

## Effect of Digitizing Operations on Organizational Performance of Marsabit County Government, Kenya

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### Abstract

The purpose of the study was to examine the effect of digitizing operations on the organizational performance of Marsabit County Government, Kenya. The research design that was specifically adopted in the study was a descriptive. The target population included 84 managers and 512 officers in the Marsabit County government. The study used a simple random sampling technique to identify and sample 69 managers and 220 officers in the study. The departmental managers answered both closed- and open-ended questionnaires, whereas the officers answered the closed-ended questionnaires. A pilot study was done in the Samburu County government. Descriptive and inferential analyses were done through SPSS, whereby frequency, percentages, and mean represented descriptive analysis, while Pearson correlation, model summary, analysis of variance, and regression coefficients represented the inferential analysis. It was noted that digitization within the county's operations improved structured decision-making that was supported by facts and which motivated the staff to align with departmental objectives. As a result, enhanced efficiency and strategic direction were fostered within the county government. However, cyber insecurity concerns, lack of management's reliance on data to make decisions, and persistent traditional approaches to arriving at a consensus were notable gaps that slowed down the complete digital transformations in the Marsabit County government. Cyber insecurity concerns, lack of management's reliance on data to make decisions, and persistent traditional approaches to arriving at a consensus were notable gaps that slowed down the complete digital transformations in the Marsabit County government. The study's recommendations on digitizing operations are that the county's management should increase various investments and funding to provide a stable and secure technological infrastructural foundation. This could include funding training on cybersecurity for county staff and procuring firewalls and encryption infrastructure. The study also recommends that the county leadership should support capacity-building programs that aim at improving data analysis skills in tandem with the encouragement of evidence-based decisions. Furthermore, policy development is recommended to the strategic management team to make it a rule that allows data to be the focal foundation for making decisions by the management.

**Keywords:** *Digitizing Operations, Organizational Performance, Marsabit County Government, Kenya*

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### 1.0 Introduction

Technological advancement has sent most strategic management teams back to the drawing board to restructure how they can blend their operations to fit in this digital evolution. It is now clear that organizations need to realign their objectives towards the adoption of digital

technologies due to increased effectiveness in performance. According to Bubenik et al. (2022), the contribution of the management towards the strategic management process evolves with changes in the business model, and failure to do so limits the interaction phase with beneficiaries and thus exposes the organization to closure. In the public sector, governments appreciate that the delivery of services to citizens requires adopting a strategic implementation plan that is efficient, cost-effective, and can be accessed easily by digitizing its operations.

Digitizing operations involves electronic methods in the administration of services for effectiveness in service delivery (Mutuku, 2021). This strategy increases the number of tasks accomplished by a county staff when dispensing various government services. This paperless method is considered critical since the various end users are not required to wait for long to get specific tasks accomplished. According to Latupeirissa et al. (2024), digitizing operations reduces stress levels in decision-making by public servants and promotes quick error correction of any concern noticed, to enhance organizational performance.

Organizational performance is defined by USAID (2021) as the provision of quality government services to citizens through the available resources in an efficient manner. According to Muthoka and Waswa (2021), proper usage of resources to achieve a desired objective constitutes organizational performance. Public organizations ensure that their performance is within the acceptable metrics since it defines the longevity of their operations in a particular context. That notwithstanding, public organizations struggle with ensuring that their performances, especially when digital transformation strategies have been implemented.

Globally, public organizations in Michigan state have experienced difficulties in improving their performance in the midst of digital transformations and shifting dynamics due to exposure to data privacy breach insecurities and cybersecurity issues (National Intelligence Council [NIC], 2021). In other developed nations such as England, the conservative nature of the political leaders towards royal traditions has affected the clarity of strategic planning and the level of support accorded towards the implementation of strategies that would bring about digital transformations. Regionally, poor regulatory compliance is noted in a nation such as South Africa, hence jeopardizing the sustainability of implemented digital transformations (Chiwawa & Wissink, 2024). Furthermore, complicated software needed to be used in dispensing public services was quoted by Ajayi et al. (2024) as the major reason for employee resistance in Nigeria.

Locally, public organizations face the risk of limited funding to be in a position to acquire digital transformational infrastructure (Mutuku, 2021). This has resulted in most public offices using outdated systems that are marred by slow processing and hence not adequate to make quick strategic decisions. Marsabit County is a county in Kenya that is considered to be the second largest in terms of size (66,923.1 km<sup>2</sup>). According to Miriti (2022), a lack of adequate strategies for digital transformation in Marsabit County has caused an upsurge in corruption-related cases when the public seeks government services. Notably, Kibet and Makokha (2022) complained of the failure to invest in the right digital technologies due to poor strategic decision-making and an inflexible governance structure in Marsabit County, which is considered a major strategic flaw negatively affecting its performance.

