

**ASSESSMENT OF E-GOVERNMENT IMPLEMENTATION ON ORGANIZATIONAL
EFFECTIVENESS IN THE DEPARTMENT OF IMMIGRATION IN NAIROBI, KENYA**

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ABSTRACT

Electronic Governance is one of the strategic innovations that many government agencies have considered implementing to deliver efficient government services and support development of government operations. The main objective of this study was to assess the level of e-government implementation on organizational effectiveness in the Department of Immigration in Nairobi, Kenya. E-government strategy was rolled out in Kenya in 2004 but much is yet to be achieved in terms of transparency, quality and accountability in service delivery. This study therefore assessed digital divide, training in ICT, ICT infrastructure, and legal framework. Descriptive research design was used. Descriptive and inferential statistics were used in data analysis. Descriptive statistics involved use of percentages, frequencies and means which helped to determine and present the status of variables while correlation and regression analysis was used as statistical tools to explain the variable relationships. Hypothesis was tested using Pearson's product moment correlation coefficient. A sample of 200 respondents was drawn from a target population of 400 officers and clients at Nyayo house, Nairobi. The research instrument was self-administered. Data was collected using a survey questionnaire. The study achieved the response rate of 78.5%. The study established a significant positive correlation between training in ICT and organizational effectiveness with a correlation coefficient of 0.987, a significant positive correlation between availability of ICT infrastructure and organizational effectiveness with the correlation coefficient of 0.914, a significant positive correlation between legal framework in e-government and organizational effectiveness with coefficient of 0.667, a weak positive correlation between digital divide and organizational effectiveness with coefficient of 0.414. Regression analysis results indicated that an increase in training in ICT, ICT infrastructure, legal framework and digital divide by one unit would increase adoption of e-government and organizational effectiveness by 0.451, 0.533, 0.0629, 0.400 units respectively. From the study findings, the study concludes that training of clients and officers on ICT will enhance adoption and effectiveness of e-government by providing better skills and the necessary knowledge to utilize e-government services. Therefore the government should establish and maintain ICT skill inventory of the officers and assess the existing skill gaps for effective e-government and organizational effectiveness in the Department. The study also concludes that there are inadequate funds needed to expand capacity, support and maintain essential ICT infrastructure and internet network coverage in Kenya and in the Department. Further conclusions are drawn that an effective legal framework speeds up the implementation process of e-government since the success in introduction and implementation ICT standards in Kenya highly depend on the existing legal framework related to ICT. Finally, despite increased number of people who are utilizing e-government services, the study established that digital divide is still a major challenge for many citizens to gain advantage of e-government due to demographic factors, illiteracy and economic factors.