource Management
SPSS	Scientific Package for Social Sciences
PCI	Pay Card Industry
SAAS	Service as a security
MIS	Management Information System
HRIS	Human Resource Information System
TAM	Technology Acceptance Model
UNITEL	Unitel Services Ltd

OPERATIONAL DEFINITION OF TERMS

Competition	Competition encompasses the notion of individuals and firms striving for a greater share of a market to sell or buy goods and services.
Customer Service	Customer Service is the act of taking care of the customers' needs by providing and delivering professional, helpful, high quality service and assistance before, during and after the customers' requirements are met.
Finance	The art and science of managing money. Access to and availability of finances is very important in order to facilitate the purchasing function, payments of salaries and wages and also to cover costs arising during the running of the business.
Organizational Policy	A policy is a principle or protocol to guide decision and achieve rational outcomes. A policy is a statement of intent, and is implemented as a procedure or protocol; policies are generally adopted by the Board of directors or senior governance body within an organization.
Information Technology	A scientific knowledge connected with practical use of machines and doing of certain activities in an organization. It can also be used to define the equipment, people and procedures used to produce products and services.

CHAPTER ONE

1.0 Introduction

This chapter comprises the background to the study, statement of the problem, objectives of the study, research questions, justification of the study, scope of the study and the summary.

1.1 Background of the study

In the current unpredictable work setting, managers are partaking in various ways that aimed toward boosting performance at the individual, cluster and structure levels (Wright and McMahan, 2011). Since many organizations are faced with the demanding need to attract and retain talented workforce, while at the same time handle the work life contentions, the management of these organizations need to apply good HR management practices to achieve their goals (McLean and Collins, 2011). Owing to several factors, organizations therefore, will do everything possible to keep those foremost effective employees on favorable terms as the market demands (Boxall, and Bartram, 2011). Prudent managers thrive to achieve effectiveness and efficiency that translates in higher organizational performance levels (Ployhart and Moliterno, 2011). As a result, many organizations are currently initiating ICT resolution strategies that aim at achieving greater commitment, higher employee satisfaction with considerably higher performance expectations of staff.

Several studies have tried to outline ICT and relate its influence on human resource development and therefore the ultimate role it plays in shaping the corporate performance. ICT is the technology needed for information science, especially, the utilization of electronic computers, communication devices and software package application to collect and transform data, organize and analyze data, manage the conversion and storage process then finally transmit from one end and retrieve the useful information needed for the organization's activities. Jimoh (2007) defines information and communication technology as the handling and processing of information in the form of text, images, graphs etc. to be used by electronic and communication devices like computers, camera and telephones as quoted by professor. V.V Apagu, Bala Adamu Wakili in their journal (2015). According to Valverde (2006), time unit is all social control functions disbursed at any level relating to the organization of the work and also the entry, development and exit of individuals within the

organization in order that their skills and competencies are utilized to the maximum to realize the goals and objectives of the organization. HR managers face several challenges within the modern business diversity such as economic, technological, political, social, legal and environmental dynamics in information technology. Because of these changes human resource managers are forced to develop systems that may create, attract, retain and nurture gifted workers so as to enhance on their productivity and the organizational performance, by identifying and aligning the workers' potential to the organization's policies. ICT has brought about the creation and development of HRIS that was outlined by Kavanagh (1990) as a system that is accustomed to acquire, store, manipulate, analyze, retrieve and distribution of both data and information related to an organization's human resource. The aim of HRIS is to supplant by using a HR software, the HR activities and information technology to produce timely correct information at the press of the system, to judge programs, policies or practices. Generally, technology is that method by which inputs from an organization's setting are reproduced into outputs to reinforce and build a competitive advantage. Technological advances in the electronic devices coupled with modern telecommunications have contributed to significant improvement on the operations of the organizations. The field of information and communication technology combines the science and technology, that include computer hardware, and software, telecommunication, and cellphone, the internet and web, wired and wireless network, video cameras ICT has proven that its valuable to solving problems and accomplishing tasks in the business world, industries, government, and schools.

The environments in which organizations operate today are quite divergent. In the global arena, business environment has gone through various faces mainly spearheaded by industrial revolution and major changes in technology. The Kenyan situation is not different either. Many business organizations, learning institutions both private and public have undergone through significant changes in their management and general organizational operations. In all these organizations' experience in navigating through the necessary changes in their operations and management, two crucial elements have been that have greatly contributed to the success or failure in the organizational performance is the change of technology and how the HR element has integrated to the technological changes. Privatization of Kenyan economy in the in the late 1980s and early 1990s opened the doors for globalization by many international corporate

institutions having interest in investing in the country. The introduction of ICT in organizations' operations and management has been a key element to further the globalization of businesses in Kenya. All the changes have come with some challenges in the organizational landscape and the ensuing competition. The major underlying factor in organizational performance and competitiveness has been HR development and management. Managers have to cope up with the changes in organizational environment to come up with improved service/product delivery by targeting efficiency and organizational effectiveness.

This research study intends to focus on Human Resource Management practices that managers need to employ in order to effectively introduce and implement changes in technology, especially the ICT related ones such as e-commerce, e-business and e-learning. internet. This list has no end, and the future is to expect more innovative approaches in ICT that will contribute towards making work more effective and efficient.

1.1.1 Information and Communication Technology (ICT)

The Information and Communication Technology (ICT) sector comprises of a combination of manufacturing and services industries that enable the function of information processing and communication, including transmission and display by electronic means. ICT is technology that supports activities involving information. Such activities include gathering, processing, storing and presenting data. Increasingly these activities also involve collaboration and communication. Hence IT which is basically information when blended with communication becomes ICT: information and communication technology. Information and communication technology, or ICT, is defined as the combination of informatics technology with other, related technologies, specifically communication technology. (Heppel Stephen) reports that using ICT to support creativity and innovation in relatively small but high value economies which focused on smart way to do things. Conversely economies that are large and low value (focused on minimizing costs including labour costs) tend to be focused on using ICT to support productivity (at least in the short term).

1.1.2 Telecommunication Industry in Kenya

This is a liberalized business in Republic of Kenya and consists of both the non-public and public sector. The Telecommunications industry in Kenya has undergone varied revolution and innovation with the proliferation of information and communication technology. Up to 1990's several corporations in Republic of Kenya enjoyed unquestioned monopolies and government protection. ICT trade was monopolized by one operator Kenya Post and Telecommunication Corporation (KPTC). **Liberation** and economic process have but **sspan** the Kenyan marketplace atmosphere. **Globalization** has spearheaded the mixing of the Kenyan economy with alternative world economies placing Kenya currently as part of the worldwide village (Muturi, 2004). Kenyan Telecommunication sector, has 5 major stakeholders. These are; Government registered entity which is the regulator, established by an act of parliament, it is referred to as Communication Authority of Kenya (CAK), Telecommunications Service Operators, whose core business is to ascertain ICT network availability, operate and supply talk time or airtime to their subscribers and to monitor and control airspace frequencies for fare and transparent competition, in this category are Safaricom, Airtel and Telkom. Next is the telecom equipment Vendors, who are the manufacturers or the makers of the telecommunication equipment that facilitate communication, in this class of stakeholders are, Ericsson AB, Huawei Technologies Ltd, Nokia Ltd, ZTE. Telecommunication Service providers, are the stakeholders who are contracted by the operators and vendors to install, repair and maintain the telecommunications network infrastructure necessary to make the users stay connected. Unitel Services Ltd, the company where the study shall be conducted, falls in this category of stakeholders. The other stakeholder are the Subscribers or users who are the ultimate customers of the operators and therefore the network users.

1.1.3 Unitel Organizational Structure

Unitel Services Ltd is a Telecommunications Network Infrastructure provision company with emphasis in the projects implementation offering solutions to the rapidly expanding business needs in Telecommunications, intelligent and Renewable Green Energy Solutions across Kenya. Unitel is an affiliate of Unitel Group which currently has eight affiliate companies registered and currently operating in seven Countries in Africa. Kenya, Uganda, S. Sudan, Rwanda, Burundi, Ethiopia & Nigeria. Unitel Services (K) Limited is the parent company with its head office in Nairobi Kenya. UNITEL is a fully Kenyan owned private limited liability company, which is run by a five-member board of directors and a management staff headed by the Managing director. UNITEL Company has over 24 years of experience in the global wireless communications industry, for the provision of installation, repairs, maintenance, project management and consultancy services.

UNITEL, as a service provider, has very close working partnerships with leading mobile operators and vendors in Telecommunications industry in Kenya namely. The major clients for Unitel are Safaricom Ltd Kenya, Airtel Kenya, Telkom Kenya, Ericsson AB and Huawei Technologies Ltd.

Due to the rapidly changing technology in the ICT sector, Unitel has to keep abreast with these changes by investing heavily on the human resource development through regular training and introduction of new technological trends to be competitive and enhance overall performance.

1.2 Statement of the problem

Effective adoption and appropriate implementation of Information and Communication Technology (ICT) is an important aspect that an organization can use to enhance its communication with those working within the setup to achieve organizational goals. (Lewis,2007). This is more so for technology-based companies where there is continuous evolution and the use of technology to achieve organizational objectives and increase the productivity of the employees, through proper and continuous improvement of resource management. In the telecommunications industry, the core business is the application and implementation of ICT service provision, to improve the infrastructure, handling, management, storage and analysis of data to make organizations achieve their objectives.

However, most of the organizations do not make effective and efficient use of ICT in the delivery of their services and or products (McLean and Collins, 2011). The major problem lies in the inefficient and selective Adoption, implementation, appropriate use and the regular improvement of ICT applications in the organization. In many organizations, use of ICT is limited to a few selected staff. These biases are centered on either the management level or the department where one falls in the company. This problem also arises at the stage of the introduction of ICT in an organization with high success expectation but with little emphasis on the aspect of Human Resource development to match with the emerging ICT. There are other related factors that contribute in enhancing organizational performance through ICT, while on the contrary some factors negatively affect performance and productivity of organizations in implementing ICT hence the need for this study. It is on this basis that the study seeks to determine the influence of Information and communication technology on organizational performance. In particular, the study will establish the influence of Human Resource development on ICT skills and competency, ICT policy for the organization, financial management and organization working culture in determining organizational performance.

