

ORGANIZATIONAL SUPPORT SYSTEMS AND ADOPTION OF AI-DRIVEN ELECTRONIC RECORDS MANAGEMENT IN MURANG'A COUNTY GOVERNMENT, KENYA

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Abstract

Artificial intelligence (AI) is reshaping electronic records management (ERM) globally, yet adoption in Kenyan county governments remains limited, largely because of technological gaps and weak institutional readiness. Murang'a County Government, an early adopter of digitization, offers a critical case for examining the organizational conditions that influence AI-driven ERM. This study investigated the role of organizational support systems in facilitating such adoption, guided by the Technology-Organization-Environment framework. Employing a cross-sectional survey design, the study integrated quantitative and qualitative approaches. The study administered a structured questionnaire to 74 records management, ICT, and administrative officers as a census, achieving a 91.9% response rate, and conducted semi-structured interviews with 16 purposively selected informants. The organizational support systems subscale demonstrated strong reliability (Cronbach's alpha = 0.867). Quantitative analysis employed descriptive statistics, Pearson correlation, and multiple regression, while qualitative data were thematically analyzed. Respondents rated organizational support positively (composite mean = 4.16, SD = 0.76), with strategic alignment and management commitment highest, and financial resource allocation lowest. Organizational support systems exhibited the strongest correlation with AI adoption among four institutional factors ($r = .782$, $p < .001$) and the largest standardized regression coefficient in the combined model ($\beta = .368$, $p < .001$). Qualitative findings reinforced these results, highlighting leadership commitment and innovation-oriented culture as enablers, while budgetary delays emerged as persistent constraints. The study concludes that organizational support is the most decisive determinant of AI-driven ERM adoption in Murang'a County Government. It recommends that county governments institutionalize leadership commitment through predictable budgetary allocations and formal change-management structures, rather than relying solely on managerial goodwill, to ensure sustainable and effective adoption of AI-driven electronic records management.

Keywords: *Organizational support systems, artificial intelligence, electronic records management, technology adoption, county government*

1. INTRODUCTION

This study examines two central constructs: organizational support systems and the adoption of AI-driven electronic records management (ERM). Organizational support systems refer to the institutional frameworks, management commitment, financial resources, and change-management processes that organizations deploy to enable and sustain technological innovation (Robbins & Coulter, 2021). This study measured them through six indicators: top

management commitment, financial resource allocation, organizational culture, staff encouragement, internal communication, and strategic alignment with digital transformation goals. AI-driven ERM adoption refers to the extent to which artificial intelligence tools, including machine-assisted classification, retrieval, retention scheduling, and compliance monitoring, have been integrated into an organization's records management workflows. It was measured through respondents' ratings of the perceived benefits and utilization of AI in records retrieval, classification, processing time, decision-making, security monitoring, and service delivery.

Artificial intelligence is increasingly reshaping how organizations create, manage, and preserve electronic records, moving records management beyond digitization toward machine-assisted classification, retrieval, retention scheduling, and compliance (Modiba, Ngoepe, & Makhubela, 2023). Governments in North America, Europe, and parts of Asia have progressed furthest in this transition: the National Archives and Records Administration in the United States now governs digital records under an AI-assisted electronic-records mandate (Jaillant, 2025), the National Archives of Australia has deployed machine-learning appraisal tools that improved processing speed despite institutional risk aversion (Lomas, 2023), and public agencies in Germany and Canada have identified interoperability between legacy systems and AI platforms, rather than AI capability itself, as their principal remaining barrier to full-scale adoption (Bauer & Schmid, 2024; Sun & Bhatt, 2024). African public institutions, by contrast, have adopted AI-driven records management unevenly. In South Africa, AI-driven records management remained under-institutionalized even where technical infrastructure existed, owing to inconsistent top-management support and the absence of structured change management (Modiba, Ngoepe, & Makhubela, 2023), while a comparative review across East African public institutions found that the absence of dedicated records-management units, adequate staffing, and sustained management engagement was a near-universal constraint on ERM reform, a pattern attributable less to the unavailability of technology than to weak institutional readiness (Karfa Bizi, Adjei-Bamfo, & Ofori, 2025). In Kenya, national policy has positioned AI as a driver of public service transformation, and the ICT Authority has been mandated to set electronic records management standards across government (ICT Authority, 2022). County governments, as the primary interface between citizens and devolved public services, are expected to translate this policy commitment into practice.

