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THE EFFECT OF E-SERVICE DELIVERY STRATEGIES ON PERFORMANCE OF NON-COMMERCIAL STATE CORPORATIONS IN KENYA

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Abstract

The main objective of the thesis was to determine the effect of e-service delivery strategies on the performance of non-commercial state corporations in Kenya. The population of the study comprised of the fifty-five (55) non-commercial state corporations in Kenya. A descriptive cross-sectional survey design was adopted in data collection and analysis. Primary data was collected from respondents using structured questionnaire, while secondary data was collected from GoK Performance Contracting reports. 34 out of the 55 targeted population responded forming 61.8% response rate, which was considered adequate for analysis with good representation. On hypotheses testing, it was established that 76.1% (Adjusted R2 = 0.761) of variations in the overall firm performance is explained by variations in the e-service delivery strategies namely multiple channel selection, strategic channel management, participatory e-service delivery design and integrated e-service delivery channel. Thus, e-service delivery strategies are a good predictor of performance of non-commercial state corporations in Kenya. The findings therefore confirms alternate hypothesis that there is effect of e-service delivery strategies on performance of non-commercial state corporations in Kenya. The null hypothesis H_{O1} is therefore rejected. The study had a number of limitations. A cross-sectional survey approach method was used for the study and a single respondent was used in data collection, which may bias or determine the nature of responses. The study covered all non-commercial state corporations in Kenya with geographically dispersed towns requiring a lot resources and time. Further research should include all state corporations in Kenya or private sector in Kenya. The study suggests future studies which it deems important in contributing to future knowledge in research works should consider using quantitative measures of customer value especially the use of other popular measures of customer value like cost, quality and time to deliver a service using both quantitative and subjective/qualitative research design.

Key Words: *E-Service Delivery Strategies, Performance, Non-Commercial State Corporations and Kenya*

Introduction

System automation besides internal efficiencies of organization facilitates process efficiency. Integrating the supply chain has major influence on product distinction besides customer service concentrations. Improved integration improves the firm performance. Presumably, firms that that focus on improving their internal business process through integration are definitely increasing their day-to-day performance. The usage of Information Communication Technology (ICT) commonly emphasizes as main contributing variables in house technical capacity and ICT knowledge. Extant studies show that e - government apps are more probable to be implemented by an organization whose staff are qualified and knowledgeable (Lin & Lee, 2015). The delivery of e-service in many organization setups poses some challenges ranging from design to integrated firm systems that facilitate effective delivery of services.

E-service delivery strategies increase customers' control on self-service substantially as compared to historical mode of relying information such as interactive online choice boards where clients can customize goods by making choices by considering attributes, components, prices, and delivery options. E-service delivery strategies in the supply chain increase integration, coordination, stock volume, price of product, better recognition of customers' needs and their orders. Bharati and Chaudhury (2014) define E-service delivery strategies to include multiple channel selection strategies, strategic service channel management, participatory service delivery design, integrated service delivery channel strategy.

E-service delivery strategies refer to a means through firms or customers make the use of internet to access services online, which were initially done in a traditional manner (Nevo & Wade, 2015). Francis and White (2014) state that a fulfillment process that takes place electronically, and where the object of exchange is a service characterizes electronic services. Thus, consumers of e-services include banking, dating/ chats, brokerage services on a website. In comparison, offline services are those where the core service is produced offline like travel, hotel accommodation, event tickets.

However, the multiple actions show that there is an absence of agreement on the right metric of company results in empirical studies. Rhoades, Rechner and Sundaramurthy (2000) research indeed shows the connection between the empiricists involving firm performance as a dependent variable being profound in operational description of performance. Due to the profound focus, consequently, extant research workings frequently assume numerous performance indicators for testing firm performance.

For the non-coommercial state corporations, the many governance guidelines contained in the various statutes are mandatory under the law. Failure to comply with the provisions, attracts sanctions, most of which are criminal in nature. Such compliances for commercial state corporations are cumbersome and expensive to service delivery. The same cannot be said of the

private sector. Non-commercial state corporations also often have a number of stakeholders demanding better service delivery especially the employees, consumers, and government-conserved creditors. Matching the rival wellbeing is a task for managers of these entities. Moreover, unlike private sector, non-commercial state corporations have other powerful shareholders like civil culture (lobbyists), native societies, plus public at large whose interests are diverse (Robinett, 2010).

