Relationship Between Process Transformation and Employee Performance in County Governments in Kenya

Jane Chepkemoi[1], Hellen W. Sang[2], Pius Chumba[3], Alfred Bett[4*]

[1]*Ph.D. Student, Department of Marketing, Management Science, Tourism and Hospitality, School of Business and Economics, University of Kabianga, Kenya*

[2,4]*Senior Lecturer, Department of Marketing, Management Science, Tourism and Hospitality, School of Business and Economics, University of Kabianga, Kenya*

[3]*Lecturer, Department of Marketing, Management Science, Tourism and Hospitality, School of Business and Economics, University of Kabianga, Kenya*

Abstract: **County Governments in Kenya were established to enhance service delivery, facilitate local development, and ensure equitable distribution of resources. However, persistent concerns over low employee performance in some counties have raised questions about the effectiveness of internal transformation efforts, particularly process transformation. This study examined the relationship between process transformation and employee performance in County Governments in Kenya. Grounded in the Theory of Innovation, the study employed a cross-sectional and correlational research design to collect and analyze quantitative data. The target population comprised 470 members of the County Executive Committees (CECs) across the 47 County Governments. A stratified random sampling technique was used to select a representative sample of 216 CEC members. Data were collected through a structured questionnaire with closed-ended questions, ensuring consistency and ease of analysis. The instrument's validity was confirmed through expert review, while reliability was established through a pilot study involving 22 CEC members, yielding a Cronbach's alpha coefficient of 0.747, which surpassed the acceptable threshold of 0.7. Descriptive statistics (mean and standard deviation) were used to summarize the data, while inferential statistics—including simple linear regression and structured moderated multiple regression—were employed to test the hypotheses. The findings revealed a statistically significant positive relationship between process transformation and employee performance ($\beta = 0.518$, $p < 0.05$), indicating that a one-unit increase in process transformation is associated with a 51.8% improvement in employee performance. The study concludes that effective process transformation contributes significantly to enhancing employee productivity and the overall success of public service delivery in County Governments. It recommends that County Governments institutionalize regular assessments of their internal processes to ensure they remain adaptive, efficient, and aligned with performance goals.**

Keywords: **Process Transformation, Employee Performance, Theory of Innovation, Cross-Sectional Design, Correlational Research Design, Kenya.**

1. Introduction

Process transformation has become a strategic imperative for organizations worldwide, playing a central role in modernizing operations, improving performance, and adapting to technological disruptions. It involves redesigning business processes to align with technological advancements and changing organizational needs (Boateng, Odoom, & Kolog, 2020). In both public and private sectors, effective process transformation can streamline workflows, eliminate redundancies, and enable institutions to respond more agilely to stakeholder demands. For public sector organizations such as County Governments in Kenya, process transformation is increasingly viewed as a key enabler for enhanced governance and employee productivity.

Globally, process transformation has revolutionized how institutions operate by embedding digital technologies such as automation, artificial intelligence, and cloud computing into routine functions. In developed nations like United States, Germany, and Japan, these innovations have enhanced employee efficiency, improved decision-making, and contributed to institutional agility (Walwei, 2016; He, Huang, Choi, & Bilgihan, 2021). The adoption of digitized performance management systems in these regions enables real-time monitoring, feedback loops, and streamlined processes that collectively enhance employee output.

In Europe, nations such as Germany and Portugal have focused on integrating technology with business processes and human resource development. Ferreira, Moreira, and Seruca (2017) argue that agile business process designs coupled with training and inclusive systems lead to better adaptability and performance among employees. These efforts reflect a strategic recognition of the link between transformed processes and human capital effectiveness. Further, Schwertner (2017) emphasizes that digital transformation in any setting must address not only technological integration but also organizational culture, employee resistance, and data security. Countries that have successfully transformed their public and private sector institutions have done so by ensuring alignment

*Corresponding author: bettksam@gmail.com

between technology, people, and processes.

In Africa, the adoption of process transformation particularly in the public sector has largely been driven by the urgent need to enhance service delivery and operational efficiency. South Africa provides an illustrative example where digital tools have significantly impacted sectors like banking and telecommunications, resulting in improved labor productivity and innovation (Gaglio, Kraemer-Mbula, & Lorenz, 2022). Meanwhile, Nigeria and Ghana have undertaken incremental reforms in digitizing human resource management systems, leading to improved recruitment, employee engagement, and transparency (Nuhammed et al., 2021; Nzenwata, 2019). However, the success of process transformation in these African contexts often hinges on two critical elements: leadership commitment and continuous employee training. Without adequate capacity-building initiatives, digital tools risk becoming underutilized or misapplied. As such, regional studies underscore the importance of not only adopting digital technologies but also fostering organizational readiness and employee alignment with transformation goals. Rachinger et al. (2018) and Stalmachova et al. (2021) reinforce that employee capabilities and organizational culture play a pivotal role in realizing the potential of digital transformation.

