

Effect of Staff Competencies and Skills on the Effectiveness of Integrated Financial Management Information System (IFMIS) in Kajiado County, Kenya

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Abstract: Governments in developing counties are increasingly exploring methods and systems to modernize and improve their financial management. Information technology is one of the strategies that can be used by these governments to enhance their financial management systems. However, little has been done in Kenya, in terms of evaluating the effect of staff competencies and skills on the effectiveness of IFMIS in improving the financial management in county governments. Specifically, the study sought to assess the influence of staff competencies on effectiveness of IFMIS in Kajiado County. The study adopted the descriptive case study design. The target population constituted 105 employees from the ICT, Procurement, and Finance departments of the county government. 105 employees drawn from were three departments ICT, Procurement and Finance. A sample of 84 respondents was selected from the three departments proportionately, using the stratified random sampling method. Data was collected using self-administered questionnaires designed using the five point Likert Scale. The quantitative data was analyzed using both descriptive and inferential statistical data analysis. On the other hand, Pearson's correlation coefficient was used for determining the relationship between the independent variables and the dependent variables, while regression analysis was used to assess the magnitude of the relationship. Over 75% of the respondents who participated in the study agreed with most of the statement that were used to establish the level of staff competence on the implementation of IFMIS since the mean response on all the statement items was above 3.0. The study further established that there was a weak but positive R- value (0.001) respectively. The regression analysis indicated that the amount of change in the effective implementation of the IFMIS in county governments could be explained by 32.2 % success of staff competencies discussed in this study. It is also noted that the factor had a correlation factor of 0.000, which is statistically significant. This shows that the factors discussed have an influence on the implementation of IFMIS by themselves but they have a combined effect. The study concluded that effective implementation of IFMIS must be supported by staff competence. This indicates that organizations that aim at getting the best out of their information systems must be able to effectively address the issues of employee's competencies and skills required to support the entire process. This study recommends that organizations must be able to look into other factors behind the successful implementation of IFMIS besides the consideration of level staff competence. Since it contributes only 32.2% then there is need for further study to probe more into the factors that can increase the success of the implementation of IFMIS in the Kenyan county governments. The finding of this study is expected to be of significance to various people such Kenyan, Kajiado County.

Keywords: staff competencies, effectiveness of IFMIS, transparency and accountability

1. Background of the Study

In the world today, systems for financial management are not a new phenomenon. Indeed, financial information recording is the one of the earliest known methods of record maintenance and can be traced back to thousands of years (Gijssels & Devetere, 2007). Despite this, financial information has long presented challenges, predominantly since the introduction of money. The principles of accountability, flexibility, contestability, predictability, transparency and legitimacy form the foundation of comprehensive accounting as well as money management. Edelberg (2006) indicates that the realization of the identified principles in a financial institution is one of the elements that can be observed during the allotment and use of the company's assets in an effective and efficient way.

IFMIS can be understood as an information system that facilitates the efficient allocation of resources, which is vital for improving the management of a governmental entity, as

the decisions made in terms of managing finances are facilitated in a timely way. The fundamental objective of implementing the system in an organization is to ensure that the economic growth of a nation is accelerated. The World Bank was at the helm of the adaptation of IFMIS from 1984. The World Bank has been financing different regions to implement IFMIS, with regions such as Latin America and the Caribbean standing out as those that have succeeded. A study by Umble et al. (2003) revealed that it is essential for governments to implement the IFMIS system, as it can assist in ensuring the economic prosperity, including the survival of the organizations operating in the contemporary society. For instance, Sarikas and Weerakkody (2007) take note of the idea that the failures of IFMIS includes the idea that it contains technical difficulties, and issues introduced by the political class, among others.

In addition to the identified issues, African countries can experience other difficulties in their financial system, corruption being one of the issues on top of the list (Ibrahim

& Dauda, 2014). In addition to corruption, Hendricks (2012) indicates that the challenges faced by the African countries in terms of the implementation of the system include data migration, functional, as well as implementation issues. Qwabe (2014) supports this argument by indicating that one of the factors that prevent the effective implementation of the IFMIS system is corruption, which is the most dreaded. In the context of Zambia, technological factors should be included, as the government has not provided the people with a clear picture of some of the benefits that could be derived from the system, including the lack of support from the management.

