IMPACT OF E-SERVICE DELIVERY ON EMPLOYEES AT THE PUBLIC SERVICE COMMISSION OF KENYA

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2012
DECLARATION

I, Alfred Opiyo Onono, do hereby declare that this project proposal is my original work and has not been and is not currently being submitted for a degree in any other university.

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Signature: 

This project has been submitted for examination purpose with my approval as a University supervisor.

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Signature: 

Lecturer, School of Journalism and Mass Communication.
DEDICATION

Dedication to my wife Agneta Akinyi and children John Wayne Opiyo and Jeminnie Jones Opiyo, Alice Otwala, Bernadette Nzioki, Lucy Onono, George Onono, Samuel Onono, Phoebe Sinyo, Margaret Apiyo and Ruth Akinyi. I also dedicate it to my late parents Phoebe Sinyo and Elmada Onono.
ACKNOWLEDGEMENT

I wish to express my deep appreciation to all persons who encouraged and assisted me in one way or the other while I undertook the project work. My thanks go to my friends, colleagues and the hundreds of my classmates who read and terte to my work. You have motivated me to my work and have been an inspiration in writing this project.

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To my parents, Phoebe Sinyo and Elmada Onono, you are the best teachers and role models. I will never stop learning from you and the standard you have set. To my incredible two sons, John Wayne Opiyo and Jemmie Jones Opiyo, for reminding me that success shows up in many ways- you are my greatest success and my pride and joy.

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<tr>
<td>ANAO</td>
<td>Australian National Auditing Office</td>
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<tr>
<td>CVC</td>
<td>Central Vigilance Commission</td>
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<td>COR</td>
<td>Code of Regulations</td>
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<td>EGD-MAM model</td>
<td>E-Government Domain Match Analysis Model</td>
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<td>EU</td>
<td>European Union</td>
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<td>GDP</td>
<td>Gross Development Product</td>
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<tr>
<td>G.O.K</td>
<td>Government of Kenya</td>
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<tr>
<td>ICT</td>
<td>Information and Communication Technology</td>
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<tr>
<td>IRSDS</td>
<td>Integrated Recruitment and Selection Database System</td>
</tr>
<tr>
<td>MSPS</td>
<td>Ministry of State for Public Service</td>
</tr>
<tr>
<td>OECD</td>
<td>Organisation of European Community Development</td>
</tr>
<tr>
<td>PSC (K)</td>
<td>Public Service Commission of Kenya</td>
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<tr>
<td>UNDP</td>
<td>United Nation Development Programme</td>
</tr>
<tr>
<td>UN</td>
<td>United Nation</td>
</tr>
<tr>
<td>VSAT</td>
<td>Very Small Aperture Terminal</td>
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ABSTRACT

The main challenge currently facing the Public Service Commission of Kenya, PSC (K) is to provide quality service to its clients towards the realization of vision 2030. In the light of this, the Public Service Commission of Kenya has introduced the e-service aimed at improving service delivery. Despite this, service delivery levels still remain wanting. It is therefore for this reason that the main objective of the study was to establish the impact of e-service on service delivery at the Public Service Commission of Kenya. The conceptual relationship between service delivery and factors such as employee motivation, equity and fairness in training, adequacy in e-service skills and job satisfaction which are affected by the introduction of e-service were examined in this study. The study was an attempt to understand why it has been difficult for the Commission in achieving their objectives and the efficiency required with regard to information, timeliness, accuracy and quality of service delivery to its clients. It was for this reason that the Commission launched the Online Recruitment and Selection Data Base Management System that answers the needs and aspirations of employees in terms of efficient and timely delivery of service. Data was collected using both primary and secondary sources. The primary data was collected using questionnaires while the secondary data was drawn from relevant journal, research reports, the internet, published text books and government publications. The survey was undertaken using questionnaires which were distributed to identify respondents in all the departments and sections of the Commission. The target population 200 employees of the Public Service Commission of Kenya PSC (K) secretariat and a sample size of 60 employees was used with simple random sampling technique employed to arrive at the simple size. The sample of the study comprised 30% of the population under study. Descriptive design was adopted in analyzing the variables involved. Data capturing was done in Microsoft Excel. The data collected was re-coded and entered into the computer using the Statistical Package for Social Sciences (SPSS) V.14) for analysis. The research findings which were presented in the form frequency distribution tables, graphs and pie-charts.
CHAPTER ONE

INTRODUCTION

1.1 Background

E-service is a service-centred approach to efficiently and effectively enhance the service delivery among Commission employees. It aims to reduce the frustrations employees undergo in search for quality services. It is a fundamental element in the modernisation of dynamic needs of the employees. Public Service Commission has implemented the e-service system for a number of reasons, most notably to reduce costs, increase the efficiency of the recruitment and selection process, and reduce time to hire and provide access to a larger and more diverse candidate pool. But one of the most interesting questions for answering is whether the Internet can offer public sector opportunities to amplify on the whole service quality to citizens (Buckley, 2003).

The Public Service Commission of Kenya was established in 1954 and started operating legally in 1955 with the mandate to advice the colonial government on appointments in the civil service. It was subsequently enshrined in the constitution at independence in 1963, making it a constitutional body with mandate to manage the entry, stay and exit of the staff in the Civil Service and Local Authorities. Grant (2006) defines service delivery as the act by an organization of ensuring that set goals and objectives are achieved leading to customer satisfaction. This research examines the case study of Kenya's Public Commission. It will bring about deeper insights and better understanding of the problems faced by the Kenyan public. The Public Service Commission of Kenya is established under Article 233 of the Constitution of Kenya 2010.
The functions of the Commission are spelt out in Article 234 of the Constitution and they include: establishment of public Offices; appointments and promotions; human resource development; ensuring efficiency and effectiveness of the public service; determining conditions of service, qualifications and codes of conduct for public officers and recruiting for the Public Service and Local Authorities. The Public Service Commission is currently operating under the Service Commission Act Cap 185, laws of Kenya and the Regulations issued under the said Act. With the passage of the Constitution of Kenya 2010, the Commission was conferred with additional functions some of which are being performed by other Ministries and departments. The Commission however recognizes there is need to have legal and policy framework that takes into account the new functions in place.

The Public Service Commission consists of a Chairperson, a deputy chairperson and nine members. All members are appointed by the President and enjoy security of tenure. The Commission is supported by a Secretariat headed by the Commission Secretary. The Commission Secretariat comprises of the office of the Secretary and six key departments, namely, Administration, Recruitment and Selection, Agenda, Human Resource Audit, Discipline and Examination. The office of the Commission Secretary provides the linkage between the Commission and the Civil Service; receives and processes requests from Ministries, Departments and Local Authorities and conveys the decisions of the Commission to the service. The Administration Department provides administrative support services to the Commission. These include general administration and planning services, finance and accounts, procurement, human resource management and development, ICT, public relations, legal services and library services. The department is also responsible for the implementation of the Public Officer Ethics Act, 2003 under the Governance and Ethics unit.
The Recruitment and Selection Department facilitates the Commission in recruitment, selection, appointment and promotion for the various Government Ministries, Departments and Local Authorities. The Agenda Department scrutinizes and processes requests from Ministries, Departments and Local Authorities in agenda format and present them to the Commission for decision. The Human Resources Audit Department monitors and evaluates the exercise of delegated powers and implementation of the Commission’s decisions. The discipline Department prepares briefs on discipline cases, appeals and applications for review to be considered by the Commission. Where decisions in the disciplinary cases are contested in court, the officers appear as witnesses while the examination Department undertakes administration of the Commission’s promotional examinations and occupational tests. The Commission has continued to support the work of Ministries to implement the Constitution by providing the required human resource either through appointment or promotions when requested to.

1.2 Problem Statement

The Public Service Commission of Kenya has been facing a lot of challenges, chief among them, improving the efficiency of the procedures and systems impacting on the Commission's decision making in matters of appointments, promotions and disciplinary cases. These could not be achieved because the Commission has been grappling with handling large volumes of data relating to recruitment and selection manually hence reducing the continuous demand for efficiency and timely service delivery. Noting that the time taken to process recruitment had not only been slow and cumbersome, but also a source of delay in the provision of quality service delivery. In 2006, the Commission embarked on a comprehensive computerisation programme aimed at addressing problems that were inherent in its process such as operating a cumbersome paper based system, dealing with volumes of job applications, inordinate delays in processing applications, delay in making appointments or promotional decisions and untimely feedback
mechanism. In light of these challenges, the Commission adopted Information, Communication Technology (ICT) as a solution to the underlying problems. The On-line System that ought to enable job applicant to access advertised posts anytime on the basis of 24-hour and seven days worldwide was developed. The study examined the impact of the system in solving the said problems. Thus, an exciting feature is therefore to get a more effective progress from physical services to electronic services (Li & Zhao, 2003).

1.3 Research Objectives

1.3.1 General Objective

The general objective of the study was to assess the impact of e-service on service delivery at the Public Service Commission of Kenya. The study therefore sought to address the following specific objectives:-

1.3.2 Specific objectives include:

1. To establish the impact of employee perception of e-service on service delivery at the PSC (K).
2. To establish the impact of e-service on employee motivation and service delivery.
3. To establish the impact of equity in the employees training of e-service on service delivery
4. To assess the impact of employee satisfaction with the introduction of e-service on service delivery
5. To analyze the impact of adequacy of employee training with the introduction of e-service on service delivery.
1.4 Research Questions

The study provided answers to the following questions:-

1. What is the impact of employee perception of e-service on service delivery at the Public Service Commission of Kenya?
2. To what extent does e-service impact employee motivation and service delivery?
3. What is the impact of equity in employee training of e-service on service delivery?
4. What is the impact of employee satisfaction with the introduction of e-service on service delivery?
5. What is the impact of adequacy of employee training on e-service delivery at the Commission affected service delivery?

1.5 Significance of the study

The study is important since it sought to unveil the extent to which the introduction of the e-Service has achieved its intended purpose in enhancing service delivery at the PSC (K) and therefore increase knowledge levels in the area at the Commission. The study is useful to both the management and staff of the Commission in their quest to understanding of e-services in terms of quality service delivery. The study showed how the Public Service Commission of Kenya has taken its services closer to the people by going on-line in one of its most crucial functions -recruitment and selection of civil servants. Also to note as very significant is that apart from the system allowing access to job vacancies, the public were able also to obtain information regarding the status of their applications. The beneficiary to this new development will be: the Ministries, Departments, Local authorities and the general public. The study again showed that the system facilitated access to job opportunities by all Public Service Commission stakeholders and customers through the Commission Website World Wide. The study provided a base for
future academic research in this field and therefore others including students carrying out research in this field may find this study useful. Increase efficiency, accuracy and timeliness in the process of filling vacancies in Ministries, Departments and Local Authorities have also been significantly cited by the study.

1.6 Justification of the study

The Public Service Commission of Kenya is currently undertaking operational and process reforms under the auspices of Public Sector Reforms and Development initiative in the Cabinet office to align it with the Constitution 2010. Service delivery is an important vehicle for reforms and performance enhancement. The commission is a service oriented organization and hence the quality, timeliness and speed of service delivery at the organization are crucial to its clients. To achieve optimum service delivery there was a need for an on-line system at the workplace. The concept of Recruitment and Selection Database System (RSD) in the Public Service Commission arose out of the need by the Commission to maintain accurate, consistent and real time data management. In recent years, the Commission had faced the challenge of handling large volumes of data relating to recruitment and selection, hence the need to strengthen and re-engineer the processes through leveraging Information and Communication Technology. It is from this need that a web-based Recruitment and Selection Database System was developed. The reason for this was that, over the years, the workload of the commission has increased tremendously, demanding the urgent necessity of strengthening and re-engineering the recruitment and selection processes through leveraging Information Communication Technology (ICT). To this end, the Commission designed and developed a home grown web-based Recruitment and Selection Database (RSD) System. The system is managing the recruitment and selection process through the web-based interface, which has allowed customers/clients and stakeholders to access the Commission through the Internet link - www.publicservice.go.ke - while the off-line
application processing approach caters for hand delivery or postal application to the Commission House. Consequently, applicants have been able to track application progress and feedback availed through personal-mails. The time taken to process recruitment has not only been slow, but also burdensome as well as a source of delay in achieving the Commission's aims and objectives.

However the use of electronic system will guarantee the Commission the efficiency required with regard to information, timeliness and accuracy of information.

1.8 **Scope of the study**

The research was limited to the Public Service Commission of Kenya (PSC (K)) without extending it to other comparable Commissions such as the Parliamentary and Judicial Service Commissions due to their unique operational characteristics. Data was collected using both primary and secondary sources. The primary data was collected using questionnaires while the secondary data was drawn from relevant journal, research reports, the internet, published text books and government publications. The survey was undertaken using questionnaires which were distributed to identified respondents in all the departments of the Commission. The target population was the 200 employees of the Public Service Commission of Kenya PSC (K) secretariat and a sample size of 60 employees was used with simple random sampling technique employed to arrive at the simple size. The sample of the study comprised 30% of the population under study in line with Patton (2002). Descriptive design was adopted in analyzing the variables involved.