Whether such translation occurs depends substantially on organizational support: the institutional frameworks, management commitment, financial resources, and change management processes that organizations deploy to enable and sustain technological innovation (Momanyi, Ng'eno, & Kiplang'at, 2024). These systems function as the mediating link between leadership intention and operational outcome, converting stated commitment into a budget line, a training schedule, or a governance structure. The Technology-Organization-Environment (TOE) framework situates organizational support within the organizational context domain of technology adoption, alongside management attitudes, resource slack, and firm structure, and treats this domain as jointly decisive with technological and environmental conditions in shaping adoption outcomes (Tornatzky & Fleischer, 1990; Oliveira, Martins, Sarker, Thomas, & Popovic, 2022). Complementing this structural view, Rogers' (2023) Diffusion of Innovations theory holds that organizational decision-making structures and leadership attitudes are primary social mediators of adoption velocity, such that institutions with strong leadership support diffuse innovations faster and more completely than those without.

1.1 Problem Statement

Murang'a County Government was among the first county governments in Kenya to begin digitizing its records, yet this ambition has not translated into AI-driven records management. A 2025 survey spanning the county's eight sub-counties attributed 56% of service delivery delays to inadequate records management infrastructure and fragmented electronic records practices, with classification, retrieval, and retention scheduling remaining manual or rules-based despite the county's stated digitization ambitions (Wambua, 2025). Existing studies of Kenyan county ERM (Owandho, Ayodo, & Mildred, 2023; Taurus & Wamae, 2024; Wambua, 2025) have examined digitization generally but have not investigated whether and how organizational support, alongside technological, human-resource, and regulatory conditions, shapes the adoption of AI-driven ERM tools. This gap leaves county leadership without empirical evidence to guide AI-readiness investment decisions, motivating the present study's focus on organizational support systems.

2. LITERATURE REVIEW

2.1 Empirical Review

Empirical evidence across contexts converges on organizational support as a particularly consistent, and at times dominant, predictor of sustained technology adoption. Dwivedi et al. (2021), synthesizing evidence from public sector organizations across 42 countries, found top management support and strategic resource commitment to be the two most consistently cited organizational enablers of successful AI deployment, while Kane, Phillips, Copulsky, and Andrus (2022), studying 131 public and private organizations in North America and Europe, identified transformative leadership, executives who commit resources and actively model digital change, as the single most differentiating characteristic of organizations that sustained AI adoption beyond pilot stages. Pang, Lee, and DeLone (2023) similarly found that government agencies with structured change management programs achieved AI adoption rates 2.4 times higher than agencies without such programs, while Fountain (2022) showed that e-government initiatives with sustained executive championship and dedicated budget lines outlasted those dependent on project-specific funding.

In Africa, organizational support deficiencies have repeatedly been identified as a binding constraint on ERM and AI adoption, even where technical infrastructure exists. Modiba et al. (2023), in a case study of South Africa's Gauteng Department of Education, found that inconsistent top-management support and the absence of structured change management undermined institutionalization of AI-driven records management despite adequate technical infrastructure. Ngulube (2022), reviewing records management studies across African public institutions, similarly found that organizational factors, leadership commitment, resource availability, and institutional policy received more sustained attention in the literature than technical infrastructure, a pattern that departs from findings in higher-income settings. Comparable evidence from Ghana (Asante & Frempong, 2023) and from Botswana and Zambia (Mutula & Van Brakel, 2022) points to leadership emphasis, dedicated funding, and the institutional capacity to execute a change process, rather than technology awareness, as the more decisive organizational constraints.

In Kenya specifically, Njeru, Wambua, and Kimani (2023) identified insufficient leadership prioritization and financial resource limitations as leading barriers to AI adoption across county governments, while Otieno and Mugo (2023) found that ICT projects with clear support from county executive committees were more likely to be delivered on time and on budget than those driven by technical departments alone. Murang'a County Government was among the earliest

Kenyan counties to begin digitizing its records, yet Wambua (2025) established that 56% of service delivery delays across the county's sub-counties remained attributable to fragmented records management practices, with no evidence that AI-specific classification, retrieval, or retention tools had progressed beyond manual or rules-based processes despite the county's stated digitization ambitions. This pattern is consistent with a broader national concern: the Office of the Auditor General (2024) reported weak financial records management practices across county governments in the Mt. Kenya region during the 2023/2024 financial year. While Owandho, Ayodo, and Mildred (2023) and Taurus and Wamae (2024) have examined electronic records management within Kenyan county governments generally, neither study, nor the wider literature reviewed above, has empirically examined whether and how organizational support specifically, as distinct from technological or regulatory conditions, shapes the adoption of AI-driven ERM tools within a Kenyan devolved government.