In Kenya, the establishment of County Governments through devolution brought with it a new layer of administrative structures tasked with delivering services more effectively at the grassroots level. These County Governments have since embarked on several process transformation initiatives—including digital human resource systems, automated workflows, and performance tracking tools—with varying levels of success (Biouaraine & Ridoini, 2024). Despite these efforts, reports indicate that many counties are struggling with inefficiencies, duplication of efforts, and misaligned workflows. Infotrak (2020) reports a 9.4% decline in County Government performance ratings between 2015 and 2020; a trend attributed to poor process coordination, limited digital skills, and unclear performance expectations. These shortcomings affect employee motivation, service delivery, and ultimately, public trust.

Maitai and Ngari (2019) note that even though counties are investing in organizational transformation, the lack of employee readiness and limited institutional frameworks have hindered successful implementation. There remains a significant gap in understanding how process transformation impacts employee-level outcomes such as productivity, satisfaction, and accountability.

Process Transformation in this study refers to the deliberate redesign and digitalization of operational workflows to enhance organizational efficiency and service outcomes. It includes the automation of tasks, the use of data-driven decision-making systems, and the adoption of performance monitoring tools. Effective process transformation focuses on optimizing both technical and human components of service delivery (Schwertner, 2017; Boateng et al., 2020).

Employee Performance, on the other hand, encompasses measurable work outcomes such as task quality, task quantity, timeliness, and customer satisfaction. According to Islami,

Mulolli, and Mustafa (2018), high-performing employees consistently meet performance targets, adapt to changes, and contribute to organizational goals. Ogunbiyi and Oladokun (2022) emphasize the role of structured performance management systems in ensuring accountability and continuous improvement. Van-Triest, Kloosterman, and Groen (2023) suggest that integrating employee feedback, coaching, and capacity development within performance systems significantly boosts output.Braglia et al. (2021) caution against over-reliance on quantity-based performance indicators, urging organizations to also measure quality, innovation, and employee engagement. Similarly, Li et al. (2019) and Munyambu (2021) argue that when employees have access to the right tools, clear processes, and ongoing support, their ability to deliver timely and satisfactory services increases significantly.

A. Statement of the Problem

The establishment of County Governments in Kenya was intended to decentralize service delivery and bring governance closer to the people. However, despite numerous reforms and investments in organizational transformation, county performance has shown a worrying decline. Infotrak (2020) reveals a 9.4% drop in overall performance ratings over five years. This decline is linked to inefficient processes, low employee morale, and inconsistent service quality. While global studies affirm that process transformation can improve employee performance and organizational outcomes, there is a lack of localized empirical evidence in the Kenyan context—particularly within County Governments. Existing literature seldom explores the direct link between process redesign, digital adoption, and employee performance metrics such as productivity, timeliness, and service satisfaction. This knowledge gap hampers the formulation of evidence-based strategies needed to revitalize performance in Kenya's devolved units.

This study aims to examine the influence of process transformation on employee performance within County Governments in Kenya. Specifically, it seeks to assess how digitalization, workflow redesign, and operational alignment affect task efficiency, service delivery quality, and employee engagement. By addressing this critical gap in both academic research and policy discourse, the study intends to contribute actionable insights towards strengthening public sector performance in Kenya's devolved governance system.

2. Literature Review

A. Theoretical Review

The Theory of Innovation, proposed by Schumpeter (1939), emphasizes innovation as the cornerstone of economic development. Schumpeter posited that economic growth arises from "creative destruction," whereby outdated processes are replaced by innovative ones—including new products, markets, and organizational methods. Innovation, in his view, is not limited to technological advancements but encompasses transformative processes that improve productivity and

performance across sectors. Schumpeter (1967) later reinforced this theory by linking innovation to technological change, arguing that modernization of systems and processes leads to structural economic transformation. Hilbert (2020) added that this evolution unfolds in waves—from transforming materials to energy and now information—highlighting how modern economies increasingly rely on digital innovations to drive growth.

More recently, Bodrožić and Adler (2022) underscored how global crises such as the 2008 financial collapse and the COVID-19 pandemic exposed institutional vulnerabilities, accelerating the need for macro-level innovations. These shocks validated the relevance of a "macro-Schumpeterian" approach, where process transformation becomes essential in enhancing institutional resilience and performance.

In County Governments, process transformation represents innovation in public administration. Such transformation requires not only investment in digital infrastructure and policy support but also training employees to adapt to new tools and workflows (Bodrožić & Adler, 2022). This aligns with Schumpeter's premise that innovation fosters new capabilities and enhances output. Thus, Schumpeter's theory provides a solid foundation for understanding how process transformation contributes to improved employee performance. As County Governments digitize and streamline internal processes, they embody Schumpeterian innovation driving public sector efficiency, agility, and sustainable performance outcomes.