1.9 **Theoretical Framework**

The successful adoption of new technologies helps governments achieve efficiency in their implementation and delivery of public services to citizens. The objective behind various e-
government initiatives has shifted in recent years towards establishing services that cater more to citizens' needs and offer greater accessibility. The purpose of this research was to identify the success factors behind the Public Service Commission e-service delivery from a citizen viewpoint. This research discussed three theoretical perspectives in approaching the research problem: the mode of e-service delivery at PSCK, impact of e-service delivery among citizens, and challenges encountered in the provisions of e-services. Citizen satisfaction was proposed as a measure of e-service delivery success, and its relationships were hypothesized with e-government system quality, information quality, perceived usefulness, perceived ease of use, and citizen trust.

According to Everett, R. (2000) Innovation diffusion theory has been applied at both individual and organizational levels of analysis. Its primary intention is to provide an account of the manner in which any technological innovation moves from the stage of invention to widespread use (or not). Though not concerned with information technology exclusively, diffusion theory offers a conceptual framework for discussing acceptance at a global level. Diffusion theory posits five characteristics of innovations that affect their diffusion: relative advantage (the extent to which a technology offers improvements over currently available tools), compatibility (its consistency with social practices and norms among its users), complexity (its ease of use or learning), trialability (the opportunity to try an innovation before committing to use it), and observability (the extent to which the technology's outputs and its gains are clear to see). Each of these characteristics on its own is insufficient to predict either the extent or the rate of diffusion, but diffusion studies have demonstrated that innovations affording advantages, compatibility with existing practices and beliefs, low complexity, potential trialability, and observability, was extensively and rapidly diffused than an innovation with the cluster of opposite characteristics. An early meta-analysis of the innovation diffusion literature found that three of these
characteristics had the greatest influence on adoption: compatibility and relative advantage were positively related to innovation adoption. While complexity was negatively related to adoption at marginally.

Innovation diffusion theory suggests that factors at the level of the individual user are also important. For present purposes, user acceptance is defined as the demonstrable willingness within a user group to employ information technology for the tasks it is designed to support. Thus, the concept is not being applied to situations in which users claim they will employ it without providing evidence of use, or to the use of a technology for purposes unintended by the designers or procurers (e.g., using an Internet connection for personal entertainment in a work situation). Obviously there is a degree of fuzziness here since actual usage is always likely to deviate slightly from idealized, planned usage, but the essence of acceptance theory is that such deviations are not significant; that is, the process of user acceptance of any information technology for intended purposes can be modelled and predicted. In examining the e-service delivery at the Public Service Commission, it was the user's willingness to accept the use of the automated system to enhance service delivery to citizens. Lack of user acceptance is a significant impediment to the success of new information systems developed in an organization. In fact, users are often unwilling to use information systems which, if used, would result in impressive performance gains. Therefore, user acceptance has been viewed as the pivotal factor in determining the success or failure of any information system project, for example the online recruitment and selection system at the Commission.
1.10 Definition of Key terms and concepts

E-government – The World Bank Web site conceptualizes e-government as:

"e-Government refers to the use by government agencies of information technologies (such as Wide Area Networks, the Internet, and mobile computing) that have the ability to transform relations with citizens, businesses, and other arms of government. These technologies can serve a variety of different ends: better delivery of government services to citizens, improved interactions with business and industry, citizen empowerment through access to information, or more efficient government management. The resulting benefits can be less corruption, increased transparency, greater convenience, revenue growth, and/or cost reductions" (The World Bank Group, 2003 cited in Zhou, 2004).

Rowley (2006, p.339-359) defined eService as: “deeds, efforts or performances whose delivery is mediated by information technology (including the Web, information kiosks and mobile devices). Such eService includes the service element of e-tailing, customer support and service, and service delivery.” Both of the above definitions reflect three main components- the service provider, the channels of service delivery (i.e., technology) and the service receiver. Rowley’s definition seems more explicit as it includes mobile devices. As regards public e-Service, public agencies are the service providers and citizens as well as businesses are the service receivers. The channel of service delivery is the third requirement of e-Service. The Internet is the main channel of eService delivery while other classic channels (e.g. telephone, call centre, public kiosk, mobile phone, television) are also considered. As complete implementation of an eService takes time, the traditional methods of service delivery (e.g. over-the-counter service, postal mail service) for the same service cannot be neglected during the transition period. In fact, citizens or
businesses usually choose a channel of service delivery based on suitability of using the service and their expertise levels.

**E-administration** – for automation and computerization of administrative tasks and for realization of strategic connections among internal processes, departments and functions.

**E-citizen and e-Service** – to realize connections and interrelationships among governments and citizens and to deliver electronic services.

**ICT literacy** - refers to having the education, freedom and desire to access information is critical to e-Government efficacy.

**Service delivery** - This is the act of ensuring the set goals and objectives are achieved leading to customer satisfaction, Grant (2006).
CHAPTER TWO
LITERATURE REVIEW

2.1 Introduction

According to Burns and Grove (2007), Literature review is a systematic identification, location, scrutiny and summary of related published works to gain information about a research topic. The literature review, especially in quantitative studies, refers to an extensive, thorough and systematic examination of books on research, periodicals and monographs relevant to the research topic. It is a summary of theoretical and empirical sources to generate a picture of what is known and not known about a particular topic. Through the literature review researchers can discover what is known about the topic and compare or validate the findings of the present study. The literature review also covered the pertinent studies related to the topic of interest and provided essential background knowledge of similarities and differences between the present study and prior research.

The primary rationale for reviewing literature relevant to this study is to gain a background understanding of the information available on public e-services. This literature review discusses some of the key aspects of electronic government and e-Service, the implications of lack of access to ICT, and the customers'/citizens' view of the usefulness and success of e-Service initiatives.

2.2 Paradigm Shifts in the Public Sector

According to Osborne, D. and Gaebler, T. (2000) the transformation of government services from the paper-based, over the counter channels to alternative fully on-line and transactional modes took time and resources. Implementation of electronic Government or e-Government is a key element of Kenya's Economic Recovery Strategy (KERS), 2003 - 2007. The government is
spending huge amount of money on Information and Communication technologies, ICT, in order to save millions of shillings of wasteful spending on paper and duplication of services. Such technologies include computers, mobile phones and the Internet. The concept, as we know it today, was first used by the UNITED States government under former President Bill Clinton in 1998-1999. The government of Kenya (GOK) launched e-government strategy and directorate in March 2004. The main objective of the initiative was to modernize its operations as a means towards enabling citizens and businesses to access government services and information as efficiently and effectively as possible through the use of the Internet and other emerging channels of communication. (Economic Recovery Strategy for Wealth and employment creation, 2003-2007).

2.3 Public e-Service

According to Goldkuhl & Person (2006). Public e-Service which refers to any service that is provided by any electronic means e.g. Internet/website, mobile devices or kiosk. Public e-services means that an external user (a citizen) interacts through a user interface of a public IT system based on web technology. Public Service are those services provided by governments to the public. Public service delivery is the implementation of those services and making sure they reach the people and places they are intended to. An attempt to look at the efficacy of the Public Service Commission is a question of how it has carried out its established functions Vis-a'-viz the established public e-services delivery infrastructure. Over the past decade many countries have undergone public service reforms of some kind, however the consequences for implementation of public e-Services to improve service delivery had hardly been documented.

Houston (2005) observes that improvements to the efficiency and effectiveness of services are widely espoused management goals, but the complexity and variability of services makes it
difficult for managers to decide on the best steps to take in seeking improvements and to increase customer satisfaction. As regards e-Services, public agencies are the service providers and citizens as well as businesses are the service receivers. As complete implementation of an e-Services in the public Service Commission of Kenya takes time, the traditional methods of service delivery such as postal mail application, hand delivery of application forms will not be neglected during the transition period.

2.4 Public e-Service and e-Government

According to Grönlund (2005), e-Services is a core component in the e-Government domain because it bridges the gap between the government administrators and citizens. In a democratic government system, the triangular relations are vital where service delivery is one of the main interactions between public servants (administration) and citizens & businesses (civil society). With the advent of ICT and the Internet, such interactions get a new dimension of 'virtual interactions' instead of 'traditional front-desk interactions'. The strength of virtual interaction is dominated by the e-Services existence and its quality. Axelsson et al. (2009) argued that several scholars agreed for the involvement of different stakeholder groups in e-Government implementation activities involved in developing eServices. In relation to public e-Service development, there are usually two major groups of stakeholders - internal and external. Employees of the Commission are the internal stakeholders directly engaged in supply-side of public services, while the general public are the external stakeholders of the Commission. The scope of virtual interactions between public agencies and citizens mainly depends on the supply of e-Services. But there is lack of research to elucidate the supply-side potential of e-Service in the public sector.
2.5 The effectiveness of e-Services in PSC (K)

Reschenthaler et al. (2003) argues that the introduction of e-Services solutions within the Public sectors has primarily been concerned with moving away from traditional information monopolies and hierarchies. What’s more, e-Services (through on-line recruitment and selection services) have fundamentally transformed the ways in which the logistic processes and supply chain dynamics are managed within the public sector. However, e-Service remains a challenge to both citizens and public sector agencies alike. Government of Kenya (GOK) must not only maximize the benefits that are offered (through the application of e-Service) but must also avoid the many pitfalls (economical, social and cultural) associated with rapid technological change. That is to say, despite advancements in technology solution, the challenges to effective government within today’s knowledge society are profound. Technology is undoubtedly the backbone of the infrastructure that is required to support electronic government initiatives. Yet there is a danger in placing too much emphasis on the technology aspect of e-Services. What’s more, political and financial support for e-Service projects can be accompanied by political rhetoric and hype. The potential benefits of e-Technologies in the public sector can only materialise when they are introduced as part of a well-planned and properly supported social, cultural and political environment. There is also a need for performance measures in order to assess progress (and effectiveness) and ensure that rhetoric of e-Services is matched by reality. If citizens are to benefit from the efficacy and potential cost-effectiveness of e-Service, it is essential that traditional public sector structures and conventional governance paradigms are revised.
Table 2.1: The strategic value of e-Services

<table>
<thead>
<tr>
<th>Efficiency</th>
<th>Time</th>
<th>Distance</th>
<th>Creativity</th>
</tr>
</thead>
<tbody>
<tr>
<td>Time</td>
<td>Accelerating business processes and activities</td>
<td>Reducing geographical and distance inhibitors, barriers</td>
<td>Enhancing existing business processes and activities</td>
</tr>
<tr>
<td>Distance</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Creativity</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Effectiveness</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Time</td>
<td>Improving the flow of the information and business intelligence</td>
<td>Enabling integrated control of the supply and value chain processes</td>
<td>Enabling new (and/or modified) processes</td>
</tr>
<tr>
<td>Distance</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Creativity</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Source: Survey Data (2012)

Four specific facets of effectiveness have been examined to elaborate on the strategic role, the value and the effectiveness of the digital government that enables e-Service functions. They include:

Effectiveness from the point of view of management and ICT strategists (Concerning implications of the ICT and e-Service in the public sector); Effectiveness as it concerns social, Cultural and Ethical implication of e-Service; Effectiveness with reference to differences in access to ICTs (digital inclusion/exclusion) and effectiveness from the point of view of citizens- a preliminary study of the citizens' view of e-Service and e-business.
2.6 Impact and Opportunities for public e-service

2.6.1 Cost Reduction and Efficiency Gains

Malhotra, (2001) argues that ICT has considerable potential to contribute to efficiency gains and cost reductions for organizations. For example, over the years, the Public Service Commission of Kenya has relied on paper-based systems in executing the recruitment and selection. In the past, this process has been taking eight (8) months for new entrants and six (6) months for serving officers. It is from this need that a web-based Recruitment and Selection Database System was developed. As a result of the online system in place, the following have taken place because of e-services: (1) Cost reduction and efficiency gains, (2) Quality of service to businesses and customers, (3) Transparency and accountability, (4) Increased the capacity of Government, (5) Network and community creation and (6) promote use of ICT in other sectors of the society. (AL-Kibsi et al., 2001) present another argument that the appropriate application of ICT may possibly reduce the number of inefficiencies in processes by allowing file and data sharing across government departments, thereby contributing to elimination of mistakes from manual procedures, reducing the required time for transactions.

2.6.2 Quality of Service Delivery to Business and Customers.

Rhine et al., (2001) observes that in the traditional model of public service delivery, the procedures are long, time consuming and lack transparency. Applicants that wish to apply for a job in the public sectors have to fill out a number of application forms, visit a number of different offices and spend a considerable amount of time. If a citizen wishes to be issued with a certificate or any other official document, he or she will have to travel to the central government office, go to different offices and spend a lot of time for a simple service. The consequences are high costs and citizen dissatisfaction. The public e-Service initiative, on the other hand,
which puts government services online, thereby reducing the bureaucracy, offers round the clock accessibility, fast and convenient transactions, and obviously enhances the quality of services, in terms of time, content and accessibility. In Brazil, for example, Citizen Assistance Service Centres have been created offering over 500 separate services. These centres are placed in shopping malls or other public places, and people going to shop can simultaneously apply for different public services such as getting an identification card, looking for a new job, getting a passport, and checking on their retirement eligibility. Customer satisfaction studies revealed that over 89% of citizens evaluated the service centres as excellent. Thus, the quality of services is ensured by the reduced time that users spend on getting official documents, waiting and queuing to get documents, travelling as well as more customized and services.

