Influence of Strategic Technology on Service Delivery in Public Service: A Case Study of Directorate of Immigration and Registration of Persons

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Abstract— Service delivery is the main mandate of the public sector and efficiency is critical to service delivery. However, the public sector has experienced several challenges in service delivery provision that impact the quality, timeliness and costs of these services. In the Directorate of Immigration and Registration of Persons (DIRP),consequences for poor service delivery includes lack of adequate access to documents such as national identity cards, birth and death certificates. Consequently, the public sector in Kenya has been making substantial investment in strategic technology to improve its service delivery capability. However, how this strategic technology improves service delivery function remains a key question given the challenges the DIRP. This study, therefore, sought to examine the influence of application of strategic technology on service delivery at DIRP. Amongst the aspects of strategic technology that were examined include the influences of records management aspects and proficiency of technology usage on service delivery. This study used correlation research design and targeted the DIRP in Nairobi National Headquarters. The accessible population comprised all the 1059 employees of the directorate working at the head office distributed amongst diverse service departments. From these, Nassiuma's formula was applied to obtain a sample size of 91 respondents. This study used proportionate stratified sampling method. They used copies of a pre-tested structured questionnaire to collect data. Data was analyzed using t-test, f-test, chi squares, correlations and multiple linear regressions. From the observations of findings, it was evident that that use of strategic technology had enhanced records management at the DIRP. In relation to Proficiency of Strategic Technology Usage, the study established that there was a significant correlation between proficiency of strategic technology usage and service delivery in the Directorate of Immigration. The study, therefore, recommends that the protocols for retrieval of information through the use of digital record management systems should be made easy for the staffs in the Directorate. The management of the Directorate should also put more emphasis on skills upgrading through trainings and workshops to ensure that skills transfer happen rapidly and that emerging issues and challenges are broadly addressed at this point.

Index Terms— Proficiency of Application of Strategic Technology, Records Management, Service Delivery.

I. INTRODUCTION

Service delivery remains a challenge to State agencies across the world. In this context, Lopes, Soares, Nielsen and Tavares (2017) note that poor service delivery is often characterized by unresponsiveness to the citizens' needs, delay in service delivery and inability to access diverse services provided by government agencies. Service delivery within state agencies is an important aspect which is critical to the government service delivery as a whole and in fulfilling its governing mandate. The service delivery is critical in state agencies since these corporations are created to perform specific functions such as regulatory aspects, improve on execution of government mandate, reduce government bureaucracy in service provision, improve of efficiency in service delivery as well as focus on a specific areas of interest to the government (Chepkonga, Nzioki, &Kiprop, 2018). Therefore, poor service delivery of state agencies negates the functions for which the state agencies were created for. Service delivery within the government and the state agencies are important to diverse stakeholders and in diverse ways. According to Urvikis (2014) service delivery by state agencies and other government agencies enables meeting of the citizens' needs and general economic competitiveness aspects.

In Malaysia, Othman and Yasin (2015) notes that there has been use of technology in enhancing service delivery amongst government bodies. In this context, the government of Malaysia introduced electronic government aspects in order to ensure that government services are convenient, holistic, consistent, faster, reliable, and transparent in nature (Othman &Yasin, 2015). The e-government services are available across diverse government bodies in Malaysia. Strategic technology has been used to improve service delivery amongst government bodies in Pakistan (Din, Xue, Ali, Shah, &Ilyas, 2017). Din et al., (2017) noted that Information and Communication Technology (ICT) has been used to improve efficiency, transparency, responsiveness, and effectiveness of the public sector service delivery in the country. The Pakistan government started utilizing the ICT technology in service delivery in 2002 through the initiation of Electronic Government Directorate (EGD). Still in Pakistan, Shaikh, Shah and Wijekuruppu (2016) note that technology has been used to improve diverse service delivery components. These components include transparency, accountability, and efficiency in service delivery.