In the Kenyan context, an IFMIS department was put in place to take care of responsibilities that include the designing, spearheading, and management of the IFMIS re-engineering process. The Kenyan government adopted the system in the year 1998, after which it was deployed to be used by governmental ministries in the year 2003. Nine years later, the government deployed the system to be used by the county government entities. In 2013, the Kenyan government intends that the users of the system at the county level should be trained, as the provision is included in the government's strategic plan. The re-engineering of the system to accommodate the needs of the county government is an essential step towards the improvement of the financial system at the county level, and to ensure that financial information is available to deserving parties in government (Karanja & Ng'ang'a, 2014).

The Constitution of Kenya has provided the Ministry of Finance with the mandate to the Ministry of Finance derives its mandate from the Constitution of Kenya, Cap VII Sections 99-103 which provides for proper budgetary and expenditure management of Government financial resources. In addition, Parliament, over the years has enacted 49 Acts to which the Ministry of Finance is a custodian thereby adding more responsibilities to the Ministry. The functions of the Ministry of Finance are strategic in several ways. As a main function, the Ministry is charged with the responsibility of formulating financial and economic policies. It is also responsible for developing and maintaining sound fiscal and monetary policies that facilitate socio - economic development. This responsibility makes the Ministry strategic and central to the country's economic management, as all sectors of the economy look upon the Ministry to create an enabling environment in which they can operate effectively and efficiently.

The Ministry regulates the financial sector which is central to the development of the country and on which all other sectors depend for investment resources. According to Muigai (2012) IFMIS has reflected the following benefits to the Ministry, the improved recording and processing of government financial transactions could have allowed prompt and efficient access to reliable financial data and IFMIS has been observed to strengthen financial controls, facilitating a full and updated picture of commitments and expenditure on a continuous basis. Once a commitment is made, the system should be able to trace all the stages of the transaction processing from budget releases, commitment, purchase, payment request, reconciliation of bank statements, and accounting of expenditure. This could have

allowed a comprehensive picture of budget execution. Third, IFMIS can be said to have provided the information to ensure improved efficiency and effectiveness of government financial management.

The benefits of the IFMIS have been extensive, with the restoration of expenditure control and improved levels of transparency and accountability. The commitment control system could have led to the elimination of overspending, and a substantial reduction in domestic arrears. A number of government bank accounts have been reduced to treasury single accounts maintained at the central bank, and the lag in reconciliation with banking data has been reduced from up to two years to automatic reconciliation on a daily basis. Comprehensive and fully reconciled fiscal data and reports are available on a continuous basis.

1.1 Statement of the Problem

Out of the more than 87 IFMIS projects financed by the World Bank between 1984 to 2015, the results have indicated that in more than 51 countries the projects that cost over US \$2.2 billion of which the value of 25% was being footed by the respective country governments were never successful (Dener et al., 2011). Although some studies (Omwoha & Getuno, 2015; Odolo & Gekara, 2015; Lundu & Shale, 2015) have indicated that some 11% of the IFMIS projects were seen to have achieved their intended operational and technical performance, the rest 89%, mostly in Africa, have failed to reach their operational level.

The fundamental issue relates to the idea that studies by Kahari et al. (2015), Bonventure (2015), Karanja and Ng'ang'a (2014), Mary (2012) and Musee (2011), reveal that IFMIS has been investigated on different aspects that include its performance, impeding factors, its effect on governance, supply chain management, as well as the challenges that it has on the central government. However, few studies have been focusing on the determinants that can inform the effectiveness of IFMIS in financial management in public sector entities. This is the focus on this study.

1.2 Objective of the Study

To evaluate the influence of staff competence of IFMIS on effectiveness of IFMIS in Kajiado County

1.3 Research Hypotheses

H₀₃: There is no significant relationship between staff competence on IFMIS and effectiveness of IFMIS Kajiado County.