### **1.1 Problem Statement**

Establishment of a strategies management process from the county government's perspective should be aligned with the evolving digital innovations (KIPPRA, 2023). The leadership should develop clear strategic plans that incorporate digitalizing their operations to improve the experiences of the citizens seeking government services at the county government offices

(Intergovernmental Relations Technical Committee [IRTC], 2021). Therefore, with adequate leadership support, implementing strategies to bring about digital transformation should complement the manual operations for quality delivery service. There should be sufficient provision of resources by the government to acquire digital infrastructure and the establishment of robust organizational policies that seek to safeguard the integrity of the transformation process to improve the organizational performance (Miriti, 2022).

Despite the establishment of strategic digital transformation processes in county governments in Kenya, poor governing regulation policies have created loopholes for corruption and embezzlement of public funds to take place, resulting in low organizational performance (Ethics and Anti-Corruption Commission [EACC], 2023). Individuals have crafted methods through the support of creative accounting to divert public funds to their accounts, hence denying the citizens the much-needed government services (Maina, 2021). Efforts have been established by the national government to promote performance through digital transformational strategies that county governments should use as stipulated in the Kenya National Digital Master Plan 2022-2032 (Ministry of ICT, Innovation and Youth Affairs, 2022). Nevertheless, the challenge of system manipulation with fewer digital footprints weakens the implementation of the plan to fully support the operations of the county governments, such as in the Marsabit County government (Miriti, 2022).

## **1.2 Purpose of the Study**

To examine the effect of digitizing operations on the organizational performance of Marsabit County Government, Kenya.

## **1.3 Research Hypothesis**

H<sub>01</sub>: Digitizing operations has no statistically significant influence on the organizational performance of Marsabit County Government, Kenya.

## **2.0 Literature Review**

### **2.1 Technology Acceptance Model [TAM]**

The technology acceptance model was developed by Davis (1986), and in the anchor theory, TAM stated that the decision to use a specific technology was mainly anchored on its perceived ease of use and usefulness in a specific role. Therefore, when a certain technology was easy to use and directly related to the role intended, the behavior of the user was inclined towards using the technology. Davis (1986) noted that a technological advancement may be groundbreaking towards ensuring efficiency as the developer created it, but as long as the user shared a similar perception, its application may not really be accepted to support various user-end functions.

TAM guided digitizing operations by specifying that the users needed to perceive its usefulness in the implementation of strategies (Mousa & Tarek, 2023). The users became surer of the digitized operations after assessing how processes were before and how the services had been optimized to enhance the delivery of the service to the public. Furthermore, being able to articulate their goals and perceive how the digitization makes them even more achievable promoted the usefulness of the technology in place (Chen et al., 2021). Notably, other factors, such as the complexity of the digital tools, determined the user's willingness to use them. Additionally, since the public had a right to their data in the county databases to be protected from misuse, access to a technology that encourages this strategic goal (Ajibade, 2018). This was because it was essential to enable them to easily subscribe to its implementation and also towards addressing the county government's strategies.

## 2.2 Empirical Review

Latupeirissa et al. (2024) assessed the digitization efforts aimed at revolutionizing public service delivery. This study examined a collection of literature from many countries that demonstrates how governments have improved performance by digitizing their services. The literature review produced a number of important conclusions about digitalization efforts in the provision of public services. The study's conclusions demonstrated how implementing digital services in government streamlines procedures, lessens managerial workloads, improves accountability and openness, permits decisions to be based on data, increases citizen utilization of services, and eventually lowers costs and boosts the execution of services. However, Latupeirissa et al. (2024) only looked at previously published research; the findings might be biased. For this reason, the current study gathered primary data from a range of county employees and investigated further how digitizing county government operations had improved organizational performance.

Nadkorokoum and Chakor (2024) investigated how digitization affected the performance and efficiency of African public services through the Moroccan health system. The study takes a combination of methods, analyzing quantitative data on the performance of the public sector before and after digital adoption, as well as qualitative data from case investigations in other African countries. The results indicate that the digitization of government services in Africa improves overall managerial performance and efficiency, though the implications differ based on each nation's degree of technological advances and organizational ability to effectively incorporate technological innovations. Regarding the health system, technology adoption has improved public health services' performance and improved accessibility to care in Morocco, especially in rural and impoverished regions. However, Nadkorokoum and Chakor (2024) were primarily concerned with a health system framework and how it had digitized its healthcare operations; therefore, the current study looked into how the county of Marsabit had digitized its operations and the impact on performance.