In Ethiopia, Pathak et al., (2008) documents challenges prevalent in service delivery amongst government entities. Amongst these challenges include time taken in processing of citizens requests in government agencies. Pathak et al., (2008) noted that to address those challenges the government of

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Ethiopia was adopting e government technologies as a strategic technology for service delivery. The concerns of service delivery in government agencies are also prevalent in Nigerian government agencies. In this context, (Olatona&Olomola, 2015) note that service delivery to Nigerians from government agencies is faced by diverse challenges. Amongst these challenges include service providers not reporting to work, and lack of adequate service delivery equipment. Still in Nigeria, Igbokwe-Ibeto and Nkomah (2016) noted that the challenges that public service delivery face include ineffective and inefficient service delivery as well as non-response service delivery to the citizen's needs

In Kenya several initiatives have been undertaken to improve service delivery amongst the state agencies and Government in general which underlies the importance of service delivery to the Government. Amongst these efforts include Results Based Management (RBM), Rapid Results Initiatives, Performance Contracting, and Citizen Service Charters amongst others (Caxton, 2015; Jela, 2015; Kibe, 2014).Jela (2015) in examination of service delivery in state agencies in Kenya noted that amongst service challenges in state agencies include non-responsive attitude towards citizens seeking services and lack of accountability in service delivery. Other noted challenges of service delivery in state agencies included need for responsive and flexible to evolving user needs, and ensure sustainability, availability, timeliness, dependability and reliability (Mwangi, 2015). Other aspects include access to public services and goods and ease of service delivery.The service provision is important to all the state agencies including the Directorate of Immigration and Registration of Persons (DIRP). According to DIRP (2019), the functions of the directorate include Registration of persons, births and deaths; Providing immigration services; Management of refugees; Border management and Maintenance of the Integrated Population Registration System. The concept of service delivery at the DIRP has been examined by diverse scholars. Oyaro (2013) noted that records management at the Department of Immigration and Registration of Persons is a key aspect of service delivery.

A. Statement of the Problem

Service delivery within state agencies is an important aspect which is critical to the government service delivery as a whole and in fulfilling its governing mandate. The service delivery is critical in state agencies since these corporations are created to perform specific functions such as regulatory aspects, improve on execution of government mandate, reduce government bureaucracy in service provision, improve of efficiency in service delivery as well as focus on a specific areas of interest to government (Chepkonga et al., 2018). However, service delivery in state agencies remain challenged in diverse ways including unresponsiveness to citizens' needs, delay in service delivery and inability to access diverse services provided by government agencies. Other aspects that have been noted to be a challenge in service delivery by the state agencies include lack of transparency and accountability in service delivery, quality of services offered, and speed of service delivery (Bel, Brown, & Warner, 2014; Blair, 2018; Mansoor& Williams, 2018).

Similar to other state agencies, service delivery for DIRP is important. According to DIRP, the functions of directorate include Registration of persons, births and deaths; Providing immigration services; Management of refugees; Border management and Maintenance of the integrated population registration system. The consequences for poor service delivery by DIRP include lack of adequate access to documents such as national identity cards, birth and death certificates. Other challenges could include issuance of these documents to the wrong persons leading to security breaches. Diverse scholars both local and international, such as;Oyaro (2013); Mwangi (2015); Jela (2015); Igbokwe-Ibeto and Nkomah (2016);and Lember (2017) have examined and underscored the importance of technology in service delivery amongst public bodies. However, the value of strategic technology in the delivery of services was not explored in their studies. The present study, therefore, sought to examine the role of application of strategic technology on service delivery aspects at DIRP.

B. Objectives of the Study

i. To determine the influence of records management strategic technology on service delivery at the DIRP
ii. To establish the influence of proficiency of strategic technology on service delivery at the DIRP

C. Research Hypotheses

$H0_1$: There is no statistically significant influence of records management of strategic technology on service delivery at the DIRP.

$H0_2$: There is no statistically significant influence of proficiency of strategic technology of strategic technology on service delivery at the DIRP.

II. LITERATURE REVIEW

The paper was based on Technology Acceptance Theory which was developed by Venkatesh and Davis in the year 2000 to explain how people come to accept technology and use it. The theory states that when new users of technology are presented with the technology, there are two factors that they consider in making decision to accept and use it. These two factors are perceived usefulness of the technology and perceived ease of use if the technology. Perceived usability of the technology refers to how the intended user of the technology perceives the technology to be useful in enhancing the user's performance. The theory has been widely used up to 80% of studies in technology acceptance and usability. In this study, Technology Acceptance Theory was be used to guide the current study in regard to influence of the ease of use of strategic technology specifically the one-stop model on service delivery in the DIRP.

