

**CLOUD COMPUTING ADOPTION FRAMEWORK FOR KENYAN RESEARCH
INSTITUTIONS**

ASNATH KEMUNTO NYACHIRO

**A THESIS SUBMITTED TO INSTITUTE OF COMPUTING AND INFORMATICS
IN PARTIAL FULFILLMENT OF THE REQUIREMENT FOR AWARD OF A
DEGREE IN MASTERS OF IN INFORMATION TECHNOLOGY OF TECHNICAL
UNIVERSITY OF MOMBASA**

2023

DECLARATION

This thesis is my original work and has not been presented for award in any other University

Asnath Kemunto Nyachiro

Signed: -----

Dated: -----

MSIT/0011/2021

Approval

This thesis has been submitted with our approval as university supervisors:

Signed: -----

Dated: -----

Dr. Kennedy Ondimu

Signed: -----

Dated: -----

Dr. Gabriel Mafura

DEDICATION

To Mr & Mrs Nyachiro, for enabling me to understand the value of education I give special thanks and this work is for you.

ACKNOWLEDGEMENTS

It is to God all special thanks I give, having fought tough battles on my behalf. Because of this the work here is complete. I recognize the efforts of my Supervisors Dr. Kennedy Ondimu and Dr. Gabriel Mafura. Your continuous encouragement and support throughout the journey doing this work, is well appreciated. At every stage working and understanding the development of this thesis there was much I learnt as lessons that helped me keep the focus. I extend my humble appreciation to the Technical University of Mombasa specifically Institute of Computing and Informatics; special thanks to Dr. Mvurya Mgala; Dr. Fullgence Mwakondo; Dr. Kennedy Hadullo; and Dr. Anthony Luvanda. This research is possible thanks to you. I wish to extend to my colleagues at Technical University of Mombasa my appreciation for our collectively shared experiences and encouragements that motivated me to complete the work here. To my employer, Kenya Marine and Fisheries Research Institute (KMFRI); for providing a conducive environment and enabling me to undertake this course. Finally, my work colleagues your encouragement cannot be forgotten and played a part here too I appreciate. God bless you.

ABSTRACT

Cloud computing is viewed as a game-changer in the way information technology is provided since it allows computer resources like storage, processing capacity, network infrastructure, and applications to be offered as a service via the internet and serves as a potential alternative to traditional Enterprise resource Planning (ERP) systems. Most Kenyan research institutions are deficient in attributes such as efficiency and productivity, flexibility, information security and automatic software updates, remote access of information and cost reduction among others. Moreover, the Research Institutions are not sure on where to start in cloud adoption given the many questions on the existing status on cloud-based services. The research employed a survey design. A search of literature was carried out to analyze current adoption frameworks and establish the gap. The study employed purposive sampling with a sample size of twenty respondents. The data was analyzed using factor analysis method to establish the variables that loaded together on a particular factor. Homogeneity of Variance test was done using Bartlett's Test of Sphericity and Factor Rotation utilized to minimize the number of variables that have high loadings on each factor to simplify the interpretation of the factors/construct. The contribution of each construct was weighted and those with lower scores omitted. The constructs had sub-constructs that are also weighted, and the insignificant ones omitted. The Findings were that Vendor readiness had the highest score of .2941 while Internal Context, External Context and Technological contexts were found to have the same weight of .1961 hence combined into one. The construct with the least impact of .1177 was found to be organizational operations. An Adoption Framework for Cloud Computing (ASCC) was developed for Research Institutions in Kenya. The findings were beneficial to not only research institutions in Kenya but in the region as well.

TABLE OF CONTENT

DECLARATION	II
DEDICATION.....	III
ACKNOWLEDGEMENTS	IV
ABSTRACT	V
TABLE OF CONTENT	VI
LIST OF TABLES.....	XI
LIST FOR FIGURES	XIV
LIST OF ACRONYMS AND ABBREVIATIONS.....	XVII
CHAPTER ONE	1
1.1 BACKGROUND	1
1.2 STATEMENT OF THE PROBLEM	2
1.3 STUDY OBJECTIVES.....	3
1.3.1 General Objective	3
1.3.2 Specific Objectives	3
1.3.3 Research Questions	3
1.4 TH SCOPE OF THE STUDY.....	3
1.5 SIGNIFICANCE OF THE STUDY	4
1.6 LIMITATIONS OF THE STUDY.....	4
1.7 ORGANIZATION OF THE STUDY	5
CHAPTER TWO.....	6
LITERATURE REVIEW	6
2.1 INTRODUCTION.....	6
2.2 ARCHITECTURE OF CLOUD COMPUTING.....	6
2.3 CLOUD SERVICE MODELS	8
2.4 CLOUD COMPUTING DEPLOYMENT MODELS.....	11