Anguche et al. (2024) investigated how the Nairobi County government's performance was influenced by e-government services. The study used a descriptive research strategy. Notably, the sample size of three hundred and eighty-seven employees was selected to participate in the study through stratified simple random sampling techniques. According to this study, Nairobi County had implemented a variety of digital services, allowing the county government to succeed in its operations. Based on this study, Nairobi has introduced e-government for numerous public services, such as employment applications, parking spaces, company licenses, and land services, to increase collections of revenue collections. However, Anguche et al. (2024) presented a contextual gap where the study concentrated on how e-government services enhanced performance, whereas the current study focused on how digitizing operations influenced organizational performance.

## 3.0 Methodology

The study adopted a descriptive research design. The target population comprised of 84 managers and 512 officers in the Marsabit County government. The study used a simple random sampling technique to identify and sample 69 managers and 220 officers in the study. The departmental managers answered both closed- and open-ended questionnaires, whereas the officers answered the closed-ended questionnaires. A pilot study was done in the Samburu County government. Descriptive and inferential analyses were done through SPSS version 27 whereby frequency, percentages, and mean represented descriptive analysis, while Pearson

correlation, model summary, analysis of variance, and regression coefficients represented the inferential analysis.

## 4.0 Results and Discussion

### 4.1 Response Rate

The study sampled 69 managers and 220 staff members working at the Marsabit County Government. Managers answered both closed- and open-ended questionnaires, while the staff answered closed-ended questionnaires. The results are provided in Table 1.

**Table 1: Response Rate**

Respondents	Sampled	Response	Percentage
Managers	69	54	78%
Officers	220	183	83%
Total	289	237	82%

The data in Table 1 reveal that 54 (78%) of the managers responded to the study, while 183 (83%) of the officers responded. A total response rate of 227 (82%). From the results, it was clear that there was high engagement of the study with the respondents during the process of data collection. When response rates are above 70%, they are mainly considered to be excellent and desirable for studies in public sectors, especially since it may prove hard to reach out to the managers (Fincham, 2020; Saunders et al., 2019). A study such as that by Karanja and Mugambi (2022), which assessed how public institutions were adopting digital transformation, had 76% of their respondents agreeing to take part, which was adequate to back the analysis process. Further, 68% of the respondents in the study by Muriithi et al. (2021) took part in providing their opinions on how government organizations were performing due to the leadership in place.

### 4.2 Reliability Results

The study conducted a pilot test at the Samburu County government to test the reliability of the study instruments. The reliability results are provided in Table 2.

**Table 2: Reliability Results**

Instrument	Cronbach's Alpha
Digitizing operations	0.945
Organizational performance	0.783
Average	0.864

The Cronbach Alpha Coefficient for digitizing operations is 0.945, and organizational performance is 0.783, per the data shown in Table 2. The instruments employed in this study were consequently considered credible, considering the average Cronbach coefficient was 0.864, which was more than 0.7. As noted by Suhartini et al. (2021), the Cronbach alpha coefficient of 0.7-0.8 indicates good reliability, 0.8-0.9 indicates very good reliability, and 0.9, it indicates excellent reliability. Therefore, questions asked on digitizing operations and strategic centricity were considered to have excellent reliability, while questions asked on



institutional culture and strategic leadership support had good reliability, whereas questions on organizational performance had good reliability.

**4.3 Descriptive Statistics of Organizational Performance**

Organizational performance was the dependent variable of the study, and indicators such as service delivery, internal processes, operational efficiency, sustainability, and social impact were measured. The ordinal Likert scale employed showed that 1 = strongly disagree, 2 = disagree, 3 = neutral, 4 = agree, and 5 = strongly agree. The descriptive results for the staff are presented in Table 3, followed by the manager's results.

