



Effect of Digitalization of Administrative Processes on The Efficiency of Strategic Management in Narok County

*Gladwell Resian Tamoooh¹, Samson Kisrikoi² and Edmund Gathuru³

^{1,2,3}Maasai Mara University, 861 – 20500, Narok, Kenya.

¹ORCID: 0009-0004-8146-7020 | ³ORCID: 0000-0003-1249-0572

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*Corresponding Author: Gladwell Resian Tamoooh

Maasai Mara University, 861 – 20500, Narok, Kenya.

ORCID: 0009-0004-8146-7020 | E-mail: gladwelltamoooh@gmail.com

Abstract

Digitalization of administrative processes has become an important component of digital transformation in public sector organizations, particularly in enhancing strategic planning, decision-making, resource allocation, and performance monitoring. This study examined the effect of digitalization of administrative processes on the efficiency of strategic management in Narok County Government, Kenya. Despite increasing adoption of digital government initiatives such as e-Citizen and Huduma Kenya, challenges remain in effectively integrating digital administrative systems into strategic management processes. The study adopted a correlational research design to examine the relationship between digitalization of administrative processes and strategic management efficiency. The target population comprised 1,000 employees in strategic leadership positions within Narok County Government, from which a sample of 286 respondents was selected using stratified random and purposive sampling techniques. Data were collected using structured questionnaires and analyzed using descriptive statistics, Pearson correlation analysis, and multiple linear regression analysis. The findings established that digitalization of administrative processes had a positive and statistically significant effect on strategic management efficiency. The multiple linear regression results showed that digitalization of administrative processes contributed significantly to predicting strategic management efficiency ($\beta = 0.330$, $p = 0.028$), indicating that improvements in digital administrative systems were associated with enhanced strategic management outcomes while controlling for other digital transformation dimensions. The findings further demonstrated that effective digital administrative processes support improved information accessibility, operational coordination, decision-making, and resource management within the county government. However, challenges related to digital infrastructure capacity, employee digital competencies, and effective utilization of digital systems remain important considerations. The study recommends that Narok County Government should strengthen digital administrative infrastructure, enhance employee digital skills, and promote effective integration of digital systems into strategic management processes to improve institutional efficiency.

Keywords: Digitalization of Administrative Processes, Strategic Management Efficiency, Digital Transformation, Public Sector, County Government, Narok County, Kenya.

1.1 Introduction

The efficiency of strategic management in public sector organizations has increasingly become dependent on the ability of institutions to integrate digital technologies into administrative processes. Digitalization enables governments to improve information management, automate routine procedures, enhance coordination, and support evidence-based decision-making. The adoption of digital government systems has transformed how public institutions plan, allocate resources, and monitor performance (United Nations, 2023). Digital transformation is no longer viewed as merely

technological adoption but as an organizational capability requiring institutional readiness, digital skills, and effective process redesign (Vial, 2021; Mergel et al., 2021). Consequently, governments globally continue to invest in digital administrative systems to improve efficiency, transparency, and public value creation (Verhoef et al., 2021).

In developed economies, digitalization of administrative processes has significantly influenced public sector management by improving interoperability, reducing dependence on manual procedures, and strengthening coordination among government institutions. Digital platforms, cloud-based systems, and integrated information management solutions have enabled public managers to access timely information for strategic planning and operational control (OECD, 2022; Wirtz et al., 2021). The United Nations Department of Economic and Social Affairs highlights that institutional innovation and digital capabilities are increasingly important in transforming public organizations and improving governance outcomes (United Nations, 2023). However, successful digitalization requires more than technological infrastructure, as organizational culture, employee competencies, cybersecurity measures, and effective governance frameworks determine the extent to which digital systems improve strategic management efficiency (Kraus et al., 2021; Gong et al., 2020).

Across Africa, governments have increasingly adopted digital administrative systems to strengthen public sector performance, accountability, and service delivery. Digital platforms for financial management, electronic procurement, and government services have improved information accessibility and enhanced institutional coordination in several countries (Mergel et al., 2021; Wirtz et al., 2021). For example, electronic government initiatives have supported improvements in administrative efficiency by reducing reliance on manual processes and increasing transparency in government operations (United Nations, 2023). Nevertheless, African public institutions continue to experience challenges related to inadequate digital infrastructure, limited digital skills, fragmented information systems, and cybersecurity concerns, which restrict the effective integration of digital tools into strategic management processes (Gong et al., 2020; Kraus et al., 2021). These challenges demonstrate that the benefits of digitalization depend on institutional capacity and effective implementation strategies.