Research Problem

Kenyan non-commercial state corporations remain underperforming, through great financial and economic losses creating opportunity costs for the broader budget. There is need therefore, for these non-commercial entities to collaborate through archaic divisions besides becoming further receptive to civilians' necessities. The non-commercial state corporations in Kenya face increased pressure to form an effective e-service delivery strategy. E-service delivery strategies are to convey public services accessible and dropping general operational costs through adapting e-service delivery strategy to a firm which generates mutually social and economic significance efficiently (GoK, 2013). The present study will gauge whether e-service delivery strategies will affect positively customer value and performance of non-commercial state corporation in Kenya.

Blanchard, (2010), Casati, (2011), and Colby, (2012) studied the effects on client and industry conduct and recognition that e-services have. In a variety of research, customers have been analysed how customers view and react to e-service service technology and the features of various e-customer kinds. However, few studies on the organizational consequences of the engagement of e-service technologies are available, and far less the impact of e-service on supply chain performance. Consensus lacks in the literature on conceptualizing channel integration and given the absence of empirical work in this area; there is need to clarify the notion of integrated e-delivery channel strategy in practice and identify the strategic and tactical issues of importance (Russo & Carlson, 2012).

The empirical researches indicate that limited analyses have been done on e-service delivery strategies and performance of non-commercial state corporations in Kenya. Therefore the necessity of conducting a research establishing effects of e-service delivery strategies on performance of non-commercial state corporations in Kenya. This research, therefore, seeks establishing the effect of e-service delivery on performance of non-commercial state corporations in Kenya by answering the following research question; Does e-service delivery have a vital influence on performance?

Research Objectives

The overall objective of the research is investigating the influence of e-service delivery strategies on performance of non-commercial state corporations in Kenya. Precise Objective of the study was to establish the effect of e-service delivery strategies on performance of non-commercial state corporations in Kenya.

Literature Review and Hypotheses Development

The section reviewed both theoretical and empirical literature relevant to the study. The relation of the study's main variables were then be summarized in a conceptual framework.

Theoretical Review

This research is mainly affixed on the expectation-confirmation theory (ECT): In contrast, user creates its aspirations, checks usage and creates fulfillment levels through traditional customer products / services such as printers, vehicles, garments and e-commerce, and Value Chain Systems involve a number of participants. (Hofer, 2008). In addition, although the operating purpose is often repeated every day – customers are often created strategically by buying choices and choices on upgrading (repurchase). The gratification stages of strategic management with Supply Chain Management (SCM) Systems are motivated both by verification of their requirements and by the fulfillment of other organizational shareholders (Shang & Seddon, 2016).

Richard (1977) postulates that customer contentment is regulated by the relationship of preceding prospects plus discernment of service conveyance. There exist numerous solicitations in study that making use of an ECT model. The expressive influence permits self-determining inquiries influencing whichever of the mechanisms plus a layout scrutinizing reason customer is gratified (or not) by a certain produce or amenity.

This theory is relevant to the present study in a horde of frameworks in which gratification is a variable of concern as the moderator variable. This is valued since the subsequent level of gratification in a business deal can act as a pointer to advance customer conduct. Seeming rational that clients look more probable reappearing after reasonable relations; customers would come back when contented by prior amenity, administrators can gauge the output of workers when gratified by their performing.

Empirical Literature Review on E-Service Delivery Strategies and Firm Performance

In a work carried out by Mandal and Bandyopadhyay (2011) on effects of E-service delivery strategies on firm performance indicated that that multiple service channel selection strategy is the best choice for the retailer only when the cost-gap is narrow enough. A multiple service channel selection strategy concentrates on maximizing sales activities within each channel and meeting specific needs of customers and lifestyles. It also focuses on revenue enhancement and creating a unique customer experience and increasing customer loyalty for repeat business thus enhancing firm performance. The proposed study will link E-service delivery strategies to firm performance and inaugurate the moderating effect of customer value.

McLaren et al. (2014) did a multiple case study about how e-service delivery supports different operational environments. These studies established that while e-service delivery and integration supported the business operations in an organizational setup, they do not help in determining how companies use e-service delivery strategies

in firm performance. McLaren's study clearly brought out the relationship between E-service deli.very strategies but did not bring the element of customer value. The proposed study will link E-service delivery strategies, firm performance and customer value.