2.6.3 Transparency and Accountability.

Bhatnagar (2001) argues that public e-Services help to increase the transparency of decision-making processes. In many cases public e-Services offers opportunities for citizens to directly participate in decision-making, by allowing them to provide their own ideas and suggestions in forums and on-line communities. If web sites are designed carefully and openly, they can be valuable resources for transparency as citizens, and other stakeholders should be able to see political and governmental information, rules and policies. Previously it was often necessary to go directly to governmental offices to obtain information, but now this information should be available on the web. A case in point is the Public Service Commission of Kenya which is the only government agency mandated with the employment of Public Servants. It was not easy to access job opportunities by all Public Service Commission stakeholders and customers due to manual service delivery. The Kenya’s Public Service Commission, for example, started an initiative to create a website with the objective of reducing corruption, increasing transparency and service delivery by sharing a large amount of information related to service delivery with
citizens. Members of the Kenyan public are encouraged to make their complaints and to provide information on-line through the Commission Website www.publicservice.go.ke, against a public servant about taking of bribes in order for the Commission to undertake the necessary anti-corruption actions to eliminate bribery and to increase the transparency of rules, procedures and service delivery.

2.6.4 Increase the capacity of Government

Rinne et al. (2001) argues that the use of ICT for the reorganization of internal administration transactions, communications, and interrelationships and for easy information flow and transfer offers considerable opportunity to increase government capacity. Intranets allow different departments within the PSC (K) to share databases of common customers and to pool skills and capacities of their members for problem solving. These facilities in turn will pledge faster information flow and transfer, quicker and cheaper provision of goods and services, faster and better decision making processes, and unplugged paper bottlenecks. Knowledge based or expert systems help to create a more responsive and guideline based process. This approach assures benefits for businesses, which become both consumers of government services and providers of goods and services to the government. It also assures benefits to the PSC (K) itself through reduced costs and spending, which could require lower taxes to finance. The Time Saver Centre in Sao Paulo, Brazil, brings together multiple services in a single location. Its objective is to deliver services more quickly and to increase the satisfaction level of its citizens. A person requiring a service, on reaching the appropriate agency, can register in the computerized tracking system and receive an electronic ticket, which indicates the services desired and the estimated waiting time. They can receive at the same time different services that traditionally were
separated such as vehicle registration, driver’s license, identification card, unemployment insurance etc.

2.6.5  Improve the Quality of Decision Making.

OECD, (2001) argues that the strengthening relationship between government and citizens could improve the quality of services by allowing government to tap wider sources of information, perspectives and solutions to meet the challenges of policy making under conditions of increased complexity. Community creation, forums, continuous interaction and communication between government and its citizens contribute further to the decision making process. By means of active participation in political and government discussions, citizens can contribute their own ideas, and share their knowledge and information. This will in turn lead to building trust in government and improving the relationships between the government and the governed. Considering citizens as governmental customers, listening and understanding to their needs and requirements, is essential for a better decision-making and service delivery process. The appropriate use of e-Service by all governmental agencies and departments offers the possibility to make quick decisions thus to serve the community better. However improvements in the speed and quality of service delivery depend greatly on the willingness of governments to be empowered with new information, the capability of staff to process the large amount of information, the prevailing cultural values as well as the motivation of governments to shift from a hierarchical public administration model to a flexible less centralized model.

2.6.6  Promote Use of ICT in Other Sectors of the Society

According to Mansell and Wehn (1998), continuous interaction and communication between government and its stakeholders through the public e-Service contributes to the creation of awareness about the potential contribution of ICT to local community activities. In this way,
public e-Service plays a vital role, not only in facilitating market-led initiatives but also in initiating the process of capability building and in coordinating the actions of a large number of interested stakeholders. In fact, one of the main benefits of an e-Government initiative consists the promotion of ICT use in other sectors. In order for e-Government staff to interact, transact and communicate electronically with businesses, citizens and other stakeholders, it is necessary to mandate the use of ICT tools and applications. For a government-to-business electronic transaction to occur, the business itself needs to make use of electronic equipment. On the other hand, financial institutions have to create secure and reliable methods for electronic transactions. The development of new technological and management capacities required for e-government functionality encourage the development in turn of the new training courses and new modules in Ministries, Departments and Local Authorities trying to supply the required skills and capacities to the market.

Bhatnagar and Vyas, (2001) observes that, in India the Gyandoot project is a government-to-citizen intranet project which offers numerous benefits to the region, to citizens and to the community in general. The goal of the project has been to establish community on technologically innovative and sustainable information kiosks in a poverty-stricken rural area of Madhya Pradesh. The benefits assured by this intranet system has increased the awareness of ICT importance and have spin off other IT initiatives and programmes such as: the creation of new private ICT training institutions; a high level of student enrolment – about 60%; parliament has allocated resources to set up other kiosks in schools and to develop new models for e-education; Indira Gandhi National Open University has opened a study centre for undergraduate and postgraduate courses on computer applications; The government has Instituted a cash award to motivate the ICT projects.
Table 2.2: The strategic value of e-service

<table>
<thead>
<tr>
<th>Efficiency</th>
<th>Time</th>
<th>Distance</th>
<th>Creativity</th>
</tr>
</thead>
<tbody>
<tr>
<td>Time</td>
<td>Accelerating business processes and activities</td>
<td>Reducing geographical and distance inhibitors. barriers</td>
<td>Enhancing existing business processes and activities</td>
</tr>
<tr>
<td>Distance</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Creativity</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Effectiveness</td>
<td>Improving the flow of the information and business intelligence throughout the supply and the value chain components</td>
<td>Enabling integrated control of the supply and value chain processes</td>
<td>Enabling new (and/or modified) processes</td>
</tr>
</tbody>
</table>

Source: Survey data (2012)

Four specific facets of effectives have been examined to elaborate on the strategic role, the value and the effectiveness of the digital government that enables e-Service. They include: Effectiveness from the point of view of management and ICT strategists (Concerning implications of the ICT and e-Service in the public sector); Effectiveness as it concerns social, Cultural and Ethical implication of e-Service and e-business; Effectiveness with reference to differences in access to ICTs (digital inclusion/exclusion) and effectives from the point of view of citizens- a preliminary study of the citizens’ view of e-Service and e-business.

2.6.7 The value of e-Service: Management and ICT strategist' view.

According to Westcott et al. (2001) a review of various viewpoints over the implications and effectiveness of e-Government and e-Service indicates that there are at least four schools of thought: pure optimism; optimism with some concerns; pessimism; and those who view technology as a tool only - but not a driving factor on its own. The optimists argue that the use of ICT in governance represents a major once-and-for-all improvement in the capabilities of governance through a more effective management of all domains. The only cost is the
investment and the day-to-day operational running costs. They believe that public e-Service can reduce the costs of decision making, management and day-to-day operational activities (such as acquiring, ordering, coding, organising, and selecting, managing and using information) steadily over time. That is to say, the initial investment costs would be compensated through the cost savings and efficiency gains that are likely to be achieved over the lifetime of the systems. This optimistic view appears to be based on the classical cybernetic theory – that views information as control. The second group (optimists who have some concerns) accept at least the possibility of greater control, quality and rationality in decision-making. However, they dispute that the efficiency gains achieved through e-Service come at a price. That is to say, unless safeguards are put in place. Commission e-Service may result in compromising employee's rights - such as the right to individual liberty and privacy.

Table 2.3: Typical applications of digital government and public e-Service

<table>
<thead>
<tr>
<th>Type of Electronic Service</th>
<th>Typical Application(s)</th>
<th>Phase</th>
</tr>
</thead>
<tbody>
<tr>
<td>Providing Access</td>
<td>Citizen access to general information</td>
<td>Improved Access</td>
</tr>
<tr>
<td>Making information accessible to citizens (public kiosk, Internet, CDs, and so on)</td>
<td>Directory and directions to parks and community centres</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Calendar of city-sponsored events and activities</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Manual of policies and procedures</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Phone directories</td>
<td></td>
</tr>
<tr>
<td>Connecting to a Process or Service</td>
<td>Property information</td>
<td>Improved Access</td>
</tr>
<tr>
<td>Provide information and/or access to</td>
<td></td>
<td></td>
</tr>
<tr>
<td>government ICT based systems, information management solutions and true web-based services</td>
<td>License renewal and payment</td>
<td>Electronic Payment of parking tickets, court fines</td>
</tr>
<tr>
<td>----------------------------------------------------------------------------------------</td>
<td>-----------------------------</td>
<td>--------------------------------------------------</td>
</tr>
<tr>
<td></td>
<td>Registration for class and sports activities</td>
<td>Integration of Services</td>
</tr>
<tr>
<td></td>
<td>Online permits, business licenses, court documents</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Online auctions</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Electronic posting of commodity products with purchase order and invoice transactions</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Sales tax collection</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Job postings; online application forms</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Self-service benefits administration</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Raising Awareness</th>
<th>Government functions and services</th>
<th>Improved Internal Communications</th>
</tr>
</thead>
<tbody>
<tr>
<td>Provide information about the political process, services, and options that are available for the decision making process</td>
<td>Citizen services</td>
<td>Improved Access</td>
</tr>
<tr>
<td></td>
<td>Business services (information)</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Employee services</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Employee newsletter</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Legislative agenda and pending legislation</td>
<td></td>
</tr>
</tbody>
</table>

24
### Facilitating Consultation and/or Communication
- Initiate and develop means of capacity building.
- Exchanging prior gained experiences.
- Access to experts.
- And any other information/knowledge of mutual interest.

### Posting of RFPs (Request for Information) and Bid Documents
- Distance learning resources
- Web casting of City/County Council Meetings

### Improved Access
- Electronic
- Integration of Services
- Electronic
- Democracy

### Active Citizen Involvement/Participation
- Involve citizens in government decision-making, problem solving and election processes.

### Digital democracy
- Communications with Council Members

### Electronic
- Integration of Services
- Electronic
- Democracy


The pessimists argue that e-Government actually compromises the quality of decision making and that excessive demand for policy analysis (based on many categories of information) will cause delays in action. There is a fear that due to mechanical rule following (as suggested by overly simple data interpretations, overly simple modelling and overly simple expert system flows from analysis to recommendation) the cultivation and the exercise of judgement in decision-making will be downplayed. The last group view technology as a tool only and argue that the impact of public e-Service solutions cannot be viewed in isolation - where it concerns technical or political rationality of decision-making. They view both continuities and changes in governance as being driven socially and politically, not by technology itself. Technology is seen
as a tool for either changing or preserving the style of governance – e.g. conservative and radical
styles of governance.

Each theory that has been mentioned above has some empirical support - although most
empirical studies have been of a rather limited scope and are not in general designed to test, let
alone falsify these rival theories. It is fair to say that applying these theories in a unified manner
to every case across the board would be unrealistic. These theories need to be discussed with
reference to: social and cultural aspects; the technological infrastructure; experience with the
application of ICT; and the level of education and interest in the political process.

2.6.8 Social, Cultural and ethical implications of e-Service.

Asgarkhani (2002) argues that the perceived effectiveness of public e-Service can be influenced
by public’s view of the social and cultural implications of e-Technologies and e-Service. Impacts
on Individuals' Rights and Privacy – as more and more companies and government agencies use
technology to collect, store, and make accessible data on individuals, privacy concerns have
grown. Some companies monitor their employees' computer usage patterns in order to assess
individual or workgroup performance. Technological advancements are also making it much
easier for businesses, government and other individuals to obtain a great deal of information
about an individual without their knowledge. There is a growing concern that access to a wide
range of information can be dangerous within politically corrupt government agencies. Impact on
Jobs and Workplaces - in the early days of computers, management scientists anticipated that
computers would replace human decision-makers. However, despite significant technological
advances, this prediction is no longer a mainstream concern. At the current time, one of the
concerns associated with computer usage in any organization (including governments) is the
health risk – such as injuries related to working continuously on a computer keyboard.
Government agencies are expected to work with regulatory groups in order to avoid these problems. *Potential Impacts on Society* – despite some economic benefits of ICT to individuals, there is evidence that the computer literacy and access gap between the haves and have-nots may be increasing. Education and information access are more than ever the keys to economic prosperity, yet access by individuals in different countries is not equal - this social inequity has become known as the digital divide. *Impact on Social Interaction* – advancements in ICT and e-Technology solutions have enabled many government functions to become automated and information to be made available online. This is a concern to those who place a high value on social interaction. *Information Security* – technological advancements allow government agencies to collect, store and make data available online to individuals and organizations. Citizens and businesses expect to be allowed to access data in a flexible manner (at any time and from any location). Meeting these expectations comes at a price to government agencies where it concerns managing information – more specifically, ease of access; data integrity and accuracy; capacity planning to ensure the timely delivery of data to remote (possibly mobile) sites; and managing the security of corporate and public information.
CHAPTER THREE

RESEARCH DESIGN AND METHODOLOGY

3.1. Introduction

This chapter describes the research design and research methodology employed in the study. This is organized in sections under subheadings containing research design, target population, sampling for the study, data collection instruments and procedure and finally the data analysis and presentation methods adopted in the study.

3.2. Research Design

Neumann (2008) observes that a research design can be regarded as an arrangement of conditions for collection and analysis of data in a manner that aims to combine relevance with research purpose.

The study adopted a descriptive survey study design. The descriptive design is appropriate for it is fact finding and exploratory in the capacity of establishing the truth. Neumann (2008) infers that descriptive research has the capacity to describe the present status of a phenomenon, determining the nature of the prevailing conditions, practices and attitudes and seeking accurate descriptions of activities. This study sought to find out the impact of e-service on service delivery; at the Public Service Commission of Kenya.