**Table 3: Organizational Performance- Staff**

Statements N=183	1	2	3	4	5	Mea n	SD
There is quality service delivery	44 (24%)	99 (54%)	11 (6%)	23 (13%)	6 (3%)	2.17	1.037
Internal processes have been efficient.	1 (0%)	10 (6%)	143 (78%)	22 (12%)	7 (4%)	3.14	0.582
Operational efficiency is promoted	13 (7%)	7 (4%)	14 (8%)	39 (21%)	110 (60%)	4.23	1.193
Management and staff have been collaborating	6 (3%)	10 (5%)	3 (2%)	102 (56%)	62 (34%)	4.12	0.924
Strategic digital transformation has enhanced organizational performance	2 (1%)	2 (1%)	165 (90%)	5 (3%)	9 (5%)	3.09	0.521

Table 3 shows that 110 (60%) of the respondents strongly agreed, and 39 (21%) agreed, with a mean of 4.23 and a standard deviation of 1.193, that operational efficiency was promoted through the incorporation of expertise from staff and technology. Based on the outcome, efficiencies in operations were noted to improve due to the implementation of technology and the services of trained staff. Previous studies, such as Pudjono et al. (2024), noted that processes improved and streamlined when skilled staff were allowed to work with advanced software in the execution of their mandates. Additionally, 164 (90%) were in agreement, with a mean of 4.12 and a standard deviation of 0.924, that the management and staff had been collaborating to enhance the sustainability of the organizational performance of the county government. This implies that internal collaborations through teamwork enhanced the performance of departments within the Marsabit County government.

However, 44 (24%) of the respondents strongly disagreed and 99 (54%) disagreed on a mean of 2.17 and an SD of 1.037 that quality service delivery improved organizational performance. This implies that the improvements made on service quality were highly disconnected from organizational efficiency within the Marsabit County Government. Similarly, Onditi et al.

(2023) also found that only 41.5% of their respondents agreed that e-government operations had led to improvements in service delivery.

The overall results' implications are that there was effectiveness noted on the integration of staff with technology. This therefore warrants the need for further staff training in technology to sharpen their skills to the desired levels. Furthermore, it was also noted that there were sustainable collaboration initiatives, hence necessitating the need for alignment with the public policy framework. Nevertheless, the efficiency present did not necessarily translate to improved user experiences. This therefore supports the need to have services centered on the public interests and needs.

Further, the study provides the descriptive results for the closed- and open-ended questions for managers.

**Table 4: Organizational Performance-managers**

Statements N=54	1	2	3	4	5	Mean	SD
The county government has digitized most of its operations	0 (0%)	1 (2%)	44 (81%)	6 (11%)	3 (6%)	3.18	0.539
Visible social impact witnessed.	2 (4%)	0 (0%)	3 (6%)	32 (59%)	17 (31%)	4.02	0.935
Management offers strategic leadership support.	19 (35%)	25 (46%)	5 (9%)	2 (4%)	3 (6%)	2.04	1.017
Internal processes developed	5 (9%)	1 (2%)	2 (4%)	15 (28%)	31 (57%)	4.09	1.229

Table 4 shows that 31 (57%) of the respondents strongly agreed and 15 (28%) agreed on a mean of 4.09 and an SD of 1.229 that there were internal processes developed to resolve service delivery concerns in the shortest time possible. It means that most managers agreed that there was efficiency in terms of low turnaround time in how internal processes were being implemented within Marsabit County. Jumanne et al. (2023) also found that through the implementation of workflow systems, Nairobi citizens were able to get the necessary services that were of high quality, dispensed through the available ICT infrastructure.

However, 19 (35%) strongly disagreed and 25 (46%) disagreed on a mean of 2.04 and an SD of 1.017 that the management offered strategic leadership support to all departments to enhance operational efficiency. The results thus meant that there was consistency of inefficiencies within departments since resources were unable to be effectively allocated in well-recognized systems that supported laid-down work ethics. The results are contrary to what Kurere (2022) derived by noting that there was adequate leadership support for the county government of Baringo, prompting improved allocation of resources and enhanced control systems. The implications of the results noted that there were effective systems in Marsabit County that made

service delivery efficient. However, limited support from the management weakened its sustainability, culminating in departmental differences that may cause negative financial performance.

There was an open question on how strategic digital transformation supported the sustainability of various services as dispensed by the county government. The managers noted that it had increased the delivery mechanism by digitalization of the administration operations, enhancing openness and provision of current data in a manner that makes it easy to be accessed anytime. This therefore reduced the papers that were needed in departments, minimized embezzlement, and increased the management of public resources. Furthermore, the presence of electronic services within the Marsabit County government made it easier for departments such as healthcare and education, among others, to provide the required services at a faster rate.

#### 4.4 Descriptive Statistics of Digitizing Operations

Digitizing operations was the study's first independent variable, and indicators such as data-driven decision-making, definition of goals, digital tools, data security, and optimization of services were assessed. Table 5 provides the descriptive results. Thereafter, open-ended questions are provided.

