

**CORPORATE INFORMATION TECHNOLOGY
STRATEGY, INFORMATION TECHNOLOGY
GOVERNANCE, INFORMATION QUALITY AND
SERVICE DELIVERY OF STATE CORPORATIONS IN
KENYA**

**BY:
GETEMBE NYAKORA KEPHA**

**A Research Thesis Submitted in Partial Fulfillment of
the Requirement for the Degree of Doctor of Philosophy
in Business Administration, Faculty of Business and
Management Sciences, University of Nairobi**

November, 2021

DECLARATION

DECLARATION BY STUDENT:

I hereby declare that this PhD Research Thesis report is my original work and has not been submitted in any other university or college for examination, academic purposes or award of any degree.

Signature...  Date..... 6/12/2021.....

GETEMBE NYAKORA KEPHA

(D80/93882/2014)

DECLARATION BY SUPERVISORS:

This PhD Research Thesis report has been submitted with our approval as the University supervisors.

Signature.....  Date..... 6/12/2021.....

DR. MAGUTU P. OBARA (PhD)

Senior Lecturer, Department of Management Science and Project Planning, Faculty of Business and Management Sciences, University of Nairobi.

Signature.....  Date..... 6/12/2021.....

PROF. KATE LITONDO (PhD)

Associate Professor, Department of Management Science and Project Planning, Faculty of Business and Management Sciences, University of Nairobi.

ACKNOWLEDGEMENT

I wish to express my utmost gratitude to my research supervisors, Dr. Magutu O. Peterson and Professor Kate Litondo for their useful guidance, patience, commitment and mentorship in my entire study and research period. I also wish to appreciate University of Nairobi's entire leadership and management for according me favorable learning set up and top notch reference materials. Further, I could like to acknowledge my course mates whom we regularly held discussions and shared ideas, challenged each other and of importance learnt plenty together. I also thank my family members for granting me humble time to attend classes and burn the midnight oil to produce this formidable research document. Lastly, I thank the respondents from all State Corporations in Kenya for prompt and timely responses especially in filling the questionnaire that enabled quality completion of my research.

DEDICATION

I dedicate this research thesis to my lovely wife Maximillah, my daughters; Sheila, Joyshirlyne, Leylakate and the entire Getembe family members who have been of great help and inspiration. Lastly, the Almighty Lord for his continuous grace, favor and blessings.

ABBREVIATIONS AND ACRONYMS

CIOs:	Chief Information Officers
COBIT:	Control Objectives for Information and Related Technology
DoI:	Diffusion of Innovation Theory
ERP:	Enterprises Resource Planning
GVP:	Governance, Value Delivery and Performance Management
ICT:	Information Communication Technology
IQ:	Information Quality
IS:	Information Systems
ISACA:	Information Systems Audit and Control Association
IT:	Information Technology
ITG:	Information Technology Governance
ITGI:	Information Technology Governance Institute
SCs:	State Corporation

TABLE OF CONTENTS

DECLARATION.....	ii
ACKNOWLEDGEMENT.....	iii
DEDICATION.....	iv
ABBREVIATIONS AND ACRONYMS.....	v
TABLE OF CONTENTS	vi
LIST OF TABLES	xii
LIST OF FIGURES	xvii
ABSTRACT.....
.....	xviii
CHAPTER ONE: INTRODUCTION.....	17
1.1 Background of the Study.....	17
1.1.1 Corporate Information Technology Strategy	19
1.1.2 Information Technology Governance	20
1.1.3 Information Quality	21
1.1.4 Service Delivery	22
1.1.5 State Corporations in Kenya.....	23
1.2 Research Problem.....	24
1.3 Research Objectives	30
1.4 Value of the Study.....	31
CHAPTER TWO: LITERATURE REVIEW.....	32
2.1 Introduction.....	32
2.2 Theoretical Foundation	32
2.2.1 Diffusion of Innovation Theory.....	33
2.2.2 The Fourth Industrial Revolution Theory.....	34
2.3 Empirical Literature Review	34
2.3.1 Corporate Information Technology Strategy and Service Delivery.....	35
2.3.2 Information Technology Governance and Service Delivery	36
2.3.3 Information Quality and Service Delivery	37
2.3.4 Corporate Information Technology Strategy, Information Technology Governance and Service Delivery.....	39
2.3.5 Corporate Information Technology Strategy, Information Quality and Service Delivery.. ..	40
2.3.6 Corporate IT Strategy, Information Technology Governance, Information Quality and Service Delivery.....	42
2.4 Summary of Empirical Studies and Knowledge Gaps.....	43
2.5 Conceptual Framework	46
2.6 Conceptual Hypothesis	48
CHAPTER THREE: RESEARCH METHODOLOGY	49
3.1 Introduction.....	49
3.2 Research Philosophy	49
3.3 Research Design.....	49

3.4 Population of the Study.....	50
3.5 Data Collection.....	51
3.6 Reliability Test.....	52
3.7 Validity Test.....	53
3.8 Operationalization of Study Variables.....	54
3.9 Diagnostic Tests.....	58
3.10 Data Analysis.....	59

CHAPTER FOUR: DATA ANALYSIS, PRESENTATION AND INTERPRETATION 64

4.1 Introduction.....	64
4.2 Reliability Tests.....	64
4.3 Validity Tests.....	67
4.4 Tests for Regression Analysis Assumptions.....	69
4.4.1 Normality Test.....	69
4.4.2 Multicollinearity Test.....	73
4.4.3 Homoscedasticity Test.....	75
4.4.4 Test of Linearity.....	75
4.5 General Demographic Information.....	78
4.5.1 Response Rate and Category of the State Corporation.....	78
4.5.2 The Number of Permanent and Pensionable Employees.....	80
4.5.3 Number of Years in Operations.....	1
4.5.4 Respondents Gender Distribution.....	2
4.5.5 Respondents' Age Bracket.....	2
4.5.6 Respondents' Highest Level of Education.....	Error! Bookmark not defined.
4.5.7 Respondents' Work Experience at the State Corporation.....	Error! Bookmark not defined.
4.5.8 Respondents' Functional Area of Operation.....	Error! Bookmark not defined.
4.5.9 Respondents' Level of Management.....	Error! Bookmark not defined.
4.6 Corporate Information Technology Strategy.....	Error! Bookmark not defined.
4.6.1 Perceived Success in the Adoption of Suitable IT strategy for Effective Service Delivery.....	Error! Bookmark not defined.
4.6.2 Existence of Corporate IT Strategy.....	Error! Bookmark not defined.
4.6.3 Corporate IT Objectives.....	Error! Bookmark not defined.
4.6.4 Corporate IT Targets.....	Error! Bookmark not defined.
4.6.5 Corporate IT Targets Improvements.....	Error! Bookmark not defined.
4.6.6 Corporate IT Priority Projects.....	Error! Bookmark not defined.
4.6.7 Corporate IT Annual Implementation Plans.....	Error! Bookmark not defined.
4.6.8 Level of Cascading of Corporate IT Strategy.....	Error! Bookmark not defined.
4.6.9 Corporate IT Strategy Vertical Integration.....	Error! Bookmark not defined.
4.6.10 Corporate IT Strategy Cross Functional Alignment.....	Error! Bookmark not defined.
4.6.11 Level of Implementation of Corporate IT strategy.....	Error! Bookmark not defined.
4.6.12 Top Management Leadership.....	Error! Bookmark not defined.
4.6.13 Configuration of IT Resources and Skills.....	Error! Bookmark not defined.

4.6.14 Effective Communication of the Corporate IT Strategy	Error! Bookmark not defined.
4.6.15 Factor Analysis on Corporate IT Strategy	Error! Bookmark not defined.
4.7 Information Technology Governance	Error! Bookmark not defined.
4.7.1 Perceived Success in Embracing IT Governance for Vibrant Service Delivery Improvements	Error! Bookmark not defined.
4.7.2 Information Technology Governance Framework	Error! Bookmark not defined.
4.7.3 Information Technology Governance Level of Implementation	Error! Bookmark not defined.
4.7.4 Enforcement of IT Governance Framework	Error! Bookmark not defined.
4.7.5 Monitoring and Evaluation of ITG Framework	Error! Bookmark not defined.
4.7.6 Information Technology Risk Management Framework	Error! Bookmark not defined.
4.7.7 Implementation of IT Risk Management Framework	Error! Bookmark not defined.
4.7.8 Information Technology Governance on Resource Capability/Use	Error! Bookmark not defined.
4.7.9 Factor analysis on IT Governance	Error! Bookmark not defined.
4.8 Information Quality	Error! Bookmark not defined.
4.8.1 Reliability of Information	Error! Bookmark not defined.
4.8.2 Usability of Information	Error! Bookmark not defined.
4.8.3 Correctness of Information	Error! Bookmark not defined.
4.8.4 Appropriate amount of Information	Error! Bookmark not defined.
4.8.5 Understandability of Information	Error! Bookmark not defined.
4.8.6 Safety of Information	Error! Bookmark not defined.
4.8.7 Completeness of Data	Error! Bookmark not defined.
4.8.8 Timeliness of Data	Error! Bookmark not defined.
4.8.9 Accuracy of Data	Error! Bookmark not defined.
4.8.10 Consistency of Data	Error! Bookmark not defined.
4.8.11 Information Quality Rating Based on Measurement of Information Systems	Error! Bookmark not defined.
4.8.12 Factor Analysis on Information Quality	Error! Bookmark not defined.
4.9 Service Delivery	Error! Bookmark not defined.

CHAPTER FIVE: HYPOTHESES TESTING AND INTERPRETATIONS..... 218

5.1 Introduction	218
5.2 Correlation Analysis	218
5.3 Hypothesis Testing and Regression Analysis	219
5.3.1 The Effect of Corporate IT Strategy on Service Delivery of State Corporations in Kenya	220
5.3.2 The Effect of Information Technology Governance on Service Delivery of State Corporations in Kenya	227
5.3.3 The Effect of Information Quality on Service Delivery of State Corporations in Kenya	232
5.3.4 The Effect of IT Governance on the Relationship between Corporate IT Strategy	

and Service Delivery of State Corporations in Kenya	238
5.3.5 The Effect of Information Quality on the Relationship between Corporate IT Strategy and Service Delivery of State Corporations in Kenya.....	247
5.3.6 The Joint Effect of Corporate IT Strategy, IT Governance and Information Quality on Service Delivery of State Corporations in Kenya.....	257
5.4 Discussion of Findings.....	276
5.4.1 Discussion on the Effect of Corporate IT Strategy on Service Delivery	276
5.4.2 Discussion on the Effect of Information Technology Governance on Service Delivery	277
5.4.3 Discussion on the Effect of Information Quality on Service Delivery of State Corporations	278
5.4.4 Discussion on the Effect of IT Governance on the Relationship between Corporate IT strategy and service delivery.....	279
5.4.5 Discussion on Effect of Information Quality on the Relationship between Corporate IT Strategy and Service Delivery.....	280
5.4.6 Discussion on the Joint Effect of Corporate IT strategy, IT Governance and Information Quality on Service Delivery.....	282
CHAPTER SIX: SUMMARY, CONCLUSIONS AND RECOMMENDATIONS	284
6.1 Introduction.....	284
6.2 Summary of Findings.....	284
6.3 Conclusions.....	289
6.4 Contributions of the Study Findings.....	290
6.4.1 Contributions to Knowledge	290
6.4.2 Contributions to Managerial Policy and Practices.....	292
6.5 Limitations of the Study.....	293
6.6 Suggestions for Further Research.....	294
REFERENCES	296
APPENDICES.....	307
APPENDIX I: LETTER OF INTRODUCTION.....	307
APPENDIX II: RESEARCH QUESTIONNAIRE	308
APPENDIX III: LIST OF KENYAN STATE OWNED CORPORATIONS	255
APPENDIX IV: FACTOR ANALYSIS COMMUNALITIES ON CORPORATE IT STRATEGY.....	259
APPENDIX V: TOTAL VARIANCE EXPLAINED FOR CORPORATE IT STRATEGY.....	267
APPENDIX VII: FACTOR ANALYSIS COMMUNALITIES ON IT GOVERNANCE.....	280
APPENDIX VIII: TOTAL VARIANCE EXPLAINED FOR IT GOVERNANCE....	284
APPENDIX IX: COMPONENT MATRIX FOR IT GOVERNANCE	286
APPENDIX X: FACTOR ANALYSIS COMMUNALITIES ON INFORMATION QUALITY.....	293
APPENDIX XI: TOTAL VARIANCE EXPLAINED FOR INFORMATION	

QUALITY.....	298
APPENDIX XII: COMPONENT MATRIX FOR INFORMATION QUALITY	300
APPENDIX XIII: PANEL DATA ON CORPORATE IT STRATEGY AND IT	
GOVERNANCE.....	315
APPENDIX XIV: PANEL DATA ON INFORMATION QUALITY AND SERVICE	
DELIVERY.....	321

LIST OF TABLES

Table 2.1: Summary of Knowledge Research Gaps	44
Table 3.1: Population Distribution.....	51
Table 3.2: Operationalization of Study Variables.....	54
Table 3.3: Service Delivery Composite Index	59
Table 3.4: Summary of Objectives, Hypotheses and Analytical Model.....	61
Table 4.1: Cronbach’s Alpha Reliability Coefficients.....	65
Table 4.2a: Kaiser-Meyer-Olkin (KMO) and Bartlett’s Test for Corporate.....	67
Table 4.2b: Kaiser-Meyer-Olkin (KMO) and Bartlett's Test for Information.....	68
Table 4.2c: Kaiser-Meyer-Olkin (KMO) and Bartlett's Test for Information Quality ...	68
Table 4.3: Shapiro-Wilk Test of Normality	70
Table 4.4: Test for Multicollinearity.....	74
Table 4.5: Test of Homogeneity of Variances	75
Table 4.6a: Distribution of the Response Rate	79
Table 4.6b: Response Rate.....	79
Table 4.7: Number of Employees	80
Table 4.8: Number of Years in Operations	1
Table 4.9: Gender Distribution	2
Table 4.10: Age Bracket	3
Table 4.11: Highest Level of Education	Error! Bookmark not defined.
Table 4.12: Work Experience at the State Corporation ..	Error! Bookmark not defined.
Table 4.13: Area of Operation in the State Corporation ..	Error! Bookmark not defined.
Table 4.14: Level of Management	Error! Bookmark not defined.
Table 4.15: Successful Adoption of Suitable IT Strategy	Error! Bookmark not defined.
Table 4.16: Existence of Corporate IT Strategy	Error! Bookmark not defined.
Table 4.17: Corporate IT Objectives.....	Error! Bookmark not defined.
Table 4.18: Corporate IT Targets.....	Error! Bookmark not defined.
Table 4.19: Corporate IT Targets Improvements.....	Error! Bookmark not defined.
Table 4.20: Corporate IT Priority Projects.....	Error! Bookmark not defined.
Table 4.21: Corporate IT Annual Implementation Plans	Error! Bookmark not defined.
Table 4.22: Level of Cascading of Corporate IT Strategy	Error! Bookmark not defined.
Table 4.23: Corporate IT Strategy Vertical Integration..	Error! Bookmark not defined.
Table 4.24: Corporate IT Strategy Cross Functional Alignment ...	Error! Bookmark not defined.
Table 4.25: Level of implementation of Corporate IT strategy	Error! Bookmark not defined.
Table 4.26: Top Management Leadership	Error! Bookmark not defined.
Table 4.27: Configuration of IT Resources and Skills....	Error! Bookmark not defined.
Table 4.28: Effective Communication of the Corporate IT Strategy....	Error! Bookmark not defined.
Table 4.29: Success in Embracing IT Governance	Error! Bookmark not defined.
Table 4.30: Information Technology Governance Framework	Error! Bookmark not defined.
Table 4.31: Information Technology Governance level of Implementation	Error! Bookmark not defined.
Table 4.32: Enforcement of ITG Framework	Error! Bookmark not defined.

Table 4.33: Monitoring and Evaluation of ITG Framework.....	Error! Bookmark not defined.
Table 4.34: Information Technology Risk Management Framework...	Error! Bookmark not defined.
Table 4.35: Implementation of IT Risk Management Framework	Error! Bookmark not defined.
Table 4.36: Information Technology Governance on Resource Capability/Use	Error! Bookmark not defined.
Table 4.37: Reliability of information	Error! Bookmark not defined.
Table 4.38: Usability of Information	Error! Bookmark not defined.
Table 4.39: Correctness of Information	Error! Bookmark not defined.
Table 4.40: Appropriate Amount of Information.....	Error! Bookmark not defined.
Table 4.41: Understandability of Information	Error! Bookmark not defined.
Table 4.42: Safety of Information.....	Error! Bookmark not defined.
Table 4.43: Completeness of Data	Error! Bookmark not defined.
Table 4.44: Timeliness of Data	Error! Bookmark not defined.
Table 4.45: Accuracy of Data	Error! Bookmark not defined.
Table 4.46: Consistency of Data	Error! Bookmark not defined.
Table 4.47: Information Quality Rating Based on Measurement of Information Systems	Error! Bookmark not defined.
Table 4.48: Service Delivery Index	Error! Bookmark not defined.
Table 5.1: Correlation Analysis Results	219
Table 5.2: Variables Entered/Removed on Effect of Corporate IT Strategy on Service Delivery of State Corporations in Kenya.....	221
Table 5.3: Model Goodness of Fit of on Effect of Corporate IT Strategy on Service Delivery of State Corporations in Kenya.....	222
Table 5.4: Model Overall Significance (ANOVA ^a) on Effect of Corporate IT Strategy on Service Delivery of State Corporations in Kenya.....	223
Table 5.5: Regression Coefficients of the Effect of Corporate IT Strategy on Service Delivery of State Corporations in Kenya Model Coefficients ^a	224
Table 5.6: Variables Entered/Removed on Information Technology Governance on Service Delivery of State Corporations in Kenya.....	228
Table 5.7: Model Goodness of Fit of on Effect of Information Technology Governance on Service Delivery of State Corporations in Kenya.....	228
Table 5.8: Model Overall Significance (ANOVA ^a) on Effect of Information Technology Governance on Service Delivery of State Corporations in Kenya	229
Table 5.9: Regression Coefficients of the effect of Information Technology Governance on Service Delivery of State Corporations in Kenya Model coefficients ^a	231
Table 5.10: Variables Entered/Removed on the Effect of Information Quality on Service Delivery of State Corporations in Kenya.....	233
Table 5.11: Model Goodness of Fit on the Effect of Information Quality on Service Delivery of State Corporations in Kenya.....	234
Table 5.12: Model Overall Significance (ANOVA ^a) on the Effect of Information quality on Service Delivery of State Corporations in Kenya.....	235
Table 5.13: Regression Coefficients of the effect of Information Quality on Service Delivery of State Corporations in Kenya Model coefficients ^a	236

Table 5.14: Variables Entered/Removed on the Effect of IT Governance on the Relationship between Corporate IT Strategy and Service Delivery of State Corporations in Kenya	238
Table 5.15: Model Goodness of Fit on the Effect of IT Governance on the Relationship between Corporate IT Strategy and Service Delivery of State Corporations in Kenya	239
Table 5.16: Model Overall Significance (ANOVA ^a) on the Effect of IT Governance on the Relationship between Corporate IT Strategy and Service Delivery of State Corporations in Kenya	239
Table 5.17: Regression Coefficients on the Effect of IT Governance on the Relationship between Corporate IT Strategy and Service Delivery of State Corporations in Kenya Model Coefficients ^a	240
Table 5.18: Variables Entered/Removed on the Effect of IT Governance on the Relationship between Corporate IT Strategy and Service Delivery of State Corporations in Kenya	242
Table 5.19: Model Overall Significance (ANOVA ^a) on the Effect of IT Governance on the Relationship between Corporate IT Strategy and Service Delivery of State Corporations in Kenya	243
Table 5.20: Regression Coefficients on the Effect of IT Governance on the Relationship between Corporate IT Strategy and Service Delivery of State Corporations in Kenya Model Coefficients ^a	245
Table 5.21: Variables Entered/Removed on the Effect of Information Quality on the Relationship between Corporate IT Strategy and Service Delivery of State Corporations in Kenya	247
Table 5.22: Model Goodness of Fit on Effect of Information Quality on the Relationship between Corporate IT Strategy and Service Delivery of State Corporations in Kenya	248
Table 5.23: Model Overall Significance (ANOVA ^a) on Effect of Information Quality on the Relationship between Corporate IT Strategy and Service Delivery of State Corporations in Kenya	248
Table 5.24: Regression Coefficients of the Effect of Information Quality on the Relationship between Corporate IT Strategy and Service Delivery of State Corporations in Kenya Model coefficients ^a	249
Table 5.25: Variables Entered/Removed on the Effect of Information Quality on the Relationship between Corporate IT Strategy and Service Delivery of State Corporations in Kenya	250
Table 5.26: Model Goodness of Fit on Effect of Information Quality on the Relationship between Corporate IT Strategy and Service Delivery of State Corporations in Kenya	251
Table 5.27: Model Overall Significance (ANOVA ^a) on Effect of Information Quality on the Relationship between Corporate IT Strategy and Service Delivery of State Corporations in Kenya	253
Table 5.28: Regression Coefficients of the Effect of Information Quality on the Relationship between Corporate IT Strategy and Service Delivery of State Corporations in Kenya Model coefficients ^a	255
Table 5.29: Variables Entered/Removed on the Joint Effect of Corporate IT Strategy, IT	

Governance and Information Quality on Service Delivery of State Corporations in Kenya	258
Table 5.30: Model Goodness of Fit on Joint Effect of Corporate IT Strategy, IT Governance and Information Quality on Service Delivery of State Corporations in Kenya	258
Table 5.31: Model Overall Significance (ANOVA ^a) on Joint Effect of Corporate IT Strategy, IT Governance and Information Quality on Service Delivery of State Corporations in Kenya	259
Table 5.32: Regression Coefficients of the Joint Effect of Corporate IT Strategy, IT Governance and Information Quality on Service Delivery of State Corporations in Kenya Model coefficients ^a	260
Table 5.33: Variables Entered/Removed on the Joint Effect of Corporate IT Strategy, IT Governance and Information Quality on Service Delivery of State Corporations in Kenya	261
Table 5.34: Model Goodness of Fit on Joint Effect of Corporate IT Strategy, IT Governance and Information Quality on Service Delivery of State Corporations in Kenya.....	263
Table 5.35: Model Overall Significance (ANOVA ^a) on Joint Effect of Corporate IT Strategy, IT Governance and Information Quality on Service Delivery of State Corporations in Kenya	265
Table 5.36: Regression Coefficients of the Joint Effect of Corporate IT Strategy, IT Governance and Information Quality on Service Delivery of State Corporations in Kenya Model coefficients ^a	272
Table 6.1: Summary of Statistical Tests of Hypotheses and Interpretation of Results.	288

LIST OF FIGURES

Figure 2.1: Conceptual Model	47
Figure 4.1(a): Normal Q-Q plot of Data on Corporate IT strategy	71
Figure 4.1(b): Normal Q-Q plot of Data on information technology governance	72
Figure 4.1(c): Normal Q-Q plot of Data on information quality	73
Figure 4.2(a): Test for linearity for corporate IT strategy	76
Figure 4.2(b): Test for linearity for information technology governance	77
Figure 4.2(c): Test for Linearity for information quality.....	77
Figure 4.3: Scree Plot for Corporate IT Strategy.....	Error! Bookmark not defined.
Figure 4.4: Scree Plot for IT Governance.....	Error! Bookmark not defined.
Figure 4.5: Scree Plot for Information Quality.....	Error! Bookmark not defined.

ABSTRACT

This study contributes to the strategic information systems literature through empirical investigation on the effect of corporate IT strategy, IT governance and information quality on service delivery of state corporations in Kenya. The study was motivated by a number of research gaps which could only be addressed through an integrated conceptual model testing on how corporate IT strategy, ITG and information quality could individually and jointly affect service delivery of state owned entities. This study proposed six hypotheses to be tested on the effect of corporate IT strategy, IT governance and information quality on service delivery of state corporations in Kenya with simple and multiple linear regression analyses, correlation analysis. This study was anchored on the Fourth Industrial Revolution Theory and Diffusion of Innovation (DoI) Theory. This study utilized the positivist orientation philosophy. The unit of analysis was 178 state corporations in Kenya corporations spread across the twenty ministries. Primary data was collected through administering structured questionnaire and secondary data on service delivery was collected from annual performance contract reports. In conclusion; this study found statistically significant effect of corporate IT strategy on service delivery of state corporations in Kenya, $F(12, 107) = 15.121, P > 0.000$; 58.7% (Adjusted $R^2 = 0.587$) of variations in the service delivery is explained by variations in corporate IT strategy. Secondly, this study found statistically significant effect of information technology governance on service delivery of state corporations in Kenya, $F(7, 112) = 23.052, P > 0.000$; 56.5% (Adjusted $R^2 = 0.565$) of variations in the service delivery is explained by variations in the information technology governance. Thirdly, effect of information quality on service delivery of state corporations in Kenya was statistically significant, $F(11, 108) = 7.576, P > 0.000$; whereby 37.8% (Adjusted $R^2 = 0.378$) of variations in service delivery is explained by variations in the information quality. Fourthly, this study found statistically significant effect of IT governance on the relationship between corporate IT strategy and service delivery of state corporations in Kenya, $F(6, 113) = 46.875, P > 0.000$; whereby 69.8% (Adjusted $R^2 = 0.698$) of variations in service delivery is explained by variations in corporate IT Target* ITG level of implementation, monitoring and evaluation of ITG framework, existence of corporate IT strategy, IT governance on resource capability/use, level of implementation of corporate IT strategy, level of cascading of corporate IT strategy. Fifthly, this study found statistically significant effect of information quality on the relationship between corporate IT strategy and service delivery of state corporations in Kenya, $F(7, 112) = 37.514, P > 0.000^h$; which implies 68.2% (Adjusted $R^2 = 0.682$) of variations in the overall service delivery are explained by effect of information quality on the relationship between corporate IT strategy and service delivery of state corporations in Kenya. The study additionally found statistically significant joint effect of corporate IT strategy, IT governance and information quality on service delivery of state corporations in Kenya, $F(29, 119) = 12.300, P > 0.000$; which means 73.4% (Adjusted $R^2 = 0.734$) of variations in the service delivery are explained jointly by corporate IT strategy, IT governance and information quality. The study suggests management practices to increase sustainability efforts through various mechanisms. The results of this study add to existing knowledge in the area of service delivery of State Corporation's by determination of the relevant factors that are important in defining service delivery of state corporations

in Kenya. Also, the findings helped in reducing the controversy on the relationship between corporate IT strategy and service delivery by showing that the positive relationship that is direct and significant among the proxies of corporate IT strategy and service delivery. Based on the results of this study, the government through relevant ministries and other stakeholders in the state corporations sector should develop appropriate policies in an attempt to organize the IT applications to enable investor's and regulatory bodies get access to information pertaining how to improve their ability to perform as well as give quality services. The study suggests future studies which it deems important in contributing to future knowledge in research works. Other studies on the factors influencing service delivery like market efficiency may also be important to evaluate their effect on the regulator's potential to give regulations that enhance efficiency. There are several possible sources of uncertainty in the state corporations functioning like Political instability and government interference are possible extraneous factors that could impact on service delivery which future study could factor in as control variables.

CHAPTER ONE: INTRODUCTION

1.1 Background of the Study

Organizations in the global market have realized credible internal operations are likely to prosper if the senior leadership adopts the practice of unconditionally embracing a competitive corporate IT strategy. The rapid economic and technological advancements, remains a major reason for business entities to heavily depend on responsive and efficient information technology (IT) for excellent customized outcomes (Arvidsson, Holmström, & Lyytinen, 2014). Successful firms have diversified drastic mechanisms to create value to its entire external and internal business environment by deploying strong IT strategies. Organizations that are value delivery oriented need to embed all their operations and processes on strong corporate IT strategy for sustainable growth characterized with timely and prompt offering of quality products and services to customers (Abdi, Mohammed & Dominic, 2010).

Information technology strategy is a corporate level management idea, and for easier implementation there is also need to involve and accept the role of IT governance on middle level leadership (De Haes & Van Grembergen, 2013). The intertwining of corporate IT strategy and IT governance program promote valuable decisions on IT use that are likely to lead to impressive results that are coupled with informed service provision and brand images that are praiseworthy to enhance service delivery (Adaba & Rusu, 2014). The level of ITG and strategy implementation remains an outcome of employing technologies that enable firms to offer innovative services that are customized, unique, quality and at a low cost (Jewer & McKay 2012).

Organizational systems and all activities undertaken interlink with a reliable IT system and knowledgeable human resources to facilitate efficient processing and sharing of information that is useful. The establishment of a lean IT supported organization circuit requires a well-interrelated and inseparable information quality and systems that will support growth and service delivery improvements (Madnick, Wang, Lee & Zhu, 2009).

This study was anchored on The Fourth Industrial Revolution Theory, which explains that organizational growth in technology and economy is attributed with the shift from mechanical to digital production (Frey & Osborne, 2013). For timely and customized service delivery, firms need to revert to pedigree technologies that outwit manual systems that are costly, slow and unreliable. Diffusion of Innovation (DoI) Theory explains the process through which a new idea penetrates through various parts of an organization over a particular period of time (Rogers, 2003). Organizations endeavor to offer superior and competitive services by using quality and user friendly technologies that will lead to value delivery and competitive positioning.

The study was conducted on state entities that are owned, financed and regulated by Kenya government (GoK, 2003). The corporations play a greater role in ensuring customized services that fosters livelihood of citizens; among others some of the services include energy, manufacturing, agriculture, transport, infrastructure, health and education (Muthaura, 2007). Apart from that the parastatals also are highly regarded as major contributors of employment, innovation, value addition and growth of the economy (Mirungu & Muoria, 2012). These crucial economic roles played by the state organizations in Kenya calls for effective application of corporate IT strategy, ITG and information

quality for efficient service delivery. However, majority of state corporations lack adequate IT strategies, funds and incur untold losses due to inefficiencies in product and services provision, corruption and mismanagement of public resources (Mirungu & Muoria, 2012).

1.1.1 Corporate Information Technology Strategy

Several academicians have defined corporate IT strategy as a detailed plan that provides guidelines on IT investment and use to support business objectives and strategies (Thompson, 2007). Business entities prudently utilize IT strategy at the corporate and competitive levels as a tool for creating value and governing ideas that allow managers to identify opportunities by the use of IT to support organizational processes and goals (Kräftner, 2006). Valuable IT investment requires IT knowledgeable top management to enable them understand the role of IT strategy and implementing processes and the degree of cascading IT- related decisions, competencies and organizational goals (Yayla & Hu, 2014). Not only that but also corporate IT strategy outlines the need for top management to work closely with IT leaders in aligning their core business processes to IT for enhanced strategic planning, decision-making processes, value creation and competitive advantage (Arvidsson et al., 2014).

Corporate IT strategies need to provide a blue print for effective communication on IT projects, targets and configuration of IT resources in accordance to expectations of stakeholders for responsive problem solving, innovative solutions, operational excellence and credible performance (Abdi et al., 2010). Technological Innovations and economic advancements require organizations to be flexible when embracing corporate IT strategy to enhance competitive positioning. There is also need for organizations to often monitor,

evaluate and aligned their corporate IT strategy to tactical plans and organizational goals (Peppard, Galliers & Thorogood, 2014). It was therefore necessary for this study to assess how corporate IT strategy overly supports public organizations service delivery.

1.1.2 Information Technology Governance

Many organizations have integrated ITG in their overall management cadres and activities to achieve their strategic goals and objectives. The intensified use of IT in management processes requires clear guidelines in the use, implementation enforcement, monitoring and evaluation of ITG frameworks for quality outputs (Blitstein & Ron, 2012). This is because ITG largely fosters decisions on IT use and IT performance, risk management, strategic value creation and performance (Ali & Green, 2012). The top leadership plays critical role in ensuring ITG promotes competent acquiring, management and use of IT resources (Pang, 2014). ITG provides a roadmap on strategic IT-business by ensuring an effective evaluation, selection, prioritization, funding and implementation of IT investment for clear business benefits (De Haes & Van Grembergen, 2013).

Organizational leadership need to be equipped with innovative skills to assist them in making, implementing and distributing IT decisions amongst stakeholders for informed outcomes. An elaborate IT/ management link is a major duty of the chief information technology officer (CIO) to ensure that, IT resources utilization compliment organizational objectives, policies and strategies (Jewer & McKay, 2012). Profitable entities round the clock are successfully operating with the help of a strong and well supported ITG framework for informed decisions on value added products and services that hasten firm performance and competitive positioning (Yayla & Hu 2014). Nevertheless, ITG is not

rocket science for it requires discipline and commitment by ensuring information security controls are integrated with organizational structures, cultures and overall strategy (Johnston & Hale 2009).

1.1.3 Information Quality

According to Herzog, Scheuren and Winkler (2007), information quality is the measure of fitness of information generated, organized and provided for consuming. Information quality (IQ) is not an entirely new concept parse, but it has tremendously gained attention in the business industry where it plays a critical role especially in ICT (Zheng, Dawes & Pardo, 2009). Quality information systems and data is the baseline of valuable information that fosters meaningful communication of decisions amongst stakeholders (Al-hakim, 2008). Emphasis is placed on how well quality data is handled to culminate to useful information that boosts organizational performance in terms of growth and profitability (Li & Feeney, 2014).

Organizations that excel in their operations embrace information quality by investing and deploying valuable IT infrastructures and skilled human capita to manage data processing (Nelson, Todd, & Wixom, 2005). Top management remains an important organ in ensuring all strategic levels properly manage and utilize the generated information for sound strategic decisions at the corporate, managerial and operational level to foster credible operations and real-time problem solving process (Batini, Cappiello, Francalanci & Maurino, 2009). To meet such crucial benefits IQ should be accurate, precise, credible, timely, complete, relevant, unique and understandable (Gustavsson & Jonsson. 2008). As

a matter of fact organizations have prettily recognized credible information as an essential and competitive strength that improve clientele's taste and preferences, dissemination of information and informed decisions (Batini, Cappiello, Francalanci & Maurino, 2009).

1.1.4 Service Delivery

Organizations are working hard to distinguish themselves by striving to offer satisfactory services to their clients promptly and timely. According to, Salihu and Khalil (2011) service delivery is a bundle of things offered to enhance value or utility to customers. Further, Chen and Tsou (2012) describe service delivery as the undertaking of public activities meant to benefit and meet the needs of the citizenry. The satisfactorily aspect of clients is an outcome of proper utilization of resources to offer timely, prompt and customized service, which forms a major policy in the managerial platform. However, citizens around the world remain confused under burdensome bureaucratic policies that hinder them from accessing customized services promptly and timely (Lee & Yang, 2013). This has thrown organizations into turmoil of losing customers, finances and public image (Danjum & Rasli, 2012).

Firms need to understand customer expectations and service delivery gaps so as to successfully manage them from a customer's perspective. Many firms measure service delivery in forms of benefits to stakeholders, impact to the intended objectives and overall firm performance (Miremadi, Ghalamkari & Sadeh, 2011). Whilst others base service delivery on customer satisfaction, quality, availability, resource utilization, standardized services, improved processes and reduced costs (Koni, Zainal & Ibrahim, 2013). This study showed how service delivery is crucial for ~~20~~ competitive economic growth of firms and the

need to align it with policy, vision and mission statements. It is therefore necessary for this study to unravel how to assess service delivery of state firms on the perspective of customer satisfaction.

1.1.5 State Corporations in Kenya

These are public sector organizations established and controlled by the government of Kenya. The government control majority of the shares in these entities and are established under section 3 of the State Corporations Act, Cap.446 laws of Kenya (GoK, 2003). They are formed to meet and exploit regulatory, socioeconomic and political objectives, research and development, correct market and economic failures, provide health and education advisory services (GoK, 2003). There are a number of state corporations existing for various economic reasons however this study will focus 178 SCs that are operationally vibrant (Mirungu & Muoria, 2012).

There is public discontentment on perennial poor performance of SCs in offering customized services for competitive positioning which can be partly attributed to governance and leadership challenges (Mirungu & Muoria, 2012). As a result of this, the government of Kenya initiated a reform strategy based on performance contracting which baselines on efficient management of public affairs and resources towards quality services, sustained growth and profitability (Bomett, 2015). Besides that, other research conducted illustrate that many corporations have developed information systems to monitor and control service provision (Kashorda, Waema, Omosa & Kyalo, 2007).

Magutu, Lelei and Borura (2010) also contend that state entities deploy information

systems to monitor, control and improve service delivery. Therefore, in the application of IT infrastructures to enhance excellent performance, IT strategies are needed to be part and parcel of parastatals in order to hasten services. However, there is paucity of studies to illustrate how corporate IT strategy, IT governance and information quality can intertwine and remain inseparable to enable state firms offer customized services that are rare and unique at a reduced cost.

1.2 Research Problem

The value of corporate IT strategy has been magnified in line with the need for digitalization of organizational processes and creating new business models that can enable customized commodities and services (Abdi et al., 2010). Profoundly, an effective corporate IT strategy enable organizations to realize reasonably high profits, growth, networking and sustainable competition (Peppard et al., 2014). Successful firms that enjoy operation excellence and superior performance have integrated and interconnected their processes with a formidable corporate IT strategy (Arvidsson et al., 2014). However, the quest for quality and satisfactory services by clients from state corporations remains complex issue which continues to preoccupy scholars and practitioners globally. Khodayari and Khodayari (2011) noted that service delivery remains crucial to every sector that is eager to remain vibrant and competitive in their industries. As a result of this, corporate governance leadership needs to devise user friendly IT strategy that can propel service delivery improvement and customer friendly environment.

Kenyan state corporations are created with the vital role of fulfilling government responsibilities and designing policies on how to enhance service delivery to the public

(Mirungu & Muoria, 2012). However, Mulili and Wong (2011) noted that the major concern of citizens is poor performance and services rendered by the government owned organizations. This failure can be attributed to using incompetent human resource, scarce IT resources, poor risk mitigation, corruption and mismanagement of funds, unfair promotions to flawed procurement procedures (Muthaura, 2007). Further, the potential of state corporations in Kenya in spurring the economy to greater levels has not been exploited since there are weak business models and strategies to enhance and implement quality products and services (Kashorda et al., 2007). Consequently, there is need for an integrated knowledge model on how the government will turn the state corporations into innovation centers of economic and financial buoyancy by ensuring citizenry services.

The study addressed a number of conceptual and contextual gaps that previous studies partly and scantily addressed. Firstly, studies on how corporate IT strategy influence service delivery has not been well addressed, however studies on the benefits of IT strategies on credible organizational processes are many. For instance McAfee and Brynjolfsson (2008) established that corporate IT strategy is a recent management practice that organizations have not fully exploited and adopted fully to realize optimal service delivery improvements. Further, Arvidsson et al. (2014) and Thompson (2007) noted that organizations align corporate IT strategy and business processes to enhance value delivery and competitive advantage. However, Danjum and Rasli (2012); Abiodun (2008) asserts that effective service delivery of firms is an outcome of top management participation and motivated workers which is a contradiction to McAfee and Brynjolfsson (2008); Arvidsson et al. (2014) and Thompson (2007)

Secondly, the debate on how IT governance can facilitate worthwhile service delivery is somehow not clear. Research performed by Pang, 2014; Wilkin and Campell (2010) advanced that organization design and deploy IT governance to support IT strategic planning, performance, value creation and organizational performance. While on the other hand, De Haes and Van Grembergen (2013); Jewer and Mackay (2012) in their empirical study argued that IT governance enables organizations to identify and manage risks related with the use of IT. Besides that, Martin (2014); Yayla and Hu (2014) outlined that IT governance enables organizational management to generate and deploy IT to enhance administrative efficiency and competitive positioning.

Thirdly, empirical studies linking information quality and service delivery have varying conclusions with either positive, negative or no relationship at all and are also carried out in different contexts and regions. According to Li and Feeney (2014) valuable information hastens sharing of ideals, decision-making process and strategic planning for informed competitive advantage. Alongside that Gil- Garcia et al., (2010) contends that well application of useful information can as well as lead to prudent networking, coordination, quality services, and provision of solutions to organizational problems. Also, Batini et al. (2009) adduced that useful information is vital to organizational competitive strength in decision making process and disseminating information to clients. Therefore, the reviewed empirical studies by Li and Feeney (2014); Gil- Garcia et al. (2010) and Batini et al. (2009) have varying assertions on organizational effects of information quality, thus how information quality influence SD of firms is not elaborate.

Fourthly, few empirical literatures illustrate how information technology governance is a

moderator between corporate IT strategy and service delivery. A study by Bowen, Cheung and Rohde (2007) adduced that IT governance moderates between IT capital, investment and implementation processes, leaving gaps on how it regulates the impact of IT strategy on services rendered by organizations. Study by Blitstein and Ron, (2012) shows that ITG is a regulator between IT use and hiring IT skilled personnel to facilitate administrative process and sustainable competitive advantage.

The fifth conceptual gap on the effect of information quality on the relationship between corporate IT strategy and service delivery is not profound. Empirical review by, Durcikova and Gray (2009); Madnick et al. (2009) establishes that information quality is a major factor that defines the credibility of information systems that support informed organizational processes. Further, investigations by Madnick et al. (2009); Otto (2011) adduced that information quality reflects IT leadership competency on valuable use of information systems for firm transformation and market leadership.

Sixth, no much scholarly works have been studied on the integral effect of corporate IT strategy, IT governance and information quality on service delivery and little or no attempt has been made to establish the joint effect. Study conducted by Arvidsson et al. (2014) established that corporate IT strategy has a positive outcome on organizational processes; Pang (2014) noted that IT governance enhances IT/business strategic alignment for profitability and Durcikova and Gray (2009) outlined that information quality supports informed planning and decision making process towards superior competitive edge. Studies on their joint effect on desirable service delivery developments is not elaborate though other studies tend to embed tailor made services generally on motivated employees

supported with top management participation (Friedman, 2008).

Contextual gaps on how corporate IT strategy, IT governance and information quality either individually or jointly affect service delivery of state corporation in Kenya is not elaborate. Nevertheless, various Studies have been conducted on other fields to illustrate how public organizations strive to enhance service related practices. For instance, Studies conducted by Kashorda et al. (2007) and Magutu et al. (2010) illustrate that many corporations in Kenya have developed information systems to monitor and control service provision. Waruinge, (2008) noted that the government of Kenya has formulated policies that required state corporations to embrace information system strategy on implementing the use of Integrated Financial Management Information System to support the management, planning, budgeting of finances in public institution to curb fund misappropriation and embezzlement. Besides that Njuru (2012) indicated that in the last decade, Kenyan government has followed the innovation trends towards adopting E-government programs with the objective of enhancing free flow of information, enabling citizen to participate in public policy endeavors, promoting productivity among the civil servants, and improving the delivery of services to the public.

Further, Ndonga (2015) asserted that the government has also employed The Kenya Electronic Single Window System to facilitate clearance of goods at point of entries. Bomett (2015) indicated that corporations are embracing performance contracting to improve governance and accountability towards improved performance and sustainable growth. Ochieng (2010) adduced that performance contracting strategy can lead to improved leadership, accountability and quality services that will in turn support growth, survival and profitability of public organizations.

At methodological level, most of the studies used different measures of the research variables and statistical techniques. For instance Njuru (2012) utilized qualitative techniques to establish relationship between E-government programs on public service delivery among African governments, Case of Kenya. In addition, prior studies are not clear on the use of multiple and stepwise regression analysis to examine the moderating effects of IT governance and information quality on the relationship between corporate IT strategy and service delivery of State Corporations in Kenya. Further, it is scanty on the use of integrated conceptual model to examine the joint effects of the study variables on service delivery of State Corporations in Kenya and how interactions among the variables influence service delivery. These are gaps that this study addressed and it is from this perspective that the study intended to answer the following research question: What was the influence of IT governance and information quality on the relationship between corporate IT strategy and service delivery of State Corporations in Kenya?

1.3 Research Objectives

The general objective of the study was to establish the effect of corporate strategy, information technology governance and information quality on service delivery of state corporations in Kenya.

The specific research objectives were:

i. To establish the effect of corporate IT strategy on service delivery of state corporations in Kenya;

ii. To establish the effect of Information technology governance on service delivery of state corporations in Kenya;

iii. To establish the effect of information quality on service delivery of state corporations in Kenya;

iv. To determine the effect of IT governance on the relationship between corporate IT strategy and service delivery of state corporations in Kenya;

v. To establish the effect of information quality on the relationship between Corporate IT strategy and service delivery of state corporations in Kenya; and

vi. To determine the joint effect of corporate IT strategy, IT governance and information quality on service delivery of state corporations in Kenya.

1.4 Value of the Study

This study provides an insight on the joint effect of corporate IT strategy, IT governance and information quality on the service delivery of State corporations in Kenya. The outcomes of the study can offer a roadmap to both the private sectors, public sectors policy makers, stakeholders and financial institutions in Kenya in the; planning, designing and implementation of a sound strategic planning management system that can align itself to service delivery improvements and overall economic strategy towards the realization of the government's Vision 2030. The study findings can be used to enhance on building of existing theories such as the Fourth Industrial Revolution theory and Diffusion of Innovation Theory (DoI), which both advances on the penetrations of new technological and economic innovations in organizations. This can enable state firms to understand how to embrace and enhance technological strategy from top level management to field officers.

Additionally, the study findings enriches the limited local academic literature and guide top management on the recommended modalities adopting and implementing corporate IT strategy as recent practice for state corporations.

CHAPTER TWO: LITERATURE REVIEW

2.1 Introduction

The focus of this part is to review foundations of theories that support various arguments of the study and literature concerning the proposed objectives and hypothesis tested. The sources of reference included relevant academic articles, books and journals to study attributes. The section concludes with the proposed conceptual model, alongside the extracted hypotheses that guided empirical research.

2.2 Theoretical Foundation

In this section, theories upon which the research was anchored are discussed and conceptualized to reflect the clear picture of the study variables. Vogt (2005) noted that a theory is a statement or a system of ideas intended to explain relations among phenomena. Theory comprises of strong body of analysis that assists in useful development of the study field and also it is a necessity in applying real world problems to clarify relevant ideas (Gelso, 2006). The variables considered in this study are corporate IT strategy conceptualized as an independent variable, IT governance and information quality as the moderating variable and service delivery as the dependent variable, anchored on the Fourth Industrial Revolution Theory and Diffusion of Innovation Theory. However, the study was majorly anchored on the Fourth Industrial Revolution Theory for it emphasizes on digitization and automation of work processes and experiences for valuable outputs.

2.2.1 Diffusion of Innovation Theory

This theory outlines that new ideas and technologies diffuse through various components of an organization through well-defined ways over a period of time (Rogers, 2003). It clearly outlines how a new idea penetrates in an organization through specific mechanisms over a period. Innovations, technological and economic advancements are new ideas that organizations need to competitively embrace and exploit for them to realize sustained growth and profitability (McAfee & Brynjolffson, 2008). Service delivery improvements cannot prevail without incorporating quality user-friendly technologies and well IT versed management team to support the diffusion of service delivery oriented ideas. Therefore there is needed to strategically align all the components of innovation with IT strategies and organizational processes to achieve service delivery improvements (Arvanitis, Loukis & Diamantopoulou, 2013).

The use of information technology and innovation in organizational processes has been felt in improved firm performance characterized with customer value creation and better competitive service delivery processes (Bon & Mustafa, 2013; Chou, Chuang & Shao, 2014; Valentine & Stewart, 2013). Innovation plays a major role in enhancing a business industry to take advantage and utilize the new ideas effectively to attain competitive positioning. As result of this competitive edge, service innovation, superior customer satisfaction and retention can be enhanced by applying radical use of intangible resources to ensure modern based service delivery of organizations (Blazevic & Lievens, 2008; Danjum & Rasli, 2012; Verma & Jayasimha, 2014).

2.2.2 The Fourth Industrial Revolution Theory

Economic and technological advancements are characterized with major industrial revolution; firstly manual production to digitization of work processing and working environment meant to enhance operational excellence and superior performance (Frey & Osborne, 2013; Schwab, 2016). Therefore, firms need to embrace technological advancements by strategically investing on superior IT resources and competencies to enable them add value to service delivery processes (Brynjolfsson & McAfee, 2014). Not only that but also management processes should be well coordinated with superior quality technologies to support service delivery improvements (Ford, 2015).

Digitization of work processes can also support strategic alignment of IT and management processes geared towards value delivery characterized with quality outputs, work efficiency and improved service delivery (Mokyr, Vickers & Ziebarth, 2015). A technological strategy that is well diffused through an effective communication of useful information in all management levels is a recipe of informed results. Therefore, service delivery need to remain a continuous process that needs to be supported by technological advancements to foster customer satisfaction that is an ingredient of organizational growth and competitive positioning (Ford, 2015).

2.3 Empirical Literature Review

The focus of empirical review deals with original research done scientifically as surveys and research studies. The following subsections cover empirical studies among existing relationships for the four research variables.

2.3.1 Corporate Information Technology Strategy and Service Delivery

Studies on the relationship between corporate IT strategy and service delivery are not clear and to a larger extent have scanty and varying conclusions. For instance, Peppard et al. (2014) noted that many organizations are highly striving to excel by properly deploying and aligning IT function and business strategy in their operations and processes. Arvidsson et al., (2014) also asserted that firms felt the need to strategically align IT and organizational processes to enhance strategic planning, decision-making processes, value creation and competitive advantage. Owing to the crucial role of corporate IT strategy in enhanced organizational processes, it's not clear how directly it supports service delivery. However, Khalid (2010) identified that new technologies can continuously enhance customer focused services at an effective cost. Also top management participation and motivated employees play a critical role to ensure credible service provision (Abiodu, 2008).

Further, a study by Beatson and Coote (2007) advanced that the advent and utilization of user friendly new technologies can influence service delivery of firms. They further argue that the need for the management to embrace IT in formulating service-driven Strategic decisions that are likely to foster economic management excellence and profitability. This has made organizations to develop a corporate IT strategy in response to corporate business initiative that calls for delivering innovative and differentiated services that appeals clients (Kräftner, 2006).

Further, Toomey (2009); Yayla and Hu (2014) adduced that corporate IT strategy play a major role in organizational changes through enhancing business processes that leads to value creation that spin around cost reduction, efficient and effective business processes towards improved firm performance and competitive edge. This depicts that a lot of previous empirical investigations has put much emphasize on how corporate IT strategy spurs firm performance with little said on how it specifically improves service delivery. The current study therefore presumes that the use of new user friendly technologies, involving motivated employees and top management leads to improved service delivery (Danjuma & Rasli, 2012).

2.3.2 Information Technology Governance and Service Delivery

Empirical literatures have shown that organizations with a strong information technology governance framework generate valuable returns on IT investment than their competitors (DeHaes & Grembergen, 2009). Further, Wilkin and Campell (2010) noted that organizations design and deploy IT governance to enable them achieve laid down decisions on IT/business alignment. Also Pang (2014) contends that with the emergence of globalization, firms felt the need to strategically embrace ITG to support IT strategic planning; performance, value creation and competitive advantage. Blitstein and Ron (2012) further advanced that ITG is an integral part of organizational management put in place to ensure IT sustains and promotes organizational strategies and objectives. This fundamental aim of strategic alignment is to ensure that ITG supports corporate governance objectives and informed management processes (Ali & Green, 2012).

Firms need to integrate ITG frameworks and IT innovations to enhance service delivery practices and processes (McAfee & Brynjolffson, 2008). However, there is no clear link on ITG and service delivery and serious problems in organizational efficiency (De Haes & Van Grembergen, 2013; Jewer & McKay, 2012; Lee & Yang, 2013). De Haes and Van Grembergen (2013) asserted that ITG on everyday business operations and processes supports decision-making processes on IT value creation and IT risks management. Jewer and McKay (2012) also contends that benefit of optimization and risk minimization has made firms to invent mechanisms or rather procedures leading to decision making monitoring. This has made top management leadership to prioritize on IT governance in order to properly connect and sustain IT and organizational strategic goals and objectives. On service delivery improvements, Lee and Yang (2013) noted that new technologies and the top management support can hasten customized service delivery with little said how service delivery is influenced by ITG hence the need for further empirical studies to establish the relationship.

2.3.3 Information Quality and Service Delivery

All organs of an organization can competitively function well by embracing quality outputs that are fit for sharing, enhancing informed decisions for strategic planning (Durcikova & Gray, 2009). All stakeholders rely on quality data and when well-handled culminates to information that is of value to boost organizational performance in terms of growth and profitability (Li & Feeney, 2014). Khalid (2010) noted that the need for improved service delivery is as a result of information revolution that has made citizens and clients to demand for customized, prompt and enhanced service delivery at minimal cost.

Well utilized information is likely to lead to professional networking, improved coordination, quality services, provision of solutions to organizational problems, organizational capacity, better appreciation of policy goals, accountability and integrated planning (Gil-Garcia, Guler, Pardo & Burke, 2010; Zheng, Dawes & Pardo, 2009). In addition, Durcikova and Gray (2009) established that in an effort of becoming more productive in the current dynamic business conditions, organizations need to continuously rely on information quality to enhance organizational processes like improved decision making processes, information sharing and planning. Nelson et al., (2005) noted that for organizations to realize parameters of information quality there is need to invest on quality user-friendly information systems and technologically informed employees.

Friedman (2008) noted that firms greatly depends on information quality to support effective communication of organizational processes and how IT function continuously co-evolve to suit the emerging opportunities and challenges. Alignment of quality IT resources and useful information can enable firms to operate efficiently towards customized outputs for sustained capital growth and market leadership. According to Otto (2011) growth in quality services and information requires investment on user friendly systems. In addition to that, Chen et al., (2009) outlines that customer oriented services need to be strongly influenced by new technologies, motivated employees and well versed top management on the need to meet customer requirements and expectations promptly. Despite that, there is need to fit IT strategic resources, information quality through IT skilled leaders and top management to ensure that service delivery improvements prevails.

2.3.4 Corporate Information Technology Strategy, Information Technology Governance and Service Delivery

There exist numerous reviewed studies in different context cutting across spheres of developing and developed countries on how organizations apply various mechanisms to ensure appealing services to their clients like; motivated staffs, top management involvement and technological strategies fosters service delivery of services (Dabholkar & Overby, 2005; McNeil & Mumvuma, 2006; Salihu, 2011). According to Salihu (2011) over the last decade, there has been an increasing application of available resources to compliment customer centered goods and services in both the public and private sectors. However, it is not elaborate on how ITG influences the relationship between corporate IT strategy and service delivery.

Information technology governance is a technological tactic designed to facilitate the efficient use of strategic IT elements and policies for value creation that is pegged on informed decisions that minimizes risks associated with IT investment and use for high organizational yields (De Haes & Van Grembergen, 2013). As a result there is a likelihood of other far reaching benefits; improved business processes, motivated staffs, and minimized expenses, growth in market share, transparency and quality services (Pang, 2014). In addition to that Lee and Yang (2013) established that Service delivery improvements can be achieved by conducting managerial and governance reforms, strengthening transparency and accountability and also gathering information on the needs, preferences and expectations of customer.

Further, Valentine and Stewart (2013) alludes that firms face a number of challenges including poor management measures, inadequate technological resources and general employee attitude in offering customized services. This has made firms to gradually change and substitute the traditional modes of improving service delivery through the implementation of different kinds of technological advancement (Chen and Tsou 2012).

2.3.5 Corporate Information Technology Strategy, Information Quality and Service Delivery

Many studies have been conducted on information quality and how they can be conceptualized to realize organizational objectives however on how it affects the relationship between corporate IT strategy and service delivery is not elaborate. For instance Otto (2011) in his study found out that many organizations continuously depend on information quality by deploying quality information systems and IT skilled human capita to hasten decision making processes, information sharing and effective strategic planning.

The deploying of quality systems and IT leaders to enhance information quality has made organizations to reengineer their processes towards organizational transformation and superior competitive positioning (Madnick et al., 2009). Moreover, the critical role information quality plays to streamline organizational demands based on economic revolution, innovation and customer trends trigger the necessity for investing on credible and tailor made information technology (Nelson et al., 2005).

Martin (2014) outlined that firms embrace corporate IT strategy to assess and make strategic decisions about benefits of investing on IT, cost implications and any business risks and new opportunities arising from IT investments. The corporate level also needs to provide profound mechanisms that integrate organizational strategies and objectives with processes, resources and information for achievable direction (Wilkin & Campell, 2010). The complex operations of organizations call for overall alignment of management and governance processes with IT for efficiency and superior performance with minimal risks and costs (Adaba & Rusu, 2014).

Peppard et al. (2014) in their study noted that corporate IT strategy provides a road map on the use of IT in monitoring, evaluation and implementing organizational plans and strategies by involving employees, IT and business executives to deliver the mandate of the organization. As a matter of fact entities need to own meaningful communication of their IT strategy within and outside for informed and well-coordinated processes for in time attainment of key objectives and goals (Yalya & Hu, 2012). Apart from that an endowed information system should also be in place to ensure crucial information is generated to foster decision making process on tactical planning on friendly and acceptable services. The empirical reviews have varying discussions which dictates for a further probe on how information quality can moderate the relations between corporate IT strategy and services offered in public organizations.

2.3.6 Corporate IT Strategy, Information Technology Governance, Information Quality and Service Delivery

A number of research works have identified numerous factors that enhance services offered by organizations include; staff training on customer centric services, employee motivation, top management leadership involvement, technological innovation and performance monitoring, evaluation and feedback (Lee & Yang, 2013; Miremadi et al., 2011). Nevertheless, no elaborate emphasis put forth on how IT governance and information quality are important in determining how corporate IT strategy can influence service delivery of organizations. According to Bitner et al. (2008) service innovations that are anchored on technological advancement boost an organization's capability to meet customer requirements with satisfaction. Both public and private organizations have embraced new technologies to support the world's economy by offering products and services that are competitively differentiated, hard to imitate and at a low cost (Khalid, 2010; Lee& Feeney, 2014).

Technological strategies play an integral role to ensure service delivery improvements that caters for customer satisfaction, preferences, royalty, value and retention prevails (Danjum & Rasli, 2012). The ongoing economic globalization has made firms to anchor their success on various outcomes and parameters that includes efficient service delivery, value creation and competitive positioning (Abiodun, 2008; Bitner et al., 2008). Additionally, Mcfee and Brynjolfson (2008) noted that IT has led to improved organizational processes that lead to sustainable competitive advantage. This has made organizations to remain competitive by

establishing strong strategic objectives and appropriate IT investments. Corporate IT strategy, at the corporate management level outlines a set of IT-enabled capabilities and IT portfolios for greater managerial control and efficiency across the organization (Abdi et al., 2010).

Increasing managerial control through IT platform and the need for organizations to coordinate its various unit functions requires information quality and quality information systems (Nelson et al., 2005). This also support organizational efficiency characterized with improved decision making processes, information sharing and effective planning for competitive advantage (Friedman, 2008). All these empirical studies depicts that the variables are limited to; improved decision making processes, information sharing, strategic planning and alignment, enhanced IT performance, IT risk management and value addition with little done on how they can improved service delivery.

However, within Kenya context, public entities have slightly tried to utilize information systems to monitor and regulate provision of services with little elaborated on specific mechanisms used to ensure service delivery improvements towards customized services that are faster and superior to their competitors (Magutu et al., 2010). This has left much storming on the joint effect of corporate IT strategy, IT governance and IQ on service delivery improvements.

2.4 Summary of Empirical Studies and Knowledge Gaps

A review of literature indicates that the concepts in this study have been used in various other studies over time but contradictions exist on some of the relationship while other relationships are yet to be tested empirically. The literature was reviewed on the basis of each variable considered in the study. Literature on corporate IT strategy was reviewed in the context of how it relates to service delivery with key gaps identified.

Other literature reviewed included the role of IT governance in the relationship between corporate IT strategy and service delivery and also the role of information quality in this relationship. It is therefore important to identify conceptual and contextual gaps in order to fill them in the study and add knowledge on practice, theory, managerial and future research.

Table 2.1: Summary of Knowledge Research Gaps

Author/Year	Focus	Findings	Research Gaps	Proposed Remedy
Peppard et al., (2014)	Information systems strategy, <i>Journal of Strategic Information Systems</i> , 23(1), 1-10.	Strategic information technology support organizational efficiency and competitive advantage.	Much emphasis on competitive age as major focus of corporate IT strategy but not on Service delivery.	There is need to empirically test the association between corporate IT strategy and service delivery.
Lee & Yang, (2013)	The Adoption of electronic technologies to help distinguish between e-services and communication technologies, <i>American Review of Public Administration</i> , 44(1)75-91.	The use of new user friendly technologies & motivated employees improve service delivery.	Not clear how corporate IT strategy enhances service delivery.	There is need to empirically test how service delivery is enhanced by corporate IT strategy.

Author/Year	Focus	Findings	Research Gaps	Proposed Remedy
De Haes & Van Grembergen, (2013)	How to improve enterprise governance of IT in a major airline: <i>Journal of Information Technology</i> , 3, 60-69	Concluded that ITG supports decision on IT value delivery, strategic alignment, IT and Firm performance	Not clear on how ITG moderates between corporate IT strategy and service delivery	There is need to test the effect of ITG on corporate IT strategy and service delivery
Jewer & McKay (2012)	Antecedents and consequences of Board of IT governance. <i>Journal of the Association of Information Systems</i> , 13(7), 581-617.	Firms develop ITG to guide IT management experts on how to align IT/ business strategy to attain competitive edge in service delivery.	How ITG impacts organizational service delivery not considered	There is need to empirically test the effect of ITG on service delivery.
Luftman & Kempaiah (2008)	Key issues for IT executives. <i>MIS Quarterly Executive</i> 7, 99-112.	Corporate IT strategy largely supports firm processes and strategies towards competitive Positioning of an organization.	Corporate IT strategy and information quality not emphasized	There is need to empirically test the effect of IQ on the relationship between corporate IT strategy and service delivery.
Nelson et al. (2005)	An empirical examination on the Antecedents of information and system quality. <i>Journal of Management Information Systems</i> 21, 199-235.	IT quality measures information quality. Author emphasized that for quality outputs to be realized, information systems need to be of value.	Service delivery which is critical is not considered in the study	There is need to empirically test the link between information quality and service delivery of organizations

Author/Year	Focus	Findings	Research Gaps	Proposed Remedy
Arvidsson et al., (2014)	A multi-dimension of Information systems use as strategy practice <i>The Journal of Strategic Information Systems</i> , 23(1), 45-61.	The author established that the corporate IT strategy supports organizational efficiency, higher productivity, customer satisfaction and value creation towards competitive advantage	IT Governance and information quality concepts were not considered	Need for further empirical study on the integration of IT governance , useful information quality and corporate IT strategy on service delivery.

Source: Researcher, data

2019

2.5 Conceptual Framework

A conceptual model links key study variables in a diagrammatic manner showing the presumed relationships that may exist from the review of literature and empirical reviews (Ravitch & Riggan, 2012). The scholar avers, conceptual framework as a hypothesized model that identifies concepts or variables considered in a study bringing out the relationships. The above literature review leads to the conceptual framework as shown on the figure below.

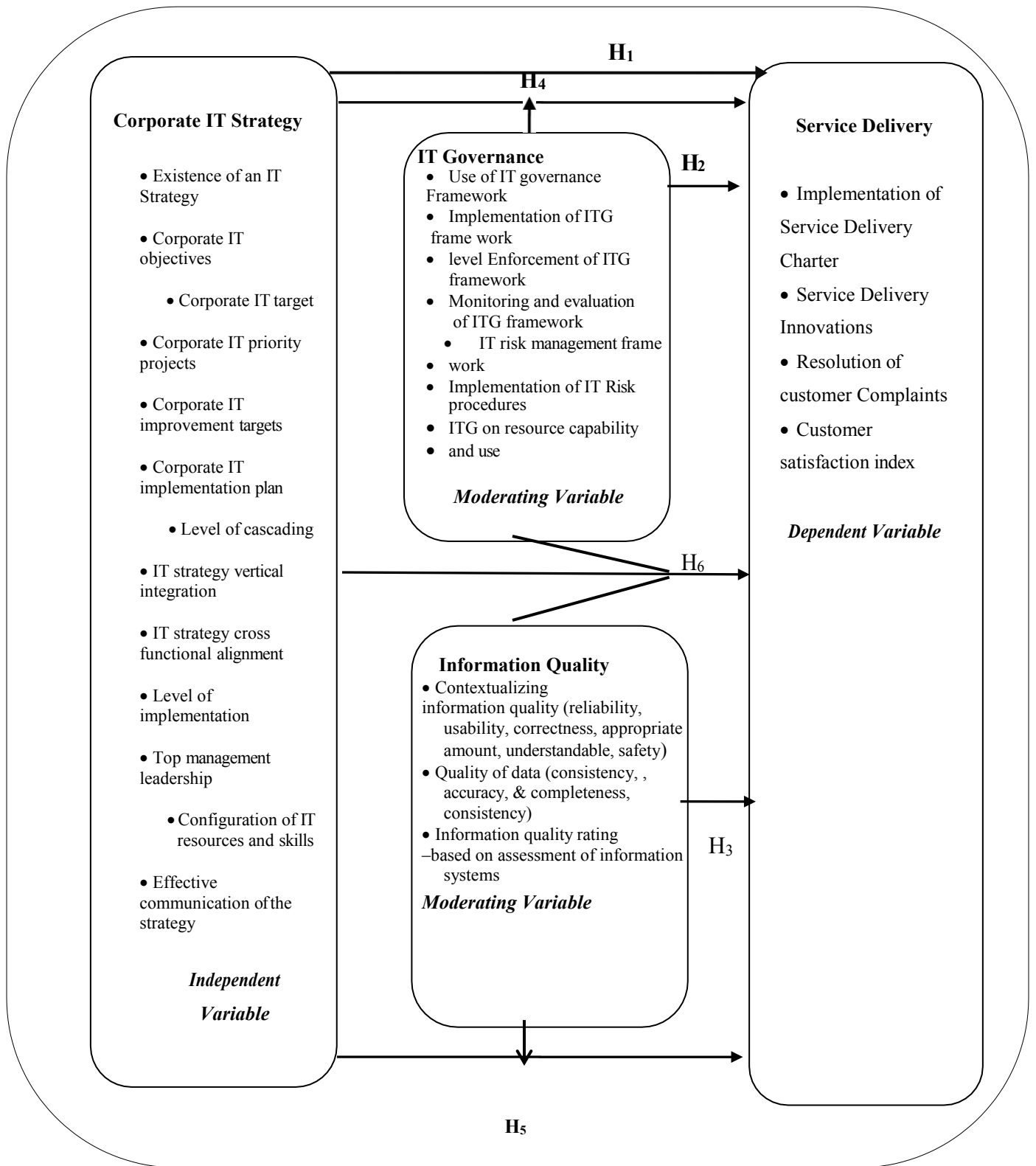


Figure 2.1: Conceptual Model

2.6 Conceptual Hypothesis

The following null Hypotheses were formulated from the relationship in the conceptual model are as follows:

H₁: There is no significant effect of corporate IT strategy on service delivery of state corporations in Kenya;

H₂: There is no significant effect of information technology governance on service delivery of state corporations in Kenya;

H₃: There is no significant effect of information quality on service delivery of state corporations in Kenya;

H₄: Information technology governance has no significant moderating effect on the relationship between corporate IT strategy and service delivery of state corporations in Kenya;

H₅: Information quality has no significant moderating effect on the relationship between Corporate IT strategy and service delivery of state corporations in Kenya; and

H₆: There is no significant joint effect of corporate IT strategy, IT governance and information quality on service delivery of state corporations in Kenya.

CHAPTER THREE: RESEARCH METHODOLOGY

3.1 Introduction

This chapter highlights and discusses the methodology that was used for the study in question. The methodological sections were; philosophy of the research, study design, study population, methods for data collection, measurements of validity and reliability and a section of how variables of the study were operationalized and finally analytical models and regression assumptions employed.

3.2 Research Philosophy

The study was embedded on the positivist orientation since only facts and data gained through observation and measurement was used to empirically and objectively analyze the relationships existing among the variables in question and the hypothesis drawn from the theories (Collins, 2010). Research associated with this particular school differentiates the researcher from the subjects as independent and cannot influence each other's outcome or results. The positivist orientation also enabled hypotheses testing, acceptance or rejection based on the tested results. As opposed to epistemology approach that is concerned with theory building, positivism focuses on properties and relations of natural phenomenon as informed by sensory experience of reason and logic (Hjørland, 2005).

3.3 Research Design

Descriptive technique was used to gather information about the subject of study at a

given period of time (Mugenda & Mugenda, 2003). This design offered the researcher an opportunity to collect data across different SCs and empirically test the relationship of the constructs along its conceptualization. In view of the breath of the study, the design accords the researcher the opportunity to capture data on corporate IT strategy, IT governance, information quality and their individual and joint influence on service delivery of state corporations in Kenya. The design also enables the researcher to establish if significant relationships among variables exist and the strength of these relationships (Creswell & Clark, 2014).

3.4 Population of the Study

A census survey was conducted since complete information from all participants in the population was required (Parahoo 2014). In this research the unit of analysis was 178 State Corporations in Kenya spread across the twenty ministries (Appendix II). They are classified into eight main operation classes based on their mandate and core functions. These include; Financial, Commercial, manufacturing, Regulatory, Public Universities, Training and Research, Service, Regional Development Authorities, Tertiary Education and Training. Taskforce on Parastatals Reform Report for the year 2013 observed that due to policy dynamism and economical changes as influenced by the government decisions to review merge or discontinue some corporations, the number is likely to keep changing depending on their purpose, performance and government development agenda.

One questionnaire was presented to every state corporation and it remained the

prerogative role of the concerned to delegate or consult and provide relevant information. A census survey was conducted in order to get complete information from all participants in the population used to inclusively obtain better coverage than sample surveys (Saunders, Lewis & Thornhill, 2012). Thus, the study established and maintains a complete list of the primary unit of 178 state corporations in Kenya as indicated below.

Table 3.1: Population Distribution

S/No	State Corporation Category	No. of Corporations
1	Financial	18
2	Commercial & Manufacturing	34
3	Public Universities	32
4	Training and Research	14
5	Service Corporations	26
6	Regional Development	12
7	Tertiary Education & Training	11
8	Regulatory	31
	Total	178

3.5 Data Collection

Bryman and Bell (2011) define data collection as the chronological mechanism of gathering and quantifying information on targeted variables in an established system to get complete and accurate picture of the area of research. Collected data enabled the researcher answer relevant questions and evaluate outcomes, both first hand and documented data was gathered because they reinforce each other (Saunders et al., 2012). Primary data was collected with the help of research assistants by drop and

pick method through administering structured questionnaire that comprised of closed and open-ended questions self-designed in line with the research objectives, hypothesis, empirical literature and theories. This approach is best suited because of its ability to maximize the benefit of standard and descriptive data that the interviews generate (Creswell & Clark, 2014).

The questionnaire comprised of five sections. Section I: state corporations and respondents profile data. Section II: data on corporate IT strategy, Section III: IT governance, Section IV: on information quality. Lastly section V: secondary data on service delivery that was collected from annual performance contract reports and annual evaluation reports of SCs pertaining to service delivery on cycles of 2013/14, 2014/15, 2015/16, 2016/17 and 2017/18.

3.6 Reliability Test

This test was done to determine whether the tool used in data collection provided stable and consistency results on trials made repeatedly under constant conditions (Huck, 2007). The Cronbach Alpha coefficient is an appropriate measure of internal consistency when making use of Likert scales and it normally falls in the range of zero and one (Robinson, 2009). However, no absolute rules exist for internal consistencies, nevertheless, most agree on a minimum internal consistency coefficient of 0.70 or should be equal to or above 0.60. Besides that, there are other four cut-off points for reliability: (0.90 and above) excellent, (0.7-0.9) high, (0.5-0.7) moderate and (0.5 and below) low reliability (Straub, Boudreau & Gefen, 2004). Reliability alone is not sufficient without conducting validity tests to ensure an instrument is both reliable and

valid (Wilson, 2010).

3.7 Validity Test

This test was conducted to determine to what extent data collected is the representation of the phenomenon of the study supposed to be measured (Ghauri & Gronhaug, 2005). Therefore, validity test depicts the level to which information gathered accurately measures what the researcher anticipates to measure (Field, 2005). It represents the argument that an instrument should yield results precisely to measure the intended objective by enabling the researcher to hit a bulls' eye of the objective in the interest of the population of the study in general (Mugenda & Mugenda, 2003).

Both construct validity and content validity were used in adapting the measures for the variables in this study (Straub et al., 2004). The questionnaire was pre-tested to ascertain their relevance to the study in production of accurate results. Content validity was done by testing and retesting the questionnaire that covered all the four main areas of the study. Construct validity on the other hand was attained through variable operationalization in line with the hypotheses that underpin the conceptual model of this study.

3.8 Operationalization of Study Variables

Variables of the study were operationalized as shown in the table 3.2 below.

Table 3.2 Operationalization of Study Variables

Variable	Operational Indicators	Operational Definition	Supporting Literature	Rating Measure
Corporate IT Strategy <i>(Independent Variable)</i>	Existence of corporate Strategy	It's a comprehensive plan put in place to guide state corporations on the use of IT to achieve their objectives and strategies	Arvidsson et al., (2014)	5-point Likert type scale
	Existence of corporate objectives	This is clear definition of corporate IT objectives	Arvidsson et al., (2014)	5-point Likert type scale
	Corporate IT target	These are short term IT objects that are derived from main IT objectives which are meant to be achieved within a short period of time.	Abdi et al., (2010)	5-point Likert type scale
	Corporate IT projects	These are endeavors undertaken by the corporate on IT investment, development, operation and maintenance, service delivery and organization development	Abdi et al., (2010)	5-point Likert type scale

Variable	Operational Indicators	Operational Definition	Supporting Literature	Rating Measure
	Corporate improvement systems	These are mechanisms put in place to support corporate IT improvement targets like training staffs on ICT, regular ICT and information security controls	Abdi et al (2010)	5-point Likert type scale
	Corporate IT implementation plan	This is a roadmap put in place to guide ideal execution of IT strategic plan to achieve overall goals and strategies	Thompson (2007)	5-Likert scale
	Level of cascading IT strategy	This is a strong and consistent leadership on the follow through of the IT strategy	Arvidsson et al., (2014)	5-Likert scale
	IT strategy vertical integration	This is IT strategy put in place by top leadership to support control of IT value chains	Yayla & (2014)	5-Likert scale
	IT strategy cross functional alignment	This is collaborating IT strategy across functional planning processes	Yayla & (2014)	5-Likert scale
	Level of implementation	This defines turning IT strategy into actions at all levels of management to accomplish overall goals and objectives.	Peppard (2014)	5-Likert scale
	Top management leadership	These are the overall management team that are deeply committed to the purpose, strategies, objectives and goals of state corporations	Peppard (2014)	5-Likert scale

Variable	Operational Indicators	Operational Definition	Supporting Literature	Rating Measure
	Configuration of IT resources and skills	This a process of establishing and maintaining consistency performance of IT resources and skills throughout the SCs in Kenya		5-Likert scale
	Effective communication corporate IT strategy	This implies whether better systems are put in place to effectively communicate the IT strategy to all stakeholders	Peppard (2014)	5-Likert scale
IT Governanc e (Moderati ng Variable)	Existence of IT governance framework	Presence of an ITG framework which state corporation can use to implement an ITG program	De Haes & Grembergen)	5-point t type scale
	ITG level of implementation	This refers ITG is put into action in all levels through support of ITG frameworks.	Blitstein & (2012)	5-point t type
	Enforcement of ITG framework	This refers to policies and rules put in place to support use of ITG framework	Pang)	5-point t type
	Monitoring and evaluation of ITG framework	These are rigorous routine tracking systems put in place to check on the usefulness of ITG on corporate objectives	Blitstein & 2012	5-point t type
	Existence of IT risk management framework	The presence of strong and reliable IT risk management framework to assist in risk mitigation	De Haes & Grembergen)	5-point t type scale

Variable	Operational Indicators	Operational Definition	Supporting Literature	Rating Measure
	Implementation of IT Risk management framework	This is how IT risk management framework is put into action in all management levels to support attainment of corporate overall objectives	De Haes & Grembergen)	5-point type scale
	ITG on resource capability and use	ITG support the generation, deployment and use of resources in corporate IT strategy success	Pang)	5-point type
Information Quality (Moderating Variable)	Contextualizing information quality ;(reliability, usability, correctness, appropriate amount, understandable, safety)	This is the process of putting into use meaningful information based on that is complete, worthy, enough and easily interpreted for useful strategic results.	Madnick et al., (2009)	5-point Likert type scale
	Operationalizing data quality(Completeness, Timeliness, Accuracy, Consistency)	This is the processes of collecting and defining data quality that will be used to timely produce accurate, complete and uniform data information fit for use	Nelson et al. (2005)	5-point Likert type scale
	Information quality rating –based on assessment of information systems	This is the measure of the value of information in relation to available information systems	Nelson et al. (2005)	5-point Likert type scale
Service Delivery (Dependent variable)	Customer satisfaction index	This a measure to what extent services offered meet and surpass customer expectation	Chen and Tsou (2012)	Ratio

Variable	Operational Indicators	Operational Definition	Supporting Literature	Rating Measure
	Implementation of Service Delivery Charter	This is putting into action what is documented on the customer service charter in all levels of management	Miremadi et al. (2011)	Ratio
	Application of Service delivery Innovation	Is the process of putting resources into innovative services that will enhance customer satisfaction	Ochieng (2010).	Ratio
	Resolution of customer Complaints	This is how state corporations handle customer complaints to avoid shattering growth and profitability of the SCs	Chen and Tsou (2012)	Ratio

Source: Researcher, 2019

3.9 Diagnostic Tests

Since this study is a social science based, the probability of non-linear relationships is likely to be high, thus it is essential to test for linearity between the dependent and independent variables (Burns & Burns, 2008). The study tested for linear relationship using scatter plots that require an assumption of linearity of data taken from the independent outcome. Saunders et al., (2012) indicated that neither the numerical nor graphics can individually provide conclusive evidence of normality. Therefore, the study established normality of the data for each independent variable both numerically and graphically. Descriptive statistics were performed to present the data in more simpler and meaningful manner. Means, median, standard deviations, skewness and kurtosis for describing normality of the data were conducted.