3.3. Target Population and Sample Size

A population can be defined as including all people or items with the characteristic one wish to understand (Newman, 2008). The population for this study is defined as all the employees at the Public Service Commission of Kenya at Job Groups A – R. From a total of 200 employees of the
PSC (K), the researcher administered questionnaires to 60 respondents across the 6 departments. The sample therefore comprised 30% of the population under study. According to Patton (2002), a sample of 30% is representative of the total population.

3.4. Sample Design

The researcher ensured a high degree of correspondence between the sampling frame and the sample population as the accuracy of the sample depended, first and foremost, on the sampling frame. Further, Patton (2002) argues that the sample size depends on what one wants to know, the purpose of the inquiry, what is at stake, what was useful, what had credibility and what can be done with available time and resources. Simple random sampling was used to get the sample population from the target population. The sample size was drawn as shown in table 3.1 below:

<table>
<thead>
<tr>
<th>Department</th>
<th>Target</th>
<th>Sample size</th>
</tr>
</thead>
<tbody>
<tr>
<td>Administration</td>
<td>97</td>
<td>29</td>
</tr>
<tr>
<td>Recruitment and selection</td>
<td>58</td>
<td>17</td>
</tr>
<tr>
<td>Agenda</td>
<td>12</td>
<td>4</td>
</tr>
<tr>
<td>Examination</td>
<td>8</td>
<td>2</td>
</tr>
<tr>
<td>Discipline</td>
<td>10</td>
<td>3</td>
</tr>
<tr>
<td>Human resource audit</td>
<td>15</td>
<td>5</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>200</strong></td>
<td><strong>60</strong></td>
</tr>
</tbody>
</table>


3.4.1. Sampling Techniques and Procedure

Simple Random Sampling and stratified random sampling techniques were used to ensure the representativeness of the respondents in the survey method. These particular sampling techniques
ensure the validity and reliability of the data based on the number of the respondents who respond to the survey questionnaires. It also helps to prevent bias in the selection process. The study used a sample of 60 respondents. According to Patton (2002) a sample of 30% is representative of the total population.

In order to increase the chances of obtaining a representative sample, the target population was stratified by putting all employees in departments, and then simple random sampling technique was used to select the sample. These techniques ensured that all employees had equal chances of being selected. The techniques also helped to prevent bias in the selection process.

3.5. Data Collection

This section presents the research instruments, the validation and reliability assurance of the research instruments and the data collection procedure.

3.5.1. Research Instruments

Both primary and secondary data was collected for the study. The primary data was collected using questionnaires while the secondary data was drawn from relevant journals, research reports, the internet, published text books and government publications. The researcher undertook the survey with questionnaires which were distributed to the identified respondents in all the departments at the Public Service Commission of Kenya. To do these structured questionnaires were used; structured questions, when well designed are easy to be administered and collect data from a wide section of respondents in a relatively cheap process and short duration (Newman, 2008).

The main research instrument used in the study was the questionnaire. In developing the questionnaire items, the fixed choice and open-ended formats of the item was used. This format
was used in all categories of the questionnaire. However, as argued by Patton (2002), while developing the questionnaire the researcher had in mind that, in the fixed choice item format, it involves ‘putting words’ in the respondents’ mouth, especially when providing acceptable answers, there is temptation to avoid serious thinking on the part of the respondent. The respondent ends up choosing the easiest alternative and provides fewer opportunities for self-expression. It is because of these reasons that it was necessary to combine this format of items with a few open-ended response items. Most of the items adopted a Likert scale (e.g. 1-strongly disagree, 2-disagree, 3-undecided, 4-agree, 5-strongly agree).

3.5.2. Validity of Research Instruments

According to Patton (2002) validity is quality attributed to proposition or measures to the degree to which they conform to established knowledge or truth. An attitude scale is considered valid, for example, to the degree to which its results conform to other measures of possession of the attitude. Validity therefore refers to the extent to which an instrument can measure what it ought to measure. It therefore refers to the extent to which an instrument asks the right questions in terms of accuracy.

Mugenda and Mugenda, (2003) note that validity is the accuracy and meaningfulness of inferences, which are based on research results. The content validity of the instrument was determined in two ways. First the researcher discussed the items in the instrument with the supervisors, and fellow class mates, who indicated by tick or cross for every item in the questionnaire if it measures what it was supposed to measure or not. The advice given helped the researcher determine the validity of the research instruments. The advice included suggestions, clarifications and other inputs. The suggestions were used to making necessary changes.
Secondly, content validity of the instrument was determined through piloting, where the responses of the subjects were checked against the research objectives. For a research instrument to be considered valid, the content selected and included in the questionnaire must be relevant to the variable being investigated as argued by Neuman (2008).

3.5.3. Administration of Research Instruments

The research instruments were administered through self administered questionnaires. The questionnaires were circulated during the normal working hours to ensure the sampled population was reached.

3.6. Data Analysis

The questionnaires will be checked for completeness and consistency of information once they are returned by the respondents. Data capturing will be done using Excel software. The data from the completed questionnaires will be cleaned, re-coded and entered into the computer using the Statistical Package for Social Sciences (SPSS) for analysis. Data analysis and the findings are reported in chapter four.

Descriptive statistics were computed for presenting and analyzing the data. Descriptive statistics enables the researcher to describe the aggregation of raw data in numerical terms (Neuman 2008). The descriptive statistics which were involved the use of univariate, vicariate and multivariate analyses. These methods incorporated the use of frequency distributions, percentage tables and measures of central tendency. Data was presented in the form of frequency distribution tables, graphs and pie charts that facilitates description and explanation of the study findings.
3.7. Research Ethics

Ethics may be conceptualized as a special case of norms governing individual or social action. In any individual act or interpersonal exchange, ethics connotes principles of obligation to serve values over and above benefits to the people who are directly involved Neuman (2008). Bryman (2004) notes that research ethics deal primarily with the interaction between researchers and the people they study. Professional ethics deals with additional issues such as collaborative relationships among researchers, mentoring relationships, intellectual property, fabrication of data, and plagiaries, among others.

This study observed the following ethical issues. Under disclosure, the potential participant was informed as fully as possible of the nature and purpose of the research, the procedures to be used, and the expected benefits to the participant. The participants consent to participate in the research was sought and informed that it was voluntary, free of any coercion or promises of benefits unlikely to result from participation. Under confidentiality, the information was treated with confidentiality to protect the interests of the research participants.

3.8. Limitations of the Study

Limitations are possible shortcomings or influences that either cannot be controlled or are of the restrictions imposed by the researcher (Bryman, 2004). The researcher was likely to face some limitations since the commission is a constitutional body which deals with highly confidential documents, the staff and especially the management may therefore be reluctant to avail certain information and records. The PSCK is the employer of all public servants and as such it is expected to maintain high standards, thus trying to seek its weaknesses may be considered to be malicious and the respondents especially the management may be unlikely to cooperate. Being a busy organization, the respondents may lack adequate time to fill in questionnaires.
To delimit these, the researcher sought permission from the Commission Secretary to collect data. Research participants were assured that the information given will be treated with utmost confidentiality and that the research was carried out purely for academics purposes. The questionnaires was designed to have easily understood questions which were not take a lot of time or the respondents to fill.
CHAPTER FOUR

DATA ANALYSIS, PRESENTATION OF AND INTERPRETATION

4.1. Introduction

This chapter presents the analysis, presentation and interpretation of data collected. The research instrument sought to collect data related to the main objective of the study and the specific objectives. Responses on the closed ended and open ended questionnaire items were summarized in pie charts, graphs and tables using frequencies and percentages. The rest of the data, where outstanding responses were mentioned is represented in descriptive and text form. The chapter is organized by first analyzing the general information about the respondents and the organization, followed by analysis of information relating to each objective.

4.2. Instruments return rate

Sixty questionnaires were issued to the sampled population comprising of the Public Service Commission secretariat. The study achieved a response rate of 100% since all the targeted 60 respondents returned the questionnaires. The 100% response can be attributed to the fact that the respondents are housed in the same building and the researcher made follow-up through phone calls and personal visits to the individual offices to collect the filled questionnaires.

4.3. General Characteristics of the Sample

This section analyses key characteristics of the respondents like gender, age, marital status, education level, number of years worked, departments, sections, job group and designation.
4.3.1. Gender of the Respondents

The respondents were required to state their gender. The findings as indicated in table 4.1 below show that the sample under study was fairly split by gender with that of male respondents having a frequency of 31 which comprises 52.5% of the total respondents' sampled and 29 female respondents which accounted for 47.5% of the total respondents. The researcher sought to establish whether the gender ratio in the sample reflects that of the target population. Records obtained from the Human Resource Department at the Commission indicate that, from the total population of 200 PSC (K) staff there are 115 male and 85 female employees. The male population therefore represents 52.5% while that of female represents 42.5% of the target population. This indicates that the gender ratio in the sample reflects that of the total population.

Table 4.1. Response Rate by Gender.

<table>
<thead>
<tr>
<th>Gender</th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Male</td>
<td>31</td>
<td>52.5</td>
</tr>
<tr>
<td>Female</td>
<td>29</td>
<td>47.5</td>
</tr>
<tr>
<td>Total</td>
<td>60</td>
<td>100.0</td>
</tr>
</tbody>
</table>


4.3.2. Age of the Respondents

Figure 4.1 below shows that respondents of age category 20-25 years and below had 1 respondent representing 1.7% of the total respondents; age category 26-30 years had 11.7% of the total respondents; age category 31-35 years had 18 respondents which accounts for 30.0% of the total respondents. The age category 36-40 years had 27 respondents representing 45.0% of the total respondents; age category 41-45 years had 5 respondents representing 8.3% of the total
respondents while the age category of 45 years and above had 2 respondents accounting for 3.3% of the total respondents.


Figure 4.1 Age Structure of the Respondents

The age structure of the sample reflects that of the total population as compared to the age structure of the PSC (K) staff obtained from available records in the Human Resource Management Unit as indicated in table 4.2 below.
Table 4.2 Age structure of the targeted population.

<table>
<thead>
<tr>
<th>Age Category</th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>20-25 yrs and Below</td>
<td>1</td>
<td>1.7</td>
</tr>
<tr>
<td>26-30 yrs</td>
<td>7</td>
<td>11.7</td>
</tr>
<tr>
<td>31-35 yrs</td>
<td>18</td>
<td>30.0</td>
</tr>
<tr>
<td>36-40 yrs</td>
<td>27</td>
<td>45.0</td>
</tr>
<tr>
<td>41-45 and above</td>
<td>5</td>
<td>8.3</td>
</tr>
<tr>
<td>Above 45 yrs</td>
<td>2</td>
<td>3.3</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>60</strong></td>
<td><strong>100.0</strong></td>
</tr>
</tbody>
</table>


In the researcher's opinion age group 36-40 years is more likely to be affected by the use of e-services delivery given that the age category represents the prime age where individuals are already settled in their careers using manual service delivery and had not been introduced to the online system and apart from work they have many other commitments like bringing up their families and hence going back to class for electronic service lessons may affect service delivery.

4.3.3. Length of Service

The respondents were asked to state how long they had worked at the Public Service Commission of Kenya. The analysis in table 4.3 below indicate that majority of the respondents totalling to 28 representing 46.7% of the total respondents, have been in the secretariat for less than 5 years. 25 respondents comprising 41.7% of the total respondents indicated that they have served for over 10-15 years while 7 respondents representing 11.7% stated that they have served between 5-10 years. Majority of the respondents as indicated in the analysis have worked at the Commission for less than five years. The findings indicate that this group comprise of newly
recruited employees and those on secondment from Ministries and departments. The findings further indicate that the manual service delivery as the work load in the group may have higher expectations on the manual service delivery as the work load in the Commission could be heavy compared to their former ministries or departments. Hence failure to meet their expectations may affect service delivery negatively. Those who have served for over 5 years may have been used to the nature of work at the Commission and therefore may not be as much affected by the introduction of the e-services delivery as compared to those with service period of less than five years.

Figure: 4.2 Response rate by length of respondents

![Figure 4.2 Response rate by length of respondents]


4.3.4. Current Department

The respondents were based in various departments of the Public Service Commission of Kenya. The data analysis as shown in table 4.5 below indicates that the majority of the respondents (30)
representing 50.8% of the total respondents are in Administration, 17 respondents accounting for 27.9% of the total respondents are in Recruitment and Selection, and 4 respondents representing 6.6% of the total respondents are in both Audit and Agenda Departments respectively. 2 respondent comprising 3.3% of the total respondents are in the Examination Department, while 3 respondents accounting for 5.0% of the total respondents are in Discipline Department.