In Kenya, digital transformation has become an important component of public sector modernization through initiatives such as e-Citizen, Integrated Financial Management Information System (IFMIS), and other electronic government platforms. These systems have been introduced to improve administrative efficiency, enhance accountability, and facilitate access to public services (Republic of Kenya, 2022; United Nations, 2023). Digital administrative processes have the potential to improve strategic management by strengthening data availability, supporting resource allocation, and enabling timely decision-making within government institutions. However, challenges relating to infrastructure limitations, uneven digital literacy, system integration, and employee readiness continue to affect the effective utilization of digital technologies in public organizations (Mergel et al., 2021; Verhoef et al., 2021). Therefore, understanding how digitalization contributes to strategic management efficiency remains important within Kenya's devolved governance system.

Within Narok County Government, digitalization of administrative processes represents a significant opportunity for improving strategic management efficiency through enhanced information flow, administrative coordination, performance monitoring, and evidence-based decision-making. Although digital initiatives have expanded within Kenya's public sector, the extent to which administrative digitalization contributes to strategic management outcomes at county government level remains insufficiently explored. Existing studies have largely examined digital transformation from broad national or organizational perspectives, creating a contextual gap regarding county governments (Gong et al., 2020; Mergel et al., 2021). This study therefore examined the effect of digitalization of administrative processes on the efficiency of strategic management in Narok County Government, contributing empirical evidence on how digital administrative capabilities influence public sector management effectiveness.

1.2 Statement of the Problem

Digitalization of administrative processes has increasingly been recognized as an important strategy for improving strategic management efficiency in public sector organizations by enhancing information accessibility, operational coordination, resource allocation, and evidence-based decision-making. Globally, governments have invested in digital transformation initiatives to improve administrative effectiveness, transparency, and public service delivery through integrated digital systems (United Nations, 2023; OECD, 2022). However, despite the growing adoption of digital government initiatives, many public sector institutions, particularly in developing countries, continue to experience challenges in effectively integrating digital technologies into strategic management processes due to inadequate infrastructure, limited digital competencies, and organizational readiness constraints (Mergel et al., 2021; Vial, 2021). In Kenya, initiatives such as e-Citizen and the Integrated Financial Management Information System (IFMIS) have enhanced digital service delivery and administrative management; however, county governments continue to face challenges in maximizing the strategic benefits of digital systems (Republic of Kenya, 2022; United Nations, 2023). Within Narok County Government, digital administrative systems have been introduced to support government operations, yet concerns remain regarding their effective utilization in strengthening strategic functions such as planning, decision-making, performance monitoring, and resource management. Existing studies have largely examined digital

transformation at national government or general organizational levels, creating limited empirical evidence on how digitalization of administrative processes specifically influences strategic management efficiency within county governments. Furthermore, limited attention has been given to understanding the contribution of digital administrative capabilities while considering other dimensions of digital transformation within the public sector context. This creates a knowledge gap regarding whether improvements in administrative digitalization translate into enhanced strategic management outcomes. Therefore, this study sought to examine the effect of digitalization of administrative processes on the efficiency of strategic management in Narok County Government, Kenya.

1.3 Research Objective

The study aimed at determining the effect of the digitalization of administrative processes on the efficiency of strategic management in Narok County Government, Kenya.

1.4 Research Hypothesis

H₀₁: Digitalization of administrative processes has no significant effect on the efficiency of strategic management in Narok County Government, Kenya.

2.1 Dynamic Capabilities Theory

The Dynamic Capabilities Theory, proposed by Teece, Pisano, and Shuen (1997), explains how organizations adapt by integrating, developing, and reconfiguring internal competencies to respond to environmental change. It classifies these capabilities into sensing opportunities, seizing them, and reconfiguring resources for sustained advantage. In the public sector, this theory underpins how institutions adopt digital technologies to enhance governance. By leveraging digital tools, organizations can streamline operations, improve transparency, and strengthen strategic management. In the context of county governments, these capabilities enable adaptive responses to citizen needs and policy shifts.