B. Process Transformation and Employee Performance

Process transformation is a critical component of broader organizational transformation initiatives aimed at enhancing process visibility, reducing costs, and improving operational efficiency. Abhari, Ostroff, Barcellos, and Williams (2021) highlight that successful organizational transformation necessitates the improvement and digitization of business processes, ensuring they align harmoniously with organizational goals, culture, and values. A comprehensive approach to organizational transformation involves not only technological advancements but also consideration of employee perspectives. Establishing organizational transformation co-governance, enhancing employee experience, and fostering a digital culture are essential elements for ensuring that transformation efforts are embraced throughout the organization.

Martínez-Morán, Urgoiti, and Díez (2021) emphasize that different processes leverage various digital tools tailored to their unique needs. For instance, while many Spanish corporations effectively utilized digital tools for talent acquisition, they lagged in applying similar innovations to talent development and training processes. This disparity has resulted in challenges related to talent retention, underscoring the need for a holistic approach to organizational transformation that includes all aspects of the employee lifecycle.

Moreover, Rachinger, Rauter, Müller, Vorraber, and Schirgi (2018) explored the impact of digitalization on business model innovation, revealing that the nature of business model changes varies significantly across industries. In their analysis of the automotive and media industries, the authors noted that employee competencies and organizational capabilities heavily influence the effectiveness of organizational transformation initiatives. Therefore, any business model transformation must account for these competencies to ensure sustainable and effective organizational transformation.

Furthermore, as articulated by Bocken, Short, Ran, and Evans (2014), business model innovation can serve as a pathway to sustainability. Innovations aimed at sustainable development focus on enhancing material efficiency, utilizing renewable energy, and minimizing waste, thereby benefiting society while promoting environmental sustainability. By integrating these principles into process transformation, organizations can not only achieve operational efficiencies but also align their strategies with broader sustainability goals, ultimately contributing to long-term organizational success.

Stalmachova, Chinoracky, and Strenitzerova (2021) emphasize that business model transformation is a pivotal element of digital transformation, necessitating a comprehensive overhaul of business activities and processes to effectively adopt digital technologies. In Slovakia, the COVID-19 pandemic acted as a catalyst for organizational transformation within the financial sector, prompting significant changes to daily operations and activities. This business model transformation has led to enhanced long-term sustainability and resilience in the financial sector, equipping it to navigate similar emerging challenges in the future.

An extensive review of the literature suggests that business model changes can also stem from broader organizational shifts rather than solely from digital transformation initiatives (Appelbaum, Profka, Depta, & Petrynski, 2018). Chen, Lin, Chao, and Pandia (2021) further assert that digital transformation is crucial not only for governments, which play both active and passive roles in fostering a digital ecosystem, but also for implementing digital training, promoting mobile or digital payment systems, and building robust digital platforms for small service businesses.

In Spain, Martínez-Morán, Urgoiti, and Díez (2021) evaluated talent management processes in the context of digital transformation. Their findings revealed that digital advancements have significantly enhanced organizational agility in decision-making within a competitive talent market. The study utilized empirical literature to analyze the employee life cycle—including talent attraction, acquisition, development, training, and evaluation—across national and multinational corporations. Notably, while the use of digital tools in talent acquisition has increased, the application of these tools in training and development remains limited, highlighting a gap that organizations must address.To ensure high performance and efficiency across all talent processes, digital transformation must encompass every stage of the employee lifecycle. The current study adopted a survey approach targeting all County Governments, rather than relying on a case study methodology, to provide a broader understanding of these dynamics.

Schwertner (2017) used synthesis of literature review to

examine digital transformation by focusing on the integration of technology into all aspects of business processes. Key technologies include cloud computing, big data analytics, mobile platforms, and social media. The successful implementation of digital transformation also necessitates a cultural shift within organizations. Changes in process technology have led to improvements in revenue collection, infrastructure development, and market analysis, thereby enhancing overall organizational performance. However, challenges persist, including issues related to digital control, integration with existing IT systems, and data security concerns. This current study explored the applications of reusable technology, shared information systems, and process re-engineering within County Governments, aiming to identify best practices and address existing barriers to effective digital transformation.

Stalmachova, Chinoracky, and Strenitzerova (2021) examined changes in business models caused by digital transformation and Covid-19 pandemic as well as their measures in Slovakia. Due to COVID-19 pandemic, daily business activities and models are dynamic since majority are undergoing digital transformation. The study aims at identifying the business model transformation done by selected companies to enable digital transformation during Covid-19 pandemic. A case study of UniCredit Bank which is a financial sector company was used in the study. The bank managers and employees of the bank in Bratislava, Slovakia provided primary data. Secondary data were obtained from articles and bank's annual reports. In order to measure the new activities and elements of the business model as a result of Covid-19, a balance scorecard was adopted. The findings indicated that digital transformation changed the functioning of the selected company. Therefore, the study concluded that the companies that considered their own digitalization contributed to long-term sustainability of the bank. The current study examined business model transformation in relation to public sector, that is, the County Governments in Kenya.