The study was also guided by the Systems Theory developed by Ludwig von Bertalanffy (1968).Ludwing defines a system as a set of objects or entities that interrelate with one another to form a whole. The System's theory is basically concerned with problems of relationships, of structures, and of interdependence, rather than with the constant attributes of

objects. The system theory maintains that an organization does not exist in a vacuum. It does not only depend on its environment but it is also part of a large system such as the society or the economic system to which it belongs. The Systems Theory was used to guide the study in respect to the influence of overall application of strategic technology on service delivery in the DIRP.

- **A. Strategic Technology in Records Management and Service Delivery**

Record management is seen as the process of ensuring that there is accountability, security, integrity and comprehensiveness in the storage of information. Record management aspects of strategic technologies have been seen to influence the level of service delivery in diverse ways. Focusing of management of medical records in public hospitals in South Africa, Luthuli and Kalusopa (2018) sought to examine the influence of records management technology and infrastructure on service delivery. Using structured questionnaires and semi-structured interviews, the study found out that records management technology and infrastructure influenced service delivery in diverse ways. In respect to this, the study established that records management technology and infrastructure was useful in speeding up service delivery, easy retrieval of information and also enhancement of compliance to record keeping policies and procedures. The study further established that the application of technology in service delivery improved the level of transparency and accountability in health service delivery. Luthuli and Kalusopa (2018) recommended training for record managers on use of modern technologies in information management. The study by Luthuli and Kalusopa (2018) was carried out in South Africa which is more developed in terms of ICT infrastructure than Kenya and therefore the study findings cannot be generalizable to Kenyan context. These presents a research gap for the current study to be carried in Kenyan context.

Electronic record keeping practices have been observed to improve the quality of service delivery in diverse ways. Still in the context of South Africa, Marutha and Ngulube (2012), carried out a study that investigated the influence of electronic record keeping on the service delivery in public health sector of Limpopo Province. The study sampled 210 employees from document management and information management units. The study revealed that there was poor use of electronic document and records management system in public health sector. As a result of this, the study revealed that there was long patient waiting times and patients being treated without medical history. The resulted to poor service delivery in hospitals and dispensaries in the public sector. The study recommended the use of modern electronic document and records management systems with capacity to capture full patient details as well as track information movement including paper record movement. Though on Kenyan context, reviewed study was carried out in hospitals which create, store, retrieve and dispose different types of information from those by the DIRP. This therefore presents a contextual research gap which the current study seeks to fill. Records-keeping processes have further been associated with service delivery outcomes by several scholars. For example,

focusing on electronic record management systems in Nigeria, Obotu, Uganneya and Ogezi (2018) established that the electronic record management systems reduced medication errors and improved quality of health care services. It was noted that availability of electronic record management systems in hospitals in Nigeria led to improved security of patients data. This was through its capacity to put control measures to data access such as passwords. Obotu, Uganneya and Ogezi (2018) recommended to formulation of policies and guidelines on the usage and implementation of digital record management systems in order to improve the level of service delivery. Similar to Marutha and Ngulube's (2012) study, this study presents a contextual research gap for it was carried out in hospitals while the current study was conducted in the Directorate of Immigration and Registration of Persons.