1.3 General objective

The general objective of the study will be to determine the influence of Information and Communications Technology (ICT) on organizational performance of Telecommunications Service Providers in Kenya.

1.3.1 Specific objectives

Specifically, the study will seek to;

- i. To determine the influence of Human Resource Development in ICT skills and competency, on organizational performance of Telecommunications Service providers in Kenya.
- ii. To determine the impact of ICT policy on organizational performance of Telecommunications Service providers in Kenya
- iii. To establish the effect of financial management on organizational performance of Telecommunications Service providers in Kenya.
- iv. To point out the influence of organization working culture on organizational performance of Telecommunications Service providers in Kenya.

1.4 Research questions

- i. How does human resource development in ICT skills and competencies influence organizational performance of Telecommunications Service providers in Kenya?
- ii. What is the impact of ICT policy on the organizational performance of Telecommunications Service providers in Kenya?
- iii. What is the effect of financial management on organizational performance of Telecommunications Service providers in Kenya?
- v. How does the organization working culture influence organizational performance of Telecommunications Service providers in Kenya?

1.5 Justification of the study

The study is necessary to clearly bring up the relationship between ICT and organizational performance taking note of the role played by the vital link of the human resource development in determining the success or failure in the ICT implementation. The study outcome will be useful to the several stakeholders.

1.5.1 The management and Staff of Unitel Services limited

Human resource management managers at the Unitel will understand how ICT approaches used by the organization affect the productivity of their employees. A study on various methodologies will provide them with relevant information on which to apply to the adverse situation they come across in their day-to-day handling of their employees. The research will form part of evaluation of the existing ICT programs already implemented by Unitel management. The outcome of the study will give Unitel management an informed opinion on whether or not to review their business strategy as pertains to ICT. The study will be important to the employees of Unitel in re-affirming their position on the merits and demerits of Unitel ICT policy.

1.5.2 Other ICT organizations

The study will also help other firms in the sector to understand how they can respond towards the factors affecting human resource management development in Kenya and will help them make recommendations of the appropriate strategies which they can adopt to facilitate implementation of strategies in their respective organizations.

1.5.3 Academia and other researchers

Upon completion of this research, it may be an additional source of literature review. It will also be beneficial to that researcher who would wish to conduct the same study because they will acquire secondary data. It will also benefit future researchers who are interested and committed to research in the same field.

1.6 Scope of the study

The research study will be carried out within a duration of six months, between April to September 2018 at Unitel Services Ltd main office in Nairobi and at the regional office in Kisumu as well as the field offices in Kakamega, Bungoma, Kisii, Migori, and Busia. The study will mainly focus on the influence of HR development, ICT policy, financial management and organizational working culture in determining the overall organizational performance, in terms technical, operational and financial output. Unitel employees and their human resource managers will act as key respondents and a total of 59 employees are targeted in this study

1.7 Chapter summary

This study was conducted to find out the influence of ICT on performance levels of telecommunication service providers in Kenya. The chapter elaborates background of the study, statement of the problem. The study objectives and research questions highlighting variables that will be used in the study and the scope of the study.

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

This chapter presents theoretical and empirical reviews the basis on which the study was built. Specifically, the chapter reviews theories related to workplace ICT management, the process of identifying and compiling relevant information to a given study from the past academic literature, journals and other publications, globally and in Kenya. The purpose of the reviews is to provide the researcher with background information about the topic under investigation.

This chapter present a literature review of the theories that form the basis of this study.

2.1 Theoretical Review

2.1.1 Technology Acceptance Model (TAM)

This theory tries to clarify the technology and its aspects as received, adopted and applied by the user. consistent with (Fred Davis) argued that the acceptance of a brand new technology is predicated on how the user perceived its quality, that is how the technology will improve the performance or the potency on the individual worker and general performance of the organization, and also the simple use of the technology, its options and application on to day to day tasks undertaken user. an employee's perception on a freshly introduced technology among a geographical point can verify the employee's perspective towards exploitation the technology and this may influence the behavioural significance to use the technology that successively will influence the particular acceptance of the technology. TAM assumes that once one forms an intention to act, that he or she is going to be liberal to act without limitation. It was observed that barriers like restricted notions and how the individual perceive ICT limits and unconscious behavior can limit the freedom to act, Davis (1989). Jeyaraj et al. (2006) reviewed the empirical studies specializing in the writing of variable touching the adoption of ICT. Venkas et al. (2003) reviewed user acceptance literature and mentioned the eight models so as to push a unified theory of the acceptance and use of technology. The Technology Acceptance Model above all has invited several reviews. Lee et al. (2003) created analysis and survey on TAM studies. They targeted on the progress, limitation, and also the future direction of cap. Legris et al. did analysis specializing in the progressive development of TAM and self-addressed the strength and also the limitation of the model. From the finding on TAM it is recommended that

organizations to comply and remain committed on the implementation of ICT in order to be competitive hence competitive advantage over their competitors. Malhotra and Mukherjee (2004) found that organizations that are dedicated to the utilization of ICT as a vital facet to service quality. Steer and Porter (1983) printed organization commitment as a result of the shut relationship of members inside the organization and includes behavior that is harmonic with the firm's values and culture of showing unity, disposition and motivation to undertake to organization activities on. Allen and Meyer (1991) introduced the three elements of commitment as, emotional commitment, that is that the sensation of somebody to be a locality of the organization and contribute his or her full potential to the organization, continuance commitment, that involves employee's bond to the organization and normative commitment. Lack of user acceptance may be a critical impediment to the success of any emerging system (et al. Nickerson). In fact, users who are typically unwilling to accept a system, may forego a significant performance output that would result if the system was accepted (Alavi & Henderson, 1988). Therefore, user acceptance has been viewed as crucial to the success or failure of any system or project in many organizations. Every ICT practitioners and researchers have an interest in understanding why organizations and individuals settle for information technology to aim at ways of evaluating, and predicting how users will accept the changes brought by new technological development.

Acceptance has been conceptualized as an outcome variable in an exceedingly psychological means that users bear in creating choices concerning technology. During this literature, there is very little or no stress placed on the planning of usable interfaces to researchers during this space, the system style (including the computer program and therefore the tasks supported) square measure, for sensible functions, fixed. Instead, this analysis seeks to grasp the dynamics of human deciding within the context of exceptive or resisting technology. The bulk of this work comes from the sphere of Management Information Systems (MIS), where analysis seeks to predict whether users in a corporation can accept and appreciate the new technologies. Based on the opinion of the psychologists involved with human activity, this analysis offers how behavioral attitude of the user impacts on the acceptance issue of technology utilization.

2.1.2 Innovation Diffusion Theory and Information Technology

Diffusion theory of innovation was developed by E.M. Rodgers in 1962. The theory originated in communication to explain how over a time, a concept picks up and spreads out through a specific population or social system. What is then achieved by diffusion is that people as part of the social system, adopt new idea, behaviour, product of the information technology in the system of the organization. Innovation is the process of creating a new technology, device or the procedure (Roger,2003) diffusion is the process of spreading ideas, concepts, skills, and knowledge through the society. The Innovation Diffusion Theory (IDT) describes how innovations or technology become accepted and spread through societies large or small (Roger, 2003). In IDT the process of choosing to use a technology is known as the innovation-decision process. Through this process a person passes from gaining knowledge about the innovation to forming an attitude about the innovation (Demir, 2006). Once an attitude is formed an individual has the choice on what action to take on the innovation implementation. If he/she accepts the innovation, the person implements the innovation and proceeds to confirm their decision. The entire process occurs in five stages, the first being called the Knowledge stage, the second stage is persuasion stage, stage three is decision stage, and the final state is the confirmation stage at the stage the new adopter looks for support regarding the decision (Demir, 2006). Notably perceived usefulness in TAM is similar to relative advantage in IDT and perceived ease of use is much like complexity in IDT (Tung, Lee, Chen & Hsu, 2009).

2.1.3 Unified Theory of Acceptance and Use of Technology (UTAUT)

This is one of the expressions of Technology Acceptance Model (TAM) that is centered on the ability of an individual user to accept and make an introduced new technology to serve the intended purpose. It somehow comes to combine TAM and innovation diffusion theory. Venkatesh et al. (2003) developed the unified model through considering retrospectively eight models that elaborates the use of ICT, these included Theory of Reasoned Action (TRA), TAM, the motivational model, TPB, a model combining TAM and Theory of Planned Behavior (TPB), the model of PC utilization, Diffusion of Innovation (DOI), and the social cognitive theory. The reasons for the UTAUT is to demonstrate user's motives and their behavior towards the deployment of ICT. The model considers four aspects that has some positive direct determinants on the user acceptance and their behavior. These includes predicted level of performance,

the degree of endeavor, perceived change of behavior, and promoting conditions. The validity test for these models were with respect to: gender, age, experience, and voluntariness of use. The research outcome affirms that UTAUT provides predictions for leaders to gauge the success of proposed new technology in an organization and to understand the acceptance catalysts so as to make the necessary interventions, such as training needs assessment of the potential users.

2.1.4 Information Systems Success Model

Information Systems Success Model was established by DeLone and McLean (1992) upon evaluation on a research study and introduced a comprehensive number of factors contributing to the success of information systems. They observed the success of Information System (IS) and categorized the measures into six prime groups that are based on quality of the system and information, the impact and level of satisfaction of the user, and how it influences changes in the organizational.

2.2 Empirical Literature Review.

2.2.1 Human Resource Development in ICT skills and competencies on organizational performance.

According to Ruel (2008) Information communication technology has become something that is indispensable part of the contemporary world while human resource management globally affected in a number of ways through the adoption of ICT and its application in e-HRM and e-commerce in the business world.