Business model change was investigated by Appelbaum, Profka, Depta, and Petrynski (2018) on the organizational success of the business. The study aimed at establishing organizational changes especially in business model transformation on motivation of corporate employees and performance. A managerial framework on organizational change was applied as well as assessment methods of the firms based on literature from 1940 to 2016. The study findings indicated that individual behavioural reactions had positive impact on employee perception to changes. However, the business model transformation was not directly linked with digital transformation rather it was focused on organization change. The current study addressed digital transformation in the County Governments. In order to address organizational transformation, primary data was used rather than synthesis of literature.

Rachinger, Rauter, Müller, Vorraber, and Schirgi (2018) did a study that investigated the digitalization as well as the influence of digitalization on business model innovation. An increase in digitalization has changed business activities leading to business model transformation enabling collaboration between firms, new products and services as well as changes in the relationship between customers and employees. Therefore, the study aimed at examining the issue associated with digitalization and business model transformation. A qualitative empirical data collected from media and automotive industry was collected. The two industries were used as comparative study.

Findings revealed that digitalization was a crucial aspect in both the industries where business model innovation weas available to assist in organizational transformation. However, employee competencies and organization capability were impediment to business model innovation affecting the digitalization process in both the industries. However, the business model innovation in both industries were different based on the domains of the businesses. The current study aims at addressing the process tranformation in different context of County Government approach. The business model transformation was also examined on the performance of the County Governments.

A literature and practical review conducted by Bocken, Short, Ran, and Evans (2014) aimed to develop sustainable business model archetypes. This was to address the current industrial sustainability issues that require firms to conduct corporate social responsibility, eco-efficiency and eco-innovations. A sustainable business model integrates stakeholders' interest to improve social and environmental sustainability. Synthesis of literature that focused on business model innovation and sustainability were used. The results indicated that sustainable business model archetypes are developed to build up business model for sustainability. The business model archetype repurpose the business for society and environment, encourage sufficiency, adopt stewardship role, deliver functionality rather than ownership, substitute with renewable and natural process, create value from waste and maximize material and energy efficiency. The model discussed in this study related to development of sustainable business model innovation. The context of current study relates to business model transformation to enable organizational transformation rather than sustainability. There is need to also examine digital transformation which is a means to achieve sustainability in business models.

Information technology capability was investigated by Nwankpa and Roumani (2016) in relation to digital transformation. New digital technologies and capabilities has created ripples in business environment which require organizational transformation to covert innovation to firms' performance. The study examined the mediating role of digital transformation in the association between information technology capabilities and performance of the organization using resource based-view theoretical framework. Empirial review of literatures from US companies with information technology capabilities were used in the study. Digital transformation was found to positively affect innovation and firm performance while innovation was found to have positive influence on performance of the firm. The current study examined organizational transformation on performance.

C. Identification of Knowledge Gap

In order to explore process transformation and employee performance, several literature were examined (Martínez-Morán, Urgoiti, & Díez, 2021; Schwertner, 2017; Stalmachova, Chinoracky, & Strenitzerova, 2021; Appelbaum, *et al.,* 2018; Rachinger *et al.,* 2018; Bocken *et al.,* 2014; and, Nwankpa and Roumani, 2016). This literature indicated that few studies were done in Kenya on process transformation. For instant, a case study of Spanish corporation was used in a study by Martínez-Morán, Urgoiti, and Díez (2021), the current study adopted a survey of County Governments in Kenya.

Schwertner's (2017) main focus was integration of technology in business process. The current study focused on reusable technology, share information technology and process reengineering. Stalmachova, Chinoracky, and Strenitzerova (2021) in their study of business model transformation was assessed in Slovakian banking sector rather than government. The current study was conducted in County Governments where business model transformation was part of organizational transformation. Appelbaum, Profka, Depta, and Petrynski (2018) which focused on business model change in organizational change rather than business model transformation in relation to digital transformation. In another study by Rachinger, Rauter, Müller, Vorraber, and Schirgi (2018) which focused on media and automobile industry examined business model innovation rather than business model tranformation in relation to digitalization. The study examined organizational transformation on performance of County Governments.

Bocken, Short, Ran, and Evans (2014) examined business model innovation in the context of developing sustainable business process and creation of competitive advantage. The study also used literature review, whereas the current study focused on structural transformation as an indicator of organizational transformation in the County Governments. Nwankpa and Roumani (2016) examined digital transformation as a mediator while the current study tested direct relationship between organizational transformation and employee performance.