Empirical studies affirm the theory's relevance to digital transformation. Helfat and Raubitschek (2021) found a 30% improvement in responsiveness in organizations with strong digital capabilities. Warner and Wäger (2019) observed enhanced strategic agility from digitalization. Singh, Klarner, and Hess (2022) showed that digital reconfiguration improves public sector effectiveness, while Vial (2021) linked digital investments to reduced service delivery delays. These findings underscore the importance of dynamic capabilities in improving performance, particularly in digital governance settings.

While the theory is insightful, it has limitations. Critics argue that it lacks quantifiable frameworks for measuring capability development (Schilke, 2022). Others point to contextual gaps, such as unequal access to digital infrastructure and the neglect of cultural and leadership factors (Peteraf et al., 2021; Karimi & Walter, 2022). Despite these gaps, the theory remains relevant for understanding how administrative digitalization supports strategic adaptability. In this study, it offered a foundational lens for evaluating Narok County Government's capacity to sense, seize, and reconfigure digital tools. This supported this study objective, which sought to examine the influence of administrative process digitalization on strategic management performance.

2.2 Effect of Digitalization of Administrative Processes on Efficiency of Strategic Management

In Canada, McAllister and Ducharme (2022) investigated the impact of administrative digitalization on strategic management within provincial governments. The study employed a longitudinal design, analyzing the implementation of e-record systems, digital HR tools, and e-procurement platforms across five provinces. Findings showed significant improvements in strategic coordination, reduced bureaucratic delays, and faster decision cycles. However, the study did not explore the adaptability of digital tools in decentralized or rural administrative environments. The current study addressed this limitation by examining how Narok County a semi-rural, devolved Kenyan government leverages digitalized administrative processes to enhance the efficiency of strategic management within local governance frameworks.

Wang, Chen, and Liu (2023) investigated the impact of artificial intelligence (AI) in digitalizing administrative processes in China's public sector. The study utilized survey data from 50 government agencies and analyzed performance indicators such as decision-making efficiency, transparency, and stakeholder satisfaction. The results indicated that AI-driven automation improved policy execution speed by 50% and enhanced data accuracy by 35%, leading to better strategic management outcomes. However, the study highlighted challenges such as cybersecurity threats and resistance to AI adoption among civil servants. This study aimed to address that gap by examining how digitalization of administrative processes impacts strategic management in Narok County Government, particularly in overcoming adoption challenges.

Naidoo and Moyo (2022) examined the role of digital records management systems in enhancing public administration efficiency in South Africa. Using a mixed-methods approach, the study collected data from 30 municipalities and analyzed the impact of electronic records on policy implementation and service delivery. Findings showed that digital

record-keeping reduced document retrieval times by 60% and improved interdepartmental coordination. However, the study noted that inadequate ICT infrastructure in rural municipalities limited the full benefits of digitalization. This study aimed to address that gap by assessing the effect of the digitalization of administrative processes on strategic management performance in Narok County Government, considering infrastructure challenges.

Adeyemi and Ibrahim (2023) investigated how e-governance initiatives influenced administrative efficiency in federal ministries in Nigeria. The study focused on the adoption of electronic document management systems and online citizen engagement portals. Using survey data from 400 government employees, the researchers found that digitalization reduced paperwork by 50% and improved stakeholder response times by 40%. However, the study highlighted resistance to change as a major challenge, as many employees preferred traditional manual processes. This study aimed to address that gap by examining how digitalization of administrative processes impacts strategic management in Narok County Government and identifying strategies to overcome employee resistance.

In Kenya, Otieno and Kibet (2020) conducted a study on digitalization within county finance and procurement departments. They found that e-procurement and electronic payroll systems improved service timelines, accountability, and policy responsiveness. Yet, the study did not consider how these tools affected broader strategic decision-making beyond operational tasks. This research sought to fill that gap by analyzing how digitized administrative systems shape strategic management processes such as long-term planning, interdepartmental collaboration, and performance tracking in Narok County Government.

3.1 Research Methodology

This study employed a correlational research design to assess the relationship between the digitalization of administrative processes and the efficiency of strategic management in Narok County Government. The target population consisted of 1,000 employees in strategic leadership positions within the county government, including senior managers, middle managers, and strategic officers responsible for policy formulation and implementation (Narok County Human Resource Department, 2025). The sample size was determined using Yamane's (1967) formula, resulting in a sample size of 286 respondents. Stratified random sampling was used to categorize employees based on their roles and departments, ensuring representative sampling across the different levels of the organizational structure. The final sample was selected using a combination of purposive and random sampling techniques (Saunders, Lewis, & Thornhill, 2019).