Hsieh & Wang, (2015) in their study major focus was apprehending the present practice of e-service procurement by explaining achievement variables and obstacles to its commercial execution. The factor assessment research led to three achievement variables in e-procurement: provider and agreement leadership. Consumer conduct plus e-procurement business processes plus information then e-procurement infrastructure. Three challenges for execution have too appeared: the failure to integrate the scheme and to standardize the problems; the immaturity of market-based e-commerce facilities, and end-user operation, thus limiting efficiency and elaborate firm performance.

Egbu et al (2003) did a work about implementing an e-procurement system. This study revealed that a steel merchant is capable carrying out a multi-million-pound task by only 20% of the workforce an enterprise will usually use. E-procurement offers an enterprise competitive advantage above its contestants. By way of a central division will manage entirely procurement activities then dissimilar offices globally will have the similar documents once needed, it provides a discrete benefit above the much sluggish practice of posting documents amid offices thus enhancing firm performance. However, Egbu's study did not embrace customer value as a moderating variable as proposed in the present study.

Proposition I: There is a link between e-service delivery strategies and firm performance.

Table 1: "Summary of Knowledge gaps on e-service delivery strategies and firm performance

Author	**Title**	**Research Gaps**	**Proposed Remedy**
Breu et al. (2011)	"The role of e-service delivery in developing agility"	This study did not bring out the element of e-service delivery strategies and firm performance.	There is a need to empirically establish the link between e-service delivery strategies and firm performance
Axelsson et al. (2010)	"User participation in public e-service	The study brings out participatory design in using e-service programs but fails to acknowledge how this	There is a need to empirically establish the link

	development"	design can be used to enhance firm performance.	between e-service delivery strategies and firm performance
McLaren et al. (2014)	"E- service delivery support different operations environments."	This study did not bring out the element of e-service delivery strategies and firm performance.	There is a need to empirically establish the link between e-service delivery strategies and firm performance
Rangaswamy & Van Bruggen (2015)	"Strategic Service Channel Management and customer loyalty."	There is a lack of research in the published literature on the impact of Strategic Service Channel Management that empirically investigates the conceptual perspectives on firm performance, its usefulness, and contribution to the overall supply chain concept	There is a need to empirically establish the link between e-service delivery strategies and firm performance
Ariely, Lynch, and Moon (2012)	"Challenges & Opportunities in Multi-channel Customer Management."	Consensus is lacking in the literature on conceptualizing channel integration and given the absence of empirical work in this area; there is need to clarify the notion of integrated service delivery channel strategy in practice (conceptualization and implementation) and identify the strategic and tactical issues of importance.	There is a need to empirically establish the link between e-service delivery strategies and firm performance

Conceptual framework and Hypotheses Development

It is apparent from the literature that a lot more needs to be done than has already been done with regard to cementing the conceptual framework for establishing the causal link between BPR Strategy, IT infrastructure and firm performance. This study through the conceptual model develops analysis and synthesis of the current literature as an attempt at filling this gap.

