

**EFFECTS OF USER INVOLVEMENT IN THE IMPLEMENTATION OF INTEGRATED  
RECORDS MANAGEMENT SYSTEMS (IRMS) TO IMPROVE SERVICE DELIVERY  
AT THE DIRECTORATE OF PUBLIC SERVICE MANAGEMENT (DPSM) IN KENYA**

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**Abstract**

*There has been challenge to implementation of the Integrated Records Management System at the Directorate of Public Service. This has continued to affect the delivery of service at the organization. The purpose of this study was to examine the effects of implementing integrated records management systems on service delivery at the Directorate of Public Service Management in Kenya. The study sought to establish the effect of user involvement during implementation of IRMS on service delivery at the Directorate of Public Service Management. The target population consisted of 344 integrated records management systems users in DPSM. A sample of 251 was selected using stratified sampling method. A case study research design was adopted in the study. The life cycle concept and records continuum concept guided the study. Data was collected using a self constructed questionnaire. Data was analyzed using descriptive statistics that included percentages and means and linear regression and presented in tables. The results indicated that user involvement during the implementation of the IRMS had a positive and significant effect on service delivery at the Directorate of Public Service Management ( $\beta = .226$ ;  $p < 0.05$ ). These findings imply that higher levels of user involvement during implementation of the IRMS would result to higher levels of service delivery at the directorate. The study recommends that IRMS or any other system implementation in the future should include users to understand their needs and challenges so that the system implemented would serve their needs and ensure that organization culture is supportive towards introduction of new systems.*

**Keywords: Integrated Records Management Systems, Service Delivery**

**I. INTRODUCTION**

**1.1 Background Information to the Study**

Record keeping is a fundamental activity of public administration (Information Solutions Group, 2000). Practice of record keeping was adopted in Europe in the nineteenth and twentieth century. British civil service practiced record keeping in the nineteenth century (Moss, 2005) while Netherlands applied record keeping in its public administration in the twentieth century (Horsman, 2006). Quality performance, measurable outcomes and client service are important responsibilities in any institution that depend on accessible and usable records (Mwangi, 2013). Records are very important in any institution since they provide a reliable, legally confirmable source of evidence for decision making and taking of actions. In addition, use of records help to justify their actions, past performance, future goals and the need to merge duplicate services so as to reduce costs, the same author notes (Mwangi, 2013).

Since records are a paramount component in any institution, their management is also equally important. Management of records can be made quite easy by the use of integrated records management system (IRMS). Integrated records management systems provide the opportunity to identify and create synergies, hence reducing redundancies, increasing effectiveness, and maximizing efficiencies (Wayne & Terri, 2009). Use of integrated records management systems help to accommodate the common areas of multiple systems, which as a result reduce the overall size of the system structure and duplication of resources. This leads to reduction of cost of running the institution. Additionally, when processes are executed in isolation, there is risk of some measures which are designed to serve the best interests of one area, impacting negatively upon another. Therefore, integrating processes through the use of integrated records management systems prevent sub-optimization and helps to keep bureaucracy at minimum level, while at the same time enhancing system-based communication initiatives.

Integrated records management systems is a system that has been designed to be mainstreamed in the operations of all public institutions with adjustments to suit specific functions of a particular institution and was designed to carry out tasks such as; registration of all mail received in a ministry/public institution by assigning a serial number, date and time received; directing received mail to respective Permanent Secretaries/Chief Executive Officers and heads of Departments today called Directorate to provide guidance on the specific action to be taken; directing the same mail back to the registries for indexing, filing and forwarding to action officers; indicating the action taken on every mail; noting a bring –up facility to avoid officers holding files for long; dispatch of mail, indicating date, time received by registry, date and time dispatched, by whom and to what destination; generating reports on the history and the movement of files and mail; generating reports for supervisors on the workflow in divisions and generating reports for Authorized Officers/CEOs and heads of Directorates indicating the workflow in the whole institution; to enable drafting of letters in a safe and secure manner, scanning of mails and other documents to avoid loss; digitization of records and keeping track of all daily activities within the institution. All government institutions were expected to install the system and operationalize it in order to improve service delivery. The IRMS and Performance is designed to carry out activities as registration of mail, directing received mail indicating the action taken, give bring-up pop ups, search for mail, generate reports, record daily work, graphical representation of the workflow in the organization.