With the introduction and implementation of ICT in human resource department is a multiplex issue and the need for the implementation and the effect of the technology differ organization to organization culture and nature of human resource management strategies and of the technology. Wachira (2010) in his research study concluded that HRM in Africa should be concerned with the application of internet and web based systems and increasing mobile technologies to change their mode of interplay among HR staff, line managers and the employees to enhance effective and efficient communication. However, the introduction of information technology to human resource management departments has posited a potential improvement in the speed and efficiency of processes, cost savings, improved customer satisfaction, increased accuracy of data, improved transparency and consistency of processes, increased

accessibility of information and the facilitation of a change in the human resource function of the managers.

Human Resource managers need to be aware that the change in technology will not only increase the quality of employee information, but also will have a strong result on the overall effectiveness of the organization (Shammy Shiri, 2012).

Information Communication Technology (ICT) is a term associated with mobile communication, internet, and new media which allows organizations to aim higher success in their approach to internal procedures, strengths and benchmark their performance to the global market competition. Information Communication Technology is spreading throughout every sector of the economy and has implications for almost every enterprise (Helfen& Kruger, 2002).

According to Kamal et al (2013), computers have accelerated analysis of vast amounts of data, and speeded Human Resource management, from payroll processing to record holding. With computer hardware, software, and databases, the whole aspect of data and information management is made easier. Information Technology (IT) now a key factor transforming the structures and business processes of organizations, and is becoming increasingly embedded into Human Resource Management activities in many organizations. While Information Technology has created a greater impact on Human Resource as resource managers and time managers of their organizations, employees, customers and suppliers increase their expectations for Human Resource functions.

According to Chamaru De Alwis. A, (2010), states that the concept of Electronic Human Resource Management known as e-HRM meaning “the adoption of technology as a tool in delivering Human Resource (HR) practices, that organizations can employ to manipulate the performance and behaviour of the people on whom they rely on to achieve business Success”. Since the evolution of the information era, organizations are increasingly incorporating Information Communication Technology (ICT) in their operations through different tools and techniques with the resultant transformation of Human Resource Management (HRM) from maintenance function to a source of sustainable competitive edge. According to Ikhlas Altarawneh (2010) argues that the emergence of Strategic HRM (SHRM) approach has created a real vacuum in the organizations need for information about HR. Most researchers argue that information communication technology in the organizations has a great influence on the human

resources development in an organization performance in that if ICT is properly implemented in an organization then worker's productivity in all organizations (Luthans, 2002). Appropriate ICT and human resources development integration influences the employees who portray certain attitudes and conduct which will lead to improved performance. Research on the outcomes of the impact of ICT on human resource development by a number of various disciplines show that ICT policy, social digital network, financial management and organization working culture can improve service delivery efficiency and the productivity by increasing their commitment, this will reduce the syndrome of low turnover and hence improving satisfaction which enhances organization efficiency and effectiveness (Boxall, 2011). When ICT strategies of an organization properly integrated with the human resource department the employee's loyalty will increase and reflect on their productivity and enhance overall performance of the organization. However, this is negated by the managers and some of the old guys in the organization who perceive that ICT integration is a problem to the organization.

2.2.2 Impact of ICT Policy on organizational performance

A good ICT policy is essential for efficient managerial and operations in both public and private sectors. ICT policy is basically guiding principles that influence decisions and actions required for the smooth running of the organization. The link between ICT and productivity of an organization is related to the Human Resource.

According to Valverde et al. (2006), Human Resource function is a managerial function that is observed at all the levels in the organization upon the entry, development and exit of people in the organization so that their abilities, skills and talents are used at their best in order to achieve organizations set objectives, goals, visions and missions. It includes the staff and their relevant job design. Mathur (2009) did financial analysis of ICT industry. He quantified the technical efficiency of the ICT. The findings confirmed that productivity related to growth in the ICT industry is higher in the develop world than in the developing and newly industrialized countries, suggesting a point of contact for third world countries which are experiencing industrialization. From the research he found that ICT investment substantially increases the general performance of the organizations. Saleem et al. (2011), was keen to relate Productivity (Efficiency and Effectiveness) to ICT implementation in an organization with the effect of improved Organizational Performance (Cost, Time, and Quality) using IRA (ICT

role and adoption model). Factor affecting ICT Adoption and results of ICT on human asset on organizational mass production were also examined. The study pointed out that ICT adoption had a positive correlation on effectiveness and no effect on efficiency of the organization. On his part Zafar (2009) carried out an investigative research on the electronic HRM (e.HRM) practices in organizations. The study outcome determined extent of ICT adoption level in relation to the changes in professional competence of the HR department. The study significantly noted that e-HRM practices and implementation is not fully applicable in most organizations and needs time to mature in its implementation, however its impact on employees was notably recognized in terms of easing the work processes. There was no empirical evidence to support this research other than the already available literature. Doran (2001) a consultant, insists that behind every successful HRIS implementation there is a thorough need analysis. McDonagh, (2001, Spring), another organizational challenge is the creation of performance metrics to assess the value-added contribution of new HRIS initiatives (Hagood, and Friedman, 2002). A research paper by a Cincinnati, Ohio-based HRIS consulting firm, Insight Consulting Partners (CP), (2003), found that organizations and business that tend to drive towards additional centralized and integrated HR and IT infrastructures, will support long coming up with valuable information on their strategic designing on supply and demand forecasts, staffing with information on equal employment, separations and applier qualifications and development with information on educational program costs and beginner work performance. It can even support compensation programs, earnings forecasts, pay budgets, employee relations with information on contract negotiations, and worker help desires (Kovach and Hughes 2002). But, most of the existing studies are focusing on the utilization of IT in general. there are three new dimensions of development which require additional investigation and application these areas include: the data technology innovation and e-HRM process approaches, the globally distributed engineering and international technology entrepreneurship, skilled service, and client relations management Wang (2005). this is supported by Shrivastava and Shaw (2004) observations that, despite proof of use of hour connected technology by individual companies, there is very little theory development during this space. They have indicated that the sector in which the organization operates is significant in terms of influence on the structure of IT activities.

2.2.3 Financial management on organizational performance

Bailey (2010), states that financial management is the process of identifying, measuring and communicating economic information to permit informed judgment and decision. Finance is used to obtain materials, commodities and services required in an organization and its availability and subsequent management can influence the output of the organizational setting. The aspect of finance is a critical one and therefore, the act of recording, classifying, and summarizing financial information should be done in a critical manner in terms of funds, transactions and events which are part of day to day financial accounting and analysis. Financial capacity is about how money is managed to give the organization an enabling environment to meet its obligations within and to other stakeholders, hence pursuing its mission and fulfill intended roles. Bowdin (2011) defines financial capacity as the resources that give an organization the ability to seize opportunities and react to unexpected threats. This includes income generation and control of expenses as well as creating relationship with financial institution. The concept of resources is arguably the most central aspect of financial capacity, because it can affect so much of what an organization is able to undertake and achieve (Jobber, 2004).

Ahmed, Babar and Kashif (2010) did a study on financial management practices and their impact on organizational performance. It measured the connection between organizational performance and financial management practices like capital structure decision, dividend policy, investment appraisal techniques, capital management and financial performance assessment in Pakistani corporate sector. The results show a positive and important relationship between financial management practices and organizational performance in Pakistani corporate sector the study found that for organizations to realize their goals they should embrace financial standards.

Winstone (2013) in his research work using descriptive statistics on how strategy implementation influence the organization financial performance found that financial performance had influence on the implementation of organization financial performance on financial performance and in line with this outcome he recommended that the organizations should have clear strategies that guides the operation s formulated in order to have full implementation of it objectives. Anthony (2013) in his research project on the relationship between financial management reforms and the economic performance of public sectors in Kenya where used a population of 42 respondents, he

studied budgetary accounting, and auditing reforms, the study revealed a positive correlation between the financial management reforms in the public sector.

2.2.4 Organization working culture

The business world is fascinated by culture. The intellectuals have studied it. Authors have written regarding it. Nice leaders know how to leverage culture to make sure wildly flourishing business outcomes. Conversely, well documented case studies demonstrate however incorrect assumptions concerning structure worth will cause misunderstandings at the best and structure value systems impact the approach amendment happens, failing projects and lost profit at the worst. Within the frenzied look for a solution to grasp what culture tells us concerning the method business ought to be conducted, there's very little dialogue that structure worth systems have a robust influence (Prosci, 2010).

One key reality regarding culture stands out: what is vital to our organization? how are choices made? who is in charge? how will an employee relate to alternative staff and teams? What behaviors and core values are acceptable? what forms the basis for compensation? The answers to these queries vary from country to country, from business to industry, from organization to organization and from establishment to establishment. It is vital for all establishment managers to know the underlying values of their establishments as a result of these factors directly influence the institutional performance and the way abundant work can ultimately be needed to make sure prospering outcomes for the institution (Prosci, 2010). It has been claimed that, “an structure culture is therefore necessary to the organization that, within the long-standing time, it's going to be the one decisive influence for the survival or fall of the organization” (Hofstede, 1998), which a “Culture matters as a result of selections created while not awareness of the operative cultural forces could have been overlooked and its unpleasant reactions” (Schein, 2002). Further, Schein (2002) has cautioned that researchers have underestimated the extent to that culture contributes to the performance of a corporation, as either an asset or a liability and because the informative construct underlying varied structure phenomena.

Azhar (2003) asserts that the development which regularly distinguishes sensible organizations from dangerous ones may be summed up as “corporate culture.” His opinion is that every organization has its inherent culture which gives it a unique

identity, beliefs and values that are core to its success. He more observes that the organizational culture (which usually includes many sub-cultures) exhibits substantial influence on the workers' behavior as well as the management.

Organizational Culture can be one in all the foremost necessary input that contributes to organizational performance. Organizational Culture has become vital within the last 25 years. Although it is intangible in nature, it plays a task that is important and affects employees and structure operations. It should not guarantee success however firms with robust cultures have nearly always, done higher than their competitors. Culture affects not solely the approach managers behave among organizations however additionally the choices they create regarding the organization's relationships with its surroundings and its strategy (McCarthy, Minichiello & Curran, 2000).