1.4 Significance of the Study

The finding of this study is expected to be of significance to various people in various ways; Kenyan expected to the study to promote transparency and avoidance of misappropriation of public funds. Kajiado County is expected to use the findings of the study to promote transparency and avoidance of misappropriation of public funds as well as improve their skills in management of resources. Financial practitioners are expected to use the

study findings to promote transparency, accountability. Researchers and scholars are expected to use the findings of the study to effectively influence the implementation of IFMIS on management of resources as a source of information to develop similar studies. The results are also expected to assist scholars who may wish to venture into similar research since it shall provide useful management of resources insight and therefore give more understanding of the role of IFMIS in an organization.

2. Literature Review

This study was guided by staff competence theory which explains the tactic knowledge of the employees is fundamental to ensuring they can exhibit leadership in the technology-related field. On the other hand, systems theory builds upon the formalism of the general systems theory and the environment of information technologies to deal with the transformation of information (Bassellier, Reich, & Benbasat, 2001).

2.1 Staff Competence and the Effectiveness of IFMIS

The study seeks to establish the impact of staff competence on the effectiveness of IFMIS in financial management. The aspect of staff competence relates to the need for determining that they have the knowledge and skills required to handle the system. The elements that should be tackled in this case should be inclusive of the three provisions; The level of financial skills that the staff members possess, their level of ICT skills, the extent to which they have received IFMIS training. An IFMIS can improve public financial management in a number of ways, but generally seeks to enhance confidence and credibility of the budget through greater comprehensiveness and transparency of information. The purpose of using an IFMIS is to improve budget planning and execution by providing timely and accurate data for budget management and decision-making (Chêne 2009). A more standardized and realistic budget formulation process is allowed for and improved control over budget execution is affected through the full integration of budget execution data.

The IFMs was configured to implement internal controls during budget execution in line with public financial law. It facilitates the issuance of warrants and the release of funds to County Governments. This includes cash management such as electronic bank reconciliations and the issuance of cash limits which the county governments use for expenditure planning. The IFMs also enables county governments to receipt revenues, approve and issue purchase orders, record commitments, approve and process payments (including the printing of invoices checks to suppliers). The IFMs also facilitates the generation of management information and preparation of reports both at county governments level and consolidated level.

One of the major benefits of IFMIs is the impact that it can have on corruption, by increasing the risk of detection. According to Chêne (2009), a well-designed IFMIS can provide a number of features that may help detect excessive payments, fraud and theft. These include, for example, automated identification of exceptions to normal operations,

patterns of suspicious activities, automated cross-referencing of personal identification numbers for fraud, cross-referencing of asset inventories with equipment purchase to detect theft, automated cash disbursement rules and identification of ghost workers.

According to Reneau and Grabski (1987) information systems in accounting are used by accountants and other key decision makers that employ the accounting information or make use of the accounting data. Information, Communication and System theory is built on past frameworks on the management information systems. Technology is very pervasive and an essential component in accounting tasks and changes work processes very efficiently. Despite substantial time spent in developing and customizing the software application, the pilot implementation and the roll-out of the IFMIS in various government Ministries has not progressed well. Several ministries such as the MOF are not fully satisfied with the effectiveness of IFMIS despite the many benefits that are accrued to the system, and this has been a major area of dispute between the government and the software team (GOK/KPMG Report, 1997).

There is also a concern on limited involvement and ownership of the system by the various government staff in the design and development of the IFMIS. Somehow, the development process was largely driven by consultants and donors in the formative period of the project. It is also noted that there is no clear government policy on how to enhance the use of the system in enhancing the financial management process in public entities. The research gap is therefore based on the limited information related to the manner in which the level of system security, government policy, staff competence, and ICT infrastructure on the effectiveness of IFMIS.

3. Research Methodology

3.1 Research Design

This study was guided by descriptive design to look into the provisions that determine the effectiveness of IFMIS in improving financial management in Kajiado County. Gay (1981) defines descriptive research as a process of collecting data in order to test hypotheses or to answer questions concerning the current status of the subjects in the study. A descriptive research determines and reports the way things are. This type of research attempts to describe such things as possible behaviors, attitudes, values and characteristics. According to Sekaran (2004), a descriptive study is undertaken in order to ascertain and be able to describe the characteristics of the variables of interest in a situation. Quite frequently, descriptive studies are undertaken in organizations to learn about and describe the characteristics of a group of employees.