This gap is consequential because, as the evidence reviewed above suggests, technology availability alone does not guarantee institutionalized use; where organizational support is weak, technically capable systems risk remaining underutilized. This study therefore examined the role of organizational support systems in the adoption of AI-driven solutions for electronic records management within Murang'a County Government, with the objective of establishing the level of organizational support available, the strength of its relationship with AI adoption, and its relative predictive contribution alongside other institutional factors, in order to generate evidence to inform resource allocation and change-management practice in similarly placed county governments.

2.2 Theoretical Review

This study was anchored on the Technology-Organization-Environment (TOE) framework (Tornatzky & Fleischer, 1990; Oliveira, Martins, Sarker, Thomas, & Popovic, 2022), which situates organizational support, alongside management attitudes, resource slack, and firm structure, within the organizational context domain of technology adoption and treats this domain as jointly decisive with technological and environmental conditions in shaping adoption outcomes. The framework was complemented by Rogers' (2023) Diffusion of Innovations theory, which holds that organizational decision-making structures and leadership attitudes act as social mediators of adoption velocity, such that institutions with strong leadership support diffuse innovations faster and more completely than those without. Read together, the two perspectives treat organizational support systems as both a structural organizational-context variable, as specified by the TOE framework, and a social driver of adoption velocity, as specified by Diffusion of Innovations theory, providing the analytical basis for examining how leadership commitment, resourcing, and change-management structures shape AI-driven ERM adoption in Murang'a County Government.

3. MATERIALS AND METHODS

The study adopted a cross-sectional survey design within a mixed-methods framework, combining quantitative and qualitative data to examine organizational support systems and AI-driven ERM adoption within Murang'a County Government. This design was considered appropriate because it permitted assessment of existing organizational conditions and their statistical association with AI adoption without manipulating the study setting (Creswell & Creswell, 2023).

The target population comprised 90 officers directly involved in electronic records management and ICT operations at the Murang'a County headquarters and selected sub-county offices, spanning records management officers, ICT officers, departmental heads and senior

administrators, and county ICT and records-policy officers. Given the manageable size of this population, the study adopted a census for the quantitative component. The study purposively selected 16 officers with strategic decision-making experience for semi-structured interviews and excluded them from the questionnaire sample to avoid duplicate participation, leaving 74 officers eligible for the questionnaire (Bryman, 2023).

Data were collected using a structured questionnaire measuring organizational, technological, human resource, regulatory, and adoption-related constructs on a five-point Likert scale, alongside a semi-structured interview guide administered to the sixteen key informants. We pretested and refined both instruments before full administration. The organizational support systems subscale, comprising six items addressing management commitment, financial resource allocation, organizational culture, staff encouragement, internal communication, and strategic alignment, achieved a Cronbach's alpha of 0.867, indicating good internal consistency (Cooper & Schindler, 2023). Of the 74 questionnaires administered, 68 were completed and returned, yielding a response rate of 91.9%.

Quantitative data were analyzed using descriptive statistics (frequencies, percentages, means, and standard deviations), Pearson correlation, and multiple linear regression to assess the strength and predictive significance of the relationship between organizational support systems and AI-driven ERM adoption, along with three other institutional predictors in the combined regression model. Qualitative interview data were transcribed verbatim and analyzed thematically to complement and contextualize the quantitative results. The Kenya Methodist University Ethical Review Committee granted ethical clearance, and the National Commission for Science, Technology and Innovation (NACOSTI) issued a research permit. All participants provided informed consent before data collection, and the study maintained confidentiality throughout.

4. RESULTS AND DISCUSSION

4.1 Demographic Characteristics

The 68 questionnaire respondents were fairly balanced by gender, comprising 39 (57.4%) male and 29 (42.6%) female officers. Most respondents (64.7%) were aged between 31 and 50 years, and 83.8% had served the county government for more than five years, indicating a workforce with substantial institutional experience. Educational attainment was high, with 79.4% holding at least a bachelor's degree, including 17 (25.0%) with master's degrees and 3 (4.4%) with doctorates. Respondents were drawn primarily from the Records Management (30.9%), ICT (26.5%), and Administration (23.5%) departments, reflecting the functions most directly involved in electronic records management and best placed to assess organizational support for AI-driven ERM adoption.