Multi-collinearity was tested to establish the highly linearly related independent

variables to reduce their individual effects on the dependent variable. Thus, Condition Index (CI), Variance Inflation Factors (VIF) and tolerance was used to test for the unacceptable correlation. Small values for tolerance and large VIF values show the presence of multi- collinearity. The acceptable range of $CI < 30$, $VIF < 5$, and tolerance > 0.2 was applied to test multi-collinearity (Bilge, Gulsen, Senay, and Savas, 2011). The study tested for homoscedasticity by use of Levene’s test of homogeneity of variance at $p < 0.05$ significance level. The violation of homoscedasticity is present when the size of the error term differs across values of an independent variable. Low heteroscedasticity has little effect on significance tests but high heteroscedasticity weakens and distorts the analysis thus increasing possibility of committing type I error (Jensen & Ramirez, 2012).

3.10 Data Analysis

Both descriptive and inferential statistics were adopted to deduce the underlying features of the study variables (Saunders et al., 2012). Before regression analysis was done, the composite score of the dependent variable was computed. Thereafter a composite service delivery index (Y) was also computed as follows:

First, the weights were assigned as follows based on the guidelines on performance contracting.

Step 1: $Average_{1-4} = (achievement\ of\ Y1 + Y2 + Y3 + Y4 + Y5) / 5$

Table 3.3: Service Delivery Composite Index

Service Delivery Criteria Category	Unit of measure	Weight	5 Year Achievements					Average
			2014	2015	2016	2017	2018	AvI
		60						

Customer satisfaction index	%	0.3						<i>Av2</i>
Implementation of Service Delivery Charter	%	0.3						<i>Av3</i>
Application of Service delivery Innovation	%	0.2						<i>Av4</i>
Resolution of Public Complaints	%	0.2						

Step 2: Multiply the weights with the averages for each Service Delivery Criteria Category

i.e Customer satisfaction index ($0.3*Av1$); Implementation of Citizens Service Delivery Charter ($0.3*Av2$); Application of Service delivery Innovation ($0.2*Av3$); Resolution of Public Complaints ($0.2*Av4$).

Step3: Composite Score = $(0.3*Av1 + 0.3*Av2 + 0.2*Av3 + 0.2*Av4)$

After computing the composite score for the Service Delivery Index, inferential statistical tests were conducted at 95 percent level of confidence to establish the relationship among the variables. This included Pearson's product moment coefficient correlation (r), stepwise multiple regression and multiple linear regression analysis. For H₁, H₂, and H₃, multiple regression method was used to establish the nature of the relationships on corporate IT strategy ITG, information quality and service delivery of Kenyan state corporations respectively.

For H₄ and H₅, stepwise regression analysis was used to test the moderating effect of IT governance and information quality on the relationship between corporate IT strategy and service delivery of state corporations in Kenya. This was done at two levels using the product indicator approach to build product terms between the indicators of the independent variable and the indicators of the moderator variable

using Kenny and Judd (1984) approach because the independent and the moderator variable are not single-indicator variables where the variable is set to be equal to its single indicator. According to Fassott and Henseler (2015) the product indicator approach in moderation relationship must be done using composite measurement models and factor/indicator measurement models. The study therefore adopted composite measurement models and factor/indicator measurement models in testing H₄ and H₅, whereby Multiple Regression analysis was used for composite measurement models and stepwise regression analysis was used for indicator measurement models.

Finally, multiple linear regressions were used to test the joint effect of corporate IT strategy, IT governance and information quality on service delivery of state corporations in Kenya (H₆).

Table 3.4: Summary of Objectives, Hypotheses and Analytical Model

Objective	Hypothesis	Analytical model	Interpretation
To establish the effect of corporate IT strategy on service delivery of state corporations in Kenya;	H ₁ : There is no significant effect of corporate IT strategy on service delivery of state corporations in Kenya;	Multiple Regression analysis $Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \epsilon$ $Y =$ Service delivery $\alpha =$ constant (intercept) $\beta_1 =$ Coefficient parameters to be determined $X_i =$ (Corporate IT strategy (Existence of an IT Strategy, Corporate IT objectives, Corporate IT target, Corporate IT priority projects, Corporate IT improvement targets, Corporate IT implementation plan, Level of cascading, IT strategy vertical integration, IT strategy cross functional alignment, Level of implementation, Top management leadership, Configuration of IT resources and skills & Effective communication of the strategy), $\epsilon =$ Error term.	R ² depicts model fitness and explains the changes in dependent variable. β_1 : coefficient explaining the influence of a unit change in each of the corporate IT strategy constructs and on the service delivery. P-value, F-ratio and t-statistic explains the significance of the model constructs.

<p>To establish the effect of Information technology governance on service delivery of state corporations in Kenya;</p>	<p>H₂: There is no significant effect of Information technology governance on service delivery of state corporations in Kenya;</p>	<p>Multiple Regression analysis $W = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \epsilon$ $W =$ Service Delivery $\alpha =$ constant $\beta_1 =$ Coefficient parameters to be determined $X_i =$ ITG (Use of IT governance Framework, Implementation of ITG framework, level Enforcement of ITG framework, Monitoring and evaluation of ITG framework, IT risk management framework, Implementation of IT Risk procedures, ITG on resource capability and use), $\epsilon =$ Error term</p>	<p>R² depicts model fitness and also explains the changes in dependent variable. β_1: coefficient explaining the influence of a unit change in the ITG constructs and on service delivery P-value, F-ratio and t-statistic explains the significance of the model constructs.</p>
<p>To establish the effect of information quality on service delivery of state corporations in Kenya;</p>	<p>H₃: There is no significant effect of information quality on service delivery of state corporations in Kenya;</p>	<p>Multiple Regression analysis $Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \epsilon$ $Y =$ Service Delivery $\alpha =$ constant (intercept) $\beta_1 =$ Coefficient parameters to be determined $X_i =$ IQ (Contextualizing information quality (reliability, usability, correctness, appropriate amount, understandable, safety), Quality of data (consistency, accuracy, & completeness, consistency), Information quality rating-based on assessment of information systems $\epsilon =$ Error term</p>	<p>R² depicts model fitness and also explains the changes in dependent variable. β_1: coefficient explaining the influence of a unit change in the information quality constructs P-value, F-ratio and t-statistic explains the significance of the model constructs</p>
<p>To determine the effect of IT governance on the relationship between corporate IT strategy and service delivery of state corporations in Kenya;</p>	<p>H₄: Information technology governance has no significant moderating effect on the relationship between Corporate IT strategy and service delivery of state corporations in Kenya;</p>	<p>Multiple Regression analysis for composite measurement models and stepwise regression analysis for factor/indicator measurement models $Y_2 = \alpha + \beta_1 X + \epsilon$ $Y_3 = \alpha + \beta_1 X + \beta_2 Z + \epsilon$ $Y_4 = \alpha + \beta_1 X + \beta_2 Z + \beta_3 X.Z + \epsilon$ $\alpha =$ constant (intercept), $\beta_1, \beta_2, \beta_3 =$ coefficients Y_2, Y_3 and $Y_4 =$ service delivery; $X =$ corporate IT strategy, $Z =$ ITG $\epsilon =$ Error term; $X.Z =$ corporate IT strategy and information quality interaction</p>	<p>R² depicts model fitness and also explains the changes in dependent variable. β_1, β_2 and β_3 are coefficient explaining the influence of a unit change in each of the corporate IT strategy and ITG constructs on service delivery P-value, F-ratio and t-statistic explains the significance of the model constructs.</p>

<p>To establish the effect of information quality on the relationship between Corporate IT strategy and service delivery of state corporations in Kenya; and</p>	<p>H₅: Information quality has no significant moderating effect on the relationship between Corporate IT strategy and service delivery of state corporations in Kenya; and</p>	<p>Multiple Regression analysis for composite measurement models and stepwise regression analysis for factor/indicator measurement models $Y_5 = \alpha + \beta_1 X_1 + \epsilon$ $W = \alpha + \beta_1 X_1 + \epsilon$ $Y_6 = \alpha + \beta_1 W + \epsilon$ $Y_7 = \alpha + \beta_1 X_1 + \beta_2 W + \beta_3 X_2 + \epsilon$ $\alpha = \text{constant (intercept)}$ $\beta_1, \beta_2, \beta_3 = \text{coefficients}$ $X_1 = \text{corporate IT strategy}$ $Y_5, Y_6, Y_7 = \text{service delivery}$ $W = \text{information quality}$, $\epsilon = \text{Error term}$</p>	<p>R² depicts model fitness and also explains the changes in dependent variable. β_1, β_2 & β_3 are coefficient explaining the influence of a unit change in each of the corporate IT strategy and information quality on service delivery. P-value, F-ratio and t-statistic explains the significance of the model constructs.</p>
<p>To determine the joint effect of corporate IT strategy, IT governance and information quality on service delivery of state corporations in Kenya.</p>	<p>H₆: There is no joint significant of corporate IT strategy, IT governance and information quality on service delivery of state corporations in Kenya.</p>	<p>Multiple Regression analysis $Y_8 = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \epsilon$ $Y = \text{Service delivery}$ $\alpha = \text{constant (intercept)}$ $X_1 = \text{Is the composite index of corporate IT strategy}$ $X_2 = \text{Is the composite index of IT governance}$ $X_3 = \text{Is the composite index of information quality}$ $\beta_1, \beta_2, \beta_3 = \text{are the coefficients}$ $\epsilon = \text{is the error term}$</p>	<p>R² depicts model fitness and also explains the changes in dependent variable. β_1, β_2 and β_3 are coefficient explaining the influence of a unit change in each of the corporate IT strategy, IT governance and information quality on service delivery. P-value, F-ratio and t-statistic explains the significance of the model constructs.</p>

Source: Researcher, 2020

CHAPTER FOUR: DATA ANALYSIS, PRESENTATION AND INTERPRETATION

4.1 Introduction

The general objective of the study was to establish the effect of corporate IT strategy, IT governance and information quality on service delivery of state corporations in Kenya. To achieve this objective, six specific objectives were set and corresponding hypotheses formulated. The data collected and analyzed, was obtained through a well-structured questionnaire.

This chapter presents the findings of the study based on how to test the study hypotheses. The details of descriptive analysis using frequency distribution tables, descriptive statistics such as means, standard deviations and coefficient of variations are well presented and discussed. With descriptive statistics, this chapter provides the premise on which further statistical operations and analyses carried out to test the study hypotheses. Reliability and validity gives a clear direction about the data viability in measuring the intended objectives.

4.2 Reliability Tests

Reliability tests were conducted on the three variables (corporate IT strategy, IT governance and information quality) where likert scales were used to collect data. Since these were subjective scales, there was need to measure the degree to which results from these items were consistent on repeated measurements for corporate IT strategy (independent variable), IT governance (moderating variable) and information quality (moderating variable). The reliability results was assessed using cronbach's alpha as presented in table 4.1.

Table 4.1: Cronbach's Alpha Reliability Coefficients

Variable	Indicators	Number of Items	Cronbach's Alpha	F	Sig	Decision
<i>Corporate IT Strategy</i> <i>(Independent Variable)</i>	Existence of an IT Strategy	13	0.783	6.109	.000	Reliable
	Existence of corporate IT objectives	11	0.749	4.802	.000	Reliable
	Corporate IT target	9	0.803	1.898	.057	Reliable
	Corporate IT priority projects	9	0.740	5.362	.000	Reliable
	Corporate IT improvement targets	11	0.786	3.146	.001	Reliable
	Corporate IT implementation plan	10	0.762	3.985	.000	Reliable
	Level of cascading IT strategy	12	0.764	1.831	.045	Reliable
	IT strategy vertical integration	10	0.730	2.204	.020	Reliable
	IT strategy cross functional alignment	10	0.716	2.857	0.002	Reliable
	Level of implementation	10	0.712	1.722	0.080	Reliable
	Top management leadership	12	0.802	1.636	0.083	Reliable
	Configuration of IT resources and skills	11	0.727	2.616	0.004	Reliable
	Effective communication corporate IT strategy	11	0.788	1.596	0.102	Reliable
	Grand Average			0.758615		
<i>IT Governance</i> <i>(Moderating Variable)</i>	Existence of IT governance framework	11	0.742	7.889	0.000	Reliable
	ITG level of implementation	10	0.784	5.902	0.000	Reliable
	Enforcement of ITG framework	9	0.735	2.164	0.028	Reliable
	Monitoring and evaluation of ITG framework	10	0.732	0.750	0.663	Reliable
	Existence of IT risk management framework	10	0.739	1.409	0.179	Reliable
	Implementation of IT Risk management framework	10	0.668	2.440	0.10	Reliable
	ITG on resource capability and use	7	0.701	0.822	0.553	Reliable
	Grand Average			0.728714		
Information	Contextualizing information quality ;	58 66	0.915	1.655	0.001	Reliable

Variable	Indicators	Number of Items	Cronbach's Alpha	F	Sig	Decision
Quality (Moderating Variable)	(reliability, usability, correctness, appropriate amount, understandable, safety)					
	Operationalizing data quality;(Completeness, Timeliness, Accuracy, Consistency)	39	0.862	0.906	0.635	Reliable
	Information quality rating –based on assessment of information systems	10	0.781	0.730	0.682	Reliable
	Grand Average		0.852667			

Source: Research Data, 2020

As shown in Table 4.1, the alpha coefficients for the items used to operationalize the three variables are above the 0.6 threshold. Most of the indicators are all significant at 95% except for: corporate IT target, level of implementation, top management leadership, monitoring and evaluation of ITG framework, existence of IT risk management framework, ITG on resource capability and use, operationalizing data quality and information quality rating. These indicators will not be used to compute the product variable that will be used to measure the moderating effect.

The grand average Cronbach's alpha coefficient for Information quality = 0.852667, Corporate IT Strategy= 0.758615 and IT governance = 0.728714 revealing a high degree of reliability of the instrument. The results indicate that all constructs had high scores of reliability coefficients. This implies that all the variables had a reliable index measure indicating that the instrument was reliable in collecting data. The findings of this study are within the required minimum internal consistency of 0.6 and above. Creswell & Clark (2011) asserted that the reliability score of more than 60% is sufficient for performing of other statistical tests. This confirmation of reliability clears the data to be used in the next

steps of hypothesis testing.

4.3 Validity Tests

Validity tests were done using KMO test to establish sampling adequacy and whose value should be >0.5 and Bartlett's Test was also done to determine validity of factor analysis and P-value should be <0.05 . Construct validity shows how the instrument is measuring the intended concept (Zapolski, Guller & Smith, 2012). Further Varimax methods and also principal component analysis was applied to extract those factors that clearly measure the variables under investigations. Principle element analysis and varimax rotation technique was done applying Eigen values greater than or equal to 0.5. Factors with Eigen values greater than 1 was derived and items with factors loadings with greater or equal 0.5 were retained. The study results are presented in Table 4.2.

Table 4.2a: Kaiser-Meyer-Olkin (KMO) and Bartlett's Test for Corporate Information Technology Strategy

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		0.665
Bartlett's Test of Sphericity	Approx. Chi-Square	1037.331
	Df	465
	Sig.	.000
a. Based on correlations		

Source: Research Data, 2020

The results in table 4.2a indicate that the sampling adequacy for all the items under corporate IT strategy showed adequacy in the respective samples where KMO= 0.665, Chi-square (χ) = 1037.331, df= 465 and sig. level=0.000).

Table 4.2b: Kaiser-Meyer-Olkin (KMO) and Bartlett's Test for Information Technology Governance

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		0.603
Bartlett's Test of Sphericity	Approx. Chi-Square	2859.325
	Df	1596
	Sig.	.000
a. Based on correlations		

Source: Research Data, 2020

The results in table 4.2b indicate that the sampling adequacy for all the items under IT governance showed adequacy in the respective samples where KMO= 0.603, Chi- square (χ) = 2859.325, df= 1596 and sig. level=0.000).

Table 4.2c: Kaiser-Meyer-Olkin (KMO) and Bartlett's Test for Information Quality

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		0.645
Bartlett's Test of Sphericity	Approx. Chi-Square	1932.387
	Df	1081
	Sig.	.000
a. Based on correlations		

Source: Research Data, 2020

The results in table 4.2c indicate that the sampling adequacy for all the items under information quality showed adequacy in the respective samples where KMO= 0.645, Chi-square (χ) = 1932.387, df= 1081 and sig. level=0.000). The results from table 4.2 (a –c) indicate that all the variables showed varied factor loadings therefore implying that they closely measure the dependent variable. From the statistical analysis as shown above, all the KMO score was significant with a value greater than 0.50 which implied that all the items captured were valid for making further statistical analysis on the data set. This result indicates a highly significant among variables constructs. According to Smith and Zapolski (2009) any item with KMO score ranging from 0.50 to 0.99 is deemed valid and reliable for making further statistical analysis.

4.4 Tests for Regression Analysis Assumptions

There are different assumptions for statistical tests that the study variables should meet and this ensures the use of correct statistical models. Prior to performing the descriptive and inferential analyses, statistical assumptions were tested to establish whether the data met the normality, linearity, homogeneity and multicollinearity assumptions. The tests are based on the composite index that is average rating of the variables and after which the model was applied to analyze results of the regression and significance testing of the slopes. Nimon, Zientek and Henson (2012) assert that reliable diagnostic tests are beneficial to ensure that data meets important statistical assumptions. In addition to that Bolker et al. (2009) contends that all data need to be considered and included in the model if the basic assumptions are met.

4.4.1 Normality Test

Normality test was intended to ascertain whether data was distributed normally. Use of inferential parametric statistical procedures requires that the data to be tested is normally distributed. Ghasemi and Zahediasl (2012) noted that, the assumption of normality needs to be checked before carrying out any parametric test, because validity depends on it.

When normality is absent using statistical tests that assume normality may not be appropriate. The Shapiro-Wilk test was employed to test for normality. This test establishes the extent of normality of the data by detecting existence of skewness or kurtosis or both. Shapiro-Wilk statistic ranges from zero to one with P-value higher than 0.05 ($P > 0.05$) indicate that the data is normal and normality assumption is satisfied (Razali & Wah, 2011). The results are presented in Table 4.3.

Table 4.3: Shapiro-Wilk Test of Normality

	Kolmogorov-Smirnov ^a			Shapiro-Wilk		
	Statistic	Df	Sig.	Statistic	Df	Sig.
Corporate IT Strategy	.380	3	.	.763	3	.028
Information Technology Governance	.081	145	.022	.944	145	.201
Information Quality	.061	145	.000*	.987	145	.186
*. This is a lower bound of the true significance.						
a. Lilliefors Significance Correction						

Source: Research Data, 2020

Normality tested using the Shapiro-Wilk showed that all the variables were above 0.05 ($P > 0.05$), confirming data normality. Normality assumes that the sampling distribution of the mean is normal. As shown in Table 4.3, p-values for the Shapiro-Wilk tests were 0.028 for corporate IT strategy, 0.201 for IT governance and 0.186 for Information quality. Since all the p-values were greater than the cutoff point of 0.05, this confirms the hypothesis that data was collected from a population that is normally distributed. Data normality was also demonstrated by the plotted Quartile plot (Q-Q plot) and normal histograms. Q-Q plots are as presented in Figures 4.1(a), 4.1(b) and 4.1 (c) The normal distribution had a good fit for the study variables.

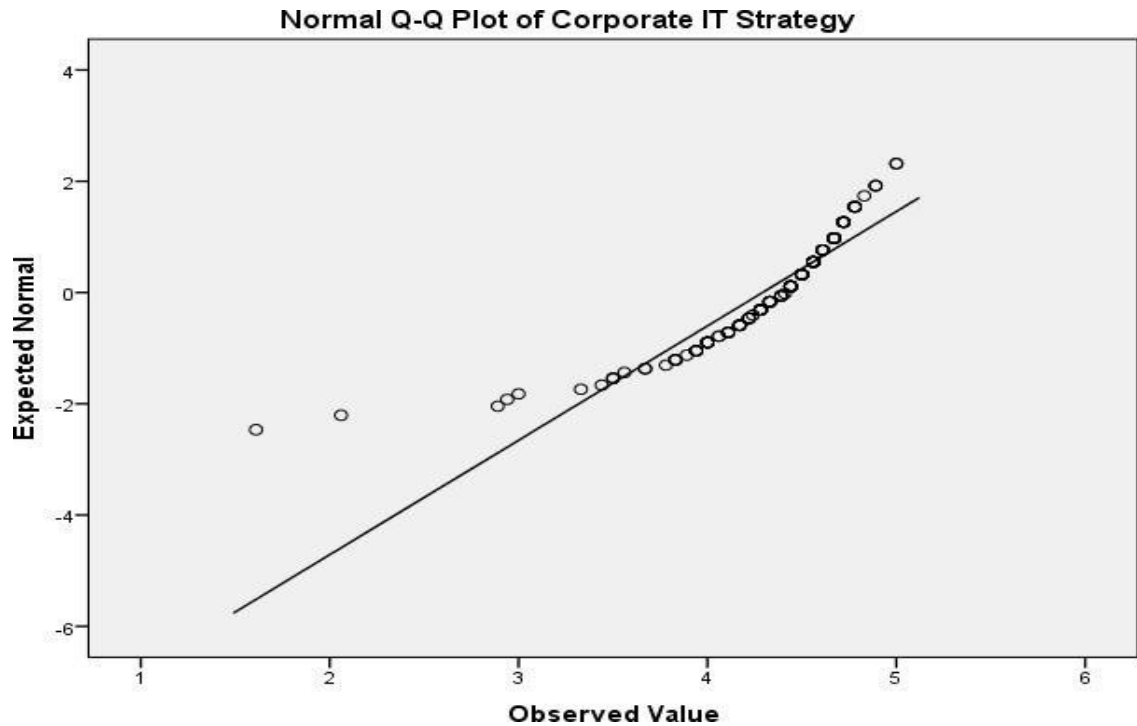


Figure 4.1 (a): Normal Q-Q plot of Data on Corporate IT strategy

The findings in Figure 4.1 (a) shows that data was normal since most of the cases were observed to cleave along the best fit line. The few cases of the observed values that cleaved away from the straight line can be taken care of by the large sample ($n \geq 30$). This demonstrates a good fit and therefore normal data on strategy implementation variable. According to Elliot and Woodward (2007), the assumption of normality turns out to be relatively uncontroversial, at least when large samples are used, such as $N \geq 30$.

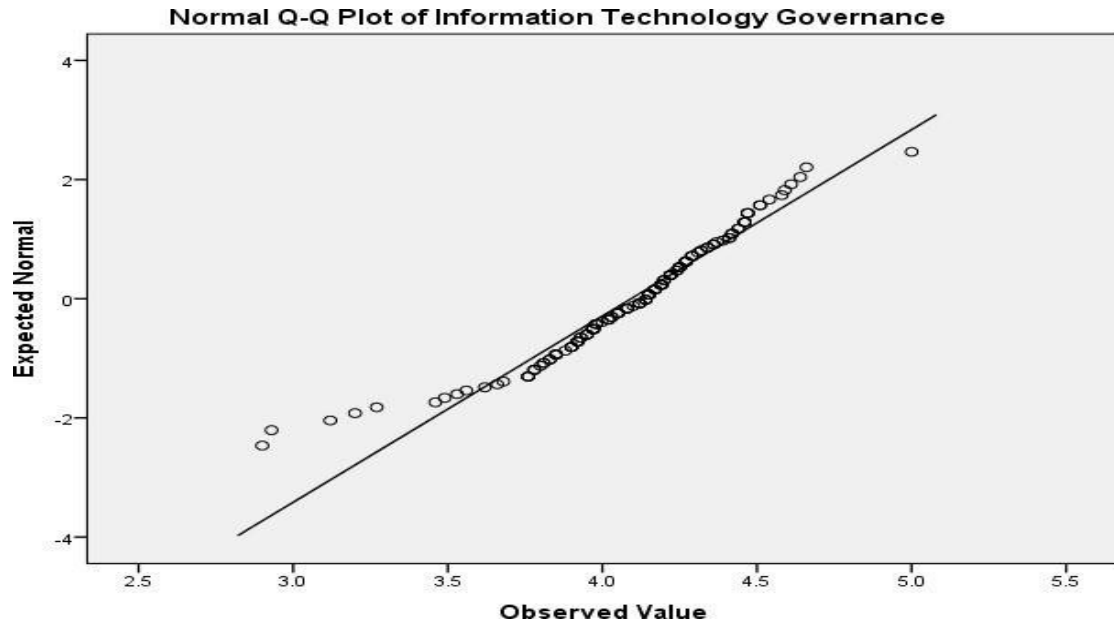


Figure 4.1 (b): Normal Q-Q plot of Data on information technology governance

Figure 4.1 (b) shows that data was normal since most of the cases were observed to cleave along the best fit line. The few cases of the observed values that cleaved away from the straight line can be taken care of by the large sample ($n \geq 30$). According to Elliot and Woodward (2007), the assumption of normality turns out to be relatively uncontroversial, at least when large samples are used, such as $N \geq 30$.

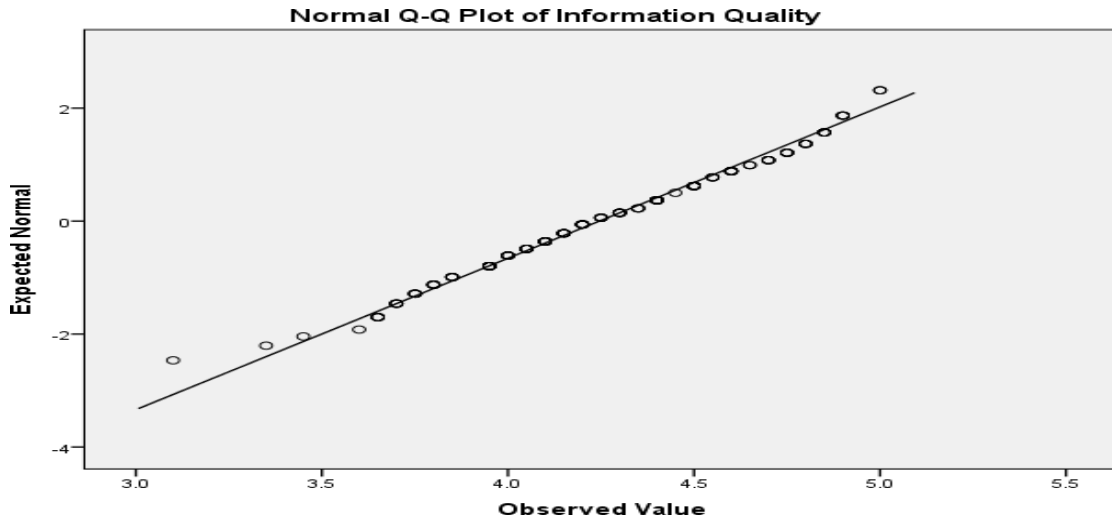


Figure 4.1 (c): Normal Q-Q plot of Data on information quality

Figure 4.1 (c) shows that data was normal since most of the cases were observed to cleave along the best fit line. The few cases of the observed values that cleaved away from the straight line can be taken care of by the large sample ($n \geq 30$). According to Elliot and Woodward (2007), the assumption of normality turns out to be relatively uncontroversial, at least when large samples are used, such as $N \geq 30$.

4.4.2 Multicollinearity Test

This is a phenomenon whereby high correlation exists between the independent variables. It occurs in a multiple regression model when high correlation exists between these predictor variables leading to unreliable estimates of regression coefficients. This leads to strange results when attempts are made to determine the extent to which individual independent variables contribute to the understanding of dependent variable (Creswell, 2014).

The consequences of multicollinearity are increased standard error of estimates of the Betas, meaning decreased reliability and often confusing and misleading results. Multicollinearity test was conducted to assess whether high correlation existed between one or more variables in the study with one or more of the other independent variables. Variable Inflation Factor (VIF) measured correlation level between the predictor variables and estimated the inflated variances due to linear dependence with other explanatory variables.

A common rule of thumb is that VIFs of 10 or higher (conservatively over 10) points to severe multi-collinearity that affects the study (O'Brien, 2007). A tolerance threshold value of below 0.1 indicates that collinearity is present (Jensen & Ramirez, 2013).

Table 4.4 presents the result of tests for Multicollinearity.

Table 4.4: Test for Multicollinearity

Model	Collinearity Statistics		Comment
	Tolerance	VIF	
(Constant)			
Corporate IT strategy	.631	1.585	No multicollinearity
Information technology governance	.638	1.568	No multicollinearity
Information quality	.744	1.344	No multicollinearity

Source: Research Data, 2020

As shown in Table 4.4 the results revealed no problem with multicollinearity. The variables of the study indicated VIF values of between 1.344 and 1.585 which is less than the VIFs value of 10 or higher figure recommended by the rule of thumb. Therefore the data set investigated displayed no multicollinearity.

4.4.3 Homoscedasticity Test

Homoscedasticity was measured by Levene's test. This test examines whether or not the variance between independent and dependent variables is equal. If the Levene's Test for equality of variances is statistically significant $\alpha = 0.05$ this indicates that the group variances are unequal. It is a check as to whether the spread of the scores in the variables are approximately the same.

Table 4.5: Test of Homogeneity of Variances

Variable	Levene's Statistic	df1	df2	Sig.
Corporate IT Strategy	2.523	23	110	.101
Information Technology Governance	2.030	23	110	.208
Information Quality	1.422	23	110	.117
a. Predictors: (Constant) Corporate IT strategy, Information technology governance, Information quality				
b. Dependent Variable: Service delivery				

Source: Research Data, 2020

As presented in Table 4.5 the significant values for the Levene's test were 0.101 for corporate IT strategy, 0.208 for Information technology governance and 0.117 for information quality. From the results in Table 4.5, P-values of Levene's test for homogeneity of variances were all greater than 0.05. The test therefore was not significant at $\alpha = 0.05$ confirming homogeneity.

4.4.4 Test of Linearity

The study used scatterplots to test for linearity. Scatter plot shows a visual impression of the relationship between the independent and dependent variables. The relationship may be positive (both dependent and independent variables moving in the same directions),

negative, meaning that dependent and independent variables moving in the opposite directions or none at all, thus, no clear pattern of linear relationship. The absence of a linear relationship between independent variables and the dependent variables influences the outcomes of the regression linear analysis to mis-approximate the true relationship. Regression models only estimate the relationship between the dependent and independent variables if the relationship is linear, hence the need to test of linearity assumption.

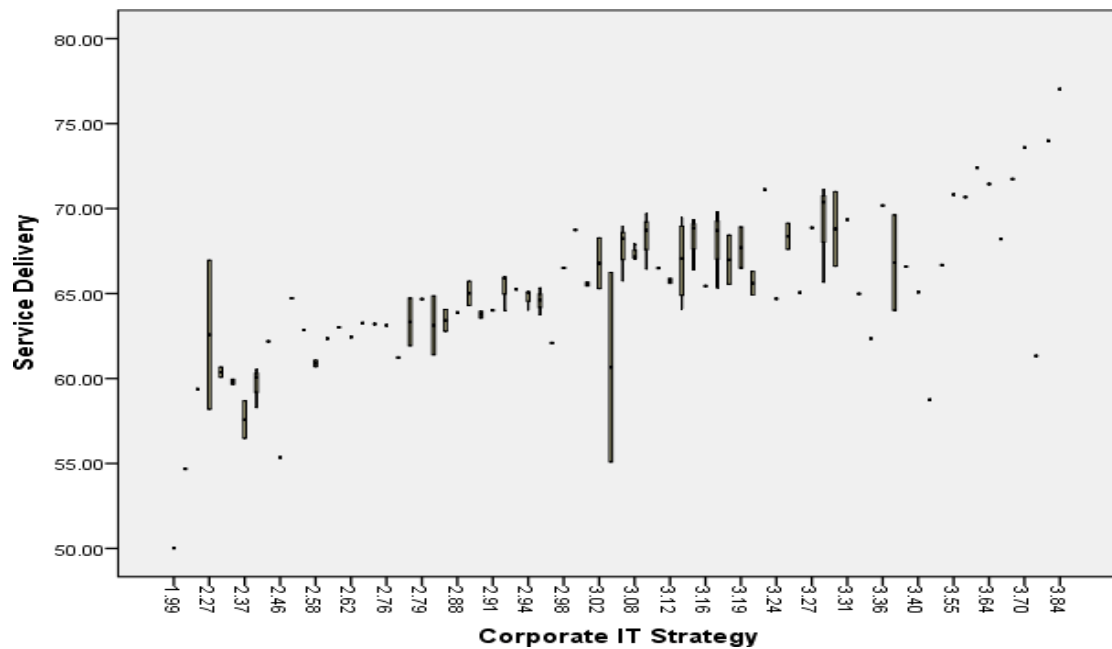


Figure 4.2(a): Test for linearity for corporate IT strategy

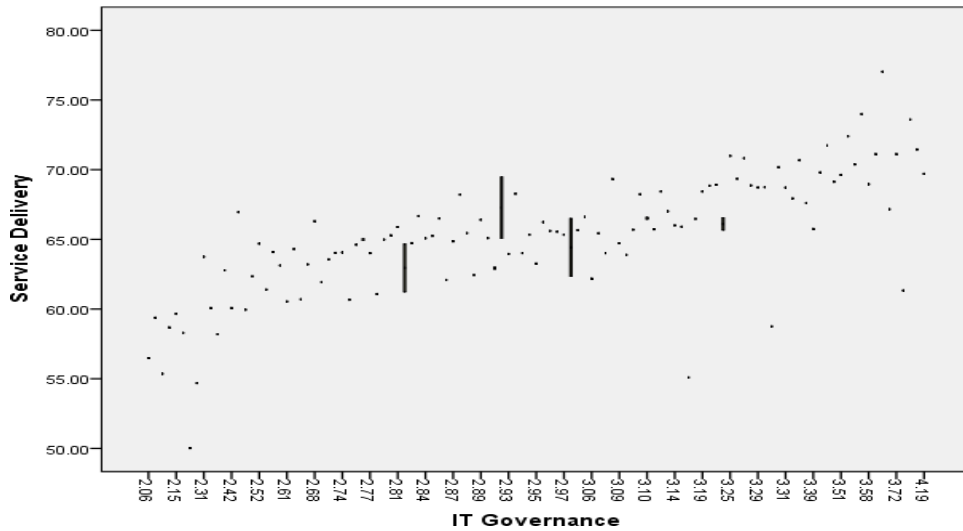


Figure 4.2 (b): Test for linearity for information technology governance

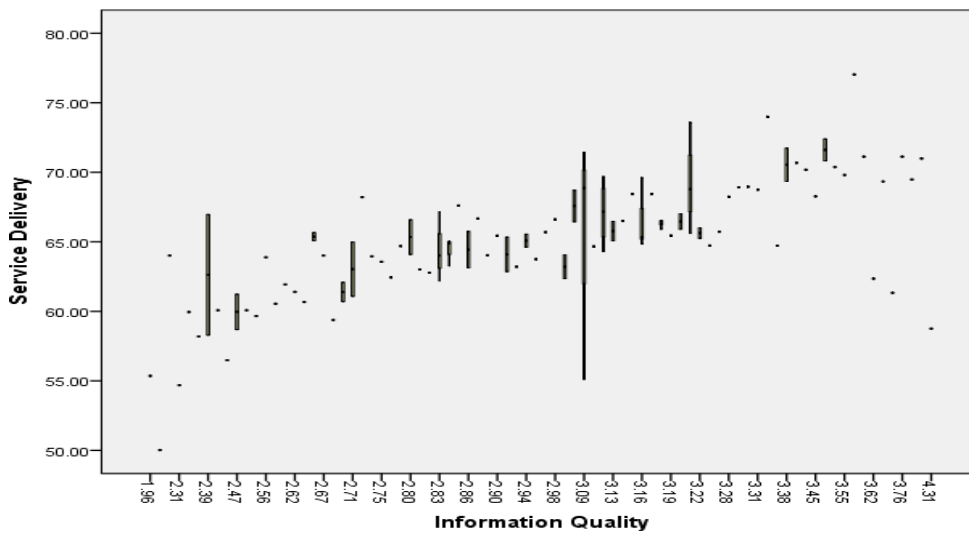


Figure 4.2 (c): Test for Linearity for information quality

As shown in the scatter plot above there exist a moderate positive linear relationship between the independent variables (corporate IT strategy, Information technology governance, information quality) and the dependent variable (service delivery). That is, as independent variables increases dependent variables also increases. This shows that the relationship supports the assumption of linearity.

4.5 General Demographic Information

The state corporations that were studied manifested demographic profiles. The profile demographics that were considered in the study include category of State Corporation in terms of which sector it operates in, number of permanent and pensionable employees and year's organization has been in operation. These organization characteristics established in the study are given in subsequent sections.

Pre-testing for validity of the questionnaire initially involved a few respondents from the study population to improve the instrument. Randomly pilot testing eight managers from different departments of the firms to establish if the respondents could answer the responses carried out construct and criterion validity on the instrument. The final survey did not consider these pilot groups.

4.5.1 Response Rate and Category of the State Corporation

The study population comprised all 178 state corporations. These 178 institutions formed the target population for the study spread across the twenty ministries. The researcher distributed 178 questionnaires, out of which 120 responded positively by filling and returning the questionnaires. This represented an overall positive response rate of 67.4%. Table 4.6a and table 4.6b give results for the response rate.

Table 4.6a: Distribution of the Response Rate

State Corporations Category	Target	Response/ Frequency	Percentage	Rank
Public Universities	32	28	23	1
Commercial & Manufacturing	34	24	20	2
Regulatory	31	21	18	3
Financial	18	13	11	4
Service Corporations	26	11	9	5
Tertiary Education & Training	11	9	8	6
Regional Development	12	6	5	7
Training and Research	14	8	7	8
Total	178	120	100	

Source: Research Data, 2020

Table 4.6b: Response Rate

Category	Questionnaires distributed	Questionnaires filled and returned	Percentage %
Respondents	178	120	67.4%

Source: Research Data, 2020

Such a high response rate of 67.4% for this study can be attributed to the use of introductory letters from the University explaining the purpose and nature of the study, as well as the use of trained research assistants who were equipped with skills on how to build rapport with respondents. Therefore, this study's response rate is considered good for survey research as recommended by Mugenda and Mugenda (2003) and Saunders et al. (2007) who suggested that a 50% response rate is adequate, 60% good and above 70% very good. Whereas according to Kamel & Lioyd (2015), a response rate of above 50 percent is acceptable for such studies. In this case, 67.4 % of the population of the study positively responded implying that most of the state owned entities are actively operational.

4.5.2 The Number of Permanent and Pensionable Employees

Number of permanent and pensionable employees is key in ascertaining internal processes and therefore the study determined how state corporations in Kenya are manifested in terms of employees. The corporation with many employees means its operation is bigger thus requiring more employees in each functional unit to carry out the needed roles. It further indicated that the corporation may be doing well in terms of service delivery and any other mandated roles. The respondents were asked to indicate the number of permanent and pensionable employees and the findings are presented in Table 4.7.

Table 4.7: Number of Employees

Number of Employees	Descriptive		Rank
	Frequency (N)	Percentage (%)	
1000 and above	61	50.8	1
501-1000	25	20.8	2
251-500	16	13.3	3
101-250	13	10.8	4
51-100	3	2.5	5
Below 50	2	1.7	6
Total	120	100	

Source: Research Data, 2020

The results shows that majority - 71.6% (50.8 + 20.8) of the state corporations permanent and pensionable employees range between 501-1000 and over 1000 with only few 24.1% indicating 101-250 & 251-500 cumulatively and only 4.3% range between 51-100 and below 50. This depicts that state corporations are key to employment opportunities to the citizens and therefore key to national planning as far as employment is concerned.

4.5.3 Number of Years in Operations

The number of years an organization has been in existence will determine its investment on the right corporate IT strategy and IT governance. The respondents were asked to indicate the duration their state corporation been in continuous operation since its establishment. The study findings are presented in Table 4.8.

Table 4.8: Number of Years in Operations

Years in Operations	Descriptive		Rank
	Frequency (N)	Percentage (%)	
50 years and above	28	23.3	1
41-50 years	20	16.7	2
31-40years	19	15.8	3
21-30 years	19	15.8	4
11-20 years	18	15.1	5
6-10 years	16	13.3	6
Below 5years	0	0	7
Total	120	100	

Source: Research Data, 2020

The results shows cumulatively 71.6% majority of the state corporations have been in existence between 21- 50 years. Also cumulatively 28.4% represents those entities that have been operation between 6 - 20 years and as per this research none by then was below 5 years. This implies that majority of the state corporations have been in existence for a long period and thus expected to understand the role of corporate IT strategy in enhancing service delivery.

4.5.4 Respondents Gender Distribution

Gender equality in Kenya is a constitutional requirement for employee equity in performing organizational duties based on the human resource management policy. The respondents were asked to indicate their gender and the results are presented in Table 4.9.

Table 4.9: Gender Distribution

Gender Distribution	Descriptive		Rank
	Frequency (N)	Percentage (%)	
Male	62	51.7	1
Female	58	48.3	2
Total	120	100	

Source: Research Data, 2020

The results in Table 4.9 reveals that majority of the respondents were male at 51.7% though the disparity was not high with females following closely 48.3% and therefore the views raised are gender representative. This also depicts that state corporations are working hard to meet the gender equity in employment opportunities. This implies that the state corporations through gender balance are likely to bring heterogeneity of ideas and also the gender balance rule in state jobs.

4.5.5 Respondents' Age Bracket

The employee's age is key in determining their experience and productivity in an organization. The respondents were asked to indicate their age and the results are presented in table 4.10.

Table 4.10: Age Bracket

Age Bracket	Descriptive		Rank
	Frequency (N)	Percentage (%)	
31-40 years	50	41.7	1
41-50 years	33	27.5	2
18-30 years	22	18.3	3
Above 50 years	15	12.5	4
Total	120	100	

Source: Research Data, 2020

In terms of age bracket, majority ranged between 31-40 years at 41.7%, followed by 41-50 years at 27.5% with only 18.3% falling between 18-30 years and 12.5% above 50 years. Higher percentage of between 31-40 years means that most of the senior management or departmental heads lie in that age limit. This is an indication that the state corporations have mostly middle aged experienced employees to champion corporate IT strategy to enhance service delivery.

4.5.1 Respondents' Highest Level of Education

One's level of education determines one's ability to deliver to the expectations of the functional responsibilities in any organization. The respondents were asked to indicate their highest level of academic achievement and results are presented in Table 4.11.

Table 4.11: Highest Level of Education

Highest Level of Education	Descriptive		Rank
	Frequency (N)	Percentage (%)	
Degree	42	35.0	1
Master's Degree	33	27.5	2
Diploma	32	26.7	3
PhD	13	10.8	4
Total	361	100	

Source: Research Data, 2020

Education is the source of knowledge, skills and competencies required to steer organizations objectives of providing service to the citizens. As far as education level is concerned from table 4.11 majority indicated having degree certificate at 35.0% followed by masters at 27.5% and diploma coming at 26.7% while PhDs were 10.8%. This is an indication that respondents who were from senior management are well educated with at least diploma and above and therefore able to interpret what entails corporate IT strategy and how it can be applied to enhance service delivery in state corporations of Kenya. Further this implies that the state corporations have the right mix of skills and competencies that provide the technical knowhow to implement the corporate IT strategy for breakthrough service delivery results to be achieved.

4.5.2 Respondents' Work Experience at the State Corporation

Employee's work experience gives them ability to understand the dynamism within the organizations and are able to solve challenges based on experience possessed. The study thus determined how long the respondents have been working in the corporations and results presented in Table 4.12

Table 4.12: Work Experience at the State Corporation

Work Experience	Descriptive		Rank
	Frequency (N)	Percentage (%)	
5-10 years	60	50.0	1
Above 10 years	28	23.3	2
1-5 years	25	20.8	3
Total	113	100	

Source: Research Data, 2020

The study also established that work experience and majority indicated 5-10 years and at 50.0% and 23.3% above 10 years respectively while 20.8% had worked for 1-5 years. This depicts that respondents have been in corporations for quiet sometime to understand what should be done for service delivery to be enhanced including adoption of corporate IT strategy.

4.5.3 Respondents' Functional Area of Operation

The operationalization of information technology are cross cutting issues in all functional areas any organization since this is a support service that must be collectively addressed as a strategic concern for improved service delivery. The respondents were asked to indicate their area of operation in the state corporation and the results are presented in Table 4.13.

Table 4.13: Area of Operation in the State Corporation

Area of Operation	Descriptive		Rank
	Frequency (N)	Percentage (%)	
Customer Care Service Department	27	22.5	1
ICT Department	24	20.0	2
Finance and Accounting Department	22	18.3	3
Risk Management Department	18	15.0	4
Sales and Marketing	17	14.2	5
Operations Department	12	10.0	6
Total	361	100	

Source: Research Data, 2020

Results in Table 4.13 revealed that those who majorly responded to the questionnaire were from customer care service department (22.5%), ICT department (20.0%), finance and accounting department (18.3%), risk management department (15.0%), sales and marketing (14.2%) and operations management department (10.0%). This implies that the objectives of the study could be well met since all the user departments were well represented. This is an indication that the respondents from all the departments have the diverse knowledge areas regarding the information quality and service delivery particularly in creating clear understanding about corporate IT strategy and how it helps enhance service delivery and therefore understanding of key concepts was important to the study.

4.5.4 Respondents' Level of Management

Other than the functional areas of operation, the level of administrative authority is key in making and implementation strategic decisions in an organization. The respondents were asked to indicate their level of management authority in the state corporation and the results are presented in Table 4.14.

Table 4.14: Level of Management

Management Level	Descriptive		Rank
	Frequency (N)	Percentage (%)	
Middle Management	65	54.2	1
Top Management	32	26.7	2
Cadre Staff	23	19.2	3
Total	120	100	

Source: Research Data, 2020

Results in Table 4.14 revealed that majorly (80.9%) of the respondents were in middle and top management while 19.1% were cadre staff. This is line with strategic management thinking that it is the top and middle management that takes responsibility in the implementation of any corporate strategy especially the IT strategy and related governance issues. They also take responsibility in the service offering from their units.

4.6 Corporate Information Technology Strategy

Corporate IT strategy was key to the study. Its manifestations in the surveyed corporations was determined in terms of key indicators including; Existence of Corporate IT Strategy, Corporate IT Objectives, Corporate IT Targets, Corporate IT Targets Improvements, Corporate IT Priority Projects, Corporate IT Annual Implementation Plans, Level of Cascading of Corporate IT Strategy, Corporate IT Strategy Vertical Integration, Corporate IT Strategy Cross Functional Alignment, Level of implementation of Corporate IT strategy, Top Management Leadership, Configuration of IT Resources and Skills and Effective Communication of the Corporate IT Strategy. The results are presented in subsequent sections.

4.6.1 Perceived Success in the Adoption of Suitable IT strategy for Effective Service Delivery

The adoption of suitable IT strategy is key for effective service delivery. The respondents were asked to indicate how successful they you view their state corporation in adopting a suitable IT strategy for effective service delivery and Table 4.15 presents the manifestations of suitable IT strategy for effective service delivery.

Table 4.15: Successful Adoption of Suitable IT Strategy

Adoption of Suitable IT strategy	Descriptive		Rank
	Frequency (N)	Percentage (%)	
Successful	64	53.3	1
Somewhat Successful	55	45.8	2
No successful at all	1	.8	3
Total	120	100	

Source: Research Data, 2020

Results in Table 4.15 revealed that the state corporations have successfully (53.3%) implemented a suitable IT strategy for effective service delivery. Equally (45.8%) of the respondents indicated that they have implemented a suitable IT strategy for effective service delivery while 0.8% are not successful at all. Since the 99.2% of the respondents indicated that they have implemented a suitable IT strategy for effective service delivery, there is need to assess the actual implementation of the dimensions of corporate IT strategy in the subsequent sections.

4.6.2 Existence of Corporate IT Strategy

Existence of an operational corporate IT strategy is one of the key indicators of corporate IT strategy. The respondents were asked to indicate the extent to which their state corporation has embraced the following aspects in relation to existence of Corporate IT strategy in an effort to improve it is service delivery on a scale of 1 to 5 (where:1=very

small extent; 2= small extent; 3=moderate extent; 4=great extent; 5= very great extent).

The study findings are presented in Table 4.16.

Table 4.16: Existence of Corporate IT Strategy

Existence of Corporate IT Strategy	Descriptive Statistics						Interpretation
	N	Range	Min.	Max.	Mean	Std. Dev.	
The state corporation's corporate IT strategy is flexible and cost effective to enhance operational efficiency and competitive positioning.	120	4	1	5	3.47	1.08	Great Extent
Corporate IT strategy of the state corporation enable it is employees to adopt and apply available technologies to build a strong customer base.	120	4	1	5	3.32	1.01	
Corporate IT strategy supports service delivery innovations of the state corporation.	120	4	1	5	3.29	1.08	
Corporate IT strategy ensures the state corporation designs unique products and services for a segmented market and sporadic revenue growth.	120	4	1	5	3.28	1.08	
Corporate IT strategy supports policies of the state corporations on smooth use of IT in daily operations.	120	4	1	5	3.28	1.07	
Corporate IT strategy of the organization outlines the overall role of IT function in informing efficient and timely results.	120	4	1	5	3.27	1.09	
The state corporation's corporate IT strategy defines level of IT competence needed in the use of IT tools for quality services.	120	4	1	5	3.22	1.18	
The state corporation's corporate IT strategy fits with the available information systems that facilitates entire staffs respond to dynamic customer requirements.	120	4	1	5	3.21	1.12	
Corporate Information technology strategy of the state organization enables managers to cease and optimize available opportunities for high and quality outcomes.	120	4	1	5	3.16	1.03	
The state corporation's IT strategy enhances strategic plans on resource mobilization and utilization for sustainable competitive advantage.	120	4	1	5	3.14	1.09	
The state corporation has an operational corporate IT strategy that will support value added management processes.	120	4	1	5	3.14	1.00	
The entity's corporate IT strategy is well defined in the overall strategies, goals and objectives of the state corporation to enable valuable performance.	120	4	1	5	3.13	1.01	
Corporate IT strategy has enabled the state corporation employees to prudently utilize IT elements for credible customer focused services.	120	4	1	5	2.55	1.04	
Average Mean Score	120	4	1	5	3.19	1.07	Gr ea t Ex

Source: Research Data, 2020

From the research findings, to a great extent ($3.47 \geq \text{Mean} \geq 3.13$; Significant $SD = 1.01$) it was established that the state corporation's corporate IT strategy is flexible and cost effective to: enhance operational efficiency and competitive positioning; enable it is employees to adopt and apply available technologies to build a strong customer base; support service delivery innovations; design unique products and services for a segmented market and sporadic revenue growth; support policies on smooth use of IT in daily operations; outline the overall role of IT function in informing efficient and timely results; define the level of IT competence needed in the use of IT tools for quality services; facilitate the entire staffs respond to dynamic customer requirements; cease and optimize available opportunities for high and quality outcomes; enhance the strategic plans on resource mobilization and utilization for sustainable competitive advantage; support value added management processes; and lastly define all the overall strategies, goals and objectives to enable valuable performance. To a moderate extent ($\text{Mean} \geq 2.55$) corporate IT strategy has enabled the state corporation employees to prudently utilize IT elements for credible customer focused services.

This implies that the state corporation's corporate IT strategy is flexible and cost effective to enhance operational efficiency and competitive positioning; enable it is employees to adopt and apply available technologies to build a strong customer base; support service delivery innovations; design unique products and services for a segmented market and sporadic revenue growth. This is an indication that service delivery is an outcome defined in the corporate IT strategy objectives to enable valuable performance.

The average mean score for the existence of corporate IT strategy is rated to a great extent (Mean = 3.19, SD = 1.07). The study therefore depicts the existence of corporate IT strategy is likely to improve firm service delivery to a great extent.

4.6.3 Corporate IT Objectives

Sound corporate IT objectives are one of the key indicators of corporate IT strategy. The respondents were asked to indicate the extent to which their state corporation has embraced the following aspects in relation to corporate IT objectives in an effort to improve it is service delivery on a scale of 1 to 5 (where:1=very small extent; 2= small extent; 3=moderate extent; 4=great extent; 5= very great extent). The study findings are presented in Table 4.17.

Table 4.17: Corporate IT Objectives

Corporate IT Objectives	Descriptive Statistics						Interpretation
	N	Range	Min.	Max.	Mean	Std. Dev.	
The state corporation's corporate IT objectives are clear to support the attainment of overall objectives.	120	4	1	5	3.31	1.01	Great Extent
The entity's corporate IT objectives clearly guide all levels of management to deploy utilities that enhance timely and prompt clientele services.	120	4	1	5	3.23	1.10	
The organization's corporate IT objectives clearly give direction to all employees on how to utilize available technologies to provide services that exceedingly meet customer demands.	120	4	1	5	3.22	1.06	
Corporate IT objectives of the state corporation inform the management on how to apply IT knowledge and skills to make improvements on all services rendered.	120	4	1	5	3.17	1.05	
The state corporation's corporate IT objectives clearly illustrate how customers are properly sensitized to use modern technology to access some services online.	120	4	1	5	3.02	1.00	
Corporate IT objectives of the organization support prudent IT investment while considering current trends in IT evolution portfolios.	120	4	1	5	3.02	1.05	

Corporate IT Objectives	Descriptive Statistics						Interpretation
	N	Range	Min.	Max.	Mean	Std. Dev.	
The corporate IT objectives of the entity enables top management to regularly redesign service offering tactics to promptly address ever dynamic customer trends.	120	4	1	5	3.01	1.10	Moderate Extent
Corporate IT objectives of the organization support implementation of strategic decisions on customer conflicts resolution.	120	4	1	5	2.96	1.07	
The corporate IT objectives of the state corporation guides IT/business alignment for greater profitability.	120	4	1	5	2.92	1.03	
The organization's corporate IT objectives describe guidelines IT department will employ to train staffs on valuable use of it is information systems.	120	4	1	5	2.87	1.02	
The organization's top most management has created ownership of their corporate IT objectives for really time innovative services.	120	4	1	5	2.67	1.05	
Average Mean Score	120	4	1	5	3.04	1.05	Great Extent

Source: Research Data, 2020

From the research findings, to a great extent ($3.31 \geq \text{Mean} \geq 3.01$; Significant SD = 1.10) it was established that the state corporation's corporate IT objectives are clear to: support the attainment of overall objectives; guide all levels of management to deploy utilities that enhance timely and prompt clientele services; give direction to all employees on how to utilize available technologies to provide services that exceedingly meet customer demands; inform the management on how to apply IT knowledge and skills to make improvements on all services rendered; clearly illustrate how customers are properly sensitized to use modern technology to access some services online; support prudent IT investment while considering current trends in IT evolution portfolios; lastly to enable top management to regularly redesign service offering tactics to promptly address ever dynamic customer trends. To a moderate extent ($2.96 \geq \text{Mean} \geq 2.67$; Significant SD = 1.05) corporate IT objectives of the organization: support implementation of strategic decisions on customer

conflicts resolution; guides IT/business alignment for greater profitability; describe guidelines IT department will employ to train staffs on valuable use of information systems; creates ownership of their corporate IT objectives for really time innovative services.

This implies that the state corporation's corporate IT objectives are clear to support the attainment of overall objectives as they guide all levels of management to deploy utilities that enhance timely and prompt clientele services to enhance customer conflicts resolution. This is an indication that state corporation's corporate IT objectives are clearly defined for greater profitability through innovative services. The average mean score for clearly defined corporate IT objectives are rated to a great extent (Mean = 3.04, SD = 1.05). The study therefore depicts clearly defined corporate IT objectives is likely to improve firm service delivery to a great extent.

4.6.4 Corporate IT Targets

Clear corporate IT targets are one of the key indicators of corporate IT strategy. The respondents were asked to indicate the extent to which their state corporation has embraced the following aspects in relation to corporate IT targets in an effort to improve its service delivery on a scale of 1 to 5 (where: 1=very small extent; 2= small extent; 3=moderate extent; 4=great extent; 5= very great extent). The study findings are presented in Table 4.18.

Table 4.18: Corporate IT Targets

Corporate IT Targets	Descriptive Statistics						Interpretation
	N	Range	Min.	Max.	Mean	Std. Dev.	
Corporate IT targets of the state corporation are a big measure of a vibrant IT department.	120	4	1	5	3.15	1.17	Great Extent
State corporation's IT targets are well matched to stakeholders' whims for smooth fulfillment.	120	4	1	5	3.13	1.13	
The organization's IT targets are well stipulated on the strategic plan to direct all management levels to foster customer made outputs.	120	4	1	5	3.13	1.05	
The state corporation's IT Targets points out how IT and other resources will be used to innovatively meet market place needs.	120	4	1	5	3.13	1.19	
The state corporation's IT targets have been enhanced by dedication of enough resources in their planning and execution stage	120	4	1	5	3.02	1.12	
Corporate IT targets of the organization are anchored on employee team work so as to avoid resource wastage	120	4	1	5	2.97	1.08	
The State corporation's IT targets provide a clear future picture of IT tools and their impact in effective service.	120	4	1	5	2.91	1.02	Moderate Extent
The state corporation has a well aligned IT targets as derived from corporate IT strategy which will lead to enhanced business value.	120	4	1	5	2.90	1.13	
Corporate IT targets of the state corporation are part of continuous research and development practices to enable organizational efficiency.	120	4	1	5	2.88	0.95	
Average Mean Score	120	4	1	5	3.02	1.09	Great

Source: Research Data, 2020

From the research findings, to a great extent ($3.15 \geq \text{Mean} \geq 2.90$; Significant SD = 1.08) it was established that corporate IT targets of the state corporation are: a big measure of a vibrant IT department; well matched to stakeholders' whims for smooth fulfillment; well stipulated on the strategic plan to direct all management levels to foster customer made outputs; the best roadmap on the use IT and other resources to innovatively meet market place needs; enhanced by dedication of enough resources in their planning and execution stage; and lastly they are anchored on employee team work so as to avoid resource wastage. To a moderate extent ($2.91 \geq \text{Mean} \geq 2.88$; Significant SD = 0.95) corporate IT targets

provide: a clear future picture of IT tools and their impact in effective service; a well aligned IT targets as derived from corporate IT strategy which will lead to enhanced business value as part of continuous research and development practices to enable organizational efficiency.

This implies that the state corporation's corporate IT targets are a big measure of a vibrant IT department that can be used as the best match to stakeholders' whims for smooth fulfillment of effective service for enhanced business value as part of continuous research and development practices to enable organizational efficiency. This is an indication that corporate IT strategy is flexible and cost effective tool to enhance operational efficiency and competitive positioning.

The average mean score for Clear corporate IT targets is rated to a great extent (Mean = 3.02, SD = 1.09). The study therefore depicts clear corporate IT targets is likely to improve firm service delivery to a great extent.

4.6.5 Corporate IT Targets Improvements

Well informed improvements to corporate IT targets are one of the key indicators of corporate IT strategy. The respondents were asked to indicate the extent to which their state corporation has embraced the following aspects in relation to improvements to corporate IT targets in an effort to improve it is service delivery on a scale of 1 to 5 (where: 1=very small extent; 2= small extent; 3=moderate extent; 4=great extent; 5= very great extent). The study findings are presented in Table 4.19.

Table 4.19: Corporate IT Targets Improvements

Corporate IT Targets Improvements	Descriptive Statistics						Interpretation
	N	Range	Min.	Max.	Mean	Std. Dev.	
The entity's corporate IT improvements targets are fixed to strategic goals and objectives to inform friendly costs in fulfilling them.	120	4	1	5	3.27	1.07	Great Extent
Corporate IT improvement targets of the organization describe efforts employed to satisfy customer needs and wants.	120	4	1	5	3.19	1.04	
The organizations' IT targets improvement is part of management commitment in investing on superior IT infrastructure and knowledgeable workforce.	120	4	1	5	3.06	1.11	Moderate Extent
Corporate IT improvement targets of the state corporation guides stakeholders' innovations on ensuring worthwhile market focused products.	120	4	1	5	2.95	1.05	
The organization's corporate IT targets improvement is part of the bigger agenda of reengineering business activities so as to increase market share and profits.	120	4	1	5	2.95	1.16	
The organization's corporate IT improvement targets outline the often solutions put in place to address customer complains to avert negative publicity.	120	4	1	5	2.94	1.10	
The state corporation has clear mechanisms for improving IT targets that will enables competitive age.	120	4	1	5	2.87	1.11	Moderate Extent
The state corporation's IT improvement targets define modifying strategies For client oriented goods	120	4	1	5	2.85	1.04	
Corporate IT improvements targets of the state corporation aim to support employee competencies in designing customer tailor made goods and services.	120	4	1	5	2.58	1.07	
Average Mean Score	120	4	1	5	2.96	1.08	Moderate

Source: Research Data, 2020

From the research findings, to a great extent ($3.27 \geq \text{Mean} \geq 2.94$; Significant SD = 1.10) it was established that the entity's corporate IT improvements targets are: fixed to strategic goals and objectives to inform friendly costs in fulfilling them; describe efforts employed to satisfy customer needs and wants; form part of management commitment in investing on superior IT infrastructure and knowledgeable workforce; guide stakeholders' innovations on ensuring worthwhile market focused products; form part of the bigger agenda of reengineering business activities so as to increase market share and profits; and

they outline the often solutions put in place to address customer complains to avert negative publicity. To a moderate extent ($2.87 \geq \text{Mean} \geq 2.58$; Significant SD = 1.07) corporate IT improvement targets: outline the often solutions put in place to address customer complains to avert negative publicity with a clear mechanisms for improving IT targets that will enables competitive age; they define modifying strategies for client oriented goods to support employee competencies in designing customer tailor made goods and services.

This implies that the state corporation's IT improvement targets is fixed to strategic goals and objectives to inform friendly costs in fulfilling them with good description of the efforts employed to satisfy customer needs and wants. This is an indication that service delivery is an outcome defined in the IT improvement targets to enable valuable performance.

The average mean score for IT improvement targets is rated to a moderate extent (Mean = 2.96, SD = 1.08). The study therefore depicts the existence of corporate IT strategy is likely to improve firm service delivery to a moderate extent.

4.6.6 Corporate IT Priority Projects

The implementation of corporate IT priority projects are one of the key indicators of corporate IT strategy. The respondents were asked to indicate the extent to which their state corporation has implemented the following aspects in relation to corporate IT priority projects in an effort to improve it is service delivery on a scale of 1 to 5 (where: 1=very small extent; 2= small extent; 3=moderate extent; 4=great extent; 5= very great extent). The study findings are presented in Table 4.20.

Table 4.20: Corporate IT Priority Projects

Corporate IT Priority Projects	Descriptive Statistics						Interpret
	N	Range	Min.	Max.	Mean	Std. Dev.	
The state entity has put in place enough budgetary allocations for the success of all corporate IT priority projects.	120	4	1	5	3.27	1.06	Great
The state corporation's corporate IT priority projects consider investment on suitable technologies is crucial to producing marketable products.	120	4	1	5	3.22	1.01	
The state corporation top management understands and supports IT priority projects from initiation all through to maintenance stage.	120	4	1	5	3.22	0.98	
The organization's senior executive has a forceful commitment to Corporate IT priority projects that create value to customers.	120	4	1	5	3.18	1.03	
The state corporation stake holders play a key role in successive design and development of valuable corporate IT projects.	120	4	1	5	3.17	1.08	
The organization's corporate IT priority projects organization are well communicated to all staffs for smooth planning and implementation.	120	4	1	5	3.16	1.03	
The state corporation has equipped it is employees with enough knowledge to support the smooth implementation corporate IT priority projects.	120	4	1	5	3.15	1.20	
Corporate IT priority projects initiated will deliver both customer and business value for the state corporation.	120	4	1	5	3.12	1.04	
The organization's corporate IT priority projects are part of the programs that enhance service provision processes.	120	4	1	5	3.10	1.09	
The state corporation's IT priority projects design and execution is a key agenda of IT managers to avoid stalling.	120	4	1	5	3.07	0.99	
Corporate IT priority projects of the parastatal are clearly indicated on the strategic plan to enable the management to budget for them in advance.	120	4	1	5	2.72	1.02	Moderate
Average Mean Score	120	4	1	5	3.13	1.05	Great

Source: Research Data, 2020

From the research findings, to a great extent ($3.27 \geq \text{Mean} \geq 3.07$; Significant SD = 0.99) it was established that the state entity has put in place enough budgetary allocations for the success of all corporate by considering investment on suitable technologies is crucial to producing marketable products; top management understands and supports IT priority projects from initiation, design and development all through to maintenance stage to create value to customers; The organization's corporate IT priority projects organization are well communicated to all staffs for smooth planning and implementation while equipping the

employees with enough knowledge to support the smooth implementation corporate IT priority projects to deliver both customer and business value for the state corporation; the organization's design and execution of corporate IT priority projects is a key agenda of IT managers to enhance service provision processes by avoiding stalling. To a moderate extent (Mean \geq 2.55) corporate IT priority projects of the parastatal are clearly indicated on the strategic plan to enable the management to budget for them in advance.

This implies that the state entity has put in place enough budgetary allocations for the design and execution of corporate IT priority projects is a key agenda for success production of marketable products to enhance service provision. This is an indication that service delivery is an outcome defined in the execution of corporate IT priority projects to enable valuable performance. The average mean score for the execution of corporate IT priority projects is rated to a great extent (Mean = 3.13, SD = 1.05). The study therefore depicts the implementation corporate IT priority projects is likely to improve firm service delivery to a great extent.

4.6.7 Corporate IT Annual Implementation Plans

The execution of corporate IT annual implementation plans are one of the key indicators of corporate IT strategy. The respondents were asked to indicate the extent to which their state corporation has executed the following aspects in relation to corporate IT annual implementation plans in an effort to improve its service delivery on a scale of 1 to 5 (where: 1=very small extent; 2= small extent; 3=moderate extent; 4=great extent; 5= very great extent). The study findings are presented in Table 4.21.

Table 4.21: Corporate IT Annual Implementation Plans

Corporate IT Annual Implementation Plans	Descriptive Statistics						Interpretation
	N	Range	Min.	Max.	Mean	Std. Dev.	
The organization's corporate IT annual implementation plan guides the use of information systems in serving customers better than competitors.	120	4	1	5	3.15	1.07	Great
Annual implementation of IT plans of the state corporation makes it remain steady on the evolution of IT and how it affects customer preferences.	120	4	1	5	3.10	1.04	
The entity's corporate annual IT implementation plans defines how customer risk analysis is done to avert huge loses.	120	4	1	5	3.08	1.07	
Corporate IT annual implementation plans of the organization supports training of all employees on IT use to develop a strong customer base.	120	4	1	5	3.01	1.04	
The state corporation's IT annual implementation plans outlines importance of IT components in all management levels.	120	4	1	5	2.99	1.10	Moderate
Corporate IT annual implementation plans of the entity are enhanced by classical professionalism of employees.	120	4	1	5	2.97	0.94	
The state corporation involves all stakeholders in annual implementation of corporate IT plans for uniform conception.	120	4	1	5	2.93	1.14	
Corporate yearly IT implementation plans of the organization ensure customer centric services are an outcome of informed objectives and goals.	120	3	1	4	2.81	0.88	
The state corporation's IT annual implementation plans supports the use of IT components for efficient information sharing.	120	4	1	5	2.78	0.93	
The state corporation's IT yearly implementation plans are enshrined in the strategic roadmap to facilitate quality processes.	120	13	1	14	2.59	1.44	
Average Mean Score	120	4	1	5	2.94	1.06	Moderate

Source: Research Data, 2020

From the research findings, to a great extent ($3.15 \geq \text{Mean} \geq 2.99$; Significant SD = 1.10) it was established that the execution of corporate IT annual implementation plans to: guide the use of information systems in serving customers better than competitors; make it remain steady on the evolution of IT and how it affects customer preferences; define how customer risk analysis is done to avert huge loses; support training of all employees on IT use to develop a strong customer base; and outline importance of IT components in all

management levels. To a moderate extent ($2.97 \geq \text{Mean} \geq 2.59$; Significant SD = 1.44) the execution of corporate IT annual implementation plans of the entity are: enhanced by classical professionalism of employees; involves all stakeholders in annual implementation of corporate IT plans for uniform conception; ensure customer centric services are an outcome of informed objectives and goals; supports the use of IT components for efficient information sharing; and are enshrined in the strategic roadmap to facilitate quality processes.

This implies that the execution of corporate IT annual implementation plans to: guide the use of information systems in serving customers better than competitors by defining how customer risk analysis is done to avert huge losses for enhanced operational efficiency and competitive positioning. This is an indication that service delivery is an outcome from the execution of corporate IT annual implementation plans for valuable performance.

The average mean score for execution of corporate IT annual implementation plans is rated to a moderate extent (Mean = 2.94, SD = 1.06). The study therefore depicts the execution of corporate IT annual implementation plans is likely to improve firm service delivery to a moderate extent.

4.6.8 Level of Cascading of Corporate IT Strategy

The level of cascading of corporate IT strategy are one of the key indicators of corporate IT strategy. The respondents were asked to indicate the extent to which their state corporation has executed the following aspects in relation to the level of cascading of corporate IT strategy in an effort to improve its service delivery on a scale of 1 to 5 (where:

1=very small extent; 2= small extent; 3=moderate extent; 4=great extent; 5= very great extent). The study findings are presented in Table 4.22.

Table 4.22: Level of Cascading of Corporate IT Strategy

Level of Cascading of Corporate IT Strategy	Descriptive Statistics						Interpretation
	N	Range	Min.	Max.	Mean	Std. Dev.	
The state corporation functional units have embraced teamwork to enable friendly adoption of corporate IT strategy for superior performance.	120	4	1	5	3.08	1.07	Great
State corporation has a cascading strategy that supports trickling down of corporate IT strategy for unison process efficiency.	120	4	1	5	3.04	1.03	
The IT department of the state corporation ensures IT strategy is functionally implemented to promptly address dynamic customer demands.	120	4	1	5	3.03	1.00	
The organization's management ensures corporate IT strategy is well articulated at all departments for valuable uniform operations.	120	4	1	5	3.02	1.01	
Your organization on cascading corporate IT strategy enable each staff to examine overarching and departmental goals and set individual goals for quality outcomes.	120	4	1	5	2.93	1.03	Moderate
The organization's level of cascading of corporate IT strategy is in line to IT department's goals of ensuring staffs are trained on the use of information systems for impressive services.	120	4	1	5	2.93	0.98	
The state corporation's management ensures corporate IT strategy is well perceived and executed to the letter in every department for high productivity.	120	4	1	5	2.91	0.94	
Level of cascading corporate IT strategy in your organization make each of the departments examine the impact their goals will have on strategic goals	120	4	1	5	2.91	1.08	
The functional units of the state corporation are able to align, achieve and accomplish corporate IT strategy in a unique way to attain time bound customer results.	120	4	1	5	2.87	1.06	
Cascading of corporate IT strategy in your entity empowers employees as the bottom denominator of praiseworthy brand image.	120	4	1	5	2.87	1.00	
Cascading of the corporate IT strategy in the state corporation is from the corporate to operation level as envisioned in the strategic goals and objectives	120	4	1	5	2.75	0.96	
Your organization embraces cascading of Corporate IT strategy to flourish collaboration, creativity and continuous improvement.	120	4	1	5	2.72	1.06	
Average Mean Score	120	4	1	5	2.92	1.02	Moderate

Source: Research Data, 2020

From the research findings, to a great extent ($3.08 \geq \text{Mean} \geq 3.02$; Significant SD = 1.01) it was established that level of cascading of corporate IT strategy has: embraced teamwork to enable friendly adoption of corporate IT strategy for superior performance; supported trickling down of corporate IT strategy for unison process efficiency; ensured that IT strategy is functionally implemented to promptly address dynamic customer demands; and ensured that corporate IT strategy is well articulated at all departments for valuable uniform operations. To a moderate extent ($2.93 \geq \text{Mean} \geq 2.72$; Significant SD = 1.06) level of cascading of corporate IT strategy has enabled the state corporation has: enabled each staff to examine overarching and departmental goals and set individual goals for quality outcomes; ensured that staffs are trained on the use of information systems for impressive services; ensured that corporate IT strategy is well perceived and executed to the letter in every department for high productivity; made each of the departments examine the impact their goals will have on strategic goals in a unique way to attain time bound customer results; empowered employees as the bottom denominator of praiseworthy brand image as envisioned in the strategic goals and objectives to flourish collaboration, creativity and continuous improvement.

This implies that the state corporation's level of cascading of corporate IT strategy level of cascading of corporate IT strategy has embraced teamwork to enable friendly adoption of corporate IT strategy for superior performance to support trickling down of corporate IT strategy for unison process efficiency to flourish collaboration, creativity and continuous improvement. This is an indication that service delivery is an outcome defined in level of cascading of corporate IT strategy to enable valuable performance.

The average mean score for level of cascading of corporate IT strategy is rated to a moderate extent (Mean = 2.92, SD = 1.02). The study therefore depicts the level of cascading of corporate IT strategy is likely to improve firm service delivery to a moderate extent.

4.6.9 Corporate IT Strategy Vertical Integration

The level of vertical integration of the corporate IT strategy is one of the key indicators of corporate IT strategy. The respondents were asked to indicate the extent to which their state corporation has executed the following aspects in relation to the level of vertical integration of the corporate IT strategy in an effort to improve its service delivery on a scale of 1 to 5 (where: 1=very small extent; 2= small extent; 3=moderate extent; 4=great extent; 5= very great extent). The study findings are presented in Table 4.23.

Table 4.23: Corporate IT Strategy Vertical Integration

Corporate IT Strategy Vertical Integration	Descriptive Statistics						Interpretation
	N	Range	Min.	Max.	Mean	Std. Dev.	
Corporate IT strategy vertical integration supports alignment of the state corporation's IT and business activities to enhance greater performance.	120	4	1	5	3.21	0.96	Great
The state corporation's IT strategy vertical integration at all management levels enables coordinated use of available resources for informed results.	120	4	1	5	3.11	1.08	
The parastatal's corporate IT strategy vertical integration processes make its distribution of decisions on services more efficient.	120	4	1	5	3.11	1.08	
The organization's integration of corporate IT strategy makes it realize benefits of ensuring coordinated monitoring of up and down stream of service provision exercise.	120	4	1	5	3.08	1.09	

Corporate IT strategy vertical integration of the SC enables smooth service delivery channels for exact customer specifications make.	120	4	1	5	3.06	1.15	Moderate
The organization ensures vertical integration of the IT strategy in all management levels support division of labor for accelerated processes.	120	4	1	5	3.06	1.10	
Corporate IT strategy vertical integration in the organization is enhanced by all units for growth and profitability.	120	4	1	5	3.01	1.07	
Corporate IT strategy vertical integration of the organization increase entry barriers for competitors by offering unique and differentiated services at reduced costs	120	4	1	5	2.87	1.12	
The organization's vertical integration of corporate IT strategy facilitates investing in specific functions and competencies for performance excellence.	120	4	1	5	2.84	1.01	
State corporation management ensures elaborative vertical integration of the IT strategy to facilitate operation efficiency	120	4	1	5	2.82	1.07	
Average Mean Score	120	4	1	5	3.02	1.07	Great

Source: Research Data, 2020

From the research findings, to a great extent ($3.21 \geq \text{Mean} \geq 3.01$; Significant SD = 1.01) it was established that the corporate IT strategy vertical integration supports alignment of the state corporation's IT and business activities to: enhance greater performance; enable coordinated use of available resources for informed results; make distribution of decisions on services more efficient; realize benefits of ensuring coordinated monitoring of up and down stream of service provision exercise; enable smooth service delivery channels for exact customer specifications make; support division of labor for accelerated processes and enhance organization growth and profitability.

To a moderate extent ($2.87 \geq \text{Mean} \geq 2.82$; Significant $SD = 1.07$) level of vertical integration of the corporate IT strategy has enabled the state corporation to: increase entry barriers for competitors by offering unique and differentiated services at reduced costs; facilitate investing in specific functions and competencies for performance excellence; and ensures elaborative vertical integration of the IT strategy to facilitate operation efficiency. This implies that the state corporation's the corporate IT strategy vertical integration supports alignment of the state corporation's IT and business activities to enhance greater organization growth, profitability and performance using smooth service delivery channels for exact customer specifications.