The target population was the employees of Kajiado County. The departments targeted included ICT, procurement and finance. In this light, the respondents constituted the top level and lower level employees in the identified departments, primarily those involved in the management of county government funds, and those responsible for writing

the relevant financial reports. The ICT department was chosen because the employees in the department are responsible for implementing and managing the IFMIS system, while the procurement and finance departments are primarily responsible for managing the county government funds, as they oversee the financial receipt from different sources such as the central government and county government offices, the use of the received funds, and the reconciliation of the same. The total population of the study was 105 employees from the selected departments (Kajiado County Pay Roll 2015).

Yamane allocation formula was used to distribute the sample size among the strata (departments). The purpose of the method was to maximize survey precision, given a fixed sample size. With Yamane allocation, the "best" sample size for stratum would be:

$$n_h = \left(\frac{N_h}{N} \right) n$$

The sample of the study was 84 as shown in the table.

The study used stratified sampling design because it allowed the segregation of the population into several mutually exclusive sub-populations or strata. The sub-populations would increase the statistical efficiency of the sample, hence providing adequate data for analyzing the sub populations and allowing the researcher to use different research methods and procedures in different strata.

The data was collected using a self-administered questionnaire, which they would fill during working hours. The fundamental reasons for using self-administered questionnaires included the idea that it is easy to use, inexpensive, and are often the most plausible alternative for measuring unobservable constructs such as attitudes, values and preferences, intentions, and personalities (Moorman & Podsakoff, 1992)

Validity of the construct was tested by use of Cooper and Schindler (2003) method; they suggested that validity can be done using a panel of persons to judge how well the instrument meets the standards. Independent interview with two lecturers at the school of business was carried to evaluate whether research instrument covers relevant constructs. The expert opinion was the basis of the use of the research instruments. The internal consistency method was used to assess the reliability of empirical measurements. Internal consistency was also estimated using Cronbach's "value. Cronbach's " values above the recommended value of 0.70 (Taber, 2018), which indicates a relatively high degree of internal consistency was accepted. On the other hand, it is also important to verify whether the validity of the measurement is acceptable. The study used SPSS to establish the Cronbach alpha reliability coefficient and the computed value was 0.892 for the questionnaire, indicating that the questionnaire was reliable since the reliability coefficient was above 0.7.

3.2 Data Processing and Analysis

Both qualitative and quantitative data analysis technique was used where descriptive and inferential statistics were

computed by the help of Statistical package for social sciences (SPSS 22.0). To determine the correlation between variables in the study, the analysis was done using correlation and multiple regression techniques. Correlation techniques was helpful in showing how the variables were related to each other, whether positively or negatively related, while multiple regression techniques were used to determine the amount of variations explained by the independent variables through the coefficient of determination (R^2). This was tested at a 0.05 level of significance where by the P- value was used to either accept or reject the hypothesis of the study. P Value above 0.05 indicates no significance hence the hypothesis is rejected while p values of less than 0.05 indicate significance hence the null hypothesis is accepted.

3.3 Model Specification

Linear regression model was used to establish the regression coefficient of correlation and difference between variables. The linear regression model was as shown in the equation presented.

$$y = \beta_0 + \beta_1 x_1 + \epsilon$$

Where:

- y Implementation of IFMIS
- β_0, β_1 Are the constants of the equation?
- x_1 Staff Competence
- ϵ Error term (other factors not considered)

4. Findings

The data were collected from 84 respondents who are employees at the county government of Kajiado. A total of 84 questionnaires were self-administered to the respondents and 73 were returned back for use in the analysis. This accounted for 86.9 percent and it was regarded as an appropriate response since it is in line with the suggestion of Mugenda and Mugenda (2003) and Babbie and Montone (2001) who suggested that a response rate of a 70% and above is appropriate for analysis in case of a descriptive survey. The results of the study were organized based on the objectives and the hypothesis there off.