4.2 Level of Organizational Support for AI-Driven ERM Adoption

Respondents indicated their level of agreement with six statements about organizational support for AI-driven ERM adoption on a five-point Likert scale. Table 1 presents the mean and standard deviation for each statement.

Table 1: Organizational Support Systems for AI-Driven ERM Adoption

Statement	Mean	SD
Strategic plans include digital transformation goals	4.24	0.69
Staff are encouraged to embrace technology	4.20	0.71
Top management supports AI adoption initiatives	4.18	0.75
Organizational culture encourages innovation	4.15	0.78
Internal communication supports AI implementation	4.11	0.80
Adequate financial resources are allocated	4.09	0.84
Composite Mean	4.16	0.76

The composite mean of 4.16 (SD = 0.76) indicates that respondents generally agreed that Murang'a County Government has established organizational conditions that support AI adoption, with the comparatively low standard deviation reflecting a high degree of consensus. Strategic plans incorporating digital transformation goals recorded the highest agreement (M = 4.24), followed by staff encouragement to embrace technology (M = 4.20) and top management support for AI adoption initiatives (M = 4.18). Financial resource allocation recorded the lowest mean (M = 4.09) and the widest spread of responses, suggesting comparatively uneven perceptions of budgetary adequacy.

This pattern is consistent with the TOE framework's emphasis on organizational readiness, including top management support and financial slack, as a critical determinant of technology adoption (Tornatzky & Fleischer, 1990), and with Al-Balushi and Mkadmi's (2025) systematic review, which found that organizations with dedicated governance structures and leadership champions institutionalized AI-driven records management more readily than those without. That strategic alignment and leadership support were rated more highly than financial resourcing also mirrors Dwivedi et al. (2021), who found management support and strategic commitment to be more consistently cited enablers than resource availability itself, suggesting that leadership commitment tends to precede, rather than automatically follow from, adequate funding.

4.3 Level of AI-Driven ERM Adoption

Respondents also rated the extent of AI-driven ERM adoption using six statements on a five-point Likert scale, with results presented in Table 2.

Table 2: Level of AI-Driven ERM Adoption

Statement	Mean	SD
AI reduces records processing time	4.34	0.65
AI improves records retrieval efficiency	4.29	0.68
AI improves service delivery	4.28	0.69
AI enhances records classification accuracy	4.22	0.72
AI improves decision-making through data analytics	4.19	0.77
AI strengthens records security and monitoring	4.15	0.80
Composite Mean	4.25	0.72

The composite mean of 4.25 (SD = 0.72) indicates strong agreement that AI-driven solutions have benefited electronic records management in Murang'a County Government. AI reducing records processing time recorded the highest agreement (M = 4.34, SD = 0.65, 94.1% agreeing or strongly agreeing), followed by improved records retrieval efficiency (M = 4.29) and improved service delivery (M = 4.28). AI strengthening records security and monitoring recorded the lowest, though still positive, mean (M = 4.15, SD = 0.80), reflecting comparatively greater reservation about the security implications of AI-enabled systems.

4.4 Relationship between Organizational Support Systems and AI Adoption

Pearson correlation analysis was conducted to determine the strength and direction of the relationship between organizational support systems and the adoption of AI-driven ERM solutions (N = 68). Organizational support systems recorded a strong, positive, and statistically significant correlation with AI adoption ($r = .782$, $p < .001$), the strongest of four institutional factors examined in the wider study, ahead of regulatory frameworks ($r = .748$), technical human resource capacity ($r = .721$), and technological infrastructure ($r = .694$). This indicates that as organizational support strengthens, AI adoption rises correspondingly, and that organizational conditions are more closely associated with adoption outcomes than any other institutional factor considered.

This finding is consistent with Ngulube (2022), who found organizational factors to receive more sustained attention than technical infrastructure in the African records management literature, and with Kane et al. (2022), who identified leadership as the most differentiating characteristic of organizations that sustained AI adoption beyond pilot stages. It also corroborates Asante and Frempong (2023), who found that the adoption of digital systems in Ghanaian district assemblies was three times faster where both central funding and local leadership emphasis were present than where only one condition held. At the same time, Mutula and Van Brakel (2022), studying public institutions in Botswana and Zambia, found that the inability to execute a change management process, rather than the absence of awareness, was the more decisive organizational obstacle; the present findings extend this observation by showing that even where leadership commitment and strategic alignment are strong, as in Murang'a County, uneven financial resourcing can still constrain the translation of organizational support into full adoption.