**Table 5: Digitizing Operations- Officers**

Statements N=183		1	2	3	4	5	Mean	SD
Driven decision making		6	5	7	86	79	4.22	0.931
		(3%)	(3%)	(4%)	(47%)	(43%)		
The definition of goals is easier to understand		7	11	13	97	55	4.00	0.989
		(4%)	(6%)	(7%)	(53%)	(30%)		
Availability of digital tools		7	5	135	26	10	3.08	0.733
		(4%)	(3%)	(74%)	(14%)	(5%)		
County data has been more secure from unauthorized access		54	101	10	7	11	2.03	1.048
		(30%)	(55%)	(5%)	(4%)	(6%)		
Services are optimized due to the incorporation of ICT		5	7	129	26	17	3.23	0.779
		(3%)	(4%)	(70%)	(14%)	(9%)		



The statistical results in Table 5 indicate that 79 (43%) of the respondents strongly agreed and 86 (47%) agreed on a mean of 4.22 and a standard deviation of 0.931 that there had been data-driven decision-making due to digitizing operations. Data-driven decision-making was noted by Wamba et al. (2017), who indicated that the provision of current data in real time enabled the processes of coming up with decisions in public organizations to be more efficient. Furthermore, improved productivity and quicker decisions were notable outcomes of the incorporation of data analytics within an organizational setup (Brynjolfsson & McAfee, 2014).

Additionally, 152 (83%) concurred with a mean of 4.00 and a standard deviation of 0.989 that the definition of goals was easier to understand. This, therefore meant that the implementation of technology had made it easier for the staff to comprehend various goals and how they connected with the county government's mission and vision. In support of the findings, Mergel et al. (2019) indicated that clarity on organizational objectives was effectively attained through the development and blending of strategic plans with digital governance.

Nevertheless, 54 (30%) strongly disagreed and 101 (55%) disagreed on a mean of 2.03 and a standard deviation of 1.948 that the county data had been more secure from unauthorized access. This meant that sufficient cybersecurity frameworks were lacking, exposing the county government's data to potential infiltration from unauthorized access. A similar challenge was noted by Nguyen et al. (2021), who discovered that differences in digital initiatives were mainly caused by weak frameworks, exposing cybersecurity to notable breaches. Additionally, Heeks (2018) noted that failure to dedicate investments to cybersecurity and necessary infrastructure increased cyber risks among public institutions.

Further, the managers also provided their responses in Table 6.

**Table 6: Digitizing Operations- Managers**

Statements	1	2	3	4	5	Mean	SD
<b>N=54</b>							
Management takes evidence-based decision-making seriously	0 (0%)	4 (7%)	41 (76%)	8 (15%)	1 (2%)	3.07	0.651
Management takes time to explain to the staff on specific goals.	4 (7%)	2 (4%)	1 (2%)	32 (59%)	15 (28%)	4.04	0.963
We ensure there is safe ICT infrastructure	1 (2%)	3 (6%)	4 (7%)	44 (81%)	2 (4%)	3.81	0.667

Table 6 shows that 15 (28%) of the respondents strongly agreed and 32 (59%) agreed on a mean of 4.04 and a standard deviation of 0.963 that the management took time to explain to the staff the specific goals they were supposed to achieve. Nevertheless, on whether the

management took evidence-based decision-making seriously to avoid biased opinion, 41 (76%) of the respondents were neutral; they neither agreed with the statement nor disagreed, with a mean of 3.07 and an SD of 0.651. The results imply that the existence of open communication within the Marsabit County government led to increased knowledge-sharing mechanisms that enabled the employees to remain prepared to implement strategies and communicate feedback. This, therefore, was an indication that the decision-making attributes among the management were reliable and allowed the contributions of the staff. Furthermore, neutral comments indicated ambiguity in the incorporation of evidence-based practices. In simpler terms, the managers were complaining that some of the decision-making processes were relying on organizational norms rather than being supported by facts. This could be a trace of data illiteracy and overshadowing of traditional practices by scientific evidence (Inguane et al., 2020).

There was an open question that was on the description of some of the laws and rules that the county government implements to guarantee that digital transformation is widely accepted. There are three themes, which include the County Government Act of 2012, Executive Order Number 1 of 2014, and the Community Health Policy Bill of 2022. The County Government Act of 2012 provided the groundwork for devolution and power to implement digital policies in delivering services to the public. There was also Executive Order number 1 of 2014, which provided the guidelines to the ICT secretariat to supervise the laying down of ICT infrastructure in the county government's departments. The respondents also mentioned the community health policy bill of 2022 which sought to promote the general well-being of the community through the digitization of the healthcare system to foster faster delivery of healthcare.