4.1 Understanding of IFMIS

The respondents were given various issues to indicate how IFMIS was important to them in terms of financial management in the county. The results indicated that most of the respondents 23 representing 31.5 percent indicated that IFMIS was used as a management measure to enhance accountability and transparency of financial matters, another group constituting 21 representing 28.8 percent indicated that IFMIS was used as a financial management tool. 18 represents 24.7 percent indicated that IFMIS was used as an accounting tool and only 11 representing 15.1 percent said that IFMIS was used as a managerial tool for decision making. It was clear that to most of the respondents IFMIS was important as it assisted mostly in enhancing the accounting function in the organization. Most of the respondents see IFMIS interpretation from the financial control and accountability perspective. Hazernberg (2012) indicated that those people involved on a project with an understanding of the project are more successful to enhance

project implementation and delivery. The findings therefore indicate that the respondents understand the implementation procedure of the project and are able to handle it effectively.

The study sought to find out whether the respondents had attended any IFMIS training at the organization. The results indicated that most of the respondents 51 representing 67 percent had attended training on IFMIS in the organization. The rest only 22 representing 33 percent indicated that they had not attended any training on IFMIS.

It was also important to establish whether the respondents could rate the training they had received on the IFMIS implementation. The results show that most of the respondents 42 representing 57.5 percent rated the training they had attended as being average, 14 representing 19.2 Percent were not sure, which indicated that they had either not attended any training or they just did not want to answer the question, 9 representing 12.3 percent rated the training as above average, 4 representing 5.5 percent rated the training as below average and a similar number rated it as poor. This agrees with the finding of Rodin- Brown (2008) who also noted that most respondents who had attended the training on IFMIS rated it as being average and that it had the relevant content to assist them.

4.2. Rating the implementation of IFMIS in Kajiado County

The respondents were also required to consider the effectiveness of IFMIS in the county. The results indicate that on average more than 50 percent of the respondents indicated their rating of IFMIS implementation at above 40%. Most of the respondents 32 representing 43.8 percent indicated that the implementation rate was between 40 – 60 % followed by 17 representing 23.3 percent who rated at between 20-40%. Another 16 representing 21.9 percent rated the implementation at 60- 80%, 6 representing 8.2 percent rated the implementation at between 80 – 100 %. This agrees with Bingi, Sharma and Godla (1999) who established that the implementation of IFMIS in public institution was very low, which implies that its effectiveness is also low.

4.3 Cycle of categories in the Effective Implementation of IFMIS

The study sought to find out the cycle of categories in the implementation of IFMIS at the county government. The results indicate that over 50% of the respondents agreed that the cycle of categories in the implementation of IFMIS were most influential for the county government of Kajiado. The results show that system security (M= 4.12). Government policy (M=3.92), staff competence (M= 4.18) and ICT infrastructure (M= 4.11). This therefore implies that the adoption and implementation of IFMIS at the county government of Kajiado is influenced by the factors under study. This supports the findings of Bingi, Sharma and Godla (1999) who also noted that the implementation of IFMIS is influenced by the cycle of categories particularly in the county governments.

4.4 The Effect of Staff Competence in the Effectiveness of IFMIS

The study sought to establish the effect of staff competence at the county on the implementation of IFMIS at the county government. The respondents were asked to indicate whether Staff competence is an important determinant in IFMIS implementation and improved financial management in county governments. Most of the respondents (M= 4.37) agreed with the statement indicating that the staff competence was an important in the implementation of IFMIS in the county government. This agrees with the findings of (Diamond and Khemani, 2006) who had indicated that for there to be improved performance of financial management in county governments there is need for staff competence in implementation of IFMIS.

Majority of the respondents (M= 4.22) agreed with the statement that lack of financial skills affects IFMIS implementation hence improved financial management at the county government of Kajiado. This indicates that lack of financial skills affects the implementation of IFMIS at the county government. This agrees with Chene, (2009) who noted that there is lack of appropriate skills at the government institution since those people with skills do leave the government institutions for the private sector creating a deficit in skills for improved implementation and use of IFMIS in county governments. This implies that most of the employees at the county government lack the skills required for effective implementation of IFMIS in the county government.

The result also shows that most of the respondents (M = 4.22) agreed that adequate IT skills facilitate the affective IFMIS implementation in the county government. This shows that without effective IT skills among the employees the implementation of IFMIS at the county government might not be appropriate. This supports the argument of Chene (2009) and Barr (2010), who noted that staff with IT knowledge and experience affect the implementation of the IFMIS system if the County Government.