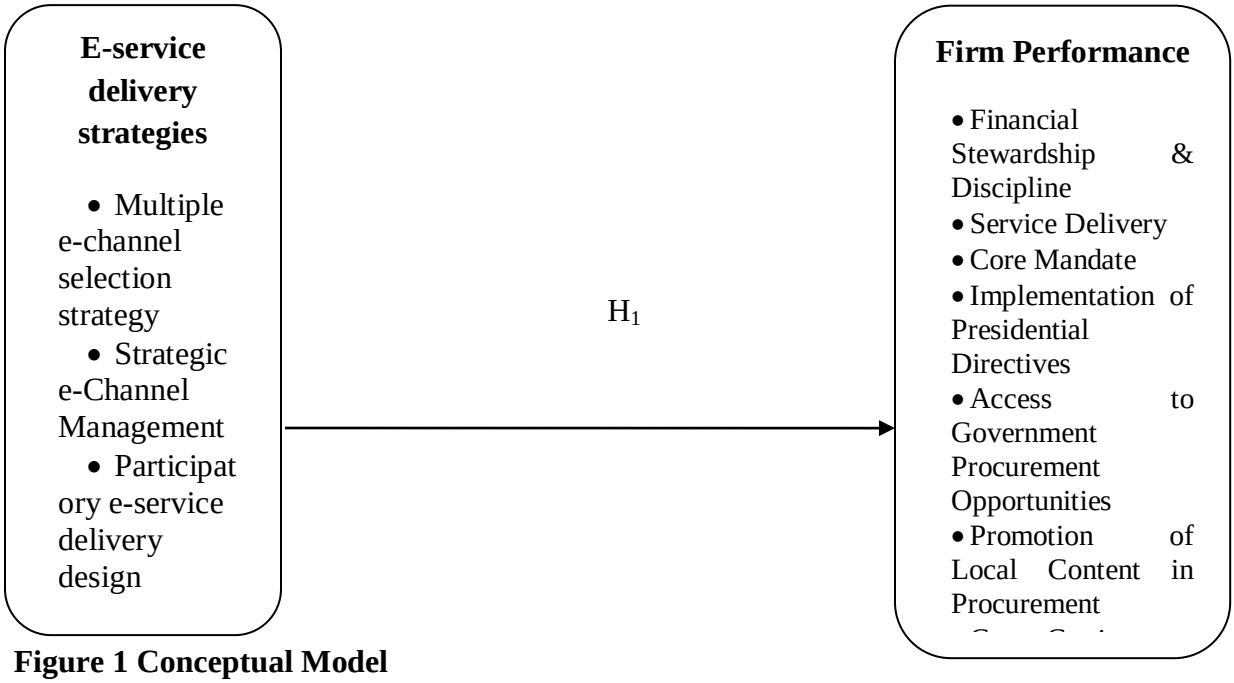

Figure 1 Conceptual Model

Source: Researcher", 2020"

H_{O1}= "There is no significant effect of E-service delivery strategies on performance of non-commercial state corporations in Kenya

Research Methodology

The section highlighted the research methodology adopted that ensured the research objectives are addressed conclusively. This covered the research design, target population, sample size and sampling techniques, research instruments, data collection procedures, and data analysis.

This study applied positivism approach because it is anchored on testing pre-existing theories through hypotheses testing. In addition, the researcher was independent of the study and did not influence its outcome.

The outcome shall be determined by empirical testing of the operationalized variables. The study aimed to scientifically arrive at findings and conclusions, which shall be generalizable to the whole population of public commercial and manufacturing firms in Kenya. Positivism depends on quantifiable observations that lead themselves to statistical analysis. It has been noted that as a philosophy, positivism is in accordance with the empiricist view that knowledge stems from human experience. It has an atomistic, ontological view of the world as comprising discrete, observable elements and events that interact in an observable, determined and regular manner, (Crowther & Lancaster, 2009). Moreover, in positivism studies, the researcher is independent from the study, and there are no provisions for human interests within the study. Crowther and Lancaster (2009) inform that as a general

rule, positivist studies usually adopt the deductive approach, whereas inductive research approach is usually associated with a phenomenology philosophy. Moreover, positivism relates to the viewpoint that a researcher needs to concentrate on facts, whereas phenomenology concentrates on the meaning and has provision for human interest.

The study adopted a descriptive cross-sectional census design. This is considered appropriate since the variables under study shall be measured as they naturally occur without being manipulated or controlled (Bryman & Bell, 2011). In this type of design either the entire population or a subset thereof is selected and from these individuals, data are collected to help answer research questions of interest, (Creswell & Clark, 2011).

The population of this study consisted of all the fifty-five (55) of non-commercial state corporations in Kenya. This was a census study. The choice of census method is to fulfill requirements of effectiveness, total representativeness, reliability and accuracy (Kodhari, 2004). These fifty-five will inform the unit of analysis in this study.

The study relied on both primary and secondary data as they usually reinforce each other. Primary data was collected through a questionnaire (Appendix 1). The questionnaire was developed into four sections with section one capturing demographic data of the respondent agencies; Sections 2, 3 & 4 each addresses one of the variables of the study. The researcher administered the questionnaire to the various respondents with the help of trained research assistants. The chief executive officer / managing director of the state agency was considered as the target respondent. Similar studies (Awino, 2011; Magutu, 2013; Murgor, 2014) effectively used the same method. The CEO /MD was selected for the study because firm characteristics to be measured are best known to them. Data was collected from the respondent on a five point Likert type scale where one is set for strongly disagree and 5 for strongly agree. Secondary data on Firm Performance for a five year period of 2013 to 2017 was collected from firm's records, industry records, and government agencies. Importance of secondary data is because they are more objective.