3. Research Methodology

The study adopted a positivist research philosophy, employing both cross-sectional and correlational research designs. Conducted in Kenya, it targeted all 47 County Governments, specifically focusing on 470 County Executive Committee (CEC) members who are actively involved in strategic decision-making processes related to process transformation and employee performance. A sample size of 216 CECs was selected using stratified random sampling to ensure representation from various County Government departments. The actual sample was drawn from 22 counties. Primary data was collected using a structured questionnaire. To ensure high construct validity, the questionnaire items were reviewed by academic supervisors and subject-matter experts based on the study's conceptual framework. A pilot study involving 22 CECs—excluded from the main sample—was conducted to assess the reliability of the instrument. The Cronbach's alpha value obtained was 0.758, which exceeded the acceptable threshold of 0.7, indicating that the tool was reliable. Both individual constructs and the overall instrument met the reliability standard. Descriptive statistics, specifically mean and standard deviation, were used to summarize the collected data. To test the study's hypothesis, inferential statistical methods were applied, notably simple linear regression analysis, which helped determine the relationship between process transformation initiatives and employee performance within the County Governments.

4. Results and Discussions

A. Process Transformation

The process transformation was evaluated using the mean and standard deviation of process transformation was presented in Table 1.

Table 1 shows that 155(71.8%) of the respondents agreed that the County Government had digitalized financial transactions and revenue collection. The mean of 3.9306 and standard deviation of 0.71234 implied that financial transactions and revenue collection had been digitalized in County Governments across Kenya.The results showed that 158(73.2%) of the respondents agreed that the County Government had implemented e-construction and electronic submission of building plans to enable efficiency in development control. The mean of 3.8519 and standard deviation of 0.68102 implied that e-construction and submission of building plans were implemented in the County Government.

Table 1
Process transformation

	SD	D	N	A	SA	Mean	Std. Deviation
The County Government has adopted reusable technology for long term sustainability.	0(0.0%)	3(1.4%)	28(13.0%)	168(77.8%)	17(7.9%)	3.9213	.50882
The County Government acquires desired digital innovation that increases efficiency, effectiveness and transparency.	1(0.5%)	7(3.2%)	28(13.0%)	87(40.3%)	93(43.1%)	4.2222	.82781
The County Government has shared information technology across the department to improve communication.	0(0.0%)	7(3.2%)	35(16.2%)	151(69.9%)	23(10.6%)	3.8796	.62084
The County Government has adopted information sharing across departments and management levels.	2(0.9%)	6(2.8%)	20(9.3%)	156(72.2%)	32(14.8%)	3.9722	.66063
The County Government has established change in process to fit the adopted digital technology.	1(0.5%)	6(2.8%)	27(12.5%)	169(78.2%)	13(6.0%)	3.8657	.56694
The County Government has simplified the process to enable digitalization of processes to be effective and efficient.	0(0.0%)	8(3.7%)	17(7.8%)	177(81.9%)	14(6.5%)	3.9120	.53409
Aggregate						**3.9622**	**.42770**

The findings further indicated that 164(76.0%) of the respondents agreed that there was automation of service delivery processes in County Governments. The mean of 3.9306 and standard deviation of 0.63529 showed that there was automation of most service delivery processes and this had enhanced process transformation in the County Governments. Additionally, 145(67.1%) of the respondents agreed that the County Government had implemented online platforms for public participation and feedback. This had a mean of 3.8148 and standard deviation of 0.79515, which implied that online platforms had been implemented to enhance participation and accountability.

The study further revealed that 149(69.0%) of the respondents agreed that the County Government had implemented automation in the procurement process. This was supported by the mean of 3.7870 and standard deviation of 0.79056, implying that automation was adopted in procurement processes in County Governments. An aggregate mean of 3.8629 and standard deviation of 0.52867 showed that there was significant implementation of digital processes in County Governments across Kenya. This enhanced process transformation and improved efficiency in service delivery.

B. Employee Performance

The results in Table 2 highlight the perceptions of respondents regarding employee performance in the County Government, analyzed using frequency, percentage frequency, mean, and standard deviation.

The overall results revealed a high aggregate mean of 3.9923 with a standard deviation of 0.41227, signifying strong employee performance across County Governments. A significant majority of respondents—167 individuals (77.3%)—agreed that advancements in technology had positively influenced the quality of employees' tasks. This view is supported by a mean score of 3.9352 and a standard deviation of 0.59099, suggesting a consistent perception of improved task quality due to technological integration.

Concerning internal collaboration, 109 respondents (50.5%) agreed and an additional 74 (34.3%) strongly agreed that the effectiveness of collaboration among employees had improved.