This is an indication that service delivery is an outcome of level of vertical integration of the corporate IT strategy to enable valuable performance. The average mean score for the level of vertical integration of the corporate IT strategy is rated to a great extent (Mean = 3.19, $SD = 1.07$). The study therefore depicts the existence of corporate IT strategy is likely to improve firm service delivery to a great extent.

4.6.10 Corporate IT Strategy Cross Functional Alignment

The level of cross functional alignment in the implementation of corporate IT strategy is one of the key indicators of corporate IT strategy. The respondents were asked to indicate the extent to which their state corporation has executed the following aspects in relation to the level of cross functional alignment in the implementation of corporate IT strategy in an effort to improve it is service delivery on a scale of 1 to 5 (where: 1=very small extent; 2=small extent; 3=moderate extent; 4=great extent; 5= very great extent). The study findings are presented in Table 4.24.

Table 4.24: Corporate IT Strategy Cross Functional Alignment

Corporate IT Strategy Cross Functional Alignment	Descriptive Statistics						Interpretation
	N	Range	Min.	Max.	Mean	Std. Dev.	
Corporate IT strategy cross functional alignment of the organization will allow employees' choices that will reinforce one another and become more effective.	120	4	1	5	3.04	1.02	Great
The state corporation embraces corporate IT strategy cross functional alignment to enable management levels work from the same ground for impressive results.	120	4	1	5	3.03	0.97	
Cross functional alignment of corporate IT strategy in the organization promotes crucial planning to market requirements that creates sustainable competitive positioning.	120	4	1	5	2.96	1.10	
The Parastatal's cross section strategic alignment of corporate IT strategy will make management and staff members work on the same priorities, goals and vision for pleasing outcomes	120	4	1	5	2.92	1.08	
The organization's corporate IT strategy functional alignment supports collaboration of all departments to satisfactorily address customer requirements.	120	4	1	5	2.91	1.07	Moderate
Cross functional strategic alignment of corporate IT strategy in the organization will build discipline around decision making on IT use for competitive growth.	120	4	1	5	2.81	1.04	
The state corporation's cross functional alignment will result into another strategy that will provide employees with an action plan for meaningful services.	120	4	1	5	2.79	0.97	
Corporate IT strategy cross functional alignment in the entity will help to reduce duplication of efforts on trying to fix issues	120	4	1	5	2.72	1.03	
Organization's corporate IT strategy cross functional alignment enable all sections to indulge in strategic dialogue with customers for valuable and long term solutions on emerging issues.	120	4	1	5	2.68	1.03	
The entity's IT department enlightens all employees to ensure cross functional alignment of organizational IT strategy is executed in all sections for valuable results.	120	4	1	5	2.64	1.11	
Average Mean Score	120	4	1	5	2.85	1.04	

Source: Research Data, 2020

From the research findings, to a great extent ($3.04 \geq \text{Mean} \geq 2.92$; Significant SD = 1.08) it was established that the state corporation's level of cross functional alignment in the

implementation of corporate IT strategy has: allowed employees' choices that will reinforce one another and become more effective; enabled management levels work from the same ground for impressive results; promoted crucial planning to market requirements that creates sustainable competitive positioning; and made management and staff members work on the same priorities, goals and vision for pleasing outcomes.

To a moderate extent ($2.91 \geq \text{Mean} \geq 2.64$; Significant SD = 1.11) state corporation's level of cross functional alignment in the implementation of corporate IT strategy has: supported collaboration of all departments to satisfactorily address customer requirements; instilled discipline around decision making on IT use for competitive growth; provided employees with an action plan for meaningful services; reduced duplication of efforts on trying to fix issues; enabled all sections to indulge in strategic dialogue with customers for valuable and long term solutions on emerging issues; and enlightened all employees to ensure cross functional alignment of organizational IT strategy is executed in all sections for valuable results.

This implies that the state corporation's level of cross functional alignment in the implementation of corporate IT strategy has allowed employees' choices that will reinforce one another and become more effective for impressive results that creates sustainable competitive. This is an indication that service delivery is an outcome of corporation's level of cross functional alignment in the implementation of corporate IT strategy to enable valuable performance.

The average mean score for level of cross functional alignment in the implementation of corporate IT strategy is rated to a great extent (Mean = 3.19, SD = 1.07). The study therefore depicts the level of cross functional alignment in the implementation of corporate IT strategy is likely to improve firm service delivery to a great extent.

4.6.11 Level of Implementation of Corporate IT strategy

The level of implementation of corporate IT strategy is one of the key indicators of corporate IT strategy. The respondents were asked to indicate the extent to which their state corporation has executed the following aspects in relation to the level of implementation of corporate IT strategy in an effort to improve it is service delivery on a scale of 1 to 5 (where: 1=very small extent; 2= small extent; 3=moderate extent; 4=great extent; 5= very great extent). The study findings are presented in Table 4.25.

Table 4.25: Level of implementation of Corporate IT strategy

Level of implementation of Corporate IT strategy	Descriptive Statistics						Interpretation
	N	Range	Min.	Max.	Mean	Std. Dev.	
The state corporation's IT department train employees on skills that will enable within schedule implementation of organizational IT strategy.	120	4	1	5	3.07	1.00	Great
Implementation of corporate IT strategy in the organization is owned by management and staffs for competitive market niche outputs.	120	4	1	5	3.07	1.06	
The organization's management levels play a major role in implementing the IT strategy for uniform and worthwhile results.	120	4	1	5	3.02	1.11	
The organization's senior management has put in place important resources to facilitate in time implementation of the corporate IT strategy in all functional sections.	120	4	1	5	3.02	1.06	
Corporate IT strategy implementation in the organization is coupled with constant oversight and managerial direction for recognizable anticipated outcomes	120	4	1	5	3.00	1.05	
Implementation of corporate IT strategy in the state corporation is effective due to adopted goals are SMART to support market presence	120	4	1	5	2.94	1.01	

Prudent implementation of corporate IT strategy facilitates accomplishment of the strategic objectives and goals of the state corporation.	120	4	1	5	2.89	1.04	Moderate
Organizational IT strategy implementation in the entity is enabled by involving all levels of employees and stake holders in the drafting and deciding on its aims.	119	4	1	5	2.89	1.09	
The organization evaluates resources means, constraints and accelerators that can help successful implementation of corporate IT strategy.	120	4	1	5	2.78	1.09	
Corporate IT strategy implementation in the entity's top level gives management direction on specific actions to be taken to improve customer services	120	4	1	5	2.76	0.96	
Average Mean Score	120	4	1	5	2.94	1.05	Moderate

Source: Research Data, 2020

From the research findings, to a great extent ($3.07 \geq \text{Mean} \geq 3.00$; Significant SD = 1.05) it was established that the state corporation's level of implementation of corporate IT strategy has been supported by: trained employees on skills that will enable within schedule implementation of organizational IT strategy; the organization ownership by management and staffs for competitive market niche outputs for uniform and worthwhile results; dedication of important resources to facilitate in time implementation of the corporate IT strategy in all functional sections coupled with constant oversight and managerial direction for recognizable anticipated outcomes by adopting SMART goals that support market presence.

To a moderate extent ($2.94 \geq \text{Mean} \geq 2.76$; Significant SD = 0.96) prudent implementation of corporate IT strategy facilitates: accomplishment of the strategic objectives and goals by involving all levels of employees and stakeholders in the drafting and deciding on its aims; evaluation of resources means, constraints and accelerators that can help successful implementation of corporate IT strategy on specific actions to be taken to improve customer services.

This implies that the state corporation's successful implementation of corporate IT strategy has been supported by trained employees, constant oversight and managerial direction for recognizable market presence outcomes guided by SMART goals that support specific actions for improved customer services. This is an indication that service delivery is an outcome defined by the level of implementation of corporate IT strategy to enable valuable performance.

The average mean score for the level of implementation of corporate IT strategy is rated to a moderate extent (Mean = 2.94, SD = 1.05). The study therefore depicts the level of implementation of corporate IT strategy is likely to improve firm service delivery to a moderate extent.

4.6.12 Top Management Leadership

The top management leadership and support is very key in the implementation of corporate IT strategy. The respondents were asked to indicate the extent to which their state corporation has executed the following aspects in relation to top management leadership and support in the implementation of corporate IT strategy in an effort to improve its service delivery on a scale of 1 to 5 (where: 1=very small extent; 2= small extent; 3=moderate extent; 4=great extent; 5= very great extent). The study findings are presented in Table 4.26.

Table 4.26: Top Management Leadership

Top Management Leadership	Descriptive Statistics						Interpretation
	N	Range	Min.	Max.	Mean	Std. Dev.	
The state entity’s top leadership incorporates key stakeholders to ensure all strategic priorities leads to improved performance.	120	4	1	5	3.14	1.03	Great
Highest management ensures quality policies and objectives on customized services are established compatible with the strategic direction of the organization	120	4	1	5	3.13	1.13	
Your organization’s higher management demonstrates commitment to ensure risks and opportunities that affect conformity of products and services to customer satisfaction are determined and addressed	120	4	1	5	3.07	1.03	
Senior executive of the organization ensures corporate IT strategy supports the achievement of value added customer services at an effective cost.	120	4	1	5	3.07	1.01	
The state corporation’s senior management ensures customers’ quality requirements are integrated into it is business processes.	120	4	1	5	2.98	1.16	
The state corporation’s higher management embraces divergent views from fellow employees for successful achievement of all strategic ideals.	120	4	1	5	2.93	1.05	
Top Management of the organization demonstrates effective leadership and a commitment to continual improvement of competitive service activities.	120	4	1	5	2.93	1.02	
Top leadership of the state entity empowers employees to be innovative on service delivery improvements.	120	4	1	5	2.90	0.94	
Top management the organization ensures customer statutory and regulatory requirements are determined, understood and consistently met.	120	4	1	5	2.89	1.16	
Top management of the state corporation embraces corporate IT strategy in the strategic plans to address dynamic customer needs promptly.	120	4	1	5	2.88	1.10	
The state entity’s top management participates in engaging, directing and supporting staffs to contribute to the effectiveness of the quality management system	120	4	1	5	2.85	1.10	
Highest management works closely with other middle level management to ensure fruitful implementation of corporate IT strategy.	120	4	1	5	2.84	1.03	
Average Mean Score	120	4	1	5	2.97	1.06	Great

Source: Research Data, 2020

From the research findings, to a great extent ($3.14 \geq \text{Mean} \geq 2.89$; Significant SD = 1.16) it was established that top management leadership and support in the implementation of corporate IT strategy is characterized with: incorporation of key stakeholders to ensure all strategic priorities leads to improved performance; ensuring quality policies and objectives on customized services are established compatible with the strategic direction of the organization; demonstrating commitment to ensure risks and opportunities that affect conformity of products and services to customer satisfaction are determined and addressed; ensuring corporate IT strategy supports the achievement of value added customer services at an effective cost; ensuring customers' quality requirements are integrated into it is business processes; embracing divergent views from fellow employees for successful achievement of all strategic ideals; demonstrating effective leadership and a commitment to continual improvement of competitive service activities; empowering employees to be innovative on service delivery improvements; and ensuring customer statutory and regulatory requirements are determined, understood and consistently met.

To a moderate extent ($2.88 \geq \text{Mean} \geq 2.88$; Significant SD = 1.03) top management of the state corporation embraces corporate IT strategy in the strategic plans to: address dynamic customer needs promptly; engage, direct and support staffs to contribute to the effectiveness of quality management system by work closely with other middle level management to ensure fruitful implementation of corporate IT strategy.

This implies that the state corporation's top management of the state corporation embraces corporate IT strategy in the strategic plans to address dynamic customer needs promptly to

enhance operational efficiency and competitive positioning. The top management leadership in the implementation of corporate IT strategy entails the incorporation of key stakeholders to ensure all strategic priorities leads to improved performance through value added customer services at an effective cost for continual improvement of competitive service activities.

This is an indication that service delivery is an outcome by demonstrating effective leadership and a commitment to empowering employees to be innovative on service delivery improvements. The average mean score for the existence of corporate IT strategy is rated to a great extent (Mean = 2.97, SD = 1.06). The study therefore depicts that that top management leadership and support in the implementation of corporate IT strategy is likely to improve service delivery to a moderate extent.

4.6.13 Configuration of IT Resources and Skills

The configuration level of IT resources and skills in the implementation of corporate IT strategy is fundamental and a key ingredient for successful operationalization of any business wide strategies. The respondents were asked to indicate the extent to which their state corporation has executed the following aspects in relation to IT resources and skills configuration level in the implementation of corporate IT strategy in an effort to improve it is service delivery on a scale of 1 to 5 (where: 1=very small extent; 2= small extent; 3=moderate extent; 4=great extent; 5= very great extent). The study findings are presented in Table 4.27.

Table 4.27: Configuration of IT Resources and Skills

Configuration of IT Resources and Skills	Descriptive Statistics						Interpretation
	N	Range	Min.	Max.	Mean	Std. Dev.	
Configuration of IT resources and skills can enable the state corporation to control changes in design and development of products and services to customer preferences and taste.	120	4	1	5	3.23	1.07	Great
Information technology resources and skills configuration in the state entity enables higher management to address time and cost overruns in services provision.	120	4	1	5	3.21	1.05	
The state corporation has a way of tracking, transforming and deploying of IT resources for valuable products and services.	120	4	1	5	3.09	0.94	
Configuration of IT resources and skills in your organization will make key stakeholders commit extra resources competitive service offering.	120	4	1	5	3.06	1.10	
Configuration of IT resources and skills in the organization is aligned to available information systems for service delivery enhancement.	120	4	1	5	3.02	0.92	
The state corporation's configuration of IT resources and skills is enabled by competent human capita for high yields and profits.	120	4	1	5	2.99	1.05	
Configuration of IT resources and skills in the entity supports implementation of IT strategic plans of the state corporation.	120	4	1	5	2.96	1.04	
The state entity's configuration of IT resources and skills will assist top management to engage financiers for more stocks to expand market share.	120	4	1	5	2.93	1.10	
IT resources and skills configuration enables the state corporation to monitor and respond to changes in customer requirements.	119	4	1	5	2.89	0.97	
The state corporation's configuration of IT resources and skills will ensure prudent use of technology to address social platform negative publicity	120	4	1	5	2.84	1.16	
Configuration of IT resources and skills is pegged on strategic policies and objectives that guide pleasing performance of your organization	120	4	1	5	2.82	1.05	
Average Mean Score	120	4	1	5	3.00	1.04	Great

Source: Research Data, 2020

From the research findings, to a great extent ($3.23 \geq \text{Mean} \geq 2.89$; Significant SD = 0.97) it was established that the state corporation's configuration level of IT resources and skills in the implementation of corporate IT strategy has: enabled the state corporation to control changes in design and development of products and services to customer preferences and

taste enabled by competent human capita for high yields and profits; enabled higher management to address time and cost overruns in services provision mainly by proper ways of tracking, transforming and deploying of IT resources for valuable products and services; enticing key stakeholders commit extra resources for competitive service offerings aligned to available information systems for service delivery enhancement; supported the implementation of IT strategic plans of the state corporation which has assisted top management to engage financiers for more stocks to expand market share while monitoring and responding to changes in customer requirements.

To a moderate extent ($2.84 \geq \text{Mean} \geq 2.82$; Significant SD = 1.05) the state corporation's configuration of IT resources and skills ensures prudent use of technology to address social platform negative publicity pegged on strategic policies and objectives that guide pleasing performance of the organization.

This implies that the state corporation's configuration level of IT resources and skills in the implementation of corporate IT strategy is pegged on prudent use of technology to enhance high yields and profits. This is an indication that service delivery is an outcome configuration level of IT resources and skills in the implementation of corporate IT strategy to enable valuable performance.

The average mean score for configuration level of IT resources and skills in the implementation of corporate IT strategy is rated to a great extent (Mean = 3.00, SD = 1.04). The study therefore depicts configuration level of IT resources and skills in the implementation of corporate IT strategy is likely to improve firm service delivery to a great extent.

4.6.14 Effective Communication of the Corporate IT Strategy

The effective communication of the corporate IT strategy creates ownership among all staff and other key stakeholders as a form of continual improvement. The respondents were asked to indicate the extent to which their state corporation has executed the following aspects of effective communication in the implementation of corporate IT strategy in an effort to improve its service delivery on a scale of 1 to 5 (where: 1=very small extent; 2=small extent; 3=moderate extent; 4=great extent; 5= very great extent). The study findings are presented in Table 4.28.

Table 4.28: Effective Communication of the Corporate IT Strategy

Effective Communication of the Corporate IT Strategy	Descriptive Statistics						Interpretation
	N	Range	Min.	Max.	Mean	Std. Dev.	
Sound relaying of corporate IT strategy of the state corporation's staffs will promote spirit of team work in service delivery enhancement.	120	4	1	5	3.17	1.11	Great
Meaningful communication of the corporate IT strategy in your state corporation facilitates information sharing, understanding and management amongst employees and customers.	120	4	1	5	3.10	1.06	
Quality communication of the corporate IT strategy ensures promotion of customer focus services throughout the state corporation.	120	4	1	5	3.05	1.07	
Your organization has in place evidential tools like electronic platforms, service charters, newsletters, magazines, team briefings and posters for effective communication.	120	4	1	5	3.05	1.02	
The state corporation's management plays a core role to ensure meaningful communication of the IT strategy amongst all stakeholders for informed decision and feedback.	120	4	1	5	3.03	1.05	
Effective communication of the corporate IT strategy in your organization demonstrates the roles and responsibilities of every staff in utilizing IT to foster competitive growth.	120	4	1	5	3.00	1.09	
The state corporation's meaningful communication is enabled by the use of useful of IT elements in information management processes.	120	4	1	5	2.98	1.05	
The organization embraces effective communication on reporting on the performance of the quality management system and on arising opportunities for improvement.	120	4	1	5	2.98	1.09	

Effective communication of the IT strategy in your state entity outlines clear guidelines on the dissemination of goals and objectives amongst stakeholders for easy implementation.	120	4	1	5	2.93	0.98	
The state corporation's effective communication of corporate IT strategy impressive adoption and implementation at all management levels is enhanced by PR department.	120	4	1	5	2.85	0.93	Moderate
The state corporation effective communication of corporate IT strategy is enhanced by involving all staffs during its deciding and designing.	120	4	1	5	2.81	1.02	
Average Mean Score	120	4	1	5	3.00	1.04	Great

Source: Research Data, 2020

From the research findings, to a great extent ($3.17 \geq \text{Mean} \geq 2.93$; Significant SD = 0.98) it was established that the state corporation's effective communication of the corporate IT strategy has: promoted spirit of team work in service delivery enhancement; facilitated information sharing, understanding and management amongst employees and customers; promoted customer focus services throughout the state corporation using evidential tools like electronic platforms, service charters, newsletters, magazines, team briefings and posters for effective communication; ensured meaningful communication of the IT strategy amongst all stakeholders for informed decision and feedback; demonstrated the roles and responsibilities of every staff in utilizing IT to foster competitive growth by the use of useful of IT elements in information management processes; embraced effective communication on reporting on the performance of the quality management system and on arising opportunities for improvement; and outlined clear guidelines on the dissemination of goals and objectives amongst stakeholders for easy implementation.

To a moderate extent ($2.85 \geq \text{Mean} \geq 2.81$; Significant SD = 1.02) effective communication of the corporate IT strategy adoption and implementation at all management levels is enhanced by PR department by involving all staffs during its deciding and designing.

This is an indication that service delivery is an outcome defined in effective communication of the corporate IT strategy for arising opportunities for service delivery enhancement to enable valuable performance improvement by promoted through customer focus services throughout the state corporation using evidential tools like electronic platforms, service charters, newsletters, magazines, team briefings

The average mean score for effective communication of the corporate IT strategy is rated to a great extent (Mean = 3.00, SD = 1.04). The study therefore depicts the effective communication of the corporate IT strategy is likely to service delivery enhancement to a great extent.

4.6.15 Factor Analysis on Corporate IT Strategy

The thirteen items measuring the use corporate IT strategy were far too many. Factor analysis was used to regroup and reduce the total number of items to manageable factor and categorization. Principal components analysis was used to extract factors with eigenvalue greater than 1. Varimax rotation is used to facilitate interpretation of the factor matrix. Sampling adequacy measurement tests are also examined via the Kaiser-Meyer-Olkin statistics (See table 4.2a) to validate use of factor analysis.

Appendix IV shows the communalities while Annex V shows amount of variance explained by each factor and the eigenvalue for each factor. To determine the number of factors to retain, the factors with eigenvalues greater or equal to one were retained. The factor model indicates 46 distinct factors loading without any misclassification as shown in Annex VI.

Factor loading 1: *Customer Focused IT Strategy* include strategies that: ensures customers' quality requirements are integrated into it is business processes; ensure risks and opportunities that affect conformity of products and services to customer satisfaction are determined and addressed; elaborative vertical integration of the IT strategy to facilitate operation efficiency; outlines the overall role of IT function in informing efficient and timely results; support the smooth implementation corporate IT priority projects; enables the state corporation to monitor and respond to changes in customer requirements; and will build discipline around decision making on IT use for competitive growth.

Factor loading 2: *Process Quality IT Strategy* include strategies that: supports trickling down of corporate IT strategy for unison process efficiency; describe process efforts employed to satisfy customer needs and wants using IT yearly implementation plans are enshrined in the strategic roadmap to facilitate quality processes.

Factor loading 3: *Dynamic Planning on Customer Needs Strategy* include strategies that embraces corporate IT strategy in the strategic plans to address dynamic customer needs promptly.

Factor loading 4: *IT Components for Efficient Information Sharing Strategy* include strategies where IT annual implementation plans supports the use of IT components for efficient information sharing.

Factor loading 5: *IT Strategy for Customer Tailor Made Goods and Services* include strategies that aim to support employee competencies in designing customer tailor made goods and services.

Factor loading 6: *Sustainable Competitive Advantage IT Strategy* include strategies that enhances strategic plans on resource mobilization and utilization for sustainable competitive advantage.

Factor loading 7: *Customized Services IT Strategy* include strategies that ensures quality policies and objectives on customized services are established compatible with the strategic direction of the organization

Factor loading 8: *IT Strategy Pegged on Strategic Performance* include strategies that configuration of IT resources and skills is pegged on strategic policies and objectives that guide pleasing performance of your organization

Factor loading 9: *Oversight and Managerial IT Tools Strategy* include strategies that: use evidential tools like electronic platforms, service charters, newsletters, magazines, team briefings and posters for effective communication; enlightens all employees to ensure cross functional alignment of organizational IT strategy is executed in all sections for valuable results coupled with constant oversight and managerial direction for recognizable anticipated outcomes.

Factor loading 10: *Competitive IT Service Offering Strategy* include strategies that: enable it is employees to adopt and apply available technologies to build a strong customer base;

and skills in the organization will make key stakeholders commit extra resources competitive service offering.

Factor loading 10: *Functional Alignment IT Strategy* include strategies that: a good IT strategy cross functional alignment in the entity will help to reduce duplication of efforts on trying to fix issues which will enable each staff to examine overarching and departmental goals and set individual goals for quality outcomes.

An item is considered to belong to a factor component if its factor loading corresponds to that particular component and is relatively higher than its factor loadings in the other factor components. This was further illustrated using the scree plot in Figure 4.3 below which indicates that screens /debris started to develop at factor 13 showing that only 9 factors explain the corporate IT strategies.

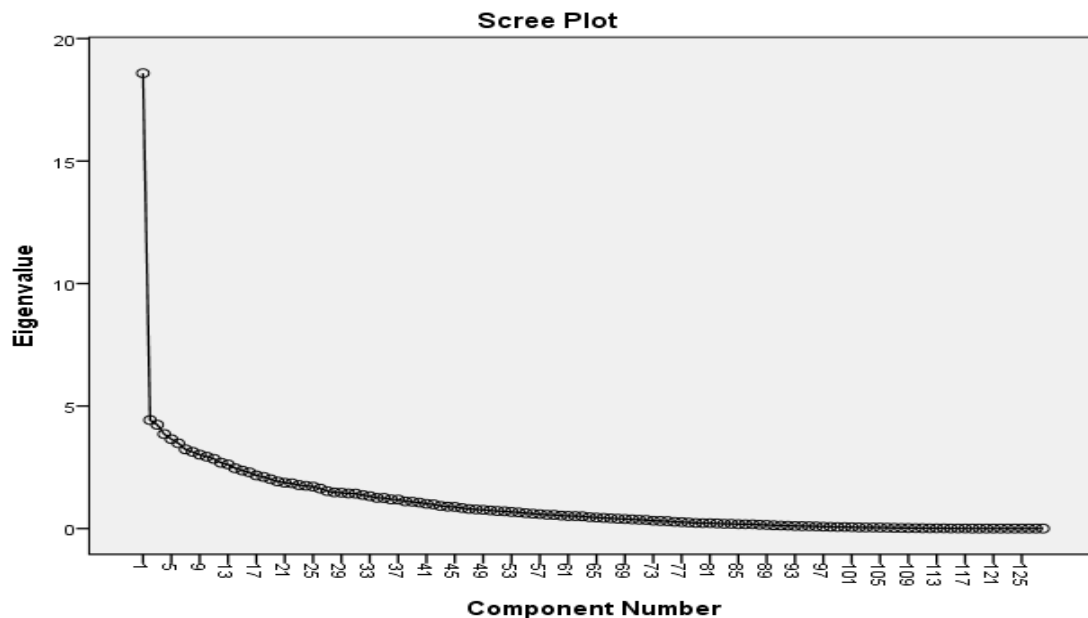


Figure 4.3: Scree Plot for Corporate IT Strategy

Source: Research Data, 2020

4.7 Information Technology Governance

The construct of IT governance is addressed using nine dimensions as discussed in the following subsections.

4.7.1 Perceived Success in Embracing IT Governance for Vibrant Service Delivery Improvements

The adoption of suitable IT governance is key for effective service delivery. The respondents were asked to indicate how successful they you view their state corporation in embracing IT governance for vibrant service delivery improvements and Table 4.29 presents the manifestations of suitable IT governance for effective service delivery.

Table 4.29: Success in Embracing IT Governance

Success in Embracing IT Governance	Descriptive		Rank
	Frequency (N)	Percentage (%)	
Successful	48	40.0	1
Somewhat Successful	44	36.7	2
Not Successful	21	17.5	3
Very Successful	7	5.8	4
Total	120	100	

Source: Research Data, 2020

Results in Table 4.29 revealed that the state corporations have successfully (40.0%) embraced IT governance for vibrant service delivery. Equally (36.7%) of the respondents indicated that they have somewhat successfully embraced IT governance for vibrant service delivery while 5.8% have successfully embraced IT governance for vibrant service delivery as 17.5% are not successful at all. Since the 82.5% of the respondents indicated

that they have embraced IT governance for vibrant service delivery, there is need to assess the actual implementation of the dimensions of IT governance in the subsequent sections.

4.7.2 IT Governance Framework

The development of IT governance framework gives a broad picture in the operationalization of business wide IT governance strategies. The respondents were asked to indicate the degree to which the IT governance framework manifestations apply in their state corporation towards ensuring the delivery of customer friendly services which will in turn improve on overall service delivery on a scale of 1 to 5 (where: 1 - "To a very little extent", 2 - "To a little extent", 3 -"To a moderate extent", 4 – “To a large extent" and 5 – “To a very large extent"). The study findings are presented in Table 4.30.

Table 4.30: IT Governance Framework

IT Governance Framework	Descriptive Statistics						Interpretation
	N	Range	Min.	Max.	Mean	Std. Dev.	
Information technology governance framework of the corporation outlines monitoring and compliance policies on IT use and government policies conformity to avoid conflicts and litigations.	120	4	1	5	3.26	1.03	Great
The state entity’s Information technology governance framework outlines how information systems support the achievement of strategic goals and objectives.	120	4	1	5	3.26	1.03	
IT governance framework of the corporation outlines unique and strong control measures put in place to ensure customer information confidentiality.	120	4	1	5	3.22	1.17	
Information governance framework defines the role of individual directors and staffs on strategic service delivery.	120	4	1	5	3.17	0.98	
Information technology governance framework defines policies, procedures and standards on deployment and management of IT controls for administrative and service delivery efficiency in the organization.	120	4	1	5	3.10	1.06	

The state corporation has a strong information technology governance framework that enables management of IT skills for operational efficiency.	120	4	1	5	3.10	0.96	
The state corporation's IT governance framework guides effective communication of IT use and management at all sections to enhance quality clientele services.	120	4	1	5	3.07	1.10	
IT governance framework of the state corporation provides the duties of management in acquiring excellent systems for informed decision on credible customized services.	120	4	1	5	2.91	0.99	
The state corporation's IT governance framework support alignment of information system for measurable results on all services rendered to the public.	120	4	1	5	2.82	1.03	Moderate
The organization's IT governance framework gives guidelines on IT/business strategic alignment for valuable customer services.	120	4	1	5	2.82	0.90	
Information Governance framework in the state entity will help management to understand the value of IT system sets on particular customer needs development.	120	4	1	5	2.49	1.12	
Average Mean Score	120	4	1	5	3.02	1.03	Great

Source: Research Data, 2020

From the research findings, to a great extent ($3.26 \geq \text{Mean} \geq 2.91$; Significant SD = 0.99) it was established that the state corporation's information technology governance framework of the corporation has: outlined monitoring and compliance policies on IT use and government policies conformity to avoid conflicts and litigations; outlined how information systems support the achievement of strategic goals and objectives; outlined unique and strong control measures put in place to ensure customer information confidentiality; defined the role of individual directors and staffs on strategic service delivery; defined policies, procedures and standards on deployment and management of IT controls for administrative and service delivery efficiency in the organization; enabled management of IT skills for operational efficiency; guided effective communication of IT use and management at all sections to enhance quality clientele services; and provided the

duties of management in acquiring excellent systems for informed decision on credible customized services.

To a moderate extent ($2.82 \geq \text{Mean} \geq 2.49$; Significant SD = 1.12) the state corporation's IT governance framework supports: alignment of information system for measurable results on all services rendered to the public; guidelines on IT/business strategic alignment for valuable customer services; and management to understand the value of IT system sets on particular customer needs development. This implies that the state corporation's IT governance framework aligns of information system for measurable results on all valuable customer services rendered to the public.

This is an indication that service delivery is an outcome configuration level of IT resources and skills in the implementation of corporate IT strategy to enable valuable performance. The study therefore shows that the state corporation's IT governance framework supports the achievement of strategic goals and objectives for ensure customer information confidentiality, operational efficiency, service delivery efficiency and strategic service delivery through deployment and management of IT controls for administrative and in the organization

The average mean score for configuration level of IT resources and skills in the implementation of corporate IT strategy is rated to a great extent (Mean = 3.02, SD = 1.03). The development of IT governance framework of corporate IT governance is likely to improve the link between corporate IT strategy and firm service delivery to a great extent.

4.7.3 IT Governance Level of Implementation

The IT governance level of implementation is expected to deliver the expected controls that will lead to proper utilization of IT resources in an organization. The respondents were asked to indicate the implementation level of IT governance in their state corporation towards ensuring the delivery of customer friendly services which will in turn improve on overall service delivery on a scale of 1 to 5 (where: 1 - "To a very little extent", 2 - "To a little extent", 3 - "To a moderate extent", 4 – "To a large extent" and 5 – "To a very large extent"). The study findings are presented in Table 4.30.

Table 4.13: IT Governance level of Implementation

IT Governance level of Implementation	Descriptive Statistics						Interpretation
	N	Range	Min.	Max.	Mean	Std. Dev.	
The state corporation has a committee headed by chief IT officer to follow through implementation of ITG at all management levels for administrative success.	120	4	1	5	3.24	1.20	Great
Competent IT and skills are in place to facilitate flexible and effective the implementation of IT governance.	120	4	1	5	3.18	1.15	
The IT governance level of implementation in the organization is enabled by IT department embracing staff training on strategic use of new technologies to address dynamic customer needs.	120	4	1	5	3.16	1.02	
The state corporation functional units have embraced teamwork to enable result oriented ITG implementation.	120	4	1	5	3.11	1.05	
The Functional units of the state Corporation are able to align ITG implementation and business processes for greater revenues.	120	4	1	5	2.98	1.05	
The organization's ITG implementation is well articulated at all departments for valuable use of IT for better s operations.	120	4	1	5	2.93	1.09	

State corporation's IT governance is well anchored in the IT strategy for smooth implementation by all employees.	120	4	1	5	2.90	0.99	
The organization's ITG implementation will need support of key stakeholders' leveraged ideas for minimized conflict of interest	120	4	1	5	2.84	1.09	Moderator
The state corporation has an established design of implementing IT governance in line with strategic goals and objectives.	120	4	1	5	2.83	1.08	
The state corporation has committed enough resources and quality systems to support timely implementation of IT governance.	120	4	1	5	2.57	1.04	
Average Mean Score	120	4	1	5	2.97	1.08	Great

Source: Research Data, 2020

From the research findings, to a great extent ($3.24 \geq \text{Mean} \geq 2.90$; Significant SD = 0.99) it was established that the state corporation's ITG level of implementation is enabled by: IT department embracing staff training on strategic use of new technologies to address dynamic customer needs; a committee headed by chief IT officer to follow through implementation of ITG at all management levels for administrative success; competent IT and skills that facilitates flexible and effective the implementation of IT governance; a functional units that embraces teamwork to align result oriented ITG and business processes for greater revenues; focused departments which is anchored in the IT strategy for valuable use of IT and smooth implementation by all employees for better operations.

To a moderate extent ($2.84 \geq \text{Mean} \geq 2.57$; Significant SD = 1.04) the state corporation's IT governance level of implementation needs: support of key stakeholders' leveraged ideas for minimized conflict of interest; design of implementing IT governance in line with strategic goals and objectives; and commitment of enough resources and quality systems to support timely implementation of IT governance.

This implies that the state corporation's IT governance level of implementation is enabled by competent IT and skills that facilitates flexible and effective result oriented ITG for greater revenues. This is an indication that service delivery is an outcome of ITG level of implementation. The average mean score for IT governance level of implementation in the operationalization of ITG initiatives is rated to a great extent (Mean = 2.97, SD = 1.08). The ITG level of implementation as one of the indicators of ITG is likely to improve the link between corporate IT strategy and firm service delivery to a great extent.

4.7.4 Enforcement of ITG Framework

The enforcement of IT governance framework is expected to ensure compliance levels on controls derived from framework that will lead to proper adherence which will deliver the It strategy for improved service delivery in an organization. The respondents were asked to indicate the enforcement level IT governance framework in their state corporation towards ensuring the delivery of customer friendly services which will in turn improve on overall service delivery on a scale of 1 to 5 (where: 1 - "To a very little extent", 2 - "To a little extent", 3 -"To a moderate extent", 4 – "To a large extent" and 5 – "To a very large extent"). The study findings are presented in Table 4.31.

Table 4.31: Enforcement of ITG Framework

Enforcement of ITG Framework	Descriptive Statistics						Interpretation
	N	Range	Min.	Max.	Mean	Std. Dev.	
The state corporation’s enforcement of ITG framework will set standards on how all customer information is organized, categorized and accessed for better services.	120	4	1	5	3.23	1.06	Great
The state corporation’s IT department play a key role in training and empowering staffs with necessary IT skills to enhance enforcement of ITG framework.	120	4	1	5	3.09	0.98	
Enforcement of ITG framework in your organization will enable employees realize the value of technology innovations on services offered	120	4	1	5	3.05	1.03	
Enforcement of ITG framework in your organization conforms to acts and laws of Kenya to avoid litigation processes.	120	4	1	5	3.04	0.96	
The state corporation management supports the enforcement of ITG framework for services delivery excellence.	120	4	1	5	3.00	1.08	
The state entity’s ITG framework enforcement plays a role to ensure effective enforcing of ITG framework for valuable business processes.	120	4	1	5	2.98	1.09	
The organization’s ITG framework outlines the role of employees, stake holders and partners to avoid duplication of resources.	120	4	1	5	2.88	1.01	Moderate
The organization’s ITG framework enforcement will enable corporate governance to observe regulatory compliance and legal activities when initiating and utilizing IT systems.	120	4	1	5	2.87	1.07	
The state corporation has put in place clear enforcement mechanisms and policies of ITG framework at all management levels for easy understanding and adoption.	120	4	1	5	2.84	1.13	
Average Mean Score	120	4	1	5	3.00	1.04	

Source: Research Data, 2020

From the research findings, to a great extent ($3.23 \geq \text{Mean} \geq 2.98$; Significant SD = 1.09) it was established that the state corporation’s enforcement of ITG framework: sets standards to organize, categorize and access customer information for better services; plays a key role in training and empowering staffs with necessary IT skills to enhance enforcement of ITG framework; enables employees realize the value of technology innovations on services offered; enables conformation to acts and laws of Kenya to avoid litigation processes; supports ITG framework enforcement for services delivery excellence; and ensures effective enforcing of ITG framework for valuable business processes.

To a moderate extent ($2.88 \geq \text{Mean} \geq 2.84$; Significant SD = 1.13) the state corporation's enforcement of IT governance framework: outlines the role of employees, stake holders and partners to avoid duplication of resources; enable corporate governance to observe regulatory compliance and legal activities when initiating and utilizing IT systems; and puts in place clear enforcement mechanisms and policies of ITG framework at all management levels for services delivery excellence for valuable business processes.

This implies that the state corporation's enforcement of IT governance framework aligns sets standards on how all customer information is organized, categorized and accessed for better services for valuable business processes. This outlines the role of employees, stake holders and partners to avoid duplication of resources; enable corporate governance to observe regulatory compliance. This is an indication that service delivery is an outcome of state corporation's ITG framework aligns and skills in the implementation of corporate

The average mean score for enforcement of IT governance framework in the implementation of ITG strategy is rated to a great extent (Mean = 3.00, SD = 1.04). The enforcement of IT governance framework of corporate IT governance is likely to improve the link between corporate IT strategy and firm service delivery to a great extent.

4.7.5 Monitoring and Evaluation of ITG Framework

The monitoring and evaluation in the implementation of ITG framework is expected is expected to check on compliance levels on controls derived from framework that will lead to proper adherence which will deliver improved service delivery in an organization. The respondents were asked to indicate the level monitoring and evaluation in the

implementation of ITG framework in their state corporation towards ensuring the delivery of customer friendly services which will in turn improve on overall service delivery on a scale of 1 to 5 (where: 1 - "To a very little extent", 2 - "To a little extent", 3 -"To a moderate extent", 4 – “To a large extent" and 5 – “To a very large extent"). The study findings are presented in Table 4.32.

Table 4.32: Monitoring and Evaluation of ITG Framework

Monitoring and Evaluation of ITG Framework	Descriptive Statistics						Interpretation
	N	Range	Min.	Max.	Mean	Std. Dev.	
The state corporation’s IT department supports monitoring and evaluation of ITG framework for practical administrative decisions on IT performance.	120	4	1	5	3.07	1.09	Great
Monitoring and evaluation of IT governance framework supports IT performance and efficiency of the state corporation.	120	4	1	5	3.01	1.04	
The state entity ensures ITG framework monitoring and evaluation recommendations are adhered to yield fruits on service innovations	120	4	1	5	2.96	1.21	
The state corporation has put in place monitoring and evaluation procedures of IT governance framework for measurable customer satisfaction results.	120	4	1	5	2.93	1.00	
The state corporation’s stakeholders are involved in the monitoring and evaluation of ITG framework towards profitable positioning.	120	4	1	5	2.92	1.03	
The state corporation’s monitoring and evaluation of ITG framework provides need for change management to iron out performance issues on competitive disadvantage	120	4	1	5	2.91	1.08	
The state corporation’s monitoring and evaluation of IT governance framework supports IT implementation policies for value addition	120	4	1	5	2.90	1.18	
The organization supports division and team inputs to ensure fruitful monitoring and evaluation of ITG framework.	120	4	1	5	2.86	1.05	
The state corporation’s monitoring and evaluation of IT governance framework supports decisions on IT use and deployment for effective services	120	4	1	5	2.85	0.99	Moderate
Monitoring and evaluation of ITG framework in the entity is done in line with overall strategic plans to advocate for more reviews on addressing clientele concerns.	120	4	1	5	2.82	1.04	
Average Mean Score	120	4	1	5	2.92	1.07	Great

Source: Research Data, 2020

From the research findings, to a great extent ($3.07 \geq \text{Mean} \geq 2.86$; Significant SD = 1.05) it was established that the state corporation's monitoring and evaluation in the implementation of ITG framework: supports monitoring and evaluation of ITG framework for practical administrative decisions on IT performance; supports IT performance and efficiency of the state corporation; ensures ITG framework monitoring and evaluation recommendations are adhered to yield fruits on service innovations; has put in place monitoring and evaluation procedures of IT governance framework for measurable customer satisfaction results; Utilizes stakeholders involvement in the monitoring and evaluation of ITG framework towards profitable positioning; provides need for change management to iron out performance issues on competitive disadvantage; supports division and team inputs to ensure fruitful monitoring and evaluation of ITG framework for value addition. To a moderate extent ($2.85 \geq \text{Mean} \geq 2.82$; Significant SD = 1.04) the state corporation's monitoring and evaluation in the implementation of ITG framework supports decisions on IT use and deployment for effective services in line with overall strategic plans to advocate for more reviews on addressing clientele concerns.

This implies that the state corporation's monitoring and evaluation in the implementation of ITG framework supports decisions on IT use and deployment for effective services in line with overall strategic plans to advocate for more reviews on addressing clientele concerns to make practical administrative decisions. This is an indication that service delivery is an outcome monitoring and evaluation in the implementation of ITG framework leads to better IT performance and service innovations for measurable customer satisfaction results profitable positioning.

The average mean score for co monitoring and evaluation in the implementation of ITG framework is rated to a great extent (Mean = 2.92, SD = 1.07). The development of IT governance framework of corporate IT governance is likely to improve the link between corporate IT strategy and firm service delivery to a great extent.

4.7.6 IT Risk Management Framework

The operationalization of IT risk management framework is key in the implementation of IT governance initiatives derived from the ITG framework that will lead to proper adherence which will deliver improved service delivery in an organization. The respondents were asked to indicate the level of operationalization of IT risk management framework in their state corporation towards ensuring the delivery of customer friendly services which will in turn improve on overall service delivery on a scale of 1 to 5 (where: "To a very little extent", 1 - "To a little extent", 3 - "To a moderate extent", 4 – "To a large extent" and 5 – "To a very large extent"). The study findings are presented in Table 4.33.

Table 4.33: IT Risk Management Framework

IT Risk Management Framework	Descriptive Statistics						Interpretation
	N	Range	Min.	Max.	Mean	Std. Dev.	
The corporation's IT risk management framework outlines management metric needs and what returns realized on IT investment on it is business.	120	4	1	5	3.21	1.02	Great
The state corporation's IT risk framework states the roles of all stakeholders in ensuring risks related to customer satisfaction is effectively managed.	120	4	1	5	3.07	1.01	
The state corporation's IT risk management framework ensures strategic delivery of services is well protected to reduce resource wastage and customer loss.	120	4	1	5	3.06	1.06	

Information technology risk management framework in the organization provides light on reviewing, assessing, approving or rejecting new IT initiatives.	120	4	1	5	3.06	1.01	
IT risk management in the organization enable management to allow employees access only identifiable and appropriate information to reduce discovery and litigation costs.	120	4	1	5	3.02	1.16	
The state entity's IT risk management framework helps IT department to ensure that the information available for business operations is appropriate and up-to-date.	120	4	1	5	3.00	1.08	
The state corporation's IT risk management framework guides IT department on how to design preventive and deterring controls.	120	4	1	5	2.98	1.13	
IT risk management framework in the state entity helps with guidelines on handling commercial espionage that will lead to customer data loss.	120	4	1	5	2.95	1.10	
The organization's IT risk management framework is envision on the ITG program for business agility and productivity benefits.	120	4	1	5	2.91	1.10	Moderate
The state corporation has a strong functional IT risk management framework for timely risk identification and mediation.	120	4	1	5	2.83	0.96	
Average Mean Score	120	4	1	5	3.01	1.06	Great

Source: Research Data, 2020

From the research findings, to a great extent ($3.21 \geq \text{Mean} \geq 2.95$; Significant SD = 1.10) it was established that the state corporation's IT risk management framework: outlines management metric needs and what returns realized on IT investment on it is business; states the roles of all stakeholders in ensuring risks related to customer satisfaction is effectively managed; ensures strategic delivery of services is well protected to reduce resource wastage and customer loss; provides light on reviewing, assessing, approving or rejecting new IT initiatives; allows employees access only identifiable and appropriate information to reduce discovery and litigation costs; helps IT department to ensure that the information available for business operations is appropriate and up-to-date; guides IT department on how to design preventive and deterring controls with guidelines on handling commercial espionage that will lead to customer data loss.

To a moderate extent ($2.91 \geq \text{Mean} \geq 2.83$; Significant SD = 0.96) the state corporation's IT risk management framework is envision on the ITG program for business agility and productivity benefits with strong functional IT risk management framework for timely risk identification and mediation.

This implies that the State Corporation's IT risk management framework outlines management and all stakeholders' metric needs in ensuring risks related to customer satisfaction is effectively managed to ensures strategic delivery of services. This is an indication that service delivery requires IT risk management framework in ITG framework to mitigate risks which will eventually lead to better customer satisfaction.

The average mean score for IT risk management framework in the implementation of ITG framework is rated to a great extent (Mean = 3.01, SD = 1.06). The development of IT risk management framework of corporate IT governance is likely to improve the link between corporate IT strategy and firm service delivery to a great extent.

4.7.7 Implementation of IT Risk Management Framework

The implementation of IT risk management framework is key in the operationalization of IT governance initiatives derived from the ITG framework that will lead to proper mitigation of all IT risks which will deliver improved service delivery in an organization. The respondents were asked to indicate the level of o implementation of IT risk management framework in their state corporation towards ensuring the delivery of customer friendly services which will in turn improve on overall service delivery on a scale

of 1 to 5 (where: 1 - "To a very little extent", 2 - "To a little extent", 3 - "To a moderate extent", 4 – "To a large extent" and 5 – "To a very large extent"). The study findings are presented in Table 4.34.

Table 4.34: Implementation of IT Risk Management Framework

Implementation of IT Risk Management Framework	Descriptive Statistics						Interpretation
	N	Range	Min.	Max.	Mean	Std. Dev.	
The entity's implementation of IT risk management framework will assist concerned party to identify and address IT use risks on service design.	120	4	1	5	3.08	1.13	Great
The organization's implementation of IT risk management framework will guide on the type of digital platform to use in marketing of services better	120	4	1	5	3.02	1.14	
Implementation of IT risk management framework in the public corporation makes it steady technology developments affecting customer preferences.	120	4	1	5	2.98	0.98	
Timely implementation of IT risk management framework of the state corporation minimize risks related to customer information and requirements	120	4	1	5	2.93	0.87	
The state corporation has an operation IT risk management framework for quick risk detection and mitigation.	120	4	1	5	2.93	0.96	
The state corporation involves all stakeholders in implementation of IT risk management framework for uniform outputs.	120	4	1	5	2.92	1.03	
The state corporation ensures implementation of IT risk management is done in all levels of management in order to meet specific business and customer needs.	120	4	1	5	2.91	0.90	
The state corporation's top management and key stakeholders play a vital responsibility in effective IT risk management implementation.	120	4	1	5	2.77	0.94	Moderate
The corporate governance team effects a successful implementation of risk management framework by first aligning IT services with customer needs of the state corporation.	120	4	1	5	2.75	1.04	
The organization's IT department establishes service innovation as a baseline for implement IT risk management framework effectively.	120	4	1	5	2.67	0.96	
Average Mean Score	120	4	1	5	2.90	0.99	Moderate

Source: Research Data, 2020

From the research findings, to a great extent ($3.08 \geq \text{Mean} \geq 2.91$; Significant SD = 0.90) it was established that the state corporation's implementation of IT risk management framework has: assisted all the concerned party to identify and address IT use risks on service design; guided on the type of digital platform to use in marketing of services better; made it steady technology developments affecting customer preferences; minimized risks related to customer information and requirements; operationalized the IT risk management framework for quick risk detection, mitigation and uniform outputs all levels of management in order to meet specific business and customer needs.

To a moderate extent ($2.77 \geq \text{Mean} \geq 2.67$; Significant SD = 0.96) the state corporation's corporate governance team effects a successful implementation of risk management framework by first aligning IT services with customer needs of the state corporation. Further the organization's IT department establishes service innovation as a baseline for implement IT risk management framework effectively.

This implies that the state corporation's implementation of IT risk management framework is used to identify and address IT use risks on service design and marketing of services better for quick risk detection, mitigation and uniform outputs all levels of management in order to meet specific business and customer needs. This is an indication that service delivery is an outcome configuration level of implementation of IT risk management framework in the implementation of corporate.

The average mean score for implementation of IT risk management framework is rated to

a moderate extent (Mean = 2.90, SD = 0.99). The implementation of IT risk management framework of corporate IT governance is likely to improve the link between corporate IT strategy and firm service delivery to a moderate extent.

4.7.8 Information Technology Governance on Resource Capability/Use

The information technology governance on resource capability/use is key in the support of planned for IT governance initiatives derived from the ITG budget that will lead to proper support all investment which will deliver improved service delivery in an organization. The respondents were asked to indicate the utilization level and resource capability information technology governance in their state corporation towards ensuring the delivery of customer friendly services which will in turn improve on overall service delivery on a scale of 1 to 5 (where: 1 - "To a very little extent", 2 - "To a little extent", 3 -"To a moderate extent", 4 – “To a large extent" and 5 – “To a very large extent"). The study findings are presented in Table 4.35.

Table 4.35: Information Technology Governance on Resource Capability/Use

Information Technology Governance on Resource Capability/Use	Descriptive Statistics						Interpretation
	N	Range	Min.	Max.	Mean	Std. Dev.	
Information technology governance ensures the state corporation stays on track to achieve its strategies and goals using IT resources.	120	4	1	5	3.02	0.98	Great
The state corporation's ITG on resources capability and use enable creation of differentiated services for market growth.	120	4	1	5	3.00	1.05	
Information technology governance on resources capability and use in the state corporation outline that does IT investment and for which purpose.	120	4	1	5	2.97	1.06	
Information technology governance on resource capability and use in the state corporation gives clear measure of IT performance on customer services improvements.	120	4	1	5	2.97	0.96	

Information technology governance on resources capability and use makes key stakeholders to commit extra resources for quality markets	120	4	1	5	2.95	1.06	
Information technology governance of the state corporation ensures efficient generation and use of IT for strategic performance of the state corporation.	120	4	1	5	2.87	1.04	Moderate
The state corporation's IT governance compliments IT strategy on the generation and use of IT for profitable business processes.	120	4	1	5	2.81	1.05	
Average Mean Score	120	4	1	5	2.94	1.03	Moderate

Source: Research Data, 2020

From the research findings, to a great extent ($3.02 \geq \text{Mean} \geq 2.95$; Significant SD = 1.06) it was established that the state corporation's information technology governance on resource capability has: ensured the state corporation stays on track to achieve its strategies and goals using IT resources through the creation of differentiated services for market growth by outlining the IT investment and for which purpose with clear measure of IT performance on customer services improvements showing how key stakeholders should commit extra resources for quality markets.

To a moderate extent ($2.87 \geq \text{Mean} \geq 2.81$; Significant SD = 1.05) the state corporation's IT governance ensures efficient generation and use of IT for strategic performance by complimenting IT strategy on the generation and use of IT for profitable business processes.

This implies that the state corporation's IT governance ensures efficient generation and use of IT for strategic performance by complimenting IT strategy on the generation and use of IT for profitable business processes. This is an indication that service delivery is an outcome of information technology governance on resource capability.

The average mean score for configuration level of IT resources and skills in the implementation of corporate IT strategy is rated to a great extent (Mean = 2.94, SD = 1.03). The development of information technology governance on resource capability is likely to improve the link between corporate IT strategy and firm service delivery to a great extent.

4.7.9 Factor analysis on IT Governance

The nine items measuring the use corporate IT strategy were far too many. Factor analysis was used to regroup and reduce the total number of items to manageable factor and categorization. Principal components analysis was used to extract factors with eigenvalue greater than 1. Varimax rotation is used to facilitate interpretation of the factor matrix. Sampling adequacy measurement tests are also examined via the Kaiser-Meyer-Olkin statistics (See table 4.2b) to validate use of factor analysis.

Appendix VII shows the communalities while Annex VIII shows amount of variance explained by each factor and the eigenvalue for each factor. To determine the number of factors to retain, the factors with eigenvalues greater or equal to one were retained. The factor model indicates 31 distinct factors loading without any misclassification as shown in Appendix IX.

Factor loading 1: *Management IT Administrative Governance* include strategies that: constitute administrative committee headed by chief IT officer to follow through implementation of ITG at all success; institutionalizing a monitoring and evaluation of ITG framework provides need for change management to iron out performance issues on competitive disadvantage; supporting an IT department to ensure that the information available for business operations is appropriate and up-to-date; doing monitoring and

evaluation of ITG framework in the entity is done in line with overall strategic plans to advocate for more reviews on addressing clientele concerns; supporting of key stakeholders' leveraged ideas for minimized conflict of interest; ensuring monitoring and evaluation recommendations are adhered to yield fruits on service innovations; and outlining the role of employees, stake holders and partners to avoid duplication of resources.

Factor loading 2: *Quality Digital IT Risk Governance Platform* include strategies that: a detailed guide on the type of digital platform to use in marketing of services better; steady technology developments focusing on customer preferences that will assist concerned party to identify and address IT use risks on service design for uniform outputs; Digital platform for timely mitigation/minimize of risks related to customer information and requirements done in all levels of management in order to meet specific business and customer needs.

Factor loading 3: *Value Addition IT Governance* include strategies that institutionalizes the monitoring and evaluation of IT governance framework supports IT implementation policies for value addition

Factor loading 4: *Customer Needs IT Governance* include strategies where IT governance framework helps in the organization's management to understand the value of IT system sets on particular customer needs development.

An item is considered to belong to a factor component if its factor loading corresponds to that particular component and is relatively higher than its factor loadings in the other factor components. This was further illustrated using the scree plot in Figure 4.4 below which

indicates that screens /debris started to develop at factor 13 showing that only 4 factors explain the IT Governance.

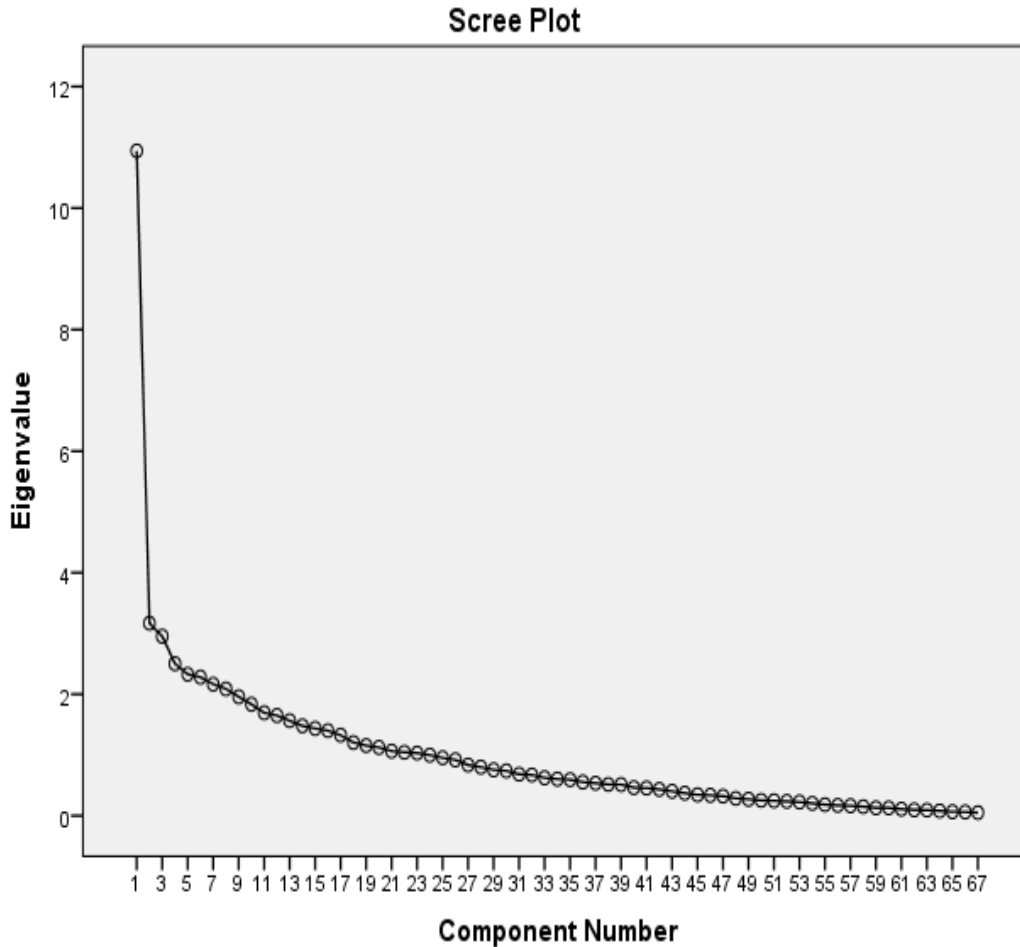


Figure 4.4: Scree Plot for IT Governance

Source: Research Data, 2020

4.8 Information Quality

Information quality was operationalized as contextualizing information quality (reliability, usability, correctness, appropriate amount, understandable, safety); quality of data (consistency, accuracy, & completeness, consistency) and information quality rating – based on assessment of information systems. The following subsections presents the descriptive analysis of each one of the above construes of information quality in detail.

4.8.1 Reliability of Information

The reliability of information is one of the dimensions of information quality. The respondents were asked to indicate the degree to which their state corporation has achieved information reliability as one of the manifestations of information quality in enhancing service delivery on a scale of 1 to 5 (where: 1 - "To a very little extent", 2 - "To a little extent", 3 - "To a moderate extent", 4 - "To a large extent" and 5 - "To a very large extent"). The study findings are presented in Table 4.36.

Table 4.36: Reliability of information

Reliability of information	Descriptive Statistics						Interpretation
	N	Range	Min.	Max.	Mean	Std. Dev.	
The organization's information reliability facilitates service provider and customer feedback process.	120	4	1	5	3.26	0.98	Great
The state corporation's systems support generation of reliable information for operational success.	120	4	1	5	3.21	1.03	
The state corporation's reliable information promotes the spirit of team work to cordially handle customer grievances.	120	4	1	5	3.17	1.05	
Reliability of information in the organization gives employees a light overview on market demands.	120	4	1	5	3.13	1.07	
Reliable information of the entity enriches employees with facts and truths on the type of services customers enjoy.	120	4	1	5	3.11	1.04	
Reliable Information in the state corporation will enable management to evaluate and modify market information to promptly meet customer needs.	120	4	1	5	3.10	1.18	
Reliable information in the organization provide limelight on competitive service design innovations	120	4	1	5	3.08	1.10	Mode rate
Reliability of information in the entity enables management to make informed decisions on how to tackle customer demands.	120	4	1	5	2.99	1.07	
The state corporation's information reliability support customers' understanding on what is offered and when.	120	4	1	5	2.98	1.13	
Information that is reliable in the state corporation supports effective communication of strategic goals on provision of superior service.	120	4	1	5	2.83	1.07	
Average Mean Score	120	4	1	5	3.09	1.07	Great

Source: Research Data, 2020

From the research findings, to a great extent ($3.26 \geq \text{Mean} \geq 3.08$; Significant $SD = 1.10$) it was established that the state corporation's information reliability facilitates: service provider and customer feedback process; operational success; the spirit of team work to cordially handle customer grievances; employees with a light overview on market demands; employees with facts and truths on the type of services customers enjoy; management with data to evaluate and modify market information to promptly meet customer needs; and limelight on competitive service design innovations.

To a moderate extent ($2.99 \geq \text{Mean} \geq 2.83$; Significant $SD = 1.07$) the state corporation's information reliability supports: customers' understanding on what is offered and when; effective communication of strategic goals on provision of superior service. The average mean score for information reliability is rated to a great extent ($\text{Mean} = 3.09$, $SD = 1.07$). Information reliability is likely to improve the service delivery to a great extent.

This implies that the state corporation's information reliability facilitates service provider and customer feedback process for improved operational success. This is an indication that information reliability supports effective communication of strategic goals on provision of superior service.

4.8.2 Usability of Information

The usability of information is one of the dimensions of information quality. The respondents were asked to indicate the degree to which their state corporation has achieved usability of information as one of the manifestations of information quality in enhancing service delivery on a scale of 1 to 5 (where: 1 - "To a very little extent", 2 - "To a little extent", 3 - "To a moderate extent", 4 - "To a large extent" and 5 - "To a very large extent").

The study findings are presented in Table 4.37.

Table 4.17: Usability of Information

Usability of Information	Descriptive Statistics						Inter
	N	Range	Min.	Max.	Mean	Std. Dev.	
The organization's information will enable employees to quickly and easily accomplish given tasks.	120	4	1	5	3.30	1.14	Great
The state corporation staffs are able to relate and apply information quality to available credible systems for work efficiency.	120	4	1	5	3.27	0.98	
Information usability in the organization can be utilized to meet customer focus goals defined in the corporate strategy.	120	4	1	5	3.21	1.11	
The organization's usable information enables management to provide solutions to perennial customer communication problems.	120	4	1	5	3.15	1.10	
The information of the entity displayed on the service charter clearly guides customers to seek for services they want.	120	4	1	5	3.13	1.08	
Usability of information in the organization depict the system used to handle it is successful.	120	4	1	5	3.10	1.05	
The state entity's usable information enable management to address any challenges faces the entire service provision service.	120	4	1	5	3.10	1.05	
Usability of information in your organizations will enable stakeholders to make good judgment on user's needs and deliver the right information in the right way.	120	4	1	5	3.10	1.13	
The organization is able to make use of available information to achieve customer specific goals effectively.	120	4	1	5	3.06	1.05	
The state corporation's usable information enables management to emphasize on the value of offering services that meet customer expectations.	120	4	1	5	2.95	1.08	
Average Mean Score	120	4	1	5	3.14	1.08	

Source: Research Data, 2020

From the research findings, to a great extent ($3.30 \geq \text{Mean} \geq 2.95$; Significant $SD = 1.08$) it was established that the state corporation's information usability facilitates employees and management to: quickly and easily accomplish given tasks; apply information quality to available credible systems for work efficiency; meet customer focus goals defined in the corporate strategy; provide solutions to perennial customer communication problems; display the service charter that clearly guides customers to seek for services they want;

handle it is successful; enable stakeholders to make good judgment on user’s needs and deliver the right information in the right way; use of available information to achieve customer specific goals effectively; and emphasize on the value of offering services that meet customer expectations. The average mean score for usability of information is rated to a great extent (Mean = 3.14, SD = 1.08).

Usability of information is likely to improve the service delivery to a great extent. This implies that the state corporation’s usability of information facilitates customer expectations. This is an indication that usability of information supports effective communication of strategic goals on provision of superior service.

4.8.3 Correctness of Information

The correctness of information is one of the dimensions of information quality. The respondents were asked to indicate the degree to which their state corporation has achieved correctness of information as one of the manifestations of information quality in enhancing service delivery on a scale of 1 to 5 (where: 1 - "To a very little extent", 2 - "To a little extent", 3 -"To a moderate extent", 4 – “To a large extent" and 5 – “To a very large extent"). The study findings are presented in Table 4.38.

Table 4.38: Correctness of Information

Correctness of Information	Descriptive Statistics						Inter
	N	Range	Min.	Max.	Mean	Std. Dev.	
The entity’s correctness of information increase collaboration between employees, customers and partners for operational excellence.	120	4	1	5	3.08	1.01	
The entity’s information correctness strongly connects the IT department and business users for the success of corporate IT projects.	120	4	1	5	3.08	1.04	

Correctness of Information	Descriptive Statistics						Inter
	N	Range	Min.	Max.	Mean	Std. Dev.	
Information correctness reduces tension between employees' need to share information and the need to control and manage same information by the organization.	120	4	1	5	3.03	1.05	Great Extent
Correct information in the state corporation enable top leadership to clearly communicate its mission and vision to stakeholders and general public.	120	4	1	5	3.02	1.03	
The state corporation's information correctness is enabled removing unnecessary information that will affect the ability to operate efficiently and exploit market opportunities.	120	4	1	5	2.98	1.06	
Correctness of information in your organization improves the value of information technology to the business activities.	120	4	1	5	2.98	0.99	
Information correctness of the state corporation finely enhances sharing of strategic decisions on market measurable results.	120	4	1	5	2.98	1.07	
Correct information in the state corporation enables prudent decisions on approaches to be employed to evenly meet customer needs.	120	4	1	5	2.97	1.12	
Correctness of information in your organization will help to identify which information is relevant, valuable and risky in service offering lifecycle.	120	4	1	5	2.94	1.11	
Correctness of information will facilitate consistent clientele information management policies across the state corporation.	120	4	1	5	2.90	1.14	
Average Mean Score	120	4	1	5	3.00	1.06	

Source: Research Data, 2020

From the research findings, to a great extent ($3.08 \geq \text{Mean} \geq 2.90$; Significant SD = 1.14) it was established that the entity's correctness of information has led to: increased collaboration between employees, customers and partners for operational excellence; strong connections between IT department and business users for the success of corporate IT projects; reduction in tension between employees' need to share information and the need to control and manage same information by the organization; facilitation of top leadership to clearly communicate its mission and vision to stakeholders and general public; removal of unnecessary information that will affect the ability to operate efficiently and exploit market opportunities; improvements in the value of information technology to

the business activities; finely enhancements in the sharing of strategic decisions on market measurable results; prudent decisions on approaches to be employed to evenly meet customer needs; good identification of which information is relevant, valuable and risky in service offering lifecycle; and consistent clientele information management policies across the state corporation.

The average mean score for correctness of information is rated to a great extent (Mean = 3.00, SD = 1.06). Correctness of information is likely to improve the service delivery to a great extent.

This means the entity's correctness of information has led to increased collaboration between employees, customers and partners for operational excellence with strong connections between IT department and business users for the success of corporate sharing of strategic decisions on market measurable results; prudent decisions on approaches to be employed to evenly meet customer needs.

4.8.4 Appropriate amount of Information

The appropriate amount of information is one of the dimensions of information quality. The respondents were asked to indicate the degree to which their state corporation has achieved appropriate amount of information as one of the manifestations of information quality in enhancing service delivery on a scale of 1 to 5 (where: 1 - "To a very little extent", 2 - "To a little extent", 3 - "To a moderate extent", 4 - "To a large extent" and 5 - "To a very large extent"). The study findings are presented in Table 4.39.

Table 4.39: Appropriate Amount of Information

Appropriate amount of Information	Descriptive Statistics						Interpretation
	N	Range	Min.	Max.	Mean	Std. Dev.	
Appropriate amount of information in the state corporation will enable top management identify risks and challenges that affect their customer growth	120	4	1	5	3.04	1.03	Great
Suitable amount of information in the organization will allow existing and new customers to be informed on type and quality of products and services offered by the state corporation.	120	4	1	5	2.97	0.96	
State corporation has relevant amount of information, which will support effective sharing and managing information on curbing customer attacks by competitors.	120	4	1	5	2.95	1.04	
Enough amount of information enable stakeholders to follow through implementation of strategies and how it will affect growth of the state corporation.	120	4	1	5	2.95	1.08	
State corporation's systems enable the processing and dissemination of appropriate information on demands of the customers to all staffs and departments for immediate action.	120	4	1	5	2.94	1.06	
Adequate amount of information in the organization will support corporate governance on timely achievement of service focus objectives.	120	4	1	5	2.93	0.98	
The state corporation's appropriate amount of information enable the management to build customer confidence by regularly reviewing and addressing customer complaints and any negative publicity promptly.	120	4	1	5	2.88	1.06	
Appropriate amount of information in the state corporation provide sufficient clue on customer requirement.	120	4	1	5	2.83	1.07	
The organization ensures its suitable amount of information is appropriately stored for employee productive use in offering better customer services	120	4	1	5	2.81	0.93	
Average Mean Score	120	4	1	5	2.92	1.02	Great

Source: Research Data, 2020

From the research findings, to a great extent ($3.04 \geq \text{Mean} \geq 2.93$; Significant SD = 0.93) it was established that the state corporation's appropriate amount of information facilitates: top management to identify risks and challenges that affect their customer growth; existing and new customers to get information on type and quality of products and services offered by the state corporation; effective sharing and managing information on curbing customer

attacks by competitors; stakeholders to follow through implementation of strategies and how it will affect growth of the state corporation; processing and dissemination of appropriate information on demands of the customers to all staffs and departments for immediate action; and timely achievement of service focus on corporate governance objectives. To a moderate extent ($2.88 \geq \text{Mean} \geq 2.81$; Significant SD = 0.93) the state corporation's appropriate amount of information enables the management to: build customer confidence by regularly reviewing and addressing customer complaints and any negative publicity promptly; provide sufficient clue on customer requirement; appropriately store appropriate amount of information for employee productive use in offering better customer services

The average mean score for appropriate amount of information is rated to a great extent (Mean = 2.92, SD = 1.02). Appropriate amount of information is likely to improve the service delivery to a great extent.

This implies that the state corporation's appropriate amount of information facilitates service provider and customer feedback process for improved operational success. This is an indication that appropriate amount of information facilitates top management to identify risks and challenges that affect their customer growth through effective sharing and managing information on curbing customer attacks by competitors in reviewing and addressing customer complaints, to provide sufficient clue on customer requirement for better customer services

4.8.5 Understandability of Information

The understandability of information is one of the dimensions of information quality. The respondents were asked to indicate the degree to which their state corporation has achieved understandability of information as one of the manifestations of information quality in enhancing service delivery on a scale of 1 to 5 (where: 1 - "To a very little extent", 2 - "To a little extent", 3 - "To a moderate extent", 4 - "To a large extent" and 5 - "To a very large extent"). The study findings are presented in Table 4.40.

Table 4.40: Understandability of Information

Understandability of Information	Descriptive Statistics						Interpretation
	N	Range	Min.	Max.	Mean	Std. Dev.	
The state corporation's understandable information will enable management to review, monitor and trends for customer informed products.	120	4	1	5	3.07	1.06	Great
Information that is understandable in the organization supports effective use of information systems for better service outputs.	120	4	1	5	3.06	1.01	
Information that is understandable in the state corporation will effectively assist staffs in customer conflict resolution.	120	4	1	5	3.06	0.88	
The state corporation's information understandability will help customers' interpret service chart content on what is offered, when and how.	120	4	1	5	3.05	1.09	
The information used in your state corporation is understandable to enable customers to adequately utilize it in making informed requisitions.	120	4	1	5	3.03	1.00	
Understandability of information in the entity enables management to make informed decisions on how to amicably handle employee-customer conflicts.	120	4	1	5	3.02	0.93	
Understandable information in the entity enriches employees with facts on how customer information is organized, categorized and accessed for quick feedback.	120	4	1	5	3.02	0.97	
IT target users and customers for informed strategic decisions adequately understand the information quality.	120	4	1	5	2.93	1.01	

The information used your state corporation is understandable to enable employees to correctly consume it for valid decisions on valuable business outcomes.	120	4	1	5	2.87	0.88	Moderate
The state corporation's understandable information enables clientele to easily trace and quantify its originality for use and feedback.	120	4	1	5	2.82	1.04	
Average Mean Score	120	4	1	5	2.99	0.99	Moderate

Source: Research Data, 2020

From the research findings, to a great extent ($3.07 \geq \text{Mean} \geq 2.93$; Significant SD = 1.01) it was established that the state corporation's understandability of information facilitates: management to review, monitor and trends for customer informed products; the organization to support effective use of information systems for better service outputs; staffs to effectively resolve customer conflict; customers' interpret service chart content on what is offered, when and how; customers to adequately utilize it in making informed requisitions; informed decision making on how to amicably handle employee-customer conflicts; employee's enrichment with facts on how customer information is organized, categorized and accessed for quick feedback; strategic decisions to be adequately understood and the information quality.

To a moderate extent ($2.87 \geq \text{Mean} \geq 2.82$; Significant SD = 1.04) the state corporation's understandability of information facilitates: employees to correctly use information for valid decisions on valuable business outcomes; and clientele to easily trace and quantify its originality for use and feedback. The average mean score for understandability of information is rated to a great extent (Mean = 2.99, SD = 0.99). Understandability of information is likely to improve the service delivery to a great extent.

This implies that the state corporation’s understandability of information facilitates effective use of information systems for better service outputs especially for staffs to effectively resolve customer conflict; customers’ interpret service chart content. This is an indication that understandability of information supports informed decision making on how to amicably handle employee-customer conflicts through effective communication of strategic goals on provision of superior service.

4.8.6 Safety of Information

The safety of information is one of the dimensions of information quality. The respondents were asked to indicate the degree to which their state corporation has safety of information as one of the manifestations of information quality in enhancing service delivery on a scale of 1 to 5 (where: 1 - "To a very little extent", 2 - "To a little extent", 3 -"To a moderate extent", 4 – “To a large extent" and 5 – “To a very large extent"). The study findings are presented in Table 4.41.

Table 4.41: Safety of Information

Safety of Information	Descriptive Statistics						Interpretation
	N	Range	Min.	Max.	Mean	Std. Dev.	
Safety of information in your organization is enabled by deploying and using state of the technologies.	120	4	1	5	3.13	0.95	Great
Safety of information will be enhanced by establishing single centralized information management policy that can be applied throughout the organization.	120	4	1	5	3.10	1.11	
The state corporation’s information systems are well secured to ensure market information security for superior competitive advantage.	120	4	1	5	3.06	1.00	
The state corporation’s IT department ensures then available information does not jeopardize the confidentiality of customer details and requirements.	120	4	1	5	3.02	0.99	

The state corporation's information safety is assured by all middle level management synchronizing their information systems with overall control and safeguard tools.	120	4	1	5	2.99	1.16	
The organization's information safety is enhanced by training staffs on information and systems security so as to deter hacking and commercial espionage.	120	4	1	5	2.98	1.03	
The state corporation's information safety will be assured by having standard procedures that will guide integrity of information assets.	120	4	1	5	2.97	1.12	
Safety of information in the organization will enable customers express their feelings freely on how to improve services without fear of betrayal.	120	4	1	5	2.86	0.98	Moderate
The state corporation's information safety prevails by keeping premises that house information infrastructures under lock and key to regulate access.	120	4	1	5	2.86	1.08	
Average Mean Score	120	4	1	5	3.00	1.05	Great

Source: Research Data, 2020

From the research findings, to a great extent ($3.13 \geq \text{Mean} \geq 2.97$; Significant SD = 1.12) it was established that the state corporation's safety of information facilitates: deploying and using state of the art technologies; single centralized information management policy that can be applied throughout the organization; well secured to ensure market information security for superior competitive advantage; use verification of the available information to avoid jeopardizing the confidentiality of customer details and requirements; middle level management to synchronize their information systems with overall control and safeguard tools; training staffs on information and systems security so as to deter hacking and commercial espionage; information quality assurance by having standard procedures that will guide integrity of information assets.

To a moderate extent ($2.86 \geq \text{Mean} \geq 2.855$; Significant SD = 1.08) the state corporation's safety of information enables customers express their feelings freely on how to improve services without fear of betrayal by keeping premises that house information infrastructures under lock and key to regulate access.

The average mean score for safety of information is rated to a great extent (Mean = 3.00, SD = 1.05). Safety of information is likely to improve the service delivery to a great extent. This implies that the state corporation's safety of information facilitates market information security for superior competitive advantage. This is an indication that safety of information enables customers express their feelings freely on how to improve services without fear of betrayal by keeping premises that house information infrastructures under lock and key to regulate access into customer confidential details.

4.8.7 Completeness of Data

The completeness of data is one of the dimensions of information quality. The respondents were asked to indicate the degree to which their state corporation has achieved completeness of data as one of the manifestations of information quality in enhancing service delivery on a scale of 1 to 5 (where: 1 - "To a very little extent", 2 - "To a little extent", 3 - "To a moderate extent", 4 - "To a large extent" and 5 - "To a very large extent"). The study findings are presented in Table 4.42.