Pearce and Robinson (2004), observes that culture could be a strength however may be a weakness. As a strength, culture will facilitate communication, deciding and management, and make cooperation and commitment. As a weakness, culture might impede the sleek implementation of strategy by making resistance to alter. an organization's culture might be characterized as weak once several subcultures exist, few values and behavioral norms are shared, and traditions are rare. In such organizations, staff do not have a way of commitment, loyalty, and a way of identity. Instead of being members of a corporation. Traits exhibited by organizations that have weak cultures include: politicized organizational surroundings, hostility to alter, promoting forms in preference to creativeness and entrepreneurship, and temperament to seem outside the organization for the most effective practices (Kotter and Heskett, 2005). Rousseau (2000) asserts that, it is essential to acknowledge that large-scale structure improvement does not occur in an exceedingly vacuum or sterile atmosphere. It happens in human systems, organizations, which have already got beliefs, assumptions, expectations, norms, and values, each individual to individual members of these organizations and shared.

Deal (2005) cited organizational culture as "the geographical point of amendment." Harris (2002) believed this thus powerfully that she declared that "Successful faculty improvement will solely occur once faculties apply those methods that best slot in their own context and specific developmental needs". Similar claims on the requirement to think about faculty climate and culture as a part of the structure modification method

area unit created by several of the leading authorities on school improvement, including Deal and Peterson (2004), who have demonstrated the pronounced effects of school climate and culture on the institutional change process. Deal and Peterson (2004) illustrated how dysfunctional school cultures, short-term focus, low morale, fragmentation, inconsistency, emotional outbursts, and subculture values that supersede shared organizational values, can impede organizational improvement. Raduan (2008) observes that, a high degree of organization performance is related to an organization, which has a strong culture with well integrated and effective set of values, beliefs and behaviors of it staff. Many researchers still believe that the relevance of culture in steering performance improvement only makes sense in realizing that culture is dynamic and should adapt to environmental changes.

Azhar (2003) observes that organizational culture is presumed to have far-reaching implications for organizations performance, making it an important topic to understand. The organizational culture of any institution is rooted in its values, shared assumptions norms and traditions which are unique to the organization. The culture prevailing in an organization is more of an invisible unconscious mind of the people and a direct relation to the policies and procedures of doing thing in the organization with the net effect of shaping the organizational performance. He states that culture affects behavior, decisions and the overall organizational strategy relative to its environment.

2.3 Summary and Research gaps

Based on the empirical review above, issues of workplace processes and methodologies of ICT and human resource development integration are not organizational concepts but existing continuum which needs to be developed and implemented. This means that in order to create harmony at workplace managers must design and implement with the help of supervisors, benefits and policies that help employees amicably solve ICT development in human resource development for the greater good of the organizations they work for. It is not yet clear whether the Unitel has embraced ICT development of approaches in human resource development. This research seeks to establish influence of ICT on organizational performance of telecommunication service providers in Kenya. The lack of adequate research in this area forms the basis of this research.

2.4 Conceptual framework

The independent variables in this research are indicated by Human Resource development, ICT policy, and financial management organization working culture. The dependent or response variable is Organization Performance.

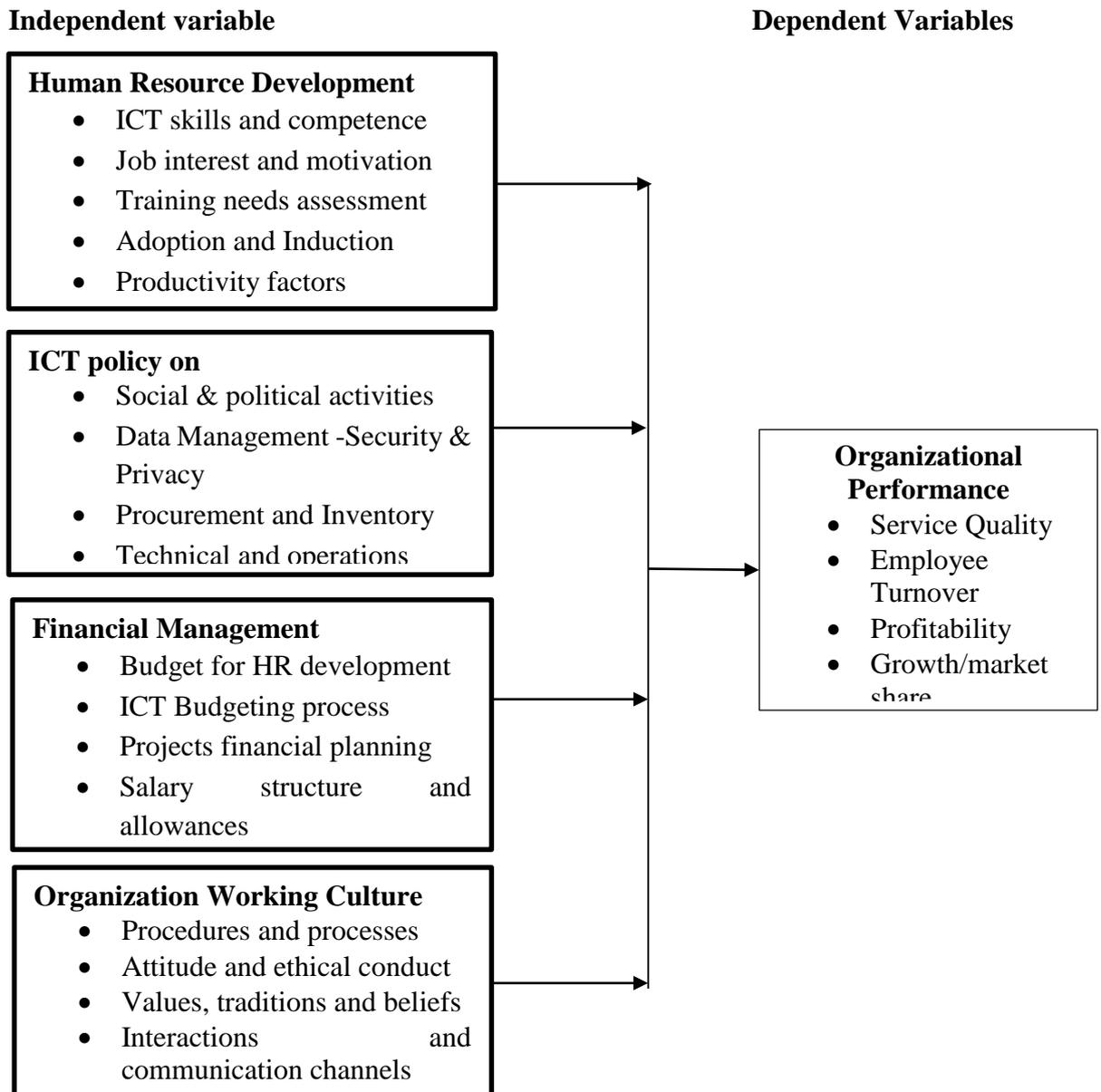


Figure 2. 1: Conceptual Framework

2.5 Operationalization of Variables

Information and Communication Technology refers the integration of computers and its related information processing devices to the transmission media using telecommunication and other wireless networks including the internet. An Organization should integrate E-HRM, HRIS and V- HRM in order to improve the organization performance.

Social digital media this is a social structure made of social actors and social interactions between the actors. The social network provides methods for analyzing the structure of the whole social entities of the organization the study is trying to find out how to integrate the social network media with the HR in order to improve the productivity of the organization.

Financial Management refers to the process of managing financial resources, including management decision making accounting and financial reporting, forecasting, and budgeting, as well as capital budgeting of the organizations funds in order to enable the organization to move in the direction of reaching it goals and to improve on it performance the organization should make the funds to be available for the HR to incorporate the ICT in the department and to enhance quality services.

2.6 Chapter Summary

The resource-based view (RBV) offers important and elementary insights into why corporations with ICT infrastructure as issue of influence superior performance. Literature suggests optimum application associate degreed commitment towards integration of ICT and HR practices lead to multiplied organization's performance. The ICT well-managed firms are operationally economical. Most of those studies are tired alternative countries whose strategic approach and ICT footing is completely different from that of Kenya. This study thus seeks to fill this gap by that specialize in the result of ICT on the development of Human Resource Management performance of organizations.

CHAPTER THREE

RESEARCH DESIGN AND METHODOLOGY

3.0 Introduction

In this chapter, the research methodology used in research is considered and the general framework for this research is availed. Details of how the research planned, the intended population for which the study is to be carried, the sample size and the method of sampling, research tools, validity and reliability of instruments, the process of data collection, data analysis techniques and ethical considerations made during the study.

3.1 Research Design

Ogula (2005) describes a look design as a concept, structure and strategy of investigation to get answers to analysis queries and management variance. In addition, a study style is that the arrange of action the scientist adopts for responsive the analysis queries and it sets up the framework for study or is that the blueprint of the scientist (Kerlinger, 1973). This study can adopt a survey analysis style. This style as outlined by Orodho (2003) may be a technique of aggregation data by interviewing or administering a form to a sample of people. The most feature of survey analysis style is to explain specific characteristics of an oversized cluster of persons, objects or establishments, through questionnaires (Jaeger, 1988). Besides, the planning is going to be used due to its descriptive nature so as to help the scientist in aggregation knowledge from members of the sample for the aim of estimating the population parameters.

3.2 Target Population

According to Ogula, (2005), a target population refers to any cluster of establishments, individuals or objects that have common characteristics. The target population for this study can represent of all the people who are involved in Unitel business operations, including Directors (Top management), middle management staff and operations staff.

Table 3. 1: Target Population

Categories	Frequency	Percentage %
Top Management	5	8.5
Middle Management	8	13.5
Operational Staff	46	78
Total	59	100

3.3 Sample and Sampling Techniques

A sample may be a smaller cluster or sub-group obtained from the accessible population (Mugenda and Mugenda, 2013). This subgroup is fastidiously designated therefore on be representative of the complete population with the relevant characteristics. every member or case within the sample is brought up as subject, respondent or interviewees. Sampling may be a procedure, method or technique of selecting a sub-group from a population to participate within the study (Ogula, 2005). It is the method of choosing variety people for a study in such the way that the individuals chosen represent the massive cluster from that they were elect. The study can apply each sampling procedures to get the sample size and the targeted respondents. The sample frame of the study includes a sample distribution of the people living within the informal settlement. a minimum of 30 % of the overall population is representative (Borg and Gall, 2003).