This is reflected in a notably high mean of 4.1806 and a standard deviation of 0.70861, highlighting the County Government's commitment to fostering strong internal coordination. Increased task output as a result of digital technology adoption was acknowledged by 148 respondents (68.5%) who agreed and 37 (17.1%) who strongly agreed. This is illustrated by a mean score of 3.9954 and a standard deviation of 0.64338, indicating that digital innovations have enhanced employees' productivity.

Moreover, 148 respondents (68.5%) agreed that service delivery efficiency had improved through the use of modern technology. The corresponding mean of 4.0324 and standard deviation of 0.59757 point to widespread recognition of efficiency gains. In terms of public satisfaction, 160 respondents (74.1%) agreed that citizens had shared positive feedback about the County's service delivery. A mean of 3.9074 and standard deviation of 0.58726 support this observation. Lastly, 171 respondents (79.2%) noted improvements in the timeliness of services, with a mean of 3.9028 and standard deviation of 0.58253, confirming a sustained focus on timely service provision.

H0: There is no statistically significant relationship between process transformation and employee performance in County Governments in Kenya.

The relationship between process transformation (X_1) and employee performance (Y) in County Governments in Kenya was analyzed using simple linear regression. The results provide a clear indication of the strength and significance of this relationship, as outlined in the regression tables.

The model summary in Table 3 revealed that the correlation coefficient (R = 0.538) suggests a moderate positive relationship between process transformation and employee performance. This implies that as process transformation initiatives improve, there is a corresponding increase in employee performance. Additionally, the R Square value of 0.289 indicates that 28.9% of the variance in employee performance is explained by process transformation. After accounting for potential adjustments, the Adjusted R Square value is 0.286, showing the model's robustness and validity in explaining the relationship. The standard error of the estimate

Table 2
Employee performance

	SD	D	N	A	SA	Mean	Std. Deviation
The County Government has improved the quality of employees' tasks through improvement in technology.	0(0.0%)	9(4.2%)	18(8.3%)	167(77.3%)	22(10.2%)	3.9352	.59099
The County Government has improved effectiveness in internal collaboration between employees.	1(0.5%)	0(0.0%)	32(14.8%)	109(50.5%)	74(34.3%)	4.1806	.70861
Adoption of digital technology in the county government has increased the quantity of tasks done.	0(0.0%)	7(3.2%)	24(11.1%)	148(68.5%)	37(17.1%)	3.9954	.64338
The County Government has enhanced the efficiency of service delivery through technology advancement.	0(0.0%)	7(3.2%)	24(11.1%)	148(68.5%)	37(17.1%)	4.0324	.59757
The County Government has received positive comments from the citizens that they are satisfied with the service delivery.	1(0.5%)	4(1.9%)	30(13.9%)	160(74.1%)	21(9.7%)	3.9074	.58726
The County Government has improved the timeliness in service delivery.	0(0.0%)	10(4.6%)	18(8.3%)	171(79.2%)	17(7.9%)	3.9028	.58253

Table 3
Model summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.538[a]	.289	.286	.34843

a. Predictors: (Constant), X_1

Table 4
ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	10.562	1	10.562	86.997	.000[b]
	Residual	25.981	214	.121		
	Total	**36.543**	**215**			

a. Dependent Variable: Y
b. Predictors: (Constant), X_1

Table 5
Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.939	.221		8.758	.000
	X_1	.518	.056	.538	9.327	.000

a. Dependent Variable: Y

(0.34843) indicates that the observed values deviate from the predicted values by an average of 0.34843 units, which is within an acceptable range for this study.

The ANOVA results in Table 4 further confirm the significance of the regression model. The F-statistic (86.997) is significant at p = 0.000, well below the 0.05 threshold. This demonstrates that the regression model as a whole is statistically significant and that process transformation has a meaningful effect on employee performance. The low p-value supports the rejection of the null hypothesis (H_0), indicating that the observed relationship between the two variables is not due to random chance.

The coefficients in Table 5 provide additional insights into the nature of this relationship. The constant (B = 1.939, p = 0.000) shows that even in the absence of process transformation, the baseline level of employee performance is 1.939 units. The slope coefficient (B = 0.518, p = 0.000) indicates that for every one-unit increase in process transformation, employee performance improves by 0.518 units on average. The standardized coefficient (Beta = 0.538) underscores the strength of this relationship, showing that a one-standard-deviation increase in process transformation leads to a 0.538 standard deviation increase in employee performance. The corresponding t-value (9.327) and significance level (p = 0.000) confirm the statistical reliability of this predictor.

From these results, the regression equation is derived as follows:

$$Y = 1.939 + 0.518X_3$$

This equation implies that for every additional unit of process transformation (X_1), employee performance (Y) increases by 0.518 units. The baseline employee performance level, even in the absence of process transformation, is 1.939 units.