### **1.1.1 Context of the Study**

Ministry of Devolution and Planning (MDP) is one among the eighteen ministries currently established in Kenya. The ministry has a mandate to provide information to the public if need be (strategic Plan 2013/14-2017/2018). The information is found in records which should be managed as required in order to protect the information of the institution. The study is on integrated records management system in the Ministry of Devolution and Planning, Directorate of Public Service Management to ascertain the effect of IRMS implementation and performance since its creation 2001 to date. The research is a case study to be held in Nairobi Headquarters including all other divisions using IRMS at the DPSM. The research employs gross sectional researches both qualitative and quantitative data collected through questionnaires and document review.

### **1.2 Statement of the Problem**

The Government of Kenya is striving to ensure that all its agencies have effective methods for managing and supporting records and information to deliver quality services to the citizens. One strategy that the government

has undertaken to achieve this goal is the implementation of the integrated records management system, although implementation of the system in the public service has been with challenges. Challenges of implementing integrated records management systems are still a problem to the ministries, like Ministry of Devolution and Planning and its agencies (Ngenoh, 2014).. In a lot of cases, info interaction innovation systems are introduced without the necessary processes as well as controls to aid in creation as well as capture; lasting protecting as well as availability of digital documents. This undermines the ability of civil servants as well as citizens alike to rely on the details created by government info interaction technology systems. Federal government needs to act to guarantee that info interaction modern technology systems provide relied on details that are dependable, total, unaltered and also useable. This needs records monitoring solutions to be incorporated with information communication modern technology systems throughout planning as well as style phases as opposed to be added on throughout or after execution process.

Baseline studies conducted on the topic reveal contextual and conceptual research gaps. Erima and Wamukoya (2012) focused on aligning risk management and records management with business processes and did not focus on the effect of implementation on service delivery. This presented a conceptual research gap, while Spriano (2013) focused on the failures and successes of e-Government projects and did not specifically focus on IRMS. Similarly, Oyaro (2013) established how records management affects service delivery using a conceptual research gap. In the midst of the challenges facing the implementation and performance no study has directly looked at the integrated records management system and its performance at the Directorate of Public Service Management in Kenya. Modern records and information management environment requires technological, digital systems and solutions necessary in providing effective and efficient services to the general public. It is against this context that this study is designed to assess the degree to which the integrated records management system meets its intended purposes in implementation and performance at the directorate of public service management in Kenya

### **1.3 Objective of the Study**

To establish the effect of user involvement in the implementation of the integrated records management system to improve service delivery at the Directorate of Public Service Management.

## **II. LITERATURE REVIEW**

### **2.0 Theoretical Framework**

The theories that guided this study are life cycle concept (LCC) and records continuum concept(RCC). The two concepts present all the stages and components required in record management.

#### **2.1 The life cycle concept (LCC)**

Yusof and Chell (2005) in their study, records that the National Archives (NA) of the United States of America (USA) in the 1930s invented the live cycle concept (LCC) model. Life cycle Concept theory elucidates the management and existence of records as experiencing distinct life-cycle stages that can be observed in two viewpoints of use and age (Berner, 1983).

The age viewpoint insists that documents experience phases of current, semi-current and inactive phases. The usage point of view asserts that a document goes through the stages of its functionality which are produced, use, maintain as well as dispose of. The lifecycle model utilizes a birth-to-death example to define records as travelling through a collection of phases. It provides a fragmented structure for recordkeeping by: synthetically

separating the objective of records as well as archives administration; taking apart the duties of records managers as well as archivists right into divided functions; limiting methods of thinking about protection with slim choice requirements; viewing records as concrete physical items in a paper world and static environment. As a result of this difference of stages, it has been argued that the theory additionally demarcates the function of records managers and also archivists and also regards the phase when the archivist intervenes in the cycle occurring at some point in the direction of end of the lifecycle when the record becomes non-active and historical. This was done in action to the ever-increasing quantity of records generated by organizations. Online cycle version has actually been dynamically utilized in position like North America and also indicates a separation among records administration and also archival administration (Shepherd & Yeo, 2003).

Life cycle model presents a picture of documents as experiencing various phases just like a living microorganism. It is an example comparable to the life of an organic microorganism, which is born, lives and also dies after some time. Similarly a document is created, utilized as long as it has continuing value and after that gotten rid of by destruction or transfer to the archives. Records are formed and vigorously used in relation to their purpose. In other words, records that do not fulfill their purpose become irrelevant and unnecessary, while those that serve their purpose become active. When a record is no longer useful, a decision is made as to whether the record should be preserved or disposed off. Hence, records are created, used as lengthy as it has proceeding value, and afterwards transferred to national archives or ruined (Coetzer, 2012).