Table 3. 2: Sample Size

Categories	Target	Sample
Top Management	5	5
Middle Management	8	8
Operational Staff	46	27
Total	59	40

3.4 Description of Data Collection Instruments

The researcher used questionnaire as the instrument for the research study. This method of data collection was arrived at by the researcher because of the following reasons: its ability in reaching required number of the respondents within a short time, able to offer the respondents humble time to respond to the questions in the research study, it give the respondents confidentiality as the filled the questionnaires and also that questionnaires allow collection data based on the objective of the study which are then subjected for scrutiny from the population in order to obtain results that are statistically important. The questionnaire was split into the areas of investigation was focused the first sections capturing the demography of the respondents, other sections based on the research objectives under the study.

3.5 Pilot Study

Pilot study is a distinct preliminary investigation before the actual study. Before the actual data collection, the researcher will consider a population of 7 people who will not be included in the final study. This was to researcher to test validity and the clarity of the questionnaire items to help in simplifying in such a way that the respondents would not have difficulty and consume their time in responding to the questionnaires, and also to improve the adequacy of the research instrument.

3.5.1 Validity

Validity refers to the degree to which an instrument used in a study it proofs and theory support the interpretation of check scores entailed by use of tests. The validity of instrument is that the extent to it will prove what it's presupposed to reflect. **According** to Mugenda and Mugenda (2013), Validity is that the accuracy and significance of inferences, that are supported in the analysis of the research outcome results. **It's** the degree to that is ultimately obtained from the analysis of the information extremely represent the variables of the of the research study. The analysis instrument is valid in terms of content and face validity. The content connected technique measures the degree to it the research questionnaires reflected the actual areas lined with research objectives on the study.

3.5.2 Reliability

Reliability is the ability of a research instrument to consistently measure characteristics of interest over time. It is the degree to which a research instrument yields consistent results or data after repeated trials. If a researcher administers a test to a subject twice and gets the same score on the second administration as the first test, then there is reliability of the instrument (Mugenda and Mugenda, 2013). Reliability is concerned with consistency, dependability or stability of a test (Nachmias and Nachmias, 1996). The researcher will measure the reliability of the questionnaire to determine its consistency in testing what they are intended to measure. The test re-test technique will be used to estimate the reliability of the instruments. This will involve administering the same test twice to the same group of respondents who have been identified for this purpose.

3.6 Data Collection Procedure

Prior to the commencement of data assortment, the investigator can re-obtain all the required documents, as well as an introduction letter from the University. The respondents of the Unitel were also notified as it was necessary to clarify the aim of the study, the researcher then dispatched the questionnaire to the respondents at Unitel with the help from the native authorities are wanted. The collected data were then sorted and distributed to the sampled respondents who then filled and returned them back.

3.7 Data Analysis Procedure

The collected data was analyzed by use of both quantitative and qualitative methods were used for analysis of the primary data collected. Quantitative data from the forms were then coded, clean and fed using Statistical Package for Social Sciences (SPSS) version20 in the computer where they were retrieved in the f frequency and percentages there after presented by use of tables, charts and graphs for the analysis of the research objective questions.

3.8 Ethical Considerations

3.8.1 Informed Consent

The participants will make informed decision to choose to participate or not in the study at the convenient place and time by filling the questionnaire after the researcher informing the respondent on the purpose of the study.

3.8.2 Voluntary Participation

It will be made clear that the participation in the research is by one's choice and with informed decision. The respondents will have the option to reject from the onset in participating or can willingly withdraw even after starting the research.

3.8.3 Confidentiality

The researcher will ensure that the information given by the respondents are treated with a lot of confidentiality and this will be stated to the respondents to give their view on confidentiality.

3.8.4 Privacy

Respondents will be guaranteed that their privacy by carrying out the questionnaire at the agree place.

3.8.5 Anonymity

Researcher will avoid victimization of the responded by assuring the respondent a complete anonymity.

CHAPTER FOUR

RESEARCH FINDING AND DISCUSSIONS

4.0 Introduction

This chapter indicates the findings of the study which were collected from the 40 targeted employees of Unitel by use of questionnaires. Data was collected by respondents ticking their suitable response to the statements listed for each variable by agreeing, disagreeing or remaining neutral. Data was analyzed and presented in frequency distribution tables and in pictorial form by pie charts.

4.1 Presentation of Research Findings

The collected questionnaires were checked for validity, coded and analyzed.

4.1.1 Questionnaire Response Rate

Table 4. 1: Response Rate

Category	Frequency	Percentage
Response	33	82.5
Non-response	7	17.5
Total	40	100

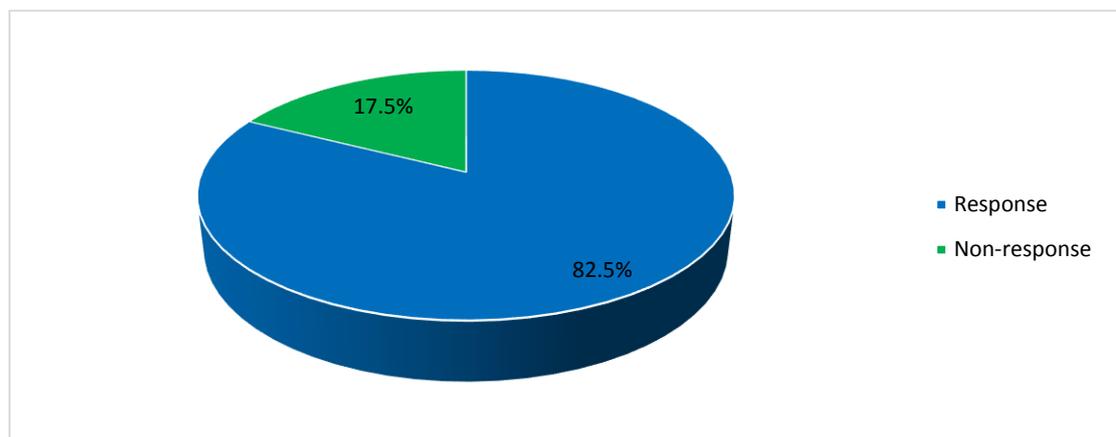


Figure 4. 1: Response Rate

The table 4.1 and figure 4.1 shows that, from the 40 questionnaires which were given to the respondents, 33 returned their responses and this comes to a response rate of 82.5%. This is a good response rate and is an indication that the respondents actively participated in the study and thus the study findings can be relied upon.

4.1.2 Analysis of the Respondents by Gender.

The results are examined to show comparison of male to female ratio in the company.

Table 4. 2: Analysis of the Respondents by Gender.

Gender	Frequency	Percent
Male	30	90.9
Female	3	9.1
Total	33	100.0

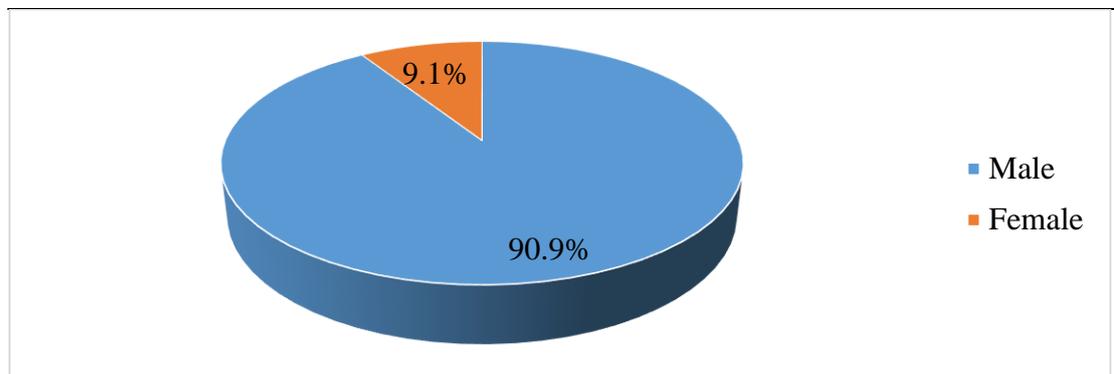


Figure 4. 2: Gender Analysis

The table 4.2 and figure 4.2 gives the representation of the gender of the respondents. It indicates that 90.9% of the respondents are male while 9.1% of the participants are female. This is a case that does not meet the two thirds gender balance requirement in organizations and therefore there is need for the organization to improve on this gender inequality.

4.1.3 Age of the Respondents.

This show the age distribution of the staff.

Table 4. 3: Age of the Respondents

Age	Frequency	Percent
21-30	15	45.5
31-40	13	39.4
41-50	2	6.1
51 and above	3	9.1
Total	33	100.0

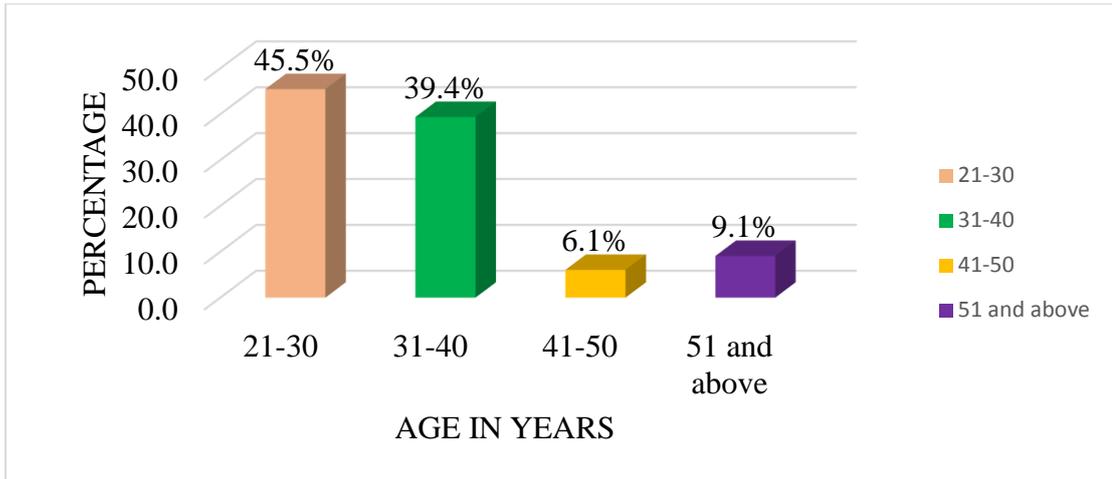


Figure 4. 3: Age of the Respondents

Table 4.3 and figure 4.3 indicates that 45.5% of the respondents are in the age bracket 21-30, 39.4% 31-40 while between 41-50 are 6.1% and 9.1% of the respondents are in the age bracket of 51 and above, this shows that the majority of the work force in Unitel are aged 40 years and below. This constitutes the most productive lot which can be trained and natured to improve the organizational performance.