The analysis demonstrates a statistically significant positive relationship between process transformation and employee performance in County Governments in Kenya. The findings strongly support rejecting the null hypothesis (H_0), confirming that process transformation is a critical driver of improved employee performance. These results emphasize the importance of implementing effective process transformation initiatives to enhance organizational performance and achieve strategic goals.

These results concur with other results showing that process transformation is an essential driver of improved employee performance. These findings align with Abhari*et al.,* (2021), who highlight that successful organizational transformation requires the digitization and improvement of business processes to ensure alignment with organizational goals, culture, and values. In the context of County Governments, the findings highlight the critical importance of streamlining and automating processes to enhance operational efficiency and achieve strategic objectives, similar to the broader organizational transformation efforts outlined in the literature.

Martínez-Morán*et al.,* (2021) provide additional context by discussing how digital tools can be applied differently across various business processes, such as talent acquisition versus talent development. The disparity observed in Spanish corporations, where digital tools are underutilized in training and development, mirrors a potential challenge in public sector organizations like County Governments. Although process transformation is crucial, ensuring that digital tools are applied consistently across all stages, including training, is vital for sustaining performance improvements. This highlights the need for a holistic approach to process transformation in the public sector, ensuring that all processes are digitally enabled and aligned to foster employee development and performance.

Rachinger*et al.,* (2018) emphasize the role of digitalization in business model innovation, where employee competencies and organizational capabilities are essential for the success of these transformations. This resonates with the current study's findings, which suggest that for process transformation to lead to improved employee performance, County Governments must invest in the digital capabilities of both their employees and their systems. By focusing on enhancing these competencies, County Governments can more effectively implement process changes that optimize performance. However, the study also indicates that employee readiness and organizational infrastructure must be sufficiently developed to support these transformations, as highlighted by Rachinger*et al.*'s findings.

Furthermore, Bocken*et al.,* (2014) discuss the concept of sustainable business models, which integrate process transformation with broader sustainability goals. While the current study focuses on performance outcomes in the public sector, Bocken*et al.*'s perspective suggests that process transformation in County Governments should not only aim at

improving efficiency but also consider environmental and social sustainability. Incorporating these elements into the process transformation efforts could lead to long-term organizational success and enhanced employee performance, aligning with global trends that increasingly emphasize sustainability in organizational change. The study, therefore, opens the door for future research to explore how process transformation can be aligned with sustainability initiatives within the public sector.

5. Conclusions and Recommendations

A. Summary Results

The study highlights that process transformation has significantly improved employee performance in County Governments by enhancing transparency, efficiency, and service delivery. The integration of shared digital systems across departments has strengthened communication and operational collaboration, while the adoption of reusable technology has ensured long-term sustainability. The establishment of streamlined workflows and adaptable digital processes has further optimized service delivery. Statistical analysis confirms a strong and positive relationship between process transformation and employee performance, reinforcing its importance as a strategic driver for operational effectiveness and long-term organizational success.

B. Conclusions

The study establishes that process transformation is a key determinant of employee performance in County Governments. The adoption of reusable technology and digital innovations has enhanced efficiency, transparency, and overall service delivery. Improved communication and collaboration through shared information technology systems have further streamlined operations, while digital workflow integration has simplified processes. Statistical analysis confirms a significant positive relationship between process transformation and employee performance, highlighting the necessity of prioritizing digital process improvements to drive operational excellence and strengthen organizational effectiveness.

C. Recommendations

In order to improve process transformation in this objective, the County Governments should invest in advanced and sustainable digital technologies that align with operational needs. Efforts should focus on integrating information-sharing platforms across departments to improve communication and collaboration. Regular training programs should be implemented to equip employees with the necessary skills to optimize digital processes. Additionally, governments should continuously review and refine workflows to ensure compatibility with evolving digital systems, maintaining efficiency and effectiveness. Benchmarking best practices from other organizations and adopting innovative solutions will further enhance process transformation, ensuring long-term sustainability and improved service delivery.

References

[1] Abhari, K., Ostroff, C., Barcellos, B., & Williams, D. (2021). Co-Governance in Digital Transformation Initiative: The Roles of Digital Culture and Employee Experience. *Proceedings of the 54th Hawaii International Conference on System Sciences* (pp. 5801-5811). USA: San Diego State University.

[2] Appelbaum, S., Profka, E., Depta, A., & Petrynski, B. (2018). Impact of Business Model Change on Organizational Success. *Industry and Training Training*, 50(2), 41-54.

[3] Biouaraine, H., & Ridoini, N. (2024). The Role of Human Resources in Digital Transformation and Organizational Change Management. *International Journal of Economic Studies and Management*, 4(5), 1269-1293.

[4] Boateng, R., Odoom, R., & Kolog, E. (2020). Digital transformation process and the capability and capacity implications for small and medium enterprises. *International Journal of Selection and Assessment*, 10(2), 26-44.