Guard and also Yeo, (2003) observed that given that the 1950s, several versions of the documents life cycle concept have actually been designed, and a lot of models aimed to show a development of actions taken at various times in the life of a document, usually this included the development, capture, storage space, usage and disposal of a record. According to the concept, as indicated by (Coetzer, 2012) the first step of the life cycle of a record begins with the formation of the record. The creation of a record can be achieved in many different ways, e.g. receipts, spread sheets, emails, minutes of meetings, etc. When a record has been made use of regularly it is unconditionally described as active. After time, the record comes to be much less frequently made use of as well as gets in the semi-active/inactive duration. The last period happens when the document is non-active and also is no longer made use of. Now most of the documents are damaged as well as a minimal number are moved to historical repositories for conservation. The evaluation of documents is done at the last disposal point within the design. The LCC model was the first theory that offered the structure for the procedure of a records monitoring program.

The LCC model has however been criticized more so with the advent of electronic records due to its exclusion on the management of these records. The concept also distinctly secludes the roles of records managers and archivist that the theory formed a difference amongst the roles of archivists and records managers during the life cycle of records (Atherton, 1985). She proposed that the records life cycle model should be changed into a further integrated model comprising of four instead of eight phases. She further argued that although the LCC model had remained valuable in endorsing a feeling of order in the overall management of records, firm observance of its philosophies undermined any inclination towards greater co-ordination and cooperation among records managers and archivists and hence ignored the numerous approaches in which archives and records operations overlapped.

Yusof and Chell, (2005) critic the model further by stating that it was more applicable to those studies dealing with the organization of paper-based archives in organizations. The authors pointed out that the LCC model was not suitable for studies investigating the management of automated records and required to be substituted

with a model that fittingly replicated the distinct features of automated records. Due to these weaknesses of the LCC model, records continuum concept (RCC) model was therefore developed.

## **2.2 Records Continuum Concept (RCC)**

Records continuum concept theory is defined as a consistent and also meaningful regime of management procedures from the time of the creation of documents and also prior to production, in the style of recordkeeping system, with to the conservation and use records as archives (McKemmish, 1997). According to this principle, as offered by its advocates, all phases of documents are related, developing a continuum in which both records supervisors and also archivists are entailed, to differing levels, in the ongoing management of tape-recorded information. The continuum idea sights documents as rational entities, with the vibrant connections as well as associations amongst records, and also between records and their contexts of development and also usage. Within the view of the continuum principle, a historical paper can be gotten as well as returned to a present status just as a recently produced videotaped can be archived promptly after its usage.

RCC perceives documents managers as well as archivists as belonging to the broader profession of recordkeeping experts, and also enables more field of expertises relating to existing, regulative as well as historical recordkeeping objectives. The documents continuum is not merely a choice to the life process means of watching the production, maintenance as well as personality of documents. Nor is it just an allegory for the integrated strategies to administration that are required, although it can serve this function. It is a concept which allows us to view recordkeeping processes in an incorporated fashion where making use of computer details systems are made use of. Like any idea, nonetheless, it can be come close to from different point of views. Without a doubt, in a continuum the elements are necessarily indeterminate, so to view them for monitoring purposes you need to establish a perspective - in the manner in which a refraction gadget can offer a sight of a band of light that allows in regarding its component colors.

Yusof and Chell, (2005) presented in their work that the records continuum as a design was developed in the 1990s by Australian historical theorist Frank Upward based on four concepts. The first is an idea of 'document' comprehensive of records of proceeding value, emphasizes their usage for transactional, evidentiary, and also memory purposes, and links strategies to archiving/recordkeeping, whether documents are maintained for a flash or millennium. The second is, there is a concentrate on documents as rational instead of physical entities, no matter whether they are in paper or electronic type. The third is the institutionalization of recordkeeping career's duty calls for a certain emphasis on the requirement to integrate recordkeeping right into organisation and also societal procedures and also functions. The 4th point is that archival scientific research is the foundation for arranged expertise.

