





































The scope of the study was UNITEL Kenya Limited performance which the researcher focused only on the UNITEL staff on which the performance of the organization relied on. The study was based on the theories on Technological Theory Model (TAM), Innovation Diffusion Theory (IDT) and Information Systems Success Model (ISSM) in which they address the importance and acceptance of the ICT in the organizations and the impact of ICT on the general performance of the organization.

It is from the empirical literature review from various researchers that were discussed and analyzed the effect of the following independent variables; Human resource development on ICT skills and competency, ICT policy, financial Management and organization working culture on the performance of telecommunication service providers, where the researcher established the gaps from these reviews

## References

- Azhar, K (2003), *Business Policy and Strategic Management*, New Delhi, Tata.
- Bose, R. and Luo, X. (2011). *Integrative framework for assessing firms' potential to undertake Green IT initiatives via virtualization – A theoretical perspective*. Journal of Strategic Information Systems, 20, 38-54.
- Boxall, Ang and Bartram, 2011 *Analyzing the 'Black Box' of HRM: Uncovering HR Goals, Mediators, and Outcomes in a Standardized Service Environment* Volume48, Issue7 November 2011Pages 1504-1532.
- Chivee, L.L, Hamilton, B.A and Cowan, E. (2008). *Networking the Way to Success: Online Social Networks for Workplace and Competitive Advantage, People and Strategy*, New York, 31(4), 40,
- DeLone, W.H. and McLean, E.R. (2003). *The DeLone and McLean Model of Information system Success: A Ten-Year Update*, Journal of Management Information Systems. 19(4), 9-30.
- Henderson, A. and Bowley, R. (2010). *Authentic dialogue? The role of "friendship" in a social media recruitment campaign*. Journal of Communication Management, 14(3), 237-257
- HRmarketer.com (2005), *Looking for ways to Boost your company's Bottom-Line Results? Research shows big impact of positive*, PR Newswire
- Jimoh (2007). *Students' Attitude towards ICT in Nigeria Tertiary Institution*. *Education Focus*, 1(1), 73–79.
- Kelley, J. (2010). *Take your business networking to a new level*. *Cost Engineering*, 52(7), 5.

- Kim, A.J and Ko, E. (2011). *Do social media marketing activities enhance customer equity? An empirical study for luxury fashion brand*. Journal of Business Research, doi: 10.1016/j.jbusres.2011.10.014.0
- Mathur, K. (2009). “*Financial Analysis of the ICT Industry: A Regulatory Perspective*”. Journal of Infrastructure Development, 1, 17.
- McLean and Collins, (2011) *High-commitment HR practices, employee effort, and firm performance: Investigating the effects of HR practices across employee groups within professional services firms* Volume50, Issue3 May/June 2011 Pages 341-363.
- McGraw-Hill Performance-Based Management Special Interest Group (PBM SIG) (2001),*The performance Based Management Handbook: Establishing an Integrated Performance Measurement System*. U.S.A, Oak Ridge Associated Universities.
- Mohammed Elhazzam (2015) “*The Effect of ICT on Human Resources Management Practices*” *International Journal of Innovative Research in Engineering & Management (IJIREM)* ISSN: 2350–0557, Volume-2, Issue-3, May-2015.
- Mugenda and Mugenda, 2003,*Quantitative and Qualitative Approaches*. Nairobi, ACT Press.
- Nguyen, T.D. (2007). *Factors affecting the utilization of the internet by internationalizing firms in transition markets: Evidence from Vietnam*. Marketing intelligence & Planning, 25(4), 360-376.
- Ployhart and Moliterno, (2011). *The Effects of Staffing and Training on Firm Productivity and Profit Growth Before, During, and After the Great Recession*.
- Prof. V.V Apagu, Bala Adamu Wakili in their journal (2015) *Availability and Utilization of ICT Facilities for Teaching and Learning of Vocational and Technical Education* Volume-04, Issue-02, pp-113-118
- Saleem, I., Qureshi, M.Q., Mustafa, S., Anwer,F., & Hijazi,T. (2011). “*Role of Information and Communicational Technologies in Perceived Organizational Performance*”: *Empirical Evidence from Higher Education Sector of Pakistan*. IBA Business Review, 6(1), 81–95.
- Schein, E.H. (2004) 2nd ed, *Organizational Culture and Leadership*. San Francisco: Jossey-Bass.
- Wachira F.N (2010), *Improving the Management of Human Resources in the Public Service through application of Information and Communication Technologies (ICTs): The Africa Public Service Human Resource Management Network: Cotonou, Benin 12th -16th April, 2010*.
- Wang, Z. (2005). “*Organizational Effectiveness through Technology Innovation and HRM Strategies*”. International Journal of Manpower, 26(6), 481–487.
- Wang, J.F. (2009). *Building Social Networking Sites (SNS) on Open Source Platforms*. The Business Review, Cambridge, 13(2), 32-38.

Wright and McMahan, 2011) *Exploring human capital: putting 'human' back into strategic human resource management* Volume 21, Issue 2 April 2011 Pages 93-104.

Zwick (2003) *The Impact of ICT Investment on Establishment Productivity*. Volume 184 Issue 1, April 2003

© GSJ