Table 4.42: Completeness of Data

Completeness of data	Descriptive Statistics						Inter
	N	Range	Min.	Max.	Mean	Std. Dev.	
Data that is complete is easier to interpret and process for accelerated information sharing within your organization.	120	4	1	5	3.10	1.03	Great
Data completeness in the organization will enable all staffs in various levels to easily interpret and extract useful information for impressive results	120	4	1	5	3.08	0.96	
Data completeness will assist customers gain more knowledge on products and services offered by your state corporation.	120	4	1	5	3.06	1.15	
The parastatal's data completeness will enable entire management armed with accurate and business ready data for informed practices	120	4	1	5	3.05	1.09	

The organization's comprehensive data will enable executive decisions have positive impact on employees input on tailor made services.	120	4	1	5	3.04	0.97
Data that is complete in your state corporation will enable management to understand dynamism in client needs and how to promptly plan for them.	120	4	1	5	3.03	1.06
Complete data in the state corporation will guide the design and communication of clear policies on timely solutions to customer complaints.	120	4	1	5	3.02	0.96
Completeness of data in your organization will support record keeping for future reference in order to achieve greater objectives.	120	4	1	5	3.00	1.07
Completeness of data in the state corporation will enable information systems to work efficiently for valuable operational results.	120	4	1	5	3.00	0.98
The state corporation's data completeness will support the processing of complete and fit information for strategic decisions.	120	4	1	5	2.90	1.11
Average Mean Score	120	4	1	5	3.03	1.04

Source: Research Data, 2020

From the research findings, to a great extent ($3.10 \geq \text{Mean} \geq 2.90$; Significant $SD = 1.11$) it was established that the state corporation's completeness of data facilitates: ease of interpretation and processing for accelerated information sharing within an organization; staffs in various levels to easily interpret and extract useful information for impressive results; customers to gain more knowledge on products and services offered by your state corporation; entire management to be armed with accurate and business ready data for informed practices; positive impact of executive decisions on employees input on tailor made services; management to understand client needs dynamism and how to promptly plan for them; design and communication of clear policies on timely solutions to customer complaints; record keeping for future reference in order to achieve greater objectives; information systems to work efficiently for valuable operational results; and processing of complete and fit information for strategic decisions. The average mean score for completeness of data is rated to a great extent (Mean = 3.03, SD = 1.04). Completeness of data is likely to improve the service delivery to a great extent.

This implies that the state corporation’s completeness of data facilitates processing of complete and fit information for strategic decisions. This is an indication that completeness of data supports ease of interpretation and processing for accelerated information sharing within an organization especially for staff in various levels to easily interpret and extract useful information for impressive results and communication of clear policies on timely solutions to customer complaints.

4.8.8 Timeliness of Data

The timeliness of data is one of the dimensions of information quality. The respondents were asked to indicate the degree to which their state corporation has achieved timeliness of data as one of the manifestations of information quality in enhancing service delivery on a scale of 1 to 5 (where: 1 - "To a very little extent", 2 - "To a little extent", 3 -"To a moderate extent", 4 – “To a large extent” and 5 – “To a very large extent”). The study findings are presented in Table 4.43.

Table 4.43: Timeliness of Data

Timeliness of Data	Descriptive Statistics						Interpretation
	N	Range	Min.	Max.	Mean	Std. Dev.	
The organization’s timely data enable management to promptly respond to employees, customers and partners’ concerns on service delivery improvements.	120	4	1	5	3.07	1.05	Great
The state corporation’ timeliness of data will drive immediate valuable decisions for better understanding on what customers anticipates in the future	120	4	1	5	3.01	1.07	
Data timeliness in the state corporation enables all staffs stay in contact with your customers for value driven services.	120	4	1	5	2.99	1.03	

The state entity's timely data is assured by putting in place strong software tools to make the process of data dissemination speedy and simple	120	4	1	5	2.98	1.07	
Timely data in your state corporation will enable collaborative working in all departments to improve organizational competitive advantage.	120	4	1	5	2.96	1.07	
The state corporation's timely information will enable concerned department to easily find out key information about current and potential customers	120	4	1	5	2.92	1.14	
Timely data in your organization will facilitate awareness within and amongst employees on regular change in customer requirement and act accordingly.	120	4	1	5	2.92	1.03	Moderate
Timeliness of data in the state entity will enable departments to immediately respond to corporate changes made to serve customers.	120	4	1	5	2.88	1.06	
The state corporation's timely data will enable management to market more effectively and encourage loyalty that will last for decades.	120	4	1	5	2.84	1.02	
Average Mean Score	120	4	1	5	2.95	1.06	Great

Source: Research Data, 2020

From the research findings, to a great extent ($3.07 \geq \text{Mean} \geq 2.92$; Significant SD = 1.14) it was established that the state corporation's timeliness of data facilitates: prompt response to employees, customers and partners' concerns on service delivery improvements; drive for immediate valuable decisions for better understanding on what customers anticipates in the future; all staffs stay in contact with your customers for value driven services; strong software tools to make the process of data dissemination speedy and simple; collaborative working in all departments to improve organizational competitive advantage; easily of access to key information about current and potential customers.

To a moderate extent ($2.92 \geq \text{Mean} \geq 2.84$; Significant SD = 1.02) the state corporation's timeliness of data supports: awareness within and amongst employees on regular change in customer requirement and act accordingly; departments to immediately respond to corporate changes made to serve customers; and management to market more effectively

and encourage loyalty that will last for decades. The average mean score for timeliness of data is rated to a great extent (Mean = 2.95, SD = 1.06). Timeliness of data is likely to improve the service delivery to a great extent.

This implies that the state corporation’s timeliness of data facilitates management to market more effectively and encourage loyalty that will last for decades. This is an indication that timeliness of data facilitates prompt response to employees, customers and partners’ concerns on service delivery improvements through access to key information about current and potential customers for all staffs stay in contact with your customers for value driven services.

4.8.9 Accuracy of Data

The accuracy of data is one of the dimensions of information quality. The respondents were asked to indicate the degree to which their state corporation has achieved accuracy of data as one of the manifestations of information quality in enhancing service delivery on a scale of 1 to 5 (where: 1 - "To a very little extent", 2 - "To a little extent", 3 - "To a moderate extent", 4 – “To a large extent" and 5 – “To a very large extent"). The study findings are presented in Table 4.44.

Table 4.44: Accuracy of Data

Accuracy of Data	Descriptive Statistics						Interpretation
	N	Range	Min.	Max.	Mean	Std. Dev.	
Data accuracy in your organization will enhance quality outputs to support effective information sharing on market trends.	120	4	1	5	3.07	1.07	Great
The organization’s data accuracy will support coordinated communication amongst to ensure customer desires are well captured and met.	120	4	1	5	3.03	1.00	

The organization's data accuracy will help analysis and reporting team to make informed decisions on research and development of service delivery innovations.	120	4	1	5	3.03	1.03	
Data accuracy in the state corporation will enhance meaningful communication on structures to be employed to increase customer niche.	120	4	1	5	3.02	0.94	
The state entity's accuracy of data enable all staffs know and understand policies protecting customer information.	120	4	1	5	3.01	1.02	
Your state corporation assures for data accuracy by training staffs on how to accurately capture, sort, process and store data in the database for future use.	120	4	1	5	2.98	1.02	
Accuracy of data in the state corporation support customer information standardization and profiling to ensure services are offered as per specifications.	120	4	1	5	2.92	1.07	Moderate
The state corporation's data accuracy will enable managers to be versed with services that will improve customer relations.	120	4	1	5	2.91	0.99	
The state corporation's data accuracy is facilitated by deploying quality solutions to cleanse data for smarter decision on service improvements.	120	4	1	5	2.88	1.03	
Accurate data in your organization will guide users on what type of system to engage in storing and retrieving the same data for use.	120	4	1	5	2.86	1.00	
Average Mean Score	120	4	1	5	2.97	1.02	Moderate

Source: Research Data, 2020

From the research findings, to a great extent ($3.07 \geq \text{Mean} \geq 2.98$; Significant SD = 1.02) it was established that the state corporation's accuracy of data facilitates: quality outputs to support effective information sharing on market trends; coordinated communication amongst to ensure customer desires are well captured and met; analysis and reporting team to make informed decisions on research and development of service delivery innovations; meaningful communication on structures to be employed to increase customer niche; all staffs to know and understand policies protecting customer information; and data accuracy by training staffs on how to accurately capture, sort, process and store data in the database for future use.

To a moderate extent ($2.92 \geq \text{Mean} \geq 2.86$; Significant SD = 1.00) the state corporation's accuracy of data supports: customer information standardization and profiling to ensure

services are offered as per specifications; managers to be versed with services that will improve customer relations; deployment of quality solutions to cleanse data for smarter decision on service improvements; and storing including retrieving the same data for use. The average mean score for accuracy of data is rated to a great extent (Mean = 2.97, SD = 1.02). Accuracy of data is likely to improve the service delivery to a great extent.

This implies that the state corporation's accuracy of data facilitates managers to be versed with services that will improve customer relations. This is an indication that accuracy of data facilitates coordinated communication amongst to ensure customer desires are well captured to increase customer niche through informed decisions on research and development of service delivery innovations and protection customer information

4.8.10 Consistency of Data

The consistency of data is one of the dimensions of information quality. The respondents were asked to indicate the degree to which their state corporation has achieved consistency of data as one of the manifestations of information quality in enhancing service delivery on a scale of 1 to 5 (where: 1 - "To a very little extent", 2 - "To a little extent", 3 - "To a moderate extent", 4 - "To a large extent" and 5 - "To a very large extent"). The study findings are presented in Table 4.45.

Table 4.45: Consistency of Data

Consistency of Data	Descriptive Statistics						Interpretation
	N	Range	Min.	Max.	Mean	Std. Dev.	
The organization’s consistency of data will make users to constantly update it every minute of every day for service delivery efficiency.	120	4	1	5	3.22	0.99	Great
Consistent data in the state corporation will enable managers to ensure customer needs are well captured to inform uniform outcomes	120	4	1	5	3.18	1.04	
The organization’s data consistency enables management to contribute effectively on customer service development from inception to delivery	120	4	1	5	3.09	1.00	
State corporation’s IT department ensures data collected, processed and stored provides uniform results at all management levels and measurable results at all levels.	120	4	1	5	3.02	1.03	
Consistency of data in the organization will enable clients follow their requests without extra costs obstacles	120	4	1	5	3.02	1.12	
The state entity’s data consistency enables users to easily store data in the database inform of several files for ease back up and recovery.	120	4	1	5	2.98	1.01	
The state corporation’s data consistency is assured by always using worth systems throughout service offering process to reduce customer complaints.	120	4	1	5	2.97	0.93	
In your organization, consistency of data makes employees to operate from play book and priorities for customer informed decisions.	120	4	1	5	2.95	1.04	
The state corporation’s data consistency is enabled by deploying well trained employees at all data banks for quality user results.	120	4	1	5	2.93	1.17	Moderate
Data consistency in your organization enables interested new entrants to get glimpse of what is offered with ease and as a result improves market share.	120	4	1	5	2.87	0.99	
Average Mean Score	120	4	1	5	3.02	1.03	Moderate

Source: Research Data, 2020

From the research findings, to a great extent ($3.22 \geq \text{Mean} \geq 2.95$; Significant SD = 1.04) it was established that the state corporation’s consistency of data facilitates: users to constantly update it every minute of every day for service delivery efficiency; managers to ensure customer needs are well captured to inform uniform outcomes; management to contribute effectively on customer service development from inception to delivery; data collection, processing and storage for uniform results at all management levels and

measurable results at all levels; clients to follow their requests without extra costs obstacles; users to easily store data in the database in form of several files for ease back up and recovery; reduction of customer complaints; employees to operate from play book and priorities for customer informed decisions.

To a moderate extent ($2.95 \geq \text{Mean} \geq 2.87$; Significant SD = 0.99) the state corporation's consistency of data is enabled by deploying well trained employees at all data banks for quality user results by facilitating all interested new entrants to get glimpse of what is offered with ease and as a result improves market share.

The average mean score for consistency of data is rated to a great extent (Mean = 3.02, SD = 1.03). Consistency of data is likely to improve the service delivery to a great extent. This implies that the state corporation's consistency of data facilitates all interested new entrants to get glimpse of what is offered with ease and as a result improves market share.

This is an indication that consistency of data supports effective communication of strategic goals on provision of superior service where users are able to constantly update it every minute of every day for service delivery efficiency. The management is able to contribute effectively on customer service development from inception to delivery while reducing of customer complaints.

4.8.11 Information Quality Rating Based on Measurement of Information Systems

The information quality rating based on measurement of information systems is one of the dimensions of information quality. The respondents were asked to indicate the degree to which their state corporation has achieved information quality rating based on measurement of information systems as one of the manifestations of information quality in enhancing service delivery on a scale of 1 to 5 (where: 1 - "To a very little extent", 2 - "To a little extent", 3 - "To a moderate extent", 4 - "To a large extent" and 5 - "To a very large extent"). The study findings are presented in Table 4.46.

Table 4.46: Information Quality Rating Based on Measurement of Information Systems

Information Quality Rating Based on Measurement of Information Systems	Descriptive Statistics						Interpretation
	N	Range	Min.	Max.	Mean	Std. Dev.	
Information quality of the organization strengthens understanding on the importance of implementing quality assured services.	120	4	1	5	3.08	1.00	Great
The state corporation's information accuracy depends on the information systems' potential to capture and process data accurately for accurate results.	120	4	1	5	3.03	0.96	
Information systems in the organization support timely and prompt information flow and sharing on customer needs.	120	4	1	5	3.03	1.05	
The information systems in the state corporation support speedy and voluminous processing of information for administrative efficiency.	120	4	1	5	2.98	1.04	
State corporation's information quality and information systems support communication and understanding among employees for performance excellence.	120	4	1	5	2.98	1.03	
The state corporation management strives to invest on quality systems controls and personnel to ensure safety of information.	120	4	1	5	2.97	0.97	
The organization's information systems fosters efficient processing of information based on time scheduling	120	4	1	5	2.93	1.05	

The state corporation's information quality promotes understanding of key issues relevant to the design of viable information systems.	120	4	1	5	2.92	1.10	
Information quality of the entity is a competitive strength of information systems that improves customers' choices.	120	4	1	5	2.89	1.01	Moderate
State corporation's quality systems and information hastens of decision-making process on handling customer dissatisfaction.	120	4	1	5	2.86	1.07	
Average Mean Score	120	4	1	5	2.97	1.03	Moderate

Source: Research Data, 2020

From the research findings, to a great extent ($3.08 \geq \text{Mean} \geq 2.92$; Significant SD = 1.10) it was established that the state corporation's information quality rating based on measurement of information systems facilitates: implementation of quality assured services; capturing and processing data accurately for accurate results; timely and prompt information flow and sharing on customer needs; speedy and voluminous processing of information for administrative efficiency; communication and understanding among employees for performance excellence; quality systems controls and personnel to ensure safety of information; efficient processing of information based on time scheduling; and understanding of key issues relevant to the design of viable information systems. To a moderate extent ($2.89 \geq \text{Mean} \geq 2.86$; Significant SD = 1.07) the state corporation's information quality rating based on measurement of information systems supports competitive strength of information systems that improves customers' choices and decision-making process on handling customer dissatisfaction.

The average mean score for information quality rating based on measurement of information systems is rated to a great extent (Mean = 2.97, SD = 1.03). Information quality rating based on measurement of information systems is likely to improve the service

delivery to a great extent.

This implies that the state corporation's information quality rating based on measurement of information systems facilitates capturing and processing data accurately for accurate results which are communicated and used among employees for performance excellence. This is an indication that measurement of information systems supports competitive strength of information systems that improves customers' choices and decision-making process on handling customer dissatisfaction.

4.8.12 Factor Analysis on Information Quality

The eleven items measuring the use information were far too many. Factor analysis was used to regroup and reduce the total number of items to manageable factor and categorization. Principal components analysis was used to extract factors with eigenvalue greater than 1. Varimax rotation is used to facilitate interpretation of the factor matrix. Sampling adequacy measurement tests are also examined via the Kaiser-Meyer-Olkin statistics (See table 4.2c) to validate use of factor analysis.

Appendix XI shows the communalities while Annex XII shows amount of variance explained by each factor and the eigenvalue for each factor. To determine the number of factors to retain, the factors with eigenvalues greater or equal to one were retained. The factor model indicates eleven distinct factors loading without any misclassification as shown in Appendix XIII.

Factor loading 1: *Management Level Information Quality* include strategies that: reliable

information to enable management to evaluate and modify market information to promptly meet customer needs; enable stakeholders to follow through implementation of strategies and how it will affect growth of the state corporation; enhance by training staffs on information and systems security so as to deter hacking and commercial espionage; improves the value of information technology to the business activities; help to identify which information is relevant, valuable and risky in service offering lifecycle; fosters efficient processing of information based on time scheduling; finely enhances sharing of strategic decisions on market measurable results; enable the management to build customer confidence by regularly reviewing and addressing customer complaints and any negative publicity promptly; promotes understanding of key issues relevant to the design of viable information systems; enables management to emphasize on the value of offering services that meet customer expectations; ensure customer needs are well captured to inform uniform outcomes; provide limelight on competitive service design innovations; enables management to provide solutions to perennial customer communication problems; hastens of decision-making process on handling customer dissatisfaction; deploys well trained employees at all data banks for quality user results; addresses any challenges faces the entire service provision service; and information safety will be assured by having standard procedures that will guide integrity of information assets.

Factor loading 2: *Quality Service Delivery Information* include strategies that: provide quality outputs to support effective information sharing on market trends; contribute effectively on customer service development from inception to delivery; support speedy and voluminous processing of information for administrative efficiency; enable managers to be versed with services that will improve customer relations; and enable departments to

immediately respond to corporate changes made to serve customers.

Factor loading 3: *Customer Accelerated information Quality* include strategies that interpret and process for accelerated information sharing within the organization; place strong software tools to make the process of data dissemination speedy and simple; enable management to market more effectively and encourage loyalty that will last for decades; enable customers express their feelings freely on how to improve services without fear of betrayal.

Factor loading 4: *Strategic Decisions Information Quality* include strategies where IT target users and customers for informed strategic decisions adequately understand the information quality; support timely and prompt information flow and sharing on customer needs; and effectively assist staffs in customer conflict resolution.

Factor loading 5: *Market Opportunities Information Quality* include strategies where information correctness is enabled removing unnecessary information that will affect the ability to operate efficiently and exploit market opportunities.

Factor loading 6: *Impressive Results Information Quality* include strategies which will enable all staffs in various levels to easily interpret and extract useful information for impressive results; and enable employees too quickly and easily accomplish given tasks.

Factor loading 7: *Impressive Results information Quality* include strategies which: facilitates service provider and customer feedback process; relate and apply information quality to available credible systems for work efficiency; ensures data collected, processed

and stored provides uniform results at all management levels and measurable results at all levels; and enriches employees with facts and truths on the type of services customers enjoy.

Factor loading 8: *Coordinated Communication Information Quality* include strategies which support coordinated communication amongst to ensure customer desires are well captured and met; and enable top leadership to clearly communicate its mission and vision to stakeholders and general public.

Factor loading 9: *Tailor Made Information Quality* include strategies which will enable executive decisions have positive impact on employees input on tailor made services; and enable collaborative working in all departments to improve organizational competitive advantage.

Factor loading 10: *New Entrants Information Quality* include strategies which will enable interested new entrants to get glimpse of what is offered with ease and as a result improves market share.

An item is considered to belong to a factor component if its factor loading corresponds to that particular component and is relatively higher than its factor loadings in the other factor components. This was further illustrated using the scree plot in Figure 4.5 below which indicates that scree /debris started to develop at factor eleven showing that only 10 factors explain the IT Governance.

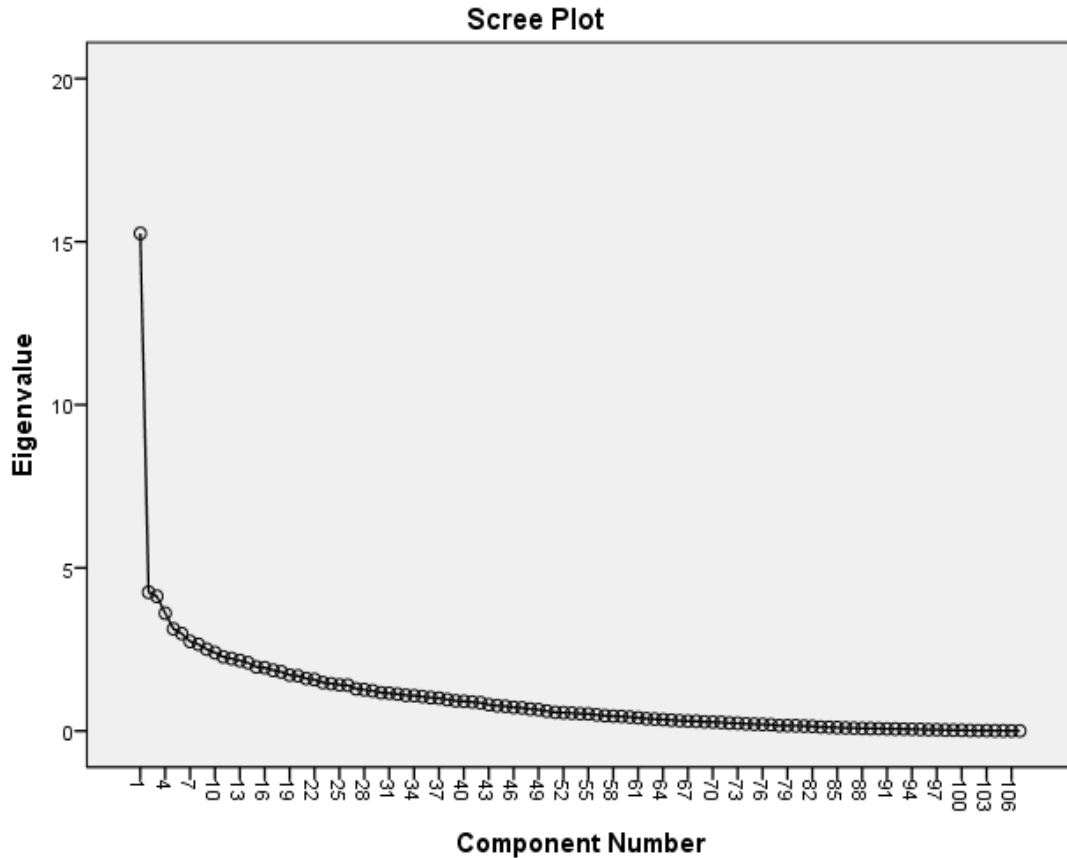


Figure 4.5: Scree Plot for Information Quality

Source: Research Data, 2020

4.9 Service Delivery

Secondary data was collected from the state corporations based on the GoK performance contracting reports covering four performance domains of: implementation of service delivery charter; application of service delivery innovations; resolution of customers’ complaints; and customer satisfaction index. The respondents were asked to provide the above information which was used to compute service delivery index as below.

This was determined multiply the weights with the averages for each service delivery criteria category of: customer satisfaction index ($0.3 \cdot Av1$); implementation of citizens’

service delivery charter ($0.3 \cdot Av_2$); application of service delivery innovation ($0.2 \cdot Av_3$); resolution of public complaints ($0.2 \cdot Av_4$); Step3: composite score = $(0.3 \cdot Av_1 + 0.3 \cdot Av_2 + 0.2 \cdot Av_3 + 0.2 \cdot Av_4)$. The results are presented in Table 4.47.

Table 4.47: Service Delivery Index

Criteria	Measure	Weight	5 Year Achievements					Average	Weighted Score
			2014	2015	2016	2017	2018		
Implementation of Service Delivery Charter	%	.3	58.8	64.2	68.6	69.3	75	67.18	20.15
Application of Service Delivery Innovations	%	.2	48	50.9	51.5	55.4	60.8	53.32	10.66
Resolution of customers Complaints	%	.2	53.8	60.2	67.2	75.8	83.4	68.08	13.62
Customer satisfaction index	%	.3	54.8	55.4	57.6	63.5	67.3	59.72	17.92
Composite Score								62.35	

Source: Research Data, 2020

The weighted scores were computed for each domain were done before finding the composite score for each firm. The composite score was used as the service delivery. See firm service delivery index panel data in Appendix XVI.

CHAPTER FIVE: HYPOTHESES TESTING AND INTERPRETATIONS

5.1 Introduction

This chapter presents and discusses the results of the hypotheses as derived from the specific objectives of the study. The study sought to establish the effect of corporate IT strategy, IT governance and information quality on service delivery of state corporations in Kenya. The study further sought the individual effect and joint effect of these variables on service delivery. To test the relationships, statistical techniques were employed because the study aimed to test six hypotheses and the data met the statistical tests of pertinent assumptions. The statistical techniques used were simple linear regression, stepwise regression and multiple regression techniques.

5.2 Correlation Analysis

Prior to conducting regression analysis, it was necessary to first establish whether there were significant associations between the study variables – corporate IT strategy, IT governance, information quality and service delivery. Pearson's product moment correlation (r) was used to measure this degree of association by assessing both the direction and strength. Pearson correlation coefficients range from -1 to +1, with negative values indicating negative association and positive values indicating positive correlation. Specifically, Pearson coefficient (<0.3) indicates weak correlation, Pearson coefficient ($>0.3<0.5$) indicates moderate correlation, Pearson coefficient (>0.5) indicates strong correlation, while Pearson coefficient =0 indicates that there is no relationship (Saunders, Lewis & Thornhill, 2016). The relevant results are presented in Table 5.1

Table 5.1: Correlation Analysis Results

Correlation		(1)	(2)	(3)	(4)
Corporate IT Strategy (1)	Pearson Correlation	1			
	Sig. (2-tailed)				
	N	120			
IT Governance (2)	Pearson Correlation	.720**	1		
	Sig. (2-tailed)	.000			
	N	120	120		
Information Quality (3)	Pearson Correlation	.623**	.655*	1	
	Sig. (2-tailed)	.000	.000		
	N	120	120	120	
Service Delivery (4)	Pearson Correlation	.765**	.754*	.648	1
	Sig. (2-tailed)	.000	.000	.000	
	N	120	120	120	120

** . Correlation is significant at the 0.01 level (2-tailed).

Source: Research Data, 2020

The results in Table 5.1 above show that Corporate IT strategy is highly correlated to service delivery ($r = 0.765$ and $P < 0.00$). This is a positive and strong correlation coefficient implying that there exists a strong relationship between corporate IT strategy and service delivery that is statistically significant. This was followed by correlation between information technology governance and service delivery ($r = 0.754$ and $P < 0.00$), is positively and highly correlated to service delivery and p-value of below 0.5 indicates that the relationship is statistically significant. Finally information quality and service delivery ($r = 0.648$ and $p\text{-value} < 0.00$) implying a statistically significant relationship. This can be interpreted to mean that for most state corporations, corporate IT strategy, IT governance and information quality plays a big role towards service delivery.

5.3 Hypothesis Testing and Regression Analysis

The study hypothesized that: there is no significant effect of corporate IT strategy on service delivery of state corporations in Kenya; there is no significant effect of information

technology governance on service delivery of state corporations in Kenya; there is no significant effect of information quality on service delivery of state corporations in Kenya; Information technology governance has no significant moderating effect on the relationship between corporate IT strategy and service delivery of state corporations in Kenya; information quality has no significant moderating effect on the relationship between corporate IT strategy and service delivery of state corporations in Kenya; and lastly there is no joint significant effect of corporate IT strategy, IT governance and information quality on service delivery of state corporations in Kenya.

The hypotheses were tested at 95 percent confidence level ($\alpha=0.05$), hence decision points to reject or fail to reject a hypothesis were based on the p-values. Simple linear stepwise regression techniques were employed to test whether the data met the statistical tests of pertinent assumptions. Interpretations of results and subsequent discussions considered correlations (R), coefficients of determination (R^2), F-Statistic values (F) and beta values (β). Adjusted R^2 (coefficient of determination) will be used in interpreting models where X variable is more than one. According to Saunders et al (2016) a small F, with a big p-value indicates that there is no relationship while a big F, with a small p-value indicates that there is a relationship. The subsections below present the findings on the hypothesis testing using regression analysis.

5.3.1 The Effect of Corporate IT Strategy on Service Delivery of State Corporations in Kenya

This subsection presents the results of the tests for the first hypothesis of the study which was formulated from the first research objective that sought to establish the effect of

corporate IT strategy on service delivery of state corporations in Kenya. This objective was tested for through this hypothesis: H₁: There is no significant effect of corporate IT strategy on service delivery of state corporations in Kenya. Overall composite service delivery index was derived from the four perspectives of: implementation of service delivery charter, application of service delivery innovations, resolution of customer complaints and customer satisfactory index that were used to measure service delivery as provided in the Service Delivery Index Panel Data in Appendix IV; the relevant results are presented in section 5.2.

Table 5.2: Variables Entered/Removed on Effect of Corporate IT Strategy on Service Delivery of State Corporations in Kenya

Model	Variables Entered	Variables Removed	Method
1	Effective Communication of the Corporate IT Strategy, Corporate IT Annual Implementation Plans, Existence of Corporate IT Strategy, Corporate IT Targets, Corporate IT Strategy Cross Functional Alignment, Corporate IT Priority Projects, Corporate IT Target Improvements, Top Management Leadership, Level of Cascading of Corporate IT Strategy, Corporate IT Strategy Vertical Integration, Corporate IT Objectives, Configuration of IT Resources and Skills, Level of implementation of Corporate IT strategy ^b	Nil.	Enter
a. Dependent Variable: Service Delivery			
b. All requested variables entered.			

Source: Research Data (2020)

From the findings on table 5.2, all the thirteen indicators of corporate IT strategy were included in the multiple linear regression analysis testing the effect of corporate IT strategy on service delivery of state corporations in Kenya. Further the model of goodness of fit using the adjusted R² (coefficient of determinations) done in the next table.

Table 5.3: Model Goodness of Fit of on Effect of Corporate IT Strategy on Service Delivery of State Corporations in Kenya

Model	R	R ²	Adjusted R ²	Std. Error of the Estimate	Durbin-Watson
1	.793 ^a	.629	.587	2.71033	1.894
a. Predictors: (Constant), Effective Communication of the Corporate IT Strategy, Corporate IT Annual Implementation Plans, Existence of Corporate IT Strategy, Corporate IT Targets, Corporate IT Strategy Cross Functional Alignment, Corporate IT Priority Projects, Corporate IT Target Improvements, Top Management Leadership, Level of Cascading of Corporate IT Strategy, Corporate IT Strategy Vertical Integration, Corporate IT Objectives, Configuration of IT Resources and Skills, Level of implementation of Corporate IT strategy					
b. Dependent Variable: Service Delivery					

Source: Research Data (2020)

From the results in Table 5.3, the adjusted $R^2 = 58.7\%$ (which is above 50%) hence corporate IT strategy is a good predictor of service delivery of state corporations in Kenya.

As presented in Table 5.3, 58.7% (Adjusted $R^2 = 0.587$) of variations in the service delivery is explained by variations in corporate IT strategy namely Effective Communication of the Corporate IT Strategy, Corporate IT Annual Implementation Plans, Existence of Corporate IT Strategy, Corporate IT Targets, Corporate IT Strategy Cross Functional Alignment, Corporate IT Target Improvements, Top Management Leadership, Level of Cascading of Corporate IT Strategy, Corporate IT Strategy Vertical Integration, Corporate IT Objectives, Configuration of IT Resources and Skills and Level of

implementation of Corporate IT strategy.

Table 5.4 presents that the model is statistically significant in explaining the effect of corporate IT strategy on service delivery of state corporations in Kenya, $F(12, 107) = 15.121, P > 0.000$.

Table 5.4: Model Overall Significance (ANOVA^a) on Effect of Corporate IT Strategy on Service Delivery of State Corporations in Kenya.

Regression Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	1332.917	12	111.076	15.121	.000 ^b
	Residual	786.009	107	7.346		
	Total	2118.926	119			
a. Dependent Variable: Service Delivery						
b. Predictors: (Constant), Effective Communication of the Corporate IT Strategy, Corporate IT Annual Implementation Plans, Existence of Corporate IT Strategy, Corporate IT Targets, Corporate IT Strategy Cross Functional Alignment, Corporate IT Target Improvements, Top Management Leadership, Level of Cascading of Corporate IT Strategy, Corporate IT Strategy Vertical Integration, Corporate IT Objectives, Configuration of IT Resources and Skills, Level of implementation of Corporate IT strategy						

Source: Research Data (2020)

As presented in Table 5.5, using standardized coefficients: existence of corporate IT strategy has a weak positive effect on service delivery ($\beta = 0.097, t = 1.227, P > 0.223$); corporate IT objectives has a weak positive effect on service delivery ($\beta = 0.093, t = 1.151, P > 0.252$); corporate IT targets has a weak positive effect on service delivery ($\beta = 0.065, t = .831, P > 0.408$); corporate IT target improvements has a strong positive effect on service delivery ($\beta = 0.159, t = 2.099, P < 0.038$); corporate IT annual implementation plans has a weak positive effect on service delivery ($\beta = 0.024, t = .321, P > 0.749$); level of cascading of corporate IT strategy has a strong positive effect on service delivery ($\beta = 0.242, t = 3.173, P < 0.002$); corporate IT strategy vertical integration has a weak positive effect on service delivery ($\beta = 0.023, t = 0.292, P > 0.771$); corporate IT strategy cross functional alignment has a weak negative effect on service delivery ($\beta = -0.069, t = -0.800, P > 0.425$); level of

implementation of corporate IT strategy has a strong positive effect on service delivery ($\beta=0.232$, $t=2.621$, $P<0.010$); top management leadership has a weak negative effect on service delivery ($\beta=-0.035$, $t=-0.409$, $P>0.683$); configuration of IT resources and skills has a strong positive effect on service delivery ($\beta=0.245$, $t=2.987$, $P<0.003$); and effective communication of the corporate IT strategy has a weak positive effect on service delivery ($\beta=0.081$, $t=1.064$, $P>0.290$).

Table 5.5: Regression Coefficients of the Effect of Corporate IT Strategy on Service Delivery of State Corporations in Kenya Model Coefficients ^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B		Collinearity Statistics	
	B	Std. Error	Beta			Lower Bound	Upper Bound	Tolerance	VIF
(Constant)	39.398	2.048		19.238	.000	35.338	43.457		
Existence of Corporate IT Strategy	.728	.593	.097	1.227	.223	-.448	1.903	.553	1.807
Corporate IT Objectives	.702	.610	.093	1.151	.252	-.507	1.910	.528	1.894
Corporate IT Targets	.406	.488	.065	.831	.408	-.562	1.373	.558	1.793
Corporate IT Target Improvements	1.088	.518	.159	2.099	.038	.061	2.115	.602	1.661
Corporate IT Annual Implementation Plans	.168	.524	.024	.321	.749	-.871	1.208	.611	1.637
Level of Cascading of Corporate IT Strategy	1.903	.600	.242	3.173	.002	.714	3.091	.597	1.675
Corporate IT Strategy Vertical Integration	.164	.562	.023	.292	.771	-.949	1.278	.581	1.721
Corporate IT Strategy Cross Functional Alignment	-.524	.655	-.069	-.800	.425	-1.822	.774	.472	2.119
Level of implementation of Corporate IT strategy	1.742	.665	.232	2.621	.010	.424	3.059	.442	2.264
Top Management Leadership	-.247	.603	-.035	-.409	.683	-1.443	.949	.475	2.105
Configuration of IT Resources and Skills	1.916	.641	.245	2.987	.003	.644	3.187	.513	1.948
Effective Communication of the Corporate IT Strategy	.579	.544	.081	1.064	.290	-.499	1.656	.600	1.668

a. Dependent Variable: Service Delivery

Source: Research Data (2020)

The relationship derived on the effect of corporate IT strategy on service delivery of state corporations in Kenya is statistically significant.

The regression equation derived was thus as follows:

$$\begin{aligned} \text{Service Delivery (Y)} = & 0.097 \text{ Existence of Corporate IT Strategy} + 0.093 \text{ Corporate IT} \\ & \text{Objectives} + 0.065 \text{ Corporate IT Targets} + 0.159 \text{ Corporate IT Target Improvements} \\ & + 0.024 \text{ Corporate IT Annual Implementation Plans} + 0.242 \text{ Level of Cascading of Corporate} \\ & \text{IT Strategy} + 0.023 \text{ Corporate IT Strategy Vertical Integration} - 0.069 \text{ Corporate IT Strategy} \\ & \text{Cross Functional Alignment} + 0.232 \text{ Level of implementation of Corporate IT strategy} - 0.035 \\ & \text{Top Management Leadership} + 0.245 \text{ Configuration of IT Resources and Skills} + 0.081 \\ & \text{Effective Communication of the Corporate IT Strategy} \end{aligned}$$

The results of the beta coefficient showed that a unit increase in the existence of corporate IT strategy will cause a 0.097 positive effect on service delivery ($\beta= 0.097$, $t= 1.227$, $P>0.223$); a unit increase in corporate IT objectives will cause a 0.093 positive effect on service delivery ($\beta= 0.093$, $t= 1.151$, $P>0.252$); a unit increase in corporate IT targets will cause a 0.065 positive effect on service delivery ($\beta= 0.065$, $t=.831$, $P>0.408$); a unit increase in corporate IT target improvements will cause a 0.159 positive effect on service delivery ($\beta= 0.159$, $t= 2.099$, $P<0.038$); a unit increase in corporate IT annual implementation plans will cause a 0.024 positive effect on service delivery ($\beta= 0.024$, $t=.321$, $P>0.749$); a unit increase in level of cascading of corporate IT strategy will cause a 0.242 positive effect on service delivery ($\beta= 0.242$, $t= 3.173$, $P<0.002$); corporate IT strategy vertical integration will cause a 0.023 positive effect on service delivery ($\beta= 0.023$, $t=0.292$, $P>0.771$); a unit increase in corporate IT strategy cross functional alignment will cause a 0.800 negative effect on service delivery ($\beta= -0.069$, $t= -0.800$, $P>0.425$); a unit increase in level of implementation of corporate IT strategy will cause a 0.232 positive effect on service delivery ($\beta= 0.232$, $t= 2.621$, $P<0.010$); a unit increase in top management leadership will cause a 0.35 negative effect on service delivery ($\beta= -0.035$, $t= -0.409$, $P>0.683$); a unit increase in configuration of IT resources and skills will cause a 0.245 positive effect on service delivery ($\beta= 0.245$, $t= 2.987$, $P<0.003$); and a unit increase in effective communication of the corporate IT strategy will cause a 0.081 positive effect on service delivery ($\beta= 0.081$, $t= 1.064$, $P>0.290$).

Moreover, the effect of corporate IT strategy on service delivery of state corporations in Kenya was statistically significant. This implies, overall, effect of corporate IT strategy is a good predictor of service delivery in state corporations in Kenya. The findings therefore

confirms alternate hypothesis one (i) that there is a significant effect of corporate IT strategy on service delivery of state corporations in Kenya. The null hypothesis H_{01} is therefore rejected.

5.3.2 The Effect of Information Technology Governance on Service Delivery of State Corporations in Kenya

This subsection presents the results of the tests for the second hypothesis of the study which was formulated from the second research objective that sought to establish the effect of information technology governance on service delivery of state corporations in Kenya. This objective was tested for through this hypothesis: H_2 : There is no significant effect of information technology governance on service delivery of state corporations in Kenya. Overall composite service delivery index was derived from the four perspectives of: implementation of service delivery charter, application of service delivery innovations, resolution of customer complaints and customer satisfactory index that were used to measure service delivery as provided in the service delivery index panel data in appendix IV; the relevant results are presented in section 5.6.

Table 5.6: Variables Entered/Removed on Information Technology Governance on Service Delivery of State Corporations in Kenya

Model	Variables Entered	Variables Removed	Method
1	Information Technology Governance on Resource Capability/Use, IT Governance Framework, Implementation of IT Risk Management Framework, Enforcement of ITG Framework, IT risk management framework, IT Governance level of Implementation, Monitoring and Evaluation of ITG Framework ^b	Nil.	Enter
a. Dependent Variable: Service Delivery			
b. All requested variables entered.			

Source: Research Data (2020)

From the findings on table 5.6, seven indicators of IT governance were included in the regression analysis testing the effect of information technology governance on service delivery of state corporations in Kenya. Further the model goodness of fit using the adjusted R^2 (coefficient of determinations) done in the next table.

Table 5.7: Model Goodness of Fit of on Effect of Information Technology Governance on Service Delivery of State Corporations in Kenya

Model	R	R ²	Adjusted R ²	Std. Error of the Estimate	Durbin-Watson
1	.768 ^a	.590	.565	2.78413	1.657
a. Predictors: (Constant), Information Technology Governance on Resource Capability/Use, IT Governance Framework, Implementation of IT Risk Management Framework, Enforcement of ITG Framework, IT risk management framework, IT Governance level of Implementation, Monitoring and Evaluation of ITG Framework					
b. Dependent Variable: Service Delivery					

Source: Research Data (2020)

From the results in Table 5.7, 56.5% (Adjusted $R^2 = 0.565$) of variations in the service delivery is explained by variations in the information technology governance namely information technology governance on resource capability/use, IT governance framework, implementation of IT risk management framework, enforcement of ITG framework, IT risk management framework, IT governance level of implementation, monitoring and

evaluation of ITG framework.

Table 5.8 presents that the model is statistically significant in explaining the effect of information technology governance on service delivery of state corporations in Kenya, $F(7, 112) = 23.052, P < 0.000$.

Table 5.8: Model Overall Significance (ANOVA^a) on Effect of Information Technology Governance on Service Delivery of State Corporations in Kenya

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1250.771	7	178.682	23.052	.000 ^b
	Residual	868.155	112	7.751		
	Total	2118.926	119			
a. Dependent Variable: Service Delivery						
b. Predictors: (Constant), Information Technology Governance on Resource Capability/Use, IT Governance Framework, Implementation of IT Risk Management Framework, Enforcement of ITG Framework, IT risk management framework, IT Governance level of Implementation, Monitoring and Evaluation of ITG Framework						

Source: Research Data (2020) From the results in Table 5.8, it can be observed that the model is significant at 95 % confidence interval with the value $F(7,112) = 23.052, p > 0.00$.

As presented in Table 5.9, using standardized coefficients: IT governance framework has a weak positive effect on service delivery ($\beta = 0.039, t = 0.497, P > 0.620$); IT governance level of implementation has a strong positive effect on service delivery ($\beta = 0.233, t = 2.868, P < 0.005$); enforcement of ITG framework has a weak positive effect on service delivery ($\beta = 0.033, t = 0.425, P > 0.672$); monitoring and evaluation of ITG framework has a strong positive effect on service delivery ($\beta = 0.314, t = 3.533, P < 0.001$); IT risk management framework has a weak positive effect on service delivery ($\beta = 0.126, t = 1.535, P > 0.128$); implementation of IT risk management framework has a weak positive effect on service delivery ($\beta = 0.077, t = 1.101, P > 0.273$); information technology governance on resource capability/ Use has a strong positive effect on service delivery ($\beta = 0.193, t =$

2.500, $P < 0.014$).

Table 5.9: Regression Coefficients of the effect of Information Technology Governance on Service Delivery of State Corporations in Kenya Model coefficients ^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B		Collinearity Statistics	
	B	Std. Error	Beta			Lower Bound	Upper Bound	Tolerance	VIF
(Constant)	43.690	2.031		21.510	.000	39.666	47.715		
IT Governance Framework	.324	.652	.039	.497	.620	-.967	1.616	.603	1.658
IT Governance level of Implementation	1.568	.547	.233	2.868	.005	.485	2.652	.552	1.811
Enforcement of ITG Framework	.233	.548	.033	.425	.672	-.852	1.318	.621	1.609
Monitoring and Evaluation of ITG Framework	2.282	.646	.314	3.533	.001	1.002	3.562	.463	2.162
IT risk management Framework	.914	.595	.126	1.535	.128	-.266	2.093	.544	1.838
Implementation of IT Risk Management Framework	.653	.593	.077	1.101	.273	-.522	1.828	.744	1.345
Information Technology Governance on Resource Capability/Use	1.322	.529	.193	2.500	.014	.274	2.369	.615	1.625

Source: Research Data (2020)

The relationship derived on the effect of IT governance on service delivery of state corporations in Kenya is statistically significant. The regression equation derived was thus as follows:

$$\text{Service Delivery (Y)} = 0.039 \text{ IT Governance Framework} + 0.233 \text{ IT Governance level of Implementation} + 0.033 \text{ Enforcement of ITG Framework} + 0.314 \text{ Monitoring and Evaluation of ITG Framework} + 0.126 \text{ IT risk management framework} + 0.077 \text{ Implementation of IT Risk Management Framework} + 0.193 \text{ Information Technology Governance on Resource Capability/Use}$$

The results of the beta coefficient showed that a unit increase on IT governance framework will cause a 0.039 positive effect on service delivery ($\beta= 0.039$, $t= 0.497$, $P>0.620$); a unit increase in IT governance level of implementation will cause a 0.233 positive effect on service delivery ($\beta= 0.233$, $t= 2.868$, $P<0.005$); a unit increase in enforcement of ITG framework will cause a 0.033 positive effect on service delivery ($\beta= 0.033$, $t= 0.425$, $P>0.672$); a unit increase in monitoring and evaluation of ITG framework will cause a 0.314 positive effect on service delivery ($\beta= 0.314$, $t= 3.533$, $P<0.001$); a unit increase in IT risk management framework will cause a 0.126 positive effect on service delivery ($\beta= 0.126$, $t= 1.535$, $P>0.128$); a unit increase in implementation of IT risk management framework will cause a 0.077 positive effect on service delivery ($\beta= 0.077$, $t= 1.101$, $P>0.273$); a unit increase in information technology governance on resource capability/use will cause a 0.193 positive effect on service delivery ($\beta= 0.193$, $t= 2.500$, $P<0.014$).

Moreover, the effect of information technology governance on service delivery of state corporations in Kenya was statistically significant. This implies, overall, information technology governance is a good predictor of service delivery of state corporations in Kenya. The findings therefore confirms alternate hypothesis two (ii) that there is a significant effect of IT governance on service delivery of state corporations in Kenya. The null hypothesis H_{02} is therefore rejected.

5.3.3 The Effect of Information Quality on Service Delivery of State Corporations in Kenya

This subsection presents the results of the tests for the third hypothesis of the study which was formulated from the third research objective that sought to establish the effect of

information quality on service delivery of state corporations in Kenya. This objective was tested for through this hypothesis: H₃: There is no significant effect of information quality on service delivery of state corporations in Kenya. Overall composite service delivery index was derived from the four perspectives of: implementation of service delivery charter, application of service delivery innovations, resolution of customer complaints and customer satisfactory index that were used to measure service delivery as provided in the Service Delivery Index Panel Data in Appendix IV; the relevant results are presented in section 5.10.

Table 5.10: Variables Entered/Removed on the Effect of Information Quality on Service Delivery of State Corporations in Kenya

Model	Variables Entered	Variables Removed	Method
1	Information Quality Rating Based on Measurement of Information Systems, Completeness of data, Reliability of information, Accuracy of Data, Understandability of Information, Usability of Information, Timeliness of Data, Safety of Information, Appropriate amount of Information, Consistency of Data, Correctness of Information ^b	Nil.	Enter
a. Dependent Variable: Service Delivery			
b. All requested variables entered.			

Source: Research Data (2020)

From the findings on table 5.10, all the eleven indicators of information quality were included in the regression analysis testing the effect of information quality on service delivery of state corporations in Kenya. Further the model goodness of fit using the adjusted R² (coefficient of determinations) done in the next table.

Table 5.11: Model Goodness of Fit on the Effect of Information Quality on Service Delivery of State Corporations in Kenya

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin- Watson
1	.660 ^a	.436	.378	3.32783	1.904
a. Predictors: (Constant), Information Quality Rating Based on Measurement of Information Systems, Completeness of data, Reliability of information, Accuracy of Data, Understandability of Information, Usability of Information, Timeliness of Data, Safety of Information, Appropriate amount of Information, Consistency of Data, Correctness of Information					
b. Dependent Variable: Service Delivery					

Source: Research Data (2020)

From the results in Table 5.11, the adjusted R^2 shows that information quality is a good predictor of service delivery of state corporations in Kenya.

As presented in Table 5.11, 37.8.1% (Adjusted $R^2 = 0.378$) of variations in service delivery is explained by variations in the e information quality namely information quality rating based on measurement of information systems, completeness of data, reliability of information, accuracy of data, understandability of information, usability of information, timeliness of data, safety of information, appropriate amount of information, consistency of data, correctness of information.

Table 5.12 presents that the model is statistically significant in explaining the effect of information quality on service delivery of state corporations in Kenya, $F(11, 108) = 7.576$, $P < 0.000$.

Table 5.12: Model Overall Significance (ANOVA^a) on the Effect of Information quality on Service Delivery of State Corporations in Kenya

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	922.888	11	83.899	7.576	.000 ^b
	Residual	1196.038	108	11.074		
	Total	2118.926	119			
a. Dependent Variable: Service Delivery						
b. Predictors: (Constant), Information Quality Rating Based on Measurement of Information Systems, Completeness of data, Reliability of information, Accuracy of Data, Understandability of Information, Usability of Information, Timeliness of Data, Safety of Information, Appropriate amount of Information, Consistency of Data, Correctness of Information						

Source: Research Data (2020) As presented in Table 5.13, using standardized coefficients:

reliability of information has a weak positive effect on service delivery ($\beta= 0.121$, $t= 1.294$, $P=0.198>0.05$); usability of Information has a weak positive effect on service delivery ($\beta= 0.116$, $t= 1.157$, $P=0.250>0.05$); correctness of Information has a weak positive effect on service delivery ($\beta= 0.181$, $t= 1.674$, $P=0.097>0.05$); appropriate amount of Information has a weak negative effect on service delivery ($\beta= -0.008$, $t= -0.076$, $P=0.939>0.05$); understandability of Information has a weak positive effect on service delivery ($\beta= 0.174$, $t= 1.791$, $P=0.076>0.05$); safety of Information has a weak positive effect on service delivery ($\beta= 0.014$, $t=0.136$, $P=0.892>0.05$); completeness of data has a weak positive effect on service delivery ($\beta= 0.012$, $t=0.127$, $P=0.899>0.05$); timeliness of Data has a weak positive effect on service delivery ($\beta= 0.107$, $t= 1.131$, $P=0.260>0.05$); accuracy of Data has a weak positive effect on service delivery ($\beta= 0.107$, $t= 1.039$, $P=0.301>0.05$); consistency of Data has a weak positive effect on service delivery ($\beta= 0.038$, $t=0.363$, $P=0.717>0.05$); and information quality rating based on measurement of information systems has a weak positive effect on service delivery ($\beta= 0.088$, $t=.921$, $P>0.359>0.05$).

Table 5.13: Regression Coefficients of the effect of Information Quality on Service Delivery of State Corporations in Kenya Model coefficients ^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B		Collinearity Statistics	
	B	Std. Error	Beta			Lower Bound	Upper Bound	Tolerance	VIF
(Constant)	43.280	2.517		17.194	.000	38.291	48.270		
Reliability of information	.821	.634	.121	1.294	.198	-.436	2.078	.594	1.683
Usability of Information	.827	.715	.116	1.157	.250	-.590	2.244	.518	1.932
Correctness of Information	1.375	.821	.181	1.674	.097	-.253	3.003	.446	2.242
Appropriate amount of Information	-.055	.722	-.008	-.076	.939	-1.487	1.376	.499	2.003
Understandability of Information	1.541	.861	.174	1.791	.076	-.165	3.248	.556	1.797
Safety of Information	.098	.723	.014	.136	.892	-1.335	1.531	.504	1.983
Completeness of data	.090	.708	.012	.127	.899	-1.314	1.494	.566	1.765
Timeliness of Data	.780	.689	.107	1.131	.260	-.587	2.146	.585	1.709
Accuracy of Data	.880	.847	.107	1.039	.301	-.799	2.559	.497	2.012
Consistency of Data	.309	.850	.038	.363	.717	-1.376	1.993	.481	2.081
Information Quality Rating Based on Measurement of Information Systems	.622	.675	.088	.921	.359	-.716	1.959	.572	1.747

Source: Research Data (2020)

The relationship derived on the effect of information quality on service delivery of state corporations in Kenya is not statistically significant.

The regression equation derived was thus as follows:

$$\begin{aligned}
 \text{Service Delivery (Y)} = & 0.116\text{Usability of Information} + 0.181\text{Correctness of} \\
 & \text{Information} - 0.008 \text{Appropriate amount of Information} + 0.174\text{Understandability of} \\
 & \text{Information} + 0.014\text{Safety of Information} + 0.012\text{Completeness of data} + \\
 & 0.107\text{Timeliness of Data} + 0.107\text{Accuracy of Data} + 0.038\text{Consistency of Data} + \\
 & 0.088\text{Information Quality Rating Based on Measurement of Information Systems}
 \end{aligned}$$

The results of the beta coefficient showed that a unit increase in reliability of information will cause a 0.121 positive effect on service delivery ($\beta = 0.121$, $t = 1.294$, $P > 0.198$); a unit increase in usability of Information will cause a 0.116 positive effect on service delivery ($\beta = 0.116$, $t = 1.157$, $P > 0.250$); a unit increase in correctness of Information will cause a 0.181 positive effect on service delivery ($\beta = 0.181$, $t = 1.674$, $P > 0.097$); a unit increase in appropriate amount of information will cause a 0.008 negative effect on service delivery ($\beta = -0.008$, $t = -0.076$, $P > 0.939$); a unit increase in understandability of Information will cause a 0.174 positive effect on service delivery ($\beta = 0.174$, $t = 1.791$, $P > 0.076$); a unit increase in safety of Information will cause a 0.014 positive effect on service delivery ($\beta = 0.014$, $t = 0.136$, $P > 0.892$); a unit increase in completeness of data will cause a 0.012 positive effect on service delivery ($\beta = 0.012$, $t = 0.127$, $P > 0.899$); a unit increase in timeliness of data will cause a 0.107 positive effect on service delivery ($\beta = 0.107$, $t = 1.131$, $P > 0.260$); a unit increase in accuracy of data will cause a 0.107 positive effect on service delivery ($\beta = 0.107$, $t = 1.039$, $P > 0.301$); a unit increase in consistency of data will cause a 0.038 positive effect on service delivery ($\beta = 0.038$, $t = 0.363$, $P > 0.717$); and a unit increase in information quality rating based on measurement of information systems will cause a 0.088 positive effect on service delivery ($\beta = 0.088$, $t = 0.921$, $P > 0.359$).

Moreover, the effect of information quality on service delivery of state corporations in Kenya was statistically significant. This implies, overall, information quality is a moderate predictor of service delivery of state corporations in Kenya. The findings therefore confirm null hypothesis three (iii) that there is no significant effect of information quality on service delivery of state corporations in Kenya. The null hypothesis H_{O3} is therefore not rejected.

5.3.4 The Effect of IT Governance on the Relationship between Corporate IT Strategy and Service Delivery of State Corporations in Kenya

This subsection presents the results of the tests for the fourth hypothesis of the study which was formulated from the fourth research objective that sought to determine the effect of IT governance on the relationship between corporate IT strategy and service delivery of state corporations in Kenya. This objective was tested for through this hypothesis: Ho₄: Information technology governance has no significant moderating effect on the relationship between corporate IT strategy and service delivery of state corporations in Kenya. Overall composite service delivery index was derived from the four perspectives of: implementation of service delivery charter, application of service delivery innovations, resolution of customer complaints and customer satisfactory index that were used to measure service delivery as provided in the **Service Delivery Index Panel Data in Appendix IV**.

The analysis below presents the composite measurement models and indicator measurement models in testing effect of IT governance on the relationship between corporate IT strategy and service delivery of state corporations in Kenya.

Table 5.14: Variables Entered/Removed on the Effect of IT Governance on the Relationship between Corporate IT Strategy and Service Delivery of State Corporations in Kenya (Composite Measurement Models)

Variables Entered/Removed ^a			
Model	Variables Entered	Variables Removed	Method
1	CITS*ITG, Corporate IT Strategy, IT Governance ^b	NIL	Enter
a. Dependent Variable: Service Delivery			

b. All requested variables entered.

Source: Research Data (2020)

From the findings on table 5.14, the multiple regression model was the most suitable predictive model giving the inclusion of the product variable or moderator (Corporate IT strategy * IT governance). Further the model goodness of fit using the adjusted R² (coefficient of determinations) was done in the next table.

Table 5.15: Model Goodness of Fit on the Effect of IT Governance on the Relationship between Corporate IT Strategy and Service Delivery of State Corporations in Kenya (Composite Measurement Models)

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.821 ^a	.673	.665	2.44277

a. Predictors: (Constant), CITS*ITG, Corporate IT Strategy, IT Governance

Source: Research Data (2020)

As presented in Table 5.15, 66.5% (Adjusted R² = 0.665) of variations in service delivery is explained by variations in corporate IT strategy* IT governance.

Table 5.16 presents that the model is statistically significant in explaining the effect of IT governance on the relationship between corporate IT strategy and service delivery of state corporations in Kenya, $F(3, 116) = 79.712, P = 0.000 < 0.05$.

Table 5.16: Model Overall Significance (ANOVA^a) on the Effect of IT Governance on the Relationship between Corporate IT Strategy and Service Delivery of State Corporations in Kenya (Composite Measurement Models)

ANOVA ^a

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	1426.949	3	475.650	79.712	.000 ^b
	Residual	692.188	116	5.967		
	Total	2119.137	119			
a. Dependent Variable: Service Delivery						
b. Predictors: (Constant), CITS*ITG, Corporate IT Strategy, IT Governance						

Source: Research Data (2020)

As presented in Table 5.17, using standardized coefficients: corporate IT strategy has a strong positive effect on service delivery ($\beta = 0.015$, $t = 2.463$, $P < 0.05$); IT governance has a strong positive effect on service delivery ($\beta = 0.032$, $t = 2.174$, $P < 0.05$); corporate IT strategy* IT Governance has no significant effect on service delivery ($\beta = -0.656$, $t = -1.051$, $P > 0.005$).

Table 5.17: Regression Coefficients (Composite Measurement Models) on the Effect of IT Governance on the Relationship between Corporate IT Strategy and Service Delivery of State Corporations in Kenya Model Coefficients ^a

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	26.263	10.445		2.514	.013
	Corporate IT Strategy	8.746	3.551	.790	2.463	.015
	IT Governance	8.186	3.765	.797	2.174	.032
	CITS*ITG	-1.282	1.220	-.656	-1.051	.295
a. Dependent Variable: Service Delivery						

Source: Research Data (2020)

The relationship derived on the effect of IT governance on the relationship between

corporate IT strategy and service delivery of state corporations in Kenya is statistically significant. The regression equation derived was thus as follows:

$$\text{Service Delivery (Y)} = 0.790 \text{ Corporate IT strategy} + 0.797 \text{ IT Governance} - 0.656 \text{ Corporate IT Strategy} * \text{IT Governance}$$

The results of the beta coefficient (**Composite Measurement Models**) showed that a unit increase in corporate IT strategy will cause 0.790 positive effect on service delivery ($\beta=0.790$, $t=2.463$, $P<0.05$); a unit increase in IT governance will cause 0.797 positive effect on service delivery; Corporate IT Strategy* IT governance will cause a -0.656 negative effect on service delivery ($\beta=-0.656$, $t=-0.051$, $P>0.05$) thus the product of Corporate IT strategy and IT governance is significant thus cannot be used in the regression equation .

Therefore, the effect of IT governance on the relationship between corporate IT strategy and service delivery of state corporations in Kenya was statistically significant. **From the composite measurement model implies**, IT governance is moderating predictor on the relationship between corporate IT strategy and service delivery of state corporations in Kenya. The finding therefore fails to reject null hypothesis H_{04} that there is no significant effect of IT governance on the relationship between corporate IT strategy and service delivery of state corporations in Kenya. The null hypothesis H_{04} is therefore rejected.

Further indicator measurement model was used in testing effect of IT governance on the relationship between corporate IT strategy and service delivery of state corporations in Kenya since most of the coefficients in the composite measurement model were insignificant. This is because the independent and the moderator variable are not single-

indicator variables where the variable is set to be equal to its single indicator.

Table 5.18: Variables Entered/Removed on the Effect of IT Governance on the Relationship between Corporate IT Strategy and Service Delivery of State Corporations in Kenya (Indicator Measurement Model)

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.659 ^a	.434	.429	3.18807
2	.768 ^b	.591	.584	2.72325
3	.800 ^c	.640	.631	2.56309
4	.817 ^d	.667	.655	2.47793
5	.832 ^e	.692	.679	2.39143
6	.845 ^f	.713	.698	2.31831
a. Predictors: (Constant), Corporate IT Target* ITG Level of Implementation				
b. Predictors: (Constant), Corporate IT Target* ITG Level of Implementation, Monitoring and Evaluation of ITG Framework				
c. Predictors: (Constant), Corporate IT Target* ITG Level of Implementation, Monitoring and Evaluation of ITG Framework, Existence of Corporate IT Strategy				
d. Predictors: (Constant), Corporate IT Target* ITG Level of Implementation, Monitoring and Evaluation of ITG Framework, Existence of Corporate IT Strategy, Information Technology Governance on Resource Capability/Use				
e. Predictors: (Constant), Corporate IT Target* ITG Level of Implementation, Monitoring and Evaluation of ITG Framework, Existence of Corporate IT Strategy, Information Technology Governance on Resource Capability/Use, Level of implementation of Corporate IT strategy				
f. Predictors: (Constant), Corporate IT Target* ITG Level of Implementation, Monitoring and Evaluation of ITG Framework, Existence of Corporate IT Strategy, Information Technology Governance on Resource Capability/Use, Level of implementation of Corporate IT strategy, Level of Cascading of Corporate IT Strategy				

Source: Research Data (2020)

From the results in Table 5.18, the adjusted R² also keeps on improving from 0.429 to 0.698. Although all models are significant, the stepwise model number six is a good predictor of the effect of IT governance on the relationship between corporate IT strategy and service delivery of state corporations in Kenya. As presented in Table 5.15, 69.8% (Adjusted R² = 0.698) of variations in service delivery is explained by variations in corporate IT Target* ITG level of implementation, monitoring and evaluation of ITG framework, existence of corporate IT strategy, information technology governance on resource capability/use, level of implementation of corporate IT strategy, level of cascading of corporate IT strategy.

Table 5.19 presents that the model is statistically significant in explaining the effect of IT governance on the relationship between corporate IT strategy and service delivery of state corporations in Kenya, $F(6, 113) = 46.875, P < 0.000^g$.

Table 5.19: Model Overall Significance (ANOVA^a) on the Effect of IT Governance on the Relationship between Corporate IT Strategy and Service Delivery of State Corporations in Kenya (Indicator Measurement Model)

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	919.600	1	919.600	90.478	.000 ^b
	Residual	1199.326	118	10.164		
	Total	2118.926	119			
2	Regression	1251.245	2	625.622	84.360	.000 ^c
	Residual	867.681	117	7.416		
	Total	2118.926	119			
3	Regression	1356.874	3	452.291	68.848	.000 ^d
	Residual	762.053	116	6.569		
	Total	2118.926	119			
4	Regression	1412.813	4	353.203	57.524	.000 ^e
	Residual	706.113	115	6.140		
	Total	2118.926	119			
5	Regression	1466.965	5	293.393	51.302	.000 ^f
	Residual	651.961	114	5.719		
	Total	2118.926	119			
6	Regression	1511.602	6	251.934	46.875	.000 ^g
	Residual	607.324	113	5.375		
	Total	2118.926	119			
a. Dependent Variable: Service Delivery						
b. Predictors: (Constant), Corporate IT Target* ITG Level of Implementation						
c. Predictors: (Constant), Corporate IT Target* ITG Level of Implementation, Monitoring and Evaluation of ITG Framework						
d. Predictors: (Constant), Corporate IT Target* ITG Level of Implementation, Monitoring and Evaluation of ITG Framework, Existence of Corporate IT Strategy						
e. Predictors: (Constant), Corporate IT Target* ITG Level of Implementation, Monitoring and Evaluation of ITG Framework, Existence of Corporate IT Strategy, Information Technology Governance on Resource Capability/Use						
f. Predictors: (Constant), Corporate IT Target* ITG Level of Implementation, Monitoring and Evaluation of ITG Framework, Existence of Corporate IT Strategy, Information Technology Governance on Resource Capability/Use, Level of implementation of Corporate IT strategy						
g. Predictors: (Constant), Corporate IT Target* ITG Level of Implementation, Monitoring and Evaluation of ITG Framework, Existence of Corporate IT Strategy, Information Technology Governance on Resource Capability/Use, Level of implementation of Corporate IT strategy, Level of Cascading of Corporate IT Strategy						

Source: Research Data (2020)

From the results in Table 5.19, it can be observed that as one moves from stepwise model number one to six, the standard error of the estimate keeps decreasing from 919.600 to 251.934 as so does the F values from 90.478 to 46.875.

As presented in Table 5.20, using standardized coefficients for **indicator measurement model**: corporate IT target* ITG level of implementation has a strong positive effect on service delivery ($\beta= 0.228$, $t= 3.465$, $P<0.001$); monitoring and evaluation of ITG framework has a strong positive effect on service delivery ($\beta= 0.286$, $t= 4.709$, $P<0.000$); existence of corporate IT strategy has a strong positive effect on service delivery ($\beta= 0.149$, $t= 2.506$, $P<0.014$); information technology governance on resource capability/use has a strong positive effect on service delivery ($\beta= 0.186$, $t= 3.123$, $P<0.002$); level of implementation of corporate IT strategy has a strong positive effect on service delivery ($\beta= 0.183$, $t= 3.087$, $P<0.003$); and level of cascading of corporate IT strategy has a strong positive effect on service delivery ($\beta= 0.170$, $t= 2.882$, $P<0.005$).

Table 5.20: Regression Coefficients on the Effect of IT Governance on the Relationship between Corporate IT Strategy and Service Delivery of State Corporations in Kenya Model Coefficients ^a

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	57.323	.881		65.042	.000
	Corporate IT Target* ITG Level of Implementation	.865	.091	.659	9.512	.000
2	(Constant)	50.312	1.291		38.980	.000
	Corporate IT Target* ITG Level of Implementation	.605	.087	.461	6.974	.000
	Monitoring and Evaluation of ITG Framework	3.212	.480	.442	6.687	.000
3	(Constant)	46.361	1.564		29.640	.000
	Corporate IT Target* ITG Level of Implementation	.502	.086	.382	5.860	.000
	Monitoring and Evaluation of ITG Framework	2.853	.461	.393	6.189	.000
	Existence of Corporate IT Strategy	1.866	.465	.249	4.010	.000
4	(Constant)	44.785	1.600		27.995	.000
	Corporate IT Target* ITG Level of Implementation	.429	.086	.327	4.975	.000
	Monitoring and Evaluation of ITG Framework	2.512	.460	.346	5.466	.000
	Existence of Corporate IT Strategy	1.670	.455	.223	3.673	.000
	Information Technology Governance on Resource Capability/Use	1.313	.435	.192	3.018	.003
5	(Constant)	42.967	1.653		25.992	.000
	Corporate IT Target* ITG Level of Implementation	.362	.086	.276	4.204	.000
	Monitoring and Evaluation of ITG Framework	2.288	.450	.315	5.089	.000
	Existence of Corporate IT Strategy	1.320	.453	.176	2.912	.004
	Information Technology Governance on Resource Capability/Use	1.330	.420	.194	3.167	.002
	Level of implementation of Corporate IT strategy	1.412	.459	.188	3.077	.003
6	(Constant)	41.166	1.720		23.932	.000
	Corporate IT Target* ITG Level of Implementation	.299	.086	.228	3.465	.001
	Monitoring and Evaluation of ITG Framework	2.080	.442	.286	4.709	.000
	Existence of Corporate IT Strategy	1.115	.445	.149	2.506	.014
	Information Technology Governance on Resource Capability/Use	1.273	.408	.186	3.123	.002
	Level of implementation of Corporate IT strategy	1.374	.445	.183	3.087	.003
	Level of Cascading of Corporate IT Strategy	1.341	.465	.170	2.882	.005

a. Dependent Variable: Service Delivery

Source: Research Data (2020)

The relationship derived from **indicator measurement model** on the effect of IT governance on the relationship between corporate IT strategy and service delivery of state corporations in Kenya is statistically significant. The regression equation derived was thus as follows:

Service Delivery (Y) = 0.228 Corporate IT Target* ITG Level of Implementation + 0.286 Monitoring and Evaluation of ITG Framework + 0.149 Existence of Corporate IT Strategy + 0.186 Information Technology Governance on Resource Capability/Use + 0.183 Level of implementation of Corporate IT Strategy + 0.170 Level of Cascading of Corporate IT Strategy

The results of the beta coefficient from **indicator measurement model** showed that: a unit increase in corporate IT target* ITG level of implementation will cause a 0.228 positive effect on service delivery ($\beta = 0.228$, $t = 3.465$, $P < 0.001$); a unit increase in monitoring and evaluation of ITG framework will cause a 0.286 positive effect on service delivery ($\beta = 0.286$, $t = 4.709$, $P < 0.000$); a unit increase in existence of corporate IT strategy will cause a 0.149 positive effect on service delivery ($\beta = 0.149$, $t = 2.506$, $P < 0.014$); a unit increase in information technology governance on resource capability/use will cause a 0.186 positive effect on service delivery ($\beta = 0.186$, $t = 3.123$, $P < 0.002$); a unit increase in level of implementation of corporate IT strategy will cause a 0.183 positive effect on service delivery ($\beta = 0.183$, $t = 3.087$, $P < 0.003$); and a unit increase in level of cascading of corporate IT strategy will cause a 0.170 positive effect on service delivery ($\beta = 0.170$, $t = 2.882$, $P < 0.005$).

Moreover, the effect of IT governance on the relationship between corporate IT strategy and service delivery of state corporations in Kenya was statistically significant. This implies, overall, IT governance is a good moderating predictor on the relationship between corporate IT strategy and service delivery of state corporations in Kenya. The findings therefore reject null hypothesis H_{04} that there is no significant effect of IT governance on the relationship between corporate IT strategy and service delivery of state corporations in Kenya. The null hypothesis H_{04} is therefore rejected.

5.3.5 The Effect of Information Quality on the Relationship between Corporate IT Strategy and Service Delivery of State Corporations in Kenya

This subsection presents the results of the test for the fifth hypothesis of the study which was formulated from the fifth research objective that sought to establish the effect of information quality on the relationship between corporate IT strategy and service delivery of state corporations in Kenya. This objective was tested for through this hypothesis: Ho₅: Information quality has no significant moderating effect on the relationship between Corporate IT strategy and service delivery of state corporations in Kenya. Overall composite service delivery index was derived from the four perspectives of service delivery: implementation of service delivery charter, application of service delivery innovations, resolution of customer complaints and customer satisfactory index that were used to measure service delivery as provided in the Service Delivery Index Panel Data in Appendix IV; the relevant results are presented in section 5.18.

The analysis below presents the composite measurement models and indicator measurement models in testing effect of information quality on the relationship between corporate IT strategy and service delivery of state corporations in Kenya.

Table 5.21: Variables Entered/Removed on the Effect of Information Quality on the Relationship between Corporate IT Strategy and Service Delivery of State Corporations in Kenya (Composite Measurement Models)

Variables Entered/Removed ^a			
Model	Variables Entered	Variables Removed	Method
1	CITS*IQ, Corporate IT Strategy, Information Quality ^b		.Enter
a. Dependent Variable: Service Delivery			
b. All requested variables entered.			

Source: Research Data (2020)

From the findings on table 5.21, average of information quality was included in the multiple linear regression analysis testing the effect of corporate IT strategy on service delivery of state corporations in Kenya. Further the model of goodness of fit using the adjusted R² (coefficient of determinations) done in the next table.

Table 5.22: Model Goodness of Fit on Effect of Information Quality on the Relationship between Corporate IT Strategy and Service Delivery of State Corporations in Kenya (Composite Measurement Models)

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.810 ^a	.656	.647	2.50840

a. Predictors: (Constant), CITS*IQ, Corporate IT Strategy, Information Quality

Source: Research Data (2020)

As presented in Table 5.222; 64.7% (Adjusted R² = 0.647) of variations in the overall service delivery are explained by effect of information quality on the relationship between corporate IT strategy and service delivery of state corporations in Kenya.

Table 5.23 presents that the model is statistically significant in explaining the effect of information quality on the relationship between corporate IT strategy and service delivery of state corporations in Kenya, F (3, 119) =73.598, P=0.000^b<0.05)

Table 5.23: Model Overall Significance (ANOVA^a) on Effect of Information Quality on the Relationship between Corporate IT Strategy and Service Delivery of State Corporations in Kenya (Composite Measurement Models)

ANOVA ^a						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	1389.256	3	463.085	73.598	.000 ^b
	Residual	729.881	116	6.292		
	Total	2119.137	119			

a. Dependent Variable: Service Delivery
b. Predictors: (Constant), CITS*IQ, Corporate IT Strategy, Information Quality

Source: Research Data (2020)

As presented in Table 5.24, using standardized coefficients: Corporate IT strategy has a strong positive effect on service delivery ($\beta = 1.550$, $t = 4.336$, $P < 0.05$); Information quality has a strong positive effect on the relationship between corporate IT strategy and service delivery ($\beta = 1.348$, $t = 3.404$, $P < 0.05$); Corporate IT strategy* Information quality has a weak negative effect on service delivery ($\beta = -1.832$, $t = -2.738$, $P < 0.05$).

Table 5.24: Regression Coefficients (Composite Measurement Models) of the Effect of Information Quality on the Relationship between Corporate IT Strategy and Service Delivery of State Corporations in Kenya Model coefficients ^a

Model		Coefficients ^a				
		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	4.197	11.950		.351	.726
	Corporate IT Strategy	17.150	3.955	1.550	4.336	.000
	Information Quality	14.717	4.323	1.348	3.404	.001
	CITS*IQ	-3.802	1.389	-1.832	-2.738	.007

a. Dependent Variable: Service Delivery

Source: Research Data (2020)

The relationship derived on the effect of information quality on the relationship between Corporate IT strategy and service delivery of state corporations in Kenya is statistically significant. The regression equation derived was thus as follows:

$$\text{Service Delivery (Y)} = 1.550\text{Corporate IT Strategy} + 1.348\text{IT Governance} - 1.832\text{Corporate IT Strategy*Information Quality.}$$

The results of the beta coefficient showed that a unit increase in corporate IT strategy will cause 1.550 positive effect on service delivery ($\beta = 1.550$, $t = 4.336$, $P < 0.05$); a unit increase in IT governance will cause 1.348 positive effect on the relationship between corporate IT strategy and service delivery ($\beta = 1.348$, $t = 3.404$, $P < 0.05$). A unit increase

between corporate IT strategy* information quality will cause a -1.832 negative effect on the relationship between corporate IT strategy and service delivery ($\beta = -1.832$, $t = -2.738$, $P < 0.05$).

Therefore, the effect of information quality on the relationship between corporate IT strategy and service delivery of state corporations in Kenya was statistically significant.

From the composite measurement model implies, this implies, overall, information quality is a good moderating predictor on the relationship between corporate IT strategy and service delivery of state corporations in Kenya. The findings therefore reject the null hypothesis H_{05} that there is no significant effect of information quality on the relationship between corporate IT strategy and service delivery of state corporations in Kenya. The null hypothesis H_{05} is therefore rejected.

Table 5.25: Variables Entered/Removed on the Effect of Information Quality on the Relationship between Corporate IT Strategy and Service Delivery of State Corporations in Kenya (Indicator Measurement Models)

Model	Variables Entered	Method
1	Configuration of IT Resources/Skills*Correctness of Information	Stepwise (Criteria: Probability-of-F-to-enter $\leq .050$, Probability-of-F-to-remove $\geq .100$).
2	Corporate IT Targets	Stepwise (Criteria: Probability-of-F-to-enter $\leq .050$, Probability-of-F-to-remove $\geq .100$).
3	Level of Cascading of Corporate IT Strategy	Stepwise (Criteria: Probability-of-F-to-enter $\leq .050$, Probability-of-F-to-remove $\geq .100$).
4	Level of implementation of Corporate IT strategy	Stepwise (Criteria: Probability-of-F-to-enter $\leq .050$, Probability-of-F-to-remove $\geq .100$).
5	Existence of Corporate IT Strategy	Stepwise (Criteria: Probability-of-F-to-enter $\leq .050$, Probability-of-F-to-remove $\geq .100$).
6	Completeness of data	Stepwise (Criteria: Probability-of-F-to-enter $\leq .050$, Probability-of-F-to-remove $\geq .100$).
7	Correctness of Information	Stepwise (Criteria: Probability-of-F-to-enter $\leq .050$, Probability-of-F-to-remove $\geq .100$).

Source: Research Data (2020)

From the findings on table 5.26, the seventh stepwise regression model is the best predicting regression analysis model on testing the effect of information quality on the relationship between Corporate IT strategy and service delivery of state corporations in Kenya. Further the model goodness of fit using the adjusted R² (coefficient of determinations) done in the next table.