Descriptive and inferential statistics were used in data analysis. A detailed assessment consisting of frequency tables, figures and central dispersion shall be used as it would be deemed best as while for inferential statistics. Students t-test and correlation were used to test the relationships between the variables. Multiple regressions shall be used to predict the variance in a single dependent variable caused by the effect of more than one independent variable (Sekaran, 2010). The coefficient of determination (R^2) provided the proportion of variance in the dependent variable accounted for by the predictor variables. This technique of evaluation is considered suitable since it determines the impact on the dependent variable of one independent variable and various independent variables (Gravetter & Wallnau, 2009).

Data analysis as shown in Table 2 below was conducted using multivariate techniques

that estimate the linear and relationship between multiple variables (Hair et al. 2013). Aggregate performance = P_{index} Year 1+P_1Y_2 + P_1Y_3+ P_1Y_4+ P_1Y_5 for the five years. The general regression model of the study variables is expressed as Firm Performance = f (Customer value + e-service delivery strategies + Error Term. This is represented by the model; $P=Y= \beta_0 + \beta_1X_1 + \beta_2X_2 + \varepsilon_1$ where P = Firm Performance, βo = Intercept, X_1 Multiple channel selection strategy, X_2 Strategic Channel Management, X_3 Participatory service delivery design, X_4 Integrated service delivery channel strategy, X_5 e-Government and ε_1 = Error Term.

Table 2: Summary of Hypotheses, Analytical Model and Interpretation

Hypothesis	**Analytical Model**	**Interpretation**
H_1: "There is a significant effect of E-service delivery strategies on performance of non-commercial state corporations in Kenya	Model 1 Regression Analysis using multiple regression: Y_1 = f(E-service delivery strategies) $P= \beta o_2+\beta_1X_1 + \beta_2X_2 +\beta_3X_3+ \beta_4X_4 + \beta_4X_4+ \beta_5X_5+ +\varepsilon_5$ Where: Y_1 = Firm Performance β_1, represents beta coefficients for H_1 X_1 Multiple channel selection strategy X_2 Strategic Channel Management X_3 Participatory service delivery design X_4 Integrated service delivery channel strategy X_5 e-Government	The closer R approaches ±1, then a relationship exists. If (R^2) value is significant, then the relationship is significant.

Source: Author, 2020

Data Analysis, Findings And Discussions

Introduction

Five non-commercial state corporations were selected to participate in the pilot study aimed at pre-testing the data collection tool in an effort to seek clarity, relevancy and availability of data (that was to be used in computing firm performance indices based on the GoK performance contracting guidelines) of the questions contained in the research questionnaire. Hair et al. (2007) suggests that a pretest of 5 to 10 respondents selected from the targeted population is sufficient to allow validation of a questionnaire. These five non-commercial corporations did not participate in the main survey. The study population comprised a cross-sectional descriptive survey all the fifty-five (55) non-commercial state corporations where the manifestations of e-service delivery strategies and customer value on performance were to be tested. Out of the 55 questionnaires that were pre-tested before being self-administered with well-trained research assistants, only thirty-four (34) were duly filled and returned giving a response rate of 61.82% as indicated below.

The study's 61.82% response rate was considered adequately good for analysis as per recommendations by Mugenda and Mugenda (1999) where adequate was characterized with a response rate of between 50%-60%, Good was characterized with a response rate of between 60%-70% and a response rate above 70% was seen as very good. This is further supported by Kodhari, (2004) suggestion that 60% response rate is representative of the population in any survey study of less than one hundred institutions. There was need to measure the degree to which results from the research instrument are consistent on repeated measurements particularly internal consistency or average correlation to estimate errors which are normally random using cronbach's alpha.

Normality tested using the Shapiro-Wilk showed that all the variables were above 0.05 ($p > 0.05$) hence confirming data normality. Normality assumes that the sampling distribution of the mean is normal. As shown in Table 4.4, data was collected from a population that is normally distributed given that the p-values for the Shapiro-Wilk tests were between 0.0.13 and 0.996, which are greater that the cutoff point of 0.05. The normal distribution had a good fit for the study variables.

Hypothesis Testing

The study sought to establish the effect of e-service delivery strategies on performance of non-commercial state corporations in Kenya. The hypothesis was:

H_{O1}: There is no significant effect of e-service delivery strategies on performance of non-commercial state corporations in Kenya.