It is also noted that majority of the respondents (M=4.12) agreed that low staff competence has negatively affected implementation of IFMIS effective budgetary process is achieved by adequate IFMIS competence. This agrees with Farelo and Morris (2006) who noted that lack of skills and knowledge account for employee's competence and lack of these skills affects the effective implementation of IFMIS at the county government. On whether competence of employees facilitate effective control system with aid of IFMIS, majority (M= 4.16) agreed with the statement meaning that competent employees are able to enhance the implementation of IFMIS and hence influence its effectiveness as a control system. A similar view was noted by Bingi, Sharma and Godla (1999) in an earlier study where it was noted that the success of IFMIS implementation was dependent on the skills and competence of the employees.

The study establishes whether staff competence on IFMIS contribute to its level of usage in the organization. The results showed that most of the respondents (M = 4.16)

agreed with the statement meaning that staff competence is a very important aspect in the implementation and use of the IFMIS system at the county government. The findings in Bingi, Sharma and Godla (1999) support the current results since they noted that staff competence and skills had an influence on the implementation of IFMIS in the public sector institutions. These findings are also supported by Selfano & Serah, (2014) who noted that effective implementation, operation and maintenance of an IFMIS require staff with the necessary knowledge and skills. Lack of capacity is regarded as one of the main causes for the delay in the implementation process experienced by Ghana, whilst the emphasis that was put on capacity building through training in Tanzania was one of the main contributors to their success. The lack of staff with IT knowledge and experience cannot be easily remedied by training and hiring. The salary structure and terms of employment in the public sector are.

4.5 Pearson’s Correlation Analysis

The results were analyzed using the Pearson’s (r) to establish the nature of the relationship existing between the two variables; staff competence and the implementation of IFMIS in county government of Kajiado. Table 4.1 shows that response.

Table 4.1: Relationship between Staff Competence and Effectiveness of IFMIS

		Staff competence	Effectiveness of IFMIS
Staff competence	Pearson Correlation	1	.366**
	Sig. (2-tailed)		0.001
	N	73	73
Effectiveness of IFMIS	Pearson Correlation	.366**	1
	Sig. (2-tailed)	0.001	
	N	73	73

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

The results show that there is a positive but weak correlation between staff competence and the implementation of IFMIS in the county government of Kajiado. This relationship is statistically significant at $p < 0.05$ since $(r = 0.366; p \text{ value } 0.01 < 0.05)$. This agreed with Njihia (2015) this also implies that the more the staff acquire the required competence the more effective implementation of IFMIS in the county government becomes. Therefore, from these descriptive results show that the objective which sought to establish the influence of staff competency on effective implementation of IFMIS in county governments was achieved because it established that staff competency influence implementation of IFMIS in the county government.

4.6 Simple Linear Regression Summary Staff Competence and Effectiveness of IFMIS

The study further sought to establish the strength of the relationship between staff competence and implementation of IFMIS. Table 4.14 gave the results.

Table 4.2: Regression summary on Staff Competence and Effectiveness of IFMIS

Model	R	R Square	Change Statistics				
			R Square Change	F Change	df1	df2	Sig. F Change
1	.366 ^a	0.134	0.134	11.001	1	71	0.001

The results show that staff competence has a positive correlation of 0.366 that is very significant and the effect on the implementation of IFMIS is only 13.4%. This implies that staff competence is an important factor in the in the county government, but has a slight contribution. This shows that though there are other factors that could be behind the financial performance but staff competence is very critical in the implementation process of IFMIS and implementation of IFMIS in the county government. Based on the finding the study established that there is a very significant relationship between staff competence as a determinant of implementation of IFMIS in county government of Kajiado. The null hypothesis that there is no relationship between the staff competence as a determinant in implementation of IFMIS of the county government is rejected and the alternative hypothesis accepted.

4.7 Linear Regression analysis

The regression analysis was computed to determine the combined effect of staff competence on the implementation of IFMIS in the county government of Kajiado. The computation was done using transformed values of means for all the items used to describe the study variables. The results were presented in Table 4.3.