[5] Bocken, N., Short, S., Ran, P., & Evans, S. (2014). A literature and practice review to develop sustainable business model archetypes. *Journal of Cleaner Production*, 65(2014), 42-46.

[6] Bodrožić, Z., & Adler, P. (2022). Alternative Futures for the Digital Transformation: A Macro-Level Schumpeterian Perspective. *Organization Science*, 33(1), 105-125.

[7] Braglia, M., Castellano, D., Frosolini, M., Gallo, M., & Marrazzini, L. (2021). Revised overall labour effectiveness. *International Journal of Productivity and Performance Management*, 70(6), 1317-1335.

[8] Chen, C., Lin, Y., Chao, C., & Pandia, H. (2021). Role of Government to Enhance Digital Transformation in Small Service Business. *SUstainability*, 13(1028), 1-24.

[9] Ferreira, M., Moreira, F., & Seruca, I. (2017). Organizational Training within Digital Transformation: The Training of Organizational Workers Model. *Proceedings of the 19th International Conference on Enterprise Information Systems (ICEIS)* (pp. 526-532). Portugal: Science and Technology Publications.

[10] Gaglio, C., Kraemer-Mbula, E., & Lorenz, E. (2022). The effects of digital transformation on innovation and productivity: Firm-level evidence of South Africa manufacturing micro and small enterprises. *Technological Forecasting & Social Change*, 182(121785).

[11] He, Z., Huang, H., Choi, H., & Bilgihan, A. (2021). Building Organizational Resilience with Digital Transformation. *Journal of Service Management*, 1-25.

[12] Hilbert, M. (2020). Digital technology and social change: the digital transformation of society from a historical perspective. *Dialogues in Clinical Neuroscience*, 22(2), 189-194.

[13] Infotrak. (2020). *CountyTrak Top League Performers.* Nairobi, Kenya: Infotrak.

[14] Islami, X., Mulolli, E., & Mustafa, N. (2018). Using Management by Objectives as a performance appraisal tool for employee satisfaction. *Future Business Journal*, 4(1), 94-108.

[15] Maitai, R., & Ngari, C. (2019). Effect of Training on Employee Performance in the County Governments in Kenya: A Case of Laikipia County. *International Journal of Human Resources and Procurement*, 8(7), 1-21.

[16] Martínez-Morán, P., Urgoiti, J., & Díez, F. (2021). The Digital Transformation of the Talent Management Process: A Spanish Business Case. *Sustainability*, 13(2264), 1-16.

[17] Munyambu, A. (2021). *Influence of extrinsic motivation on employee performance in public institutions: a case study of Kenya Broadcasting Corporation.* Nairobi: Doctoral dissertation, Strathmore University.

[18] Nuhammed, S., Mihammed, F., Baballe, S., & Jimoh, M. (2021). Human Resource Digitization and Employee Performance of Deposit Money Banks in Bauchi State, Nigeria. *The Strategic Journal of Business & Change Management*, 8(2), 115-125.

[19] Nwankpa, J., & Roumani, Y. (2016). IT Capability and Digital Transformation: A Firm Performance Perspective. *Thirty Seventh International Conference on Information Systems* (pp. 1-16). Dublin: AIS Electronic Library.

[20] Nzenwata, B. (2019). Digital Transformation a Panacea to Workforce Low Productivity. *International Journal of Scientific and Research Publications*, 9(9), 466-472.

[21] Ogunbiyi, J., & Oladokun, T. (2022). Key performance indicators in real estate professional business in Lagos, Nigeria. *Journal of General Management*, 1-33.

[22] Rachinger, M., Rauter, R., Müller, C., Vorraber, W., & Schirgi, E. (2018). Digitalization and its Influence on Business Model Innovation. *Journal of Manufacturing Technology Management*, 30(8), 1143-1160.

[23] Schumpeter, J. (1939). *Business Cycles: A Theoretical, Historical and Statistical Analysis of the Capitalist Process.* New York, NY: McGraw-Hill.

[24] Schwertner, K. (2017). Digital Transformation of Business. *Trakia Journal of Sciences*, 15(1), 388-393.

[25] Stalmachova, K., Chinoracky, R., & Strenitzerova, M. (2021). Changes in Business Models Caused by Digital Transformation and the COVID-19 Pandemic and Possibilities of Their Measurement: Case Study. *Sustainability*, 14(127), 1-27.

[26] Van-Triest, S., Kloosterman, H., & Groen, B. A. (2023). Under which circumstances are enabling control and control extensiveness related to employee performance? *Management Accounting Research*, 100831, 1-14.

[27] Walwei, U. (2016). Digitalization and structural labour market problems: The case of Germany. *ILO Research Paper No. 17*, 1-46.