The data was collected using a self-administered structured questionnaire, which utilized a 4-point Likert scale (1 = Strongly Disagree to 4 = Strongly Agree). The questionnaire was pre-tested on 29 respondents from Kajiado County to ensure its clarity and relevance before the main data collection. The feedback from the pre-test was used to refine the questionnaire (Bryman & Bell, 2023). Validity was ensured through expert opinions from academic supervisors, while reliability was tested using Cronbach's alpha coefficient, with a threshold of 0.70 or higher considered acceptable (Creswell & Creswell, 2023). Data collection was conducted through a drop-and-pick method, where questionnaires were distributed and collected after one week to ensure accurate and complete responses (Saunders, Lewis, & Thornhill, 2023).

Data analysis was conducted using both descriptive and inferential statistics through SPSS software. Descriptive statistics including frequencies, percentages, means, and standard deviations were used to summarize the data (Field, 2022). Inferential statistics such as Pearson's correlation and multiple linear regression were employed to assess relationships between digitalization and strategic management efficiency. The regression model was tested using ANOVA tables, and parameter tests were conducted using t-tests to evaluate the significance of the independent variables (Hair et al., 2022). The results were presented in Tables and Figures.

4.1 Role of Digital Administrative Processes on Strategic Management Efficiency in Narok County Government

This study sought to examine the role of Digital Admin Processes on strategic management efficiency in the Narok County Government. The respondents' perceptions were assessed using a 4-point Likert scale where: 1 - Strongly Disagree, 2 - Disagree, 3 - Agree, and 4 - Strongly Agree.

4.1.1 Descriptive Tests

Descriptive statistics were analyzed, and results are presented in Table 4.1 below.

Table 4.1: Descriptive Statistics for Digital Admin Processes

Given Statements	SD (1)	D (2)	A (3)	SA (4)	Total	Mean	Standard Deviation
The use of E-docs & workflows has improved the efficiency of document processing.	12 (4.5%)	34 (12.9%)	124 (46.9%)	94 (35.6%)	264	3.13	0.87
Digital procurement tools have streamlined the process of acquiring goods and services.	10 (3.8%)	28 (10.6%)	136 (51.5%)	90 (34.1%)	264	3.16	0.85
The implementation of Online HRM tools has improved employee management tasks.	13 (4.9%)	42 (15.9%)	127 (48.1%)	82 (31.1%)	264	3.06	0.92
The shift to Digital records has made data storage and retrieval faster and more secure.	6 (2.3%)	22 (8.3%)	138 (52.3%)	98 (37.1%)	264	3.24	0.83
Average						3.15	0.87

Source: (Research Data, 2025)

Key: SD (Strongly Disagree) = 1, D (Disagree) = 2, A (Agree) = 3, SA (Strongly Agree) = 4

The findings in Table 4.1 show varying levels of agreement among respondents regarding the role of digital administrative processes in improving the efficiency of Narok County Government's operations.

The use of E-docs and workflows had the following distribution: 12 respondents (4.5%) strongly disagreed, 34 respondents (12.9%) disagreed, 124 respondents (46.9%) agreed, and 94 respondents (35.6%) strongly agreed. This resulted in a mean of 3.13 and a standard deviation of 0.87. This suggests that the majority of respondents view E-docs and workflows as having a positive effect on improving document processing efficiency. However, the moderate standard deviation reveals that while the tools are viewed positively by many, some respondents may still be facing challenges in fully utilizing these systems, potentially due to factors such as training gaps or system integration issues. These findings are supported by Rehman et al. (2023), who found that digital workflows significantly improve document management in government institutions. Jones et al. (2021) also highlighted the efficiency gains achieved through the use of digital tools in document processing. However, Smith and Badu (2022) cautioned that inconsistent access to training and technical support can limit the benefits of these tools, particularly for departments with fewer resources or less technical proficiency.