- **B. Proficiency of Application of Strategic Technology and Service Delivery**

Proficiency of application of strategic technology refers to the ability of a person to show high degree of competency in the use of the strategic technology. The degree of skills one has about the usage of strategic technology that is used to serve customers or other service recipients may affect the level of service delivery as shown by different scholars. Kairu (2013) carried out a study to examine the influence of proficiency in ICT on service delivery of Kenya Revenue Authority. The study adopted a descriptive survey design. It was established that to a large extent, Kenya Revenue Authority has well-knowledgeable employees on the use of management information system. As a result of employees' proficiency in the use of ICT, the study observed that Kenya Revenue Authority delivered innovative customer services. It was also noted that from time to time, the Kenya Revenue Authority offered in-service training to employees on the use of ICT based programs in order to improve their productivity and performance in regard to service delivery. The study concluded that there was a positive relationship between the level of proficiency in application of strategic technology and quality of service delivery. The study by Kairu (2013) used only descriptive statistics and therefore showed to statistically link proficiency of application of strategic technology and service delivery. The current study used inferential statistics to show the relationship between the dependent and independent variable of the study and therefore a methodological research gap.
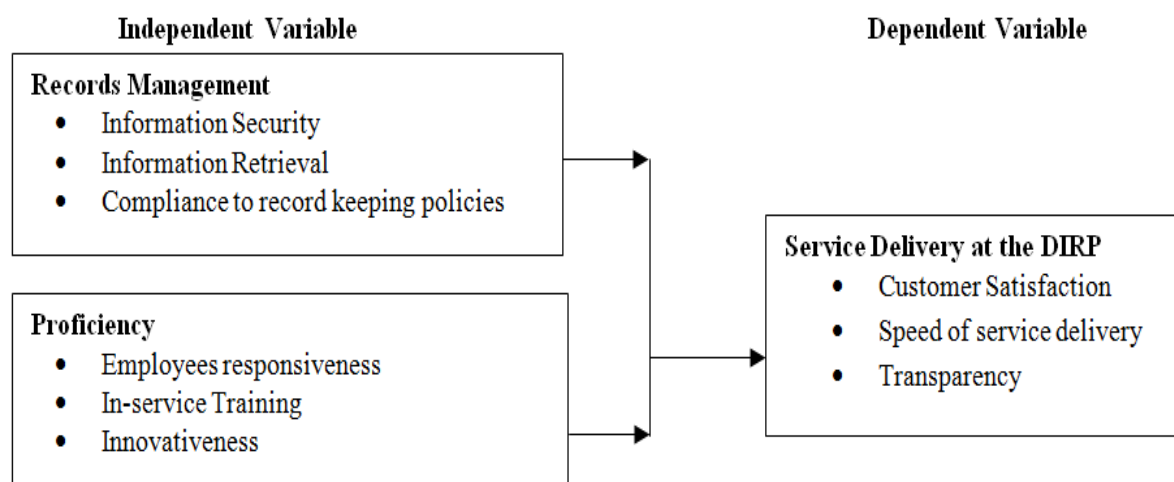
Service innovation has also been linked to task knowledge of service providers in diverse contexts. In respect to this, knowledge on a task is able to generate a sustainable competitive advantage as shown by different scholars. In the context of service industry, Storey and Kahn (2014) sought to find out whether knowledge on use of ICT innovations in 385 UK-based service businesses has influence on the quality of service delivery. The study revealed that there was a positive and significant relationship between proficiency in the use of ICT innovations and service delivery. In respect to this, the study noted that knowledgeable personnel on ICT innovations were able to deliver services on time, meet customer needs as well as offering more services related to the service a customer sought. Proficiency in ICT innovations

was also related to productivity and speed in service delivery and therefore serving a larger number of customers, and hence improved service delivery. The reviewed study by Storey and Kahn (2014) was done in United Kingdom, a first world country with more developed ICT infrastructure than Kenya. For this reason, the findings obtained by Storey and Kahn (2014) cannot be generalized to Kenyan context. Information Technology has been used as a transformative agent in human resource functions. For example, Long (2013) carried out a study to establish how information technology improves the performance and proficiency of employees. The study used critical literature review method to gather data for the study. The study established that employees' proficiency in the use of technology improved the level of service

delivery to customers. In respect to this, the study established that an increase in the level proficiency in using technological innovations among the employees resulted to an increase in service delivery. This was due to faster service delivery and improved customer satisfaction because of proficiency in using technological innovations among the employees. The study recommended proper training for ICT users in an organization in order to improve productivity of the employees. By using critical literature review method, a study by Long (2013) may be biased towards the findings of other researchers. The current study used descriptive research survey design and therefore collect data directly from the respondents.