Table 5.26: Model Goodness of Fit on Effect of Information Quality on the Relationship between Corporate IT Strategy and Service Delivery of State Corporations in Kenya (Indicator Measurement Models)

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.658 ^a	.433	.428	3.19163	
2	.749 ^b	.561	.554	2.81892	
3	.787 ^c	.620	.610	2.63577	
4	.812 ^d	.659	.647	2.50786	
5	.823 ^e	.678	.663	2.44807	
6	.831 ^f	.691	.674	2.40906	
7	.837 ^g	.701	.682	2.37834	1.820
a. Predictors: (Constant), Configuration of IT Resources/Skills*Correctness of Information					
b. Predictors: (Constant), Configuration of IT Resources/Skills*Correctness of Information, Corporate IT Targets					
c. Predictors: (Constant), Configuration of IT Resources/Skills*Correctness of Information, Corporate IT Targets, Level of Cascading of Corporate IT Strategy					
d. Predictors: (Constant), Configuration of IT Resources/Skills*Correctness of Information, Corporate IT Targets, Level of Cascading of Corporate IT Strategy, Level of implementation of Corporate IT strategy					
e. Predictors: (Constant), Configuration of IT Resources/Skills*Correctness of Information, Corporate IT Targets, Level of Cascading of Corporate IT Strategy, Level of implementation of Corporate IT strategy, Existence of Corporate IT Strategy					
f. Predictors: (Constant), Configuration of IT Resources/Skills*Correctness of Information, Corporate IT Targets, Level of Cascading of Corporate IT Strategy, Level of implementation of Corporate IT strategy, Existence of Corporate IT Strategy, Completeness of data					
g. Predictors: (Constant), Configuration of IT Resources/Skills*Correctness of Information, Corporate IT Targets, Level of Cascading of Corporate IT Strategy, Level of implementation of Corporate IT strategy, Existence of Corporate IT Strategy, Completeness of data, Correctness of Information					
h. Dependent Variable: Service Delivery					

Source: Research Data (2020)

From the results in Table 5.26, the adjusted R^2 also keeps on improving from 0.428 to 0.682. Although all models are significant, the stepwise model number seven is a good predictor of the effect of information quality on the relationship between Corporate IT strategy and service delivery of state corporations in Kenya.

As presented in Table 5.20; 68.2% (Adjusted $R^2 = 0.682$) of variations in the overall service delivery are explained by effect of information quality on the relationship between corporate IT strategy and service delivery of state corporations in Kenya.

Table 5.20 presents that the model is statistically significant in explaining the effect of information quality on the relationship between corporate IT strategy and service delivery of state corporations in Kenya, $F(7, 112) = 37.514$, $P = 0.000^h < 0.05$

Table 5.27: Model Overall Significance (ANOVA^a) on Effect of Information Quality on the Relationship between Corporate IT Strategy and Service Delivery of State Corporations in Kenya (Indicator Measurement Models)

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	916.921	1	916.921	90.013	.000 ^b
	Residual	1202.005	118	10.186		
	Total	2118.926	119			
2	Regression	1189.208	2	594.604	74.828	.000 ^c
	Residual	929.718	117	7.946		
	Total	2118.926	119			
3	Regression	1313.039	3	437.680	63.000	.000 ^d
	Residual	805.887	116	6.947		
	Total	2118.926	119			
4	Regression	1395.648	4	348.912	55.476	.000 ^e
	Residual	723.278	115	6.289		
	Total	2118.926	119			
5	Regression	1435.719	5	287.144	47.913	.000 ^f
	Residual	683.207	114	5.993		
	Total	2118.926	119			
6	Regression	1463.123	6	243.854	42.018	.000 ^g
	Residual	655.803	113	5.804		
	Total	2118.926	119			
7	Regression	1485.396	7	212.199	37.514	.000 ^h
	Residual	633.530	112	5.657		
	Total	2118.926	119			
a. Dependent Variable: Service Delivery						
b. Predictors: (Constant), Configuration of IT Resources/Skills*Correctness of Information						
c. Predictors: (Constant), Configuration of IT Resources/Skills*Correctness of Information, Corporate IT Targets						
d. Predictors: (Constant), Configuration of IT Resources/Skills*Correctness of Information, Corporate IT Targets, Level of Cascading of Corporate IT Strategy						
e. Predictors: (Constant), Configuration of IT Resources/Skills*Correctness of Information, Corporate IT Targets, Level of Cascading of Corporate IT Strategy, Level of implementation of Corporate IT strategy						
f. Predictors: (Constant), Configuration of IT Resources/Skills*Correctness of Information, Corporate IT Targets, Level of Cascading of Corporate IT Strategy, Level of implementation of Corporate IT strategy, Existence of Corporate IT Strategy						
g. Predictors: (Constant), Configuration of IT Resources/Skills*Correctness of Information, Corporate IT Targets, Level of Cascading of Corporate IT Strategy, Level of implementation of Corporate IT strategy, Existence of Corporate IT Strategy, Completeness of data						
h. Predictors: (Constant), Configuration of IT Resources/Skills*Correctness of Information, Corporate IT Targets, Level of Cascading of Corporate IT Strategy, Level of implementation of Corporate IT strategy, Existence of Corporate IT Strategy, Completeness of data, Correctness of Information						

Source: Research Data (2020) from the results in Table 5.27, it can be observed that as one moves from stepwise model number one to seven, the standard error of the estimate keeps decreasing from 916.921 to

212.199 So does the F (7, 112) values from 90.013 to 37.514.

As presented in Table 5.28, using standardized coefficients: configuration of IT resources/skills*correctness of information has a strong positive effect on the relationship between corporate IT strategy and service delivery ($\beta= 0.547$, $t= 2.8575.282$, $P<0.000$); corporate IT targets has a strong positive effect on the relationship between corporate IT strategy and service delivery ($\beta= 0.184$, $t= 2.8573.031$, $P<0.003$); level of cascading of corporate IT strategy has a strong positive effect on the relationship between corporate IT strategy and service delivery ($\beta= 0.197$, $t= 2.8573.314$, $P<0.001$); level of implementation of corporate IT strategy has a strong positive effect on the relationship between corporate IT strategy and service delivery ($\beta= 0.202$, $t= 2.8573.311$, $P<0.001$); existence of corporate IT strategy has a strong positive effect on the relationship between corporate IT strategy and service delivery ($\beta= 0.132$, $t= 2.8572.096$, $P<0.038$); completeness of data has a strong positive effect on the relationship between corporate IT strategy and service delivery ($\beta= 0.169$, $t= 2.8572.798$, $P<0.006$); and correctness of information has a strong negative effect on the relationship between corporate IT strategy and service delivery ($\beta= -0.208$, $t= 2.857$, $P<0.050$).

Further indicator measurement model was used in testing effect of information quality on the relationship between corporate IT strategy and service delivery of state corporations in Kenya since most of the coefficients in the composite measurement model were insignificant. This is because the independent and the moderator variable are not single-indicator variables where the variable is set to be equal to its single indicator.

Table 5.28: Regression Coefficients(Indicator Measurement Model) of the Effect of Information Quality on the Relationship between Corporate IT Strategy and Service Delivery of State Corporations in Kenya Model coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B		Collinearity Statistics	
		B	Std. Error				Lower Bound	Upper Bound	Tolerance	VIF
1	(Constant)	56.795	.936		60.668	.000	54.941	58.649		
	Configuration of IT Resources/Skills*Correctness of Information	.947	.100	.658	9.488	.000	.749	1.144	1.000	1.000
2	(Constant)	51.087	1.278		39.960	.000	48.555	53.619		
	Configuration of IT Resources/Skills*Correctness of Information	.807	.091	.561	8.843	.000	.626	.988	.932	1.073
	Corporate IT Targets	2.300	.393	.371	5.854	.000	1.522	3.078	.932	1.073
3	(Constant)	47.258	1.500		31.495	.000	44.286	50.230		
	Configuration of IT Resources/Skills*Correctness of Information	.695	.089	.483	7.768	.000	.517	.872	.849	1.178
	Corporate IT Targets	1.843	.383	.298	4.813	.000	1.084	2.601	.858	1.166
	Level of Cascading of Corporate IT Strategy	2.127	.504	.270	4.222	.000	1.129	3.124	.800	1.249
4	(Constant)	44.772	1.584		28.268	.000	41.635	47.910		
	Configuration of IT Resources/Skills*Correctness of Information	.612	.088	.425	6.945	.000	.437	.786	.792	1.263
	Corporate IT Targets	1.420	.383	.229	3.711	.000	.662	2.177	.778	1.286
	Level of Cascading of Corporate IT Strategy	1.953	.482	.248	4.054	.000	.999	2.907	.792	1.262
	Level of implementation of Corporate IT strategy	1.702	.470	.227	3.624	.000	.772	2.632	.757	1.320
5	(Constant)	43.294	1.648		26.263	.000	40.028	46.559		
	Configuration of IT Resources/Skills*Correctness of Information	.582	.087	.404	6.709	.000	.410	.754	.778	1.285
	Corporate IT Targets	1.154	.387	.186	2.978	.004	.386	1.921	.723	1.383
	Level of Cascading of Corporate IT Strategy	1.744	.477	.222	3.655	.000	.799	2.689	.770	1.299
	Level of implementation of Corporate IT strategy	1.441	.469	.192	3.070	.003	.511	2.371	.722	1.384
	Existence of Corporate IT Strategy	1.232	.476	.164	2.586	.011	.288	2.176	.700	1.429
6	(Constant)	41.645	1.791		23.254	.000	38.097	45.193		
	Configuration of IT Resources/Skills*Correctness of Information	.545	.087	.379	6.267	.000	.373	.718	.749	1.336
	Corporate IT Targets	1.142	.381	.184	2.996	.003	.387	1.897	.723	1.384
	Level of Cascading of Corporate IT Strategy	1.641	.472	.208	3.478	.001	.706	2.576	.762	1.312

	Level of implementation of Corporate IT strategy	1.496	.463	.199	3.233	.002	.579	2.412	.720	1.388	
	Existence of Corporate IT Strategy	1.047	.476	.140	2.198	.030	.103	1.991	.678	1.476	
	Completeness of data	.904	.416	.123	2.173	.032	.080	1.729	.860	1.162	
	(Constant)	43.59	2.02		21.57	.00	39.58	47.59			
7	Configuration of IT Resources/Skills*Correctness of Information	.787	.149	.547	5.282	.000	.492	1.082	.249	4.014	
	Corporate IT Targets	1.141	.376	.184	3.031	.003	.395	1.886	.723	1.38	
	Level of Cascading of Corporate IT Strategy	1.551	.468	.197	3.314	.001	.624	2.479	.755	1.325	
	Level of implementation of Corporate IT strategy	1.512	.457	.202	3.311	.001	.607	2.417	.720	1.389	
	Existence of Corporate IT Strategy	.988	.471	.132	2.096	.038	.054	1.922	.675	1.482	
	Completeness of data	1.247	.446	.169	2.798	.006	.364	2.130	.731	1.368	
	Correctness of Information	-1.577	.795	-0.208	-1.984	.050	-3.153	-0.002	.243	4.111	
	a. Dependent Variable: Service Delivery										

Source: Research Data (2020)

The relationship derived from **indicator measurement model** on the effect of information quality on the relationship between Corporate IT strategy and service delivery of state corporations in Kenya is statistically significant.

The regression equation derived was thus as follows:

$$\text{Service Delivery (Y)} = 0.547 \text{ Configuration of IT Resources/Skills*Correctness of Information} + 0.184 \text{ Corporate IT Targets} + 0.197 \text{ Level of Cascading of Corporate IT Strategy} + 0.202 \text{ Level of implementation of Corporate IT strategy} + 0.132 \text{ Existence of Corporate IT Strategy} + 0.169 \text{ Completeness of data} - 0.208 \text{ Correctness of Information}$$

The results of the beta coefficient from **indicator measurement model** showed that: a unit increase in configuration of IT resources/skills*correctness of information will cause a 0.547 positive effect on the relationship between corporate IT strategy and service delivery ($\beta=0.547$, $t= 2.8575.282$, $P<0.05$); a unit increase in corporate IT targets will cause a 0.184 positive effect on the relationship between corporate IT strategy and service delivery ($\beta=0.184$, $t= 2.8573.031$, $P<0.05$); a unit increase in level of cascading of corporate IT strategy will cause a 0.197 positive effect on the relationship between corporate IT strategy and

service delivery ($\beta = 0.197$, $t = 2.8573.314$, $P < 0.05$); a unit increase in level of implementation of corporate IT strategy will cause a 0.202 positive effect on the relationship between corporate IT strategy and service delivery ($\beta = 0.202$, $t = 2.8573.311$, $P < 0.05$); a unit increase in existence of corporate IT strategy will cause a 0.132 positive effect on the relationship between corporate IT strategy and service delivery ($\beta = 0.132$, $t = 2.8572.096$, $P < 0.05$); a unit increase in completeness of data will cause a 0.169 positive effect on the relationship between corporate IT strategy and service delivery ($\beta = 0.169$, $t = 2.8572.798$, $P < 0.05$); and a unit increase in correctness of information will cause a -0.208 negative effect on the relationship between corporate IT strategy and service delivery ($\beta = -0.208$, $t = 2.857$, $P < 0.05$).

Moreover, the effect of information quality on the relationship between corporate IT strategy and service delivery of state corporations in Kenya was statistically significant. **From indicator measurement model**, this implies, overall, information quality is a good moderating predictor on the relationship between corporate IT strategy and service delivery of state corporations in Kenya. The findings therefore reject null hypothesis five (v) that there is no effect of information quality on the relationship between corporate IT strategy and service delivery of state corporations in Kenya. The null hypothesis H_{05} is therefore rejected.

5.3.6 The Joint Effect of Corporate IT Strategy, IT Governance and Information Quality on Service Delivery of State Corporations in Kenya

This subsection presents the results of the tests for the sixth hypothesis of the study which was formulated from the sixth research objective that sought to determine the joint effect

of corporate IT strategy, IT governance and information quality on service delivery of state corporations in Kenya. This objective was tested for through this hypothesis: Ho₆: There is no joint significant of corporate IT strategy, IT governance and information quality on service delivery of state corporations in Kenya. Overall composite service delivery index was derived from the four perspectives of service delivery: implementation of service delivery charter, application of service delivery innovations, resolution of customer complaints and customer satisfactory index that were used to measure service delivery as provided in the Service Delivery Index Panel Data in Appendix IV.

Table 5.29: Variables Entered/Removed on the Joint Effect of Corporate IT Strategy, IT Governance and Information Quality on Service Delivery of State Corporations in Kenya (Composite Measurement Models)

Variables Entered/Removed ^a			
Model	Variables Entered	Variables Removed	Method
1	IT Governance, Information Quality, Corporate IT Strategy ^b	NIL.	Enter
a. Dependent Variable: Service Delivery			
b. All requested variables entered.			

Source: Research Data (2020)

From the findings on table 5.22, using multiple regression analysis all the indicators of corporate IT strategy, ITG and information quality were all included in the model predicting the service delivery of state corporations in Kenya. Further the model goodness of fit using the adjusted R² (coefficient of determinations) done in the next table.

Table 5.30: Model Goodness of Fit on Joint Effect of Corporate IT Strategy, IT Governance and Information Quality on Service Delivery of State Corporations in Kenya (Composite Measurement Models).

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.827 ^a	.684	.676	2.40257
a. Predictors: (Constant), IT Governance, Information Quality, Corporate IT Strategy				

Source: Research Data (2020)

As presented in table 5.23 above, 67.6% (Adjusted R² = 0.676) of variations in the service delivery are explained jointly by corporate IT strategy, IT governance and information quality.

Table 5.31 presents that the model is statistically significant in explaining the joint effect of corporate IT strategy, IT governance and information quality on service delivery of state corporations in Kenya, F (3, 116) = 83.707, P<0.05).

Table 5.31: Model Overall Significance (ANOVA^a) on Joint Effect of Corporate IT Strategy, IT Governance and Information Quality on Service Delivery of State Corporations in Kenya (Composite Measurement Models)

ANOVA ^a						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	1449.546	3	483.182	83.707	.000 ^b
	Residual	669.591	116	5.772		
	Total	2119.137	119			
a. Dependent Variable: Service Delivery						
b. Predictors: (Constant), IT Governance, Information Quality, Corporate IT Strategy						

Source: Research Data (2020)

As presented in Table 5.32, using standardized coefficients: corporate IT strategy have a positive effect on joint effect of IT governance and information quality on service delivery ($\beta = 0.412$, $t = 5.249$, $P < 0.05$); IT Governance has a positive effect on joint effect of corporate IT strategy and information quality on service delivery ($\beta = 0.162$, $t = 2.249$, $P < 0.05$); information quality has a positive effect on joint effect of corporate IT strategy

and IT governance on service delivery ($\beta= 0.350$, $t= 4.314$, $P<0.05$).

Table 5.32: Regression Coefficients (Composite Measurement Models) of the Joint Effect of Corporate IT Strategy, IT Governance and Information Quality on Service Delivery of State Corporations in Kenya Model coefficients ^a

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	35.555	1.936		18.367	.000
	Corporate IT Strategy	4.557	.868	.412	5.249	.000
	Information Quality	1.772	.788	.162	2.249	.026
	IT Governance	3.601	.835	.350	4.314	.000
a. Dependent Variable: Service Delivery						

The relationship derived on the joint effect of corporate IT strategy, IT governance and information quality on service delivery of state corporations in Kenya is statistically significant. The regression equation derived was thus as follows:

$$\text{Service Delivery (Y)} = 0.412 \text{ Corporate IT Strategy} + 0.162 \text{ IT Governance} + 0.350 \text{ Information Quality}$$

The results of the beta coefficient showed that a unit increase in corporate IT strategy will cause 0.412 positive effect on service delivery ($\beta= 0.412$, $t= 5.249$, $P<0.05$); a unit increase in IT governance will cause 0.162 positive effect on service delivery ($\beta= 0.412$, $t= 2.249$, $P<0.05$). A unit increase in information quality will cause a 0.350 effect on service delivery ($\beta= 0.350$, $t= 4.314$, $P<0.05$).

Moreover, the joint effect of corporate IT strategy, IT governance and information quality

on service delivery of state corporations in Kenya was statistically significant. This implies, overall, corporate IT strategy, IT governance and information quality are good predictors of service delivery of state corporations in Kenya. The findings therefore rejects null hypothesis H_{06} that there is no significant joint effect of corporate IT strategy, IT governance and information quality on service delivery of state corporations in Kenya. The null hypothesis H_{06} is therefore rejected.

Further indicator measurement model was used in testing the joint effect of corporate IT strategy, IT governance and information quality on service delivery of state corporations in Kenya since most of the coefficients in the composite measurement model were insignificant. This is because the independent and the moderator variable are not single-indicator variables where the variable is set to be equal to its single indicator.

Table 5.33: Variables Entered/Removed on the Joint Effect of Corporate IT Strategy, IT Governance and Information Quality on Service Delivery of State Corporations in Kenya (indicator measurement model)

Model	Variables Entered	Method
1	Information Technology Governance on Resource Capability/Use, Timeliness of Data, Corporate IT Annual Implementation Plans, Corporate IT Targets, Enforcement of ITG Framework, Understandability of Information, Top Management Leadership, Consistency of Data, Implementation of IT Risk Management Framework, Corporate IT Strategy Vertical Integration, Completeness of data, Corporate IT Target Improvements, IT risk management framework, Corporate IT Objectives, IT Governance level of Implementation, Corporate IT Strategy Cross Functional Alignment, Usability of Information, Existence of Corporate IT Strategy, Appropriate amount of Information, Level of Cascading of Corporate IT Strategy, Effective Communication of the Corporate IT Strategy, Safety of Information, Reliability of information, IT Governance Framework, Monitoring and Evaluation of ITG Framework, Level of implementation of Corporate IT strategy, Configuration of IT Resources and Skills, Accuracy of Data, Correctness of Information ^b	Enter

Source: Research Data (2020)

From the findings on table 5.33, using multiple regression analysis all the indicators of

corporate IT strategy, ITG and information quality were all included in the model predicting the service delivery of state corporations in Kenya. The indicators/predictors include information technology governance on resource capability/Use, timeliness of data, corporate IT annual implementation plans, corporate IT targets, enforcement of ITG framework, understandability, top management leadership, consistency, implementation of IT risk management framework, corporate IT strategy vertical integration, completeness, corporate IT target improvements, IT risk management framework, corporate IT

objectives, IT governance level of implementation, corporate IT strategy cross functional alignment, usability, existence of corporate IT strategy, amount of information, level of cascading of corporate IT strategy, effective communication of the corporate IT strategy, safety of information, reliability of information, IT governance framework, monitoring and evaluation of ITG framework, level of implementation of corporate IT strategy, configuration of IT resources and skills, accuracy of data, correctness of information.

Further the model goodness of fit using the adjusted R² (coefficient of determinations) done in the next table.

Table 5.34: Model Goodness of Fit on Joint Effect of Corporate IT Strategy, IT Governance and Information Quality on Service Delivery of State Corporations in Kenya (indicator measurement model).

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.894 ^a	.799	.734	2.17795	1.868
a. Predictors: (Constant), Information Technology Governance on Resource Capability/Use, Timeliness of Data, Corporate IT Annual Implementation Plans, Corporate IT Targets, Enforcement of ITG Framework, Understandability of Information, Top Management Leadership, Consistency of Data, Implementation of IT Risk Management Framework, Corporate IT Strategy Vertical Integration, Completeness of data, Corporate IT Target Improvements, IT risk management framework, Corporate IT Objectives, IT Governance level of Implementation, Corporate IT Strategy Cross Functional Alignment, Usability of Information, Existence of Corporate IT Strategy, Appropriate amount of Information, Level of Cascading of Corporate IT Strategy, Effective Communication of the Corporate IT Strategy, Safety of Information, Reliability of information, IT Governance Framework, Monitoring and Evaluation of ITG Framework, Level of implementation of Corporate IT strategy, Configuration of IT Resources and Skills, Accuracy of Data, Correctness of Information					
b. Dependent Variable: Service Delivery					

Source: Research Data (2020)

As coefficients for **indicator measurement model**: presented in table 5.35 above, 73.4% (Adjusted R² = 0.734) of variations in the service delivery are explained jointly by corporate IT strategy, IT governance and information quality namely information technology governance on resource capability/Use, timeliness of data, corporate IT annual implementation plans, corporate IT targets, enforcement of ITG framework, understandability, top management leadership, consistency, implementation of IT risk

management framework, corporate IT strategy vertical

integration, completeness, corporate IT target improvements, IT risk management framework, corporate IT objectives, IT governance level of implementation, corporate IT strategy cross functional alignment, usability, existence of corporate IT strategy, amount of information, level of cascading of corporate IT strategy, effective communication of the corporate IT strategy, safety of information, reliability of information, IT governance framework, monitoring and evaluation of ITG framework, level of implementation of corporate IT strategy, configuration of IT resources and skills, accuracy of data, correctness of information.

Table 5.35 presents **that the composite measurement model implies**, that the model is statistically significant in explaining the joint effect of corporate IT strategy, IT governance and information quality on service delivery of state corporations in Kenya, $F(29, 119) = 12.300, P < 0.000$.

Table 5.35: Model Overall Significance (ANOVA^a) on Joint Effect of Corporate IT Strategy, IT Governance and Information Quality on Service Delivery of State Corporations in Kenya (Indicator measurement model).

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	1692.016	29	58.345	12.300	.000 ^b
	Residual	426.910	90	4.743		
	Total	2118.926	119			
a. Dependent Variable: Service Delivery						
b. Predictors: (Constant), Information Technology Governance on Resource Capability/Use, Timeliness of Data, Corporate IT Annual Implementation Plans, Corporate IT Targets, Enforcement of ITG Framework, Understandability of Information, Top Management Leadership, Consistency of Data, Implementation of IT Risk Management Framework, Corporate IT Strategy Vertical Integration, Completeness of data, Corporate IT Target Improvements, IT risk management framework, Corporate IT Objectives, IT Governance level of Implementation, Corporate IT Strategy Cross Functional Alignment, Usability of Information, Existence of Corporate IT Strategy, Appropriate amount of Information, Level of Cascading of Corporate IT Strategy, Effective Communication of the Corporate IT Strategy, Safety of Information, Reliability of information, IT Governance Framework, Monitoring and Evaluation of ITG Framework, Level of implementation of Corporate IT strategy, Configuration of IT Resources and Skills, Accuracy of Data, Correctness of Information						

Source: Research Data (2020)

The results of the beta coefficient from **indicator measurement model** showed that: existence of corporate IT strategy have a strong positive effect on joint effect of corporate IT strategy, IT governance and information quality on service delivery ($\beta= 0.081$, $t= 1.205$, $P>0.231$); corporate IT objectives have a strong positive effect on joint effect of corporate IT strategy, IT governance and information quality on service delivery ($\beta= 0.115$, $t= 1.663$, $P>0.100$); corporate IT targets have a strong positive effect on joint effect of corporate IT strategy, IT governance and information quality on service delivery ($\beta= 0.094$, $t= 1.401$, $P>0.165$); corporate IT target improvements have a strong positive effect on joint effect of corporate IT strategy, IT governance and information quality on service delivery ($\beta= 0.025$, $t= 0.376$, $P>0.708$); corporate IT annual implementation plans have a strong positive effect on joint effect of corporate IT strategy, IT governance and information quality on service delivery ($\beta= -0.025$, $t= -0.370$, $P>0.712$); level of cascading of corporate IT strategy have a strong positive effect on joint effect of corporate IT strategy, IT governance and information quality on service delivery ($\beta= 0.138$, $t= 1.969$, $P<0.052$); corporate it strategy vertical integration have a negative effect on joint effect of corporate IT strategy, IT governance and information quality on service delivery ($\beta= -0.046$, $t= -0.645$, $P>0.520$); corporate IT strategy cross functional alignment have a strong positive effect on joint effect of corporate IT strategy, IT governance and information quality on service delivery ($\beta= 0.003$, $t= 0.047$, $P>0.962$); level of implementation of corporate IT strategy have a strong positive effect on joint effect of corporate IT strategy, IT governance and information quality on service delivery ($\beta= 0.237$, $t= 3.110$, $P<0.003$); top management leadership have a weak positive effect on joint effect of corporate IT strategy, IT governance and information quality on service delivery ($\beta= 0.048$, $t= 0.637$,

P>0.526); configuration of IT Resources and Skills have a strong positive effect on joint effect of corporate IT strategy,

IT governance and information quality on service delivery ($\beta = 0.116$, $t = 1.548$, $P > 0.125$); effective communication of the corporate IT strategy have a strong positive effect on joint effect of corporate IT strategy, IT governance and information quality on service delivery ($\beta = -0.149$, $t = -2.128$, $P < 0.036$); reliability of information have a negative effect on joint effect of corporate IT strategy, IT governance and information quality on service delivery ($\beta = -0.083$, $t = -1.129$, $P > 0.262$); usability of Information have a negative effect on joint effect of corporate IT strategy, IT governance and information quality on service delivery ($\beta = -0.042$, $t = -0.584$, $P > 0.561$); correctness of information have a strong positive effect on joint effect of corporate IT strategy, IT governance and information quality on service delivery ($\beta = 0.022$, $t = 0.279$, $P > 0.781$); appropriate amount of information have a strong positive effect on joint effect of corporate IT strategy, IT governance and information quality on service delivery ($\beta = 0.080$, $t = 1.112$, $P > 0.269$); understandability of information have a strong positive effect on joint effect of corporate IT strategy, IT governance and information quality on service delivery ($\beta = 0.061$, $t = 0.881$, $P > 0.381$); safety of information have a strong positive effect on joint effect of corporate IT strategy, IT governance and information quality on service delivery ($\beta = -0.009$, $t = -0.124$, $P > 0.902$); completeness of data have a strong positive effect on joint effect of corporate IT strategy, IT governance and information quality on service delivery ($\beta = 0.169$, $t = 2.573$, $P < 0.012$); timeliness of Data have a strong positive effect on joint effect of corporate IT strategy, IT governance and information quality on service delivery ($\beta = 0.065$, $t = 0.987$, $P > 0.326$); accuracy of Data have a negative effect on joint effect of corporate IT strategy, IT governance and information quality on service delivery ($\beta = -0.034$, $t = -0.452$, $P > 0.652$); consistency of Data have a strong positive effect on joint effect of corporate IT

strategy, IT governance and information quality on service delivery ($\beta= 0.021$, $t= 0.274$,

$P > 0.785$); IT governance framework have a negative effect on joint effect of corporate IT strategy, IT governance and information quality on service delivery ($\beta = -0.231$, $t = -3.058$, $P < 0.003$); IT governance level of implementation have a strong positive effect on joint effect of corporate IT strategy, IT governance and information quality on service delivery ($\beta = 0.203$, $t = 2.771$, $P < 0.007$); enforcement of ITG framework have a strong positive effect on joint effect of corporate IT strategy, IT governance and information quality on service delivery ($\beta = -0.087$, $t = -1.257$, $P < 0.212$); monitoring and evaluation of ITG framework have a strong positive effect on joint effect of corporate IT strategy, IT governance and information quality on service delivery ($\beta = 0.340$, $t = 4.455$, $P < 0.000$); IT risk management framework have a strong positive effect on joint effect of corporate IT strategy, IT governance and information quality on service delivery ($\beta = 0.069$, $t = 1.001$, $P > 0.319$); information technology governance on resource capability/use have a strong positive effect on joint effect of corporate IT strategy, IT governance and information quality on service delivery ($\beta = 0.196$, $t = 2.764$, $P < 0.007$).

Table 5.36: Regression Coefficients(Indicator measurement model) of the Joint Effect of Corporate IT Strategy, IT Governance and Information Quality on Service Delivery of State Corporations in Kenya Model coefficients ^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B		Collinearity Statistics	
	B	Std. Error	Beta			Lower Bound	Upper Bound	Tolerance	VIF
(Constant)	35.591	1.956		18.197	.000	31.705	39.477		
Existence of Corporate IT Strategy	.604	.501	.081	1.205	.231	-.392	1.600	.500	1.999
Corporate IT Objectives	.865	.520	.115	1.663	.100	-.168	1.898	.469	2.133
Corporate IT Targets	.581	.415	.094	1.401	.165	-.243	1.406	.499	2.006
Corporate IT Target Improvements	.171	.456	.025	.376	.708	-.734	1.077	.503	1.990
Corporate IT Annual Implementation Plans	-.171	.462	-.025	-.370	.712	-1.090	.748	.507	1.972
Level of Cascading of Corporate IT Strategy	1.085	.551	.138	1.969	.052	-.010	2.179	.457	2.189
Corporate IT Strategy Vertical Integration	-.333	.516	-.046	-.645	.520	-1.357	.692	.445	2.246
Corporate IT Strategy Cross Functional Alignment	.027	.561	.003	.047	.962	-1.088	1.141	.415	2.407
Level of implementation of Corporate IT Strategy	1.774	.571	.237	3.110	.003	.641	2.908	.387	2.584
Top Management Leadership	.339	.532	.048	.637	.526	-.718	1.395	.395	2.530
Configuration of IT Resources and Skills	.908	.587	.116	1.548	.125	-.258	2.075	.396	2.527
Effective Communication of the Corporate IT Strategy	-1.065	.501	-.149	-2.128	.036	-2.060	-.071	.456	2.192
Reliability of Information	-.559	.495	-.083	-1.129	.262	-1.544	.425	.417	2.397
Usability of Information	-.299	.512	-.042	-.584	.561	-1.317	.719	.432	2.316
Correctness of Information	.167	.601	.022	.279	.781	-1.027	1.362	.357	2.804
Appropriate amount of Information	.566	.509	.080	1.112	.269	-.445	1.577	.431	2.322

Understandability of Information	.542	.615	.061	.881	.381	-.680	1.763	.467	2.140
-------------------------------------	------	------	------	------	------	-------	-------	------	-------

Safety of Information	-0.065	.526	-0.009	-.124	.902	-1.111	.980	.408	2.453
Completeness of data	1.249	.485	.169	2.573	.012	.285	2.213	.517	1.935
Timeliness of Data	.472	.478	.065	.987	.326	-.478	1.423	.520	1.923
Accuracy of Data	-.284	.627	-.034	-.452	.652	-1.530	.962	.388	2.574
Consistency of Data	.167	.610	.021	.274	.785	-1.044	1.379	.400	2.503
IT Governance Framework	-1.934	.632	-.231	-3.058	.003	-3.190	-.678	.392	2.549
IT Governance level of Implementation	1.367	.493	.203	2.771	.007	.387	2.347	.415	2.408
Enforcement of ITG Framework	-.621	.494	-.087	-1.257	.212	-1.602	.360	.468	2.139
Monitoring and Evaluation of ITG Framework	2.467	.554	.340	4.455	.000	1.367	3.566	.385	2.596
IT risk management framework	.498	.497	.069	1.001	.319	-.490	1.487	.477	2.098
Implementation of IT Risk Management Framework	.206	.530	.024	.388	.699	-.846	1.258	.571	1.752
Information Technology Governance on Resource Capability/Use	1.343	.486	.196	2.764	.007	.378	2.309	.445	2.245

a. Dependent Variable: Service Delivery

Source: Research Data (2020)

The relationship derived from **indicator measurement model** on the joint effect of corporate IT strategy, IT governance and information quality on service delivery of state corporations in Kenya is statistically significant.

The regression equation derived was thus as follows:

$$\begin{aligned}
 \text{Service Delivery (Y)} = & 0.081 X_1 + 0.115 X_2 + 0.094 X_3 + 0.025 X_4 - 0.025 X_5 + 0.138 X_6 - \\
 & 0.046 X_7 + 0.003 X_8 + 0.237 X_9 + 0.048 X_{10} + 0.116 X_{11} - 0.149 X_{12} - 0.083 Z_1 - \\
 & 0.042 Z_2 + 0.022 Z_3 + 0.080 Z_4 + 0.061 Z_5 - 0.009 Z_6 + 0.169 Z_7 + 0.065 Z_8 - \\
 & 0.034 Z_9 + 0.021 Z_{10} - 0.231 W_1 + 0.203 W_2 - 0.087 W_3 + 0.340 W_4 + 0.069 W_5 \\
 & + 0.024 W_6 + 0.196 W_7
 \end{aligned}$$

Where:

X₁ = Existence of Corporate IT Strategy

X₂ = Corporate IT Objectives

X₃ = Corporate IT Targets

X₄ = Corporate IT Target Improvements

X₅ = Corporate IT Annual Implementation Plans **X₆** = Level of Cascading of Corporate IT Strategy **X₇** = Corporate IT Strategy Vertical Integration

X₈ = Corporate IT Strategy Cross Functional Alignment **X₉** = Level of implementation of Corporate IT strategy **X₁₀** = Top Management Leadership

X₁₁ = Configuration of IT Resources and Skills

X₁₂ = Effective Communication of the Corporate IT Strategy

Z₁ = Reliability of information **Z₂** = Usability of Information **Z₃** = Correctness of Information

Z₄ = Appropriate amount of Information

Z₅ = Understandability of Information

Z₆ = Safety of Information

Z₇ = Completeness of data

Z₈ = Timeliness of Data **Z₉** = Accuracy of Data

Z₁₀ = Consistency of Data

W₁ = IT Governance Framework

W₂ = IT Governance level of Implementation

W₃ = Enforcement of ITG Framework

W₄ = Monitoring and Evaluation of ITG Framework

W₅ = IT risk management framework

W₆ = Implementation of IT Risk Management Framework

W₇ = Information Technology Governance on Resource Capability/Use

Moreover, the joint effect of corporate IT strategy, IT governance and information quality on service delivery of state corporations in Kenya was statistically significant. This implies, overall, corporate IT strategy, IT governance and information quality are good predictors of service delivery of state corporations in Kenya. The findings therefore reject null hypothesis six (vi) that there is no significant joint effect of corporate IT strategy, IT governance and information quality on service delivery of state corporations in Kenya. The null hypothesis H_{06} is therefore rejected.

5.4 Discussion of Findings

5.4.1 Discussion on the Effect of Corporate IT Strategy on Service Delivery

The first objective sought to establish the effect of corporate IT strategy on service delivery of state corporations in Kenya. The results indicate that there is a strong association between corporate IT strategy and service delivery. The overall model was statistically significant suggesting that the influence of between corporate IT strategy on service delivery was statistically significant. This implies, overall, corporate IT strategy is a good predictor of service delivery.

The study findings supports Diffusion of Innovation (DoI) Theory which argues that service delivery improvements cannot prevail without incorporating quality user-friendly technologies and well IT versed management team to support the diffusion of service delivery oriented ideas and that the use of IT and innovation in organizational processes has been felt by improved service provision characterized with customer value creation and better competitive service delivery processes (Bon & Mustafa, 2013; Chou, Chuang & Shao, 2014; Valentine & Stewart, 2013).

As result of this competitive edge, service innovation, superior customer satisfaction and retention can be enhanced by applying radical use of intangible resources to ensure modern based service delivery (Blazevic & Lievens, 2008; Danjum & Rasli, 2012; Verma & Jayasimha, 2014).

Other empirical studies are also supported by the findings of this study. Yayla and Hu, (2014) concludes that corporate IT strategy play a major role in organizational changes through enhancing business processes that leads to value creation that spin around cost reduction, efficient and effective business processes thus improved firm performance and competitive edge. Arvidsson et al., (2014) also discussed that firms felt the need to strategically align IT and organizational processes to enhance strategic planning, decision-making processes, value creation and competitive advantage. Owing to the crucial role of corporate IT strategy in enhancing organizational processes, it is not clear how it directly supports service delivery.

However, Khalid, (2010) identified that new technologies can continuously enhance customer focused services at an effective cost. A study by Beatson and Coote (2007) advanced that the advent and utilization of IT has shown that service delivery processes can be influenced by the involvement of top management and continuous use of new technologies. They further argue that the need for the management to embrace IT has led to service-driven Strategic decisions that are likely to foster a successful economic management excellence and attainable strategies.

5.4.2 Discussion on the Effect of Information Technology Governance on Service Delivery

The second objective sought to establish the effect of Information technology governance on service delivery of state corporations in Kenya. The results indicate that there is a significant and strong association between information technology governance and service delivery. The overall model was statistically significant suggesting that the influence of

information technology governance on service delivery was statistically significant. This implies that overall IT governance is a good predictor of service delivery. The findings thus were sufficient to reject the second hypothesis that there is no significant effect of Information technology governance on service delivery of state corporations in Kenya. The results support various empirical reviews. For instance Pang (2014) contends that with the emergence of globalization, firms felt the need to strategically embrace ITG to support IT strategic planning; performance, value creation and competitive advantage.

Blitstein and Ron (2012) also advanced that ITG is an integral part of organizational management put in place to ensure IT sustains and promotes organizational strategies and objectives. This fundamental aim of strategic alignment is to ensure that ITG supports corporate governance objectives towards operational excellence and superior management processes. Jewer and McKay (2012) also contends that benefit optimization and risk minimization has made firms to invent mechanisms or rather procedures leading to decision making monitoring. This has made top management leadership to prioritize in IT governance in order to properly connect and sustain IT and organizational strategic goals and objectives.

5.4.3 Discussion on the Effect of Information Quality on Service Delivery of State Corporations

The third objective sought to establish the effect of information quality on service delivery of state corporations in Kenya. The study found a significant relationship between information quality and service delivery. The overall model is significant thus depicting

that information quality is a predictor of service delivery of state corporations in Kenya and thus the hypothesis that there is no significant effect of information quality on service delivery of state corporations in Kenya was rejected. The findings support previous empirical studies. For instance study by Chen et al., (2009) outlines that customer oriented services need to be strongly influenced by new technologies, motivated employees and well versed top management on the need to meet customer requirements and expectations promptly.

Khalid (2010) noted that the need for improved service delivery is because of information revolution that has made citizens and clients to demand for customized, prompt and enhanced service delivery at minimal cost. Friedman (2008) averred that firms greatly depends on information quality to support organizational processes thus the need for IT function to continuously co-evolve to suit the emerging opportunities and challenges. Nelson et al. (2005) outlined that for organizations to realize growth in quality services and information it has to invest on user friendly systems. This alignment of quality IT and information quality enable firms to operate at low costs that will eventually lead to profitability, growth and survival of firms (Otto, 2011).

5.4.4 Discussion on the Effect of IT Governance on the Relationship between Corporate IT strategy and service delivery

The fourth objective for the study was to determine the effect of IT governance on the relationship between corporate IT strategy and service delivery of state corporations in Kenya. The result on the moderating effect of IT governance on the relationship between corporate IT strategy and service delivery was computed using three steps which were all

strong and significant, suggesting a moderating effect in model three after an interaction term is introduced. This confirmed a moderation and therefore rejected the hypothesis that Information technology governance has no significant moderating effect on the relationship between Corporate IT strategy and service delivery of state corporations in Kenya and rejects the null hypothesis thus moderation exist.

Lee and Yang (2013) established that Service delivery improvements can be achieved by conducting managerial and governance reforms, strengthening transparency and accountability and also gathering information on the needs, preferences and expectations of customer. Further, Valentine and Stewart (2013) noted that firms face a number of challenges including poor management measures, inadequate technological resources and general employee attitude in offering customized services. This has made firms to gradually change and substitute the traditional modes of improving service delivery through the implementation of different kinds of technological advancement (Mokyr et al., 2015).

5.4.5 Discussion on Effect of Information Quality on the Relationship between Corporate IT Strategy and Service Delivery

The fifth objective established the effect of information quality on the relationship between corporate IT strategy and service delivery of state corporations in Kenya. The result on the moderating effect of information quality on the relationship between corporate IT strategy and service delivery was computed using three steps which were all strong and significant, suggesting a moderating effect in model three after an interaction term is introduced. The value of the interaction term had a significant influence thus confirming a moderation and therefore rejects the null hypothesis that Information quality has no significant moderating

effect on the relationship between Corporate IT strategy and service delivery of state corporations in Kenya and rejects null hypothesis thus a moderation exists.

Peppard et al. (2014) in their study noted that corporate IT strategy provides a road map on the use of IT in monitoring, evaluation and implementation of organizational plans and strategies by involving employees, IT and business executives to deliver the mandate promptly and timely. As a matter of fact there is need for well outlined corporate IT strategy to all levels and staff cadres thus entities need to own meaningful communication within and outside for informed and well-coordinated processes that supports attainment of their key objectives and goals.

Otto (2011) in his study illustrated that many organizations continuously depend on information quality by deploying state of the art information systems and IT leaders to hasten decision making processes, information sharing and effective strategic planning. The deploying of quality systems and IT leaders to enhance quality information has made organizations to reengineer redundant processes towards organizational transformation and superior competitive positioning.

Martin (2014) outlined that firms embrace corporate IT strategy to assess and make strategic decisions about benefits of investing on IT, cost implications and any business risks and cease new opportunities arising from IT investments. Thus, corporate management level needs to provide profound mechanisms that integrate organizational strategies and objectives with processes, resources and information for achievable direction by embracing information quality. Nevertheless, an integrated model on the moderating effect of information quality is missing in many of the outlined empirical studies, though

this study proved otherwise.

5.4.6 Discussion on the Joint Effect of Corporate IT strategy, IT Governance and Information Quality on Service Delivery

The sixth objective was to determine the joint effect of corporate IT strategy, IT governance and information quality on service delivery of state corporations in Kenya. The results reveal that the joint effect of corporate IT strategy, IT governance and information quality on service delivery was statistically significant. Based on the results therefore, the hypothesis that there is no significant joint effect of corporate IT strategy, IT governance and information quality on service delivery of state corporations in Kenya was rejected. The results support previous studies that were reviewed by the study. For instance, Bitner et al., (2008) noted that service delivery is considered the most important outcome that measures an organization's capability to meet customer requirements and satisfaction. Organizations offer major support to the world's economy thus the need to offer products and services that are competitively differentiated, hard to imitate and at a low cost.

Mcfee and Brynjolfson (2008) noted that IT has led to improved organizational processes towards sustainable competitive advantage. This has made organizations to remain objectively competitive by establishing strong strategic objectives and appropriate IT investments. IT strategies, at the corporate management level outline a set of IT-enabled capabilities and IT portfolios for greater managerial control and efficiency across the organization (Peppard et al, 2014). Increasing managerial control through IT platform and the need for organizations to coordinate its various unit functions requires information quality and quality information systems (Otto2014). This will also support organizational

efficiency characterized with improved decision making processes, information sharing and effective planning that leads to competitive advantage (Friedman, 2008; Nelson et al., 2005).

CHAPTER SIX: SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

6.1 Introduction

This chapter presents a brief summary, conclusion, and recommendations of the study findings. The conclusion relates directly to the research objectives / hypotheses and the recommendations were derived from the discussion of the study findings and empirical review. The chapter also presents suggested studies that could be carried out in future to extend knowledge in this particular area. The data obtained to address each of the objectives was presented in chapter through descriptive statistics and effect of the independent variables on the dependent variable. These are presented relative to the findings of the previous chapter evaluating the influence of corporate IT strategy, IT governance and information quality on service delivery of state corporations in Kenya.

6.2 Summary of Findings

The general objective of this study was to determine the influence of corporate IT strategy, IT governance and information quality on service delivery of state corporations in Kenya. The design that guided this study was descriptive research design since the study sought to offer description of study variables; corporate IT strategy, IT governance, information quality and service delivery and since besides description of the characteristics of the target population, the objective of the study was to establish relationships among the study variables. The unit of analysis therefore was state corporations in Kenya and data was obtained from a structured questionnaire as well as an index calculated on service delivery.

The first objective of the study was to determine the relationship between corporate IT strategy and service delivery. The explanatory variables were; Corporate IT Strategy measured by existence of an IT Strategy which is a comprehensive plan put in place to guide state corporations on the use of IT to achieve their objectives and strategies; Existence of corporate IT objectives which is clear definition of corporate IT objectives; corporate IT target which are short term IT objects that are derived from main IT objectives which are meant to be achieved within a short period; corporate IT priority projects which are endeavors undertaken by the corporate on IT investment, development, operation and maintenance, service delivery and organization development; corporate IT improvement targets which are mechanisms put in place to support corporate IT improvement targets like training staffs on ICT, regular ICT and information security controls; corporate IT implementation plan which is a roadmap put in place to guide ideal execution of IT strategic plan to achieve overall goals and strategies; Level of cascading IT strategy which is a strong and consistent leadership on the follow through of the IT strategy and IT strategy vertical integration which is IT strategy put in place by top leadership to support control of IT value chains.

Further IT strategy cross functional alignment as an indicator was measured by collaborating IT strategy cross functional planning processes; level of implementation as turning IT strategy into actions at all levels of management to accomplish overall goals and objectives; top management leadership which are the overall management team that are deeply committed to the purpose, strategies, objectives and goals of state corporations; configuration of IT resources and skills which is a process of establishing and maintaining consistency performance of IT resources and skills throughout the SCs in Kenya and finally

effective communication of corporate IT strategy which implies whether better systems are put in place to effectively communicate the IT strategy to all stakeholders. Using a simple linear regression analysis model, the study established a positive statistically significant relationship between corporate IT strategy and service delivery.

The second objective of the study was to assess the influence of IT governance on service delivery. It was operationalized as; existence of IT governance framework which is the presence of an ITG framework which state corporation can use to implement an ITG program; ITG level of implementation which refers to how ITG is put into action in all levels through support of ITG frameworks; enforcement of ITG framework refers to policies and rules put in place to support use of ITG framework; monitoring and evaluation of ITG framework which are rigorous routine tracking systems put in place to check on the usefulness of ITG on corporate objectives; existence of IT risk management framework which is the presence of strong and reliable IT risk management framework to assist in risk mitigation; implementation of IT Risk management framework which is how IT risk management framework is put into action in all management levels to support attainment of corporate overall objectives and ITG on resource capability and use which support the generation, deployment and use of resources in corporate IT strategy success. It is established that IT governance has a significant influence on service delivery. When IT governance is enhanced higher service delivery is likely to be achieved.

The third objective of the study was to establish the influence of information quality on service delivery. This was measured in terms of contextualizing information quality which is the process of putting into use meaningful information based on that is complete,

worthy, enough and easily interpreted for useful strategic results; operationalizing of data quality, which is the processes of collecting and defining data quality that will be used to timely produce accurate, complete and uniform data that is fit for use; information quality rating –based on assessment of information systems, which is the measure of the value of information in relation to available information systems. The results revealed that information quality has a statistically significant effect on service delivery of state corporations in Kenya.

The fourth and fifth and sixth objectives of the study were to analyze the moderating effect of IT governance and information quality on the relationship between corporate IT governance and service delivery. Using a stepwise regression analysis, the study established significant moderating influence and further using multiple regression analysis the study established the joint effect had a higher significance as compared to individual effects thus rejecting the null hypothesis.

Table 6.1: Summary of Statistical Tests of Hypotheses and Interpretation of Results

Objective	Hypothesis	R	R ²	Adj. R ²	F	Sig./P- Value	Decision
<i>Objective One:</i> To establish the effect of corporate IT strategy on service delivery of state corporations in Kenya;	H ₀₁ : There is no significant effect of corporate IT strategy on service delivery of state corporations in Kenya;	.793 ^a	.629	.587	15.121	.000 ^b	Reject H ₀₁
<i>Objective Two:</i> To establish the effect of information technology governance on service delivery of state corporations in Kenya;	H ₀₂ : There is no significant effect of Information technology governance on service delivery of state corporations in Kenya	.768 ^a	.590	.565	2.78413	.000 ^b	Reject H ₀₂
<i>Objective Three:</i> To establish the effect of information quality on service delivery of state corporations in Kenya;	H ₀₃ : There is no significant effect of information quality on service delivery of state corporations in Kenya.	.660 ^a	.436	.378	3.32783	.000 ^b	Reject H ₀₃
<i>Objective Four:</i> To determine the effect of IT governance on the relationship between corporate IT strategy and service delivery of state corporations in Kenya	H ₀₄ : Information technology governance has no significant moderating effect on the relationship between Corporate IT strategy and service delivery of state corporations in Kenya.	.845 ^f	.713	.698	2.24314	.000 ^g	Reject H ₀₄
<i>Objective Five:</i> To establish the effect of information quality on the relationship between Corporate IT strategy and service delivery of state corporations in Kenya.	H ₀₅ : Information quality has no significant moderating effect on the relationship between Corporate IT strategy and service delivery of state corporations in Kenya.	.837 ^g	.701	.682	2.37834	.000 ^h	Reject H ₀₅
<i>Objective Six:</i> To determine the joint effect of corporate IT strategy, IT governance and information quality on service delivery of state corporations in Kenya.	H ₀₆ : There is no joint significant of corporate IT strategy, IT governance and information quality on service delivery of state corporations in Kenya.	.894 ^a	.799	.734	2.178	.000 ^b	Reject H ₀₆

Source: Researcher (2020)

6.3 Conclusions

The study makes the following conclusions:

Firstly, there is a statistically significant effect of corporate IT strategy on service delivery of state corporations in Kenya, $F(12, 107) = 15.121$, $P < 0.000$; 58.7% (Adjusted $R^2 = 0.587$) of variations in the service delivery is explained by variations in corporate IT strategy.

Secondly, this study concludes that there is a statistically significant effect of information technology governance on service delivery of state corporations in Kenya, $F(7, 112) = 23.052$, $P < 0.000$; 56.5% (Adjusted $R^2 = 0.565$) of variations in the service delivery is explained by variations in the information technology governance.

Thirdly, the effect of information quality on service delivery of state corporations in Kenya was statistically significant, $F(11, 108) = 7.576$, $P < 0.000$; whereby 37.8.1% (Adjusted $R^2 = 0.378$) of variations in service delivery is explained by variations in the e information quality.

Fourthly, this study concludes that there is a statistically significant effect of IT governance on the relationship between corporate IT strategy and service delivery of state corporations in Kenya, $F(6, 113) = 46.875$, $P < 0.000$; whereby 69.8% (Adjusted $R^2 = 0.698$) of variations in service delivery is explained by variations in corporate IT Target* ITG level of implementation, monitoring and evaluation of ITG framework, existence of corporate IT strategy, information technology governance on resource capability/use, level of implementation of corporate IT strategy, level of cascading of corporate IT strategy.

Fifthly, there is a statistically significant effect of information quality on the relationship between corporate IT strategy and service delivery of state corporations in Kenya, $F(7, 112) = 37.514, P < 0.000^h$; which implies 68.2% (Adjusted $R^2 = 0.682$) of variations in the overall service delivery are explained by effect of information quality on the relationship between Corporate IT strategy and service delivery of state corporations in Kenya.

Lastly, The study concludes that there is a statistically significant joint effect of corporate IT strategy, IT governance and information quality on service delivery of state corporations in Kenya, $F(29, 119) = 12.300, P < 0.000$; which means 73.4% (Adjusted $R^2 = 0.734$) of variations in the service delivery are explained jointly by corporate IT strategy, IT governance and information quality.

6.4 Contributions of the Study Findings

The findings from this study contribute to the body of knowledge in the area of corporate IT strategy, IT governance, information quality and service delivery. This section highlights the study findings contribution to knowledge and benefits to state corporations in Kenya on theory, managerial policies and practices.

6.4.1 Contributions to Knowledge

The results of this study add to existing knowledge in the area of service delivery of state corporations in three main ways: The first major contribution is the determination of the relevant factors that are important in defining service delivery of state corporations in Kenya. Although various indicators were used to operationalize corporate IT strategy, results from analysis indicate that service delivery are relying more on IT governance with

examining the effect of information quality on corporations' behavior using data from senior management.

The studies on service delivery so far had only considered improving efficiency through studying how consistently the government control affect these variables and thus the market efficiency and how the continuous system show better delivery of services, there is no study in the area that had attempted to determine the appropriate indicators of service delivery involving the components of implementation of Service Delivery Charter, service Delivery Innovations, resolution of customer Complaints and customer satisfaction index and the application of factors like IT governance and information quality and how they jointly influence service delivery. Further, this study contributes into body of knowledge that by decomposing corporate IT strategy indicators into service delivery aspects of Implementation of Service Delivery Charter, Service Delivery Innovations, Resolution of customer Complaints and Customer satisfaction index has statistically significant effects.

The second contribution of this study is the moderating effect of IT governance and information quality on service delivery. The results reveal that state corporations service delivery and corporate IT strategy is highly dependent on the moderating effect of IT governance and information quality. This could partly have been caused by past information quality and governance decisions especially on the contribution of IT processes as well as innovative practices. This could perhaps imply that state corporations find difficulty in service delivery process, hence being other underlying factors like information quality require careful analysis if state corporations have to gain from efficiencies impacting on the service delivery.

Lastly, this study has helped in reducing the controversy on the relationship between corporate IT strategy and service delivery by showing that the positive relationship that is direct and significant among the proxies of corporate IT strategy and service delivery. This can explain why many researchers who have tested the relationship between corporate IT strategy as a composite variable not split into various sub variables or elements and service delivery have found contradictory results with some concluding that the relationship between the variables is positive, negative or not significant at all. This study has showed that the effect of corporate IT strategy on service delivery can best be understood by considering how IT governance as well as information quality influences relationship between elements of corporate IT strategy and service delivery measured by Implementation of Service Delivery Charter, Service Delivery Innovations, Resolution of customer Complaints and Customer satisfaction index among state corporations in Kenya.

6.4.2 Contributions to Managerial Policy and Practices

The findings of this study are useful to various stakeholders including investors, state corporations managers, regulators and the government. The effects of corporate IT strategy on service delivery as documented in the study can help investors and state corporations managers when determining factors that contribute mainly to service delivery in an optimal combination. Investors should increase use of information quality to determine how these corporations perform as significance results were registered. Based on the results of this study, the government through relevant ministries and other stakeholders in the state corporations sector should develop appropriate policies in an attempt to organize the IT applications to enable investor's and regulatory bodies get accessto information

pertaining how to improve their ability to perform as well as give customized services. It is important to establish appropriate IT rules and mechanisms to improve the efficiency of state corporations' processes to reduce the cost of service delivery.

The findings of this study are expected to guide managerial practitioners in the state firms to appreciate the integration of the various service delivery factors in the face of a challenging economic environment, and management of firm core processes in order to support the economy. The government on the other hand has an obligation to provide stable economic platform which provides conducive business environment through interventions that support investors' interests for sustainable value addition.

6.5 Limitations of the Study

The study was based on several limitations. First, this study zeroed down on the service delivery in terms of Implementation of Service Delivery Charter, Service Delivery Innovations, Resolution of customer Complaints and Customer satisfaction index. There are other service delivery proxies such as time value, less costs and efficiencies in processes which could also come into play as an aspect of determining how likely to enhance satisfaction and availability of services to the population.

Second, the study presumed existence of a linear relationship between corporate IT strategies, IT governance and information quality on service delivery. There is a possibility of the study variables having a different form of relationship like a curvilinear relationship that the current study did not explore. Third, there was no focus on the different underlying factors like external environment, competition from private sector and autonomy in

management due to the fact that the target corporations mostly are geared towards provision of services to the public. Therefore, this study could not bring out the differential effect of different factors across market segments. Additionally, there was no attempt to enquire into the stability of state corporations and how this impacts on service delivery. Although this study had faced such listed limitations, every effort was made to ensure that these limitations did not significantly affect the findings of the study.

6.6 Suggestions for Further Research

The study suggests future studies which it deems important in contributing to future knowledge in research works. It is recommended that other studies should be done there using other popular measures of service delivery like availability of services and improved processes since this study used only indexes of implementation of service delivery charter, service delivery innovations, resolution of customer complaints and customer satisfaction index. Additionally, it is also important to evaluate the influence of corporate IT strategy, IT governance and information quality on other measures apart from service delivery like performance and also deviate to other sectors like private or even corporations listed at NSE.

These studies can further be disaggregated by industry to offer more in-depth insight and should not presume linear relationships and a different form of relationship like a curvilinear relationship. Other studies on the factors influencing service delivery like market efficiency may also be important to evaluate their effect on the regulator's potential to give regulations that enhance efficiency. There are several possible sources of uncertainty in the state corporations functioning like Political instability and government interference are possible extraneous factors that could impact on service delivery which

future study could factor in as control variables.

REFERENCES

- Abdi, Mohammed & Dominic P.D.D. (2010). "Strategic IT Alignment with Business Strategy: *Service Oriented Architecture Approach*." IEEE 579-1-5844.5873.
- Abiodun, A. J. (2008). Customer service in the retention of mobile phone users in Nigeria. *African Journal of Business Management*, 2(2), 26-31.
- Adaba, G.B. & Rusu, L. (2014). "IT Governance Practices in a Public Sector Organization in Ghana", *International Journal of Innovation in the Digital Economy*, 5(2):14-23.
- Al-Hakim, L. (2008). Surgical disruption: information quality perspective. *International Journal of Information Quality*, 2(2), 192–204.
- Ali, S., & Green, P. (2012). Effective information technology (IT) governance mechanisms: an IT outsourcing perspective. *Information Systems Frontiers*, 14(2), 179-193.
- Arvanitis, S., Loukis, E., & Diamantopoulou, V. (2013). The effect of soft ICT capital on innovation performance of Greek firms. *Journal of Enterprise Information Management*, 26(6), 679-701.
- Arvidsson, V., Holmström, J., & Lyytinen, K. (2014). Information systems use as strategy practice: A multi-dimensional view of strategic information system implementation and use. *The Journal of Strategic Information Systems*, 23(1), 45-61.
- Batini, C. Cappiello, C. Francalanci & Maurino, A. (2009). Methodologies for data quality assessment and improvement, *ACM Computing Surveys*, 41(3), 16.
- Beatson A, Lee N & Coote LV. (2007). Self-Service Technology and the Service Encounter. *Service Industries Journal* 27(1): 75-89.
- Bilge, O., Gulsen, A. K., Senay, C. D., & Savas, A., (2011), Multivariate methods for ground-level ozone modeling. *Atmospheric Research*. 102, 57-65.

- Bitner, M., Ostrom, A. & Morgan F.(2008). Service Blueprinting: A Practical Technique for Service Innovation. *California Management Review*, 50(3), 66-94.
- Blazevic, V., & Lievens, A. (2008). Managing innovation through customer coproduced knowledge in electronic services: an exploratory study. *Journal of the Academy of Marketing Science*, 36(1), 138-151.
- Blitstein, R., (2012). *IT Governance: Bureaucratic Logjam or Business Enabler*. Cutter Consortium.
- Bolker, B.M., Brooks, M.E., Clark, C.J., Geange, S.W., Poulsen, J.R., Stevens, M.H.H. & White, J.S.S. (2009). Generalized linear mixed models: a practical guide for ecology and evolution. *Trends in Ecology & Evolution*, 24, 127–135.
- Bomett, E. J. (2015). Performance Contracting in Kenyan Public Universities; Implementation issues and strategies. *British Journal of Education*.
- Bon, A. T., & Mustafa, E. (2013). Impact of Total Quality Management on Innovation in Service Organizations: Literature Review and New Conceptual Framework. *Procedia Engineering*, 53, 516-529.
- Bowen, P.L., Cheung, M.Y.D. & Rohde, F.H. (2007), “Enhancing IT governance practices: a model and case study of an organization’s efforts”, *International Journal of Accounting Information Systems*, 8 (30) 191-221.
- Bryman, A. & Bell, E. (2011) *Business Research Methods*. 3rd ed. Oxford et al.: Oxford University Press.
- Brynjolfsson, E., & McAfee, A. (2014). *The second machine age: work, progress, and prosperity in a time of brilliant technologies*. New York: W. W. Norton & Company.
- Burns, R. P., & Burns, R. (2008). *Business Research Methods and Statistics Using SPSS*: SAGE Publications.

- Chen, J. S., & Tsou, H. T. (2012). Performance effects of IT capability, service process innovation, and the mediating role of customer service. *Journal of Engineering and Technology Management*, 29(1), 71-94.
- Chen, J. S., Tsou, H. T., & Huang, A. Y. H. (2009). Service delivery innovation antecedents and impact on firm performance. *Journal of Service Research*, 12(1), 36-55.
- Chouaibi, J. (2012). Investigating the effect of the directors' Board characteristics on financial performance through innovation activities. *International Journal of Behavioral Accounting and Finance*, 3(1/2), 65-87.
- Chou, Y.-C., Chuang, H. H.-C., & Shao, B. B. M. (2014). The impacts of information technology on total factor productivity: A look at externalities and innovations. *International Journal of Production Economics*, 158, 290-299.
- Collins, H. (2010) "Creative Research: The Theory and Practice of Research for the Creative Industries" *AVA Publications*.
- Creswell, J. W. (2013). *Research design: Qualitative, quantitative, and mixed methods approaches*: Sage publications.
- Creswell, J. W. (2014). *Research Design: Qualitative, Quantitative and Mixed Methods Approaches* (4th ed.). London: Sage Publications Ltd.
- Creswell, J. W., & Plano Clark, V. L. (2011). *Designing and Conducting Mixed Methods Research* (2nd ed.). London: Sage Publications Ltd.
- Dabholkar, P A, & Overby, J. W. (2005). Linking process and outcome to service quality and customer satisfaction evaluations: An investigation of real estate agent service. *International Journal of Service Industry Management*, 16, 10-27
- Danjum, I., & Rasli, A. (2012). Imperatives of service innovation and service quality for customer satisfaction: Perspective on higher education. *Procedia-Social and Behavioral*

Sciences, 40, 347-352.

- De Haes, S., & Van Grembergen, W. (2013). Improving enterprise governance of IT in a major airline: A teaching case. *Journal of Information Technology Teaching Cases*, 3, 60-69.
- De Haes, & Van Grembergen, W. (2009), Exploring the relationship between IT governance practices and business/IT alignment through extreme case analysis in Belgian mid-to-large size financial enterprises, *Journal of Enterprise Information Management*, 22.
- Durcikova, A., & Gray, P. (2009). "How Knowledge Validation Processes Affect Knowledge Contribution," *Journal of Management Information Systems* 25 (4), 81- 107.
- Elliott, A. C, Woodward, W.A. (2007). *Statistical analysis quick reference guidebook with SPSS examples*. 1st ed. London: Sage Publications.
- Fassott, G. and Henseler, J. (2015), "Formative (measurement)", in: Cooper, C., Lee, N. and Farrell, A. (Eds.). *Wiley Encyclopedia of Management*, Volume 9, Marketing, 3rd ed. Chichester: Wiley, pp. 1-4.
- Field, A. P. (2005). *Discovering Statistics Using SPSS*, Sage Publications Inc
- Ford, M. (2015). *Rise of the robots technology and the threat of a jobless future*. New York: Basic Books.
- Friedman, T. (2008). Case study: Aera energy's comprehensive focus on data quality generates competitive advantage. *Stamford, CT: Gartner Research*.
- Frey, C. B., & Osborne, M. A. (2013). *The future of employment: How susceptible are jobs to computerization?* Oxford Martin School. Oxford, UK.
- Gelso, C. (2006). *Applying theories to research: The interplay of theory and research in science*. In F. T. Leong & J. T. Austin (Eds.), *The Psychology Research Handbook*. CA: Sage.
- Ghasemi, A., & Zahediasl, S. (2012). Normality tests for statistical analysis: a guide

- for non-statisticians. *International Journal of Endocrinology and Metabolism*; 10, 486-9.
- Ghauri, P. & Gronhaug, K. (2005). *Research Methods in Business Studies*, Harlow, FT/Prentice Hall.
- Gil-Garcia. J.R., Guler. A., Pardo. T.A. & Burke. G. B. (2010), Trust in government cross boundary information sharing initiatives: Identifying the determinants, *Proceedings of the 43rd Hawaii International Conference on System Sciences*, 1- 10.
- GoK, (2003). Economic Recovery Strategy for Wealth and Employment Creation. Nairobi: Government Printer.
- Gustavsson, M. & Jonsson, P. (2008) Perceived Quality Deficiencies of Demand Information and Their Consequences. *International Journal of Logistics: Research & Applications*, 11, 295- 312.
- Hair, J. F., Black, W. C., Babin, B. J., & Anderson, R. E. (2013). *Multivariate Data Analysis*: Pearson Education Limited.
- Hendricks, K.B., Singhal, V.R., & Stratman, J. K., (2007). The impact of enterprise systems on corporate performance. A study of ERP, SCM, and CRM system implementations. *Journal of Operations Management* 25, 65-82.
- Herzog, T.N., Scheuren, F. & Winkler, W.E. (2007) *Data Quality and Record Linkage Techniques*. Springer Verlag.
- Hjørland, B. (2005). Empiricism, rationalism and positivism in library and information science. *Journal of Documentation*, 61(1), 130-155.
- Huck, S. W. (2007). *Reading Statistics and Research*, United States of America, Allyn & Bacon
- Jensen D.R., & Ramirez, D.E. (2013). *Revision: Variance inflation in regression*, Advances in Decision Sciences. 2013, 1–15.

- Jewer, J., & McKay, K. N. (2012). Antecedents and consequences of Board IT governance: institutional and strategic choice perspectives. *Journal of the Association of Information Systems*, 13(7), 581-617.
- Johnston, A. C., & Hale, R. (2009). Improved security through information security governance. *Communications of the ACM*, 52 (1), 126-129.
- Kamel, M., & Lloyd, C., (2015). Response Rates in Business and management Research: An Overview of Current Practice and Suggestions for Future Direction. *British Journal of Management*, Vol. 27, 426–437.
- Kashorda, M., Waema, T.M., Omosa, M., and Kyalo, V. (2007), *E-readiness survey of higher education institutions in Kenya*, Kenya Education Network(KENET).
- Kenny, D. A., and Judd, C. M. (1984), “Estimating the nonlinear and interactive effects of latent variables”, *Psychological Bulletin*, Vol. 96 No. 1, pp. 201-210.
- Khalid, S. A. (2010). Improving the Service Delivery: A Case Study of a Local Authority in Malaysia. *Global Business Review*, 11 (1), 65-77.
- Khodayari, F., & Khodayari, B. (2011). Service quality in higher education. *Interdisciplinary Journal of Research in Business*, 1(9), 38-46.
- Koni, A., Zainal, K., & Ibrahim, M. (2013). An assessment of the services quality of Palestine higher education. *International Education Studies*, 6(2), 3-48
- Kräftner, D., (2006). *Information System Strategy*- Bournemouth University.
- Lee, H. & Yang, K. (2013). “The Importance of self-service kiosks in developing consumers’ retail patronage intentions”, managing service quality. *An international journal* 19(1) 687-701.
- Li, M & Feeney, M. (2014). Adoption of electronic technologies in local U.S. governments: Distinguishing between e-services and communication technologies, *American Review of Public Administration*, 44(1) 75-91.

- Madnick, S. E., Wang, R. Y., Lee, Y. W., & Zhu, H. (2009). Overview and framework for data and information quality research. *A CM Journal of Data and Information Quality*, 1(1), 2:1–2:22.
- Magutu, P. O., Lelei, J. K., & Borura, C. M. (2010), *Information Systems Implementation in State Corporations: A Critical Evaluation of the Process and Challenges in Kenyan Parastatals*.
- Martin, R. L., (2014). The big lie of strategic planning, *Harvard Business Review*, January-February.
- McAfee, A., & Brynjolfsson, E. (2008). Investing in the IT that makes a competitive difference. *Harvard Business review*, July-August, 1-11.
- McNeil, M. & Mumvuma, T., (2006). Demanding Good Governance: A Stocktaking of Social Accountability Initiatives by Civil Society in Anglophone Africa. *World Bank Institute*. Washington, DC: The World Bank.
- Miremadi, A., Ghalamkari, S., & Sadeh, F. (2011). Customer satisfaction in port industry (A case study of Iranian shipping). *International Conference on Sociality and Economics Development*, Singapore.10, 58-62.
- Miring'u, R. & Muoria, E T. (2012). An analysis of the effect of Corporate Governance on Performance of Commercial State Corporations in Kenya. *International Journal of Business and Public Management*, 1(1): 36-41.
- Mokyr, J., Vickers, C., & Ziebarth, N. L. (2015). The history of technological anxiety and the future of economic growth: Is this time different? *Journal of Economic Perspectives*, 29(3), 31-50.
- Mugenda, O. M & Mugenda, A.G. (2003). *Research methods: Qualitative and quantitative approaches*. African Centre for Technology Studies Nairobi, Kenya.
- Mulili, B.M & Wong, P. (2011). Corporate governance practices in developing countries: The case for Kenya. *International Journal of Business Administration*, vol 2(1).

- Muthaura, F. (2007). *Performance Contracting in Kenya; Restoring Faith in Government through Innovation to Promote Quality of Public Service*. Nairobi, Government Printer.
- Ndonga, D., (2015), *Single Windows and Trade Facilitation: A Tool for Development*, Wolters Kluwer.
- Nelson, R.R., Todd, P.A., & Wixom, B.H., (2005). Antecedents of information and system quality: an empirical examination within the context of data warehousing. *Journal of Management Information Systems* 21, 199–235.
- Nimon, K., Zientek, L. R., & Henson, R. (2012). The assumption of a reliable instrument and other pitfalls to avoid when considering the reliability of data. *Frontiers in Psychology*, 3(102), 1–13.
- Njuru, J. (2011). Implication of e-government on public policy and challenges of adopting technology: the case of Kenya. *Journal of Global Affairs and Public Policy* 1(1) (pp. 2-20).
- O'Brien, R.M., (2007). *A caution regarding rules of thumb for variance inflation factors*, Quality. Quantity; 41 pp. 673–690.
- Ochieng, E. O. (2010). *Public Sector Reforms & Performance Contracting: A Case study of Kenya*
- Otto, B., (2011). *Data Governance*. *Business and Information Systems Engineering* 3, 4, 241-244.
- Pang, M. S. (2014). IT governance and business value in the public sector organizations - The role of elected representatives in IT governance and its impact on IT value in U.S. State governments. *Decision Support Systems*, 59, 274-285.

- Parahoo, K. (2014). *Nursing research: principles, process and issues*: Palgrave Macmillan.
- Peppard, J., Galliers, R. & Thorogood, A.(2014). Information systems strategy as practice: Micro strategy and strategizing for IS. *Journal of Strategic Information Systems*, 23(1), 1-10.
- Ravitch, S.M. & Riggan, M. (2012). *Reason & rigor: How conceptual frameworks guide research*. Thousand Oaks, CA: SAGE.
- Razali, N. M., & Wah, Y. B. (2011). Power comparisons of Shapiro-Wilk, Kolmogorov-Smirnov, Lilliefors and Anderson-Darling tests. *Journal of Statistical Modeling and Analytics*, 2, 21-3.
- Robinson, J. (2009). *Triandis theory of interpersonal behaviour in understanding software privacy behaviour in the South African context*. Master's degree, University of the Witwatersrand
- Rogers, E. M. (2003). “*Diffusion of Innovations*,” 5th Edition, Free Press, New York, 2003.
- Salihu, A. A. & Khalil, S. (2011). Service delivery by local government in Nigeria: The delivery of primary education and healthcare service by local government in Nigeria.
- Saunders, M., Lewis, P., & Thornhill, A. (2012). *Research Methods for Business Students* (6 ed.): Pearson
- Schwab, K. (2016). *The fourth industrial revolution*. New York: Crown Business.
- Straub, D., Boudreau, M.-C. & Gefen, D. (2004). Validation guidelines for IS positivist research. *Communications of the Association for Information Systems*, 13, 380-427.
- Smith, G. T., & Zapsolski, T. C. B. (2009). Construct validation of personality measures. In J.N. Butcher (Ed.), *Oxford handbook of personality assessment* (pp. 81–98).
- Thompson, H. (2007), *Crafting and Executing Strategy: Text and Readings*. 15th edition, McGraw Hill Companies, New York.
- Toomey, M. (2009). *Waltzing with the Elephant: A comprehensive guide to directing and*

controlling information technology. Australia: Infonomics.

Valentine, E. L. H., & Stewart, G. (2013). The emerging role of the Board of directors in enterprise business technology governance. *International Journal of Disclosure and Governance*, 10(4), 346-362.

Verma, R., & Jayasimha, K. R. (2014). Service delivery innovation architecture: An empirical study of antecedents and outcomes. *IIMB Management Review*.

Vogt, W. P. (2005). *Dictionary of Statistics & Methodology*. (3rd ed.). SAGE.

Waruinge, S. M. (2008). Factors for IFMIS success in developing countries. Unpublished master's dissertation, University of Nairobi.

Wilkin, C., & Chenhall, R. (2010). A review of IT governance: A taxonomy to inform accounting information systems. *Journal of Information Systems*, 24, 107-146.

Wilson, J. (2010). *Essentials of business research: a guide to doing your research project*, SAGE Publication.

Yayla, A. A., & Hu, Q. (2014). The effect of Board of directors' IT awareness on CIO compensation and firm performance. *Decision Sciences*, 45(3), 401-435.

Zapolski, T. C. B., Guller, L., & Smith, G. T. (2012). Construct validation theory applied to the study of personality dysfunction. *Journal of Personality*, 80, 1507–1531.

Zarvić, N., Stolze, C., Boehm, M., & Thomas, O. (2012). Dependency-based IT Governance practices in inter-organizational collaborations: A graph-driven elaboration. *International Journal of Information Management*, in press.

Zheng, L., Dawes, S., & Pardo, T. (2009). Leadership behaviors in cross-boundary information sharing and integration: Comparing the US and China, *Proceedings of the 3rd International Conference on Theory and Practice of Electronic Governance*, 43-50

APPENDICES

APPENDIX I: LETTER OF INTRODUCTION

Dear Sir/Madam,

RE: Corporate Information Technology Strategy, Information Technology Governance, Information Quality and Services Delivery of State Corporations in Kenya

I am a doctoral Candidate from the University of Nairobi and conducting postgraduate research focusing on the current status of **Corporate Information Technology Strategy, Information Technology Governance, and Information Quality on Services Delivery of State Corporations in Kenya**”.

Kindly assist me in collecting enough information by voluntarily and independently completing the attached questionnaire. Thank you very much for helping with this important academic study.

Yours Sincerely,

GETEMBE NYAKORA KEPHA: 0725810865

kgetembe@yahoo.com

APPENDIX II: RESEARCH QUESTIONNAIRE
SECTION I: GENERAL INFORMATION

1) Name of the state corporation

2) The parent ministry of the state corporation

3) Category of the state corporation

Commercial [], Financial [], Manufacturing [], Public Universities [], Regional Development Authorities [], Regulatory [], Service [], Tertiary Education and Training [], Training and Research []

4) The number of permanent and pensionable employees; Below 50 []
101- 250 [] 501-1000

[]
51-100 [] 251-500 [] 1000 and
above []

5) How long has the state corporation been in operation since its establishment

Below 5 years [] 6- 10 years [] 11-20 years [] 21-30 years
[]
31-40 years [] 41-50 years [] 50 years and above []

- 6) Gender of the respondent:
- 7) Age Bracket Male Female 18 -30 years; 31 to 40 years 41 to 50 years
 above 50 years
- 8) Highest level of education
 PhD Master's Degree Degree
 Diploma
- 9) Work experience at the state corporation:
 Less than 1 year (1- 5) years (5-10) years (above 10 years)
- 10) The area of operation in the state corporation;
 Finance and accounting Department Operations Department
 Sales and marketing Department ICT Department
 Risk Management Department Customer Care Service
 Department
- 11) The level of management:
 Top management Middle management Cadre staff

SECTION II: CORPORATE INFORMATION TECHNOLOGY STRATEGY

12) How successful do you view your state corporation has adopted a suitable IT strategy.