Regarding digital procurement tools, the results show 10 respondents (3.8%) strongly disagreed, 28 respondents (10.6%) disagreed, 136 respondents (51.5%) agreed, and 90 respondents (34.1%) strongly agreed. This resulted in a mean of 3.16 and a standard deviation of 0.85. This indicates that digital procurement tools are generally perceived positively, with the majority of respondents agreeing that they have streamlined procurement processes. The moderate standard deviation suggests that while most respondents appreciate these tools, some might face challenges related to system integration or issues in accessing the tools consistently. The findings support Kim & Prater (2020), who highlighted the impact of digital procurement systems in improving efficiency and transparency in government procurement. Goyal & Kumar (2021) also noted that digital procurement tools significantly reduce delays and improve service delivery. In contrast, Wanjiru (2022) found that many public institutions are still reliant on manual procurement systems, indicating that the adoption of digital procurement tools has been slower than expected in certain regions, which may explain the variation in responses.

For Online HRM tools, 13 respondents (4.9%) strongly disagreed, 42 respondents (15.9%) disagreed, 127 respondents (48.1%) agreed, and 82 respondents (31.1%) strongly agreed, resulting in a mean of 3.06 and a standard deviation of 0.92. This suggests that while many respondents recognize the benefits of HRM tools, there is considerable variation in how these tools are perceived, as reflected in the higher standard deviation. The challenges reflected in this variability could be attributed to factors such as insufficient training, integration issues, or resistance to change. These results are in line with Mwangi et al. (2023), who found that HRM tools are generally seen as effective in streamlining employee management, though implementation challenges persist. Opiyo (2021) also highlighted that the lack of full integration of HRM tools into existing systems often leads to underutilization. However, Chandra & Desai (2022) argued that HRM tools, when fully implemented, can significantly enhance operational efficiency, suggesting that the barriers to effective use are primarily due to implementation gaps rather than the tools themselves.

Finally, when discussing the shift to digital records, 6 respondents (2.3%) strongly disagreed, 22 respondents (8.3%) disagreed, 138 respondents (52.3%) agreed, and 98 respondents (37.1%) strongly agreed. This resulted in a mean of 3.24 and a standard deviation of 0.83. The results suggest broad agreement that the shift to digital records has improved data storage and retrieval, with a majority of respondents viewing it positively. The relatively low standard deviation indicates that most respondents share this view, suggesting strong consensus about the positive impact of digital records. These findings are consistent with Kim & Prater (2020), who noted that digital records improve data management in

organizations by enhancing both security and accessibility. Banda & Mwangi (2022) also emphasized that digital records are integral to improving organizational efficiency in public institutions. However, Smith & Jones (2022) raised concerns regarding data security risks, suggesting that although digital records improve management, the fear of cyber threats might impede their full acceptance in some sectors.

The overall mean of 3.15 reveals a generally positive perception of the digital administrative processes, suggesting that respondents agree that these tools have a beneficial impact on operational efficiency. However, the overall standard deviation of 0.87 reveals moderate variability in responses, indicating that while many respondents perceive these tools positively, there are differences in their experiences. This suggests that some departments or individuals may face challenges in fully benefiting from the digital tools, highlighting areas where further improvements, such as additional training, better infrastructure, and system optimization, are needed to ensure greater consistency in the effectiveness of these tools.

4.1.2 Correlation Tests

The data was subjected to further analysis using Pearson's Correlation to establish whether there was a relationship between digital admin processes and strategic management efficiency in the Narok County Government. The results are presented in Table 4.2.

Table 4.2: Pearson's Correlation Analysis between Digital Admin Processes and Strategic Management Efficiency

Variable	Strategic Management Efficiency	
Digital Admin Processes	Pearson Correlation	0.47
	Sig.	0.003
	N	264

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

The findings in Table 4.2 reveal a moderate positive and statistically significant correlation ($r = 0.47$, $p = 0.003$) between digital admin processes and strategic management efficiency in the Narok County Government. This indicates that as digital administrative tools improve, there is a corresponding improvement in strategic management efficiency. The moderate correlation coefficient of 0.47 suggests that while digital admin processes contribute to enhancing efficiency, other variables such as organizational culture, staff training, leadership support, and technological infrastructure also play a crucial role in influencing the effectiveness of these digital tools on management efficiency.

These findings align with the Dynamic Capabilities Theory, proposed by Teece et al. (1997), which emphasizes that organizations must continually adapt by integrating new capabilities to respond to environmental changes. According to the theory, organizations that develop dynamic capabilities, such as improving administrative processes through digital tools, are more likely to enhance operational performance and remain competitive. In this case, the digitalization of administrative processes improves Narok County Government's strategic management by enabling quicker decision-making, enhancing resource allocation, and improving organizational agility.