2.4.1	Pros/Cons of Cloud Infrastructure Private-Enterprise	12
2.4.2	Public Cloud.....	13
2.4.3	Pros/Cons of Cloud Infrastructure (Public)	13
2.4.4	Cloud Infrastructure (Hybrid).....	13
2.4.5	Pros/Cons of Cloud Infrastructure (Hybrid)	14
2.5	CLOUD COMPUTING ISSUES AND CHALLENGES	15
2.6	WEB SERVICE CLOUD ADOPTION FRAMEWORKS	17
2.6.1	IBM Cloud Adoption and Transformation Framework.....	17
2.6.2	Amazon Web Services Cloud Adoption Framework.....	19
2.6.3	Oracle Cloud Infrastructure Cloud Adoption Framework.....	22
2.7	TECHNOLOGY ACCEPTANCE & ADOPTION.....	24
2.7.1	Technology Organization and Environment (TOE) Adoption Framework	27
2.7.2	The Technological Component	29
2.7.3	Organizational Factors.....	29
2.7.4	The Environment	30
2.7.5	Cloud Technology Drivers	32
2.7.6	Cloud Adoption Concerns.....	32
2.8	THE PROPOSED CLOUD COMPUTING ADOPTION FRAMEWORK	33
2.8.1	High Priority Factors	33
2.8.2	Medium Priority Factors.....	34
2.8.3	Low Priority Factors.....	35
2.9	THEORETICAL FRAMEWORK.....	35
2.10	CONCEPTUAL FRAMEWORK	36
2.11	RELATED LITERATURE.....	36
2.12	Summary of Gaps identified in the Commercial Frameworks.....	41
2.13	CHAPTER SUMMARY	41

CHAPTER THREE.....	43
RESEARCH METHODOLOGY.....	43
3.1 OVERVIEW	43
3.2 INTRODUCTION	43
3.3 LOCATION OF STUDY	44
3.3 RESEARCH DESIGN	44
3.4 THE POPULATION AND SAMPLE	45
3.5 INSTRUMENTS FOR DATA COLLECTION AND DATA COLLECTION PROCESSES.....	45
3.5.1 Questionnaire	45
3.5.2 Document Reviews	45
3.6 RESEARCH ASSISTANTS	46
3.7 DATA ANALYSIS AND PRESENTATION	46
3.8 Adoption Framework Constructs.....	47
3.9 ADOPTION FRAMEWORK VALIDATION.....	47
I. THE EXPERTS VERIFIED THE QUESTIONNAIRES TO MAKE SURE IF THEY MET THE THRESHOLD FOR ANALYSIS.	47
3.10 ETHICAL ISSUES.....	47
3.11 CHAPTER SUMMARY.....	49
CHAPTER FOUR.....	50
RESULTS AND DISCUSSION.....	50
4.1. INTRODUCTION	50
4.2. RESPONSE RATE.....	50
4.3 DEMOGRAPHIC INFORMATION	51
4.4. ICT CHARACTERISTICS OF RESEARCH INSTITUTION IN KENYA	53
4.5 OPERATIONS AUTOMATED WITHIN THE RESPONDENTS’ ORGANIZATION.....	53
4.6 ADOPTION DRIVERS, HINDRANCES & IMPORTANCE OF CLOUD COMPUTING ADOPTION IN RESEARCH ORGANIZATIONS	54
4.6.1 Technological Context (Relative Advantage)	54

4.6.2	Internal Context	57
4.6.3	External Context (Regulation)	60
4.6.4	Vendor Readiness	63
4.6.5	Adoption of Cloud Computing Variable	65
4.7	ADOPTION FRAMEWORK DEVELOPMENT	67
4.7.2	Communalities	70
4.7.3	Principal Component Analysis	71
4.7.4	Factor Rotation	73
4.7.5	Adoption framework for Cloud Computing in Kenyan Research Institutions (ASCC)	103
CHAPTER FIVE		109
VALIDATION OF THE ADOPTION FRAMEWORK FOR CLOUD COMPUTING		109
5.1	INTRODUCTION	109
5.2	Kayer-Mayer Olkin Test (KMO Test) and Bartletts Test of Sphericity	109
5.2.2	Reliability Analysis	111
5.2.3	ASCC Validation Process	111
5.3	SUMMARY AND CONCLUSION	113
CHAPTER SIX		115
CONCLUSIONS AND RECOMMENDATIONS		115
6.1	CONCLUSION	115
6.2	CONTRIBUTION TO KNOWLEDGE	117
6.3	LIMITATION TO THE STUDY	117
6.4	RECOMMENDATIONS	117
6.5	AREAS FOR FURTHER RESEARCH	118
REFERENCES		119
APPENDICES		128
	INTRODUCTION LETTER	128