The RCC is the concept that various stakeholders create, make use of, handle, as well as preserve records, not in discrete phases, yet at different points throughout the document's presence. The continuum concept acknowledges that documents go through recognizable stages; nonetheless, these stages are referral factors, not different features. To put it simply, a record is not merely created, passed to a records manager for short-term storage, and afterwards passed to an archivist for lasting storage. Rather, each person's tasks will certainly have an effect on all the others in the continuum. Their roles as well as duties ought to be coordinated, not arranged autonomously (Minnesota State Archives, 2012). The Minnesota Archives more states that the continuum principle details 4 activities that persist throughout the life of a record. These activities are Identification which this identifies what makes up a document, Intellectual control this is making decisions

regarding the record, Provision of gain access to makes it possible for customers to access the records, while Physical control includes taking care of the physical location as well as layout of the document.

### **2.3 Implementation of Integrated Records Management Systems**

The reason the DPSM took on the use of this system was as a result of the countless advantages imagined from its efficient usage. Nevertheless, for now over 5 years of implementation, this system has still not been able to totally give the anticipated benefits of integrated preparation, execution and control of public records. This study job has tried to explore the variables that have actually influenced slow-moving system execution.

### **2.4 Empirical Studies**

Erima and Wamukoya, (2012) conducted a study on aligning documents monitoring and risk management with organisation processes at Moi University in Kenya. The study found that the establishment lacked a documents management program resulting in absence of uniformity in records administration methods. The study further revealed that capability structure for documents monitoring was not prioritized.

Spriano (2013) carried out a study in Zambia on the successes and failures of e-government jobs where the outcomes prosecuted a ranking score of 55.1 based on Heeks 100-point range implying a magnificent fail totally or partially. In addition, the recognition of the e-government jobs was located to be poor in the Zambian government.

Hawking, Stein, Wyld and Forster (2004) carried out a study in Australia to establish the barriers to e-procurement application. The research identified and ranked in order of relevance the variables impacting e-procurement implementation to be insufficient technical infrastructure, lack of knowledgeable employees, insufficient technological facilities of organisation companions, absence of integration with business companions, execution prices, business culture, insufficient business procedures to sustain e-procurement, governing and also lawful controls, protection, teamwork of service partners, poor e-procurement solutions and also upper administration assistance.

Lin and Lee (2005) in their research study showed that executing a brand-new technology requires skill and also understanding to operate in the companies and also many organizations do not implement it since organizations' staff members are not acquainted with brand-new innovation.

Mampe and also Kalusopa (2012) conducted a research to establish the function of records administration in the shipment of public service in Botswana with specific reference to the Corporate Services Division at the Ministry of Health head office. The research study made use of the study approach and was enhanced by triangulation of both quantitative and also qualitative information collection methods. Descriptive statistics was used for evaluation of quantitative data while qualitative data was examined utilizing content evaluation to obtain certain styles significant to the research study. Both sets of outcomes were compared and also contrasted to produce a single analysis and then final thoughts attracted. The research study findings established that the documents management practices in the Corporate Service Division were not well established thus undermining service shipment. This was shown by absence of understanding and also existence of the records management policy, treatments manual based on RMU solution standards from the Botswana National Archives; lack of safety and preservation procedures with widespread cases of missing data, folios and also torn folders; hold-ups in accessibility and also use records; lack of an intricate digital records monitoring programme and also low degrees of ability as well as training possibilities in records monitoring.

### III. MATERIALS AND METHODS

#### 3.1 Research Design

A research design is the plan of settings for collection of data and scrutiny of the data in a way that seeks to integrate economy of the research process and relevance of the research purpose (Kothari, 2004). The study adopted a case study because it allows vast amount of information (in-depth) to be collected that would not usually be conveniently obtained by other study styles. In addition, the data collected is usually a great deal richer and also of greater deepness than can be discovered via various other speculative styles. Case studies likewise have a tendency to be performed on unusual situations where huge samples of comparable participants are not offered (Cooper and Schindler, 2003).

#### 3.2 Study Area

Harambee House along Harambee Avenue, Postal Towers along Kenyatta Avenue and Uchumi house along Aga-Khan Walk all under the Ministry of Devaluation and Planning were the study sites. The study sought to investigate the impact of implementing integrated records management systems on service delivery at the Directorate of Public Service Management in Kenya.

#### 3.3 Target Population

The target population of this study comprised of all the IRMS users at DPSM. This included all the RMO, System Administrators/ICTO, and Marking/Action Officers totaling to 344 employees in the directorate. The table below shows the distribution of the target population (Ministry of Devolution and Planning Strategic Plan 2013/4-2017/18).