These findings are consistent with Rehman et al. (2023), who found that digital transformation in public organizations facilitates quick adaptation to environmental changes, thereby improving efficiency. Goyal & Kumar (2022) further supported this by stating that digital tools improve strategic management by enabling organizations to reconfigure their internal processes for better efficiency. Mungai & Kimani (2021) also observed that digital transformation strengthens the dynamic capabilities of public institutions, which in turn enhances strategic management performance.

However, these results contrast with Smith & Jones (2022), who identified a weak correlation between digital transformation efforts and strategic management efficiency in some public organizations. Their study indicated that barriers such as staff resistance to change, lack of adequate technical training, and insufficient infrastructure significantly hinder the effective implementation of digital tools, leading to suboptimal efficiency outcomes. These challenges suggest that digital admin processes alone cannot fully enhance efficiency unless accompanied by broader organizational changes.

4.1.3 Regression Tests

The study sought to establish the role of digital administrative processes in enhancing strategic management efficiency within the Narok County Government. To test this, the null hypothesis was stated as:

H₀₁: Digital administrative processes have no significant role in strategic management efficiency in Narok County Government.

This analysis was conducted using multiple linear regression, and the results are presented in Table 4.3.

Table 4.3: Regression Coefficients for Digital Admin Processes

Variable	Adjusted R ²	Coefficient (β)	Standard Error	t-value	p-value	F-statistic	p-value (F-test)
Digital Admin Processes	0.609	0.33	0.15	2.2	0.028	17.89	0.000

Source: Research Data (2025)

The Adjusted R² value of 0.609 indicates that approximately 60.9% of the variability in strategic management efficiency is explained by digital transformation. This suggests that digital tools play a significant role in improving management efficiency, although other factors may still contribute to the remaining variance. The relatively high Adjusted R² value demonstrates that the model provides a good fit, highlighting the importance of digital transformation in enhancing strategic management efficiency. These findings are consistent with the work of Pereira et al. (2022), who found that digital transformation explained a substantial portion of the variance in organizational efficiency in public sector entities. Similarly, Madhok and Mayrhofer (2021) reported a high R² value in their study of digital adoption in the public sector, showing how digital tools significantly affect operational effectiveness.

The F-statistic of 17.89, with a p-value of 0.000, further supports the statistical significance of the regression model. This result indicates that the model as a whole is statistically significant, and the independent variable—digital administrative processes—has a meaningful impact on strategic management efficiency. The p-value associated with the F-statistic is well below the typical significance level of 0.05, confirming that the relationship between digital administrative processes and strategic management efficiency is not due to random chance. These results align with findings by Goyal and Kumar (2021), who used F-statistics to confirm the significant impact of digitalization on efficiency in their study on public administration. Similarly, Ramlall (2023) demonstrated in his analysis of e-government platforms that F-statistics confirmed the relevance of digital tools in enhancing public sector efficiency.

The Beta coefficient (β) for digital administrative processes is 0.33, suggesting that for every one-unit increase in the effectiveness of digital administrative processes, there is a 0.33 increase in strategic management efficiency. This positive relationship emphasizes the role of digital tools in facilitating more efficient management practices. According to Westerman et al. (2020), organizations that adopt digital tools as part of their administrative processes are better equipped to streamline operations and improve decision-making. This aligns with the findings in the Narok County Government context, where digital administrative processes enhance the efficiency of government operations and management. These results are supported by Ngugi et al. (2022), who found that the integration of digital tools significantly improved operational efficiency in public sector organizations. Agarwal and Selen (2022) also highlighted that organizations that integrate digital tools are more responsive and efficient in decision-making processes.

The t-value of 2.2 and the p-value of 0.028 indicate that digital administrative processes have a statistically significant impact on strategic management efficiency. Since the p-value is less than 0.05, we reject the null hypothesis (H_0) and conclude that digital administrative processes play an essential role in improving strategic management efficiency within the Narok County Government. These findings are consistent with Tung and Chien (2022), who emphasized that the digitalization of administrative processes significantly improves organizational efficiency by streamlining workflows and enabling faster decision-making. Similarly, Ravi and Mehta (2021) highlighted the role of digital tools in improving operational transparency and responsiveness, which ultimately enhances overall management effectiveness. These results support the Dynamic Capabilities Theory, Teece, Pisano, and Shuen, (1997), which suggests that organizations that enhance their dynamic capabilities, such as digital tools, are better positioned to respond to external challenges and improve operational performance.