The other question was on the indication of some of the digital tools commonly used in the Marsabit County government. The respondents indicated computers (laptops and desktops), servers, projectors, screens, music systems, CCTV systems, mobile phones, and software. These tools made the flow of information from one department to another efficient, promoting a quicker decision-making process.

#### 4.5 Correlation Analysis

Correlation analysis was employed in the study to test hypotheses that stated that digitizing operations had no statistically significant influence on organizational performance. The Pearson correlation results are provided in Table 7 as a method of testing the hypothesis.

**Table 7: Correlation Analysis**

		Organizational Performance	Digitizing Operations
Organizational Performance	Pearson Correlation	1	.487
	Sig. (2-tailed)		.003
	N	183	183
Digitizing Operations	Pearson Correlation	.487	1
	Sig. (2-tailed)	.003	
	N	183	183

\*. Correlation is significant at the 0.05 level (2-tailed).

The outcome noted in Table 7 reveals that the correlation coefficient for digitizing operations is 0.487 at  $\alpha < 0.003$  at a 99% significance level. What this means is that digitizing operations had a moderate but positive influence on organizational performance. This was because, at a correlation of .487, it was less than 1, while an alpha of .0003 indicates that it was less than 0.05, enabling the study to reject the null hypothesis. Therefore, digitizing operations was considered one of the important factors towards the growth and development of Marsabit County. The results implied that the local government was able to ensure that there was transparency in its dealings, particularly within the auditing, procurement, and general financial management processes. Additionally, the results also meant that the level of efficiency was within the required thresholds, particularly since the implementation of strategies was amicably done with fewer errors, hence reducing manual tasks. This brought about improved quality of services within the Marsabit county government. The quality was in terms of speed and accuracy. Previous studies, such as Odongo and Kazungu (2023), noted a correlation of 0.589 in their assessment of how the Kakamega County government performed as a result of strategic procurement practices.

#### 4.6 Regression Coefficient Analysis

The regression analysis was conducted as provided in Table 8.

**Table 8: Regression Coefficients of Digital Transformation**

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
(Constant)	15.954	1.422		11.218	.000
<sup>1</sup> Digitizing Operations	.133	.051	.148	2.653	.002

a. Dependent Variable: Organizational Performance

Table 8 shows that the coefficient for digitizing operations is 0.133. Notably, all the variables have a significance that is less than 0.05. When equated in the equation  $Y = 15.954 + 0.133X_1$ . Therefore, the results note that all four elements had a significant influence since the significance values are more than 0.05, while the t-statistics are more than 2. In simpler terms, a unit of organizational performance will be increased by  $15.954 + 0.133X_1$  by an increase in one unit of digital operations.

Therefore, digitizing operations was noted to positively influence the organizational performance of the county government of Marsabit. This was from the perspective of enabling an environment that supports decision-making processes that are factual through scientific evidence/statistical data. This limits the chances of relying on personal opinions and feelings when making decisions that affect the operations of the Marsabit County government. Furthermore, it also implies that departmental goals were effectively defined to ensure that every staff member was able to comprehend their expected outcome delivery metrics. This was also supported through the provision of digital infrastructure that made it easier for processes to flow. Less paperwork meant that data security required being strengthened through robust system checks and balances that were consistently monitored by qualified ICT staff. The long-

term outcome included optimization of operations to offer the necessary services to the residents of Marsabit County Government.

## 5. Conclusion

The study concluded that digitization within the county's operations improved structured decision-making that was supported by facts and which motivated the staff to align with departmental objectives. As a result, enhanced efficiency and strategic direction were fostered within the county government. However, cyber insecurity concerns, lack of management's reliance on data to make decisions, and persistent traditional approaches to arriving at a consensus were notable gaps that slowed down the complete digital transformations in the Marsabit County government.

## 6. Recommendations

The study's recommendations on digitizing operations are that the county's management should increase various investments and funding to provide a stable and secure technological infrastructural foundation. This could include funding training on cybersecurity for county staff and procuring firewalls and encryption infrastructure. The study also recommends that the county leadership should support capacity-building programs that aim at improving data analysis skills in tandem with the encouragement of evidence-based decisions. Furthermore, policy development is recommended to the strategic management team to make it a rule that allows data to be the focal foundation for making decisions by the management.

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