Not successful at all [] Not Successful []
 successful [] Very successful []

[] somewhat successful []

13) To what extent has your state corporation embraced the following aspects in relation to corporate IT strategy? Use the following scale where:- 1 = Not at all; 2 = Small extent 3 = Moderate extent 4 = Great extent 5 = Very great extent

Corporate Information Technology Strategy	1..very small extent	2.Small extent	3.moderate extent	4. Great Extent	5.Very great extent
Existence of Corporate IT Strategy					
Corporate IT strategy has enabled the state corporation employees to prudently utilize IT elements for credible results.	(1)	(2)	(3)	(4)	(5)
The state corporation has an operational corporate IT strategy to support value added management processes.	(1)	(2)	(3)	(4)	(5)
The state corporation's corporate IT strategy fits with the available Information systems to facilitate entire staffs respond to dynamic customer requirements.	(1)	(2)	(3)	(4)	(5)
Corporate Information technology strategy of the state organization enable Managers to cease and optimize available opportunities for high and quality outcomes.	(1)	(2)	(3)	(4)	(5)
The entity's corporate IT strategy is well defined in the overall strategies, goals and objectives of the state corporation to enable valuable performance.	(1)	(2)	(3)	(4)	(5)
Corporate IT strategy supports service delivery innovations of the state corporation.	(1)	(2)	(3)	(4)	(5)
The state corporation's corporate IT strategy is flexible and cost effective to enhance operational efficiency and competitive positioning.	(1)	(2)	(3)	(4)	(5)
Corporate IT strategy supports policies of the state corporations on smooth use of IT in daily operations.	(1)	(2)	(3)	(4)	(5)
Corporate IT strategy of the organization outlines the overall role of IT function in informing efficient and timely results.	(1)	(2)	(3)	(4)	(5)
The state corporation's IT strategy enhances strategic plans on resource mobilization and utilization for sustainable competitive advantage.	(1)	(2)	(3)	(4)	(5)
Corporate IT strategy ensures the state corporation designs unique products and services for a segmented market and sporadic revenue growth.	(1)	(2)	(3)	(4)	(5)
The state corporation's corporate IT strategy defines level of IT competence needed in the use of IT tools for quality services.	(1)	(2)	(3)	(4)	(5)
Corporate IT strategy of the state corporation enable it is employees to adopt and apply available technologies to build a strong customer base.	(1)	(2)	(3)	(4)	(5)

Corporate Information Technology Strategy	1..very small extent	2.Small extent	3.moderate extent	4. Great Extent	5.Very great extent
Corporate IT Objectives					
Corporate IT objectives of the state corporation inform the management on how to apply IT knowledge and skills to make improvements on all services Rendered.	(1)	(2)	(3)	(4)	(5)
The state corporation’s corporate IT objectives are clear to support the attainment of overall objectives.	(1)	(2)	(3)	(4)	(5)
The organization’s corporate IT objectives clearly give direction to all employees on how to utilize available technologies to provide services that exceedingly meet customer demands.	(1)	(2)	(3)	(4)	(5)
The entity’s corporate IT objectives clearly guide all levels of management to deploy utilities that enhance timely and prompt clientele services.	(1)	(2)	(3)	(4)	(5)
The organization’s top most management has created ownership of their corporate IT objectives for really time innovative services.	(1)	(2)	(3)	(4)	(5)
The corporate IT objectives of the state corporation guides IT/business alignment for greater profitability.	(1)	(2)	(3)	(4)	(5)
The organizations corporate IT objectives describe guidelines IT department will employ to train staffs on valuable use of it is information systems.	(1)	(2)	(3)	(4)	(5)
Corporate IT objectives of the organization support implementation of strategic decisions on customer conflicts resolution.	(1)	(2)	(3)	(4)	(5)
The state corporation’s corporate IT objectives clearly illustrate how customers are properly sensitized to use modern technology to access some services online.	(1)	(2)	(3)	(4)	(5)
The corporate IT objectives of the entity enables top management to regularly redesign service offering tactics to promptly address ever dynamic customer trends.	(1)	(2)	(3)	(4)	(5)
Corporate IT objectives of the organization support prudent IT investment while considering current trends in IT evolution portfolios.	(1)	(2)	(3)	(4)	(5)
Corporate IT Targets					
The state corporation has a well aligned IT targets as derived from corporate IT strategy which will lead to enhanced business value.	(1)	(2)	(3)	(4)	(5)
The State corporation’s IT targets provide a clear future picture of IT tools and their impact in effective service.	(1)	(2)	(3)	(4)	(5)
The state corporation’s IT Targets points out how IT and other resources will be used to innovatively meet market place needs.	(1)	(2)	(3)	(4)	(5)
The organization’s IT targets are well stipulated on the strategic plan to direct all management levels to foster customer made outputs.	(1)	(2)	(3)	(4)	(5)
State corporation’s IT targets are well matched to stakeholders’ whims for smooth fulfillment.	(1)	(2)	(3)	(4)	(5)
Corporate IT targets of the state corporation are part of continuous research and development practices to enable organizational efficiency.	(1)	(2)	(3)	(4)	(5)
The state corporation’s IT targets have been enhanced by dedication of enough resources in their planning and execution stage	(1)	(2)	(3)	(4)	(5)
Corporate IT targets of the organization are anchored on employee team work so as to avoid resource wastage	(1)	(2)	(3)	(4)	(5)

Corporate Information Technology Strategy	1..very small extent	2.Small extent	3.moderate extent	4. Great Extent	5.Very great extent
Corporate IT targets of the state corporation are a big measure of a vibrant IT department.	(1)	(2)	(3)	(4)	(5)
Corporate IT targets of the state corporation are a big measure of a vibrant IT department.	(1)	(2)	(3)	(4)	(5)
Corporate IT Targets Improvements					
The state corporation has clear mechanisms for improving IT targets that will enables competitive age.	(1)	(2)	(3)	(4)	(5)
The organization's corporate IT improvement targets outline the often solutions put in place to address customer complains to avert negative Publicity.	(1)	(2)	(3)	(4)	(5)
The organization's corporate IT targets improvement is part of the bigger Agenda of reengineering business activities so as to increase market share and profits.	(1)	(2)	(3)	(4)	(5)
Corporate IT improvements targets of the state corporation aim to support employee competencies in designing customer tailor made goods and services.	(1)	(2)	(3)	(4)	(5)
The state corporation's IT improvement targets define modifying strategies	(1)	(2)	(3)	(4)	(5)
For client oriented goods.					
The organizations" IT targets improvement is part of management commitment in investing on superior IT infrastructure and knowledgeable workforce.	(1)	(2)	(3)	(4)	(5)
Corporate IT improvement targets of the state corporation guides stakeholders' innovations on ensuring worthwhile market focused products.	(1)	(2)	(3)	(4)	(5)
The entity's corporate IT improvements targets are fixed to strategic goals and objectives to inform friendly costs in fulfilling them.	(1)	(2)	(3)	(4)	(5)
Corporate IT improvement targets of the organization describe efforts employed to satisfy customer needs and wants.	(1)	(2)	(3)	(4)	(5)

- 14) To what extent has your state corporation embraced the following dimensions of corporate IT strategy in an effort to improve it is service delivery. Use the following scale where:- 1 = Not at all; 2 = Small extent 3 = Moderate extent 4 = Great extent 5 = Very great extent

Corporate Information Technology Strategy	1..very small extent	2.Small extent	3.moderate extent	4. Great Extent	5.Very great extent
Corporate IT Priority Projects					
Corporate IT priority projects of the parastatal are clearly indicated on the strategic plan to enable the management to budget for them in advance.	(1)	(2)	(3)	(4)	(5)
The state corporation's IT priority projects design and execution is a key agenda of IT managers to avoid stalling.	(1)	(2)	(3)	(4)	(5)
The state corporation top management understands and supports IT priority projects from initiation all through to maintenance stage.	(1)	(2)	(3)	(4)	(5)
Corporate IT priority projects initiated will deliver both customer and business value for the state corporation.	(1)	(2)	(3)	(4)	(5)

Corporate Information Technology Strategy	1..very small extent	2.Small extent	3.moderate extent	4. Great Extent	5.Very great extent
The organization's corporate IT priority projects organization are well communicated to all staffs for smooth planning and implementation.	(1)	(2)	(3)	(4)	(5)
The state corporation stake holders play a key role in successive design and development of valuable corporate IT projects.	(1)	(2)	(3)	(4)	(5)
The organization's corporate IT priority projects are part of the programs that enhance service provision processes.	(1)	(2)	(3)	(4)	(5)
The state corporation has equipped it is employees with enough knowledge to support the smooth implementation corporate IT priority projects.	(1)	(2)	(3)	(4)	(5)
The organization's senior executive has a forceful commitment to Corporate IT priority projects that create value to customers.	(1)	(2)	(3)	(4)	(5)
The state corporation's corporate IT priority projects consider investment on suitable technologies is crucial to producing marketable products.	(1)	(2)	(3)	(4)	(5)
The state entity has put in place enough budgetary allocations for the success of all corporate IT priority projects.	(1)	(2)	(3)	(4)	(5)
Corporate IT Annual Implementation Plans					
The state corporation's IT yearly implementation plans are enshrined in the strategic roadmap to facilitate quality processes.	(1)	(2)	(3)	(4)	(5)
Corporate yearly IT implementation plans of the organization ensure customer centric services are an outcome of informed objectives and goals.	(1)	(2)	(3)	(4)	(5)
The state corporation's IT annual implementation plans supports the use of IT components for efficient information sharing.	(1)	(2)	(3)	(4)	(5)
Corporate IT annual implementation plans of the entity are enhanced by classical professionalism of employees.	(1)	(2)	(3)	(4)	(5)
The state corporation's IT annual implementation plans outlines importance of IT components in all management levels.	(1)	(2)	(3)	(4)	(5)
Annual implementation of IT plans of the state corporation makes it remain steady on the evolution of IT and how it affects customer preferences.	(1)	(2)	(3)	(4)	(5)
The organization's corporate IT annual implementation plan guides the use of information systems in serving customers better than competitors.	(1)	(2)	(3)	(4)	(5)
The entity's corporate annual IT implementation plans defines how customer risk analysis is done to avert huge loses.	(1)	(2)	(3)	(4)	(5)
The state corporation involves all stakeholders in annual implementation of corporate IT plans for uniform conception.	(1)	(2)	(3)	(4)	(5)
Corporate IT annual implementation plans of the organization supports training of all employees on IT use to develop a strong customer base.	(1)	(2)	(3)	(4)	(5)
Level of Cascading of Corporate IT Strategy					
Cascading of the corporate IT strategy in the state corporation is from the corporate to operation level as envisioned in the strategic goals and objectives	(1)	(2)	(3)	(4)	(5)
The state corporation's management ensures corporate IT strategy is well perceived and executed to the letter in every department for high productivity.	(1)	(2)	(3)	(4)	(5)
The organization's level of cascading of corporate IT strategy is in line to IT Department's goals of ensuring staffs are trained on the use of information systems for impressive services.	(1)	(2)	(3)	(4)	(5)
State corporation has a cascading strategy that supports trickling down of corporate IT strategy for unison process efficiency.	(1)	(2)	(3)	(4)	(5)

Corporate Information Technology Strategy	1..very small extent	2.Small extent	3.moderate extent	4. Great Extent	5.Very great extent
The organization's management ensures corporate IT strategy is well articulated at all departments for valuable uniform operations.	(1)	(2)	(3)	(4)	(5)
The state corporation functional units have embraced teamwork to enable friendly adoption of corporate IT strategy for superior performance.	(1)	(2)	(3)	(4)	(5)
The IT department of the state corporation ensures IT strategy is functionally implemented to promptly address dynamic customer demands.	(1)	(2)	(3)	(4)	(5)
The functional units of the state corporation are able to align, achieve and accomplish corporate IT strategy in a unique way to attain time bound customer results.	(1)	(2)	(3)	(4)	(5)
Level of cascading corporate IT strategy in your organization make each of the departments examine the impact their goals will have on strategic goals	(1)	(2)	(3)	(4)	(5)
Your organization on cascading corporate IT strategy enable each staff to examine overarching and departmental goals and set individual goals for quality outcomes.	(1)	(2)	(3)	(4)	(5)
Cascading of corporate IT strategy in your entity empowers employees as the bottom denominator of praiseworthy brand image.	(1)	(2)	(3)	(4)	(5)
Your organization embraces cascading of Corporate IT strategy to flourish collaboration, creativity and continuous improvement.	(1)	(2)	(3)	(4)	(5)
Corporate IT Strategy Vertical Integration					
State corporation management ensures elaborative vertical integration of the IT strategy to facilitate operation efficiency	(1)	(2)	(3)	(4)	(5)
Corporate IT strategy vertical integration in the organization is enhanced by all units for growth and profitability.	(1)	(2)	(3)	(4)	(5)
The state corporation's IT strategy vertical integration at all management levels enables coordinated use of available resources for informed results.	(1)	(2)	(3)	(4)	(5)
Corporate IT strategy vertical integration supports alignment of the state corporation's IT and business activities to enhance greater performance.	(1)	(2)	(3)	(4)	(5)
The organization ensures vertical integration of the IT strategy in all management levels support division of labor for accelerated processes.	(1)	(2)	(3)	(4)	(5)
Corporate IT strategy vertical integration of the SC enables smooth service delivery channels for exact customer specifications make.	(1)	(2)	(3)	(4)	(5)
The parastatal's corporate IT strategy vertical integration processes make its distribution of decisions on services more efficient.	(1)	(2)	(3)	(4)	(5)
The organization's integration of corporate IT strategy makes it realize benefits of ensuring coordinated monitoring of up and down stream of service provision exercise.	(1)	(2)	(3)	(4)	(5)
Corporate IT strategy vertical integration of the organization increase entry barriers for competitors by offering unique and differentiated services at reduced costs	(1)	(2)	(3)	(4)	(5)
The organization's vertical integration of corporate IT strategy facilitates investing in specific functions and competencies for performance excellence.	(1)	(2)	(3)	(4)	(5)
Corporate IT Strategy Cross Functional Alignment					
The state corporation embraces corporate IT strategy cross functional alignment to enable management levels work from the same ground for impressive results.	(1)	(2)	(3)	(4)	(5)

Corporate Information Technology Strategy	1..very small extent	2.Small extent	3.moderate extent	4. Great Extent	5.Very great extent
Corporate IT strategy cross functional alignment of the organization will allow employees' choices that will reinforce one another and become more effective.	(1)	(2)	(3)	(4)	(5)
The organization's corporate IT strategy functional alignment supports collaboration of all departments to satisfactorily address customer requirements.	(1)	(2)	(3)	(4)	(5)
Cross functional alignment of corporate IT strategy in the organization promotes crucial planning to market requirements that creates sustainable competitive positioning.	(1)	(2)	(3)	(4)	(5)
The entity's IT department enlightens all employees to ensure cross functional alignment of organizational IT strategy is executed in all sections for valuable results.	(1)	(2)	(3)	(4)	(5)
Organization's corporate IT strategy cross functional alignment enable all sections to indulge in strategic dialogue with customers for valuable and long term solutions on emerging issues.	(1)	(2)	(3)	(4)	(5)
Corporate IT strategy cross functional alignment in the entity will help to reduce duplication of efforts on trying to fix issues	(1)	(2)	(3)	(4)	(5)
The state corporation's cross functional alignment will result into another strategy that will provide employees with an action plan for meaningful services.	(1)	(2)	(3)	(4)	(5)
Cross functional strategic alignment of corporate IT strategy in the organization will build discipline around decision making on IT use for competitive growth.	(1)	(2)	(3)	(4)	(5)
The Parastatal's cross section strategic alignment of corporate IT strategy will make management and staff members work on the same priorities, goals and vision for pleasing outcomes	(1)	(2)	(3)	(4)	(5)
Level of implementation of Corporate IT strategy					
Corporate IT strategy implementation in the entity's top level gives management direction on specific actions to be taken to improve customer services.	(1)	(2)	(3)	(4)	(5)
Implementation of corporate IT strategy in the state corporation is effective due to adopted goals are SMART to support market presence	(1)	(2)	(3)	(4)	(5)
The organization's management levels play a major role in implementing the IT strategy for uniform and worthwhile results.	(1)	(2)	(3)	(4)	(5)
The organization's senior management has put in place important resources to facilitate in time implementation of the corporate IT strategy in all functional sections.	(1)	(2)	(3)	(4)	(5)
The state corporation's IT department train employees on skills that will enable within schedule implementation of organizational IT strategy.	(1)	(2)	(3)	(4)	(5)
Prudent implementation of corporate IT strategy facilitates accomplishment of the strategic objectives and goals of the state corporation.	(1)	(2)	(3)	(4)	(5)
Implementation of corporate IT strategy in the organization is owned by management and staffs for competitive market niche outputs.	(1)	(2)	(3)	(4)	(5)
Organizational IT strategy implementation in the entity is enabled by involving all levels of employees and stake holders in the drafting and deciding on its aims.	(1)	(2)	(3)	(4)	(5)

Corporate Information Technology Strategy	1..very small extent	2.Small extent	3.moderate extent	4. Great Extent	5.Very great extent
Corporate IT strategy implementation in the organization is coupled with constant oversight and managerial direction for recognizable anticipated outcomes	(1)	(2)	(3)	(4)	(5)
The organization evaluates resources means, constraints and accelerators that can help successful implementation of corporate IT strategy.	(1)	(2)	(3)	(4)	(5)
Top Management Leadership					
Top management the organization ensures customer statutory and regulatory requirements are determined, understood and consistently met.	(1)	(2)	(3)	(4)	(5)
Top management of the state corporation embraces corporate IT strategy in the strategic plans to address dynamic customer needs promptly.	(1)	(2)	(3)	(4)	(5)
The state corporation’s higher management embraces divergent views from fellow employees for successful achievement of all strategic ideals.	(1)	(2)	(3)	(4)	(5)
Highest management works closely with other middle level management to ensure fruitful implementation of corporate IT strategy.	(1)	(2)	(3)	(4)	(5)
Senior executive of the organization ensures corporate IT strategy supports the achievement of value added customer services at an effective cost.	(1)	(2)	(3)	(4)	(5)
Top leadership of the state entity empowers employees to be innovative on service delivery improvements.	(1)	(2)	(3)	(4)	(5)
The state entity's top leadership incorporates key stakeholders to ensure all strategic priorities leads to improved performance.	(1)	(2)	(3)	(4)	(5)
Top Management of the organization demonstrates effective leadership and a commitment to continual improvement of competitive service activities.	(1)	(2)	(3)	(4)	(5)
Highest management ensures quality policies and objectives on customized services are established compatible with the strategic direction of the organization	(1)	(2)	(3)	(4)	(5)
Thestate corporation’s senior management ensures customers’ quality requirements are integrated into it is business processes.	(1)	(2)	(3)	(4)	(5)
The state entity's top management participates in engaging, directing and supporting staffs to contribute to the effectiveness of the quality management system	(1)	(2)	(3)	(4)	(5)
Your organization’s higher management demonstrates commitment to ensure risks and opportunities that affect conformity of products and services to customer satisfaction are determined and addressed	(1)	(2)	(3)	(4)	(5)
Configuration of IT Resources and Skills					
IT resources and skills configuration enables the state corporation to monitor and respond to changes in customer requirements.	(1)	(2)	(3)	(4)	(5)
Configuration of IT resources and skills can enable the state corporation to control changes in design and development of products and services to customer preferences and taste.	(1)	(2)	(3)	(4)	(5)
The state corporation has a way of tracking, transforming and deploying of IT resources for valuable products and services.	(1)	(2)	(3)	(4)	(5)
Information technology resources and skills configuration in the state entity enables higher management to address time and cost overruns in services provision.	(1)	(2)	(3)	(4)	(5)
Configuration of IT resources and skills in the organization is aligned to available information systems for service delivery enhancement.	(1)	(2)	(3)	(4)	(5)

Corporate Information Technology Strategy	1..very small extent	2.Small extent	3.moderate extent	4. Great Extent	5.Very great extent
The state corporation's configuration of IT resources and skills is enabled by competent human capita for high yields and profits.	(1)	(2)	(3)	(4)	(5)
Configuration of IT resources and skills in the entity supports implementation of IT strategic plans of the state corporation.	(1)	(2)	(3)	(4)	(5)
Configuration of IT resources and skills in your organization will make key stakeholders commit extra resources competitive service offering.	(1)	(2)	(3)	(4)	(5)
Configuration of IT resources and skills is pegged on strategic policies and objectives that guide pleasing performance of your organization	(1)	(2)	(3)	(4)	(5)
The state corporation's configuration of IT resources and skills will ensure prudent use of technology to address social platform negative publicity	(1)	(2)	(3)	(4)	(5)
The state entity's configuration of IT resources and skills will assist top management to engage financiers for more stocks to expand market share.	(1)	(2)	(3)	(4)	(5)
Effective Communication of the Corporate IT Strategy					
The state corporation's management plays a core role to ensure meaningful communication of the IT strategy amongst all stakeholders for informed decision and feedback.	(1)	(2)	(3)	(4)	(5)
Your organization has in place evidential tools like electronic platforms, service charters, newsletters, magazines, team briefings and posters for effective communication.	(1)	(2)	(3)	(4)	(5)
The state corporation effective communication of corporate IT strategy is enhanced by involving all staffs during its deciding and designing.	(1)	(2)	(3)	(4)	(5)
The organization embraces effective communication on reporting on the performance of the quality management system and on arising opportunities for improvement.	(1)	(2)	(3)	(4)	(5)
Meaningful communication of the corporate IT strategy in your state corporation facilitates information sharing, understanding and management amongst employees and customers.	(1)	(2)	(3)	(4)	(5)
Sound relaying of corporate IT strategy of the state corporation's staffs will promote spirit of team work in service delivery enhancement.	(1)	(2)	(3)	(4)	(5)
Effective communication of the IT strategy in your state entity outlines clear guidelines on the dissemination of goals and objectives amongst stakeholders for easy implementation.	(1)	(2)	(3)	(4)	(5)
The state corporation's effective communication of corporate IT strategy impressive adoption and implementation at all management levels is enhanced by PR department.	(1)	(2)	(3)	(4)	(5)
Quality communication of the corporate IT strategy ensures promotion of customer focus services throughout the state corporation.	(1)	(2)	(3)	(4)	(5)
Effective communication of the corporate IT strategy in your organization demonstrates the roles and responsibilities of every staff in utilizing IT to foster competitive growth.	(1)	(2)	(3)	(4)	(5)
The state corporation's meaningful communication is enabled by the use of useful of IT elements in information management processes.	(1)	(2)	(3)	(4)	(5)

SECTION III: INFORMATION TECHNOLOGY GOVERNANCE

15) How successful is your state corporation in embracing IT governance for vibrant decisions on IT use and performance.

Not successful at all [] Not successful [] somewhat successful [] Successful [] Very successful []

16) Show the degree to which the IT governance manifestations apply in your corporation in ensuring customer friendly services. Using the scale where:- 1 -"To a very little extent", 2 - "To a little extent", 3 -"To a moderate extent", 4 – “To a large extent” and 5 – “To a very large extent”.

Information Technology Governance	1.very small extent	2.Small extent	3.moderate extent	4. Great Extent	5.Very great extent
IT Governance Framework					
Information Governance framework in the state entity has helped management to understand the value of IT infrastructures in fostering customer friendly outcomes.	(1)	(2)	(3)	(4)	(5)
The organization’s IT governance framework gives guidelines on IT/business strategic alignment for valuable customer services.	(1)	(2)	(3)	(4)	(5)
The state corporation’s IT governance framework support alignment of information system for measurable results on all services rendered to the public.	(1)	(2)	(3)	(4)	(5)
IT governance framework of the state corporation support top management in strategic acquiring excellent systems that can enhance operational excellence.	(1)	(2)	(3)	(4)	(5)
Information governance framework defines the role of individual directors, level management and staffs on strategic security of IT resources.	(1)	(2)	(3)	(4)	(5)
The state corporation has a strong information technology governance framework that enables management of IT skills for operational efficiency.	(1)	(2)	(3)	(4)	(5)
The state entity’s Information technology governance framework outlines guidelines on how information systems support the achievement of strategic goals and objectives.	(1)	(2)	(3)	(4)	(5)
Information technology governance framework defines policies, procedures and standards on deployment and management of IT controls for administrative and service delivery efficiency in the organization.	(1)	(2)	(3)	(4)	(5)
Information technology governance framework of the corporation outlines monitoring and compliance policies on IT use and government policies conformity to avoid conflicts and litigations.	(1)	(2)	(3)	(4)	(5)
The state corporation’s IT governance framework guides effective communication of IT use from top management to the lowest cadre.	(1)	(2)	(3)	(4)	(5)
IT governance framework of the corporation outlines unique and strong control measures put in place to ensure customer information confidentiality.	(1)	(2)	(3)	(4)	(5)
IT Governance level of Implementation					
The state corporation has an established design of implementing IT governance in line with strategic goals and objectives.	(1)	(2)	(3)	(4)	(5)

The IT governance level of implementation in the organization is enabled by IT department embracing staff training on strategic use of new technologies to address dynamic customer needs.	(1)	(2)	(3)	(4)	(5)
Competent IT and skills are in place to facilitate flexible and effective the implementation of IT governance.	(1)	(2)	(3)	(4)	(5)
The state corporation has a committee headed by chief IT officer to follow through implementation of ITG at all management levels for administrative success.	(1)	(2)	(3)	(4)	(5)
The state corporation has committed enough resources and quality systems to support timely implementation of IT governance.	(1)	(2)	(3)	(4)	(5)
State corporation's IT governance is well anchored in the IT strategy for smooth implementation by all employees.	(1)	(2)	(3)	(4)	(5)
The organization's ITG implementation is well articulated at all departments for valuable use of IT for better s operations.	(1)	(2)	(3)	(4)	(5)
The state corporation functional units have embraced teamwork to enable result oriented ITG implementation.	(1)	(2)	(3)	(4)	(5)
The organization's ITG implementation will need support of key stakeholders'' leveraged ideas for minimized conflict of interest	(1)	(2)	(3)	(4)	(5)
The state corporation's ITG level of implementation support functional units on business processes value addition for greater revenues.	(1)	(2)	(3)	(4)	(5)
Enforcement of ITG Framework					
The state corporation has put in place clear enforcement mechanisms and policies of ITG framework at all management levels for easy understanding and adoption.	(1)	(2)	(3)	(4)	(5)
The state corporation management supports the enforcement of IT governance framework for services delivery excellence.	(1)	(2)	(3)	(4)	(5)
The state entity's ITG framework enforcement plays a role to ensure effective enforcing of ITG framework for valuable business processes.	(1)	(2)	(3)	(4)	(5)
The state corporation's IT department play a key role in training and empowering staffs with necessary IT skills to enhance enforcement of ITG framework.	(1)	(2)	(3)	(4)	(5)
The organization's ITG framework outlines the role of employees, stake holders and partners to avoid duplication of resources.	(1)	(2)	(3)	(4)	(5)
Enforcement of ITG framework in your organization conforms to acts and laws of Kenya to avoid litigation processes.	(1)	(2)	(3)	(4)	(5)
The organization's ITG framework enforcement will enable corporate governance to observe regulatory compliance and legal activities when initiating and utilizing IT systems.	(1)	(2)	(3)	(4)	(5)
The state corporation's enforcement of ITG framework will set standards on how all customer information is organized, categorized and accessed for better products.	(1)	(2)	(3)	(4)	(5)
Enforcement of ITG framework in your organization will enable employees realize the value of technology innovations on services offered	(1)	(2)	(3)	(4)	(5)
Monitoring and Evaluation of ITG Framework					
The state corporation has put in place monitoring and evaluation procedures of IT governance framework for measurable customer satisfaction results.	(1)	(2)	(3)	(4)	(5)
Monitoring and evaluation of IT governance framework supports IT performance and efficiency of the state corporation.	(1)	(2)	(3)	(4)	(5)

The state corporation's IT department supports monitoring and evaluation of ITG framework for practical administrative decisions on IT performance.	(1)	(2)	(3)	(4)	(5)
The state corporation's monitoring and evaluation of IT governance framework supports IT implementation policies for value addition	(1)	(2)	(3)	(4)	(5)
The state corporation's monitoring and evaluation of IT governance framework supports decisions on IT use and deployment for effective services	(1)	(2)	(3)	(4)	(5)
The state corporation's stakeholders are involved in the monitoring and evaluation of ITG framework towards profitable positioning.	(1)	(2)	(3)	(4)	(5)
Monitoring and evaluation of ITG framework in the entity is done in line with overall strategic plans to advocate for more reviews on addressing clientele concerns.	(1)	(2)	(3)	(4)	(5)
The state corporation's monitoring and evaluation of ITG framework provides need for change management to iron out performance issues on competitive disadvantage	(1)	(2)	(3)	(4)	(5)
The organization's middle level management supports division and team inputs to ensure fruitful monitoring and evaluation of ITG framework.	(1)	(2)	(3)	(4)	(5)
The state entity ensures ITG framework monitoring and evaluation recommendations are adhered to yield fruits on service innovations	(1)	(2)	(3)	(4)	(5)
IT risk management framework					
The state corporation has a strong functional IT risk management framework for timely risk identification and mediation.	(1)	(2)	(3)	(4)	(5)
Information technology risk management framework in the organization provides light on reviewing, assessing, approving or rejecting new IT initiatives.	(1)	(2)	(3)	(4)	(5)
The corporation's IT risk management framework outlines management metric needs and what returns realized on IT investment on it is business.	(1)	(2)	(3)	(4)	(5)
The state corporation's IT risk management framework ensures strategic delivery of services is well protected to reduce resource wastage and customer loss.	(1)	(2)	(3)	(4)	(5)
The state corporation's IT risk framework states the roles of all stakeholders in ensuring risks related to customer satisfaction is effectively managed.	(1)	(2)	(3)	(4)	(5)
The state corporation's IT risk management framework guides IT department on how to design preventive and deterring controls.	(1)	(2)	(3)	(4)	(5)
IT risk management framework in the state entity helps with guidelines on handling commercial espionage that will lead to customer data loss.	(1)	(2)	(3)	(4)	(5)
The organization's IT risk management framework is envision on the ITG program for business agility and productivity benefits.	(1)	(2)	(3)	(4)	(5)
The state entity's IT risk management framework helps IT department to ensure that the information available for business operations is appropriate and up-to-date.	(1)	(2)	(3)	(4)	(5)
IT risk management in the organization enable management to allow employees access only identifiable and appropriate information to reduce discovery and litigation costs.	(1)	(2)	(3)	(4)	(5)
Implementation of IT Risk Management Framework					
The state corporation has an operation IT risk management framework for quick risk detection and mitigation.	(1)	(2)	(3)	(4)	(5)
The corporate governance team effects a successful implementation of risk management framework by first aligning IT services with customer needs of the state corporation.	(1)	(2)	(3)	(4)	(5)

The state corporation's top management and key stakeholders play a vital responsibility in effective IT risk management implementation.	(1)	(2)	(3)	(4)	(5)
The state corporation ensures implementation of IT risk management is done in all levels of management in order to meet specific business and customer needs.	(1)	(2)	(3)	(4)	(5)
The organization's IT department establishes service innovation as a baseline for implement IT risk management framework effectively.	(1)	(2)	(3)	(4)	(5)
Timely implementation of IT risk management framework of the state corporation minimize risks related to customer information and requirements	(1)	(2)	(3)	(4)	(5)
Implementation of IT risk management framework in the public corporation makes it steady technology developments affecting customer preferences.	(1)	(2)	(3)	(4)	(5)
The organization's implementation of IT risk management framework will guide on the type of digital platform to use in marketing of services better	(1)	(2)	(3)	(4)	(5)
The entity's implementation of IT risk management framework will assist concerned party to identify and address IT use risks on service design.	(1)	(2)	(3)	(4)	(5)
The state corporation involves all stakeholders in implementation of IT risk management framework for uniform outputs.	(1)	(2)	(3)	(4)	(5)
Information Technology Governance on Resource Capability/Use					
Information technology governance of the state corporation ensures efficient generation and use of IT for strategic performance of the state corporation.	(1)	(2)	(3)	(4)	(5)
The state corporation's IT governance compliments IT strategy on the generation and use of IT for profitable business processes.	(1)	(2)	(3)	(4)	(5)
Information technology governance ensures the state corporation stays on track to achieve its strategies and goals using IT resources.	(1)	(2)	(3)	(4)	(5)
Information technology governance on resource capability and use in the state corporation gives clear measure of IT performance on customer services improvements.	(1)	(2)	(3)	(4)	(5)
Information technology governance on resources capability and use in the state corporation outline that does IT investment and for which purpose.	(1)	(2)	(3)	(4)	(5)
The state corporation's ITG on resources capability and use enable creation of differentiated services for market growth.	(1)	(2)	(3)	(4)	(5)
Information technology governance on resources capability and use makes key stakeholders to commit extra resources for quality markets	(1)	(2)	(3)	(4)	(5)

SECTION IV: INFORMATION QUALITY

17) The following statements describe information quality manifestations in enhancing organizational processes. Rate the statements using the scale where: - 1 -"Not at all", 2 - "To a little extent", 3 -"To a moderate extent", 4 – “To a great extent" and 5 – “To a very great extent".

Information Quality	1.very small extent	2.Small extent	3.moderate extent	4. Great Extent	5.Very great extent
Reliability of information					
Information that is reliable in the state corporation supports effective communication of strategic goals on provision of superior outcomes.	(1)	(2)	(3)	(4)	(5)
Reliability of information in the entity enables management to make informed decisions on how to tackle customer demands.	(1)	(2)	(3)	(4)	(5)
The state corporation’s information reliability support customers’ understanding on what is offered and when.	(1)	(2)	(3)	(4)	(5)
Reliable information of the entity enriches employees with facts and truths on the type of services customers enjoy.	(1)	(2)	(3)	(4)	(5)
Reliable Information in the state corporation will enable management to evaluate and modify market information to promptly meet customer needs.	(1)	(2)	(3)	(4)	(5)
The state corporation’s systems support generation of reliable information for operational success.	(1)	(2)	(3)	(4)	(5)
Reliability of information in the organization gives employees a light overview on market demands.	(1)	(2)	(3)	(4)	(5)
The organization’s information reliability facilitates service provider and customer feedback process.	(1)	(2)	(3)	(4)	(5)
Reliable information in the organization provide limelight on competitive service design innovations	(1)	(2)	(3)	(4)	(5)
The state corporation’s reliable information promotes the spirit of team work to cordially handle customer grievances.	(1)	(2)	(3)	(4)	(5)
Usability of Information					
The state corporation’s usable information enables management to emphasize on the value of offering services that meet customer expectations.	(1)	(2)	(3)	(4)	(5)
The state entity’s usable information enable management to address any challenges faces the entire service provision service.	(1)	(2)	(3)	(4)	(5)
The organization is able to make use of available information to achieve customer specific goals effectively.	(1)	(2)	(3)	(4)	(5)
The state corporation staffs are able to relate and apply information quality to available credible systems for work efficiency.	(1)	(2)	(3)	(4)	(5)
Usability of information in the organization depict the system used to handle it is successful.	(1)	(2)	(3)	(4)	(5)
The organization’s information will enable employees to quickly and easily accomplish given tasks.	(1)	(2)	(3)	(4)	(5)
The information of the entity displayed on the service charter clearly guides customers to seek for services they want.	(1)	(2)	(3)	(4)	(5)
The organization’s usable information enables management to provide solutions to perennial customer communication problems.	(1)	(2)	(3)	(4)	(5)

Information usability in the organization can be utilized to meet customer focus goals defined in the corporate strategy.	(1)	(2)	(3)	(4)	(5)
Usability of information in your organizations will enable stakeholders to make good judgment on user's needs and deliver the right information in the right way.	(1)	(2)	(3)	(4)	(5)
Correctness of Information					
Correct information in the state corporation enables prudent decisions on approaches to be employed to evenly meet customer needs.	(1)	(2)	(3)	(4)	(5)
Information correctness of the state corporation finely enhances sharing of strategic decisions on market measurable results.	(1)	(2)	(3)	(4)	(5)
Correct information in the state corporation enable top leadership to clearly communicate its mission and vision to stakeholders and general public.	(1)	(2)	(3)	(4)	(5)
Correctness of information in your organization improves the value of information technology to the business activities.	(1)	(2)	(3)	(4)	(5)
The entity's information correctness strongly connects the IT department and business users for the success of corporate IT projects.	(1)	(2)	(3)	(4)	(5)
The entity's correctness of information increase collaboration between employees, customers and partners for operational excellence.	(1)	(2)	(3)	(4)	(5)
Information correctness reduces tension between employees' need to share information and the need to control and manage same information by the organization.	(1)	(2)	(3)	(4)	(5)
The state corporation's information correctness is enabled removing unnecessary information that will affect the ability to operate efficiently and exploit market opportunities.	(1)	(2)	(3)	(4)	(5)
Correctness of information will facilitate consistent clientele information management policies across the state corporation.	(1)	(2)	(3)	(4)	(5)
Correctness of information in your organization will help to identify which information is relevant, valuable and risky in service offering lifecycle.	(1)	(2)	(3)	(4)	(5)
Appropriate amount of Information					
Appropriate amount of information in the state corporation provide sufficient clue on customer requirement.	(1)	(2)	(3)	(4)	(5)
State corporation's systems enable the processing and dissemination of appropriate information on demands of the customers to all staffs and departments for immediate action.	(1)	(2)	(3)	(4)	(5)
Adequate amount of information in the organization will support corporate governance on timely achievement of service focus objectives.	(1)	(2)	(3)	(4)	(5)
Enough amount of information enable stakeholders to follow through implementation of strategies and how it will affect growth of the state corporation.	(1)	(2)	(3)	(4)	(5)
Appropriate amount of information in the state corporation will enable top management identify risks and challenges that affect their customer growth	(1)	(2)	(3)	(4)	(5)
State corporation has relevant amount of information, which will support effective sharing and managing information on curbing customer attacks by competitors.	(1)	(2)	(3)	(4)	(5)
Suitable amount of information in the organization will allow existing and new customers to be informed on type and quality of products and services offered by the state corporation.	(1)	(2)	(3)	(4)	(5)
The state corporation's appropriate amount of information enable the management to build customer confidence by regularly reviewing and addressing customer complaints and any negative publicity promptly.	(1)	(2)	(3)	(4)	(5)

The organization ensures its suitable amount of information is appropriately stored for employee productive use in offering better customer services	(1)	(2)	(3)	(4)	(5)
Understandability of Information	(1)	(2)	(3)	(4)	(5)
The state corporation's understandable information enables clientele to easily trace and quantify its originality for use and feedback.					
The information used your state corporation is understandable to enable employees to correctly consume it for valid decisions on valuable business outcomes.	(1)	(2)	(3)	(4)	(5)
IT target users and customers for informed strategic decisions adequately understand the information quality.					
The information used in your state corporation is understandable to enable customers to adequately utilize it in making informed requisitions.	(1)	(2)	(3)	(4)	(5)
Information that is understandable in the state corporation will effectively assist staffs in customer conflict resolution.	(1)	(2)	(3)	(4)	(5)
Understandability of information in the entity enables management to make informed decisions on how to amicably handle employee-customer conflicts.	(1)	(2)	(3)	(4)	(5)
The state corporation's information understandability will help customers interpret service chart content on what is offered, when and how.	(1)	(2)	(3)	(4)	(5)
Understandable information in the entity enriches employees with facts on how customer information is organized, categorized and accessed for quick feedback.	(1)	(2)	(3)	(4)	(5)
The state corporation's understandable information will enable management to review, monitor and trends for customer informed products.	(1)	(2)	(3)	(4)	(5)
Information that is understandable in the organization supports effective use of information systems for better service outputs.	(1)	(2)	(3)	(4)	(5)
Safety of Information	(1)	(2)	(3)	(4)	(5)
The state corporation's information safety will be assured by having standard procedures that will guide integrity of information assets.					
Safety of information in your organization is enabled by deploying and using state of the technologies.	(1)	(2)	(3)	(4)	(5)
The state corporation's IT department ensures then available information does not jeopardize the confidentiality of customer details and requirements.	(1)	(2)	(3)	(4)	(5)
The organization's information safety is enhanced by training staffs on information and systems security so as to deter hacking and commercial espionage.	(1)	(2)	(3)	(4)	(5)
The state corporation's information systems are well secured to ensure market information security for superior competitive advantage.	(1)	(2)	(3)	(4)	(5)
Safety of information will be enhanced by establishing single centralized information management policy that can be applied throughout the organization.	(1)	(2)	(3)	(4)	(5)
The state corporation's information safety is assured by all middle level management synchronizing their information systems with overall control and safeguard tools.	(1)	(2)	(3)	(4)	(5)
The state corporation's information safety prevails by keeping premises that house information infrastructures under lock and key to regulate access.	(1)	(2)	(3)	(4)	(5)
Safety of information in the organization will enable customers express their feelings freely on how to improve services without fear of betrayal.	(1)	(2)	(3)	(4)	(5)

Completeness of data	(1)	(2)	(3)	(4)	(5)
The state corporation's data completeness will support the processing of complete and fit information for strategic decisions.					
Completeness of data in the state corporation will enable information systems to work efficiently for valuable operational results.	(1)	(2)	(3)	(4)	(5)
Complete data in the state corporation will guide the design and communication of clear policies on timely solutions to customer complaints.	(1)	(2)	(3)	(4)	(5)
Data that is complete in your state corporation will enable management to understand dynamism in client needs and how to promptly plan for them.	(1)	(2)	(3)	(4)	(5)
Data completeness in the organization will enable all staffs in various levels to easily interpret and extract useful information for impressive results	(1)	(2)	(3)	(4)	(5)
Data that is complete is easier to interpret and process for accelerated information sharing within your organization.	(1)	(2)	(3)	(4)	(5)
Data completeness will assist customers gain more knowledge on products and services offered by your state corporation.	(1)	(2)	(3)	(4)	(5)
Completeness of data in your organization will support record keeping for future reference in order to achieve greater objectives.	(1)	(2)	(3)	(4)	(5)
The parastal's data completeness will enable entire management armed with accurate and business ready data for informed practices	(1)	(2)	(3)	(4)	(5)
The organization's comprehensive data will enable executive decisions have positive impact on employees input on tailor made services.	(1)	(2)	(3)	(4)	(5)
Timeliness of Data	(1)	(2)	(3)	(4)	(5)
The state corporation's timely data will enable management to market more effectively and encourage loyalty that will last for decades.	(1)	(2)	(3)	(4)	(5)
The state corporation's timeliness of data will drive immediate valuable decisions for better understanding on what customers anticipates in the future	(1)	(2)	(3)	(4)	(5)
The organization's timely data enable management to promptly respond to employees, customers and partners' concerns on service delivery improvements.	(1)	(2)	(3)	(4)	(5)
Timeliness of data in the state entity will enable departments to immediately respond to corporate changes made to serve customers.	(1)	(2)	(3)	(4)	(5)
Data timeliness in the state corporation enables all staffs stay in contact with your customers for value driven services.	(1)	(2)	(3)	(4)	(5)
The state entity's timely data is assured by putting in place strong software tools to make the process of data dissemination speedy and simple	(1)	(2)	(3)	(4)	(5)
Timely data in your state corporation will enable collaborative working in all departments to improve organizational competitive advantage.	(1)	(2)	(3)	(4)	(5)
The state corporation's timely information will enable concerned department to easily find out key information about current and potential customers	(1)	(2)	(3)	(4)	(5)
Timely data in your organization will facilitate awareness within and amongst employees on regular change in customer requirement and act accordingly.	(1)	(2)	(3)	(4)	(5)
Accuracy of Data					
The state corporation's data accuracy will enable managers to be versed with services that will improve customer relations.	(1)	(2)	(3)	(4)	(5)
The organization's data accuracy will support coordinated communication amongst to ensure customer desires are well captured and met.	(1)	(2)	(3)	(4)	(5)
Accuracy of data in the state corporation support customer information standardization and profiling to ensure services are offered as per specifications.	(1)	(2)	(3)	(4)	(5)

Your state corporation assures for data accuracy by training staffs on how to accurately capture, sort, process and store data in the database for future use.	(1)	(2)	(3)	(4)	(5)
The state corporation's data accuracy is facilitated by deploying quality solutions to cleanse data for smarter decision on service improvements.	(1)	(2)	(3)	(4)	(5)
The state entity's accuracy of data enable all staffs know and understand policies protecting customer information.	(1)	(2)	(3)	(4)	(5)
Accurate data in your organization will guide users on what type of system to engage in storing and retrieving the same data for use.	(1)	(2)	(3)	(4)	(5)
Data accuracy in the state corporation will enhance meaningful communication on structures to be employed to increase customer niche.	(1)	(2)	(3)	(4)	(5)
The organization's data accuracy will help analysis and reporting team to make informed decisions on research and development of service delivery innovations.	(1)	(2)	(3)	(4)	(5)
Data accuracy in your organization will enhance quality outputs to support effective information sharing on market trends.	(1)	(2)	(3)	(4)	(5)
Consistency of Data					
State corporation's IT department ensures data collected, processed and stored provides uniform results at all management levels and measurable results at all levels.	(1)	(2)	(3)	(4)	(5)
Consistent data in the state corporation will enable managers to ensure customer needs are well captured to inform uniform outcomes	(1)	(2)	(3)	(4)	(5)
The state corporation's data consistency is assured by always using worth systems throughout service offering process to reduce customer complaints.	(1)	(2)	(3)	(4)	(5)
The organization's consistency of data will make users to constantly update it every minute of every day for service delivery efficiency.	(1)	(2)	(3)	(4)	(5)
The state entity's data consistency enables users to easily store data in the database inform of several files for ease back up and recovery.	(1)	(2)	(3)	(4)	(5)
The organization's data consistency enables management to contribute effectively on customer service development from inception to delivery	(1)	(2)	(3)	(4)	(5)
The state corporation's data consistency is enabled by deploying well trained employees at all data banks for quality user results.	(1)	(2)	(3)	(4)	(5)
Consistency of data in the organization will enable clients follow their requests without extra costs obstacles	(1)	(2)	(3)	(4)	(5)
In your organization, consistency of data makes employees to operate from play book and priorities for customer informed decisions.	(1)	(2)	(3)	(4)	(5)
Data consistency in your organization enables interested new entrants to get glimpse of what is offered with ease and as a result improves market share.	(1)	(2)	(3)	(4)	(5)
Information Quality Rating Based on Measurement of Information Systems					
The state corporation's information quality promotes understanding of key issues relevant to the design of viable information systems.	(1)	(2)	(3)	(4)	(5)
Information quality of the organization strengthens understanding on the importance of implementing quality assured services.	(1)	(2)	(3)	(4)	(5)
The organization's information systems fosters efficient processing of information based on time scheduling	(1)	(2)	(3)	(4)	(5)
Information quality of the entity is a competitive strength of information systems that improves customers' choices.	(1)	(2)	(3)	(4)	(5)
The information systems in the state corporation support speedy and voluminous processing of information for administrative efficiency.	(1)	(2)	(3)	(4)	(5)

State corporation's information quality and information systems support communication and understanding among employees for performance excellence.	(1)	(2)	(3)	(4)	(5)
State corporation's quality systems and information hastens of 323 decision-making process on handling customer dissatisfaction.	(1)	(2)	(3)	(4)	(5)
The state corporation management strives to invest on quality systems controls and personnel to ensure safety of information.	(1)	(2)	(3)	(4)	(5)
Information systems in the organization support timely and prompt information flow and sharing on customer needs.	(1)	(2)	(3)	(4)	(5)
The state corporation's information accuracy depends on the information systems' potential to capture and process data accurately for accurate results.	(1)	(2)	(3)	(4)	(5)

SECTION V: SERVICE DELIVERY

Kindly provide us with the following information to enable us compute service delivery.

Criteria	Unit of measure	5 Year Achievements				
		2014	2015	2016	2017	2018
Implementation of Service Delivery Charter	%					
Application of Service Delivery Innovations	%					
Resolution of customers Complaints	%					
Customer satisfaction index	%					

THANK YOU SO MUCH FOR YOUR TIME

APPENDIX III: LIST OF KENYAN STATE OWNED CORPORATIONS

State corporation category: Financial

- 1) Kenya Investment Authority
- 2) IDB capital
- 3) Agricultural Finance Corporation
- 4) Consolidated Bank
- 5) Deposit Protection Fund Board
- 6) Industrial and Commercial Development Corporation
- 7) Industrial Development Bank
- 8) Kenya Industrial Estates
- 9) Kenya National Assurance Co.
- 10) Kenya Re-Insurance Corporation
- 11) Kenya Revenue Authority
- 12) Kenya Roads Board
- 13) Kenya Tourist Development Corporation
- 14) National Bank of Kenya
- 15) National Hospital Insurance Fund
- 16) National Social Security Fund

State corporation category: Commercial & Manufacturing

- 1) Agro-Chemicals and Food Company
- 2) Chemelil Sugar Company
- 3) East African Portland Cement Company
- 4) Gilgil Telecommunications Industries
- 5) Jomo Kenyatta Foundation
- 6) Kenya Airports Authority
- 7) Kenya Broadcasting Corporation
- 8) Kenya Electricity Generating Company
- 9) Kenya Literature Bureau
- 10) Kenya Ordinance Factories Corporation
- 11) University of Nairobi Enterprises and Services Limited
- 12) New Kenya Co-operative Creameries Ltd
- 13) Kenya Electricity Transmission Company
- 14) Kenya Pipeline Company
- 15) Kenya Ports Authority
- 16) Kenya Power and Lighting Company
- 17) Kenya Railways Corporation
- 18) Kenya Civil Aviation Authority
- 19) Kenya Safari Lodges and Hotels
- 20) Kenya Seed Company Limited
- 21) Kenya Wine Agencies
- 22) Kenyatta International Convention Centre
- 23) National Cereals and Produce Board
- 24) National Housing Corporation
- 25) National Oil Corporation of Kenya
- 26) National Water Conservation and Pipeline Corporation
- 27) Numerical Machining Complex

- 28) Nzoia Sugar Company
- 29) Postal Corporation of Kenya
- 30) Pyrethrum Board of Kenya
- 31) School Equipment Production Unit
- 32) South Nyanza Sugar Company
- 33) Telkom Kenya Limited

State corporation category: Public Universities

- 1) Chuka University
- 2) Cooperative University
- 3) Dedan Kimathi University
- 4) Egerton University
- 5) Embu University
- 6) Garissa University
- 7) Jaramogi Oginga Odinga University of Science and Technology
- 8) Jomo Kenyatta University of Agriculture and Technology
- 9) Karatina University
- 10) Multi-Media University of Kenya
- 11) Kenyatta University
- 12) Kibabii University College
- 13) Kirinyaga University College
- 14) Kisii University
- 15) Laikipia University College
- 16) Maasai Mara University
- 17) Machakos University College
- 18) Maseno University
- 19) Masinde Muliro University of Science and Technology
- 20) Meru University of Science and Technology
- 21) Moi University
- 22) Murang'a University
- 23) Pwani University
- 24) Rongo University
- 25) South Eastern Kenya Universtiy- SEKU
- 26) Taita Taveta University
- 27) Technical University of Mombasa
- 28) The Technical University of Kenya
- 29) University of Eldoret
- 30) University of Kabianga
- 31) University of Nairobi

State corporation category: Training and Research

- 1) Kenya Universities and Colleges Central Placement Service
- 2) Coffee Research Foundation
- 3) Kenya Agricultural Research Institute
- 4) Kenya Forestry Research Institute
- 5) Kenya Industrial Research and Development Institute
- 6) Kenya Institute of Administration
- 7) Kenya Institute of Public Policy Research and Analysis

- 8) Kenya Marine and Fisheries Research Institute
- 9) Kenya Medical Research Institute
- 10) Kenya Sugar Research Foundation
- 11) National Museums of Kenya
- 12) Tea Research Foundation
- 13) Kenya Institute of Education
- 14) Kenya Education Staff Institute

State corporation category: Service Corporations

- 1) Agricultural Development Corporation
- 2) Bomas of Kenya
- 3) Central Water Services Board
- 4) Coast Water Services Board
- 5) Higher Education Loans Board
- 6) Kenya Accountants and Secretaries National Examination Board
- 7) Kenya Ferry Services
- 8) Kenya National Library Services
- 9) Kenya Tourist Board
- 10) Kenya Wildlife Service
- 11) Kenyatta National Hospital
- 12) Lake Victoria North Water Services Board
- 13) Local Authorities Provident Fund
- 14) Moi Teaching and Referral Hospital
- 15) Nairobi Water Services Board
- 16) National Aids Control Council
- 17) National Council for Law Reporting
- 18) National Sports Stadia Management Board
- 19) Northern Water Services Board
- 20) Rift Valley Water Services Board
- 21) Water Resources Management Authority
- 22) Water Services Trust Fund
- 23) Lake Victoria South Water Services Board
- 24) National Authority for the Campaign Against Alcohol and Drug Abuse
- 25) Athi Water Services Board
- 26) Kenya National Examination Council

State corporation category: Regional Development

- 1) Coast Development Authority
- 2) Ewaso Ng'iro North Development Authority
- 3) Ewaso Ng'iro South Development Authority
- 4) Kerio Valley Development Authority
- 5) Lake Basin Development Authority
- 6) Tana and Athi Rivers Development

State corporation category: Tertiary Education & Training

- 1) Cooperative College of Kenya
- 2) Kenya College of Communications Technology
- 3) Kenya Medical Training College
- 4) Kenya Utalii College

- 5) Kenya Water Institute
- State corporation category: Regulatory**
- 1) Kenya Veterinary Board
 - 2) Kenya Leather Development Council
 - 3) Unclaimed Financial Assets Authority
 - 4) Capital Markets Authority
 - 5) Catering and Tourism Development Levy Trustee
 - 6) Coffee Board of Kenya
 - 7) Commission for University Education
 - 8) Communication authority
 - 9) Council for Legal Education
 - 10) Energy Regulatory Commission
 - 11) Export Promotion Council
 - 12) Horticultural Crops Development Authority
 - 13) Kenya Bureau of Standards
 - 14) Kenya Dairy Board
 - 15) Kenya Industrial Property Institute
 - 16) Kenya Plant Health Inspectorate Services
 - 17) Kenya Sisal Board
 - 18) Kenya Sugar Board
 - 19) Maritime Authority
 - 20) National Environment Management Authority
 - 21) National Irrigation Board
 - 22) Public Benefits Organizations Regulatory Authority
 - 23) Tea Board of Kenya
 - 24) Water Services Regulatory Board
 - 25) Transport Licensing Board
 - 26) Catering Training & Tourism Development Levy Trustees
 - 27) Export Promotion Council
 - 28) Export Processing Zones Authority

Source: Taskforce on Parastatal Reforms Report (2018)

APPENDIX IV: FACTOR ANALYSIS COMMUNALITIES ON CORPORATE IT STRATEGY

Communalities	Initial	Extraction
Corporate IT strategy has enabled the state corporation employees to prudently utilize IT elements for credible customer focused services.	1.000	.842
The state corporation has an operational corporate IT strategy that will support value added management processes.	1.000	.815
The state corporation's corporate IT strategy fits with the available information systems that facilitates entire staffs respond to dynamic customer requirements.	1.000	.892
Corporate Information technology strategy of the state organization enables managers to cease and optimize available opportunities for high and quality outcomes.	1.000	.853
The entity's corporate IT strategy is well defined in the overall strategies, goals and objectives of the state corporation to enable valuable performance.	1.000	.838
Corporate IT strategy supports service delivery innovations of the state corporation.	1.000	.773
The state corporation's corporate IT strategy is flexible and cost effective to enhance operational efficiency and competitive positioning.	1.000	.813
Corporate IT strategy supports policies of the state corporations on smooth use of IT in daily operations.	1.000	.836
Corporate IT strategy of the organization outlines the overall role of IT function in informing efficient and timely results.	1.000	.819
The state corporation's IT strategy enhances strategic plans on resource mobilization and utilization for sustainable competitive advantage.	1.000	.827
Corporate IT strategy ensures the state corporation designs unique products and services for a segmented market and sporadic revenue growth.	1.000	.762
The state corporation's corporate IT strategy defines level of IT competence needed in the use of IT tools for quality services.	1.000	.831
Corporate IT strategy of the state corporation enable it is employees to adopt and apply available technologies to build a strong customer base.	1.000	.805
The state corporation has a well aligned IT targets as derived from corporate IT strategy which will lead to enhanced business value.	1.000	.810
The State corporation's IT targets provide a clear future picture of IT tools and their impact in effective service.	1.000	.734
The state corporation's IT Targets points out how IT and other resources will be used to innovatively meet market place needs.	1.000	.762

Communalities	Initial	Extraction
The organization's IT targets are well stipulated on the strategic plan to direct all management levels to foster customer made outputs.	1.000	.829
State corporation's IT targets are well matched to stakeholders' whims for smooth fulfillment.	1.000	.795
Corporate IT targets of the state corporation are part of continuous research and development practices to enable organizational efficiency.	1.000	.845
The state corporation's IT targets have been enhanced by dedication of enough resources in their planning and execution Stage	1.000	.796
Corporate IT targets of the organization are anchored on employee team work so as to avoid resource wastage	1.000	.855
Corporate IT targets of the state corporation are a big measure of a vibrant IT department.	1.000	.788
The state corporation has clear mechanisms for improving IT targets that will enables competitive age.	1.000	.779
The organization's corporate IT improvement targets outline the often solutions put in place to address customer complains to avert negative publicity.	1.000	.841
The organization's corporate IT targets improvement is part of the bigger agenda of reengineering business activities so as to increase market share and profits.	1.000	.802
Corporate IT improvements targets of the state corporation aim to support employee competencies in designing customer tailor made goods and services.	1.000	.840
The state corporation's IT improvement targets define modifying strategies For client oriented goods	1.000	.830
The organizations' IT targets improvement is part of management commitment in investing on superior IT infrastructure and knowledgeable workforce.	1.000	.773
Corporate IT improvement targets of the state corporation guides stakeholders' innovations on ensuring worthwhile market focused products.	1.000	.815
The entity's corporate IT improvements targets are fixed to strategic goals and objectives to inform friendly costs in fulfilling them.	1.000	.794
Corporate IT improvement targets of the organization describe efforts employed to satisfy customer needs and wants.	1.000	.818
Corporate IT priority projects of the parastatal are clearly indicated on the strategic plan to enable the management to budget for them in advance.	1.000	.855
The state corporation's IT priority projects design and execution is a key agenda of IT managers to avoid stalling.	1.000	.806

Communalities	Initial	Extraction
The state corporation top management understands and supports IT priority projects from initiation all through to maintenance stage.	1.000	.792
Corporate IT priority projects initiated will deliver both customer and business value for the state corporation.	1.000	.780
The organization's corporate IT priority projects organization are well communicated to all staffs for smooth planning and implementation.	1.000	.825
The state corporation stake holders play a key role in successive design and development of valuable corporate IT projects.	1.000	.791
The organization's corporate IT priority projects are part of the programs that enhance service provision processes.	1.000	.798
The state corporation has equipped it is employees with enough knowledge to support the smooth implementation corporate IT priority projects.	1.000	.825
The organization's senior executive has a forceful commitment to Corporate IT priority projects that create value to customers.	1.000	.841
The state corporation's corporate IT priority projects consider investment on suitable technologies is crucial to producing marketable products.	1.000	.788
The state entity has put in place enough budgetary allocations for the success of all corporate IT priority projects.	1.000	.822
The state corporation's IT yearly implementation plans are enshrined in the strategic roadmap to facilitate quality processes.	1.000	.896
Corporate yearly IT implementation plans of the organization ensure customer centric services are an outcome of informed objectives and goals.	1.000	.772
The state corporation's IT annual implementation plans supports the use of IT components for efficient information sharing.	1.000	.852
Corporate IT annual implementation plans of the entity are enhanced by classical professionalism of employees.	1.000	.801
The state corporation's IT annual implementation plans outlines importance of IT components in all management levels.	1.000	.813
Annual implementation of IT plans of the state corporation makes it remain steady on the evolution of IT and how it affects customer preferences.	1.000	.796
The organization's corporate IT annual implementation plan guides the use of information systems in serving customers better than competitors.	1.000	.839
The entity's corporate annual IT implementation plans defines how customer risk analysis is done to avert huge loses.	1.000	.800
The state corporation involves all stakeholders in annual implementation of corporate IT plans for uniform conception.	1.000	.794
Corporate IT annual implementation plans of the organization supports training of all employees on IT use to develop a strong customer base.	1.000	.821

Communalities	Initial	Extraction
Cascading of the corporate IT strategy in the state corporation is from the corporate to operation level as envisioned in the strategic goals and objectives	1.000	.863
The state corporation's management ensures corporate IT strategy is well perceived and executed to the letter in every department for high productivity.	1.000	.820
The organization's level of cascading of corporate IT strategy is in line to IT department's goals of ensuring staffs are trained on the use of information systems for impressive services.	1.000	.829
State corporation has a cascading strategy that supports trickling down of corporate IT strategy for unison process efficiency.	1.000	.832
The organization's management ensures corporate IT strategy is well articulated at all departments for valuable uniform operations.	1.000	.805
The state corporation functional units have embraced teamwork to enable friendly adoption of corporate IT strategy for superior performance.	1.000	.826
The IT department of the state corporation ensures IT strategy is functionally implemented to promptly address dynamic customer demands.	1.000	.828
The functional units of the state corporation are able to align, achieve and accomplish corporate IT strategy in a unique way to attain time bound customer results.	1.000	.712
Level of cascading corporate IT strategy in your organization make each of the departments examine the impact their goals will have on strategic goals	1.000	.791
Your organization on cascading corporate IT strategy enable each staff to examine overarching and departmental goals and set individual goals for quality outcomes.	1.000	.835
Cascading of corporate IT strategy in your entity empowers employees as the bottom denominator of praiseworthy brand image.	1.000	.824
Your organization embraces cascading of Corporate IT strategy to flourish collaboration, creativity and continuous improvement.	1.000	.780
State corporation management ensures elaborative vertical integration of the IT strategy to facilitate operation efficiency	1.000	.893
Corporate IT strategy vertical integration in the organization is enhanced by all units for growth and profitability.	1.000	.792
The state corporation's IT strategy vertical integration at all management levels enables coordinated use of available resources for informed results.	1.000	.849
Corporate IT strategy vertical integration supports alignment of the state corporation's IT and business activities to enhance greater performance.	1.000	.844

Communalities	Initial	Extraction
The organization ensures vertical integration of the IT strategy in all management levels support division of labor for accelerated processes.	1.000	.793
Corporate IT strategy vertical integration of the SC enables smooth service delivery channels for exact customer specifications make.	1.000	.854
The parastatal's corporate IT strategy vertical integration processes make its distribution of decisions on services more efficient.	1.000	.818
The organization's integration of corporate IT strategy makes it realize benefits of ensuring coordinated monitoring of up and down stream of service provision exercise.	1.000	.788
Corporate IT strategy vertical integration of the organization increase entry barriers for competitors by offering unique and differentiated services at reduced costs	1.000	.834
The organization's vertical integration of corporate IT strategy facilitates investing in specific functions and competencies for performance excellence.	1.000	.817
The state corporation embraces corporate IT strategy cross functional alignment to enable management levels work from the same ground for impressive results.	1.000	.790
Corporate IT strategy cross functional alignment of the organization will allow employees' choices that will reinforce one another and become more effective.	1.000	.815
The organization's corporate IT strategy functional alignment supports collaboration of all departments to satisfactorily address customer requirements.	1.000	.829
Cross functional alignment of corporate IT strategy in the organization promotes crucial planning to market requirements that creates sustainable competitive positioning.	1.000	.829
The entity's IT department enlightens all employees to ensure cross functional alignment of organizational IT strategy is executed in all sections for valuable results.	1.000	.823
Organization's corporate IT strategy cross functional alignment enable all sections to indulge in strategic dialogue with customers for valuable and long term solutions on emerging issues.	1.000	.786
Corporate IT strategy cross functional alignment in the entity will help to reduce duplication of efforts on trying to fix issues	1.000	.795
The state corporation's cross functional alignment will result into another strategy that will provide employees with an action plan for meaningful services.	1.000	.847
Cross functional strategic alignment of corporate IT strategy in the organization will build discipline around decision making on IT use for competitive growth.	1.000	.865
The Parastatal's cross section strategic alignment of corporate IT strategy will make management and staff members work on the same priorities, goals and vision for pleasing outcomes	1.000	.800

Communalities	Initial	Extraction
Corporate IT strategy implementation in the entity's top level gives management direction on specific actions to be taken to improve customer services	1.000	.809
Implementation of corporate IT strategy in the state corporation is effective due to adopted goals are SMART to support market presence	1.000	.798
The organization's management levels play a major role in implementing the IT strategy for uniform and worthwhile results.	1.000	.791
The organization's senior management has put in place important resources to facilitate in time implementation of the corporate IT strategy in all functional sections.	1.000	.784
The state corporation's IT department train employees on skills that will enable within schedule implementation of organizational IT strategy.	1.000	.794
Prudent implementation of corporate IT strategy facilitates accomplishment of the strategic objectives and goals of the state corporation.	1.000	.831
Implementation of corporate IT strategy in the organization is owned by management and staffs for competitive market niche outputs.	1.000	.768
Organizational IT strategy implementation in the entity is enabled by involving all levels of employees and stake holders in the drafting and deciding on its aims.	1.000	.759
Corporate IT strategy implementation in the organization is coupled with constant oversight and managerial direction for recognizable anticipated outcomes	1.000	.735
The organization evaluates resources means, constraints and accelerators that can help successful implementation of corporate IT strategy.	1.000	.848
Top management the organization ensures customer statutory and regulatory requirements are determined, understood and consistently met.	1.000	.831
Top management of the state corporation embraces corporate IT strategy in the strategic plans to address dynamic customer needs promptly.	1.000	.816
The state corporation's higher management embraces divergent views from fellow employees for successful achievement of all strategic ideals.	1.000	.804
Highest management works closely with other middle level management to ensure fruitful implementation of corporate IT strategy.	1.000	.829
Senior executive of the organization ensures corporate IT strategy supports the achievement of value added customer services at an effective cost.	1.000	.803

Communalities	Initial	Extraction
Top leadership of the state entity empowers employees to be innovative on service delivery improvements.	1.000	.770
The state entity's top leadership incorporates key stakeholders to ensure all strategic priorities leads to improved performance.	1.000	.876
Top Management of the organization demonstrates effective leadership and a commitment to continual improvement of competitive service activities.	1.000	.752
Highest management ensures quality policies and objectives on customized services are established compatible with the strategic direction of the organization	1.000	.847
The state corporation's senior management ensures customers' quality requirements are integrated into it is business processes.	1.000	.853
The state entity's top management participates in engaging, directing and supporting staffs to contribute to the effectiveness of the quality management system	1.000	.806
Your organization's higher management demonstrates commitment to ensure risks and opportunities that affect conformity of products and services to customer satisfaction are determined and addressed	1.000	.744
IT resources and skills configuration enables the state corporation to monitor and respond to changes in customer requirements.	1.000	.813
Configuration of IT resources and skills can enable the state corporation to control changes in design and development of products and services to customer preferences and taste.	1.000	.781
The state corporation has a way of tracking, transforming and deploying of IT resources for valuable products and services.	1.000	.803
Information technology resources and skills configuration in the state entity enables higher management to address time and cost overruns in services provision.	1.000	.785
Configuration of IT resources and skills in the organization is aligned to available information systems for service delivery enhancement.	1.000	.786
The state corporation's configuration of IT resources and skills is enabled by competent human capita for high yields and profits.	1.000	.773
Configuration of IT resources and skills in the entity supports implementation of IT strategic plans of the state corporation.	1.000	.878
Configuration of IT resources and skills in your organization will make key stakeholders commit extra resources competitive service offering.	1.000	.828
Configuration of IT resources and skills is pegged on strategic policies and objectives that guide pleasing performance of your organization	1.000	.805
The state corporation's configuration of IT resources and skills will ensure prudent use of technology to address social platform negative publicity	1.000	.820

Communalities	Initial	Extraction
The state entity's configuration of IT resources and skills will assist top management to engage financiers for more stocks to expand market share.	1.000	.829
The state corporation's management plays a core role to ensure meaningful communication of the IT strategy amongst all stakeholders for informed decision and feedback.	1.000	.753
Your organization has in place evidential tools like electronic platforms, service charters, newsletters, magazines, team briefings and posters for effective communication.	1.000	.831
The state corporation effective communication of corporate IT strategy is enhanced by involving all staffs during its deciding and designing.	1.000	.741
The organization embraces effective communication on reporting on the performance of the quality management system and on arising opportunities for improvement.	1.000	.853
Meaningful communication of the corporate IT strategy in your state corporation facilitates information sharing, understanding and management amongst employees and customers.	1.000	.790
Sound relaying of corporate IT strategy of the state corporation's staffs will promote spirit of team work in service delivery enhancement.	1.000	.759
Effective communication of the IT strategy in your state entity outlines clear guidelines on the dissemination of goals and objectives amongst stakeholders for easy implementation.	1.000	.778
The state corporation's effective communication of corporate IT strategy impressive adoption and implementation at all management levels is enhanced by PR department.	1.000	.790
Quality communication of the corporate IT strategy ensures promotion of customer focus services throughout the state corporation.	1.000	.743
Effective communication of the corporate IT strategy in your organization demonstrates the roles and responsibilities of every staff in utilizing IT to foster competitive growth.	1.000	.811
The state corporation's meaningful communication is enabled by the use of useful of IT elements in information management processes.	1.000	.844
Extraction Method: Principal Component Analysis.		

APPENDIX V: TOTAL VARIANCE EXPLAINED FOR CORPORATE IT STRATEGY

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	18.586	14.520	14.520	18.586	14.520	14.520
2	4.428	3.459	17.979	4.428	3.459	17.979
3	4.237	3.310	21.290	4.237	3.310	21.290
4	3.855	3.012	24.302	3.855	3.012	24.302
5	3.648	2.850	27.152	3.648	2.850	27.152
6	3.479	2.718	29.870	3.479	2.718	29.870
7	3.231	2.524	32.394	3.231	2.524	32.394
8	3.132	2.447	34.841	3.132	2.447	34.841
9	3.015	2.355	37.196	3.015	2.355	37.196
10	2.935	2.293	39.489	2.935	2.293	39.489
11	2.846	2.223	41.712	2.846	2.223	41.712
12	2.686	2.099	43.811	2.686	2.099	43.811
13	2.618	2.045	45.856	2.618	2.045	45.856
14	2.459	1.921	47.778	2.459	1.921	47.778
15	2.369	1.851	49.628	2.369	1.851	49.628
16	2.295	1.793	51.421	2.295	1.793	51.421
17	2.168	1.694	53.115	2.168	1.694	53.115
18	2.109	1.648	54.763	2.109	1.648	54.763
19	2.016	1.575	56.338	2.016	1.575	56.338
20	1.922	1.501	57.839	1.922	1.501	57.839
21	1.868	1.459	59.298	1.868	1.459	59.298
22	1.849	1.444	60.742	1.849	1.444	60.742
23	1.775	1.386	62.129	1.775	1.386	62.129
24	1.743	1.362	63.490	1.743	1.362	63.490
25	1.711	1.337	64.827	1.711	1.337	64.827
26	1.631	1.274	66.101	1.631	1.274	66.101
27	1.527	1.193	67.294	1.527	1.193	67.294
28	1.477	1.154	68.448	1.477	1.154	68.448
29	1.463	1.143	69.590	1.463	1.143	69.590
30	1.432	1.119	70.709	1.432	1.119	70.709
31	1.425	1.113	71.822	1.425	1.113	71.822
32	1.370	1.071	72.893	1.370	1.071	72.893
33	1.320	1.031	73.924	1.320	1.031	73.924
34	1.252	.978	74.903	1.252	.978	74.903
35	1.248	.975	75.878	1.248	.975	75.878
36	1.190	.929	76.807	1.190	.929	76.807
37	1.183	.924	77.731	1.183	.924	77.731
38	1.108	.866	78.597	1.108	.866	78.597
39	1.092	.853	79.450	1.092	.853	79.450

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
40	1.061	.829	80.279	1.061	.829	80.279
41	1.009	.788	81.067	1.009	.788	81.067
42	.987	.771	81.838			
43	.921	.720	82.557			
44	.894	.698	83.256			
45	.882	.689	83.945			
46	.839	.655	84.600			
47	.798	.624	85.224			
48	.778	.608	85.832			
49	.764	.597	86.429			
50	.741	.579	87.008			
51	.716	.560	87.567			
52	.703	.550	88.117			
53	.676	.528	88.645			
54	.659	.515	89.161			
55	.630	.492	89.653			
56	.609	.476	90.128			
57	.586	.458	90.586			
58	.562	.439	91.025			
59	.558	.436	91.461			
60	.530	.414	91.875			
61	.513	.400	92.275			
62	.508	.397	92.672			
63	.499	.390	93.062			
64	.464	.362	93.425			
65	.452	.353	93.778			
66	.435	.340	94.118			
67	.416	.325	94.443			
68	.400	.313	94.755			
69	.389	.304	95.059			
70	.375	.293	95.352			
71	.357	.279	95.631			
72	.352	.275	95.906			
73	.317	.248	96.154			
74	.310	.242	96.396			
75	.302	.236	96.632			
76	.275	.215	96.847			
77	.263	.205	97.052			
78	.245	.191	97.244			
79	.229	.179	97.422			
80	.222	.174	97.596			
81	.220	.172	97.768			

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
82	.210	.164	97.932			
83	.196	.153	98.085			
84	.195	.152	98.237			
85	.177	.139	98.376			
86	.175	.137	98.512			
87	.173	.135	98.647			
88	.153	.120	98.767			
89	.147	.114	98.881			
90	.131	.102	98.984			
91	.121	.094	99.078			
92	.117	.091	99.169			
93	.104	.082	99.251			
94	.099	.078	99.328			
95	.097	.076	99.404			
96	.088	.069	99.473			
97	.077	.060	99.533			
98	.071	.056	99.589			
99	.065	.051	99.640			
100	.063	.049	99.689			
101	.055	.043	99.732			
102	.047	.037	99.768			
103	.045	.035	99.803			
104	.042	.033	99.836			
105	.039	.030	99.867			
106	.035	.027	99.894			
107	.026	.020	99.914			
108	.023	.018	99.932			
109	.020	.015	99.947			
110	.017	.013	99.960			
111	.014	.011	99.971			
112	.012	.009	99.981			
113	.009	.007	99.987			
114	.008	.006	99.994			
115	.004	.003	99.997			
116	.003	.002	99.999			
117	.002	.001	100.000			
118	6.271E-016	4.899E-016	100.000			
119	4.786E-016	3.739E-016	100.000			
120	3.348E-016	2.615E-016	100.000			
121	1.010E-016	7.888E-017	100.000			
122	4.975E-017	3.887E-017	100.000			

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
123	-3.005E-017	-2.348E-017	100.000			
124	-1.491E-016	-1.165E-016	100.000			
125	-3.643E-016	-2.846E-016	100.000			
126	-5.116E-016	-3.997E-016	100.000			
127	-6.851E-016	-5.353E-016	100.000			
128	-7.591E-016	-5.931E-016	100.000			
Extraction Method: Principal Component Analysis.						