**Table 1: Target Population**

Category	Staffing	Sample Size
Public Service Transformation Department	31	23
Performance Contracting Department	31	23
Human Resources Development	26	19
Human Resources Management	13	9
Counseling Unit	22	16
Secretarial Services	45	33
Management Consultancy Services	40	29
Administration	16	12
Records Management	55	40
Finance	2	1
Accounts	22	16
Human Resources Management Services	18	13
Supply Chain management	7	5
Central Planning and Project Monitoring Unit	4	3
Information Communication Technology	12	9
<b>TOTAL</b>	<b>344</b>	<b>251</b>

### **3.4 Sampling Procedures and Sample Size**

Sampling is a procedure of choosing a few entities, objects or individuals from a population to ensure that the picked group encompasses elements characteristic of the features found in the whole population (Orodho, 2004). A sample is a small proportion of a target group selected using some systematic procedures for the study (Wiersma, 1995 & Ngoako, 2011).

The study used stratified random sampling method. To achieve a representation from every department, the researcher used stratified sampling technique based on the departments in the target population table. The grouping was done in a way that avoided group overlapping (Ngoako, 2011). This method guaranteed representativeness and fixes the proportion of different strata within a sample hence making the sample representative of the target population.

Mugenda, (2003) indicates that a sample of between 10% to 30% is appropriate for a study. In addition, Newman, (2000) and Orodho, (2003) asserts that for any population below 1000, up to 30% forms sample size; any population above 1000, up to 10% forms sample size and any population above 10000, 1% forms sample size. Yamane (2000) formula was used to calculate a sample of 251. This sample was deemed adequate for this current study.

### **3.5 Data Collection Methods and Instruments**

The study used both quantitative as well as qualitative primary data. Data was collected using a self constructed questionnaire. Quantitative primary data was collected through closed ended questions while qualitative data was collected through open-ended questions. The questions were captured in a five-point likert scale ranging from strongly disagree, disagree, neutral, agree to strongly agree. The questionnaire was structured to capture each objective of the study.

#### **3.5.1 Data Collection Procedures**

The researcher collected data in person through a help of three research assistants whom the researcher shall recruit and train. The research assistants then proceeded to the Directorate of Public Service Management where the questionnaires were administered to the respondents.

### **3.6 Data Analysis**

Information Analysis is the processing of information to make purposeful details (Sounders, Lewis and also Thornbill, 2009). The Statistical Package for Social Sciences (SPSS) was used to create regularities, detailed and also inferential data which was used to acquire verdicts and generalizations regarding the population.

## **IV. DATA ANALYSIS, PRESENTATION, AND DISCUSSION**

### **4.1 Response Rate**

In total, two hundred and fifty-one (251) questionnaires were presented and disseminated to the research participants. Two hundred and nine (209) questionnaires representing a response rate of 83% were dully filled and returned while 17% were not attended. According to Babbie (2004) a response rate of 50% is adequate to evaluate and publish. The good response rate of 83% was attributed to personal commitments and regular follow up, hence sufficient for a credible study.

## 4.2 Implementation of IRMS

The study’s main objective was to establish the effect of implementation of integrated records management systems on service delivery at the Directorate of Public Service Management. The objective sought to establish the effect of user involvement during implementation of IRMS on service delivery at the Directorate of Public Service Management; this provided the descriptive statistics regarding the study objective.

### 4.2.1 User involvement

The study sought to establish how users were involved during the implementation process of the IRMS. Various statements were provided regarding user and involvement and respondents were required to indicate their level of agreement on how those statements related to the IRMS implementation. Findings are presented in Table 2.

**Table 2: User Involvement**

Statements						Mean
	S D	D	N	A	S A	
Scale	1	2	3	4	5	
Users of the IRMS were involved in the various phases during the IRMS implementation	6.5%	8.9%	7.2%	44.3%	33.1%	3.61
Users were trained on how to utilize the IRMS system	27.2%	40.1%	5.6%	26.1%	11.0%	2.07
Any issues that users raised during the implementation were dealt with effectively	15.1%	27.6%	4.5%	26.7%	26.1%	3.01
Opinions and user views were considered during implementation phase	19.5%	35.3%	6.4%	31.9%	6.9%	2.11
Any changes in the IRMS implementation plan were well communicated to the users	21.1%	36.9%	10.4%	23.8%	7.8%	2.14
<b>Average</b>						<b>2.59</b>