Table 4.3. Current Departments

<table>
<thead>
<tr>
<th>Departments</th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Administration</td>
<td>30</td>
<td>50.8</td>
</tr>
<tr>
<td>Recruitment &amp; Selection</td>
<td>17</td>
<td>27.9</td>
</tr>
<tr>
<td>Agenda</td>
<td>4</td>
<td>6.6</td>
</tr>
<tr>
<td>Examination</td>
<td>2</td>
<td>3.3</td>
</tr>
<tr>
<td>Discipline</td>
<td>3</td>
<td>5.0</td>
</tr>
<tr>
<td>Human Resource Audit</td>
<td>4</td>
<td>10.0</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>60</strong></td>
<td><strong>100.0</strong></td>
</tr>
</tbody>
</table>


A cross tabulation was carried out to determine which departments had the most work load. As presented in table 4.4 below 63.3% of the respondents in the Administration department stated that their work load is manageable while the remaining 36.7% stated that their work performance is heavy (manual in nature). Respondents from the Recruitment and Selection department had this to say: 57.8% of the respondents from the department argued that their work load is manageable, 29.4% stated that their work load is heavy while 18.8% stated that their work load is too heavy. In the Agenda department, 25% of the respondents in the department felt that there work load is manageable; another 25% felt their work load is heavy, while a majority of 50% of
respondents in that department stated that their work load is too heavy. As relates to the Examination department 100% of the respondents in the department stated that their work load is manageable. In the discipline department, 66.7% of respondents in that department stated that their work load is manageable, none of the respondents from the department stated that their work load is heavy but 33.3% of the respondents felt that their work load is too heavy. Respondents from the Human Resource Audit had this to say: 75% of respondents in that department felt that their work load is manageable while 25% felt that their work load is heavy. None of the respondents in that department stated that their work load is heavy. From the foregoing analysis it can be concluded that the Agenda and the recruitment and Selection departments represent the departments with the most heavy work load and this could have formed the basis of the argument by some respondents that the extraneous allowance should be paid according to the work done but not uniformly as the work load vary from department to department.

Table 4.4. Current Department and work load cross tabulation

<table>
<thead>
<tr>
<th>Current department</th>
<th>How do you consider your workload?</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Manageable (%)</td>
</tr>
<tr>
<td>Administration</td>
<td>63.3</td>
</tr>
<tr>
<td>Recruitment &amp; Selection</td>
<td>57.8</td>
</tr>
<tr>
<td>Agenda</td>
<td>25.0</td>
</tr>
<tr>
<td>Examination</td>
<td>100.0</td>
</tr>
<tr>
<td>Discipline</td>
<td>66.7</td>
</tr>
<tr>
<td>Human Resource Audit</td>
<td>75.0</td>
</tr>
</tbody>
</table>

4.3.5 Current sections

The respondents were based in various sections of the Public Service Commission of Kenya. The data analysis as shown in figure 4.3 below indicates that the majority of the respondents (12) representing 41.38% of the total respondents are in discipline registry, 7 respondents accounting for 24.14% of the total respondents are in library, and 5 respondents representing 17.24% of the total respondents are in Main registry, 3 respondents comprising 10.34% of the total respondents are in the Application registry, while 2 respondents accounting for 6.90% of the total respondents are in ICT.

Figure 4.3. Current sections.

![Bar chart showing percentage of responses by section.]


4.3.6. Highest level of Education attained

The respondents were asked to state the highest level of education they had attained. The analysis of the response basing on the level of education attained is presented in table 4.5 below.

42
The analysis shows that there were 3 respondents with certificate education as the lowest level of education which accounted for 5% of the total respondents, 14 respondents had attained ordinary diploma accounting for 23.3%. Those who had attained undergraduate level of education (Degree) were 28 representing 46.7% of the total respondents while 15 had post graduate level of education (Master degree) accounting for 25.0% of the total respondents. Information from the data analysis further reveals that the respondents who have attained education level of undergraduate and above mainly serve in bands B1 (job groups K-N) and B2 (job groups P-R).

The data analysis as contained elsewhere in table 4.7 further reveals that the officers in band B1 and B2 are more motivated by the introduction of the e-service at the Public Service Commission as this had increased their level of commitment in service delivery as compared to their counterparts serving in the technical, clerical and secretarial cadres who recorded low satisfaction and motivation levels by the introduction of e-service delivery as some of them are still struggling to adapt the job environment.

The highest level of education attained by the respondents is summarized in figure 4.3 below.

---

### Table 4.5 Level of education

<table>
<thead>
<tr>
<th>Level</th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Certificate</td>
<td>3</td>
<td>5.0</td>
</tr>
<tr>
<td>Diploma</td>
<td>14</td>
<td>23.3</td>
</tr>
<tr>
<td>Degree</td>
<td>28</td>
<td>46.7</td>
</tr>
<tr>
<td>Masters</td>
<td>15</td>
<td>25.0</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>60</strong></td>
<td><strong>100.0</strong></td>
</tr>
</tbody>
</table>

**Source:** Researcher, (2012).
4.4. Employees opinion /perception on the launched of the organization’s website as the primary initiative of e-Service Delivery at the PSCK.

The research instrument sought to find out whether the respondents thought the PSC (K) website was launched as the primary initiative of e-services delivery will help in improving the quality of service delivered by the staff at the PSC (K). 60 of the respondents representing 100% of the total respondents as shown in the table. 4.6 below felt that this is a good development.

Table 4.6 Launch of the Commission Website

<table>
<thead>
<tr>
<th>Launch of e-service</th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>60</td>
<td>100.0</td>
</tr>
</tbody>
</table>


While 40 respondents representing was aimed to determine the employees' perceptions and therefore attitudes towards service delivery and the managerial actions which have been
identified in the literature review as main determinants of employee perceptions and behaviour. The findings presented in figure 4.7 below indicates that majority of the respondents (40) accounting for 66.1% felt that the introduction of e-services delivery helped in improving the quality of service delivered by the staff of the PSC (K) while 20 respondents representing 33.9% disagreed that the e-services helped in improving the quality of service delivered by the staff of PSC (K).

4.4.1 Date for the launch of PSCK website

<table>
<thead>
<tr>
<th>Years</th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>2005</td>
<td>12</td>
<td>20.0</td>
</tr>
<tr>
<td>2006</td>
<td>1</td>
<td>1.7</td>
</tr>
<tr>
<td>2007</td>
<td>19</td>
<td>31.7</td>
</tr>
<tr>
<td>2008</td>
<td>1</td>
<td>1.7</td>
</tr>
<tr>
<td>Non Response</td>
<td>27</td>
<td>45.0</td>
</tr>
<tr>
<td>Total</td>
<td>60</td>
<td>100.0</td>
</tr>
</tbody>
</table>


The respondents who felt that the introduction of e-services delivery did not help in improving service delivery at the PSC (K) had this to say: they attributed the lack of impact of e-services in service delivery to a number of factors. A number of the respondents argued that on top of the introduction of e-services, employees at the PSC (K) should be equipped with the necessary skills and tools to improve the quality of service delivery; others felt that instead of introducing e-services, terms and conditions of service should be improved to match those of similar constitutional bodies such as the Parliamentary Service Commission. Some respondents also stated that the introduction of e-services was not a motivator and therefore better arrangements should be put in place to increase their salaries. These findings are echoed by the views of
Armstrong (2006) as reflected in the literature review who argues that money or financial rewards alone cannot achieve sustainable motivation and therefore need to balance both the extrinsic and intrinsic rewards.

4.4.2 The Web Content Language

<table>
<thead>
<tr>
<th>Language</th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>English</td>
<td>60</td>
<td>100.0</td>
</tr>
</tbody>
</table>


The 60 respondents representing the total target population were of the opinion that the introduction of e-services delivery in English helped in improving service delivery at the Commission. They also argued that the e-services boosted their morale to work for short hours. This system made them meet work deadlines and therefore improving service delivery.

As relating to employee perception on service delivery, majority of the respondents described their attitude on service delivery at the PSC (K) as positive as compared to a minority who expressed a low opinion towards service delivery.
4.4.3: The way the visually impaired people manages to use PSCK Website.

Figure 4.5. Website support usage by visually impaired people

![Pie chart showing Yes (26.67%) and No (73.33%)]


The study established the employees' perception on their satisfaction with the introduction of e-services and how this affected service delivery at the Commission. The analysis presented in Table 4.4 above indicates the split of responses. The analysis indicates that a good number of the respondents (45) accounting for 73.33% of the total sample were happy with the new developments, 15 respondents representing 26.67% of the total respondents were slightly happy.

The respondents who were unhappy with the introduction of e-services delivery mainly comprise the Technical, Clerical, Secretarial, Drivers and Support staff and they had this to say: they argued that the e-services did not help them as their work is always outside the office and they have not been trained on electronic usage; they further argued that some departments have more workload than others hence the e-services delivery is was not fairly be distributed. Others felt that the e-services delivery will not be fair as the disparity is very wide with some categories are superior in terms of training in computerisation at the workplace.
Those who were happy with the e-services mainly comprised of officers in bands B1 and B2 whose degree of understanding is incomparable to others as indicated elsewhere in table 4.7. They argued that the e-services improved their motivation and commitment in service delivery.

4.4.4 The Mode of how the site was developed

Figure 4.6 Development of the Website


4.4.5 How the PSCK website was developed

Table 4.9 Website Maintenance and updates at PSCK

<table>
<thead>
<tr>
<th>Organization website</th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Internal ICT professional</td>
<td>54</td>
<td>90.0</td>
</tr>
<tr>
<td>Both internal ICT professional and outsourcing</td>
<td>4</td>
<td>6.70</td>
</tr>
<tr>
<td>No idea</td>
<td>2</td>
<td>3.30</td>
</tr>
<tr>
<td>Total</td>
<td>60</td>
<td>100.00</td>
</tr>
</tbody>
</table>

The analysis in table 4.9 above indicates that majority of the respondents (54) representing 90.0% are of the opinion that the site was developed by the Internal ICT Professionals, (4) respondents accounting for 6.70% of the total respondents thought that the site was developed by both the internal ICT Professionals and outsourcing. While 2 respondents representing 3.30% had no idea about the site development.

4.4.6 How often Organisation’s Website is Maintained and Updated.

Figure. 4.7 Website Update

The study sought to establish how often the PSCK Website is maintained and updated. The site is adequately maintained and updated as indicated here by the respondents’ responses. As indicated in figure 4.7 above, majority of the respondents (35) representing 60.00% of the total sample stated that the site is occasionally being maintained and update, their work load is
manageable, 23 respondents comprising 38.33% of the total sample felt that the site is regularly maintained and updated. While 1 respondent accounting for 1.67% never responded.

4.4.7 Quick Wins initiatives of the government regarding service delivery.

Table 4.10. Respondent opinion on the government Quick Wins Initiatives.

<table>
<thead>
<tr>
<th>Level of awareness</th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>30</td>
<td>50.00</td>
</tr>
<tr>
<td>No</td>
<td>29</td>
<td>48.30</td>
</tr>
<tr>
<td>Non Response</td>
<td>1</td>
<td>1.70</td>
</tr>
<tr>
<td>Total</td>
<td>60</td>
<td>100.0</td>
</tr>
</tbody>
</table>

Figure. 4.8 Respondent opinion on Quick Wins Initiatives.


The research instrument sought to find out the respondents opinion on the Government Quick Wins Initiative regarding service delivery. The analysis indicated in table 4.10 indicates that, majority of the respondents (30) accounting for 50.00% of the total respondents agreed that they
were adequately aware of the initiative, 29 respondents representing 48.30\% of the total respondents were partially aware of the Quick Wins Initiative introduced by the government, 1 respondent accounting for 1.67\% of the total respondents was totally no aware of the initiative.

4.4.8 Awareness by the employees of PSCK services which are currently under operation or in the development stage.

Table 4.11. PSCK services which are currently under operation

<table>
<thead>
<tr>
<th>Awareness levels</th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>47</td>
<td>78.3</td>
</tr>
<tr>
<td>No</td>
<td>12</td>
<td>20.0</td>
</tr>
<tr>
<td>Non Response</td>
<td>1</td>
<td>1.7</td>
</tr>
<tr>
<td>Total</td>
<td>60</td>
<td>100.0</td>
</tr>
</tbody>
</table>


The respondents were asked to state their knowledge level as to whether they were aware of the e-services which are under operation or the ones under development. The analysis shows that there were 47 respondents who were the majority accounting for 78.3\% who were aware of the e-services currently in operation and the ones still in the development stage. Those who do not know were 12 respondents accounting for 20.00\% of the total respondents, While 1 respondent accounting 1.7\% never responded. 47 respondents who are the majority and accounting for 78.3\% of the total respondents listed the following e-services as the ones currently under operation: Application form for employment form; e-messaging; internet e-mail; Human resource recruitment system-mail system; zimbra; Library system/Registry; on line job application; library and a domain system for staff e-mails; Online system for recruitment and selection; R and S; R and S online System. The research instruments further sought to find out the respondents opinion on whether they are aware of the major e-services for Citizens and
businesses. The analysis indicated in the table 4.11 indicates that, majority of the respondents (47) accounting for 78.3% of the total respondents agrees that they were aware of the major e-services for Citizens and business. They further listed the major e-services as follows: Domain for staff e-mail; e-mail; e-messaging; Internal Zimbra e-mail; On-line submission of payslips; PSCK Citizen service charter; Online job application; management of records; Library management system (Doha); online communication; Internet; website and internet access; e-shopping; website and IFMIS and Corporate profile and product articles.

4.4.9 Staff opinion PSCK e-services payment requirement mode.

Figure 4.9 Payment of e-services requirements at PSCK

![Pie chart showing payment of e-services requirements at PSCK]

Source: Survey Data (2012).

The research instrument sought to determine whether there was a fee payment for service delivered at the PSCK. Respondents were required to state weather there was the payment or not for e-services delivery. The analysis indicated in Fig. 4.8 above indicates that majority of the respondents (58) accounting for 98.33% of the total respondents were candid in their response of
a no payment for the e-services rendered at the PSCK, while 1 respondent representing 1.67% of the total sample was very motivated and responded with a Yes response meaning that there is a small fee being paid for the e-service delivery at the Commission.