LIST OF TABLES

Table 2.1: Related Literature -----	38
Table 4.1: Characteristics of Research Institutions-----	53
Table 4.2: Organization’s Operations -----	53
Table 4.3: Relative Advantage -----	55
Table 4.4: Relative Advantage sub-construct -----	55
Table 4.5: Compatibility -----	56
Table 4.6: Compatibility sub-construct -----	56
Table 4.7: Complexity-----	56
Table 4.8: Complexity sub-construct -----	56
Table 4.9: General Technological Context -----	57
Table 4.10: Internal Context (Organization Size)-----	57
Table 4.11 Organization Size Sub-Construct -----	57
Table 4.12: Technological Readiness -----	58
Table 4.13: Technological Readiness Sub-Construct -----	58
Table 4.14: Top Management Support-----	59
Table 4.15: Top Management Support Sub-Construct-----	59
Table 4.16: Internal Context Construct -----	60
Table 4.17: Government Support (Regulations)-----	60
Table 4.18: Government Support (Regulations)-----	60
Table 4.19: Competition Intensity-----	61
Table 4.20: Competition Intensity Sub construct-----	61

Table 4.21: Trading Partner Pressure -----	62
Table 4.22: Trading Partner Pressure Sub Construct-----	62
Table 4.23: Trading External context Sub Construct -----	62
Table 4.24: Vendor Readiness-----	63
Table 4.25: Vendor Readiness Sub Construct -----	63
Table 4.26: Adoption of Cloud Computing Variable -----	66
Table 4.27: Adoption of Cloud Computing Variable Sub Construct -----	66
Table 4.28: Model Deployed by the Respondent's Institution with Reference to Taxonomy of Cloud Computing-----	67
Table 4.29: Reasons of the Adoption of the Service Model -----	67
Table 4.30: KMO and Bartlett's Test results -----	68
Table 4.31: Total Variance Explained -----	68
Table 4.32: Communalities -----	70
Table 4.33: Principal Component Analysis -----	71
Table 4.34: Factor Rotation -----	74
Table 4.35: Summarizes the factor rotation after suppression -----	76
Table 4.36: Organization's Operation Factor loading-----	78
Table 4.37: Organization's Operations Variables Weights-----	79
Table 4.38: shows the Relative Advantage factors and their respective loadings	81
Table 4.39: Relative Advantage Variable Weights-----	82
Table 4.40: Technological Readiness factor loadings-----	85
Table 4.41: Technological Readiness Variable Weights -----	86

Table 4.42: Top Management Support factor loadings -----	87
Table 4.43: Top Management Support Variable Weights -----	88
Table 4.44: Government Support factor loadings -----	91
Table 4.45: Government Support Variable Weights -----	93
Table 4.46: Competition Intensity factor loadings -----	94
Table 4.47: Competition Intensity Variable Weights -----	95
Table 4.48: Trading Partner Pressure Factor loadings -----	96
Table 4.49: Trading Partner Pressure Variables Weights -----	97
Table 4.50: Vendor Readiness factor loadings -----	101
Table 4.51: Vendor Readiness Variable Weights -----	102
Table 4.52: Sub-Constructs, Constructs and their Corresponding Factor Loadings and Weights -----	102
Table 5.1: Sampling Adequacy and Sphericity Test Results -----	110
Table 5.2: Factor Analysis based on a Principal Components' Analysis with Varimax Rotation for the eleven Items -----	110
Table 5.3: Reliability Test Results -----	111
Table 5.4: Validation of ASCC Adoption framework -----	112