4.1.4 Respondents' Level of education.

The level of education is important in assessing the staff qualifications for their respective positions and in determining their training needs for ICT skills

Table 4. 4: Respondents' level of Education

Level of Education	Frequency	Percent
Certificate	4	12.1
Diploma	17	51.5
Bachelor's Degree	11	33.3
Post Graduate	1	3.0
Total	33	100.0

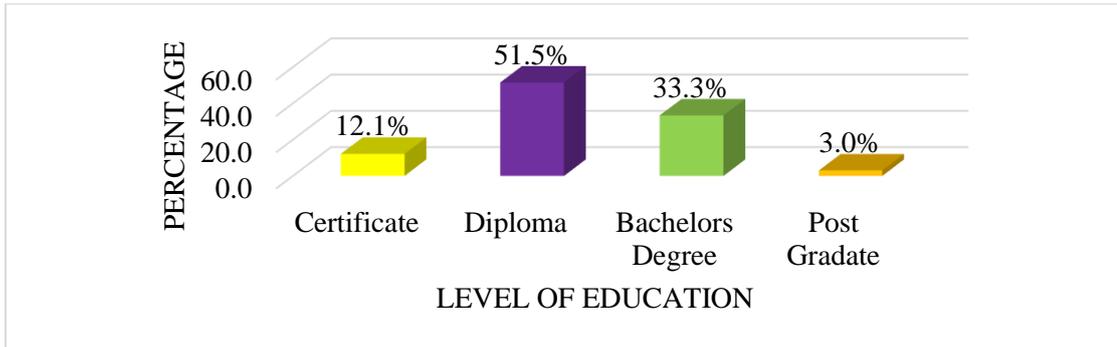


Figure 4. 4: The level of Education

Table 4.4 and figure 4.4 indicates that 12.1% of the respondents are certificate holders, 51.5% have diploma, while 33.3% have degrees and 3.0% are post graduates. This shows that majority of the respondents have diploma qualifications and below hence there is need for the organization to come up with an elaborate Human Resource Development policy that offers employees more opportunities to acquire and utilize knowledge and skills necessary to enhance the organizations' performance.

4.1.5 Respondents' Work Experience in Years.

The responses from employees with different work experience is relevant in this study to relate to their roles and responsibilities.

Table 4. 5: Respondents' Work Experience

Category	Frequency	Percent
Less than 5 years	12	36.4
5-10 years	15	45.5
10-15 years	3	9.1
Above 15 years	3	9.1
Total	33	100.0

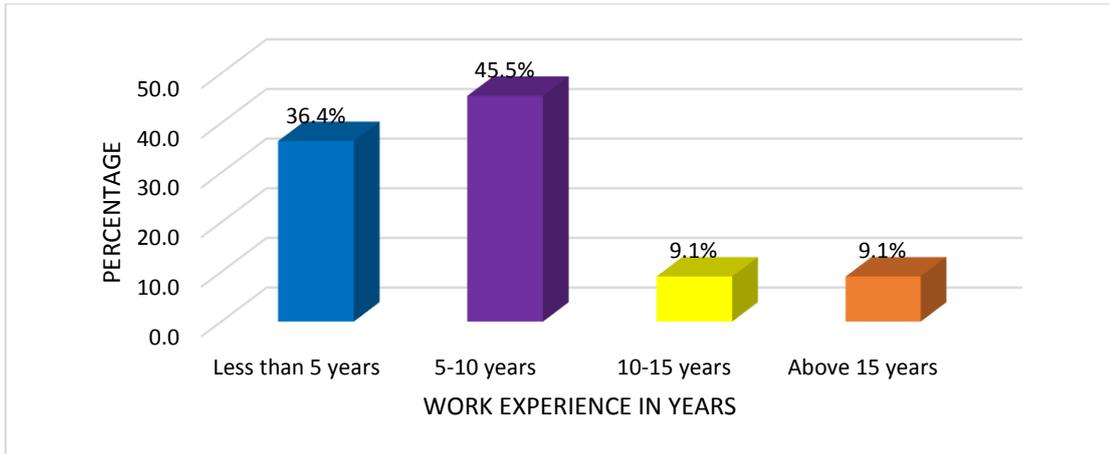


Figure 4. 5: Work Experience

That table 4.5 and fig. 4.5 shows that 36.4% of the respondents have worked in the organization for less than 5 years, 45.5% have worked for between 5-10 years, while 9.1% are between 10-15 years and above 15 years are 9.1 %. A total of 81.9% of the respondents have been in the organization for 10 years or less. This outcome implies a marked growth in the organization over the last 10 years which necessitated more human resource recruitment during the same period.

4.1.6 Respondents Employment Level.

The basis of this is to ascertain and include the different views of staff in all categories within the company.

Table 4. 6: Respondents Employment Level

Category	Frequency	Percent
Top Management	3	9.1
Middle Management	5	15.2
Operational Staff	25	72.7
Total	33	100.0

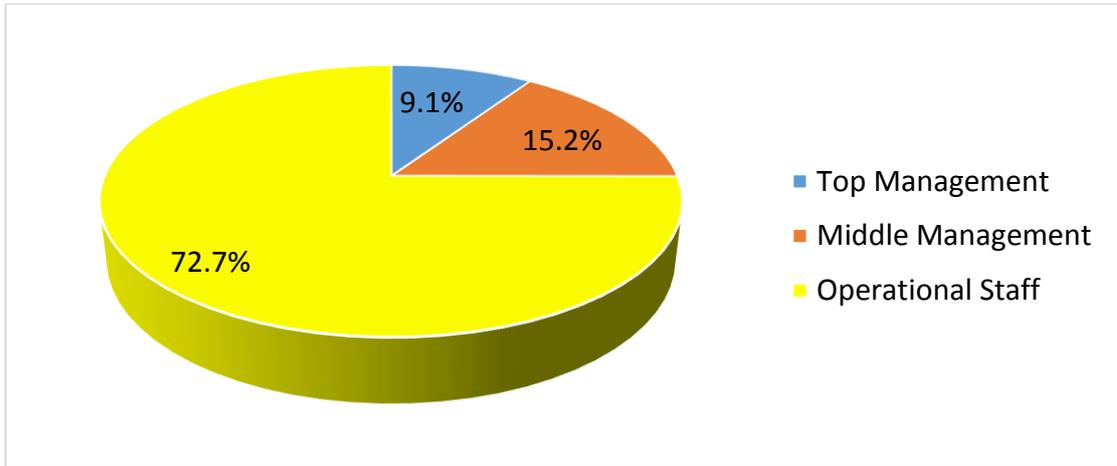


Figure 4. 6: Employment Level

The table 4.6 and fig. 4.6 points out that 9.1% of the employees are in the top management, 15.2% in the middle management and 75.7% are in the operational staff. This result depicts a decentralized management structure where all activities are managed at the headquarters and operations are coordinated at the branch and satellite offices. Most of middle level management staff and the operations staff are found in the regions.

4.1.7 Descriptive analysis of Human Resource Development in Unitel

The outcome of this analysis illustrates the perceptions on staff knowledge and experience in ICT, the work environment, employees' ICT training needs, adoption of new technology and employees' induction and ICT related factors that enhance employee productivity.

Table 4. 7: Unitel staff have good knowledge and experience in ICT to undertake daily tasks

Rate	Frequency	Percent
Strongly Disagree	1	3.0
Neutral	1	3.0
Agree	19	57.6
Strongly Agree	12	36.4
Total	33	100.0

Table 4.7 denotes that 94% of the respondents agree that staff have good knowledge and experience in ICT to undertake their daily duties, while 3% strongly disagree and

3% of the respondents were neutral about this. From the table it is a clear indication that majority of the employees have good knowledge and experience in ICT that helps them in discharging their daily duties.

Table 4. 8: The work environment at Unitel creates job interest and motivation

Rating	Frequency	Percent
Strongly Disagree	6	18.2
Disagree	10	30.3
Neutral	5	15.2
Agree	8	24.2
Strongly Agree	4	12.1
Total	33	100.0

Table 4.8 indicates that a total of 48.5% of the respondents disagreed that the work environment at the organization creates job interest and motivation while 15.2% were neutral and a total of 36.3% of the respondents agreed. The majority of the respondents have disagreed and this is an illustration that the external work environment is not conducive. The organization should look for ways to improve the employees working conditions especially in the external work environment to motivate the employee's and create job interest in order to achieve organizational objectives.

Table 4. 9: Unitel management always consults and supports its employees on their ICT training needs.

Rating	Frequency	Percent
Strongly Disagree	3	9.1
Disagree	10	30.3
Neutral	6	18.2
Agree	11	33.3
Strongly Agree	3	9.1
Total	33	100.0

The table 4.9 shows the rating on whether management of the organization always consults and supports it employees on their ICT training needs. It indicates that a total of 39.4% of the respondents disagreed while 18.2% were neutral on this and a total of

41.4% agreed. The percentage of the employees who disagree is quite significant and this calls for the organization to institute a better approach of employees' involvement on their decision making processes pertaining to training needs assessment.

Table 4. 10: Unitel has good mechanism for adoption and induction of new technology and new employees.