4.5 Predictive Contribution of Organizational Support Systems to AI Adoption

Multiple regression analysis was conducted to determine the combined influence of organizational support systems and three other institutional factors, technological infrastructure, technical human resource capacity, and regulatory frameworks, on AI-driven ERM adoption. Tables 3, 4, and 5 present the model summary, ANOVA, and regression coefficients, respectively.

Table 3: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of Estimate
1	.865	.748	.732	.362

Table 4: ANOVA of the Regression Model

Source	Sum of Squares	df	Mean Square	F	p
Regression	26.472	4	6.618	50.481	< .001
Residual	8.258	63	.131		
Total	34.730	67			

Note. Dependent variable: AI-driven ERM adoption.

Table 5: Regression Coefficients

Predictor	B	SE	β	t	p
Organizational Support Systems	.341	.058	.368	5.879	< .001

Note. Full model: $R = .865$, $R^2 = .748$, $F(4,63) = 50.481$, $p < .001$, with organizational support systems, technological infrastructure, technical human resource capacity, and regulatory frameworks entered jointly as predictors.

As shown in Table 5, organizational support systems had a positive and statistically significant effect on AI adoption ($\beta = .368$, $t = 5.879$, $p < .001$), recording the largest standardized coefficient among the four predictors entered in the combined regression model. This indicates that, holding the other institutional factors constant, organizational support made the single largest relative contribution to explaining variation in AI-driven ERM adoption within Murang'a County Government.

This result corresponds with Ngulube (2022), who observed that organizational factors, leadership commitment, resource availability, and institutional policy receive greater attention in the African records management literature than technical infrastructure, and supports Pang et al. (2023), who found that structured organizational change-management capacity distinguished agencies with higher AI adoption rates. The finding also has a practical implication consistent with Fountain (2022): because organizational support carried the largest weight in the model, technological investment alone is unlikely to yield proportionate adoption gains without comparable investment in leadership commitment, structured change management, and predictable resourcing.

4.6 Qualitative Insights on Organizational Support and AI Adoption

Interview findings provided further insight into how organizational support shapes AI adoption. A senior administrative key informant linked leadership commitment directly to the county's modernization agenda: "The county leadership has emphasized digital transformation as a strategic priority consistently. Most of our technology projects receive management support because they are aligned with the county's modernization agenda." A human resource officer described deliberate efforts to build an innovation-oriented culture: "Employees are encouraged to adopt new technologies, and management often facilitates training and awareness programs whenever new systems are introduced."

Despite this supportive climate, informants raised concerns about resourcing. A finance officer observed that "while management supports technology initiatives, budget constraints sometimes delay implementation of advanced systems, including AI-related projects," a

concern echoed by an ICT officer who noted that “the commitment is there, but adequate funding remains essential if we are to fully implement AI technologies across all departments.” Taken together, the qualitative and quantitative findings converge on a consistent picture: strategic leadership, staff encouragement, and an innovation-oriented culture are the strongest organizational drivers of AI adoption in Murang’a County, while resource allocation remains the area most in need of strengthening, a pattern that aligns with the TOE framework’s treatment of leadership commitment as a precondition for, rather than an automatic consequence of, adequate funding (Tornatzky & Fleischer, 1990).

5. CONCLUSION

This study examined the role of organizational support systems in the adoption of AI-driven solutions for electronic records management within Murang’a County Government and found that organizational support, comprising management commitment, strategic alignment, culture, and staff encouragement, to be the strongest determinant of AI-driven ERM adoption in Murang’a County Government, ahead of technological infrastructure, technical human resource capacity, and regulatory frameworks. However, persistent budgetary delays alongside strong leadership commitment indicate that this support is not yet fully institutionalized. The study concludes that sustainable AI-driven ERM adoption in devolved government depends less on technology availability than on embedding leadership commitment within structured, adequately funded organizational systems.

6. RECOMMENDATIONS

Based on these findings, Murang’a County Government should embed AI-related ERM activities into departmental budgets and strategic plans, establish a structured change-management framework led by a designated AI/ERM governance champion, and monitor the translation of digital-transformation goals into funded projects. Other Kenyan County governments should similarly prioritize organizational readiness, particularly leadership commitment and predictable resourcing, alongside technological investment.

Acknowledgement

The authors thank the management and staff of Murang’a County Government, particularly the records management and ICT officers who participated in this study, for their time and candor during data collection.

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