C. Conceptual Framework

III. METHODOLOGY

The study used correlation research design. The target populations of this study were employees of the DIRP in Nairobi national head office. There are a total of 1059 employees of the directorate working at the head office distributed amongst diverse service departments. The employees of the directorate used the diverse technology in their work execution that is critical in the service delivery aspects, therefore, are expected to be in a position to provide meaningful information for the study purposes.This study used proportionate stratified sampling method as the sampling technique method. The method were used since it enables each employee to have an equal chance within their strata of being chosen and also enables the picking of sample members relative to their strengths in the population (Mugenda & Mugenda, 2003). The study first obtained a sample size of 91 respondents using Nassiuma (2000) formula. Using the proportionate stratified sampling, the study distributed the sample size across the service departments. This implies that per stratum a proportionate sample size was collected based on the relative proportionate strength of the stratum to the population.Structured questionnaire was used for the purposes of data collection in this study. The pilot study was undertaken in Nakuru offices

of DIRP. This is with a view that the Nakuru offices use similar technology as their Nairobi counterparts.To ensure validity of the structured questionnaires, the opinions of the researcher's academic supervisors at the university were used in advising the relevancy of the set questions in the questionnaire during the pilot study phase.The Cronbach alpha coefficient was used for testing the internal reliability. The data collection process was undertaken through a drop-off and-pick-up later method. This method enabled the questionnaires to be dropped for the respondents to fill and then collected at a later stage. Descriptive statistics such as frequency distributions were utilized for the purposes of determining the proportion of respondents choosing a specific option. The researcher also used Chi square analysis to determine whether the observed frequency values are significant. Correlation analysis was undertaken between the variables with a view of understanding the association levels between them. Multiple linear regression analysis was also used with a view of explaining the influence of specific independent variables on the dependent variable in a joint model.

IV.   RESULTS

. **Response Rate**

No. of questionnaires Issued	No. of questionnaires Returned	Response Rate (%)
91	79	87

The high questionnaire response rate (87%) resulted from the method of administration of the instrument, which was in this case self-administered.

Demographic Characteristics of the Respondents

Variable	Category	Frequency	Percentage(%)
Gender	Male	41	52
	Female	38	48
Age in Years	19 – 28	29	37
	29 – 38	24	30
	39 – 48	18	23
	Above 48	8	10
Number of years	1 – 5 yrs	20	25
Worked in the	6 – 10 yrs	35	45
Directorate of Immigration	11 - 15 yrs	13	16
	Above 15yrs	11	14

The findings indicate that majority (52%) of the respondents were male although the high proportion of females indicated that there was a considerable number of female employees in the Directorate that met the one third gender threshold stipulated by the constitution. The results also indicate that majority (37%) of the respondents were young and aged between 19 – 28 years. This was an important groups as far as the study was concerned as most of them were highly prepared for digital technology applications. In addition, majority (45%) of the respondents had also worked in the Directorate for between six and ten years. These findings imply that majority of the respondents were youthful and had considerable experience working in the industry and were, therefore, expected to give valid opinions in relation to the application of strategic technology on service delivery in the Directorate. Abere and Muturi (2015) explained that for a reliable study to be conducted, the respondent's background characteristics, such as, age, gender, educational qualifications and work experience needed to be established so as to ascertain that one sampled from a reliable population that is likely to give valid answers for the study.

Records Management in Application of Strategic Technology

	SA	A	N	D	SD		p-
	Freq(%)	Freq(%)	Freq(%)	Freq(%)	Freq(%)	$\chi 2$	value
There is integration of technology in record management in the DIRP	20(25)	26(33)	13(17)	14(18)	6(7)	93.39	0.001
There is easy retrieval of information through the use of digital record management systems.	12(15)	30(38)	12(15)	15(19)	10(13)	90.15	0.001
There is enhancement of compliance to record keeping policies and procedures though the use of electronic records management systems	14(18)	42(53)	19(24)	2(3)	2(3)	73.88	0.001
There is security of clients' data through the integration of technology in record management	12(15)	44(56)	16(20)	5(6)	2(3)	74.82	0.001

	SA	A	N	D	SD		
There is regular upgrading of electronic records management systems	12(14)	39(49)	22(28)	3(4)	3(4)	84.1	0.001