4.4.10. Common PSCK e-services fee payments mode

<table>
<thead>
<tr>
<th>Nature of Payment</th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Require cash payment at the bank</td>
<td>12</td>
<td>20.0</td>
</tr>
<tr>
<td>E-services have provision of paying service fee through mob</td>
<td>8</td>
<td>13.3</td>
</tr>
<tr>
<td>None of the above</td>
<td>15</td>
<td>25.0</td>
</tr>
<tr>
<td>Non Response</td>
<td>25</td>
<td>41.7</td>
</tr>
<tr>
<td>Total</td>
<td>60</td>
<td>100.0</td>
</tr>
</tbody>
</table>


The research required respondents to state how common was the fee payment. The analysis in table 4.12 above shows that, majority (25) representing 41.7% of the total sample were none committal, 15 respondents representing 25.0% of the total respondents felt that none of the above payment was not made for service delivered. 12 respondents representing 20.0% stated that the payment was made at the Bank, while 8 respondents comprising of 13.3% stated that none of the above listed methods have been in operation.
4.5 Maturity level of e-services at PSC (K)

Figure 4.10 Organization’s Website reflection of the reported PSCK e-services.


The research required respondents to state how PSCK website was a reflection of the reported e-services. The analysis in Fig. 4.9 above shows that, majority (43) representing 70.0% of the total sample respondents argued that the organisation website was a true reflection of the reported PSCK e-service. 17 respondents representing 28.33% of the total population partially agreed. While 1 respondent representing 1.67% gave a none response answer indicating that they have no idea on what is taking place.
4.5.1 PSCK form of e-service delivery

The study established whether the method of PSCK e-services delivery was adequate. As indicated in the Fig. 4.10 above, majority of the respondents (46) representing 98.33% of the total sample stated that their work load was manageable, 1 respondent representing 1.67% was not aware of the common or method used of PSCK e-service delivery.

The respondents were asked to state the type of Electronic Data Interchange System used in PSCK for service delivery. The analysis in Fig.4.11 above indicate that majority of the respondents 32 representing 53.33% of the total respondents were of the opinion that Internet Based Electronic Data Interchange is the one in use at the Public Service Commission of Kenya, 16 respondents comprising 26.67% of the total respondents indicated that point to point connection is the type of Electronic Data Interchange System used in PSCK, 11 respondents representing 18.33% of the total respondents indicated that it is the Value Added Network which was in use while 1 respondent representing 1.67% of the total respondents argued that proprietary network is the type of Electronic Data Interchange System in operation in the Public Service Commission of Kenya.
4.5.2 Impact of e-service delivery at the PSC (K)

The study established the impact of job e-service delivery at the PSCK. Respondents were asked to state if the Integrated Recruitment and Database Management System e-service will affect the service delivery. The analysis indicated in Fig. 4.12 show that 58 respondents representing 96.67% of the total respondents indicated that Integrated Recruitment and Database Management System e-service will automatically affect service delivery at PSCK, while 2 respondents representing 3.33% of the total population disagreed by stating that the introduction of e-services does very little to the service delivery at the Commission.

Figure 4.13: Impact of e-services delivery at the PSCK

A cross tabulation was done to determine how the e-services has affected the service delivery at the Commission basing on the likert ratings the results are shown in Fig.4.14 above. The analysis indicates 68.97% majority respondents agreed that the introduction of e-service has affected the service delivery at the Commission, while 31.03% who were the minority group disagreed by stating that the introduction of e-services did not change the service delivery at the Commission.

4.5.3 Respondents opinion on the effects of the e-service delivery at PSCK.

The research instrument determined the effect of e-services at PSCK. This was measured by the extent to which the e-services has motivated them to deliver effective and efficient services. Respondents were required to state whether the e-services had motivated them to achieve more in terms of service delivery. The analysis indicated in table 4.13 below indicates that majority of the respondents (31) accounting for 50.8% of the total respondents were fairly motivated to
effectively discharge their duties, 9 respondents representing 18.6% of the total sample were very motivated to effectively discharge their duties, 11 respondents accounting for 18.6 were slightly motivated to effectively discharge their duties while 9 respondents accounting for 15.25% of the total respondents were not motivated at all to discharge their duties effectively. The respondents who felt that the e-services had motivated them to achieve more in terms of service delivery had this to say: they felt that the electronic way of discharging their duties has motivated them to work few hours and sit at home over the weekends.

<table>
<thead>
<tr>
<th>Respondents opinion</th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Disagree</td>
<td>40</td>
<td>66.7</td>
</tr>
<tr>
<td>Undecided</td>
<td>11</td>
<td>18.3</td>
</tr>
<tr>
<td>Agree</td>
<td>9</td>
<td>15.0</td>
</tr>
<tr>
<td>Total</td>
<td>60</td>
<td>100.0</td>
</tr>
</tbody>
</table>


4.5.4. Effects of E-services delivery on Employee Performance.

The research instruments required respondents to state how well the e-services delivery has improved their job performance. The analysis in table 4.14 below show that, majority (39) representing 65.5% of the total sample stated that their performance had fairly improved, 10 respondents representing 16.4% of the total respondents felt that their performance had not improved at all, 7 respondents comprising of 11.5% stated that their performance had very well improved while 4 respondents accounting for 6.6% stated that their performance had slightly improved.
Table 4.14. Effects of E-services delivery on employee performance

<table>
<thead>
<tr>
<th>Respondents opinion</th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Not at all improved</td>
<td>10</td>
<td>16.4</td>
</tr>
<tr>
<td>slightly improved</td>
<td>4</td>
<td>6.6</td>
</tr>
<tr>
<td>fairly improved</td>
<td>39</td>
<td>65.5</td>
</tr>
<tr>
<td>very well improved</td>
<td>7</td>
<td>11.5</td>
</tr>
<tr>
<td>Total</td>
<td>60</td>
<td>100.0</td>
</tr>
</tbody>
</table>


4.5.5. Effects of E-services Job Satisfaction.

The study established the effect of job satisfaction on service delivery in line with the introduction of e-services at PSCK. Respondents were asked to state if the use of e-services had improved their job satisfaction. The analysis indicated in table 4.1 showed that 25 respondents representing 41.7% of the total respondents agreed, 16 respondents representing 26.7% of the total population disagreed, while 4 respondents accounting for 6.7% strongly disagreed while 7 respondents forming 11.7% of the total respondents strongly agreed, 6 respondents representing 10% of the total respondents were undecided. The respondents who disagreed with the statement had this to say: that job satisfaction depends on the nature and quality of the job but not necessarily on the usage of e-services attached to the job. They also cited the quality of electronic gadgets as a factor that can affect job satisfaction. A good number of the respondents further cited the nature of their jobs as more of routine work and therefore monotonous for the application of e-services. Some respondents felt that there is need to redesign their jobs and that
rotation of employees in the various departments should be encouraged because still some of the departments have not received the Local Area Networking. Lack of job satisfaction leads to low motivation and this can affect service delivery negatively. Overall majority (48.4%) agreed that the introduction of the e-services had improved their job satisfaction as compared to 38.4% who disagreed.

Table 4.15. Effects of E-services on Job Satisfaction.

<table>
<thead>
<tr>
<th>Has e-services improved job satisfaction?</th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly disagree</td>
<td>7</td>
<td>11.7</td>
</tr>
<tr>
<td>Disagree</td>
<td>16</td>
<td>26.7</td>
</tr>
<tr>
<td>Undecided</td>
<td>6</td>
<td>10.0</td>
</tr>
<tr>
<td>Agree</td>
<td>25</td>
<td>41.7</td>
</tr>
<tr>
<td>Strongly agree</td>
<td>4</td>
<td>6.7</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>60</strong></td>
<td><strong>100.0</strong></td>
</tr>
</tbody>
</table>

### 4.5.6 Publics' Opinion on e-services provided by the Recruitment and Selection Database Management.

Table 4.16 Response Opinions on (Q29-31, 33-36).

<table>
<thead>
<tr>
<th>Statements</th>
<th>Opinions</th>
<th>Yes</th>
<th>No</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Frequency</td>
<td>Percentage</td>
<td>Frequency</td>
</tr>
<tr>
<td>Do you think the present e-service provided by the recruitment and selection database management need to be expanded?</td>
<td>59</td>
<td>98.33</td>
<td>1</td>
</tr>
<tr>
<td>Should the government of Kenya implement more e-service for citizens?</td>
<td>59</td>
<td>98.33</td>
<td>1</td>
</tr>
<tr>
<td>Do you think PSCK have sufficient Human resources trained HR1S to effectively carry out e-services?</td>
<td>37</td>
<td>61.67</td>
<td>23</td>
</tr>
<tr>
<td>How have you perceived the service seekers reaction towards e-service in the Commission?</td>
<td>59</td>
<td>98.33</td>
<td>1</td>
</tr>
<tr>
<td>Do you think the role of e-service within the Commission is to free the general public from having to wait for answers to queries?</td>
<td>59</td>
<td>98.33</td>
<td>1</td>
</tr>
<tr>
<td>Do you think e-services represents a tremendous opportunity to improve the accessibility and increase the benefits to be gained in modernizing service delivery?</td>
<td>58</td>
<td>97.00</td>
<td>1</td>
</tr>
<tr>
<td>When you contact the Public Service Commission are you happy with the level of service delivery?</td>
<td>60</td>
<td>100.00</td>
<td>0</td>
</tr>
</tbody>
</table>


The research instrument further sought to find out the respondents opinion on whether they felt adequately positive about the e-services provided by the Recruitment and Selection Database Management System at the Public Service Commission of Kenya. The analysis indicated in table 4.16 indicates that, on the expansion and additional e-service for Citizens, majority of the respondents (59) accounting for 98.33% of the total respondents agreed that they were
adequately positive about the idea, 1 respondent representing 1.67% of the total respondents disagreed. On whether the PSCK have enough skilled manpower to carry out e-services, majority of the respondents (37) representing 61.67% of the total respondents agreed that the Commission have enough skilled manpower for e-services, 23 respondents representing 38.33% on the other hand disagreed with the notion. On the perception of e-services on the service seekers, majority respondents 59 representing 98.33% of the total respondents confirmed that it was a positive move since the Commission is the only institution mandated to employ the public servants, 1 respondent representing 1.67% of the total respondents disqualified the idea. On the question on the role of e-services within the Commission, 59 respondents comprising 98.33% of the total respondents approved, while 1 respondent representing 1.67% of the total respondents disapprove of the idea. On the question of e-services on service delivery, 58 respondents accounting for 97.0% of the total respondents agreed with the statement that e-services represent a tremendous opportunity to improve the accessibility and increase the benefits to be gained in modernizing service delivery. On the question of level of service delivery from the Commission, 60 respondents representing 100.00% of the total respondents confirmed that they were happy with the service they get from the Commission when they make some calls, while no respondent questioned the level of services offered by the Public Service Commission.

4.6 Factors that affect e-services delivery at the PSCK.

The study sought information on whether the Commission employees are ICT compliant, who provided the training and the sufficiency of the training. On the question on ICT training, the analysis in table 4.17 below indicate that, majority of the respondents (59) representing 98.33% of the total respondents confirmed the statement that they got enough ICT training, while 1 respondent representing 1.67% of the total respondents disagreed with the statement. On the question on who provided the training 46 respondents representing 76.67% of the total
respondents stated that they were sponsored by the office, while 14 respondents comprising 23.33% of the total respondents stated that they were self-sponsored. On the question of the depth of ICT training, 10 respondents representing 16.66% approved the training as sufficient, while 50 respondents representing 83.33% disapproved the training as not sufficient enough for carrying out e-services delivery.

Table 4.17 Response Opinions on (37-39).

<table>
<thead>
<tr>
<th>Have got ICT training</th>
<th>Office</th>
<th>Self Initiative</th>
</tr>
</thead>
<tbody>
<tr>
<td>Frequency</td>
<td>Percentage</td>
<td>Frequency</td>
</tr>
<tr>
<td>Yes</td>
<td>59</td>
<td>98.33333</td>
</tr>
<tr>
<td>No</td>
<td>1</td>
<td>1.67</td>
</tr>
</tbody>
</table>


4.6.1 Response Opinions on the ICT Training.

The study sought to establish whether the ICT training was important to the PSCK employees for their work at the Commission. The respondents were asked to state how useful their ICT training was. As indicated in Table 4.18 below, majority of the respondents (38) representing 63.33% of the total respondents stated that the training was moderately useful for them, 19 respondents
representing 31.67% of the total respondents confirmed that the ICT training was very useful, while 3 respondents representing 5.00% of the total respondents stated that ICT training was useful. On the ICT experience respondents (41) representing 68.33% of the total respondents stated that it was well, 15 respondents representing 25.00% of the total respondents stated very well, while 4 respondents representing 6.67% of the total respondents said that it was fair.