APPENDIX VI: COMPONENT MATRIX FOR CORPORATE IT STRATEGY

	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
The state corporation's senior management ensures customers' quality requirements are integrated into its business processes.	0.61	-0.02	0.21	0.19	-0.01	-0.04	0.01	-0.01	-0.08	0.18	0.10	0.03	-0.06	-0.19	0.00
Your organization's higher management demonstrates commitment to ensure risks and opportunities that affect conformity of products and services to customer satisfaction are determined and addressed	0.55	-0.18	0.22	0.05	0.17	-0.11	0.02	0.20	-0.13	0.02	0.10	0.11	-0.21	-0.07	0.15
State corporation management ensures elaborative vertical integration of the IT strategy to facilitate operation efficiency	0.53	-0.13	0.10	0.09	-0.13	-0.10	0.24	0.01	-0.12	-0.24	0.00	0.20	0.00	0.15	-0.06
Corporate IT strategy of the organization outlines the overall role of IT function in informing efficient and timely results.	0.52	0.03	0.12	0.13	0.06	0.06	0.12	0.11	0.09	0.15	0.03	0.03	0.01	0.08	0.17
The state corporation has equipped its employees with enough knowledge to support the smooth implementation of corporate IT priority projects.	0.50	0.17	0.02	0.02	0.16	0.24	0.18	0.06	0.23	0.04	0.03	0.07	0.06	0.09	0.01
IT resources and skills configuration enables the state corporation to monitor and respond to changes in customer requirements.	0.50	0.32	0.19	0.01	0.11	0.08	0.22	0.16	0.05	0.05	0.03	0.07	0.14	0.08	0.11
Cross functional strategic alignment of corporate IT strategy in the organization will build discipline around decision making on IT use for competitive growth.	0.50	0.04	0.01	0.00	0.08	0.12	0.19	0.15	0.09	0.06	0.13	0.50	0.02	0.00	0.00
Information technology resources and skills configuration in the state entity enables higher management to address time and cost overruns in services provision.	0.49	0.23	0.03	0.10	0.10	0.20	0.06	0.17	0.35	0.08	0.13	0.01	0.06	0.02	0.06
Corporate IT priority projects initiated will deliver both customer and business value for the state corporation.	0.49	0.09	0.17	0.31	0.13	0.04	0.07	0.13	0.05	0.21	0.13	0.16	0.06	0.04	0.20
The state corporation's IT Targets points out how IT and other resources will be used to innovatively meet market place needs.	0.48	0.01	0.27	0.06	0.28	0.07	0.07	0.14	0.05	0.03	0.16	0.18	0.05	0.03	0.22
The state corporation stake holders play a key role in successive design and development of valuable corporate IT projects.	0.48	0.19	0.01	0.01	0.21	0.16	0.08	0.07	0.01	0.08	0.07	0.07	0.03	0.13	0.28
The state entity's configuration of IT resources and skills will assist top management to engage financiers for more stocks to expand market share.	0.48	0.07	0.12	0.09	0.03	0.05	0.15	0.36	0.20	0.00	0.18	0.06	0.06	0.12	0.11
The state corporation involves all stakeholders in annual implementation of corporate IT plans for uniform conception.	0.47	0.15	0.32	0.01	0.06	0.07	0.03	0.19	0.18	0.06	0.02	0.03	0.04	0.05	0.06
Corporate yearly IT implementation plans of the organization ensure customer centric services are an outcome of informed objectives and goals.	0.47	0.16	0.16	0.05	0.04	0.06	0.06	0.17	0.21	0.13	0.01	0.12	0.04	0.13	0.06

The organization's senior management has put in place important resources to facilitate in time implementation of the corporate IT strategy in all functional sections.	0.47	-0.17	0.14	-0.13	0.14	0.14	0.15	-0.31	-0.15	-0.04	0.01	0.09	0.05	-0.19	-0.13
The state corporation's higher management embraces divergent views from fellow employees for successful achievement of all strategic ideals.	0.47	-0.24	0.24	-0.11	-0.19	0.02	-0.12	0.21	-0.02	-0.12	0.19	-0.09	0.02	-0.17	0.06
Corporate IT targets of the state corporation are a big measure of a vibrant IT department.	0.46	0.04	-0.12	-0.27	-0.12	0.00	0.15	-0.03	0.13	0.14	-0.02	0.12	0.00	0.07	-0.02
The entity's corporate IT strategy is well defined in the overall strategies, goals and objectives of the state corporation to enable valuable performance.	0.46	0.06	-0.04	-0.08	0.36	-0.09	0.19	0.12	0.13	-0.26	0.19	-0.18	-0.12	0.16	-0.09
The state corporation's configuration of IT resources and skills will ensure prudent use of technology to address social platform negative publicity	0.46	-0.02	-0.12	0.15	-0.06	-0.11	0.19	-0.22	-0.18	0.18	-0.16	-0.07	0.16	0.00	0.04
Highest management works closely with other middle level management to ensure fruitful implementation of corporate IT strategy.	0.46	-0.04	0.06	0.16	-0.17	-0.07	0.24	0.05	0.15	0.05	0.02	-0.17	-0.14	0.06	-0.24
The organization's senior executive has a forceful commitment to Corporate IT priority projects that create value to customers.	0.46	0.36	-0.09	0.09	0.10	0.03	-0.15	0.28	0.00	0.07	-0.15	0.05	-0.08	-0.07	0.24
The organization's IT targets are well stipulated on the strategic plan to direct all management levels to foster customer made outputs.	0.46	-0.02	-0.28	0.02	-0.31	0.13	-0.15	-0.20	-0.21	0.07	0.00	0.12	-0.07	-0.01	-0.04
The organization's level of cascading of corporate IT strategy is in line to IT department's goals of ensuring staffs are trained on the use of information systems for impressive services.	0.45	0.24	-0.19	-0.05	0.05	-0.07	-0.03	-0.26	-0.28	-0.03	-0.13	-0.16	0.10	0.11	0.00
The state corporation's effective communication of corporate IT strategy impressive adoption and implementation at all management levels is enhanced by PR department.	0.45	-0.16	0.15	0.14	-0.18	-0.33	-0.35	-0.03	0.13	0.04	-0.01	-0.03	-0.14	-0.07	0.08
The organization's corporate IT improvement targets outline the often solutions put in place to address customer complains to avert negative publicity.	0.44	0.16	-0.14	-0.09	-0.04	-0.03	-0.36	-0.07	-0.09	-0.19	0.06	0.12	0.22	-0.06	-0.12
The state corporation's corporate IT priority projects consider investment on suitable technologies is crucial to producing marketable products.	0.44	0.19	-0.02	0.09	0.18	-0.08	-0.09	0.06	-0.17	0.06	0.01	-0.22	0.20	-0.13	0.03
Corporate IT targets of the organization are anchored on employee team work so as to avoid resource wastage	0.44	0.00	-0.14	-0.30	-0.32	0.07	0.12	-0.06	-0.12	0.22	-0.20	-0.09	0.01	-0.04	0.01
The organization's corporate IT targets improvement is part of the bigger agenda of reengineering business activities so as to increase market share and profits.	0.44	0.27	-0.14	-0.06	-0.10	-0.07	-0.35	0.22	0.03	-0.11	0.09	0.03	0.19	-0.10	0.10
Corporate IT strategy supports service delivery innovations of the state corporation.	0.44	0.00	-0.15	-0.16	0.18	0.19	-0.10	0.24	0.19	-0.15	0.11	0.09	-0.25	-0.11	0.04

The state corporation has an operational corporate IT strategy that will support value added management processes.	0.44	-0.09	-0.30	0.04	-0.15	0.13	-0.07	0.29	0.05	0.33	0.21	0.11	0.02	0.06	0.12
The entity's corporate annual IT implementation plans defines how customer risk analysis is done to avert huge loses.	0.44	0.24	0.28	-0.16	-0.02	-0.03	0.01	-0.11	0.15	-0.11	-0.04	-0.08	0.12	-0.08	0.01
Implementation of corporate IT strategy in the state corporation is effective due to adopted goals are SMART to support market presence	0.43	-0.22	-0.01	0.05	0.11	0.17	0.10	-0.08	-0.05	-0.29	-0.10	0.08	-0.06	0.06	-0.16
Organizational IT strategy implementation in the entity is enabled by involving all levels of employees and stake holders in the drafting and deciding on its aims.	0.43	0.04	0.16	-0.10	0.03	0.21	-0.12	-0.19	0.07	0.19	-0.08	-0.05	0.01	0.20	0.02
The organizations' IT targets improvement is part of management commitment in investing on superior IT infrastructure and knowledgeable workforce.	0.43	0.08	-0.30	0.02	-0.03	-0.06	-0.20	0.18	0.19	-0.01	-0.18	-0.11	-0.15	0.22	-0.08
The state corporation's configuration of IT resources and skills is enabled by competent human capita for high yields and profits.	0.43	-0.25	0.01	0.03	0.16	-0.05	-0.28	0.24	-0.18	0.16	-0.13	0.00	-0.01	0.14	-0.10
The entity's corporate IT improvements targets are fixed to strategic goals and objectives to inform friendly costs in fulfilling them.	0.43	0.09	-0.25	0.04	0.17	-0.13	-0.38	0.03	0.01	0.00	0.01	-0.04	0.12	0.20	-0.10
The IT department of the state corporation ensures IT strategy is functionally implemented to promptly address dynamic customer demands.	0.43	0.27	0.08	0.05	-0.04	-0.23	0.09	-0.15	-0.26	0.02	0.19	-0.19	0.01	0.17	-0.20
Corporate IT strategy implementation in the entity's top level gives management direction on specific actions to be taken to improve customer services	0.43	-0.04	-0.18	0.19	-0.17	0.08	0.01	-0.13	0.14	-0.16	-0.18	-0.01	0.07	-0.04	0.00
Corporate IT strategy vertical integration supports alignment of the state corporation's IT and business activities to enhance greater performance.	0.43	0.06	0.30	-0.12	-0.05	-0.24	-0.03	0.19	-0.01	0.11	-0.09	0.08	0.07	-0.02	0.08
The organization embraces effective communication on reporting on the performance of the quality management system and on arising opportunities for improvement.	0.43	-0.01	0.00	0.05	-0.01	-0.45	-0.04	-0.03	0.13	0.18	0.01	-0.05	-0.06	-0.11	0.14
The organization's corporate IT priority projects organization are well communicated to all staffs for smooth planning and implementation.	0.42	0.18	-0.13	0.17	-0.14	0.00	0.04	0.12	-0.06	0.06	-0.19	-0.02	0.05	0.19	0.04
The state corporation effective communication of corporate IT strategy is enhanced by involving all staffs during its deciding and designing.	0.42	-0.37	-0.04	0.11	0.05	-0.25	0.03	-0.26	-0.19	0.06	0.07	-0.17	0.15	-0.02	-0.10
The functional units of the state corporation are able to align, achieve and accomplish corporate IT strategy in a unique way to attain time bound customer results.	0.42	0.13	0.21	0.10	-0.16	0.09	0.06	0.04	-0.12	0.16	-0.06	0.15	0.13	-0.18	-0.27
Top Management of the organization demonstrates effective leadership and a commitment to continual improvement of competitive service activities.	0.41	-0.09	0.23	0.20	0.05	0.02	0.00	0.28	0.10	-0.02	-0.14	0.11	-0.05	0.01	-0.38

Quality communication of the corporate IT strategy ensures promotion of customer focus services throughout the state corporation.	0.41	-0.22	-0.11	0.23	0.09	-0.28	-0.18	-0.10	-0.05	-0.16	-0.20	-0.02	-0.25	0.04	0.24
The state corporation's management plays a core role to ensure meaningful communication of the IT strategy amongst all stakeholders for informed decision and feedback.	0.41	-0.31	-0.09	0.20	-0.04	-0.19	0.18	-0.04	-0.20	-0.12	0.16	0.16	0.02	0.11	0.11
Cascading of corporate IT strategy in your entity empowers employees as the bottom denominator of praiseworthy brand image.	0.40	0.19	0.29	-0.15	0.10	-0.21	-0.09	0.30	0.07	-0.12	-0.10	0.05	-0.03	0.11	-0.14
Annual implementation of IT plans of the state corporation makes it remain steady on the evolution of IT and how it affects customer preferences.	0.40	0.21	0.14	-0.17	-0.21	0.05	-0.21	-0.09	0.25	-0.15	0.10	0.04	-0.20	-0.03	0.11
Corporate IT strategy cross functional alignment of the organization will allow employees' choices that will reinforce one another and become more effective.	0.40	-0.13	0.14	-0.10	0.34	0.21	-0.09	-0.24	0.13	-0.13	-0.05	-0.18	-0.10	0.12	-0.17
The organization's management ensures corporate IT strategy is well articulated at all departments for valuable uniform operations.	0.40	0.33	-0.09	0.02	0.23	-0.16	0.06	-0.05	-0.28	-0.13	-0.07	-0.21	-0.02	0.05	-0.10
Organization's corporate IT strategy cross functional alignment enable all sections to indulge in strategic dialogue with customers for valuable and long term solutions on emerging issues.	0.40	-0.08	0.23	-0.17	0.08	0.16	-0.11	-0.01	0.05	-0.19	-0.23	-0.03	0.19	0.04	0.14
The state corporation's IT strategy vertical integration at all management levels enables coordinated use of available resources for informed results.	0.40	-0.22	0.07	0.09	-0.08	-0.17	0.29	0.13	-0.08	-0.19	-0.11	0.22	0.16	0.13	0.08
The state entity has put in place enough budgetary allocations for the success of all corporate IT priority projects.	0.40	0.34	0.00	-0.08	0.21	0.10	-0.21	0.19	-0.03	0.03	-0.11	-0.04	-0.15	-0.04	-0.22
Your organization embraces cascading of Corporate IT strategy to flourish collaboration, creativity and continuous improvement.	0.39	-0.13	0.10	-0.05	-0.03	0.19	-0.23	0.04	0.03	-0.17	0.13	0.12	0.37	0.12	-0.04
Configuration of IT resources and skills in the organization is aligned to available information systems for service delivery enhancement.	0.39	-0.13	0.03	0.20	-0.01	-0.02	-0.01	0.01	0.01	-0.05	-0.21	-0.25	0.14	-0.02	-0.04
Senior executive of the organization ensures corporate IT strategy supports the achievement of value added customer services at an effective cost.	0.39	-0.09	0.02	0.09	-0.27	0.10	0.02	-0.02	-0.08	0.10	0.26	-0.28	-0.05	-0.12	0.13
Configuration of IT resources and skills can enable the state corporation to control changes in design and development of products and services to customer preferences and taste.	0.39	-0.22	0.00	-0.19	-0.07	0.32	0.13	0.36	-0.14	-0.03	0.04	-0.09	-0.16	-0.12	0.10
The state corporation functional units have embraced teamwork to enable friendly adoption of corporate IT strategy for superior performance.	0.39	0.36	0.15	0.00	0.07	-0.08	0.13	-0.06	-0.16	-0.04	-0.06	0.08	0.11	-0.37	0.09
The state corporation's IT priority projects design and execution is a key agenda of IT managers to avoid stalling.	0.39	0.19	-0.23	0.33	-0.21	0.01	0.16	0.13	0.00	-0.22	0.18	0.21	0.08	0.04	-0.10

The state corporation's cross functional alignment will result into another strategy that will provide employees with an action plan for meaningful services.	0.39	0.01	0.17	-0.08	0.11	0.12	0.04	-0.03	-0.07	-0.23	-0.06	0.12	0.32	0.13	-0.01
Corporate IT targets of the state corporation are part of continuous research and development practices to enable organizational efficiency.	0.39	-0.10	0.07	-0.48	-0.30	-0.11	0.07	0.02	-0.12	-0.04	-0.18	0.15	0.02	0.08	-0.10
State corporation's IT targets are well matched to stakeholders' whims for smooth fulfillment.	0.39	0.06	-0.32	-0.24	-0.44	0.03	0.05	-0.05	0.20	-0.03	-0.06	0.00	0.06	-0.10	-0.11
The State corporation's IT targets provide a clear future picture of IT tools and their impact in effective service.	0.38	-0.02	-0.34	0.06	-0.20	0.12	-0.15	-0.11	0.19	0.03	0.04	0.18	-0.14	-0.08	-0.19
The state entity's top management participates in engaging, directing and supporting staffs to contribute to the effectiveness of the quality management system	0.38	-0.20	0.22	0.10	-0.01	0.00	-0.26	-0.14	0.10	0.10	0.21	-0.15	-0.10	-0.07	0.12
Prudent implementation of corporate IT strategy facilitates accomplishment of the strategic objectives and goals of the state corporation.	0.37	-0.29	0.05	0.00	0.12	0.17	0.26	-0.28	-0.17	0.10	-0.05	-0.10	0.11	-0.14	0.12
The Parastatal's cross section strategic alignment of corporate IT strategy will make management and staff members work on the same priorities, goals and vision for pleasing outcomes	0.37	-0.10	0.32	0.02	0.11	0.17	0.02	-0.11	-0.05	0.22	0.11	0.28	0.12	-0.14	-0.11
The organization's corporate IT annual implementation plan guides the use of information systems in serving customers better than competitors.	0.37	0.39	0.22	0.07	-0.02	0.10	0.02	-0.12	-0.19	0.06	0.28	0.16	-0.24	0.15	0.06
Corporate IT strategy vertical integration of the SC enables smooth service delivery channels for exact customer specifications make.	0.37	-0.15	0.18	-0.44	0.06	-0.09	0.01	0.13	0.09	0.07	0.13	0.05	-0.05	-0.06	0.22
The state corporation's IT improvement targets define modifying strategies For client oriented goods	0.37	0.04	-0.26	0.27	0.46	-0.05	0.07	0.04	0.01	0.17	-0.24	0.22	0.03	0.02	0.18
Sound relaying of corporate IT strategy of the state corporation's staffs will promote spirit of team work in service delivery enhancement.	0.37	-0.15	0.21	-0.13	-0.16	-0.23	-0.38	-0.13	0.14	0.13	0.04	-0.03	-0.02	-0.08	0.18
Effective communication of the IT strategy in your state entity outlines clear guidelines on the dissemination of goals and objectives amongst stakeholders for easy implementation.	0.36	-0.13	0.22	0.15	-0.01	-0.18	-0.15	-0.17	-0.22	-0.30	-0.03	0.04	-0.31	-0.10	0.07
The organization's corporate IT strategy functional alignment supports collaboration of all departments to satisfactorily address customer requirements.	0.36	-0.25	-0.12	0.00	0.27	0.35	-0.04	0.03	-0.10	-0.01	-0.08	0.17	-0.05	-0.01	-0.18
Corporate IT annual implementation plans of the organization supports training of all employees on IT use to develop a strong customer base.	0.36	0.20	0.18	-0.18	0.06	0.07	0.09	-0.11	0.04	-0.21	-0.08	0.18	-0.26	-0.10	-0.01
The state corporation's IT annual implementation plans outlines importance of IT components in all management levels.	0.36	0.21	0.26	0.22	-0.09	0.23	0.01	-0.10	0.22	0.04	0.11	0.01	-0.24	0.14	0.09

The state corporation's IT targets have been enhanced by dedication of enough resources in their planning and execution stage	0.36	0.08	-0.14	-0.36	-0.33	-0.01	0.18	-0.11	0.05	0.15	-0.23	-0.07	0.08	0.02	-0.03
Cross functional alignment of corporate IT strategy in the organization promotes crucial planning to market requirements that creates sustainable competitive positioning.	0.36	-0.20	0.04	-0.07	0.40	0.38	-0.18	-0.06	0.05	-0.17	0.08	0.06	0.04	0.12	-0.05
Configuration of IT resources and skills in the entity supports implementation of IT strategic plans of the state corporation.	0.36	0.01	-0.04	-0.06	0.17	-0.29	-0.16	0.11	0.05	0.12	-0.41	-0.10	-0.13	-0.25	0.08
The state corporation's corporate IT strategy fits with the available information systems that facilitates entire staffs respond to dynamic customer requirements.	0.35	-0.06	-0.15	-0.18	0.16	-0.10	0.30	0.02	0.09	-0.06	0.29	-0.11	-0.29	0.16	-0.12
The state corporation top management understands and supports IT priority projects from initiation all through to maintenance stage.	0.35	0.00	-0.30	0.27	-0.11	0.15	0.01	-0.05	0.01	0.17	-0.16	-0.12	0.01	-0.07	0.19
The state corporation has clear mechanisms for improving IT targets that will enables competitive age.	0.35	0.27	-0.16	-0.23	-0.05	-0.05	-0.29	0.11	-0.11	-0.06	-0.07	-0.19	0.35	-0.14	-0.08
The state corporation's corporate IT strategy defines level of IT competence needed in the use of IT tools for quality services.	0.35	-0.11	-0.26	-0.13	0.08	-0.10	0.02	-0.22	0.12	0.23	0.20	0.08	-0.11	-0.03	-0.16
Corporate IT improvement targets of the state corporation guides stakeholders' innovations on ensuring worthwhile market focused products.	0.35	-0.10	-0.14	0.09	0.37	-0.22	-0.26	0.05	0.00	0.05	0.05	0.07	0.11	0.26	-0.06
The state corporation embraces corporate IT strategy cross functional alignment to enable management levels work from the same ground for impressive results.	0.35	-0.19	-0.13	0.05	0.14	0.12	0.03	-0.05	0.11	-0.24	-0.36	-0.01	-0.13	-0.05	-0.10
Corporate IT annual implementation plans of the entity are enhanced by classical professionalism of employees.	0.35	0.03	0.21	-0.07	-0.25	0.04	-0.23	-0.05	0.27	0.05	-0.15	-0.04	-0.16	0.38	0.13
Level of cascading corporate IT strategy in your organization make each of the departments examine the impact their goals will have on strategic goals	0.35	0.21	0.12	0.07	-0.22	0.11	-0.01	0.10	-0.25	0.11	-0.12	-0.12	-0.14	0.19	-0.38
Corporate IT strategy vertical integration in the organization is enhanced by all units for growth and profitability.	0.35	-0.03	0.28	-0.08	-0.16	0.03	0.17	-0.13	-0.04	-0.01	0.01	-0.16	-0.03	0.36	0.10
The organization's management levels play a major role in implementing the IT strategy for uniform and worthwhile results.	0.34	-0.19	-0.02	0.06	-0.03	0.15	0.04	-0.03	0.10	-0.25	-0.07	-0.08	0.04	-0.31	0.03
Effective communication of the corporate IT strategy in your organization demonstrates the roles and responsibilities of every staff in utilizing IT to foster competitive growth.	0.34	-0.23	-0.04	0.15	0.03	-0.32	-0.30	-0.13	0.25	-0.22	0.10	-0.10	0.01	-0.18	0.11
Corporate IT strategy ensures the state corporation designs unique products and services for a segmented market and sporadic revenue growth.	0.34	0.07	-0.28	-0.19	0.05	-0.12	0.00	-0.20	0.09	0.20	0.27	0.14	-0.04	-0.11	0.00
The parastatal's corporate IT strategy vertical integration processes make its distribution of decisions on services more efficient.	0.34	-0.36	-0.06	-0.30	0.02	-0.11	0.07	0.10	-0.10	-0.15	-0.02	0.22	0.06	0.06	0.25

Meaningful communication of the corporate IT strategy in your state corporation facilitates information sharing, understanding and management amongst employees and customers.	0.34	-0.02	0.11	-0.14	0.12	-0.42	-0.02	-0.06	-0.06	-0.05	0.11	0.08	-0.25	0.01	-0.17
Corporate IT strategy has enabled the state corporation employees to prudently utilize IT elements for credible customer focused services.	0.34	0.15	0.02	0.03	0.00	-0.26	0.36	0.36	-0.19	-0.05	0.27	0.10	0.11	0.20	0.02
The state corporation has a well aligned IT targets as derived from corporate IT strategy which will lead to enhanced business value.	0.34	0.04	-0.22	0.13	-0.13	-0.04	-0.01	-0.15	0.16	-0.18	0.37	0.14	0.01	-0.10	-0.07
The organization's vertical integration of corporate IT strategy facilitates investing in specific functions and competencies for performance excellence.	0.34	0.10	-0.06	-0.31	0.18	0.17	0.05	-0.13	-0.15	-0.08	0.15	0.01	0.38	-0.04	0.07
Top leadership of the state entity empowers employees to be innovative on service delivery improvements.	0.33	-0.23	0.09	0.04	-0.03	-0.07	0.24	0.19	0.24	0.27	-0.17	-0.21	-0.01	0.15	-0.09
The organization evaluates resources means, constraints and accelerators that can help successful implementation of corporate IT strategy.	0.33	0.02	0.22	0.07	0.28	0.18	0.10	-0.13	0.03	0.23	0.11	-0.02	0.08	-0.25	0.07
Implementation of corporate IT strategy in the organization is owned by management and staffs for competitive market niche outputs.	0.33	-0.05	0.07	0.08	-0.02	0.06	0.05	0.02	0.33	0.11	0.03	-0.05	0.16	-0.34	-0.19
Cascading of the corporate IT strategy in the state corporation is from the corporate to operation level as envisioned in the strategic goals and objectives	0.32	0.32	-0.10	-0.01	-0.04	-0.09	0.10	-0.24	-0.28	-0.03	0.03	-0.12	-0.15	0.09	0.28
Corporate IT priority projects of the parastatal are clearly indicated on the strategic plan to enable the management to budget for them in advance.	0.32	0.22	-0.26	0.39	-0.19	-0.04	0.18	-0.08	0.02	-0.06	0.05	0.13	0.09	-0.08	-0.08
The state corporation's IT department train employees on skills that will enable within schedule implementation of organizational IT strategy.	0.32	-0.14	0.12	0.02	-0.07	0.19	0.19	0.00	0.28	0.11	-0.11	-0.43	0.00	-0.09	-0.16
The state corporation's management ensures corporate IT strategy is well perceived and executed to the letter in every department for high productivity.	0.31	0.51	0.04	-0.08	0.19	-0.10	0.13	0.03	-0.16	-0.16	-0.14	-0.14	0.00	-0.15	0.12
Corporate IT strategy vertical integration of the organization increase entry barriers for competitors by offering unique and differentiated services at reduced costs	0.31	-0.18	-0.40	-0.27	0.09	0.12	0.12	-0.11	0.09	-0.14	0.00	0.07	0.09	0.00	0.13
The state entity's top leadership incorporates key stakeholders to ensure all strategic priorities leads to improved performance.	0.31	-0.15	0.36	-0.07	-0.14	0.14	0.02	0.12	-0.22	0.07	0.18	-0.21	-0.06	-0.02	0.14
Corporate Information technology strategy of the state organization enables managers to cease and optimize available opportunities for high and quality outcomes.	0.31	-0.15	-0.33	0.06	-0.03	0.29	-0.10	0.25	0.01	0.19	0.15	-0.21	0.17	0.11	0.09
Corporate IT strategy supports policies of the state corporations on smooth use of IT in daily operations.	0.31	0.10	-0.24	-0.07	0.36	0.09	0.24	0.15	0.13	-0.14	0.09	-0.06	-0.12	-0.17	0.03

The state corporation's corporate IT strategy is flexible and cost effective to enhance operational efficiency and competitive positioning.	0.31	0.04	-0.22	0.02	0.35	0.02	0.14	0.03	-0.04	0.01	0.01	-0.33	0.16	0.14	0.00
The organization ensures vertical integration of the IT strategy in all management levels support division of labor for accelerated processes.	0.30	-0.31	0.11	-0.09	0.05	-0.01	0.11	0.25	-0.08	0.21	-0.04	0.24	-0.10	0.06	0.01
The state corporation's meaningful communication is enabled by the use of useful of IT elements in information management processes.	0.30	-0.24	-0.04	0.33	0.21	-0.18	-0.20	-0.22	-0.03	-0.03	-0.01	-0.05	0.03	-0.07	-0.16
The organization's corporate IT priority projects are part of the programs that enhance service provision processes.	0.30	0.28	-0.05	-0.05	-0.06	0.27	0.06	0.31	-0.03	0.01	-0.19	0.01	-0.24	-0.16	0.04
The state corporation has a way of tracking, transforming and deploying of IT resources for valuable products and services.	0.29	-0.13	-0.16	0.09	-0.07	0.01	0.10	0.09	0.08	0.03	-0.25	-0.12	-0.26	-0.08	-0.06
State corporation has a cascading strategy that supports trickling down of corporate IT strategy for unison process efficiency.	0.23	0.46	0.19	-0.14	0.10	-0.17	0.10	-0.04	0.15	0.07	0.05	-0.13	0.14	-0.19	0.13
Corporate IT improvement targets of the organization describe efforts employed to satisfy customer needs and wants.	0.24	0.26	-0.11	-0.12	0.26	-0.02	-0.20	0.22	0.14	0.36	0.13	0.19	0.06	0.15	-0.23
The state corporation's IT yearly implementation plans are enshrined in the strategic roadmap to facilitate quality processes.	0.05	0.25	0.12	0.07	0.13	0.15	0.13	-0.24	0.21	0.24	-0.10	0.27	-0.10	0.03	0.22
Top management of the state corporation embraces corporate IT strategy in the strategic plans to address dynamic customer needs promptly.	0.18	0.03	0.29	0.13	0.03	-0.13	0.22	0.29	0.11	0.22	0.08	-0.06	0.14	0.01	-0.20
The state corporation's IT annual implementation plans supports the use of IT components for efficient information sharing.	0.20	0.17	0.13	0.51	-0.09	0.16	-0.08	-0.16	0.04	0.17	0.02	-0.02	0.03	0.26	0.08
Corporate IT improvements targets of the state corporation aim to support employee competencies in designing customer tailor made goods and services.	0.17	0.16	-0.32	0.30	0.19	0.13	0.23	0.03	0.15	0.05	-0.28	-0.02	-0.18	0.05	0.19
The state corporation's IT strategy enhances strategic plans on resource mobilization and utilization for sustainable competitive advantage.	0.24	0.11	-0.18	-0.05	0.25	-0.02	0.09	-0.03	0.01	0.03	0.32	0.13	-0.13	-0.08	0.03
Highest management ensures quality policies and objectives on customized services are established compatible with the strategic direction of the organization	0.24	-0.04	0.20	0.20	-0.11	0.46	-0.17	-0.13	0.10	0.00	0.12	-0.08	-0.16	-0.15	-0.06
Configuration of IT resources and skills is pegged on strategic policies and objectives that guide pleasing performance of your organization	0.11	-0.06	0.00	-0.03	0.17	-0.23	0.24	0.01	0.02	0.32	-0.34	0.17	-0.05	-0.27	0.04
Your organization has in place evidential tools like electronic platforms, service charters, newsletters, magazines, team briefings and posters for effective communication.	0.18	-0.05	0.08	0.05	-0.21	-0.40	0.14	0.21	0.37	-0.03	0.08	-0.02	0.26	-0.18	-0.17

The entity's IT department enlightens all employees to ensure cross functional alignment of organizational IT strategy is executed in all sections for valuable results.	0.22	-0.05	0.25	0.17	0.05	0.00	0.06	-0.14	0.32	0.03	-0.01	-0.03	0.25	0.30	0.12
Corporate IT strategy implementation in the organization is coupled with constant oversight and managerial direction for recognizable anticipated outcomes	0.26	-0.05	0.21	0.19	0.17	0.18	0.00	-0.01	0.27	-0.08	-0.13	0.00	0.28	-0.03	0.03
Corporate IT strategy of the state corporation enable it is employees to adopt and apply available technologies to build a strong customer base.	0.20	-0.02	-0.30	-0.29	0.14	0.05	0.00	-0.22	0.14	0.36	0.20	-0.06	-0.04	0.10	0.22
Configuration of IT resources and skills in your organization will make key stakeholders commit extra resources competitive service offering.	0.10	-0.34	-0.06	-0.06	0.02	-0.21	-0.08	0.05	-0.31	0.36	-0.04	0.09	0.00	0.07	-0.01
Top management the organization ensures customer statutory and regulatory requirements are determined, understood and consistently met.	0.29	-0.18	0.01	0.27	0.15	0.16	-0.04	0.15	-0.10	0.18	0.35	-0.22	0.14	-0.06	0.10
Corporate IT strategy cross functional alignment in the entity will help to reduce duplication of efforts on trying to fix issues	0.29	-0.06	0.04	0.14	-0.11	0.02	0.06	0.10	0.19	-0.12	-0.20	0.28	0.29	0.15	0.28
Your organization on cascading corporate IT strategy enable each staff to examine overarching and departmental goals and set individual goals for quality outcomes.	0.23	0.17	0.26	0.24	0.11	0.01	0.23	0.12	0.20	-0.04	0.13	0.27	0.13	-0.01	0.19
The organization's integration of corporate IT strategy makes it realize benefits of ensuring coordinated monitoring of up and down stream of service provision exercise.	0.21	-0.05	-0.03	-0.57	0.06	-0.02	0.08	0.04	0.19	-0.16	0.08	-0.18	0.11	0.20	0.08
Extraction Method: Principal Component Analysis. a. 41 components extracted (Showing 15 components because of display space).															

APPENDIX VII: FACTOR ANALYSIS COMMUNALITIES ON IT GOVERNANCE

Component	Initial	Extraction
Information Governance framework in the state entity will help management to understand the value of IT system sets on particular customer needs development.	1.000	.768
The organization's IT governance framework gives guidelines on IT/business strategic alignment for valuable customer services.	1.000	.740
The state corporation's IT governance framework support alignment of information system for measurable results on all services rendered to the public.	1.000	.780
IT governance framework of the state corporation provides the duties of management in acquiring excellent systems for informed decision on credible customized services.	1.000	.760
Information governance framework defines the role of individual directors and staffs on strategic service delivery.	1.000	.735
The state corporation has a strong information technology governance framework that enables management of IT skills for operational efficiency.	1.000	.761
The state entity's Information technology governance framework outlines how information systems support the achievement of strategic goals and objectives.	1.000	.712
Information technology governance framework defines policies, procedures and standards on deployment and management of IT controls for administrative and service delivery efficiency in the organization.	1.000	.732
Information technology governance framework of the corporation outlines monitoring and compliance policies on IT use and government policies conformity to avoid conflicts and litigations.	1.000	.748
The state corporation's IT governance framework guides effective communication of IT use and management at all sections to enhance quality clientele services.	1.000	.801
IT governance framework of the corporation outlines unique and strong control measures put in place to ensure customer information confidentiality.	1.000	.733
The state corporation has an established design of implementing IT governance in line with strategic goals and objectives.	1.000	.754
The IT governance level of implementation in the organization is enabled by IT department embracing staff training on strategic use of new technologies to address dynamic customer needs.	1.000	.784
Competent IT and skills are in place to facilitate flexible and effective the implementation of IT governance.	1.000	.756
The state corporation has a committee headed by chief IT officer to follow through implementation of ITG at all management levels for administrative success.	1.000	.757

The state corporation has committed enough resources and quality systems to support timely implementation of IT governance.	1.000	.730
State corporation's IT governance is well anchored in the IT strategy for smooth implementation by all employees.	1.000	.691
The organization's ITG implementation is well articulated at all departments for valuable use of IT for better s operations.	1.000	.751
The state corporation functional units have embraced teamwork to enable result oriented ITG implementation.	1.000	.649
The organization's ITG implementation will need support of key stakeholders" leveraged ideas for minimized conflict of interest	1.000	.709
The Functional units of the state Corporation are able to align ITG implementation and business processes for greater revenues.	1.000	.684
The state corporation has put in place clear enforcement mechanisms and policies of ITG framework at all management levels for easy understanding and adoption.	1.000	.733
The state corporation management supports the enforcement of IT governance framework for services delivery excellence.	1.000	.779
The state entity's ITG framework enforcement plays a role to ensure effective enforcing of ITG framework for valuable business processes.	1.000	.750
The state corporation's IT department play a key role in training and empowering staffs with necessary IT skills to enhance enforcement of ITG framework.	1.000	.728
The organization's ITG framework outlines the role of employees, stake holders and partners to avoid duplication of resources.	1.000	.704
Enforcement of ITG framework in your organization conforms to acts and laws of Kenya to avoid litigation processes.	1.000	.815
The organization's ITG framework enforcement will enable corporate governance to observe regulatory compliance and legal activities when initiating and utilizing IT systems.	1.000	.734
The state corporation's enforcement of ITG framework will set standards on how all customer information is organized, categorized and accessed for better services.	1.000	.794
Enforcement of ITG framework in your organization will enable employees realize the value of technology innovations on services offered	1.000	.570
The state corporation has put in place monitoring and evaluation procedures of IT governance framework for measurable customer satisfaction results.	1.000	.722
Monitoring and evaluation of IT governance framework supports IT performance and efficiency of the state corporation.	1.000	.671
The state corporation's IT department supports monitoring and evaluation of ITG framework for practical administrative decisions on IT Performance.	1.000	.748
The state corporation's monitoring and evaluation of IT governance framework supports IT implementation policies for value addition	1.000	.762

The state corporation's monitoring and evaluation of IT governance framework supports decisions on IT use and deployment for effective services	1.000	.694
The state corporation's stakeholders are involved in the monitoring and evaluation of ITG framework towards profitable positioning.	1.000	.747
Monitoring and evaluation of ITG framework in the entity is done in line with overall strategic plans to advocate for more reviews on addressing clientele concerns.	1.000	.681
The state corporation's monitoring and evaluation of ITG framework provides need for change management to iron out performance issues on competitive disadvantage	1.000	.761
The organization's middle level management supports division and team inputs to ensure fruitful monitoring and evaluation of ITG framework.	1.000	.715
The state entity ensures ITG framework monitoring and evaluation recommendations are adhered to yield fruits on service innovations	1.000	.717
The state corporation has a strong functional IT risk management framework for timely risk identification and mediation.	1.000	.722
Information technology risk management framework in the organization provides light on reviewing, assessing, approving or rejecting new IT initiatives.	1.000	.788
The corporation's IT risk management framework outlines management metric needs and what returns realized on IT investment on it is business.	1.000	.681
The state corporation's IT risk management framework ensures strategic delivery of services is well protected to reduce resource wastage and customer loss.	1.000	.751
The state corporation's IT risk framework states the roles of all stakeholders in ensuring risks related to customer satisfaction is effectively managed.	1.000	.691
The state corporation's IT risk management framework guides IT department on how to design preventive and deterring controls.	1.000	.752
IT risk management framework in the state entity helps with guidelines on handling commercial espionage that will lead to customer data loss.	1.000	.714
The organization's IT risk management framework is envision on the ITG program for business agility and productivity benefits.	1.000	.701
The state entity's IT risk management framework helps IT department to ensure that the information available for business operations is appropriate and up-to-date.	1.000	.717
IT risk management in the organization enable management to allow employees access only identifiable and appropriate information to reduce discovery and litigation costs.	1.000	.748
The state corporation has an operation IT risk management framework for quick risk detection and mitigation.	1.000	.752
The corporate governance team effects a successful implementation of risk management framework by first aligning IT services with customer needs of the state corporation.	1.000	.740

The state corporation's top management and key stakeholders play a vital responsibility in effective IT risk management implementation.	1.000	.714
The state corporation ensures implementation of IT risk management is done in all levels of management in order to meet specific business and customer needs.	1.000	.759
The organization's IT department establishes service innovation as a baseline for implement IT risk management framework effectively.	1.000	.789
Timely implementation of IT risk management framework of the state corporation minimize risks related to customer information and requirements	1.000	.700
Implementation of IT risk management framework in the public corporation makes it steady technology developments affecting customer preferences.	1.000	.733
The organization's implementation of IT risk management framework will guide on the type of digital platform to use in marketing of services better	1.000	.755
The entity's implementation of IT risk management framework will assist concerned party to identify and address IT use risks on service design.	1.000	.804
The state corporation involves all stakeholders in implementation of IT risk management framework for uniform outputs.	1.000	.781
Information technology governance of the state corporation ensures efficient generation and use of IT for strategic performance of the state corporation.	1.000	.741
The state corporation's IT governance compliments IT strategy on the generation and use of IT for profitable business processes.	1.000	.633
Information technology governance ensures the state corporation stays on track to achieve its strategies and goals using IT resources.	1.000	.776
Information technology governance on resource capability and use in the state corporation gives clear measure of IT performance on customer services improvements.	1.000	.759
Information technology governance on resources capability and use in the state corporation outline that does IT investment and for which purpose.	1.000	.803
The state corporation's ITG on resources capability and use enable creation of differentiated services for market growth.	1.000	.757
Information technology governance on resources capability and use makes key stakeholders to commit extra resources for quality markets	1.000	.765
Extraction Method: Principal Component Analysis.		

APPENDIX VIII: TOTAL VARIANCE EXPLAINED FOR IT GOVERNANCE

Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	10.942	16.331	16.331	10.942	16.331	16.331
2	3.168	4.729	21.060	3.168	4.729	21.060
3	2.954	4.409	25.468	2.954	4.409	25.468
4	2.502	3.734	29.203	2.502	3.734	29.203
5	2.328	3.474	32.677	2.328	3.474	32.677
6	2.281	3.404	36.081	2.281	3.404	36.081
7	2.164	3.230	39.312	2.164	3.230	39.312
8	2.087	3.115	42.426	2.087	3.115	42.426
9	1.956	2.920	45.346	1.956	2.920	45.346
10	1.834	2.737	48.083	1.834	2.737	48.083
11	1.694	2.529	50.612	1.694	2.529	50.612
12	1.649	2.462	53.074	1.649	2.462	53.074
13	1.564	2.334	55.408	1.564	2.334	55.408
14	1.479	2.207	57.615	1.479	2.207	57.615
15	1.436	2.143	59.758	1.436	2.143	59.758
16	1.400	2.090	61.848	1.400	2.090	61.848
17	1.326	1.979	63.827	1.326	1.979	63.827
18	1.205	1.798	65.625	1.205	1.798	65.625
19	1.154	1.722	67.347	1.154	1.722	67.347
20	1.124	1.678	69.025	1.124	1.678	69.025
21	1.063	1.586	70.611	1.063	1.586	70.611
22	1.044	1.558	72.169	1.044	1.558	72.169
23	1.031	1.539	73.709	1.031	1.539	73.709
24	.996	1.487	75.195			
25	.952	1.422	76.617			
26	.919	1.372	77.989			
27	.835	1.246	79.235			
28	.800	1.194	80.429			
29	.754	1.125	81.554			
30	.738	1.102	82.656			
31	.683	1.019	83.675			
32	.672	1.002	84.678			
33	.623	.930	85.608			
34	.603	.900	86.508			
35	.593	.886	87.393			
36	.554	.827	88.221			
37	.536	.801	89.021			
38	.516	.770	89.791			
39	.513	.766	90.557			
40	.462	.690	91.247			
41	.456	.680	91.927			
42	.433	.647	92.574			
43	.402	.600	93.174			
44	.371	.554	93.728			
45	.345	.515	94.243			
46	.336	.502	94.745			
47	.321	.480	95.225			
48	.286	.427	95.652			
49	.271	.405	96.057			

50	.252	.377	96.433			
51	.246	.367	96.800			
52	.235	.350	97.150			
53	.225	.336	97.487			
54	.203	.303	97.790			
55	.182	.271	98.061			
56	.170	.254	98.314			
57	.164	.245	98.559			
58	.149	.223	98.782			
59	.130	.194	98.976			
60	.129	.193	99.169			
61	.109	.163	99.332			
62	.097	.145	99.478			
63	.091	.136	99.614			
64	.079	.118	99.732			
65	.066	.099	99.831			
66	.061	.091	99.922			
67	.052	.078	100.000			

Extraction Method: Principal Component Analysis.

APPENDIX IX: COMPONENT MATRIX FOR IT GOVERNANCE

	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23
The state corporation has a committee headed by chief IT officer to follow through implementation of ITG at all management levels for administrative success.	0.57	0.19	-0.24	-0.08	0.13	-0.17	-0.06	0.04	-0.26	0.22	-0.01	-0.22	-0.09	0.07	-0.10	0.00	-0.12	0.09	0.10	0.18	-0.09	0.10	0.07
The state corporation's monitoring and evaluation of ITG framework provides need for change management to ironout performance issues on competitive disadvantage	0.56	0.25	0.17	-0.03	-0.10	0.02	0.12	-0.07	0.29	0.02	-0.09	-0.02	-0.37	0.00	0.06	0.06	0.15	0.05	0.19	0.02	-0.13	-0.10	0.03
The state entity's IT risk management framework helps IT department to ensure that the information available for business operations is appropriate and up-to-date.	0.55	-0.02	0.06	0.12	-0.09	-0.22	0.03	0.11	-0.16	-0.24	0.05	0.16	-0.12	-0.22	0.01	0.15	-0.11	-0.05	-0.12	0.01	-0.01	-0.22	-0.24
Monitoring and evaluation of ITG framework in the entity is done in line with overall strategic plans to advocate for more reviews on addressing clientele concerns.	0.54	0.00	0.19	-0.03	-0.21	0.04	-0.05	0.09	0.14	0.04	-0.28	-0.21	-0.13	0.11	-0.07	-0.08	-0.16	0.07	-0.17	0.05	-0.04	-0.22	-0.07
The organization's ITG implementation will need support of key stakeholders" leveraged ideas for minimized conflict of interest	0.51	-0.14	-0.12	0.14	0.22	-0.11	-0.12	-0.21	-0.07	-0.11	0.02	-0.21	-0.21	0.24	0.00	-0.08	0.26	-0.06	0.02	-0.07	-0.16	-0.07	-0.07
The state entity ensures ITG framework monitoring and evaluation recommendations are adhered to yield fruits on service innovations	0.50	0.20	0.17	-0.02	-0.33	0.14	-0.06	-0.10	-0.02	0.02	-0.10	0.17	-0.08	0.02	0.09	-0.11	0.02	-0.25	0.00	0.21	-0.26	0.09	0.08
The organization's ITG framework outlines the role of employees, stake holders and partners to avoid duplication of resources.	0.50	-0.07	0.13	0.21	-0.15	-0.03	0.19	-0.14	-0.23	-0.22	0.21	-0.22	0.13	0.07	0.05	-0.02	-0.18	0.09	-0.11	0.05	0.04	0.18	-0.11
State corporation's IT governance is well anchored in the IT strategy for smooth implementation by all employees.	0.49	-0.20	-0.06	-0.02	0.21	-0.15	0.10	0.08	-0.04	0.21	-0.22	-0.01	0.03	0.17	-0.33	-0.24	-0.08	-0.16	0.00	0.02	0.02	-0.04	-0.01
The state corporation's IT risk management framework guides IT department on how to design preventive and deterring controls.	0.49	0.17	-0.07	-0.01	-0.33	-0.07	-0.05	-0.36	-0.19	0.09	-0.06	0.10	0.15	0.00	-0.12	-0.22	0.13	0.11	-0.04	-0.14	-0.20	0.02	-0.01

The organization's IT risk management framework is envision on the ITG program for business agility and productivity benefits.	0.49	0.22	0.04	-0.03	-0.13	-0.24	0.10	-0.27	0.01	-0.13	0.09	0.27	0.00	0.19	-0.13	-0.15	0.13	-0.07	-0.04	-0.18	0.09	-0.13	-0.11	
The organization's ITG implementation is well articulated at all departments for valuable use of IT for better s operations.	0.48	-0.14	-0.21	-0.08	0.34	-0.11	0.06	0.21	0.08	-0.19	0.14	0.13	0.10	0.18	-0.16	-0.12	0.28	-0.07	0.05	0.05	0.03	0.03	0.06	0.01
The state corporation has put in place clear enforcement mechanisms and policies of ITG framework at all management levels for easy understanding and adoption.	-0.48	-0.17	-0.05	-0.03	-0.01	-0.21	-0.27	0.21	-0.03	-0.38	0.14	-0.10	0.10	-0.14	-0.12	-0.05	0.28	-0.07	0.05	0.05	0.03	0.03	0.06	0.01
The organization's middle level management supports division and team inputs to ensure fruitful monitoring and evaluation of ITG framework.	0.48	0.15	0.21	-0.11	-0.44	0.02	-0.07	0.05	0.17	-0.09	-0.15	-0.12	0.10	-0.16	0.12	-0.07	0.06	-0.07	0.09	0.06	0.06	0.06	-0.24	-0.05
The state corporation's monitoring and evaluation of IT governance framework supports decisions on IT use and deployment for effective services	0.47	-0.25	0.15	0.07	-0.20	-0.06	-0.05	-0.04	-0.08	0.00	-0.15	-0.19	-0.01	0.16	-0.02	0.15	-0.19	0.22	-0.05	-0.36	0.02	0.03	0.03	-0.01
Competent IT and skills are in place to facilitate flexible and effective the implementation of IT governance.	0.47	0.17	-0.31	-0.23	0.19	-0.03	0.03	0.07	-0.21	-0.01	-0.15	-0.27	-0.05	-0.12	0.07	-0.26	-0.07	0.13	-0.17	-0.10	-0.07	0.04	0.12	0.12
Information technology governance on resources capability and use in the state corporation outline that does IT investment and for which purpose.	0.47	0.21	-0.06	-0.15	0.25	0.16	0.09	-0.17	-0.20	-0.10	-0.28	0.19	0.21	-0.21	0.12	0.12	-0.01	0.13	-0.04	-0.12	0.16	-0.23	0.05	0.05
The organization's ITG framework enforcement will enable corporate governance to observe regulatory compliance and legal activities when initiating and utilizing IT systems.	0.47	-0.28	0.39	-0.04	0.00	0.14	0.20	-0.06	0.21	0.03	0.14	-0.26	0.09	-0.13	-0.07	0.06	0.05	0.02	-0.22	0.06	0.02	-0.03	0.02	0.00
The state corporation management supports the enforcement of IT governance framework for services delivery excellence.	0.46	-0.22	0.00	0.09	-0.07	0.21	-0.25	0.25	-0.02	-0.03	0.15	0.12	0.36	-0.15	-0.15	-0.17	0.01	-0.24	-0.10	-0.14	0.20	-0.05	0.01	
Information technology governance on resource capability and use in the state corporation gives clear measure of IT performance on customer services improvements.	0.46	0.12	0.29	0.09	0.20	0.21	-0.24	0.05	0.04	-0.11	0.11	0.12	0.08	-0.04	0.20	0.01	0.10	-0.10	0.11	-0.06	0.20	0.31	-0.15	
The state corporation's IT governance framework guides effective communication of IT use and management at all sections to enhance quality clientele services.	0.45	-0.11	-0.02	-0.40	-0.09	0.37	-0.12	0.06	-0.03	-0.14	-0.29	-0.08	0.04	-0.29	-0.12	0.06	0.06	-0.10	0.16	-0.04	-0.05	-0.07	-0.03	

The state corporation's stakeholders are involved in the monitoring and evaluation of ITG framework towards profitable positioning.	0.45	-0.08	0.09	0.07	-0.13	0.07	0.06	0.29	-0.16	0.01	0.00	0.17	0.00	0.34	0.04	0.30	0.01	0.17	0.29	0.03	-0.06	0.04	0.19
The state corporation has an established design of implementing IT governance in line with strategic goals and objectives.	0.44	0.19	-0.35	-0.15	0.10	0.38	0.00	0.05	-0.08	-0.12	-0.16	0.01	-0.04	0.02	0.23	-0.06	0.02	0.32	-0.05	0.00	-0.08	-0.06	0.07
IT risk management framework in the state entity helps with guidelines on handling commercial espionage that will lead to customer data loss.	0.44	0.05	-0.01	-0.10	-0.15	-0.29	0.15	0.16	-0.21	0.01	0.37	0.08	0.06	-0.06	-0.12	0.04	-0.25	-0.16	-0.09	-0.08	-0.18	-0.07	-0.07
The organization's IT governance framework gives guidelines on IT/business strategic alignment for valuable customer services.	0.44	-0.04	-0.50	0.23	-0.07	0.08	0.15	0.20	0.17	-0.15	0.13	-0.04	0.08	-0.09	-0.05	-0.06	-0.15	-0.04	0.06	0.11	0.20	0.04	0.00
The state corporation functional units have embraced teamwork to enable result oriented ITG implementation.	0.43	-0.18	-0.08	0.29	0.35	0.08	0.03	-0.03	-0.04	0.18	-0.04	-0.17	-0.06	-0.20	0.17	-0.09	-0.04	-0.18	0.12	-0.04	-0.08	0.02	-0.11
Information technology risk management framework in the organization provides light on reviewing, assessing, approving or rejecting new IT initiatives.	0.43	-0.12	-0.11	0.09	-0.10	-0.12	0.05	-0.35	-0.05	-0.12	0.31	-0.08	-0.03	-0.10	0.08	0.13	0.09	0.09	-0.13	0.10	-0.08	-0.12	0.45
IT governance framework of the corporation outlines unique and strong control measures put in place to ensure customer information confidentiality.	0.43	-0.08	0.03	-0.14	-0.09	-0.11	-0.48	0.08	0.12	0.32	0.05	0.09	-0.17	0.04	-0.09	0.11	-0.04	0.05	0.10	0.02	0.23	-0.05	-0.12
Information technology governance on resources capability and use makes key stakeholders to commit extra resources for quality markets	0.42	0.05	0.14	0.01	0.13	0.06	-0.01	-0.22	-0.17	-0.30	0.09	0.13	0.08	0.03	0.16	0.19	0.10	-0.15	0.02	0.16	-0.04	0.32	0.10
Monitoring and evaluation of IT governance framework supports IT performance and efficiency of the state corporation.	0.42	-0.24	-0.14	-0.08	0.13	0.06	-0.22	-0.03	-0.15	0.22	0.09	-0.19	0.08	0.03	0.16	0.19	0.10	-0.04	0.02	0.16	-0.21	-0.07	-0.15
Information technology governance framework defines policies, procedures and standards on deployment and management of IT controls for administrative and service delivery efficiency in the organization.	0.41	-0.07	-0.14	-0.27	-0.10	0.51	-0.04	0.03	0.12	-0.03	-0.05	0.09	0.13	0.12	-0.08	0.26	0.11	-0.18	-0.08	0.02	0.04	0.09	0.07
The state corporation's IT governance compliments IT strategy on the generation and use of IT for profitable business processes.	0.40	0.27	-0.02	-0.30	0.10	0.04	-0.16	0.08	0.06	-0.10	0.10	-0.11	0.19	0.01	-0.09	0.00	-0.04	0.01	-0.32	0.27	-0.03	0.10	-0.03

The state corporation has put in place monitoring and evaluation procedures of IT governance framework for measurable customer satisfaction results.	0.40	-0.21	0.01	-0.12	-0.08	-0.03	-0.34	-0.35	-0.02	0.11	0.06	0.03	0.09	0.35	0.16	-0.22	-0.08	-0.12	0.05	0.08	0.07	0.04	0.03
Information technology governance ensures the state corporation stays on track to achieve its strategies and goals using IT resources.	0.40	0.11	0.12	0.25	0.15	0.17	-0.09	-0.15	-0.17	0.31	-0.03	0.24	-0.13	-0.29	0.09	0.18	0.10	-0.07	-0.06	0.01	0.30	-0.05	0.08
The state corporation's IT department play a key role in training and empowering staffs with necessary IT skills to enhance enforcement of ITG framework.	0.40	-0.15	-0.05	0.33	0.04	0.14	-0.15	0.13	-0.06	-0.11	0.10	0.29	0.07	-0.07	0.05	-0.13	-0.39	0.07	0.22	0.02	-0.05	0.15	0.07
The state corporation's top management and key stakeholders play a vital responsibility in effective IT risk management implementation.	0.40	0.05	0.07	0.38	-0.13	0.19	-0.18	0.06	0.14	0.00	-0.24	0.05	-0.15	0.10	0.06	0.15	-0.28	-0.07	-0.28	-0.10	0.10	-0.02	0.00
The state corporation's IT risk framework states the roles of all stakeholders in ensuring risks related to customer satisfaction is effectively managed.	0.40	0.00	0.07	-0.13	-0.19	-0.30	0.15	0.34	-0.27	0.24	-0.03	0.15	-0.06	-0.08	0.13	-0.06	-0.02	0.00	-0.02	-0.21	0.05	-0.12	0.02
The organization's IT department establishes service innovation as a baseline for implement IT risk management framework effectively.	0.40	0.06	0.02	0.37	-0.01	0.43	0.36	0.23	0.03	0.07	0.15	-0.32	0.15	0.12	-0.02	0.21	0.16	-0.12	0.13	-0.20	0.08	0.04	0.02
IT governance framework of the state corporation provides the duties of management in acquiring excellent systems for informed decision on credible customized services.	0.40	0.06	-0.23	-0.22	-0.12	0.43	0.36	0.23	0.03	0.07	0.15	-0.32	0.15	0.12	-0.02	0.21	0.16	-0.12	0.13	-0.20	0.08	0.04	0.02
The state entity's ITG framework enforcement plays a role to ensure effective enforcing of ITG framework for valuable business processes.	0.40	-0.15	0.09	0.06	-0.01	0.20	-0.12	-0.02	-0.04	-0.55	0.26	-0.13	-0.21	0.06	-0.10	0.01	0.04	0.14	-0.01	-0.10	0.06	0.05	0.16
The corporation's IT risk management framework outlines management metric needs and what returns realized on IT investment on it is business.	0.39	-0.09	0.07	-0.18	-0.15	-0.09	0.19	0.14	0.05	0.30	0.15	-0.10	0.10	-0.02	0.01	-0.11	0.27	0.02	-0.05	0.08	0.18	0.06	0.36
IT risk management in the organization enable management to allow employees access only identifiable and appropriate information to reduce discovery and litigation costs.	0.39	0.05	-0.08	0.03	-0.21	-0.32	0.18	-0.06	0.08	-0.14	-0.25	0.25	0.24	0.03	-0.08	-0.05	0.04	0.17	-0.01	0.34	-0.05	0.14	-0.13
The state corporation's ITG on resources capability and use enable creation of differentiated services for market growth.	0.39	0.13	0.06	-0.33	0.35	-0.29	-0.01	-0.13	0.01	-0.13	0.02	0.05	0.23	0.02	-0.05	0.34	-0.01	0.16	0.11	0.09	0.01	-0.10	-0.09

The state entity's Information technology governance framework outlines how information systems support the achievement of strategic goals and objectives.	0.39	-0.03	-0.28	-0.10	-0.19	-0.16	0.08	-0.01	0.42	0.14	0.05	0.09	-0.11	-0.11	0.16	0.07	-0.22	0.04	-0.16	-0.16	0.03	0.20	0.08
Information technology governance framework of the corporation outlines monitoring and compliance policies on IT use and government policies conformity to avoid conflicts and litigations.	0.38				0.09				0.23	0.17	0.09	0.24				0.19	0.19	0.08				0.32	
Information governance framework defines the role of individual directors and staffs on strategic service delivery.	0.38	-0.08	-0.26	-0.21	-0.03	-0.13	0.10	-0.36	0.39	0.26	0.00	-0.09	-0.11	-0.11	-0.08	0.11	-0.19	-0.03	-0.01	-0.07	-0.17	-0.08	-0.02
The corporate governance team effects a successful implementation of risk management framework by first aligning IT services with customer needs of the state corporation.	0.35	0.26	0.09	0.21	0.24	-0.04	0.01		0.23	0.01	-0.05	0.32	-0.29	0.08	0.00	0.07	0.05	0.01	-0.25		0.27	0.10	-0.06
The IT governance level of implementation in the organization is enabled by IT department embracing staff training on strategic use of new technologies to address dynamic customer needs.	0.35	0.25	-0.35	0.01	0.05	-0.15	-0.15	0.34	-0.25	0.14	0.01	-0.10	-0.14	-0.07	0.00	0.07	0.05	0.33	0.01	0.15	0.27	0.11	-0.19
The state corporation has an operation IT risk management framework for quick risk detection and mitigation.	0.35	-0.05	0.40	0.05	0.03	-0.13	0.44	0.20	-0.09	0.11	-0.24	0.00	0.09	0.13	0.15	-0.14	0.10	0.00	-0.14	0.04	0.10	0.17	0.01
The state corporation has committed enough resources and quality systems to support timely implementation of IT governance.	0.35	-0.33	0.00	0.01	0.39	-0.15	0.21	-0.04	0.07	-0.06	-0.30	-0.18	-0.13	-0.05	-0.20	-0.04	0.18	-0.13	0.15	-0.07	0.10	0.04	0.02
The state corporation's IT governance framework support alignment of information system for measurable results on all services rendered to the public.	0.34	0.09	-0.43	0.20	-0.07	0.00	0.05	-0.29	0.25	0.08	0.04	-0.15	0.33	0.03	0.23	0.12	0.09	0.02	0.05	-0.09	-0.03	-0.15	-0.19
The Functional units of the state Corporation are able to align ITG implementation and business processes for greater revenues.	0.34	-0.09	-0.27	0.18	0.14	0.11	-0.04	0.14	-0.12	0.33	0.08	0.21	0.11	-0.12	-0.02	-0.12	0.09	-0.13	0.02	-0.01	-0.39	-0.10	0.03
The state corporation's IT risk management framework ensures strategic delivery of services is well protected to reduce resource wastage and customer loss.	0.33	0.34	-0.15	0.08	-0.28	-0.15	0.05	-0.12	-0.25	-0.07	0.10	0.13	-0.28	-0.08	0.25	0.05	0.28	-0.19	0.07	-0.04	0.11	0.08	0.02

The state corporation's IT department supports monitoring and evaluation of ITG framework for practical administrative decisions on IT performance.	0.33	-0.38	0.18	-0.06	0.00	0.00	-0.08	-0.24	-0.11	0.23	0.23	-0.07	0.15	0.10	0.15	-0.14	-0.16	0.08	0.28	0.07	0.25	-0.10	0.10
Information technology governance of the state corporation ensures efficient generation and use of IT for strategic performance of the state corporation.	0.32	0.23	0.03	0.24	0.29	0.21	0.30	-0.28	-0.15	0.11	0.02	0.00	0.15	0.01	-0.11	0.03	-0.04	-0.11	-0.15	0.24	0.25	0.02	-0.06

The state corporation has a strong information technology governance framework that enables management of IT skills for operational efficiency.	0.32	-0.06	-0.15	-0.29	-0.09	0.43	0.36	0.05	-0.01	-0.07	0.13	0.17	-0.10	0.24	-0.01	0.00	-0.05	-0.06	0.16	0.13	0.01	-0.05	-0.23
The state corporation has a strong functional IT risk management framework for timely risk identification and mediation.	0.29	-0.27	-0.03	0.24	-0.22	-0.12	-0.36	-0.01	0.08	-0.07	-0.39	-0.09	0.13	-0.02	-0.14	0.00	-0.06	0.04	0.13	0.18	0.08	-0.07	0.18
Enforcement of ITG framework in your organization conforms to acts and laws of Kenya to avoid litigation processes.	0.28	-0.21	0.50	0.18	0.02	0.22	0.23	0.01	0.05	0.11	0.12	0.40	0.28	-0.09	0.01	-0.02	0.15	0.25	0.12	-0.22	0.08	0.01	-0.10
The state corporation's enforcement of ITG framework will set standards on how all customer information is organized, categorized and accessed for better services.	0.28	-0.14	0.50	-0.07	0.02	0.22	-0.05	0.01	0.05	0.11	0.12	0.40	-0.20	-0.07	0.01	-0.02	0.15	0.25	-0.14	-0.07	0.08	-0.01	-0.18
Enforcement of ITG framework in your organization will enable employees realize the value of technology innovations on services offered	0.28	-0.16	0.43	0.20	0.05	0.08	-0.05	0.12	-0.10	-0.02	0.06	-0.13	-0.19	-0.20	0.00	0.17	-0.03	-0.02	0.09	0.14	-0.19	0.09	-0.04
The organization's implementation of IT risk management framework will guide on the type of digital platform to use in marketing of services better	0.21	0.49	0.38	0.03	0.03	-0.14	0.07	0.00	0.33	-0.10	-0.07	-0.02	0.10	-0.09	0.06	-0.17	-0.08	0.02	0.29	0.06	-0.12	0.08	0.08
Implementation of IT risk management framework in the public corporation makes it steady technology developments affecting customer preferences.	0.19	0.49	0.01	0.45	-0.09	0.07	-0.04	0.09	0.01	0.15	-0.01	-0.10	0.05	0.16	-0.34	-0.02	0.11	0.05	0.13	-0.09	0.07	0.03	-0.07
The entity's implementation of IT risk management framework will assist concerned party to identify and address IT use risks on service design.	0.23	0.46	0.34	0.19	0.04	0.08	0.17	-0.25	-0.04	0.03	0.12	-0.03	-0.10	-0.19	-0.38	0.10	-0.16	-0.04	0.16	0.06	0.01	-0.07	0.10
The state corporation involves all stakeholders in implementation of IT risk management framework for uniform outputs.	0.22	0.34	0.30	-0.40	0.19	-0.14	0.06	0.15	0.14	0.02	0.12	-0.23	0.06	0.02	0.18	0.07	-0.28	-0.21	0.08	-0.16	-0.04	0.01	0.02

Timely implementation of IT risk management framework of the state corporation minimize risks related to customer information and requirements	0.25	0.33	-0.03	0.08	0.33	-0.08	-0.18	0.30	0.32	-0.01	0.12	0.11	0.01	-0.16	0.00	-0.20	0.03	0.11	-0.07	0.03	0.01	-0.10	0.26
The state corporation ensures implementation of IT risk management is done in all levels of management in order to meet specific business and customer needs.	0.13	0.30	0.06	0.23	0.30	-0.04	-0.11	0.27	0.30	-0.08	0.05	0.06	0.15	0.41	0.24	-0.01	0.08	-0.07	-0.05	-0.01	-0.01	-0.23	0.06
The state corporation's monitoring and evaluation of IT governance framework supports IT implementation policies for value addition	0.24	-0.46	0.07	-0.01	0.01	-0.28	0.36	0.26	-0.04	-0.06	-0.16	0.13	0.12	0.07	-0.06	0.29	0.11	-0.11	-0.03	-0.05	-0.04	-0.05	0.18
Information Governance framework in the state entity will help management to understand the value of IT system sets on particular customer needs development.	0.21	-0.25	-0.36	0.32	-0.16	-0.15	0.22	0.09	0.34	-0.09	0.04	-0.16	-0.02	-0.21	0.20	-0.07	0.12	-0.03	0.16	0.00	0.09	0.10	-0.15
Extraction Method: Principal Component Analysis a 23 components extracted.																							

APPENDIX X: FACTOR ANALYSIS COMMUNALITIES ON INFORMATION QUALITY

Communalities	Initial	Extraction
Information that is reliable in the state corporation supports effective communication of strategic goals on provision of superior service.	1.000	.766
Reliability of information in the entity enables management to make informed decisions on how to tackle customer demands.	1.000	.835
The state corporation's information reliability support customers' understanding on what is offered and when.	1.000	.770
Reliable information of the entity enriches employees with facts and truths on the type of services customers enjoy.	1.000	.854
Reliable Information in the state corporation will enable management to evaluate and modify market information to promptly meet customer needs.	1.000	.724
The state corporation's systems support generation of reliable information for operational success.	1.000	.807
Reliability of information in the organization gives employees a light overview on market demands.	1.000	.790
The organization's information reliability facilitates service provider and customer feedback process.	1.000	.831
Reliable information in the organization provide limelight on competitive service design innovations	1.000	.813
The state corporation's reliable information promotes the spirit of team work to cordially handle customer grievances.	1.000	.745
The state corporation's usable information enables management to emphasize on the value of offering services that meet customer expectations.	1.000	.786
The state entity's usable information enable management to address any challenges faces the entire service provision service.	1.000	.816
The organization is able to make use of available information to achieve customer specific goals effectively.	1.000	.738
The state corporation staffs are able to relate and apply information quality to available credible systems for work efficiency.	1.000	.826
Usability of information in the organization depict the system used to handle it is successful.	1.000	.885
The organization's information will enable employees to quickly and easily accomplish given tasks.	1.000	.826
The information of the entity displayed on the service charter clearly guides customers to seek for services they want.	1.000	.815
The organization's usable information enables management to provide solutions to perennial customer communication problems.	1.000	.735
Information usability in the organization can be utilized to meet customer focus goals defined in the corporate strategy.	1.000	.741
Usability of information in your organizations will enable stakeholders to make good judgment on user's needs and deliver the right information in the right way.	1.000	.812
Correct information in the state corporation enables prudent decisions on approaches to be employed to evenly meet customer needs.	1.000	.798
Information correctness of the state corporation finely enhances sharing of strategic decisions on market measurable results.	1.000	.795
Correct information in the state corporation enable top leadership to clearly communicate its mission and vision to stakeholders and general public.	1.000	.794
Correctness of information in your organization improves the value of information technology to the business activities.	1.000	.784

Communalities	Initial	Extraction
The entity's information correctness strongly connects the IT department and business users for the success of corporate IT projects.	1.000	.765
The entity's correctness of information increase collaboration between employees, customers and partners for operational excellence.	1.000	.782
Information correctness reduces tension between employees' need to share information and the need to control and manage same information by the organization.	1.000	.770
The state corporation's information correctness is enabled removing unnecessary information that will affect the ability to operate efficiently and exploit market opportunities.	1.000	.816
Correctness of information will facilitate consistent clientele information management policies across the state corporation.	1.000	.833
Correctness of information in your organization will help to identify which information is relevant, valuable and risky in service offering lifecycle.	1.000	.812
Appropriate amount of information in the state corporation provide sufficient clue on customer requirement.	1.000	.829
State corporation's systems enable the processing and dissemination of appropriate information on demands of the customers to all staffs and departments for immediate action.	1.000	.817
Adequate amount of information in the organization will support corporate governance on timely achievement of service focus objectives.	1.000	.754
Enough amount of information enable stakeholders to follow through implementation of strategies and how it will affect growth of the state corporation.	1.000	.782
Appropriate amount of information in the state corporation will enable top management identify risks and challenges that affect their customer growth	1.000	.804
State corporation has relevant amount of information, which will support effective sharing and managing information on curbing customer attacks by competitors.	1.000	.801
Suitable amount of information in the organization will allow existing and new customers to be informed on type and quality of products and services offered by the state corporation.	1.000	.726
The state corporation's appropriate amount of information enable the management to build customer confidence by regularly reviewing and addressing customer complaints and any negative publicity promptly.	1.000	.767
The organization ensures its suitable amount of information is appropriately stored for employee productive use in offering better customer services	1.000	.800
The state corporation's understandable information enables clientele to easily trace and quantify its originality for use and feedback.	1.000	.828
The information used your state corporation is understandable to enable employees to correctly consume it for valid decisions on valuable business outcomes.	1.000	.825
IT target users and customers for informed strategic decisions adequately understand the information quality.	1.000	.804
The information used in your state corporation is understandable to enable customers to adequately utilize it in making informed requisitions.	1.000	.781
Information that is understandable in the state corporation will effectively assist staffs in customer conflict resolution.	1.000	.796
Understandability of information in the entity enables management to make informed decisions on how to amicably handle employee-customer conflicts.	1.000	.746
The state corporation's information understandability will help customers' interpret service chart content on what is offered, when and how.	1.000	.777
Understandable information in the entity enriches employees with facts on how customer information is organized, categorized and accessed for quick feedback.	1.000	.793
The state corporation's understandable information will enable management to review, monitor and trends for customer informed products.	1.000	.829
Information that is understandable in the organization supports effective use of information systems for better service outputs.	1.000	.837

Communalities	Initial	Extraction
The state corporation's information safety will be assured by having standard procedures that will guide integrity of information assets.	1.000	.830
Safety of information in your organization is enabled by deploying and using state of the technologies.	1.000	.888
The state corporation's IT department ensures then available information does not jeopardize the confidentiality of customer details and requirements.	1.000	.780
The organization's information safety is enhanced by training staffs on information and systems security so as to deter hacking and commercial espionage.	1.000	.786
The state corporation's information systems are well secured to ensure market information security for superior competitive advantage.	1.000	.813
Safety of information will be enhanced by establishing single centralized information management policy that can be applied throughout the organization.	1.000	.799
The state corporation's information safety is assured by all middle level management synchronizing their information systems with overall control and safeguard tools.	1.000	.787
The state corporation's information safety prevails by keeping premises that house information infrastructures under lock and key to regulate access.	1.000	.795
Safety of information in the organization will enable customers express their feelings freely on how to improve services without fear of betrayal.	1.000	.760
The state corporation's data completeness will support the processing of complete and fit information for strategic decisions.	1.000	.794
Completeness of data in the state corporation will enable information systems to work efficiently for valuable operational results.	1.000	.805
Complete data in the state corporation will guide the design and communication of clear policies on timely solutions to customer complaints.	1.000	.791
Data that is complete in your state corporation will enable management to understand dynamism in client needs and how to promptly plan for them.	1.000	.825
Data completeness in the organization will enable all staffs in various levels to easily interpret and extract useful information for impressive results	1.000	.862
Data that is complete is easier to interpret and process for accelerated information sharing within your organization.	1.000	.787
Data completeness will assist customers gain more knowledge on products and services offered by your state corporation.	1.000	.678
Completeness of data in your organization will support record keeping for future reference in order to achieve greater objectives.	1.000	.717
The parastal's data completeness will enable entire management armed with accurate and business ready data for informed practices	1.000	.780
The organization's comprehensive data will enable executive decisions have positive impact on employees input on tailor made services.	1.000	.833
The state corporation's timely data will enable management to market more effectively and encourage loyalty that will last for decades.	1.000	.827
The state corporation's timeliness of data will drive immediate valuable decisions for better understanding on what customers anticipates in the future	1.000	.777
The organization's timely data enable management to promptly respond to employees, customers and partners' concerns on service delivery improvements.	1.000	.737
Timeliness of data in the state entity will enable departments to immediately respond to corporate changes made to serve customers.	1.000	.820
Data timeliness in the state corporation enables all staffs stay in contact with your customers for value driven services.	1.000	.795
The state entity's timely data is assured by putting in place strong software tools to make the process of data dissemination speedy and simple	1.000	.770
Timely data in your state corporation will enable collaborative working in all departments to improve organizational competitive advantage.	1.000	.778

Communalities	Initial	Extraction
The state corporation's timely information will enable concerned department to easily find out key information about current and potential customers	1.000	.749
Timely data in your organization will facilitate awareness within and amongst employees on regular change in customer requirement and act accordingly.	1.000	.755
The state corporation's data accuracy will enable managers to be versed with services that will improve customer relations.	1.000	.860
The organization's data accuracy will support coordinated communication amongst to ensure customer desires are well captured and met.	1.000	.828
Accuracy of data in the state corporation support customer information standardization and profiling to ensure services are offered as per specifications.	1.000	.799
Your state corporation assures for data accuracy by training staffs on how to accurately capture, sort, process and store data in the database for future use.	1.000	.781
The state corporation's data accuracy is facilitated by deploying quality solutions to cleanse data for smarter decision on service improvements.	1.000	.776
The state entity's accuracy of data enable all staffs know and understand policies protecting customer information.	1.000	.817
Accurate data in your organization will guide users on what type of system to engage in storing and retrieving the same data for use.	1.000	.796
Data accuracy in the state corporation will enhance meaningful communication on structures to be employed to increase customer niche.	1.000	.770
The organization's data accuracy will help analysis and reporting team to make informed decisions on research and development of service delivery innovations.	1.000	.796
Data accuracy in your organization will enhance quality outputs to support effective information sharing on market trends.	1.000	.798
State corporation's IT department ensures data collected, processed and stored provides uniform results at all management levels and measurable results at all levels.	1.000	.817
Consistent data in the state corporation will enable managers to ensure customer needs are well captured to inform uniform outcomes	1.000	.658
The state corporation's data consistency is assured by always using worth systems throughout service offering process to reduce customer complaints.	1.000	.744
The organization's consistency of data will make users to constantly update it every minute of every day for service delivery efficiency.	1.000	.770
The state entity's data consistency enables users to easily store data in the database inform of several files for ease back up and recovery.	1.000	.835
The organization's data consistency enables management to contribute effectively on customer service development from inception to delivery	1.000	.778
The state corporation's data consistency is enabled by deploying well trained employees at all data banks for quality user results.	1.000	.775
Consistency of data in the organization will enable clients follow their requests without extra costs obstacles	1.000	.844
In your organization, consistency of data makes employees to operate from play book and priorities for customer informed decisions.	1.000	.807
Data consistency in your organization enables interested new entrants to get glimpse of what is offered with ease and as a result improves market share.	1.000	.789
The state corporation's information quality promotes understanding of key issues relevant to the design of viable information systems.	1.000	.786
Information quality of the organization strengthens understanding on the importance of implementing quality assured services.	1.000	.778
The organization's information systems fosters efficient processing of information based on time scheduling	1.000	.785
Information quality of the entity is a competitive strength of information systems that improves customers' choices.	1.000	.878

Communalities	Initial	Extraction
The information systems in the state corporation support speedy and voluminous processing of information for administrative efficiency.	1.000	.786
State corporation's information quality and information systems support communication and understanding among employees for performance excellence.	1.000	.785
State corporation's quality systems and information hastens of 1 decision-making process on handling customer dissatisfaction.	1.000	.820
The state corporation management strives to invest on quality systems controls and personnel to ensure safety of information.	1.000	.783
Information systems in the organization support timely and prompt information flow and sharing on customer needs.	1.000	.739
The state corporation's information accuracy depends on the information systems' potential to capture and process data accurately for accurate results.	1.000	.775
Extraction Method: Principal Component Analysis.		