Rating	Frequency	Percent
Strongly Disagree	4	12.1
Disagree	9	27.3
Neutral	3	9.1
Agree	16	48.5
Strongly Agree	1	3.0
Total	33	100.0

Table 4.10 shows the rating of employees on mechanism for adoption and induction of new technology and new employees, it indicates that a total of 39.4% of the respondents disagreed while 9.1% were neutral on the matter and a total of 51.5% agreed that the organization has good mechanism for technology adoption and induction of new employees. This indicates that majority of the respondents agreed that a good mechanism is in place, however a significant percentage disagreed and this calls for the organization to look into this.

Table 4. 11: Unitel management has adequately addressed ICT and other related factors that enhance employee productivity

Rating	Frequency	Percent
Strongly Disagree	6	18.2
Disagree	9	27.3
Neutral	3	9.1
Agree	14	42.4
Strongly Agree	1	3.0
Total	33	100.0

The table 4.11 indicates that a total of 45.5% respondents disagreed while 9.1% were neutral and a total of 45.4% of the respondents agreed that the organization has adequately addressed ICT and other related factors that enhance employee productivity.

This outcome points to the fact that some category of employees might be neglected in terms of addressing factors that affect their productivity

4.1.8 Analysis of ICT policy at Unitel.

The outcome of the respondents is interpreted for relating the influence of data security and privacy, social media usage, procurement policies and implementation processes in shaping the company's ICT policy

Table 4. 12: Unitel has a clear data management policy on security and privacy

Rating	Frequency	Percent
Strongly Disagree	3	9.1
Disagree	11	33.3
Neutral	10	30.3
Agree	9	27.3
Total	33	100.0

Table 4.12 indicates that 42.4% of the respondents did not agree while 30.3% of the respondents were neutral and 27.3 % agreed that Unitel has a clear data management policy on security and privacy. This shows that the organization should check on their management security and privacy policy.

Table 4. 13: Unitel has put in place clear guidelines on the use of ICT for businesses, social and political interaction

Rating	Frequency	Percent
Strongly Disagree	1	3.0
Disagree	6	18.2
Neutral	16	48.5
Agree	10	30.3
Total	33	100.0

From table 4.13 a total of 21.2% of the respondents disagree while 48.5% are neutral and 30.3% of the respondents agree that the organization has put in place clear guidelines on the use of ICT for business, social and political interaction. Since majority are neutral this may mean that most them may have not understood or did not have knowledge on how ICT effects businesses, social and politics.

Table 4. 14: Unitel has good procurement guidelines on acquisition and storage of ICT materials and equipment

Rating	Frequency	Percent
Strongly Disagree	4	12.1
Disagree	5	15.2
Neutral	9	27.3
Agree	13	39.4
Strongly Agree	2	6.1
Total	33	100.0

From table 4.14 the response rate shows that a total of 45.5% of the respondents agreed that the company has good procurement guidelines on acquisition and storage of ICT materials and equipment, while a total of 27.3% disagreed and 27.3% of the respondents were neutral. Less than 50% of the staff consent to the fact that ICT materials management in the organization is adequate. However more than 50% either disagree or choose to stay neutral.

Table 4. 15: Unitel has provided a policy that guides technical and operational processes on the use and services pertaining ICT

Rating	Frequency	Percent
Strongly Disagree	3	9.1
Disagree	8	24.2
Neutral	6	18.2
Agree	13	39.4
Strongly Agree	3	9.1
Total	33	100.0

From table 4.15 it indicates that 48.5% of the respondents agree while 18.2% of the respondents were neutral and 33.3% of the respondents disagree that Unitel has provided a policy on work processes related to ICT. Majority of the respondents have agreed but there is a reasonable good number of the respondents that stayed neutral. This could mean that they neither see the positive nor the negative effects of ICT in the work processes they undertake.

4.1.8 An analysis of Financial Management on the performance.

Investigations on financial aspects of Unitel and related activities is crucial to relate it to HR development, budgeting process, benchmarking salaries with market and the planning ingredients.

Table 4. 16: Unitel has adequate budget allocation for HR development

Rating	Frequency	Percent
Strongly Disagree	7	21.2
Disagree	5	15.2
Neutral	9	27.3
Agree	10	30.3
Strongly Agree	2	6.1
Total	33	100.0

Table 4.16 indicates that 36.7% of the respondents disagreed, while 27.3% were neutral and 36.4 % of the respondents agreed that the company has adequate budget allocation of Human Resource Development. There is almost equal number of those that agreed as compared with those that disagree. This outcome could imply that only the management staff and a few operational staff have access to this information or some departments has better allocation than others.

Table 4. 17: Key management staff are consulted in the budgeting process

Rating	Frequency	Percent
Strongly Disagree	4	12.1
Disagree	7	21.2
Neutral	10	30.3
Agree	10	30.3
Strongly Agree	2	6.1
Total	33	100.0

Table 4.17 shows that a total 36.4% of the respondents agreed while 30.3% of the respondents were neutral and a total of 33.3% of the respondents disagreed that key management staff are consulted in the budgeting process. This outcome denotes only one third of the staff are consulted others may have no idea and others who feel should be consulted are not considered during budgeting process. However, the key management staff might be adequately consulted.

Table 4. 18: Unitel has transparent financial planning for the projects undertaken

Rating	Frequency	Percent
Strongly Disagree	4	12.1
Disagree	8	24.2
Neutral	9	27.3
Agree	9	27.3
Strongly Agree	3	9.1
Total	33	100.0

Table 4.18 indicates that a total of 36.3% of the respondents disagreed, while 27.3% were neutral and a total of 36.4% of the respondents agreed that company has transparent financial planning for the projects undertaken. The outcome signifies that not every staff is involved in the financial planning for projects.

Table 4. 19:Unitel salary structure is good and competitive to match the industry employment market

Rating	Frequency	Percent
Strongly Disagree	16	48.5
Disagree	9	27.3
Neutral	5	15.2
Agree	3	9.1
Total	33	100.0

Table 4.19 shows that a total of 75.8% of the respondent disagreed, while 15.2% were neutral and only 9.1%. this indicates that majority of the respondents disagree that salary structure of the organization is good and competitive to match the industry employment market. This could be a feeling or a fact and the organization needs to explore more on their salary structure and benchmark with the competitors within the industry.

4.1.9 Descriptive analysis of Unitel Working Culture.

Organizational working culture of is scrutinized to gauge the effect of working procedures, employee attitude, the norms and established communication channels for the company.

Table 4. 20: Unitel has laid down working procedures and processes which can be controlled and monitored electronically

Rating	Frequency	Percent
Strongly Disagree	6	18.2
Disagree	9	27.3
Neutral	4	12.1
Agree	14	42.4
Total	33	100.0

Table 4.20 indicate that a total of 45.5% of the respondents disagreed while 12.1% were neutral and 42.4% of the respondents agreed that there are laid down working procedures and processes which can be controlled and monitored electronically. This is an important aspect of ICT implementation in any organization and the company needs to put the necessary ICT structure that can control and monitor the work processes and procedures electronically to improve efficiency in service delivery.

Table 4. 21: Staff have positive attitude towards work, observe punctuality and meet set targets

Rating	Frequency	Percent
Strongly Disagree	1	3.0
Disagree	3	9.1
Neutral	8	24.2
Agree	12	36.4
Strongly Agree	9	27.3
Total	33	100.0

Table 4.21 indicates that a total of 21.1% of the respondents disagreed while 24.2% of the respondents were neutral and a total of 53.7 % of the respondents agreed that staff have positive attitude towards work, observe punctuality and meet set targets. This shows that majority of the respondents have the correct attitude towards their work which inspires them to meet the set targets.

Table 4. 22: Unitel core values are, collaboration, innovation, teamwork performance, inspiration and development.

Rating	Frequency	Percent
Strongly Disagree	2	6.1
Disagree	6	18.2
Neutral	6	18.2
Agree	15	45.5
Strongly Agree	4	12.1
Total	33	100.0

The table 4.22 indicates that 24.3% of the respondents did not agree, while 18.2% of the respondents were neutral and 57.6% who are the majority agreed that the company upholds core values including collaboration, innovation, teamwork performance, inspiration and development. This outcome portrays the company as an outfit with synergy among the staff which is necessary to meet the organization’s objectives.

Table 4. 23: Unitel management has a clear interaction and communication modes for both internal and external

Rating	Frequency	Percent
Disagree	5	15.2
Neutral	6	18.2
Agree	16	48.5
Strongly Agree	6	18.2
Total	33	100.0

Table 4.23 indicates that 15.2% of the respondents did not agree while 18.2% were neutral and a total of 66.7% agree. The higher percentage of the respondents have hence consented that clear channels of interaction and communication within the organization and as well as external communication with other stakeholders is evident.

4.1.10 A descriptive analysis of Unitel Overall Performance.

Unitel performance is examined on the basis of responses on quality, employee turnover, profitability and its market share.

Table 4. 24: Services at Unitel are delivered according to the set quality standards that meet customer satisfaction

Rating	Frequency	Percent
Strongly Disagree	1	3.0
Disagree	2	6.1
Neutral	4	12.1
Agree	16	48.5
Strongly Agree	10	30.3
Total	33	100.0

From table 4.24 a total of 9.1% of the respondents disagreed, while 12.1% were neutral and 78.8% who are the majority, agreed that services at offered by the company are delivered according to the set standards that meet customer satisfactions. This is an important aspect of service delivery which touches on quality management in relation to desired performance as set by the organization and to the expectation of the customers.

Table 4. 25: Given a chance of choosing a new employer, Unitel will be your obvious first choice

Rating	Frequency	Percent
Strongly Disagree	5	15.2
Disagree	5	15.2
Neutral	10	30.3
Agree	11	33.3
Strongly Agree	2	6.1
Total	33	100.0

Table 4.25 indicates that a total of 30.4% of the respondent did not agree, while 30.3% of the total respondents were neutral and 39.4% of the respondents agreed that given the chance of choosing a new employer, the same company would be their obvious first choice. This signifies the extent of employee satisfaction and the organization needs to put extra effort on this otherwise it could lead to high employee turnover.