However, the findings contrast with Raffo et al. (2023), who argue that while digital tools have been widely adopted, their direct impact on performance improvement is often contingent on organizational factors such as the level of employee engagement and infrastructure quality. They suggest that the effectiveness of digital tools depends on the context in which they are implemented, highlighting the need for a broader consideration of factors like leadership support, training, and organizational readiness. These considerations align with Bharadwaj et al. (2021), who found that while digital tools could improve efficiency, their success was largely dependent on organizational preparedness and the quality of leadership in fostering digital adoption.

Overall, the study provides strong evidence that digital administrative processes significantly enhance strategic management efficiency in the Narok County Government. However, the findings also highlight the importance of considering contextual factors, such as organizational culture, leadership, and infrastructure, to fully realize the potential of digital transformation initiatives. These conclusions resonate with Helfat and Raubitschek (2021), who noted that the full potential of digital transformation could only be achieved when contextual factors such as leadership, culture, and infrastructure are properly aligned. Additionally, Williams et al. (2022) underscored the need to ensure that digital initiatives are supported by adequate infrastructure and organizational culture to maximize their effectiveness.

5.1 Conclusion

The study concludes that the digitalization of administrative processes has a significant and positive impact on the efficiency of strategic management in Narok County Government, Kenya. The findings indicate that the adoption of digital tools, such as e-records, digital procurement systems, and HR management tools, has led to improvements in decision-making speed, resource allocation, and overall management efficiency. However, challenges such as inadequate infrastructure, low digital literacy, and inconsistent implementation across departments still persist, limiting the full benefits of digital transformation. These results underscore the need for continued investments in digital infrastructure and capacity building to maximize the effectiveness of digital tools in enhancing strategic management efficiency at the county level.

5.2 Contribution to Study

This study significantly contributes to the understanding of the role of digitalization in enhancing strategic management efficiency, particularly within the context of county governments in Kenya. While prior research has primarily focused on digital tools' impact on operational efficiency in the public sector, this study uniquely addresses how digitalization influences strategic management processes such as decision-making, long-term planning, and performance monitoring. The findings are valuable for policymakers, public administrators, and other stakeholders involved in governance and digital transformation initiatives. By addressing this research gap, the study contributes to the broader discourse on digitalization in public administration and offers insights into overcoming the barriers to effective implementation, which can be beneficial for Narok County and similar regions in Kenya.

5.3 Policy Recommendations

Based on the findings of the study, it is recommended that Narok County Government strengthen digital transformation initiatives by prioritizing the improvement of digital infrastructure, enhancing employee digital competencies, and promoting effective integration of digital administrative systems into strategic management processes. The county government should develop continuous training programs to equip employees with the necessary skills for effective utilization of digital tools in decision-making, resource allocation, and performance monitoring. Additionally, county departments should enhance coordination to ensure consistent adoption and use of digital systems across administrative functions. Collaboration with relevant government agencies, ICT stakeholders, and training institutions should be encouraged to support sustainable digital transformation. These measures will enhance strategic management efficiency, improve service delivery, and strengthen public sector performance.

5.4 Limitations of the Study

The study had several limitations that should be considered when interpreting the findings. First, the study focused on employees in strategic leadership positions within Narok County Government, which may limit the extent to which the findings can be generalized to lower-level employees, citizens, or other public sector institutions with different operational contexts. Secondly, the study relied on self-reported data collected through questionnaires, which may have been influenced by respondents' perceptions, experiences, or social desirability bias. Additionally, the cross-sectional research design limited the ability to examine changes in digitalization practices and strategic management efficiency over time. Despite these limitations, the study provides valuable insights into the contribution of digitalization of administrative processes to strategic management efficiency within the county government context.

5.5 Areas for Further Study

Future studies should consider examining digital transformation and strategic management efficiency across multiple county governments and other public sector institutions to improve the generalizability of findings. Further research may also explore additional digital transformation dimensions beyond those examined in this study, including artificial intelligence, cloud computing, cybersecurity, and digital organizational culture. Longitudinal studies are recommended to establish how digitalization initiatives influence strategic management efficiency over extended periods. Additionally, future researchers may investigate the moderating roles of factors such as leadership support, employee digital competencies, organizational readiness, and infrastructure capacity in shaping the relationship between digital transformation and public sector performance outcomes. These areas would provide deeper understanding of digital transformation implementation within public organizations.

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