APPENDIX XI: TOTAL VARIANCE EXPLAINED FOR INFORMATION QUALITY

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	15.255	14.257	14.257	15.255	14.257	14.257
2	4.253	3.975	18.232	4.253	3.975	18.232
3	4.128	3.858	22.090	4.128	3.858	22.090
4	3.610	3.374	25.464	3.610	3.374	25.464
5	3.127	2.923	28.386	3.127	2.923	28.386
6	2.985	2.790	31.176	2.985	2.790	31.176
7	2.746	2.566	33.743	2.746	2.566	33.743
8	2.658	2.484	36.227	2.658	2.484	36.227
9	2.506	2.342	38.569	2.506	2.342	38.569
10	2.399	2.242	40.811	2.399	2.242	40.811
11	2.271	2.123	42.934	2.271	2.123	42.934
12	2.220	2.074	45.008	2.220	2.074	45.008
13	2.159	2.018	47.026	2.159	2.018	47.026
14	2.091	1.954	48.979	2.091	1.954	48.979
15	1.960	1.832	50.811	1.960	1.832	50.811
16	1.941	1.814	52.626	1.941	1.814	52.626
17	1.861	1.740	54.365	1.861	1.740	54.365
18	1.813	1.695	56.060	1.813	1.695	56.060
19	1.712	1.600	57.659	1.712	1.600	57.659
20	1.692	1.582	59.241	1.692	1.582	59.241
21	1.606	1.501	60.742	1.606	1.501	60.742
22	1.577	1.474	62.216	1.577	1.474	62.216
23	1.482	1.385	63.601	1.482	1.385	63.601
24	1.451	1.356	64.958	1.451	1.356	64.958
25	1.414	1.321	66.279	1.414	1.321	66.279
26	1.405	1.313	67.592	1.405	1.313	67.592
27	1.291	1.207	68.798	1.291	1.207	68.798
28	1.267	1.184	69.982	1.267	1.184	69.982
29	1.231	1.151	71.133	1.231	1.151	71.133
30	1.174	1.097	72.230	1.174	1.097	72.230
31	1.159	1.083	73.313	1.159	1.083	73.313
32	1.130	1.056	74.369	1.130	1.056	74.369
33	1.093	1.022	75.391	1.093	1.022	75.391
34	1.082	1.011	76.403	1.082	1.011	76.403
35	1.054	.985	77.387	1.054	.985	77.387
36	1.024	.957	78.344	1.024	.957	78.344
37	1.006	.940	79.284	1.006	.940	79.284
38	.961	.898	80.182			
39	.922	.862	81.044			
40	.908	.849	81.893			
41	.888	.830	82.723			
42	.864	.808	83.530			
43	.804	.751	84.282			
44	.774	.724	85.005			
45	.758	.709	85.714			
46	.723	.676	86.390			
47	.709	.663	87.053			
48	.671	.627	87.680			
49	.655	.612	88.292			
50	.608	.569	88.860			
51	.573	.535	89.396			
52	.561	.524	89.920			
53	.546	.511	90.430			

54	.528	.494	90.924		
55	.522	.488	91.412		
56	.496	.464	91.876		
57	.467	.437	92.313		
58	.453	.424	92.736		
59	.448	.419	93.155		
60	.426	.398	93.553		
61	.407	.380	93.934		
62	.377	.353	94.286		
63	.365	.341	94.628		
64	.351	.328	94.955		
65	.333	.311	95.267		
66	.317	.296	95.563		
67	.303	.283	95.846		
68	.297	.278	96.124		
69	.281	.263	96.387		
70	.274	.256	96.642		
71	.262	.245	96.887		
72	.242	.226	97.114		
73	.236	.221	97.334		
74	.220	.205	97.540		
75	.208	.194	97.734		
76	.201	.188	97.922		
77	.191	.179	98.101		
78	.165	.154	98.255		
79	.164	.153	98.408		
80	.159	.149	98.556		
81	.150	.140	98.697		
82	.143	.133	98.830		
83	.123	.115	98.945		
84	.115	.107	99.052		
85	.105	.098	99.150		
86	.093	.087	99.237		
87	.089	.083	99.321		
88	.079	.074	99.394		
89	.076	.071	99.465		
90	.073	.068	99.533		
91	.066	.062	99.595		
92	.063	.059	99.654		
93	.059	.055	99.710		
94	.052	.048	99.758		
95	.049	.046	99.804		
96	.039	.037	99.841		
97	.037	.034	99.875		
98	.028	.026	99.901		
99	.025	.023	99.925		
100	.021	.020	99.944		
101	.014	.014	99.958		
102	.012	.012	99.969		
103	.010	.010	99.979		
104	.008	.008	99.987		
105	.006	.006	99.993		
106	.005	.005	99.998		
107	.003	.002	100.000		
Extraction Method: Principal Component Analysis.					

APPENDIX XII: COMPONENT MATRIX FOR INFORMATION QUALITY

Component Matrix ^a	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18
Reliable Information in the state corporation will enable management to evaluate and modify market information to promptly meet customer needs.	0.55	-0.19	0.13	-0.05	-0.04	-0.17	0.16	0.14	0.05	0.08	0.00	-0.16	0.17	-0.08	-0.13	-0.05	-0.12	-0.11
Enough amount of information enable stakeholders to follow through implementation of strategies and how it will affect growth of the state corporation.	0.52	-0.14	0.04	0.23	0.05	0.03	-0.13	-0.07	-0.22	-0.16	0.20	-0.08	-0.09	0.29	-0.10	-0.07	-0.04	0.18
The organization's information safety is enhanced by training staffs on information and systems security so as to deter hacking and commercial espionage.	0.52	-0.08	0.10	-0.16	0.19	-0.04	-0.10	0.15	0.16	0.38	-0.04	0.00	-0.12	0.02	0.12	-0.13	-0.04	0.04
Correctness of information in your organization improves the value of information technology to the business activities.	0.52	-0.10	-0.09	-0.18	-0.04	-0.08	0.02	0.07	-0.02	0.07	-0.25	0.10	-0.25	0.03	0.03	0.04	0.17	0.12
Correctness of information in your organization will help to identify which information is relevant, valuable and risky in service offering lifecycle.	0.51	-0.06	0.11	0.27	0.02	0.11	-0.06	-0.15	0.09	-0.28	-0.13	0.06	-0.10	-0.06	-0.07	0.20	-0.13	0.19
The organization's information systems fosters efficient processing of information based on time scheduling	0.51	0.01	-0.02	-0.02	0.03	-0.02	-0.08	0.34	-0.23	-0.19	-0.07	-0.01	-0.22	-0.14	0.05	-0.09	0.02	0.04
Information correctness of the state corporation finely enhances sharing of strategic decisions on market measurable results.	0.49	0.06	-0.11	-0.11	0.05	-0.07	0.05	0.05	-0.26	-0.07	-0.34	0.12	0.05	-0.18	0.25	-0.16	0.09	-0.11
The state corporation's appropriate amount of information enable the management to build customer confidence by regularly reviewing and addressing customer complaints and any negative publicity promptly.	0.49	-0.14	-0.17	0.28	0.19	0.01	0.18	0.04	0.05	0.09	0.15	0.12	0.00	0.06	-0.03	-0.14	0.02	0.07
The state corporation's information quality promotes understanding of key issues relevant to the design of viable information systems.	0.48	0.04	-0.31	0.10	-0.14	-0.20	0.07	0.11	0.04	-0.30	-0.08	0.11	-0.06	-0.09	-0.03	0.05	-0.16	0.10
The state corporation's usable information enables management to emphasize on the value of offering services that meet customer expectations.	0.47	0.05	0.13	-0.23	-0.20	0.07	0.00	0.28	0.08	0.20	-0.08	0.01	-0.04	0.21	-0.07	0.18	0.08	-0.18
Consistent data in the state corporation will enable managers to ensure customer needs are well captured to inform uniform outcomes	0.47	0.29	0.02	-0.05	0.13	0.06	0.14	-0.21	-0.03	0.06	-0.05	-0.02	-0.15	-0.08	0.10	0.22	0.14	0.02
Reliable information in the organization provide limelight on competitive service design innovations	0.47	0.01	0.08	0.01	0.01	0.11	0.08	0.01	0.12	0.25	0.04	0.01	0.03	0.16	0.01	0.01	0.01	0.01

The organization's usable information enables management to provide solutions to perennial customer communication problems.	0.47	-0.03	-0.16	-0.20	-0.20	0.14	0.05	-0.13	-0.08	0.04	0.13	0.08	-0.09	-0.11	-0.18	-0.18	0.06	0.24
-----------------------------------------------------------------------------------------------------------------------------	------	-------	-------	-------	-------	------	------	-------	-------	------	------	------	-------	-------	-------	-------	------	------

State corporation's quality systems and information hastens of 1 decision-making process on handling customer dissatisfaction.	0.46	0.31	-0.31	0.25	-0.04	-0.16	0.12	0.08	0.05	-0.10	0.05	0.08	-0.06	-0.25	-0.18	0.14	-0.17	-0.01
The state corporation's data consistency is enabled by deploying well trained employees at all data banks for quality user results.	0.46	0.00	-0.15	-0.09	-0.02	-0.09	0.07	0.07	0.03	-0.25	0.24	-0.33	-0.03	0.00	0.10	0.03	-0.14	-0.01
The state entity's usable information enable management to address any challenges faces the entire service provision service.	0.46	-0.42	0.05	-0.01	0.09	-0.01	0.17	-0.07	0.03	0.08	0.14	0.13	-0.03	-0.14	0.18	0.12	0.17	0.01
The state corporation's information safety will be assured by having standard procedures that will guide integrity of information assets.	0.45	-0.20	-0.14	-0.16	-0.01	0.14	-0.27	0.04	0.02	0.00	-0.23	0.24	-0.03	-0.13	0.11	0.02	-0.22	0.17
The entity's correctness of information increase collaboration between employees, customers and partners for operational excellence.	0.44	-0.14	-0.15	-0.27	0.20	-0.10	-0.04	0.06	-0.21	-0.13	0.01	-0.08	-0.04	0.08	0.04	0.31	0.12	-0.01
Safety of information will be enhanced by establishing single centralized information management policy that can be applied throughout the organization.	0.44	0.11	-0.04	-0.24	0.17	0.12	-0.26	0.11	0.08	0.06	-0.07	-0.10	-0.01	-0.25	-0.10	-0.02	-0.12	0.10
Appropriate amount of information in the state corporation provide sufficient clue on customer requirement.	0.44	0.00	0.00	0.26	0.00	0.00	0.14	0.00	0.00	0.00	0.00	0.00	0.00	0.07	0.00	0.09	0.09	0.10
Reliability of information in the organization gives employees a light overview on market demands.	0.44	0.00	0.00	0.00	0.00	0.06	0.01	0.00	0.01	0.00	0.20	0.00	0.00	0.19	0.06	0.00	0.00	0.00
The entity's information correctness strongly connects the IT department and business users for the success of corporate IT projects.	0.44	-0.33	-0.18	-0.16	-0.02	0.06	0.09	-0.04	-0.15	-0.04	0.20	0.03	-0.09	-0.18	0.15	-0.15	-0.02	0.02
State corporation has relevant amount of information, which will support effective sharing and managing information on curbing customer attacks by competitors.	0.43	-0.14	-0.16	0.11	0.04	0.20	-0.05	-0.09	0.07	-0.16	0.25	-0.12	0.17	0.14	-0.04	-0.12	-0.10	-0.05
Data completeness will assist customers gain more knowledge on products and services offered by your state corporation.	0.43	0.02	0.42	-0.04	0.06	0.02	0.04	0.12	-0.15	-0.12	0.08	-0.14	0.13	-0.14	-0.17	0.15	0.10	-0.08
Information correctness reduces tension between employees' need to share information and the need to control and manage same information by the organization.	0.43	-0.12	-0.14	-0.04	0.03	-0.03	-0.20	0.04	-0.02	0.13	-0.06	-0.19	0.07	0.19	-0.16	0.02	0.20	-0.15
The state corporation's information safety is assured by all middle level management synchronizing their information systems with overall control and safeguard tools.	0.43	0.20	-0.11	-0.41	0.28	-0.16	-0.05	-0.06	0.23	0.01	0.10	-0.12	0.21	0.00	-0.04	-0.12	0.02	-0.05
Usability of information in your organizations will enable stakeholders to make good judgment on user's needs and deliver the right information in the right way.	0.43	0.07	-0.13	-0.35	-0.01	-0.13	0.04	-0.26	-0.11	0.10	-0.04	0.06	0.16	0.02	-0.01	-0.14	0.11	0.20

Data timeliness in the state corporation enables all staffs stay in contact with your customers for value driven services.	0.43	0.13	0.27	0.20	-0.09	0.23	0.00	-0.22	0.01	-0.09	0.20	0.05	-0.22	0.06	-0.07	-0.19	-0.08	0.03
----------------------------------------------------------------------------------------------------------------------------	------	------	------	------	-------	------	------	-------	------	-------	------	------	-------	------	-------	-------	-------	------

The state corporation's information systems are well secured to ensure market information security for superior competitive advantage.	0.40	0.43	3	-0.01	0.1	0.00	0.01	-0.29	0.0	-0.26	0.2	0.4	0.21	0.2	0.17	0.0	0.08	0.20	0.10	-0.09	0.1	-0.15	0.1	-0.01	0.0	0.05	-0.01	0.0	0.01	-0.04	-0.18	0.0	0.10
Usability of information in the organization depict the system used to handle it is successful.	0.42	0.42		-0.20	0.15	0.29	0.31	0.28	-0.10	-0.05	-0.02	-0.25	-0.01	-0.11	-0.01	0.0	0.0	0.15	0.06	-0.12	0.03	0.15	0.0	0.1	0.01	0.0	0.0	0.0	0.0	0.04	-0.18	0.0	0.10
State corporation's systems enable the processing and dissemination of appropriate information on demands of the customers to all staffs and departments for immediate action.	0.42	0.42		-0.21	-0.15	-0.17	-0.41	0.09	-0.13	0.24	0.09	-0.09	-0.07	-0.01	-0.01	-0.03	0.01	0.01	-0.07	-0.12	-0.06	0.01	0.07	-0.07	-0.01	-0.03	0.01	0.06	-0.12	-0.06	0.03	-0.09	0.09
The organization is able to make use of available information to achieve customer specific goals effectively.	0.42	0.42		-0.17	0.03	0.08	-0.21	-0.22	-0.11	-0.22	-0.12	-0.09	-0.17	0.03	-0.25	0.03	0.03	-0.14	-0.07	-0.12	-0.03	0.03	-0.07	-0.07	-0.01	-0.03	0.01	-0.14	-0.12	-0.06	-0.09	0.09	
Information that is reliable in the state corporation supports effective communication of strategic goals on provision of superior service.	0.42	0.42		0.06	0.21	0.04	0.14	-0.15	0.09	-0.02	0.28	0.08	0.11	-0.17	-0.21	0.12	0.16	0.16	0.15	0.24	-0.03	0.05	-0.07	-0.07	-0.01	-0.03	0.01	0.24	-0.03	-0.06	-0.17	-0.09	
Understandability of information in the entity enables management to make informed decisions on how to amicably handle employee-customer conflicts.	0.42	0.42		0.16	-0.38	0.25	-0.06	0.06	-0.02	-0.01	-0.11	0.04	0.02	0.19	0.14	-0.02	0.05	-0.18	-0.02	-0.04	0.07	0.05	-0.04	-0.04	-0.01	0.14	-0.02	-0.18	0.07	-0.16	-0.16	-0.16	
State corporation's information quality and information systems support communication and understanding among employees for performance excellence.	0.42	0.42		-0.19	-0.13	-0.07	-0.12	0.12	-0.25	0.12	0.27	0.17	-0.09	0.27	0.04	0.09	0.19	0.18	-0.06	0.18	0.13	0.05	-0.04	-0.04	-0.01	0.04	-0.06	0.18	0.13	0.05	0.05	-0.05	0.05
The state corporation's information understandability will help customers' interpret service chart content on what is offered, when and how.	0.42	0.42		-0.07	0.45	0.00	-0.14	-0.20	-0.15	-0.08	-0.21	-0.06	0.09	-0.13	-0.28	-0.07	0.21	-0.11	-0.07	-0.11	0.00	0.00	0.21	-0.11	-0.11	-0.28	-0.07	-0.11	0.00	-0.20	-0.20	-0.20	-0.20
Data that is complete in your state corporation will enable management to understand dynamism in client needs and how to promptly plan for them.	0.41	0.41		-0.24	-0.03	0.11	0.03	0.02	-0.25	0.08	-0.30	0.14	-0.09	-0.12	0.20	0.17	0.20	-0.17	-0.17	-0.17	0.00	0.20	0.20	0.20	0.20	0.20	0.17	-0.17	0.00	0.00	-0.01	-0.01	-0.01
Appropriate amount of information in the state corporation will enable top management identify risks and challenges that affect their customer growth	0.41	0.41		-0.04	-0.09	-0.23	-0.07	-0.08	0.02	-0.21	-0.32	-0.01	-0.15	-0.02	-0.25	-0.02	0.21	-0.17	-0.02	-0.17	0.06	0.21	0.21	0.21	0.21	-0.25	-0.02	-0.17	-0.17	0.06	0.03	0.03	0.03
Information usability in the organization can be utilized to meet customer focus goals defined in the corporate strategy.	0.41	0.41		0.09	-0.16	0.14	-0.21	-0.12	-0.10	0.07	-0.12	0.11	0.10	0.11	-0.18	0.16	-0.10	0.00	0.16	0.00	-0.15	0.21	0.21	0.21	0.21	-0.18	0.16	0.00	-0.15	0.06	-0.08	-0.08	-0.08
In your organization, consistency of data makes employees to operate from play book and priorities for customer informed decisions.	0.41	0.41		0.26	0.08	-0.38	0.04	0.20	0.02	-0.02	-0.17	-0.05	0.01	0.00	0.03	0.05	-0.04	0.12	0.05	-0.12	-0.12	-0.04	-0.04	-0.04	-0.18	0.05	0.16	0.00	-0.15	0.06	-0.08	-0.08	-0.08
Data accuracy in the state corporation will enhance meaningful communication on structures to be employed to increase customer niche.	0.41	0.41		0.09	-0.16	0.14	-0.21	-0.12	-0.10	0.07	-0.12	0.11	0.10	0.11	-0.18	0.16	-0.10	0.00	0.16	0.00	-0.15	0.21	0.21	0.21	-0.18	0.05	0.16	0.00	-0.15	0.06	-0.08	-0.08	-0.08

The state corporation's information safety prevails by keeping premises that house information infrastructures under lock and key to regulate access.	0.41	0.25	0.08	-0.14	0.16	0.05	-0.12	0.11	0.04	0.12	-0.24	0.16	0.09	0.04	-0.19	-0.20	-0.04	0.07
-------------------------------------------------------------------------------------------------------------------------------------------------------	-------------	------	------	-------	------	------	-------	------	------	------	-------	------	------	------	-------	-------	-------	------

Accuracy of data in the state corporation support customer information standardization and profiling to ensure services are offered as per specifications.	0.40	0.18	0.10	0.09	-0.16	-0.21	0.14	0.07	0.17	0.17	-0.20	0.10	0.05	-0.18	-0.02	-0.33	0.11	-0.10
The state corporation's data completeness will support the processing of complete and fit information for strategic decisions.	0.39	-0.03	0.31	0.01	0.22	0.08	0.15	0.04	0.09	-0.14	-0.34	-0.04	0.16	-0.06	0.08	-0.05	-0.13	-0.01
Complete data in the state corporation will guide the design and communication of clear policies on timely solutions to customer complaints.	0.39	0.05	0.27	0.04	0.14	0.21	-0.11	-0.18	0.09	-0.20	-0.14	-0.10	0.02	-0.36	0.08	0.20	-0.01	-0.04
Completeness of data in the state corporation will enable information systems to work efficiently for valuable operational results.	0.39	-0.01	0.46	-0.10	-0.03	-0.12	0.02	0.01	0.17	-0.11	-0.11	-0.06	-0.16	0.03	-0.08	0.02	0.24	0.19
The state corporation's timely information will enable concerned department to easily find out key information about current and potential customers	0.39	0.30	0.11	0.04	-0.20	0.01	-0.01	0.04	0.46	-0.03	-0.09	0.13	-0.06	0.17	0.19	-0.15	0.12	-0.04
The state corporation's IT department ensures then available information does not jeopardize the confidentiality of customer details and requirements.	0.38	-0.06	-0.07	-0.19	0.15	0.00	-0.36	-0.07	-0.17	-0.05	0.13	0.24	-0.27	0.00	-0.07	-0.03	-0.13	0.20
Adequate amount of information in the organization will support corporate governance on timely achievement of service focus objectives.	0.38	-0.19	-0.05	0.11	-0.38	0.08	-0.23	0.07	0.06	-0.08	-0.12	-0.17	0.10	0.21	-0.11	-0.19	0.05	0.13
The organization's timely data enable management to promptly respond to employees, customers and partners' concerns on service delivery improvements.	0.38	0.10	0.19	0.06	-0.01	-0.01	0.21	-0.02	0.15	-0.14	0.22	0.19	0.23	-0.02	-0.24	-0.25	-0.17	-0.12
The organization ensures its suitable amount of information is appropriately stored for employee productive use in offering better customer services	0.38	0.18	0.16	0.15	-0.11	-0.14	-0.05	-0.18	-0.28	0.03	0.04	0.13	0.15	0.01	0.03	0.06	-0.07	0.08
The state corporation's systems support generation of reliable information for operational success.	0.38	-0.37	0.12	0.20	-0.04	-0.15	0.13	-0.08	-0.06	0.17	0.16	-0.02	-0.20	-0.08	-0.17	0.15	-0.01	0.05
The parastal's data completeness will enable entire management armed with accurate and business ready data for informed practices	0.38	0.06	0.29	-0.22	0.10	-0.03	-0.06	0.13	0.02	-0.06	0.15	0.00	0.23	-0.06	-0.22	0.15	0.22	-0.23
Information that is understandable in the organization supports effective use of information systems for better service outputs.	0.38	-0.19	-0.01	-0.14	0.20	-0.40	0.11	0.36	0.22	-0.09	0.05	0.10	0.08	0.25	0.08	0.03	-0.14	-0.03
Correct information in the state corporation enables prudent decisions on approaches to be employed to evenly meet customer needs.	0.38	0.18	-0.06	-0.08	0.02	-0.09	0.11	-0.19	-0.50	-0.02	-0.18	0.06	-0.06	0.12	-0.17	-0.16	0.08	-0.11

Safety of information in your organization is enabled by deploying and using state of the technologies.	0.38	-0.13	0.00	-0.06	0.22	-0.13	-0.19	0.24	-0.06	-0.09	0.08	-0.21	0.10	0.20	0.40	-0.02	-0.05	-0.06
---------------------------------------------------------------------------------------------------------	------	-------	------	-------	------	-------	-------	------	-------	-------	------	-------	------	------	------	-------	-------	-------

The organization's data accuracy will help analysis and reporting team to make informed decisions on research and development of service delivery innovations.	0.37	0.36	-0.29	-0.12	-0.28	-0.01	-0.02	-0.04	0.20	0.10	0.10	-0.16	0.10	-0.09	0.16	0.09	0.15	0.08
Timely data in your organization will facilitate awareness within and amongst employees on regular change in customer requirement and act accordingly.	0.37	0.16	0.05	0.20	0.00	0.00	0.17	-0.36	0.16	-0.15	-0.16	0.13	-0.04	0.08	0.07	-0.01	0.08	-0.05
Reliability of information in the entity enables management to make informed decisions on how to tackle customer demands.	0.37	-0.40	0.08	0.06	-0.09	-0.30	0.11	0.09	0.16	0.06	-0.18	0.04	0.00	-0.15	-0.07	0.02	-0.04	-0.17
Suitable amount of information in the organization will allow existing and new customers to be informed on type and quality of products and services offered by the state corporation.	0.37	-0.02	0.01	0.25	0.00	-0.21	-0.09	-0.18	-0.07	0.12	-0.08	-0.14	0.39	0.11	0.24	0.07	0.01	0.08
The state corporation's information reliability support customers' understanding on what is offered and when.	0.36	-0.33	-0.05	0.09	-0.20	-0.23	0.05	-0.19	-0.14	0.03	0.06	-0.05	0.16	0.00	-0.01	-0.05	-0.34	-0.15
The information of the entity displayed on the service charter clearly guides customers to seek for services they want.	0.36	-0.09	-0.29	-0.08	-0.12	0.52	0.24	0.10	0.09	-0.01	-0.10	-0.11	-0.05	0.08	0.02	-0.19	-0.05	0.12
Your state corporation assures for data accuracy by training staffs on how to accurately capture, sort, process and store data in the database for future use.	0.36	0.08	0.03	-0.21	0.12	-0.02	0.16	-0.40	-0.04	0.04	0.26	0.01	-0.07	-0.08	-0.04	-0.14	0.05	-0.21
The state corporation's understandable information enables clientele to easily trace and quantify its originality for use and feedback.	0.35	-0.09	-0.23	0.10	0.25	0.05	0.06	0.08	-0.00	-0.02	-0.01	-0.32	0.22	-0.09	0.18	0.17	-0.07	-0.05
Consistency of data in the organization will enable clients follow their requests without extra costs obstacles	0.34	0.09	0.00	0.10	0.00	0.20	0.11	0.00	0.00	0.11	0.11	0.11	0.20	0.11	0.20	0.11	0.30	0.00
The state entity's data consistency enables users to easily store data in the database inform of several files for ease back up and recovery.	0.34	0.15	-0.15	-0.18	-0.28	0.13	0.16	0.07	-0.02	-0.14	0.27	-0.21	0.00	-0.10	-0.02	-0.02	0.02	0.07
The state entity's accuracy of data enable all staffs know and understand policies protecting customer information.	0.33	0.25	0.03	-0.16	0.16	0.19	-0.12	-0.10	-0.07	0.20	0.23	0.21	0.06	-0.12	-0.13	0.08	0.02	0.18
Completeness of data in your organization will support record keeping for future reference in order to achieve greater objectives.	0.33	-0.02	0.28	-0.27	-0.22	0.02	0.03	0.01	-0.14	0.19	-0.02	0.08	0.20	-0.02	0.05	0.00	0.13	0.16
Information quality of the organization strengthens understanding on the importance of implementing quality assured services.	0.33	0.17	-0.02	0.28	-0.14	0.03	0.01	0.33	-0.01	0.29	0.18	0.08	-0.13	0.11	0.13	0.22	0.08	-0.04

The state corporation's information accuracy depends on the information systems' potential to capture and process data accurately for accurate results.	0.33	0.18	-0.45	0.18	0.05	-0.16	0.17	-0.07	0.10	-0.29	0.00	-0.03	0.11	-0.17	-0.06	0.11	0.02	-0.17
---------------------------------------------------------------------------------------------------------------------------------------------------------	------	------	-------	------	------	-------	------	-------	------	-------	------	-------	------	-------	-------	------	------	-------

The information used your state corporation is understandable to enable employees to correctly consume it for valid decisions on valuable business outcomes.	0.33	0.32	-0.07	0.13	0.17	-0.28	-0.32	0.04	-0.34	-0.01	-0.10	0.03	0.01	0.25	0.02	0.10	0.21	0.02	0.05
The state corporation's understandable information will enable management to review, monitor and trends for customer informed products.	0.33	0.32	-0.11	-0.16	-0.16	0.02	0.01	-0.55	-0.04	0.14	0.15	0.08	-0.13	0.00	-0.21	0.16	0.06	-0.15	0.03
The state corporation's data accuracy is facilitated by deploying quality solutions to cleanse data for smarter decision on service improvements.	0.31	0.31	0.29	-0.08	-0.02	-0.01	0.07	-0.23	-0.08	0.27	0.07	0.08	-0.02	-0.16	0.04	0.06	-0.12	-0.18	-0.27
Information quality of the entity is a competitive strength of information systems that improves customers' choices.	0.31	0.31	0.19	-0.17	0.10	0.01	-0.29	0.03	0.05	-0.21	0.25	0.09	0.06	0.09	0.08	-0.11	0.01	0.02	-0.05
The state corporation management strives to invest on quality systems controls and personnel to ensure safety of information.	0.31	0.31	-0.02	-0.41	0.12	-0.12	0.12	-0.02	0.03	-0.17	-0.24	0.12	-0.07	0.17	0.16	0.06	0.10	0.13	-0.03
The state corporation's timeliness of data will drive immediate valuable decisions for better understanding on what customers anticipates in the future	0.30	0.30	0.25	0.26	0.08	-0.18	0.07	0.12	-0.01	-0.11	0.27	0.13	0.05	0.12	-0.13	-0.11	0.12	-0.17	0.12
The state corporation's reliable information promotes the spirit of team work to cordially handle customer grievances.	0.30	0.30	-0.41	0.06	0.19	-0.04	0.12	0.25	-0.07	-0.15	0.19	0.00	0.09	-0.14	-0.09	0.19	0.06	-0.01	-0.02
Correctness of information will facilitate consistent clientele information management policies across the state corporation.	0.29	0.29	-0.02	0.16	0.04	0.12	0.20	-0.31	-0.25	0.23	-0.07	-0.14	-0.06	-0.15	0.27	-0.17	0.04	-0.08	-0.02
The state corporation's data consistency is assured by always using worth systems throughout service offering process to reduce customer complaints.	0.28	0.28	0.06	-0.31	-0.25	-0.09	-0.18	0.10	-0.21	0.24	-0.05	0.09	-0.29	-0.09	-0.10	-0.10	0.03	0.22	0.15
Accurate data in your organization will guide users on what type of system to engage in storing and retrieving the same data for use.	0.26	0.26	0.25	-0.16	-0.03	-0.19	0.03	-0.07	-0.02	0.05	0.23	0.10	-0.11	-0.21	0.12	0.19	0.09	0.22	-0.14
The organization's consistency of data will make users to constantly update it every minute of every day for service delivery efficiency.	0.30	0.37	-0.06	0.01	0.25	0.18	0.22	-0.05	-0.07	0.26	0.00	-0.24	-0.13	0.06	0.16	-0.01	-0.08	-0.06	
Data accuracy in your organization will enhance quality outputs to support effective information sharing on market trends.	0.35	0.35	-0.01	0.17	0.30	0.01	0.18	-0.07	-0.02	-0.02	0.17	-0.23	0.02	-0.03	-0.02	-0.05	0.15	-0.03	0.17

The organization's data consistency enables management to contribute effectively on customer service development from inception to delivery	0.30	0.33	0.05	-0.04	0.28	0.09	0.17	0.19	-0.21	0.07	0.11	-0.21	-0.04	0.15	-0.28	-0.01	-0.21	-0.02
---------------------------------------------------------------------------------------------------------------------------------------------	------	-------------	------	-------	------	------	------	------	-------	------	------	-------	-------	------	-------	-------	-------	-------

Data completeness in the organization will enable all staffs in various levels to easily interpret and extract useful information for impressive results	0.32	-0.02	0.08	0.16	0.08	0.39	0.03	0.17	-0.11	-0.11	0.00	-0.11	0.00	-0.27	-0.03	-0.07	0.37	-0.33
----------------------------------------------------------------------------------------------------------------------------------------------------------	------	-------	------	------	------	------	------	------	-------	-------	------	-------	------	-------	-------	-------	------	-------

The organization's information will enable employees to quickly and easily accomplish given tasks.	0.25	-0.23	-0.07	-0.18	0.27	0.35	0.35	-0.06	0.12	-0.01	0.22	0.04	0.06	0.26	-0.05	-0.04	0.09	0.02
The organization's information reliability facilitates service provider and customer feedback process.	0.23	-0.32	0.11	-0.01	0.18	0.08	0.43	0.02	0.02	0.21	-0.06	0.08	-0.04	-0.05	0.05	-0.11	-0.10	0.16
The state corporation staffs are able to relate and apply information quality to available credible systems for work efficiency.	0.28	-0.40	-0.11	-0.02	0.02	0.07	0.26	0.12	0.05	-0.11	0.15	0.20	0.11	0.28	-0.01	0.27	0.22	0.05
State corporation's IT department ensures data collected, processed and stored provides uniform results at all management levels and measurable results at all levels.	0.23	0.04	-0.33	-0.17	-0.12	-0.07	0.23	-0.21	0.17	-0.09	-0.26	-0.13	0.02	-0.08	-0.01	0.04	0.09	0.11
Reliable information of the entity enriches employees with facts and truths on the type of services customers enjoy.	0.31	-0.43	-0.07	0.07	-0.03	-0.28	0.22	0.14	0.18	0.11	0.08	-0.07	-0.21	-0.25	-0.13	0.02	-0.21	0.13
The organization's data accuracy will support coordinated communication amongst to ensure customer desires are well captured and met.	0.28	0.25	0.05	-0.09	0.18	-0.06	-0.06	-0.32	0.18	-0.18	0.03	0.39	0.00	0.03	0.14	0.11	-0.01	-0.25
Correct information in the state corporation enable top leadership to clearly communicate its mission and vision to stakeholders and general public.	0.21	-0.27	-0.09	-0.21	0.22	-0.01	-0.06	-0.09	-0.02	-0.18	0.08	0.37	-0.20	0.05	-0.07	-0.08	0.16	-0.32
The organization's comprehensive data will enable executive decisions have positive impact on employees input on tailor made services.	0.26	0.24	0.03	-0.35	-0.13	-0.04	-0.09	0.15	-0.11	-0.13	0.09	0.30	0.34	-0.04	0.05	0.23	0.08	0.08
Timely data in your state corporation will enable collaborative working in all departments to improve organizational competitive advantage.	0.25	0.06	0.23	0.24	0.04	0.08	-0.23	-0.19	0.12	0.01	0.20	0.02	0.27	-0.05	0.04	-0.06	0.01	0.11
Data consistency in your organization enables interested new entrants to get glimpse of what is offered with ease and as a result improves market share.	0.31	0.21	-0.24	0.24	-0.12	0.01	0.01	-0.05	-0.03	0.18	-0.13	0.19	-0.06	0.45	-0.04	0.28	-0.07	0.08
Extraction Method: Principal Component Analysis a 37 components extracted																		

APPENDIX XIII: PANEL DATA ON CORPORATE IT STRATEGY AND IT GOVERNANCE

Firm #	Corporate IT Strategy													IT Governance							
	Existence of an IT Strategy	Corporate IT objectives	Corporate IT target	Corporate IT targets	Corporate IT priority projects	Corporate IT Annual	Level of cascading	IT strategy vertical	IT strategy cross functional	Level of implementation	Top management leadership	Configuration of IT resources and skills	Effective communication of the	Use of IT governance framework	Implementation of ITG	Enforcement of ITG framework	M&E of ITG framework	IT risk management framework	Implementation of IT Risk procedures	ITG on resource capability and	
1	3.23	3.73	3.33	3.00	3.45	3.70	3.58	4.10	3.60	3.90	4.25	3.36	3.73	3.50	3.30	3.78	3.90	3.30	3.40	3.57	
2	3.77	3.09	3.22	3.56	3.73	3.90	3.83	4.20	3.90	3.80	3.67	3.82	4.00	3.92	4.20	4.00	3.20	3.90	3.60	3.29	
3	3.46	2.64	3.44	3.44	2.00	1.30	1.67	2.10	3.00	4.33	5.00	3.91	3.91	4.25	4.40	4.56	4.30	4.30	3.50	4.00	
4	3.08	3.55	2.67	3.33	3.18	2.00	1.92	2.10	1.50	2.20	1.92	2.64	2.55	2.58	2.80	3.33	2.70	2.70	3.80	3.71	
5	2.00	2.00	2.00	2.00	2.00	1.40	1.75	2.60	2.50	2.50	2.67	3.55	3.36	2.33	2.70	2.56	3.00	2.90	2.60	3.14	
6	2.92	2.73	3.11	3.89	3.45	3.80	3.33	3.40	3.40	3.40	3.17	3.18	3.00	3.42	3.40	3.33	4.00	3.70	3.40	3.57	
7	2.92	2.91	2.78	3.11	3.45	2.50	2.67	2.60	2.30	2.40	2.42	2.64	2.09	3.25	3.30	2.89	2.10	2.20	2.30	2.57	
8	3.54	3.45	4.00	4.22	4.27	3.80	4.17	3.70	3.80	3.80	3.83	3.64	3.64	3.83	3.80	3.22	3.90	3.40	3.70	3.57	
9	2.92	2.82	2.78	2.89	2.91	3.10	3.00	3.20	2.60	3.30	2.92	3.18	2.91	3.00	2.80	2.33	2.70	4.50	2.30	3.14	
10	2.92	3.09	4.00	3.00	3.36	2.90	2.92	4.00	3.30	3.20	2.75	2.73	3.00	3.00	3.10	2.44	3.10	3.10	3.00	2.86	
11	3.92	3.55	3.89	4.11	3.82	3.40	3.75	4.10	3.20	3.30	3.42	3.73	3.73	3.50	3.60	3.44	3.40	3.50	3.20	3.57	
12	3.92	2.36	3.22	3.11	3.36	2.20	3.17	2.90	2.60	2.80	2.67	3.27	3.18	3.25	2.70	3.22	3.30	3.20	3.20	3.43	
13	2.08	2.45	2.89	2.44	2.64	2.00	2.50	3.00	2.30	1.80	2.00	2.55	2.64	2.92	3.80	1.67	2.40	3.40	3.20	4.00	
14	3.08	3.64	2.78	2.89	4.00	3.40	3.00	2.20	2.70	3.00	2.83	1.82	3.45	2.17	2.30	3.67	3.50	3.40	4.30	3.14	
15	2.77	2.45	3.56	2.33	3.00	3.40	3.25	2.90	2.80	3.00	3.08	2.82	2.64	2.92	3.10	3.22	2.60	3.20	2.90	3.57	
16	3.23	3.00	3.33	2.78	3.00	2.10	2.58	3.90	3.00	2.80	3.00	2.64	2.91	2.67	2.80	2.33	2.80	2.90	2.80	2.86	
17	3.38	2.91	3.78	2.67	3.82	2.40	2.50	3.50	3.10	3.90	4.25	3.55	3.91	3.58	3.10	3.33	3.20	3.40	3.20	3.29	
18	3.38	2.45	3.33	3.11	2.64	3.00	2.92	2.90	2.60	2.60	2.25	2.82	2.82	2.75	2.60	2.22	2.60	2.70	2.60	2.43	
19	3.54	2.91	3.78	2.11	2.45	2.70	3.17	3.70	1.80	2.90	3.33	3.00	3.09	3.25	2.40	2.89	3.10	2.50	2.70	2.43	
20	3.00	4.00	4.33	3.22	3.27	4.40	2.83	3.20	3.10	3.10	2.33	2.64	2.09	2.42	2.60	3.11	2.70	3.60	3.40	2.14	
21	3.77	3.18	4.44	2.11	2.36	2.70	2.83	3.20	2.70	4.00	3.92	3.18	4.00	3.33	2.10	3.33	2.70	2.30	2.70	2.86	
22	3.54	2.64	1.67	2.56	2.55	2.30	3.00	2.60	2.60	2.20	2.58	2.73	2.55	2.42	1.80	3.11	2.60	3.60	2.60	2.43	
23	3.38	3.18	3.11	2.67	4.09	3.30	3.33	3.30	3.00	2.80	3.25	3.27	3.36	3.25	3.70	3.44	3.90	3.60	3.30	4.00	
24	3.31	2.45	2.22	3.11	3.09	3.60	3.33	3.10	3.10	2.90	3.08	2.82	3.00	2.58	2.70	3.00	2.70	3.30	2.80	3.14	
25	3.31	3.09	3.00	2.78	3.00	3.50	3.33	4.10	2.80	3.00	3.00	3.09	3.18	3.25	3.80	3.33	3.10	3.50	3.20	3.71	

26	3.69	3.00	4.33	3.67	3.82	4.00	3.50	2.70	2.30	3.40	3.67	3.00	2.09	2.58	2.60	2.67	2.80	3.00	2.80	3.00
27	4.15	3.36	4.33	3.56	3.64	2.30	3.17	3.40	4.10	3.60	3.08	4.27	3.18	4.08	4.00	3.44	2.50	3.40	2.90	2.57
28	3.08	1.91	2.33	3.56	3.00	3.30	3.25	3.20	3.00	3.00	3.08	3.55	3.00	3.50	2.30	2.44	3.60	4.20	2.60	1.86
29	3.77	2.55	3.11	3.00	2.09	2.80	3.42	3.90	3.40	2.60	3.17	3.18	3.09	3.08	3.30	3.11	3.00	2.90	3.50	3.00
30	3.23	3.18	3.11	4.00	3.64	3.00	2.83	2.70	2.90	3.50	3.00	2.64	4.55	3.08	3.80	3.33	3.00	3.20	3.10	5.00
31	2.38	2.91	2.44	2.56	2.91	2.30	2.75	2.50	2.40	1.60	2.08	2.00	2.00	2.67	2.10	2.56	1.80	2.30	2.20	1.43
32	4.00	3.82	3.67	3.56	3.55	3.20	3.58	3.00	3.00	3.90	4.00	3.55	3.45	3.92	3.60	2.89	3.30	3.50	2.70	3.57
33	3.38	3.55	3.33	3.44	2.91	2.90	2.58	3.20	3.50	3.30	3.33	3.64	3.45	3.00	3.40	3.56	3.60	3.30	3.10	3.00
34	3.62	3.82	3.33	3.56	3.09	3.10	2.92	3.20	3.30	3.10	1.58	3.55	1.82	4.08	3.20	3.44	3.60	2.90	3.40	2.71
35	4.46	3.64	2.67	3.00	3.82	3.00	2.83	3.60	3.50	3.00	2.67	2.64	1.82	3.17	2.20	2.56	2.50	2.40	2.60	2.57
36	3.00	2.82	2.11	2.67	3.09	2.70	3.42	2.80	2.50	2.60	2.83	2.82	2.64	3.58	2.60	2.33	2.60	3.00	2.80	2.86
37	3.15	3.64	3.00	3.22	2.36	3.10	3.00	2.40	3.40	3.70	3.25	3.00	3.00	3.08	3.40	4.00	2.20	3.50	2.40	3.14
38	3.77	3.91	3.67	3.44	3.36	3.00	3.08	3.20	2.60	3.10	3.00	3.18	3.73	2.83	2.90	3.33	3.10	4.00	3.60	3.00
39	3.38	3.55	4.67	3.56	4.00	3.30	3.00	3.10	3.10	3.10	3.67	3.73	3.55	2.75	2.90	1.89	2.80	3.70	3.20	2.57
40	3.15	3.00	3.22	3.44	2.91	2.60	2.67	3.00	2.80	2.70	2.92	2.82	3.00	2.25	2.50	3.22	3.10	2.50	3.80	3.00
41	2.92	3.55	3.44	3.00	4.36	3.90	4.33	3.00	3.50	3.60	3.83	3.36	4.55	4.17	4.40	4.33	4.50	4.40	2.60	3.29
42	2.38	2.36	3.00	3.33	3.55	3.00	3.25	3.30	2.90	3.00	2.58	3.36	3.09	3.08	3.00	3.00	3.00	3.00	3.00	3.00
43	4.31	3.64	2.56	3.11	3.91	2.90	2.83	3.80	3.00	4.40	3.33	3.55	2.82	3.17	2.80	3.22	3.30	2.70	2.40	2.29
44	3.38	4.00	3.67	3.22	3.82	2.20	4.00	3.00	2.50	2.80	2.25	2.50	2.82	3.25	4.00	3.33	3.00	3.20	2.80	3.43
45	3.77	3.18	3.44	3.11	3.55	3.40	3.08	2.50	1.80	1.90	2.42	2.45	3.36	2.75	3.70	3.00	3.70	2.70	3.10	3.00
46	3.08	2.73	3.11	3.44	3.45	3.50	3.25	2.80	3.50	3.50	3.08	2.91	2.73	3.08	3.40	3.00	3.40	2.90	2.40	3.29
47	3.69	3.73	3.00	3.22	2.82	3.80	3.08	3.20	3.60	3.50	3.58	3.45	3.36	3.08	3.30	3.44	3.10	2.80	3.00	3.00
48	2.15	2.18	2.56	2.67	2.91	3.40	3.42	4.10	3.20	3.40	2.92	3.82	3.27	3.17	3.10	4.33	4.00	4.10	3.00	4.29
49	4.46	3.36	3.44	3.11	3.36	3.40	3.50	4.30	2.40	1.90	2.92	3.27	3.36	3.50	4.20	2.89	3.90	3.40	3.70	4.43
50	3.15	3.64	2.89	3.00	2.64	4.70	2.42	3.00	3.10	3.30	3.42	2.82	3.55	2.83	3.00	2.00	2.00	1.90	3.90	3.14
51	3.08	2.91	1.78	1.78	3.18	3.70	3.42	2.60	3.40	2.80	3.00	2.82	3.18	2.83	3.00	2.89	3.00	2.80	3.40	2.57
52	1.92	2.36	2.22	2.33	2.27	2.50	2.50	2.80	2.70	2.80	2.50	2.09	2.09	2.58	2.10	2.44	2.60	2.50	2.30	2.43
53	2.85	2.64	3.11	2.89	3.64	3.80	3.58	2.90	2.80	3.60	3.25	3.09	3.09	3.50	4.10	3.67	3.20	3.40	2.70	2.57
54	3.00	3.73	4.44	4.22	3.36	2.60	3.42	3.50	2.50	2.20	3.42	3.64	2.73	3.33	2.90	4.11	2.60	3.20	3.20	3.14
55	2.31	2.09	2.56	2.33	2.27	2.30	2.17	2.60	2.50	2.30	2.33	2.45	2.18	1.83	2.40	2.00	2.00	2.50	2.20	2.14
56	3.85	2.45	3.33	4.56	3.27	2.70	3.08	2.40	2.90	2.40	3.00	2.82	3.18	3.08	3.60	4.00	4.40	3.90	3.40	2.71

57	3.08	3.36	4.00	2.22	2.09	3.50	2.92	3.00	2.40	3.10	3.17	3.64	3.82	3.17	3.10	3.22	3.20	3.00	2.80	2.43
----	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------

58	3.77	3.18	3.00	3.33	3.45	2.80	3.08	3.10	3.00	3.10	3.17	3.00	2.73	3.25	2.20	3.33	2.30	3.40	2.60	3.29
59	3.92	3.82	3.56	3.89	4.00	3.80	3.58	3.60	3.30	3.70	3.75	3.55	3.64	3.67	3.90	4.33	3.90	3.50	4.00	3.29
60	3.69	2.55	2.00	2.22	2.82	2.70	2.75	3.50	2.70	2.80	2.92	2.45	2.82	2.67	2.70	2.44	2.60	2.40	2.80	2.57
61	3.85	3.45	3.33	3.89	3.82	3.50	3.08	3.70	3.10	2.80	3.67	3.27	3.00	4.00	3.20	3.67	2.80	2.90	3.50	3.00
62	2.92	2.91	2.33	2.33	2.36	2.40	2.17	2.40	1.80	2.50	2.08	2.18	2.09	2.58	2.80	2.44	2.10	2.50	2.70	2.00
63	3.38	3.73	3.44	2.22	2.27	3.00	2.00	3.80	2.50	2.60	2.92	3.18	3.09	3.42	2.90	2.78	2.70	2.60	2.10	3.43
64	2.92	3.45	3.44	2.44	2.64	3.40	2.50	2.20	3.50	4.10	2.33	2.73	2.55	2.75	2.70	3.56	2.50	3.10	3.10	2.57
65	2.62	2.36	2.78	2.11	3.91	2.50	3.33	2.90	2.20	2.70	3.92	2.91	2.73	3.00	2.70	2.33	1.90	2.40	2.60	1.86
66	3.38	3.27	2.78	2.89	3.18	2.80	2.25	2.80	3.00	3.00	2.75	2.91	3.00	3.50	3.10	2.89	3.40	3.30	3.10	2.71
67	2.15	2.09	1.67	2.11	2.55	3.20	1.58	2.50	2.00	2.10	2.75	1.91	2.36	2.08	1.90	2.00	2.00	2.50	2.30	1.86
68	3.23	3.55	4.56	1.89	3.73	2.90	2.50	3.30	2.30	3.10	2.50	3.55	2.82	3.83	4.10	2.89	3.30	4.30	1.90	3.43
69	4.00	3.82	2.00	3.56	3.09	2.50	2.33	3.30	2.90	3.40	3.42	3.09	3.55	3.08	3.10	2.89	3.50	3.10	2.50	3.43
70	2.92	2.55	2.44	3.11	2.82	2.70	3.50	2.10	3.00	2.60	2.92	3.18	3.00	2.50	3.10	3.00	3.00	2.30	2.30	3.86
71	2.85	2.36	2.78	2.67	2.64	2.90	2.58	3.00	2.80	3.20	3.33	2.91	2.91	3.25	2.50	2.56	2.90	2.60	2.80	2.57
72	3.31	3.00	2.89	3.22	3.73	3.30	3.50	3.70	3.50	3.40	3.58	3.45	3.27	4.08	3.70	3.44	3.50	3.20	3.20	3.43
73	3.00	2.27	2.11	2.56	2.55	2.60	2.25	2.40	1.80	2.50	2.58	2.36	2.09	2.33	2.90	2.78	1.80	2.70	2.90	2.86
74	3.00	2.55	2.44	2.44	3.00	3.10	2.42	2.80	2.00	2.30	3.08	2.27	2.55	2.50	2.50	3.11	3.10	3.00	3.00	3.14
75	2.62	1.73	1.89	1.89	2.27	2.60	2.58	2.60	2.80	2.40	2.50	2.27	2.18	2.33	2.40	2.56	2.60	2.20	2.20	2.14
76	3.62	3.09	2.89	3.67	3.64	2.60	2.75	3.00	2.70	2.70	2.50	4.18	3.27	2.83	2.40	2.78	2.60	2.90	2.70	3.43
77	3.15	3.91	3.89	3.67	3.00	2.40	2.50	2.40	2.30	2.40	2.08	2.36	3.45	2.75	2.50	2.44	2.50	2.90	2.50	2.71
78	2.69	2.91	2.67	3.11	3.09	3.00	2.75	2.90	2.50	2.50	3.08	2.64	2.45	3.33	3.50	2.33	2.40	2.30	3.20	2.71
79	3.15	2.64	1.89	2.67	3.18	2.70	3.17	2.90	2.70	3.00	3.25	3.00	3.18	3.25	3.80	3.11	2.90	3.30	2.60	2.71
80	3.23	3.45	4.11	2.67	3.55	3.50	3.58	3.50	3.10	3.00	3.00	3.45	2.73	3.00	3.40	2.89	2.80	3.50	2.70	2.86
81	3.15	2.91	3.00	2.78	3.00	2.70	2.75	4.20	3.60	3.60	2.83	2.91	3.27	3.17	3.10	3.11	3.00	3.40	2.90	3.00
82	2.77	2.91	2.22	2.67	2.45	3.00	3.08	1.60	2.00	2.00	2.25	2.00	2.18	2.67	2.20	2.00	1.90	2.40	2.00	2.00
83	3.31	3.18	3.33	2.89	3.27	3.20	3.00	3.10	3.70	3.50	3.75	3.82	2.82	3.75	3.50	3.33	3.20	2.90	3.20	2.86
84	4.08	3.00	3.11	3.22	3.18	3.90	3.50	2.50	2.90	3.30	3.33	2.36	3.00	3.25	2.40	3.22	3.10	3.30	3.10	3.43
85	3.23	3.64	3.22	3.11	3.27	2.70	3.83	3.50	2.20	2.60	2.00	3.09	4.27	2.42	4.00	3.11	2.20	2.80	3.80	4.00
86	2.92	3.36	3.00	3.22	3.18	2.40	2.75	2.60	3.30	2.80	2.83	3.55	3.09	3.08	3.30	3.33	3.50	3.50	3.20	3.14
87	2.85	2.82	2.22	3.00	3.55	3.60	3.58	2.50	1.90	2.00	2.33	3.18	2.64	3.00	2.70	1.89	3.20	2.90	3.10	3.00
88	3.23	1.91	2.22	2.22	2.55	1.60	3.08	3.00	2.70	2.90	3.00	2.91	2.36	2.58	2.00	2.89	2.60	2.60	2.30	2.57

89	3.15	3.18	2.44	3.11	2.55	3.00	2.75	2.80	2.90	3.30	2.25	3.18	2.91	3.17	2.80	3.22	2.90	2.80	3.60	3.29
----	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------

90	2.38	2.64	2.78	2.33	2.09	2.90	1.67	2.30	2.60	2.70	3.00	2.18	2.36	2.58	1.80	2.67	2.20	2.20	1.90	1.57
91	2.62	1.82	2.22	2.11	2.18	1.90	2.08	2.50	2.10	2.00	2.08	1.45	1.91	2.33	1.70	2.67	2.50	2.00	2.40	2.29
92	2.92	3.27	2.67	2.78	3.00	3.20	3.08	2.90	2.70	3.70	2.42	2.09	3.00	2.67	3.50	1.89	2.40	3.20	3.00	2.43
93	1.92	3.00	1.78	2.44	2.09	2.10	2.17	2.20	2.10	2.60	2.25	2.73	2.09	2.58	2.70	2.56	2.00	2.00	2.40	2.43
94	2.92	2.82	3.33	2.22	3.27	3.40	2.58	2.70	2.70	3.00	3.50	3.27	2.18	2.75	3.10	3.00	2.70	2.70	2.60	2.57
95	3.62	3.91	3.78	3.22	2.82	2.60	2.33	4.20	4.00	3.30	1.67	2.73	3.18	3.33	3.10	2.78	2.90	2.90	2.60	3.14
96	3.00	2.73	3.22	2.44	4.09	3.10	3.25	3.20	3.40	3.20	2.83	3.27	3.27	3.50	3.30	2.89	2.90	2.50	2.60	2.57
97	2.46	3.09	3.22	2.33	3.00	2.80	3.33	2.30	2.80	2.80	2.50	2.55	3.00	3.08	3.40	2.78	2.80	2.00	2.40	2.43
98	2.69	2.82	2.33	2.11	2.91	2.90	2.42	2.00	2.70	2.90	2.83	2.82	2.64	3.08	3.10	2.78	2.60	3.00	3.10	2.57
99	2.38	1.82	1.89	1.67	1.91	1.80	1.67	1.70	1.90	1.80	2.00	2.82	2.45	1.83	2.10	3.33	1.80	1.70	2.90	2.00
100	3.54	3.36	3.56	3.22	3.09	3.20	3.00	3.50	2.90	3.30	2.75	2.82	3.91	2.67	2.30	2.22	2.80	2.20	2.60	2.86
101	3.08	3.36	3.67	2.67	3.45	3.00	2.58	3.00	3.80	2.60	3.17	3.45	3.82	2.92	2.80	2.33	2.80	2.80	3.10	2.57
102	2.54	2.55	2.22	2.67	2.45	2.00	2.42	1.90	2.00	2.80	2.83	2.18	2.27	2.92	2.00	2.11	2.00	1.60	1.90	1.86
103	3.69	2.64	3.56	3.33	3.55	3.40	3.08	3.40	3.30	3.60	3.67	3.09	3.55	3.67	2.70	2.89	2.70	3.00	2.70	2.86
104	3.46	2.91	3.11	3.33	4.00	2.60	2.92	2.80	2.70	3.00	2.58	2.82	3.00	3.33	3.70	1.67	2.60	3.00	2.90	2.43
105	4.38	3.45	2.78	2.89	2.82	2.80	2.75	2.80	3.10	3.30	3.00	3.73	3.09	2.83	3.30	4.33	3.00	2.90	3.20	2.86
106	3.00	2.82	3.00	2.89	2.91	3.00	3.25	3.00	3.10	3.00	3.17	3.64	3.00	2.83	3.00	3.11	2.90	3.10	2.90	2.86
107	2.54	3.55	3.00	3.11	3.36	3.20	3.50	3.30	3.70	2.70	2.42	2.09	2.00	2.42	2.10	2.78	2.90	2.10	2.00	1.86
108	2.00	3.73	2.78	3.22	2.55	2.70	2.83	2.10	1.90	2.00	1.92	2.27	2.82	2.50	3.30	3.56	3.30	2.90	2.50	2.29
109	3.23	2.00	2.67	4.67	3.18	2.60	2.83	3.10	2.70	2.50	3.25	3.91	3.27	3.50	2.90	4.00	4.00	3.10	1.90	2.29
110	4.54	4.09	4.33	4.56	3.91	3.00	3.50	3.10	3.80	3.30	3.58	3.09	2.82	2.67	2.90	3.22	2.60	3.30	1.90	3.57
111	3.77	3.18	2.89	3.11	3.45	2.90	3.00	3.10	3.30	3.20	3.17	3.27	3.09	3.08	2.80	3.22	3.00	3.40	3.10	3.86
112	3.38	2.91	3.67	3.44	3.91	3.30	2.75	2.80	2.60	2.90	3.50	3.82	3.27	3.08	3.50	3.11	3.30	4.10	3.50	3.00
113	2.77	3.00	2.44	2.44	2.36	1.50	2.58	2.40	2.40	2.70	2.67	2.55	3.73	2.92	3.00	2.67	2.40	2.90	2.40	3.14
114	3.62	3.91	3.33	3.78	4.36	3.70	3.58	3.70	3.60	3.50	4.08	3.91	3.64	3.33	3.70	3.78	3.40	3.50	3.20	4.00
115	2.46	2.45	2.44	2.56	2.82	1.90	2.25	3.00	2.40	2.80	3.50	2.91	2.82	3.00	1.90	3.00	3.50	3.60	3.50	2.14
116	2.77	4.00	2.22	2.89	2.36	3.40	2.33	3.80	3.50	2.10	3.17	2.91	4.27	4.08	2.20	2.78	3.00	3.40	3.30	3.43
117	3.31	3.09	3.22	3.44	3.73	3.70	2.92	2.90	3.80	2.90	3.50	3.45	3.45	3.67	2.10	3.22	2.50	2.70	3.30	3.43
118	2.92	3.00	2.67	2.78	3.82	3.10	3.08	2.80	3.10	2.90	3.25	2.82	2.36	3.08	3.10	2.67	2.70	2.40	2.80	3.29
119	3.92	3.18	3.33	2.22	3.64	2.90	3.00	3.70	2.40	2.70	3.25	3.18	3.09	2.83	1.90	3.00	3.80	2.90	3.30	3.00
120	2.62	2.73	2.44	1.67	2.09	2.70	2.25	2.20	2.50	2.00	1.75	2.64	1.91	2.08	2.20	2.56	2.00	2.10	2.80	3.29

APPENDIX XIV: PANEL DATA ON INFORMATION QUALITY AND SERVICE DELIVERY

Firm #	Information Quality											Corporate IT Target* ITG Level	Configuration of IT Resources/	Grand Mean	Grand Mean IT	Grand Mean Information	Service Delivery
	Reliability	Usability	Correctness	Appropriateness	Understandability	Safety	Completeness	Timeliness	Accuracy	Consistency	Informative						
1	4.20	3.30	3.60	2.89	3.40	2.89	3.60	3.67	3.40	3.50	3.70	10.99	10.99	3.61	3.54	3.47	72.40
2	3.80	3.90	4.00	3.78	3.50	3.67	3.60	3.78	3.70	3.80	3.70	13.52	12.56	3.73	3.73	3.75	61.33
3	2.60	3.30	3.30	2.22	3.30	4.33	1.60	1.67	4.00	3.80	4.10	15.14	11.35	3.09	4.19	3.11	69.71
4	3.30	3.80	3.60	3.22	3.30	3.33	3.40	3.00	3.30	3.30	3.10	7.48	10.15	2.51	3.09	3.33	64.72
5	2.90	3.00	3.50	2.22	2.40	2.44	2.60	2.56	2.40	2.60	2.30	5.40	6.00	2.33	2.75	2.63	60.67
6	3.80	3.30	4.00	3.44	3.20	3.67	3.10	3.22	3.60	3.50	3.50	10.57	10.26	3.29	3.55	3.48	70.38
7	2.80	3.90	2.40	2.89	2.70	1.67	3.20	4.44	2.80	2.40	3.00	9.17	10.84	2.68	2.66	2.93	63.21
8	3.50	3.30	3.70	3.33	4.00	4.00	3.40	3.89	3.60	3.60	2.90	15.20	13.20	3.84	3.63	3.57	77.03
9	5.00	3.80	2.30	2.89	2.80	3.00	2.90	3.11	2.70	3.30	3.00	7.78	10.56	2.96	2.97	3.16	65.33
10	3.20	2.70	2.80	3.44	2.80	2.67	2.80	2.89	2.90	3.10	2.70	12.40	10.80	3.17	2.94	2.91	65.33
11	2.70	3.10	3.10	3.89	3.40	3.44	3.50	3.22	3.40	3.50	3.90	14.00	12.06	3.69	3.46	3.38	71.74
12	3.20	3.00	3.00	3.22	2.90	2.78	3.40	3.22	2.60	3.50	3.60	8.69	9.66	2.98	3.19	3.13	66.47
13	2.70	3.50	2.90	2.22	2.40	3.22	2.80	2.11	2.90	4.00	2.40	10.98	10.12	2.41	3.06	2.83	62.19
14	2.80	3.30	3.30	3.56	2.00	3.11	3.90	3.33	3.30	3.40	3.00	6.39	9.17	2.98	3.21	3.18	66.55
15	2.60	2.80	3.10	2.67	3.10	3.11	3.00	2.78	2.20	2.50	1.50	11.04	9.97	2.92	3.07	2.67	64.01
16	3.20	3.30	2.80	3.00	3.00	2.33	2.70	3.11	3.10	2.50	2.60	9.32	10.99	2.94	2.74	2.88	64.03
17	3.10	3.50	3.50	3.78	3.70	3.00	3.70	3.22	2.60	3.10	4.50	11.72	13.23	3.36	3.30	3.43	70.18
18	2.50	2.60	2.50	2.44	3.10	2.11	2.70	2.56	2.60	2.80	2.90	8.66	8.66	2.83	2.56	2.62	61.40
19	2.30	2.70	2.80	2.00	3.00	3.11	3.10	4.11	3.50	3.30	2.40	9.07	10.21	2.96	2.75	2.94	64.62
20	3.70	3.00	3.20	3.44	3.10	3.22	3.10	3.22	3.00	2.90	2.70	11.26	12.99	3.19	2.85	3.14	66.50
21	2.40	3.20	2.30	2.67	2.80	3.22	3.40	2.89	2.80	2.90	2.70	9.32	14.21	3.26	2.76	2.84	65.06
22	2.10	2.80	2.40	1.78	2.70	3.11	3.30	2.44	2.90	3.20	2.90	3.01	4.68	2.58	2.65	2.69	60.70
23	3.40	4.60	3.50	4.00	3.30	3.89	3.70	3.44	3.70	3.60	4.20	11.51	14.31	3.23	3.60	3.76	71.12
24	3.00	3.20	3.60	3.33	3.10	3.11	3.30	2.22	3.20	2.90	4.10	5.99	7.10	3.01	2.89	3.19	65.45
25	4.10	3.60	4.00	4.44	3.30	2.67	3.20	3.33	2.80	4.20	3.40	11.40	10.80	3.17	3.41	3.55	69.81
26	2.70	2.80	2.70	2.67	2.60	2.78	2.30	2.11	3.30	2.90	2.90	11.26	12.12	3.32	2.78	2.71	64.98
27	3.10	2.90	3.70	3.56	3.00	3.33	4.10	3.89	3.50	3.00	4.10	17.32	12.56	3.55	3.27	3.47	70.83
28	3.50	2.60	3.40	3.56	3.00	4.00	3.50	4.00	3.60	3.40	3.40	5.36	6.06	3.02	2.93	3.45	68.26
29	3.80	3.20	3.00	2.67	2.90	2.89	2.80	4.11	3.30	3.30	3.20	10.26	9.95	3.08	3.13	3.20	67.01
30	3.60	3.20	2.90	2.89	3.50	3.78	2.70	2.56	2.80	3.50	3.30	11.82	9.95	3.25	3.50	3.16	69.13
31	1.90	2.40	2.60	3.11	2.20	2.44	2.50	2.33	2.50	2.60	2.60	5.12	5.86	2.37	2.15	2.47	58.69
32	3.20	3.70	3.60	3.22	3.20	3.78	3.80	3.00	3.90	2.80	3.10	13.21	13.58	3.56	3.35	3.39	70.68

33	3.70	3.40	3.20	3.11	3.20	2.67	3.30	2.67	3.00	3.10	2.60	11.32	11.32	3.27	3.28	3.09	68.87
34	3.10	3.10	3.40	2.67	3.90	3.56	3.60	2.89	2.40	2.30	3.30	10.66	10.32	3.08	3.33	3.11	67.94

35	2.60	3.30	3.10	2.67	2.90	2.44	2.80	2.89	2.80	2.80	2.50	5.87	8.81	3.13	2.57	2.80	64.09
36	3.20	2.40	2.10	2.00	2.60	1.89	2.90	3.11	2.80	1.80	2.40	5.49	5.06	2.77	2.82	2.47	61.24
37	3.60	3.30	3.00	2.22	3.20	3.00	2.80	3.11	2.60	3.00	3.70	10.20	9.90	3.09	3.10	3.05	66.44
38	3.40	3.80	2.80	3.44	3.20	3.11	3.20	3.67	3.50	3.70	3.40	10.64	13.95	3.31	3.25	3.38	69.35
39	2.70	3.50	2.90	3.22	3.10	3.11	2.60	3.33	2.10	2.40	2.60	13.54	16.35	3.52	2.83	2.87	66.67
40	3.30	3.00	3.10	3.22	2.80	3.11	3.70	3.44	3.30	2.70	2.80	8.05	9.66	2.94	2.91	3.13	65.07
41	3.00	3.00	3.20	3.33	3.60	2.33	2.60	3.11	3.80	3.50	2.50	15.14	10.32	3.64	3.96	3.09	71.44
42	3.00	3.30	4.00	3.44	3.00	3.00	3.00	3.00	3.00	3.00	3.00	9.00	9.90	3.01	3.01	3.16	65.66
43	2.50	2.40	2.50	3.22	2.90	2.78	1.80	2.44	2.70	3.20	2.70	7.17	6.14	3.40	2.84	2.65	65.08
44	3.20	3.60	3.20	3.67	2.70	4.22	3.80	3.00	2.90	2.90	2.10	14.68	13.21	3.09	3.29	3.21	68.73
45	4.00	3.60	4.20	4.44	3.20	3.11	1.80	2.44	1.80	3.30	3.50	12.73	12.38	2.92	3.14	3.22	66.01
46	3.30	3.50	2.70	2.89	3.00	2.67	2.60	2.89	2.70	2.90	2.70	10.57	10.89	3.16	3.07	2.90	65.44
47	3.30	2.60	2.80	2.67	2.80	2.89	2.80	2.89	2.60	2.70	2.70	9.90	7.80	3.39	3.10	2.80	66.59
48	3.90	3.60	3.80	2.00	2.80	2.22	2.90	2.56	2.40	2.70	2.30	7.94	9.22	3.08	3.71	2.83	67.16
49	4.30	3.10	2.60	4.22	4.50	3.56	3.00	3.11	3.90	3.50	3.60	14.45	10.66	3.29	3.72	3.58	71.12
50	3.80	4.10	3.40	3.11	2.30	3.44	3.60	2.78	3.10	2.70	2.70	8.67	11.85	3.20	2.68	3.18	66.30
51	2.80	2.50	2.70	2.33	2.60	2.78	2.70	2.67	3.00	2.90	3.00	5.34	4.45	2.90	2.93	2.73	63.95
52	2.80	2.20	3.10	2.22	2.70	2.56	3.00	1.78	2.00	2.10	1.90	4.66	4.88	2.39	2.42	2.40	60.08
53	2.70	3.40	3.60	3.22	3.10	3.00	3.10	2.78	2.80	2.90	3.00	12.75	10.57	3.17	3.31	3.05	68.72
54	2.20	3.40	2.60	2.78	2.90	2.56	2.00	2.44	2.70	2.60	3.00	12.88	15.10	3.29	3.21	2.65	65.66
55	1.80	2.70	2.60	2.67	2.70	2.67	2.70	2.44	2.50	2.50	2.40	6.14	6.91	2.34	2.15	2.52	59.66
56	3.70	4.50	3.70	3.22	3.10	4.00	2.80	2.67	2.70	3.10	2.80	11.99	14.99	3.07	3.58	3.30	68.96
57	3.80	3.90	2.50	3.00	3.40	3.00	3.30	2.89	3.00	3.10	3.10	12.40	15.60	3.10	2.99	3.18	66.50
58	4.00	4.10	3.80	4.22	4.50	4.44	4.30	3.00	3.20	3.10	3.30	6.60	12.30	3.13	2.91	3.81	69.48
59	4.00	3.40	3.50	3.44	3.10	3.11	3.30	2.78	2.80	2.80	3.10	13.88	12.10	3.70	3.80	3.21	73.60
60	2.50	2.40	2.60	2.33	3.00	2.56	3.30	3.22	3.40	3.10	3.00	5.40	4.80	2.76	2.60	2.86	63.13
61	5.00	4.80	4.20	3.78	3.80	4.56	4.80	4.11	4.00	4.40	4.00	10.66	15.98	3.42	3.30	4.31	58.76
62	2.80	2.70	2.20	2.56	2.20	2.22	2.00	1.89	2.20	2.60	2.40	6.52	6.29	2.34	2.45	2.34	59.95
63	3.60	3.00	3.10	3.00	3.10	3.11	4.10	3.22	3.50	3.80	1.90	9.98	10.32	2.93	2.85	3.22	65.25
64	2.50	3.60	3.40	2.89	2.70	2.78	2.60	3.44	2.90	3.90	4.00	9.29	12.38	2.94	2.90	3.16	65.09
65	3.10	2.20	3.20	2.56	3.20	2.33	3.90	2.33	2.90	2.70	2.60	7.51	6.12	2.84	2.40	2.82	62.78
66	3.50	3.70	3.40	3.44	2.70	2.67	3.20	3.22	2.90	3.30	3.20	8.62	10.29	2.92	3.14	3.20	65.91
67	1.80	1.80	2.20	2.33	2.70	3.00	3.10	3.56	2.90	3.00	3.10	3.17	3.01	2.23	2.09	2.68	59.38
68	2.60	3.70	3.50	1.67	2.70	3.11	2.70	1.56	3.70	3.40	2.80	18.70	16.87	3.07	3.39	2.86	65.75
69	3.50	3.60	4.40	3.78	2.90	4.00	3.30	3.89	3.30	3.70	4.00	6.20	7.20	3.15	3.09	3.67	69.34
70	3.50	3.40	3.50	2.78	3.50	2.89	3.30	3.33	3.00	2.80	2.80	7.56	8.30	2.83	2.87	3.16	64.86
71	2.90	2.60	2.60	3.44	3.40	3.11	3.30	3.00	3.00	3.10	2.60	6.95	7.23	2.84	2.74	3.00	64.06
72	3.20	3.70	3.50	3.11	3.10	3.22	3.40	2.78	3.00	2.80	2.90	10.69	10.69	3.37	3.51	3.16	69.63
73	2.70	3.20	2.40	2.44	2.40	2.67	2.50	2.22	2.60	3.50	1.80	6.12	6.75	2.39	2.61	2.58	60.55

74	3.00	2.50	3.30	2.00	2.40	3.56	2.90	2.67	2.90	2.50	3.20	6.10	6.10	2.61	2.91	2.81	63.01
----	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	-------

75	2.10	2.50	2.40	2.00	2.70	2.33	2.80	2.89	2.30	2.60	2.80	4.54	4.73	2.33	2.35	2.49	60.08
76	2.80	3.10	2.70	2.78	4.00	4.44	3.70	3.44	3.00	2.60	2.40	6.94	8.96	3.12	2.81	3.18	65.89
77	2.60	3.10	3.40	3.11	3.00	3.22	3.20	3.33	3.00	2.80	3.40	9.73	12.06	2.89	2.61	3.11	64.31
78	4.20	2.70	2.70	3.00	3.30	3.78	3.80	2.78	2.60	2.40	2.80	9.35	7.21	2.79	2.82	3.10	64.67
79	3.00	2.50	2.90	3.00	3.10	2.67	2.20	2.00	2.20	2.00	2.60	7.18	4.73	2.88	3.10	2.56	63.89
80	3.50	3.10	2.80	3.22	3.00	2.89	2.70	3.11	2.80	2.70	3.00	13.97	12.74	3.30	3.02	2.98	66.62
81	3.00	3.50	2.70	2.44	2.30	3.00	3.10	3.22	2.90	3.40	3.10	9.30	10.50	3.13	3.10	2.97	65.70
82	2.30	2.80	2.50	2.33	2.70	2.22	2.80	2.33	2.40	2.10	1.80	4.88	6.22	2.39	2.17	2.39	58.29
83	3.20	4.30	3.90	3.44	3.60	4.00	3.60	3.89	4.00	4.00	4.20	11.66	14.32	3.30	3.25	3.83	70.99
84	3.40	3.50	3.20	3.00	3.30	3.44	2.80	3.56	2.80	2.70	2.90	7.46	10.89	3.18	3.11	3.15	68.43
85	3.50	3.60	2.80	2.67	3.30	3.00	2.90	3.22	2.90	3.90	3.10	12.88	11.59	3.13	3.19	3.17	68.44
86	3.30	3.10	3.60	3.22	3.50	3.78	3.10	3.11	3.20	3.50	3.00	9.90	9.30	3.00	3.29	3.31	68.75
87	3.00	3.20	2.50	3.44	3.10	2.89	3.30	3.00	3.60	3.80	3.70	5.99	7.10	2.78	2.83	3.23	64.73
88	2.60	3.00	2.80	3.11	3.60	3.22	1.70	3.67	3.80	2.40	3.10	4.44	6.66	2.59	2.51	3.00	62.35
89	3.50	3.10	3.20	3.22	3.10	3.44	3.30	2.89	3.40	3.20	3.40	6.83	7.56	2.89	3.11	3.25	65.72
90	2.20	2.20	1.90	1.22	2.00	1.78	1.90	1.67	2.20	2.40	2.10	5.00	6.12	2.46	2.13	1.96	55.36
91	2.50	3.00	2.40	2.67	2.30	2.44	2.30	1.89	2.10	2.10	1.70	3.77	6.66	2.07	2.27	2.31	54.69
92	3.20	3.10	2.80	2.67	3.10	2.22	2.50	2.33	2.60	2.90	2.80	9.35	8.28	2.90	2.73	2.75	63.57
93	2.10	2.30	2.20	2.22	2.30	2.89	2.40	2.56	1.80	2.60	2.70	4.81	4.09	2.27	2.38	2.37	58.19
94	2.70	2.20	2.20	3.00	3.10	2.00	2.60	3.22	2.80	3.20	4.10	10.32	7.33	2.91	2.77	2.83	64.01
95	3.20	1.90	3.10	2.44	3.10	2.56	2.60	2.11	3.40	3.70	4.20	11.72	7.18	3.18	2.96	2.94	65.55
96	2.70	3.10	3.20	3.22	2.60	3.11	3.00	3.33	3.40	3.40	3.10	10.63	9.98	3.15	2.89	3.11	66.40
97	2.60	2.40	2.30	2.67	3.10	2.33	2.80	2.44	2.60	2.40	3.00	10.95	7.73	2.78	2.70	2.60	61.93
98	2.70	2.70	2.90	3.00	2.70	3.11	2.80	2.22	2.30	2.80	3.20	7.22	6.29	2.62	2.89	2.77	62.44
99	2.10	1.80	1.80	2.44	2.30	2.11	2.10	2.33	2.30	2.20	2.00	3.97	3.40	1.99	2.24	2.13	50.02
100	3.00	2.80	2.60	2.33	3.20	2.89	3.00	3.00	2.60	2.70	2.60	8.19	9.97	3.24	2.52	2.79	64.69
101	3.10	3.00	2.70	3.22	3.20	2.33	2.90	2.67	2.90	2.30	2.90	10.28	11.01	3.20	2.76	2.84	64.92
102	2.20	1.90	2.10	2.56	2.70	2.44	2.00	2.89	2.80	2.50	2.40	4.44	4.22	2.37	2.06	2.41	56.48
103	3.60	2.00	2.10	2.11	1.80	2.22	2.60	2.78	1.90	1.50	1.60	9.61	7.12	3.37	2.93	2.20	64.01
104	2.20	3.10	2.80	2.89	3.00	3.22	3.90	4.33	3.70	3.10	2.50	11.51	9.64	3.02	2.80	3.16	65.29
105	2.90	3.90	3.60	2.56	2.50	3.00	3.50	3.56	3.50	3.60	2.70	9.17	10.84	3.15	3.20	3.21	68.85
106	3.30	3.30	3.10	3.00	3.50	3.33	3.30	3.00	3.00	3.20	2.90	9.00	9.90	3.06	2.96	3.18	66.24
107	2.00	2.90	3.10	2.56	2.20	3.11	2.80	3.11	4.00	3.20	3.50	6.30	8.70	2.96	2.31	2.95	63.75
108	3.50	3.10	2.90	2.56	3.10	2.67	2.60	2.33	2.20	3.40	3.70	9.17	8.62	2.52	2.91	2.91	62.86
109	2.60	3.60	3.40	3.78	3.60	2.89	3.80	3.00	2.70	3.70	3.00	7.74	9.61	3.07	3.10	3.28	68.24
110	2.50	3.50	2.40	1.89	2.30	2.56	3.70	3.22	2.90	2.50	2.40	12.56	15.16	3.66	2.88	2.72	68.21
111	3.50	3.20	3.10	2.89	2.70	3.56	3.60	3.78	3.20	3.30	3.40	8.09	9.25	3.19	3.21	3.29	68.92
112	3.10	2.50	2.80	2.00	3.20	3.56	3.00	2.67	2.90	2.80	2.80	12.85	9.18	3.25	3.37	2.85	67.61
113	3.30	2.80	2.30	2.44	2.80	2.44	2.80	2.44	2.80	2.90	2.80	7.32	6.83	2.58	2.78	2.71	61.08

114	4.00	3.60	2.80	3.33	3.30	2.33	3.30	3.56	3.90	3.50	2.90	12.32	11.99	3.75	3.56	3.32	73.99
------------	------	------	------	------	------	------	------	------	------	------	------	-------	-------	------	------	------	-------

115	3.10	2.90	2.30	2.56	3.00	2.44	3.70	2.89	2.80	2.70	2.80	4.64	7.08	2.64	2.95	2.84	63.26
116	3.30	2.80	2.90	3.56	3.20	3.00	2.80	3.11	3.10	3.00	3.20	4.88	6.22	3.06	3.17	3.09	55.09
117	4.00	4.30	3.90	3.67	3.80	4.11	3.60	2.78	3.90	3.10	2.70	6.76	13.85	3.34	2.99	3.62	62.35
118	3.00	3.30	2.30	2.56	2.30	2.44	2.00	2.89	3.20	3.10	2.50	8.28	8.81	2.97	2.86	2.69	62.09
119	3.50	4.40	2.90	3.33	2.80	2.67	2.90	2.78	3.10	3.30	3.60	6.33	14.65	3.12	2.96	3.21	65.61
120	2.00	2.70	1.90	2.22	2.40	2.33	2.50	2.22	2.70	2.80	2.50	5.37	6.59	2.27	2.43	2.39	66.96