The results indicated that majority (33%) of the respondents agreed and 25% strongly agreed that there was integration of technology in record management in the DIRP. The findings also indicate that retrieval of information had been made easy through the use of digital record management systems as indicated by most of the respondents who agreed (38%) and 15% who strongly agreed. In addition, majority of the respondents agreed (53%) while 18% strongly agreed that there was enhancement of compliance to record keeping policies and procedures though the use of electronic records management systems. The results also suggest that there was security of clients' data through the integration of technology in record management as indicated by majority (56%) of the respondents who agreed and 15% who strongly agreed. Majority (49%) of the respondents also agreed while 14% strongly agreed that there was regular upgrading of electronic records management systems.

The observations of findings that majority of the respondents were in agreement with the statements posed in relation to strategic technology applications in records management suggest that the applications had enhanced

records management at the DIRP. These findings agree with Luthuli and Kalusopa (2018)who found that records management technology and infrastructure was useful in speeding up service delivery, easy retrieval of information and also enhancement of compliance to record keeping policies and procedures. The findings, however, disagree with Marutha and Ngulube (2012) who found that there was poor use of electronic document and records management system in public health sector.

Further, contrary to Ondieki (2017) whose study established that there was low level of integration of technology in record management and this slowed the speed of service delivery, the current study found that there was considerable integration of technology in record management in the DIRP. In terms of security, the findings indicated that the was considerable security of clients' data through the integration of technology in record management. This was consistent with Obotu, Uganneya and Ogezi (2018) who established that availability of electronic record management systems in hospitals in Nigeria led to improved security of patients data.

Proficiency of Application of Strategic Technology

Statement	SA Freq(%)	A Freq(%)	N Freq(%)	D Freq(%)	SD Freq(%)	χ2	p-value
Employees are well-knowledgeable on the use of management information systems	9(11)	15(19)	11(14)	29(37)	15(19)	62.59	0.001
There is in-service training to employees on the use of ICT based programs	23(29)	28(35)	11(14)	9(11)	8(9)	100.77	0.001
ICT personnel in the DIRP are able to serve larger number of customers	16(21)	33(42)	17(20)	8(10)	5(6)	116.17	0.001
Employees in the DIRP are able to deliver services on time	16(21)	41(52)	13(16)	4(5)	5(6)	162.28	0.001
There is faster responsiveness to clients' needs in the larger number of customers	9(11)	38(48)	17(20)	9(11)	6(7)	89.04	0.001

The findings indicated that the employees of the Directorate were not well-knowledgeable on the use of management information systems as indicated by majority (37%) of the respondents who disagreed and 19% who strongly disagreed with the statement posed. The results also indicate that there was in-service training to employees on the use of ICT based programs as suggested by most of the respondents who agreed (35%) and 29% who strongly agreed. Majority (42%) of the respondents agreed while 21% strongly agreed that the ICT personnel in the DIRP are able to serve larger number of

customers. The findings further suggest that employees in the DIRP were able to deliver services on time as indicated by majority of the respondents who agreed (52%) and those who strongly agreed (21%). Most of the respondents were of the view that there was faster responsiveness to clients' needs in the larger number of customers as indicated by majority who agreed (48%) and 11% who strongly agreed.

Save for the responses on the statement suggesting that the employees of the Directorate were well-knowledgeable on the use of management information systems in which

majority of the respondents disagreed, it is evident that the proficiency levels of the use of strategic technology at the directorate was good as indicated by majority of the responses showing agreement with the statements. Specifically, the findings suggesting the employees of the Directorate were not well-knowledgeable on the use of management information systems disagree with Kairu (2013) who established that to a large extent, Kenya Revenue Authority has well-knowledgeable employees on the use of management information system.

However, consistent with Kairu (2013), the study established that the Directorate provided in-service training to employees on the use of ICT based programs and this raised their levels

of employees' proficiency in the use of ICT. The findings also agree with Long (2013) who established that employees' proficiency in the use of technology improved the level of service delivery to customers. Also consistent with Tran (2013), the study established that employee skills in the use of ICT positively affected the quality of service delivery. In addition, the finding that view that there was faster responsiveness to clients' needs in the larger number of customers as indicated by majority who agreed supports those of Sharma (2014) notes that in India who found that strategic technology has been used to improve on convenience of service delivery, responsiveness aspects in service delivery, and timelines aspects in service delivery.