Table 4.3: Regression Analysis

Model	R	R Square	Change Statistics				
			R Square Change	F Change	df1	df2	Sig. F Change
1	.568 ^a	.322	0.322	8.081	4	68	0.000

The results show that there is a positive though weak and statistically insignificant correlation between the combined factors and the effect they have on the implementation of IFMIS in the county government. The results show that the effect of staff competencies can explain 32.1% of the influence in implementation of IFMIS in the county government of Kajiado $(r = 0.568, R^2 = 32.2\% \text{ and } p \text{ value } = 0.000)$. This implies that the influence of the staff competency on implementation of IFMIS in the county government is very significant. This supports the findings of Maake (2007) the three most significant factors that adversely impact implementation of IFMIS projects in public sector include competence of personnel, legal framework and ICT infrastructure. This also agreed with Farelo & Morris (2006) who noted that shortage of skilled ICT people in the country is exacerbated by the emigration of highly skilled ICT personnel and other professionals to developed countries, and from the public to the private sector.

4.8 Coefficients of Variation between the independent and the dependent variables

These figures assisted in developing the model that could explain the relationship between the various determinants of IFMIS in improving financial management in Kajiado county government. The results are presented in Table 4.4.

Table 4.4: Coefficient of Variations

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	3.81	0.652		2.775	0.007
Staff competence	0.375	0.142	0.178	3.229	0.023

a. Dependent Variable: Improving Financial Management

The results show that if the staff competency is not put into consideration the implementation of IFMIS will still account for 3.81 of the change in Financial Management in the County Government of Kajiado. Based on the t values it is shown that staff competencies had a statistically significant effect on the determinates of IFMIS in improvement of financial management at the county government of Kajiado. The t value shows that staff competency had a (t = 0.375) being significant at 0.05 level of significant as shown in the model. The model

$$Y = \beta_0 + \beta_1 x_1 + e$$

$$Y = 3.81 + .375x_3 + e$$

According to the regression equation established that if staff competencies held constant at zero performance of IFMIS was 3.81. The data findings analyzed also shows a unit increase in staff competence will lead to a 37.5% at p= .023 increase in IFMIS Implementation at the county government of Kajiado.

At 5% level of significance it was noted that the level of security, staff competency was an important factor in implementation of IFMIS at the county government of Kajiado. These results can be explained by the statements of Njihia (2015) who had earlier noted that the reason why the Kenya Government adopted the use of this system was as a result of the numerous benefits envisaged from its effective use.

5. Summary Conclusions and Recommendations

The hypothesis of the study was: H_{01} : *There is no significant relationship between staff competence on IFMIS and Effectiveness of IFMIS in Kajiado County.* Majority of the respondents also agreed with most of the item statements on each objective of the study indicating that they had an understanding of the program and knew the purpose that it aimed to serve for the organization. The results on the hypothesis test were presented as per the hypothesis and the null hypothesis either accepted or rejected at a significant level of 0.05.

The results showed that there is also a relationship between staff competence and implementation of IFMIS at the county government of Kajiado. Since the relationship is statistically significant the null hypothesis is rejected showing that there

is a statistical relationship between staff competence and Effectiveness of IFMIS at the county government of Kajiado. This implies that staff competence is an important determinant in the implementation of IFMIS that improves financial management at the county government. The results further show that when combined with other determinates in IFMIS staff competence has a very significant statistical influence on financial management at the county government of Kajiado.

5.1 Conclusion

The study established that staff competence was very important as a determinant of effectiveness of implementation of IFMIS. The study therefore concluded that for there to be effective implementation of IFMIS there is need to have the staffs equipped with skills and competencies through training to be able to handle the challenges that arise from IFMIS and be able to improve financial management for the county government.

5.2 Recommendations

Based on the results presented, the study recommends that county governments should ensure that the staffs have proper skills that will not only enhance implementation but also ensure effectiveness in the use of IFMIS in the county government. By equipping employees with proper skills through training and seminars it is possible to make IFMIS more effective for public use.

5.3 Areas for further study

Based on the study findings it is established that having the system in place is not enough but making the system effective to improve the performance of the County is what is important. Therefore, this study suggests that, further research is required to test other determinants such as the accuracy of IFMIS for improving financial management of county governments.

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