Key: SA=Agree, A=Agree, N=Neutral, SD=Strongly Disagree, D=Disagree

Findings indicated that respondents agreed that users of the IRMS were involved in the various phases during the IRMS implementation (mean = 3.61). However, findings indicate respondents were neutral to the statement that any issues that users raised during the implementation were dealt with effectively (mean = 3.07). These findings illustrate that there though some issues were dealt with properly, there were some issues that users raised and were not effectively considered. Further findings indicated that respondents disagreed that users were trained on how to utilize the IRMS system (mean = 2.07), opinions and user views were considered during implementation phase (mean = 2.11) and also disagreed that any changes in the IRMS implementation plan were well communicated to the users (mean = 2.14). The overall mean was 2.59 indicating that there were various weaknesses in user involvement during the IRMS implementation.

### 4.4 Regression Analysis

The study conducted correlation analysis to assess the relationship among the study variables. Regression analysis was also conducted to test the effect of user involvement on service delivery at the Directorate of Public Service Management. The mean of the likert ratings for the respondent was calculated and used as input for the regression model. Results from the regression analysis are presented in Tables 2, 3 and 4. Results in

Table 2 indicate that r-squared for the regression model was 0.537 which indicates that 53.7% of change in service delivery through the IRMS could be explained by user involvement, this finding implied that these aspect of IRMS implementation was key in explaining the service delivery through the IRMS.

**Table 2: Model Summary**

R	R Square	Adjusted R Square	Std. Error of the Estimate
.733	.537	.502	.874

The study analyzed the variance from the regression model and results of the analysis of variance (ANOVA) are presented in Table 8. The results reveal that the model had some predictive value and was statistically significant ( $F = 58.243$ ;  $p < 0.05$ ). These findings imply that the independent variables user involvement, has significant effect on service delivery enabled by IRMS.

**Table 3: Analysis of Variance**

Source of Variance	Sum of Squares	df	Mean Square	F	Sig.
Regression	92.023	4	23.006	58.243	.000
Residual	79.414	201	.395		
Total	171.437	205			

- a. Dependent Variable: Service delivery
- b. Predictors: (Constant), User involvement

The study applied the t-test to establish the effect of the four independent variables user involvement on service delivery through the IRMS. Findings from the test of significance are provided below.

**Table 4: Test of Significance of Independent Variables**

Variables	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	.148	.075		1.973	.092
User involvement	.226	.080	.200	2.844	.005

The results indicates that user involvement during the implementation of the IRMS had a positive and significant effect on service delivery at the Directorate of Public Service Management ( $\beta = .226$ ;  $p < 0.05$ ). These findings imply that higher levels of user involvement during implementation of the IRMS would result to higher levels of service delivery at the directorate. These results concur with the study findings by Mauki, (2014) who investigated the variables affecting implementation of public procurement and disposal act in Kenyan Judiciary from point of view from different regions.

## V. FINDINGS, CONCLUSION AND RECOMMENDATIONS

The objective of the study was to establish the effect of user involvement during implementation of IRMS on service delivery at the Directorate of Public Service Management. The findings indicated that, user involvement during the implementation of the IRMS had a positive and significant effect on service delivery at the Directorate of Public Service Management ( $\beta = .226$ ;  $p < 0.05$ ). Majority of the respondents agreed that users of the IRMS were involved in the various phases during the IRMS implementation. However, findings

indicate majority of the respondents disagreed that users were trained on how to utilize the IRMS system, opinions and user views were considered during implementation phase and also disagreed that any changes in the IRMS implementation plan were well communicated to the users.

The study concluded that user involvement during IRMS implementation significantly and positively influenced service delivery at the Directorate of Public Service Management. The users of the system including the various departments such as Public Service Transformation Department, Performance Contracting Department, Human Resources Development, Administration, Records Management, Finance, Accounts, Supply Chain management and ICT should be involved when a system affecting their operations is being implemented. Their views, opinions, needs and issues should be incorporated in the implementation.

The study recommended system implementation should include users to understand their needs and challenges so that the system implemented would serve their needs. Further research should be conducted to establish different factors affecting maximum implementation of integrated records management system at the Directorate of Public Service Management in Kenya. Similar studies on a wider scope should be done to find out the influence of implementation of integrated records management system and service delivery in government organizations.

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