Service Delivery at the DIRP

Statements	SA Freq(%)	A Freq(%)	N Freq(%)	D Freq(%)	SD Freq(%)	χ2	p-value
Enhances good relationship between the clients and the DIRP	9(11)	14(18)	23(29)	20(25)	13(17)	69.58	0.001
Reduces clients' waiting time	17(21)	25(32)	16(20)	11(14)	10(13)	63.65	0.001
Improves clients' satisfaction	11(14)	23(29)	14(18)	16(20)	15(19)	81.93	0.001
Increases the number of clients served per day	17(21)	27(34)	16(20)	13(17)	6(8)	79.48	0.001
Increases transparency in service delivery	20(25)	26(33)	13(17)	14(18)	6(7)	72.17	0.001

From the results the findings indicated that there was uncertainty on the effect of strategic technology in enhancing good relationship between the clients and the DIRPas indicated by majority (29%) of the respondents. The results also indicate that the application of strategic technology reduces clients' waiting time as indicated by majority (32%) of the respondents who agreed and 21% who strongly agreed. The results also indicate that the strategic technology improves clients' satisfaction as indicated majority (29%) of the respondents who agreed and 14% of the respondents who strongly agreed. Further, the findings suggest that the use of strategic technology increases the number of clients served per day as indicated by 34% of the respondents who agreed and 21% who strongly agreed. Strategic technology also increases transparency in service delivery as indicated by majority of the respondents who agreed (33%) and 25% who strongly agreed. These findings indicate that the use of strategic technology improved service delivery in the

Directorate of Immigration through several dimensions. The findings, therefore, agree with Othman and Yasin (2015) in Malaysia, who found that the introduction of strategic technology was instrumental in enhancing service delivery amongst government bodies by ensuring that government services are convenient, holistic, consistent, faster, reliable, and transparent in nature. The findings also concur with Din et al., (2017) and Shaikh et al., (2016) in Pakistan who noted that Information and Communication Technology (ICT) has been used to improve on efficiency, transparency, responsiveness, and effectiveness of the public sector service delivery in the country. Lember (2017) in Estonia also found that use of strategic technology in service delivery shapes the kind of services that can be delivered and the manner in which these services can be delivered. Sharma (2014) notes that in India, technology is being used by government to meet the increasing demands of service delivery in the country. In this context, technology has been used to improve on convenience of service delivery, responsiveness aspects in service delivery, and timelines aspects in service delivery.

Summary of Correlations

		Records management	Proficiency	Service Delivery
Records management	Pearson Correlation	1		
	Sig. (2-tailed)			
	N	79		
Proficiency of strategic technology	Pearson Correlation	.199	1	
	Sig. (2-tailed)	.069		
	N	79	79	
	Sig. (2-tailed)	.763	.227	
	N	79	79	
Service Delivery	Pearson Correlation	.096	.218*	1
	Sig. (2-tailed)	.386	.047	
	N	79	79	79

The first correlation was done to determine whether records management strategic technology significantly influenced service delivery at the DIRP. The results in shows that the relationship between the variables was not significant (r = 0.096, p > 0.05). This means that the records management through strategic technology in the current situation did not significantly influence service delivery at the directorate. This finding is failed to agree with the assertions of Oyaro (2013) that records management at the Department of Immigration and Registration of Persons is a key aspects of service delivery. However, this could be explained by the fact that standardization of records was still an on-going process in the country where majority of the citizenry still lacked access to standard digital technologies that were compatible with the ones at the directorate.