Table 4. 26: Unitel is a highly profitable company in the industry comparison

Rating	Frequency	Percent
Strongly Disagree	2	6.1
Disagree	3	9.1
Neutral	13	39.4
Agree	13	39.4
Strongly Agree	2	6.1
Total	33	100.0

Table 4.26 shows that a total of 15.2% did not agree, while 39.4% were neutral and a total of 45.5% of the respondents agreed that the organization is a highly profitable company in comparison with others in the industry. The high percentage in the neutral respondents can imply that this financial information is not available to many employees.

Table 4. 27: Unitel is a fast growing company as seen by its market share in the last 5 years.

Rating	Frequency	Percent
Strongly Disagree	11	33.3
Disagree	5	15.2
Neutral	6	18.2
Agree	8	24.2
Strongly Agree	3	9.1
Total	33	100.0

From table 4.27 a total of 48.5% of the respondents disagreed, while 18.2% are neutral and a total of 33.3% of the respondents agree that the company's growth in market share has increased in the last five years. The higher percentage have disagreed. The disagreement could be on the use of market share as a measure of growth, or there are other factors that the respondents, especially those who strongly disagree, observe in the company, that are seen to negate growth.

4.2 Limitations of the study.

Time given to the respondents was not adequate. All questions were closed, no chance for expression of alternative view. Same questionnaire was given to all staff, from top management to the lowest staff. Some staff members could have been more privileged

in their responses. Respondents had no chance for clarification on the questions asked. Top management could be biased in their response especially what was challenging their positions and responsibilities.

4.3 Chapter Summary.

The chapter gives the analysis of the findings that were obtained from the questionnaires which were issued by the researcher. The primary data collected were analyzed using the scientific packaging for social sciences (SPSS) version 20 and discussed quantitatively, which was used to give the validity test of the research objectives and their effect on the performance of telecommunication service providers in Kenya. the independent variables which being tested against the dependent variable organization performance were human resource development, ICT policy, financial management and organization working culture.

CHAPTER FIVE

SUMMARY, RECOMMENDATIONS AND CONCLUSIONS

5.0 Introduction

The reason for the research study was to determine and analyze the influence of information communication technology on organizational performance of telecommunication service providers in Kenya based on the research objectives. The chapter gives the summary, the recommendations and the conclusions driven from the research study.

5.1 Summary of the Findings

5.1.1 Human Resource Development.

The purpose of the study was intended to establish whether human resource development some relation to performance. It is determined from the responses that good knowledge and experience in ICT enabled delivery of given tasks. Adoption of new technology and induction of new employees, respondents agreed, as well as ICT related factors that enhance productivity. However, work environment and employees' ICT training needs were not adequately addressed by the organization and hence respondents disagreed. From the research study it was noted that the responses to the questions related to human resource development issues, had a higher average percentage of those who agreed than those who disagreed that ICT enhances performance. This agrees with study by Wachira (2010) That ICT enhances the interaction among the staff and their organization clients which intern translate to the improved organizations performance and the market share of the organization.

5.1.2 ICT policy

From the findings it was found that only 37.9 % of the respondents agreed that ICT policy has a positive correlation on the performance of the organization this is much below the average, this implies that may be most of the UNUTEL staff are not aware of the ICT policies governing their organization. A well-structured ICT policy on an organization ensures that, social & political activities, data Management -security & privacy procurement and Inventory and Technical and operations of the organization are efficiently and effectively managed.

5.1.3 Financial Management

From the study it was found that financial activities related to budget for HR development, ICT budgeting process, projects financial planning and salary structure and allowances had only 33.4% of the respondent agreed with this. Majority of respondents did not approve of the organization's financial management approach on issues related to work performance, no good knowledge was shared with the employee. An elaborate financial management ensures that there is adequate budget allocation, consultation and involvement all key departmental heads in the budgeting process the ensure efficient operation of the organization, transparency in financial planning and salary structure is good and competitive.

5.1.4 Organization Working Culture

The study was to establish whether, Unitel has laid down working procedures and processes which can be controlled and monitored electronically, Staff have positive attitude towards work, observe punctuality and meet set targets, core values are, collaboration, innovation, teamwork performance, inspiration and development and management has a clear interaction and communication modes for both internal and external. The findings were that 33.4% agreed that working culture affected the performance of the organization.

5.1.4 Overall Performance

The findings showed that the organization has an improved overall performance in regard to Quality, job satisfaction and profitability. However, it was noted that there is no growth in terms of market share.

5.2 Recommendation

The researcher comes up with recommendations on which independent variables has the pronounced effect on the overall performance by highlighting findings from the research on the influence of information communication technology on organizational performance of telecommunication service providers in Kenya. The variables which were under the study includes, human resource development on ICT skills and competency, ICT policy, financial management and organization working culture.

5.2.1 Human Resource Development on ICT skills and Competency

The organization should come up with some policies that aims at training its staff to enhance their skills and competency this can be achieved by conducting periodic in-service, seminars to update the staff on the current changes in ICT field and remain competitive and have a competitive advantage over its competitors in the same field.

5.2.2 ICT policy

From the findings, the researcher recommends that the UNITEL should to its employees, the ICT policy in the prevailing market and the ICT policy in the organization. This can be done effectively by the organization during the induction of the employees and effective implementation of the ICT policies in the organization, this can be done by HR in conjunction with ICT policy formulators.

5.2.3 Financial Management

From the study it is recommended that the organization should carry out the effect of financial management on the performance of the UNITEL as those who were not in agreement and those who were neutral made a great significance number. As this may be the cause of low market share in the market.

5.2.4 Organization working culture

From the findings the researcher recommends that the organization should investigate the effect of working culture on their performance. It is believed that organizations that set the right culture and get it right controls that market share. This can be achieved by reengineering of the organization policy and changing the perception of its employees.

From the study of the analysis the organization should have an advanced tool, strategies, that can enhance their performance.

5.3 Conclusion

The research study was investigating the influence of information communication technology on organizational performance of telecommunication service providers in Kenya a case study of Unitel services limited with the focus on the evaluation of the performance based on analysis of Human resource development on ICT skills and competency, ICT policy, financial management and organization working culture.

The scope of the study was UNITEL Kenya Limited performance which the researcher focused only on the UNITEL staff on which the performance of the organization relied

on. The study was based on the theories on Technological Theory Model (TAM), Innovation Diffusion Theory (IDT) and Information Systems Success Model (ISSM) in which they address the importance and acceptance of the ICT in the organizations and the impact of ICT on the general performance of the organization.

It is from the empirical literature review from various researchers that were discussed and analyzed the effect of the following independent variables; Human resource development on ICT skills and competency, ICT policy, financial Management and organization working culture on the performance of telecommunication service providers, where the researcher established the gaps from these reviews

From the study the researcher used a descriptive research design, using the questionnaires as a tool to collect data from 33 respondents, that was analyzed using SPSS version 20 and the data there in interpreted.

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APPENDICES

APPENDIX I: LETTER OF INTRODUCTION

27/07/2018

Denis Radonji

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The Managing Director

Unitel Services Ltd

P.O. Box 46797-00100

Nairobi.

Dear sir,

RE: REQUEST FOR RESEARCH PROJECT DATA COLLECTION

I am seeking permission through your office to collect data from your staff both in the office and in the field to facilitate my research project. This study is primarily meant for academic purposes and its findings shall not be revealed to any third party nor for any other use.

I am currently a student at the Management University of Africa taking a Bachelor of Management and Leadership course (Business Administration option). The research topic is **Influence of ICT on Organizational Performance of Telecommunications Service Providers in Kenya – A Case of Unitel Services Ltd.**

Your assistance will be appreciated.

Thank you.

Yours faithfully,

Denis Radonji

APPENDIX II: QUESTIONNAIRE

Please read the questions and respond by answering all. Tick in the appropriate box or write in the space provided.

SECTION A: GENERAL INFORMATION

1. Gender

Male { }

Female { }

2. Age in Years

Between 21-30 { }

Between 31-40 { }

Between 41-50 { }

Above 51 { }

3. Highest level of Academic qualification

Certificate { }

Diploma { }

Bachelors Degree { }

Post Graduate { }

4. Work Experience in Years

Less than 5 years { }

5-10 years { }

10-15 years { }

Above 15 years { }

5. Employment Level

Top management { }

Middle management { }

Operational staff { }

SECTION B: HR DEVELOPMENT

Statement	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
6. Unitel staff have good knowledge and experience in ICT to undertake daily tasks					
7. The work environment at Unitel creates job interest and motivation					
8. Unitel management always consults and supports its employees on their ICT training needs					
9. Unitel has good mechanism for adoption and induction of new technology and new employees.					
10. Unitel management has adequately addressed ICT and other related factors that enhance employee productivity.					

SECTION C: ICT POLICY

Statement	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
10. Unitel has a clear Data management policy on security and privacy					

11. Unitel has put in place clear guidelines on the use of ICT for business, social and political interaction					
12. Unitel has good procurement guidelines on acquisition and storage of ICT materials and equipment					
13. Unitel has provided a policy that guides technical and operational processes on the use and services pertaining to ICT					

SECTION D: FINANCE MANAGEMENT

Statement	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
14. Unitel has adequate budget allocation for HR development					
15. Key management staff are consulted in the budgeting process					
16. Unitel has a transparent financial planning for the projects undertaken					
17. Unitel salary structure is good and competitive to match the industry employment market					

SECTION E: UNITEL WORKING CULTURE

Statement	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
18. Unitel has laid down working procedures and processes which can be controlled and monitored electronically.					
19. Staff have positive attitude towards work, observe punctuality and meet set targets.					
20. Unitel core values are, collaboration, innovation, teamwork performance, inspiration and development. Do you believe?					
21. Unitel management has a clear interaction and communication modes for both internal and external					

SECTION F: UNITEL OVERALL PERFORMANCE

Statement	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
22. Services at Unitel are delivered according to the set quality standards that meet customer satisfaction					
23. Given a chance of choosing a new employer, Unitel will be your obvious first choice					
24. Unitel is a highly profitable company in the industry comparison					
25. Unitel is a fast growing company as seen by its market share in the last 5 years					

APPENDIX III: PLAGIARISM REPORT

The first page of Plagiarism Report which is 4.0% is here attached