LIST FOR FIGURES

Figure 2.1: Cloud computing architecture (Zhang, 2012)-----	6
Figure 2.2: Scope of Controls between Provider and Consumer-----	7
Figure 2.3: Cloud service prototypes - source Wikipedia -----	8
Figure 2.4: Cloud computing prototypes for deployment-----	11
Figure 2.5: The definition of cloud adoption framework -----	15
Figure 2.6: Visual map of potential cloud adoption pathways -----	18
Figure 2.7: The AWS Cloud Adoption framework (CAF) -----	20
Figure 2.8: Oracle Consulting Cloud Computing Services Adoption framework	22
Figure 2.9 The innovation adoption process -----	25
Figure 2.10: Diffusion of Innovation Model-----	26
Figure 2.11: Technological, Institutional and Environmental-----	28
Figure 2.12: Cloud Computing Adoption Conceptual Framework -----	36
Figure 4.1: Department, Gender and Age of the respondents -----	51
Figure 4.2: Designation, Work Period and Period in the IT Sector of the respondents -----	52
Figure 4.3: Cloud Services consumed by the respondent's firms -----	64
Figure 4.4: Respondents whose organization does not Utilize Services on Cloud	65
Figure 4.5: Organization's Operations Sub-Adoption framework-----	79
Figure 4.6: Organization's Operations Sub-Adoption framework-----	80
Figure 4.7: Relative Advantage Sub-Adoption framework-----	81
Figure 4.8: Relative Advantage Sub-Adoption framework-----	82

Figure 4.9: Technological Context Sub-Adoption framework -----	83
Figure 4.10: Technological Sub-Adoption framework-----	84
Figure 4.11: Technological Context Sub-Adoption framework-----	84
Figure 4.12: Technological Readiness Sub-Adoption framework-----	85
Figure 4.13: Technological Readiness Sub-Adoption framework-----	86
Figure 4.14: Top Management Support Sub-Adoption framework -----	87
Figure 4.15: Top Management Support Sub-Adoption framework -----	88
Figure 4.16: Internal Context Sub-Adoption framework-----	89
Figure 4.17: Internal Context Sub-Adoption framework-----	90
Figure 4.18: Internal Context Sub-Adoption framework-----	91
Figure 4.19: Government Support Sub-Adoption framework -----	92
Figure 4.20: Government Support Sub-Adoption framework -----	93
Figure 4.21: Competition Intensity Sub-Adoption framework -----	94
Figure 4.22: Competition Intensity Sub-Adoption framework -----	95
Figure 4.23: Trading Partner Pressure Sub-Adoption framework-----	96
Figure 4.24: Trading Partner Pressure Sub-Adoption framework-----	97
Figure 4.26: External Context Sub-Adoption framework -----	98
Figure 4.27: External Context Sub-Adoption framework -----	99
Figure 4.28: External Context Sub-Adoption framework -----	100
Figure 4.29: Vendor Readiness Sub-Adoption framework -----	101
Figure 4.30: Vendor Readiness Sub-Adoption framework -----	102
Figure 4.31: ASCC Adoption framework -----	106

LIST OF ACRONYMS AND ABBREVIATIONS

ASCC	-	
Adoption Framework for Cloud Computing		
AWS	-	Amazon Web Services Cloud Adoption
B2B		
	-	Business to Business
BPAA	-	Business Process As a Service
CC	-	Clouds Computing
CEOs	-	Chief Executive Officers
CAF	-	Cloud Adoption Framework
DOI	-	Diffusion of Innovation Model
DFS	-	Distributed File System
EC2	-	Elastic Computing Cloud
EC	-	External Context
EDI	-	Electronic Data Interchange
HRA	-	Human Resource Accountant
HRMD	-	Human Resource Management Director
IAAS	-	Infrastructure as Services
IC	-	Internal Context
IDT	-	Innovation Diffusion Theory
KARLO	-	Kenya Agricultural Livestock and Research Institute
KEMRI	-	Kenya Medical Research Institute
KMFRI	-	Kenya Marine and Fisheries Research Institute
KMO	-	Kaiser Meyer Olkin
KMS	-	Knowledge Management Systems

LAN	-	Local Area Network
NIST	-	National Institution of Standards and Technology
OC	-	Organizational Context
OUM	-	Oracle unified Method
PAAS	-	Platforms as Services
POC	-	Proofs on Concepts
SAAS	-	Software As a Services
SRT	-	Senior Research Technician
TO	-	Technological Context
TOE	-	Technology Organization and Environment
TPB	-	Theories for Planned Behaviors
UTAUT	-	Unified Theories for Acceptance and Use for
Technology		
VMM	-	Virtual Machine Monitor
VR	-	Vendor Readiness
VMs	-	Virtual Machines