<table>
<thead>
<tr>
<th>Statements</th>
<th>Rating/Opinion</th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>How do you rate the usefulness of your ICT training in the daily working procedure at PSCK?</td>
<td>Useful</td>
<td>3</td>
<td>5.00</td>
</tr>
<tr>
<td></td>
<td>Moderately useful</td>
<td>38</td>
<td>63.33</td>
</tr>
<tr>
<td></td>
<td>Very useful</td>
<td>19</td>
<td>31.67</td>
</tr>
<tr>
<td>How well has the ICT training improved your job performance</td>
<td>Fair</td>
<td>4</td>
<td>6.67</td>
</tr>
<tr>
<td></td>
<td>well</td>
<td>41</td>
<td>68.33</td>
</tr>
<tr>
<td></td>
<td>Very well</td>
<td>15</td>
<td>25.00</td>
</tr>
<tr>
<td>According to your own experience is the ICT training fairly distributed across the employees</td>
<td>Yes</td>
<td>31</td>
<td>51.67</td>
</tr>
<tr>
<td></td>
<td>No</td>
<td>29</td>
<td>48.33</td>
</tr>
</tbody>
</table>

**Source:** Researcher, (2012).

### 4.6.2 ICT Infrastructure at PSCK

Below shows that respondents of fair ranking category had 2 respondents representing 60.00% of the total respondents; poor ranking in ICT had 3 respondents which accounts for 10.00% of the total respondents. The strong ranking respondents representing 30.00% of the total respondents.
4.6.3 What do you think is the major problem for not having strong ICT infrastructure at the PSCK?

The respondents were asked to state the major problem for not having strong ICT infrastructure at the PSCK. The analysis of the response basing on the major problem for not having strong ICT infrastructure at the PSCK is presented in figure 4.15 below.

The analysis showed that there were 4 respondents with reasons for not having strong ICT structure at the PSCK. Financial problems which accounted for 7% of the total respondents, technical problems which accounted for 65.912% of the total respondents, lack of expertise which accounted for 29.55% of the total respondents, and others which accounted for 7% of the total respondents.
4.6.4 Do you think the introduction of e-service delivery has helped in improving the quality of services delivered by the staff of the Commission?

The research instrument sought to find out whether the e-services had some impacts on the service delivery at the PSCK. The respondents thought the e-services had helped in improving the quality of service delivered by the staff at the PSC (K). This was aimed to determine the employees’ perceptions and therefore attitudes towards service delivery and the managerial actions which have been identified in the literature review as main determinants of employee perceptions and behaviour. The findings presented in figure 4.16 above indicates that majority of the respondents (48) accounting for 66.1% felt that the e-services had helped in improving the quality of service delivered by the staff of the PSC (K) while 15 respondents representing 25.00% disagreed that the e-services has helped in improving the quality of service delivered by the staff of PSC (K).
4.6.5 Given the usage of e-services delivery, how would you gauge your work satisfaction?

The study sought to establish the effect of e-services delivery on work satisfaction in line with the service delivery. Respondents were asked to state if the e-services had improved their job satisfaction. The analysis indicated in table 4.17 above showed that 59 respondents representing 93.22% of the total respondents were satisfied, 2 respondents representing 3.39% of the total population were very satisfied, 1 respondent accounting for 1.69% were dissatisfied, while another 1 respondent representing 1.69% was very dissatisfied.
4.6.6 Effect of e-Services Delivery Job Satisfaction.

The research instrument sought to find out the respondents opinion on whether they felt adequately that e-services had some effects on job satisfaction. The analysis indicated in table 4.18 indicates that, majority of the respondents (25) accounting for 41.7% of the total respondents agreed that they were positive that some improvement is forth coming. 16 respondents representing 26.7% of the total respondents disagreed, 7 respondents accounting for 11.7% of the total respondents Strongly disagreed, 6 respondents representing 10.0% were undecided, while 4 respondents representing 6.7 of the total respondents strongly agreed.
4.6.7. **Overall assessment of the effectiveness of the implementation of Public Service Commission e-services delivery.**

The research required respondents to state how effective is the implementation of e-services delivery at the Public Service Commission of Kenya. The analysis in table 4.19 below showed that majority (39) representing 65.5% of the total sample stated that their performance had fairly improved. 10 respondents representing 16.4% of the total respondents felt that their performance had not improved at all, 7 respondents comprising of 11.5% stated that their performance had very well improved while 4 respondents accounting for 6.6% stated that their performance had slightly improved.

**Table 4.19 Effectiveness of e-services implementation at PSCK.**

<table>
<thead>
<tr>
<th>Respondents opinion</th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly improved</td>
<td>10</td>
<td>16.4</td>
</tr>
<tr>
<td>Slightly improved</td>
<td>4</td>
<td>6.6</td>
</tr>
<tr>
<td>Fairly improved</td>
<td>39</td>
<td>65.5</td>
</tr>
<tr>
<td>Very well improved</td>
<td>7</td>
<td>11.5</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>60</strong></td>
<td><strong>100.0</strong></td>
</tr>
</tbody>
</table>

Source: Researcher,(2012.)
1.6.8 Contribution of the e-services delivery in improving employees’ satisfaction at the PSCK.

The study sought to establish the effect of e-services delivery in improving employees' satisfaction at the PSCK. Respondents were asked to state if the e-services delivery had improved their job satisfaction. The analysis indicated in table 4.20 showed that 3 respondents representing 5.00% of the total respondents said that the contribution was minimal, 56 respondents representing 93.33% of the total population said the contribution was high. On the service delivery, 1 respondent accounting for 1.67% confirmed that the contribution was minimal; while 58 respondents forming 96.67% of the total respondents strongly approved that the contribution was high. When respondents were asked to rate their experience on the contribution of e-services delivery at PSCK, responses were absolutely black and white: they were either clearly satisfied or not satisfied at all. While were happy with the contribution as high as 93-6%, 1.5% of the respondents were not happy with the contribution.

Table 4.20 Contribution of e-service delivery at PSCK.

<table>
<thead>
<tr>
<th>Aspects</th>
<th>Opinion on Contribution</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>What is the contribution of the e-service delivery in improving employee satisfaction at the PSCK</td>
<td>Minimal</td>
<td>3</td>
<td>5.00</td>
</tr>
<tr>
<td></td>
<td>High</td>
<td>56</td>
<td>93.33</td>
</tr>
<tr>
<td>What is the contribution of the e-service in improving service delivery at the PSCK</td>
<td>Minimal</td>
<td>1</td>
<td>1.67</td>
</tr>
<tr>
<td></td>
<td>High</td>
<td>58</td>
<td>96.67</td>
</tr>
</tbody>
</table>

Source: Researcher, (2012)
CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

5.1. Introduction

This chapter presents the summary and description of findings derived from the study in terms of the research variables. The chapter also details the conclusions and recommendations to the Management of the Public Service Commission of Kenya regarding ways of improving the administration of the e-services delivery in order to enhance service delivery. Recommendation for further research in the area of the study is also presented.

5.2. Summary of Findings

The purpose of the study was to assess the impact of e-services on service delivery at the PSC (K) with a view of making recommendations to the management on how best the e-services can be administered to improve service delivery. Specifically, the study sought to determine the following: mode of e-services delivery in the Public Service Commission of Kenya; the impact of e-services delivery among the Citizens; and to find out the challenges in the provision of e-services delivery among Citizens.

The findings established that despite the introduction of e-services, the motivation of employees at the commission was still low. Majority of the employees registered dissatisfaction in the manner in which the implementation was being done. This was attributed to employees’ dissatisfaction with the procedure being used; the e-services was not fairly harmonized as it is based on the banding system which majority of the employees feel discriminates the technical, clerical and secretarial cadres as compared to other cadres in the same job groups. In addition, the e-services structure does not put into consideration the amount of work done by an individual as it was used regardless of one’s skills. This has affected the morale of some officers who work
in busy departments like the Agenda and Recruitment and selection when they compare themselves with others in departments who have no strict deadlines to meet. The dissatisfaction with the manner in which the e-services was administered at the commission showed that there was likelihood of low employees’ commitment at the work place which in turn may negatively affect service delivery.

As relates to equity in the usability of e-services among employees at the commission, the findings established several attributes of organizational conflicts that affected the quality of service delivered by the Commission staff. The findings showed that the modality used in training the staff was perceived to have caused some grievances within a section of the employees. The findings reveal that some employees felt discriminated as they were not considered for training as compared to other officers in the same job groups in other cadres. Due to this there was low morale and some employees were unable to perform their duties as expected. This had caused some conflicts between the employees and management. It was also established that some supervisors were using the provision of the training to threaten and intimidate employees to work for long hours. In turn this brought about simmering conflicts which seemed to affect the speed and quality of service offered to the internal and external customers at the Public service Commission.

On satisfaction with the introduction of e-services delivery, the findings revealed that majority of the employees were not satisfied with the type of training being offered. The findings showed that majority of the secretariat staff serving at the cadres of Technical, Clerical and Secretarial registered the greatest dissatisfaction with the time allocated to them for training compared to the other cadres. The study further revealed that it was only the officers serving at Band B1 representing Job groups ‘P’ and ‘R’ who recorded a remarkable response that they were satisfied with the introduction of the e-services delivery. This category of officers mainly performs duties
of supervisory nature. Majority of the secretariat staff serve at Band B2, and the cadres of Technical, Clerical, Secretarial, Drivers and Support Staff. These categories of staff perform the bulk of the services delivered at the Public Service Commission. Basing on the findings of the study, majority of the employees in these categories are not satisfied with the electronic services leading to de-motivation which may affect service delivery negatively.

As relates to employee perception of e-services delivery, the findings showed that, a good number of the employees at the Commission were for the opinion that e-services delivery has considerably helped in improving the quality of services offered by the commission as they felt that the e-services was a source of motivation in that it had boosted their morale to work for short hours and hence meet the strict deadlines. However the study further established that there was a section of employees at the commission who felt that the introduction of e-services delivery has not remarkably helped in improving service delivery at the Commission. Their perceptions were that the e-services was not a motivator. Such perceptions could affect service delivery negatively.

As pertaining to the adequacy of employee reception for e-services, the findings revealed that the employees are not adequately skilled on the usage of e-services. Some respondents argued that e-services should not be the only mode of operation. The feelings among the employees that they are inadequately trained could lower the employees' morale, affecting their performance. This in turn can affect service delivery negatively at the Commission.

The findings further revealed that the introduction of e-services delivery at the PSCK was mandatory for effective service delivery. The findings showed that service delivery depends on several other factors such as job satisfaction which is highly influenced by the nature and quality of the job. The quality of training was also cited as a factor that can affect service delivery. Although quite a number of the respondents cited to be satisfied with their jobs, some cited the nature of their jobs as more of routine work and therefore monotonous. Some employees
suggested that there was need to redesign their jobs and that rotation of employees in the various departments should be encouraged. Lack of job satisfaction leads to low motivation and this can affect service delivery negatively.
5.3. Conclusion

During this era of Public Service Reforms it was imperative to recognize and acknowledge the basic fact that the rationale for the existence of public service and the funding that goes with it, was indisputably, the provision of services to all Kenyans. The quality and speed of service delivery are critical to the success of the public service Commission of Kenya in meeting the demands of its immediate clientele which include Ministries, Departments and Local Authorities. This can be enhanced through winning the hearts and minds of the employees through a sound reward system. Organizational effectiveness relies heavily on the efficiency of the staff to make sure that product and services meet the expectation of clients. If these employees lack motivation, then service delivery is threatened. Employees' are organizations key asset and no matter how efficient technology and other factors of production may be, the overall organization's effectiveness and efficiency is dependent on the commitment of the employees which is influenced by motivation levels.

The study has analyzed the effectiveness of e-services delivery in terms of improved service delivery from organizational and customers' point of view. Data analysis revealed that organizational factors (human resources, ICT infrastructure, financial resources and attitude of service providers) found to be associated to the effectiveness of e-services, while customers' factors (customers' demands and customers' knowledge) were not found to be associated with the effectiveness of e-services. The findings of the study conclude the following points:

a. The non-association of customer's factors with the effectiveness of e-services showed that customers had a small role to play to make effective e-service delivery.
b. The study pointed out that the average response of service providers and seekers towards the e-services as positive, nevertheless the degree of assertiveness differed, whereby unlike service providers, seekers viewed 'effectiveness' in moderate manner.

The implementation of the e-services delivery was well designed as concluded from findings in the study. Feelings of inequalities in trainings have brought about conflict in the organization and this has affected negatively service delivery. The design of training system should be very well balanced if it has to meet its intended purpose. The study showed that the quality and speed of service delivery is largely influenced by other factors other than monetary incentives and this could be the reason why emphasis on training on ICT alone has not achieved much in boosting service delivery. E-services was a key factor in determining service delivery and it was highly influenced by the technological reforms taking place across government sectors. From the study it emerged that over and above e-services delivery can be affected by leadership styles, rewards which are not commensurate to effort, ineffective communication channels and strained interpersonal relations.
5.4. Recommendations

The management should consider sensitizing and educating the staff on the need, mode and criteria used in determining the use of e-services delivery. This has helped shorten the hour of work and labour. The management should strive to involve employees in matters that affect the service delivery. From the study it emerged that the employees were never consulted in the design and implementation of the e-services delivery system and this could be a reason why the system has not considerably achieved its objectives. Involvement of the employees may have led to the owner ship of the process leading to minimal resistance.

The management should also consider harmonizing the system for all cadres. This will cater for the dissatisfaction registered by the technical, secretarial and drivers cadres’. The e-services system should be connected to all departments and sections. Further, the management should consider consulting the relevant authority to have the commission be automated fully.