The study also sought to determine whether proficiency of strategic technology significantly influenced service delivery at the DIRP. The correlation results in Table 4.8 indicates that

a significant relationship (r = 0.218, p $\leq$ 0.05) existed between the variables. The Pearson's product moment coefficient of correlation further suggests that a weak relationship existed between the variables. This implies that the current levels of proficiency were low but improving on them could lead to better levels of service delivery. The findings agree with Storey and Kahn (2014) whose study revealed that there was a positive and significant relationship between proficiency in the use of ICT innovations and service delivery. In respect to this, the study noted that knowledgeable personnel on ICT innovations were able to deliver services on time, meet customer needs as well as offering more services related to the service a customer sought. Proficiency in ICT innovations was also related to productivity and speed in service delivery and therefore serving a larger number of customers, and hence improved service delivery.

Multiple linear regression results

	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
(Constant)	2.01	4.759		0.422358	0.638
Records Management	-0.063	0.108	-0.055	-0.583333	0.522
Proficiency of Technology Usage	0.175	0.076	0.161	2.6302632	0.001

a. Dependent Variable: Service Delivery

It can be deduced from the findings in Table 4.11 that Proficiency of Technology Usage was the most influential strategic technology variables in the model as indicated by a beta values (β = 0.175, t = 2.6302632, p < 0.05). However, the Records Management was not found to be significant to the model (β = -0.055, t = -0.583333, p > 0.522). Therefore, the resulting linear model was;

Service Delivery at DIRP = 2.010 - 0.063 Records Management+ 0.175 Proficiency+ + E(error term)

Hypothesis Testing

The first hypothesis was tested under the null hypothesis. From the beta values it was evident that there was no significant relationship between the variables (β = -0.055, p > 0.522). Therefore, the null hypothesis was accepted and the view that records management application of strategic technology had no significant influence on service delivery at the DIRP accepted as well. These findings agree with Marutha and Ngulube (2012) who failed to find a significant relationship between use of electronic document and records management system and service delivery in public health

sector in South Africa. However, the findings disagree with Obotu, Uganneya and Ogezi (2018) who established that the electronic record management systems reduced medication errors and improved quality of health care services in Nigeria The second hypothesis was tested under the null hypothesis. The beta value from the multiple regression results indicated that there was a significant relationship between the two variables ($\beta = 0.161$, $p < 0.05$). Consequently, the null hypothesis was rejected and the view adopted that proficiency in application of strategic technology was an important factor of strategic technology on service delivery at the DIRP. These findings support those of Storey and Kahn (2014) who established that there was a positive and significant relationship between proficiency in the use of ICT innovations and service delivery. The results also agree with Long (2013) who established that employees' proficiency in the use of technology improved the level of service delivery to customers. In respect to this, the study established that an increase in the level proficiency in using technological innovations among the employees resulted to an increase in service delivery.

V. CONCLUSION & RECOMMENDATION

A. Conclusion

From the observations of findings, it was evident that that use of strategic technology had enhanced records management at the DIRP. However, application of strategic technology to records management was not found to have a significant correlation with service delivery in the Directorate. Therefore, basing on these evidence, the study concludes that as currently applied, records management through strategic technology was not a factor of service delivery at the DIRP. In relation to Proficiency of Strategic Technology Usage, the study established that there was a significant correlation between proficiency of strategic technology usage and service delivery in the Directorate of Immigration, proficiency of strategic technology usage was also found to be significant in the joint regression model. However, its effect relative to the other variables in the model was weak suggesting that the proficiency levels of the staff still needed to be further developed for better service delivery. Therefore, the study concludes that proficiency of strategic technology usage was a factor of service delivery at the DIRP.

B. Recommendation

From the findings the researcher recommended that the directorate should emphasize all records management aspects in the application of strategic technology in service delivery. Particularly, the directorate should do regular upgrading of electronic records management systems in such a way as to ensure it does not affect service delivery. The protocols for retrieval of information through the use of digital record management systems should also be made easy for the staffs in the Directorate. In relation to the proficiency of the use of strategic technology, the results suggest that it had a weak though positive relationship with service delivery at the Directorate. The study, therefore, recommends that the management of the Directorate should put more emphasis on skills upgrading through trainings and workshops to ensure

that skills transfer happen rapidly and that emerging issues and challenges are broadly addressed at this point. The study recommends that future studies should be done on the effect of using advanced records management systems such as the block chain on the service delivery in the Directorate.

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