The management should therefore consider training the members of staff on ICT application in e-services delivery. This was likely to be perceived to have a lot of value to the staff and therefore have great impact on the service delivery resulting to marked improvement in e-services delivery. The e-services should not be used by the management as a tool of intimidating and coercing employees to work for long hours and especially over lunch hour to meet strict deadline which sometimes are unrealistic. This would have a long way in minimizing organizational conflict.

The introduction of e-services delivery geared towards the motivation of employees and therefore enhancement of service delivery. However to achieve effective service delivery the management should consider enhancing supervision, interpersonal relations, working environment, other forms of rewards, job satisfaction and security, leadership styles,
communication channels and interpersonal relations. Closer interaction between the supervisors
and the employees was required to create an atmosphere of free communication that will allow
the supervisors to improve perceptions of employees' motivators and de-motivators to enable
them deliver quality service.

It was evident that both the internal and external customers played a vital role in influencing the
speed and quality of service delivery. Therefore over and above the e-services delivery should
have considered ensuring that the demands of the organizations customers, both internal and
external were adequately met and that regular feedback was obtained to ensure continuous
improvement of speed and quality of service delivery. To ensure this, quality circles should be
formed within each of the Commission's six departments to ensure that problems that hindered
effective service delivery were identified and ways of solving them were suggested. This was
translated to the overall attainment of speed and quality in service delivery by the commission to
its stake holders.

The management should strive towards the establishment, implementation and maintenance of e-
services delivery as it was practiced in the private sector. This would enhance productivity levels
through a better working relationship between the management and employees by way of a
mutually beneficial situation. The employees should be deployed in line with their professional
qualifications to ensure that they wearable to meet job challenges. The staff should be
encouraged to have the organization’s core values, mission and vision in their hearts as these lay
the foundation of service delivery.


Axelsson, K. et al. (2009). 'Developing public eServices for several stakeholders – A multifaceted view of the needs for an eService', 17th European Conference on Information Systems, Viena, Austria.


The Public Service Commission of Kenya Strategic Plan 2009 - 2012.


Appendices

Appendix 1: Introduction Letter

The Secretary, Public Service Commission of Kenya,

Through Deputy Commission Secretary,

P.O. Box, 30095,

Nairobi.

RE: RESEARCH AND COLLECTION OF DATA

Iam currently pursuing a Master of Art Degree in Mass Communication at the University of Nairobi, School of Journalism and Communication Studies. Iam carrying out a research on the impact of public sector e-service: Case study of the Public Service Commission of Kenya as part of the requirements for my degree. In view of this I write to seek your authority to collect data from the members of the Commission’s Secretariat to facilitate the completion of the study. The data collected will be held strictly confidential and used for academic purpose only. Your contribution to this study will be highly appreciated.

Alfred Opiyo Onono
APPENDIX II QUESTIONNAIRE

Dear Colleagues,

I am a fellow staff member working in the Administration Department, currently pursuing a Master of Arts Degree in Communication Studies at the University of Nairobi, School of Journalism and Communication.

I am carrying out a research on the Impact of e-Services Delivery at the Public Service Commission of Kenya as part of the requirements for my degree. Your contribution to this study will be highly appreciated.

Your response and views will be held strictly confidential and used for academic purposes only.

Questionnaire Guide

Please complete the questions below by indicating with a tick [✓] where necessary in the correct brackets from the choices, when required to explain or state, please answer as briefly as possible.

Section A: Demographic Information.

1) Gender: Male [ ] Female [ ]

2) Age:
   a) 20-25 [ ]
   b) 26-30 [ ]
   c) 31-35 [ ]
   d) 36-40 [ ]
   e) 41-45 [ ]
   f) Above 45 [ ]
3) Working experience:
   a) Less than 5 years  
   b) 5 – 10 years  
   c) 10-15 years  
   d) 15 years and above

4) Department:
   a) Administration  
   b) Recruitment and Selection  
   c) Examination  
   d) Agenda  
   e) Human Resource  
   f) Discipline  
   g) Human Resource audit

5) Please indicate the section:
   a) Application registry  
   b) Main registry  
   c) Discipline registry  
   d) ICT  
   e) Library  
   f) ACU (Aids Control Unit)
6) Level of education
a) Certificate [ ]
b) Diploma [ ]
c) Degree [ ]
d) Masters [ ]
e) PhD [ ]

Section B: Major e-Service initiatives at PSC (K)

7) Has PSC (K) launched organization’s websites as the primary initiatives of e-Service development?
Yes [ ]
No [ ]

8) When was the organization’s websites launched?
2005 [ ]
2006 [ ]
2007 [ ]
2008 [ ]

9) What is the website Content Language?
Kiswahili [ ]
English [ ]
French [ ]
Others (Please state) [ ]

10) Does the website support usage by visually impaired people (e.g. enlarges text or change colour)?
Yes [ ]
No [ ]

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11) How was the site developed?
   a) Consultants [ ]
   b) ICT Team [ ]
   c) Both Consultants and ICT Team [ ]
   d) No idea [ ]

12) How is the organization’s website Maintenance and updates done?
   a) Internal ICT professionals [ ]
   b) Outsourcing [ ]
   c) Both internal ICT professionals and outsourcing [ ]
   d) No idea regarding the updating of organization’s website [ ]

13) How often is the organization’s websites updated?
   a) Regularly [ ]
   b) Occasionally [ ]
   c) Rarely [ ]
   d) Never [ ]

14) Are you acquainted with the ‘Quick Wins’ initiatives of the government regarding e-Service delivery?
   Yes [ ]
   No [ ]

15) Are you aware of PSCK e-Services which are currently under operation or in the development stage?
   Yes [ ]
   No [ ]
16) If your answer above is yes, please state which ones


17) Please Identify and list such major e-Services for citizens and businesses

   a) Employees
   d) Citizens
   c) Business entities
   d) International Community

18) Do PSCK e-Services require any fee for service delivered? [ ] Yes [ ]

19) If yes, state the common PSCK e-Services fee payments mode.

   a) E-Services require cash payment at the service counter [ ]
   b) Require cash payment at the bank [ ]
   c) E-Services have provision of paying service fee through mobile phone SMS [ ]
   d) None of the above [ ]

Section C: Maturity level of e-Services at PSC (K)

20) Does the organization’s website really reflect the reported PSCK e-Services?

   a) Yes [ ]
   b) No [ ]
21) What form is PSCK e-Services delivery?

- a) "One-way-interaction" i.e. electronic forms
- b) "Two-way-interaction" such as electronic forms can be filled-up and submitted online
- c) Transactional (to business entities)
- d) E-service Targetisation/ Personalization

22) What is the type of Electronic Data Interchange System used in PSCK?

- a) Point to Point connection
- b) Proprietary Network
- c) Value Added Network
- d) Internet Based Electronic Data Interchange

### Section D: Impact of e-Services delivery at the PSC (K).

23) Has Integrated Recruitment and Database Management System e-Service affected service delivery at the PSC (K)?

- a) Yes
- b) No

24) If yes, please rate on a scale from 1 to 5 (whereby 1= high to 5= low) how the e-services has affected the service delivery at the Commission.

- a) High
- b) Average
- c) Low
- d) Very low
25) In your own view, what is the publics’ perception on the introduction of the e-services delivery at the PSC (K)?
a) Very good [  ]
b) Good [  ]
c) Fair [  ]
d) Not sure [  ]

26) Express your opinion on effects of e-services on service delivery at PSCK. Please tick mark (✓) in the box.

<table>
<thead>
<tr>
<th>Statements</th>
<th>Strongly agree</th>
<th>Agree</th>
<th>Disagree</th>
<th>Strongly disagree</th>
</tr>
</thead>
<tbody>
<tr>
<td>E-services have eased your working procedure.</td>
<td></td>
<td></td>
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<tr>
<td>Can work more due to e-services.</td>
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<tr>
<td>Customers crowding at PSCK have decreased.</td>
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<tr>
<td>Service providers are prompt and efficient.</td>
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<tr>
<td>High customers responsive.</td>
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<td></td>
</tr>
</tbody>
</table>

27) Give your opinion on the effects of e-service on employee performance. Please tick mark (✓) in the box.

<table>
<thead>
<tr>
<th>Statements</th>
<th>Strongly agree</th>
<th>Agree</th>
<th>Disagree</th>
<th>Strongly disagree</th>
</tr>
</thead>
<tbody>
<tr>
<td>Friendlier to customers.</td>
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<td></td>
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<tr>
<td>Reduction in operating cost</td>
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<tr>
<td>Improved customer service</td>
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<td>---------------------------</td>
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<tr>
<td>Improvement in employee satisfaction</td>
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<tr>
<td>Reduction in staff turnover</td>
<td></td>
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<td></td>
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<tr>
<td>Improve pace of service delivery</td>
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<tr>
<td>Easily accessible to customers.</td>
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<tr>
<td>Non-discriminatory towards customers.</td>
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</tbody>
</table>

28) Effects of e-service on Job Satisfaction. Please tick mark (✓) in the box.

<table>
<thead>
<tr>
<th>Statements</th>
<th>Strongly agree</th>
<th>Agree</th>
<th>Disagree</th>
<th>Strongly disagree</th>
</tr>
</thead>
<tbody>
<tr>
<td>E-services have helped to save time from bureaucratic proceedings.</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>E-services have helped to reduce the cost of getting services.</td>
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<tr>
<td>E-service have helped to ensure procedural fairness in the system.</td>
<td></td>
<td></td>
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<tr>
<td>E-services have helped to reduce personal favour while seeking services.</td>
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<td></td>
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</tr>
<tr>
<td>The physical visits to the PSCK have decreased due to the introduction of e-services.</td>
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<tr>
<td>Power interruption are the major and key barriers for public eService development</td>
<td></td>
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<tr>
<td>Legal issues are the major and key barriers for public eService development</td>
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<tr>
<td>There are moderate barriers like lack of Internet access and sustainability of eService</td>
<td></td>
<td></td>
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<td></td>
</tr>
</tbody>
</table>
29) Do you think the present e-service provided by the Recruitment and Selection Database Management need to be expanded?

Yes [ ]  No [ ]  don't know [ ]

30) Should the government of Kenya implement more e-services for citizens?

Yes [ ]  No [ ]

31) Do you think the PSCK have sufficient human resources (trained and skilled ICT human resources) to effectively carry out e-services?

Yes [ ]  No [ ]

32) What sort of employee's attitude have you found in the PSCK after the adoption of the online system?

Positive [ ]  Negative [ ]

33) How have you perceived the service seekers' reaction towards e-service in the Commission?

Positive [ ]  Negative [ ]

34) Do you think the role of e-service within the Commission is to free the general public from having to wait for answers to queries?

Yes [ ]  No [ ]

35) Do you think e-service represents a tremendous opportunity to improve the accessibility and increase the benefits to be gained in modernizing service delivery?

Yes [ ]  No [ ]

36) When you contact the Public Service Commission are you happy with the level of service delivered?

Yes [ ]  No [ ]
Section E: Factors that affect e-services delivery at the PSC (K)

(Please tick (✓) the appropriate box)

37) Have you got ICT training?         Yes [ ]         No [ ]

38) If yes, who provided the ICT training?
Office [ ]
Self Initiative [ ]

39) Do you think the ICT training provided by the Organization is sufficient?
Yes [ ]         No [ ]

If no, please state your expectations

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........................................................................................................................................

40) How do you rate the usefulness of your ICT training in the daily working procedures at PSCK?

1 2 3 4 5
Useless Very Useful

41) How well has the ICT training improved your job performance?

1 2 3 4 5
Not at all Very well

42) According to your own experience is the ICT training fairly distributed across the employees?
Yes [ ]         No [ ]

43) How do you rank the ICT infrastructure at the PSC (K)?
Strong [ ]       Fair [ ]       Poor [ ]
46) Please state how you agree or disagree with the statement that best describe how e-services delivery has changed how things are done at the PSCK.

<table>
<thead>
<tr>
<th>Statement</th>
<th>Strongly disagree</th>
<th>Disagree</th>
<th>Undecided</th>
<th>Agree</th>
<th>Strongly agree</th>
</tr>
</thead>
<tbody>
<tr>
<td>a) Staff in the Commission are empowered to implement e-services delivery</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>b) Staffs in the Commission are highly motivated by e-services.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>c) The organization culture has contributed positively to the strategy implementation of e-services.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>d) The Government push for the implementation of e-services delivery is a positive contribution.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>e) Improved customer service and pace of service delivery</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>f) Power interruption is the major and key barriers for public e-services delivery.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
</tbody>
</table>

47) What is your overall assessment of the effectiveness of the implementation of Public Service Commission e-services delivery? Please tick [✓] as appropriate.

Has been poorly implemented [ ]  Implementation fairly successful [ ]
Neutral [ ]  Implementation very successful [ ]
48) What is the contribution of the e-services delivery in improving employee satisfaction at the PSC (K)? Please tick [✓] as appropriate.

Nil [ ]    Very minimal [ ]    Minimal [ ]    High [ ]    Very high [ ]

49) What is the contribution of the e-service in improving service delivery at the PSCK? Please tick [✓] as appropriate.

Nil [ ]    Very minimal [ ]    Minimal [ ]    High [ ]    Very high [ ]

50) Give recommendations on how e-service can be best administered in order to improve timely service delivery at the Public service Commission (K)

i) ....................................................................................................................

ii) ...................................................................................................................

iii) ..................................................................................................................

51) Please give suggestion how more manual services could be improved through electronic means to ensure better service delivery at PSC (K)

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Thank you for your participation.