The study tested the direct effect of e-service delivery strategies on performance of non-commercial state corporations in Kenya. This was through performing a regression analysis to determine and test the hypothesis for the existence of a link between e-service delivery strategies on firm performance.

Overall composite firm performance index on firm performance was composite index was derived from the six perspectives that

were used to measure of firm performance as provided in the Firm Performance Index Panel Data in Appendix III. Then the results from testing the first hypothesis on whether there is any effect of e-service delivery strategies on performance of non-commercial state corporations in Kenya was done through stepwise regression analysis giving the results as in the tables below.

Table 5.1: Variables Entered/Removed on the Effect of E-Service Delivery Strategies on Firm Performance

Model	Variables Entered	Method
1	Multiple e-Channel Selection Strategies	Stepwise (Criteria: Probability-of-F-to-enter <= .050, Probability-of-F-to-remove >= .100).
2	Strategic e-Channel Management Strategies	Stepwise (Criteria: Probability-of-F-to-enter <= .050, Probability-of-F-to-remove >= .100).
3	Participatory e-Service Delivery Design Strategies	Stepwise (Criteria: Probability-of-F-to-enter <= .050, Probability-of-F-to-remove >= .100).
4	Integrated e-Service Delivery Channel Strategies	Stepwise (Criteria: Probability-of-F-to-enter <= .050, Probability-of-F-to-remove >= .100).
	a. Dependent Variable: Firm Performance Index	

Source: Research Data (2020)

From the findings on table 5.1, in the fourth stepwise regression model; only four out of the five indicators of e-service delivery strategies were included in the fourth stepwise regression analysis testing the effect of e-service delivery strategies on performance of non-commercial state corporations in Kenya. Further the model goodness of fit using the adjusted R^2 (coefficient of determinations) done in the next table.

Table 5.2: Model Goodness of Fit of on the Effect of E-Service Delivery Strategies on Firm Performance

Model	R	R^2	Adjusted R^2	Std. Error of the Estimate
1	.780[a]	.609	.596	1.82767
2	.835[b]	.697	.677	1.63443
3	.868[c]	.754	.729	1.49727
4	.889[d]	.790	.761	1.40523
a. Predictors: (Constant), Multiple e-Channel Selection Strategies				
b. Predictors: (Constant), Multiple e-Channel Selection Strategies, Strategic e-Channel Management Strategies				
c. Predictors: (Constant), Multiple e-Channel Selection Strategies, Strategic e-Channel Management Strategies, Participatory e-Service Delivery Design Strategies				
d. Predictors: (Constant), Multiple e-Channel Selection Strategies, Strategic e-Channel Management Strategies, Participatory e-Service Delivery Design Strategies, Integrated e-Service Delivery Channel Strategies				

Source: Research Data (2020)

From the results in Table 5.2, the adjusted R^2 also keeps on improving from 0.596 to 0.761. Although all models are significant, the stepwise model number four is a good predicator of the effect of e-service delivery strategies on performance of non-commercial state corporations in Kenya.

As presented in Table 5.2, 76.1% (Adjusted R^2 = 0.761) of variations in the overall firm performance is explained by variations in the e-service delivery strategies namely multiple channel selection, strategic channel management, participatory e-service delivery design and integrated e-service delivery channel.

Table 5.3 presents that the model is statistically significant in explaining the effect of e-service delivery strategies on performance of non-commercial state corporations in Kenya, F (4, 29) =53.971, P>0.000.

Table 5.3: Model Overall Significance (ANOVA[a]) on the Effect of E-Service Delivery Strategies on Firm Performance

Regression Model		Model Sum of Squares	Mean Square	F	Sig./P-Value	Model Sum of Squares
	Regression	166.257	1	166.257	49.772	.000[b]
	Residual	106.892	32	3.340		
	Total	273.150	33			
	Regression	190.337	2	95.169	35.625	.000[c]
	Residual	82.812	31	2.671		
	Total	273.150	33			
	Regression	205.895	3	68.632	30.614	.000[d]
	Residual	67.255	30	2.242		
	Total	273.150	33			
	Regression	215.884	4	53.971	27.332	.000[e]
	Residual	57.266	29	1.975		
	Total	273.150	33			

a. Dependent Variable: Firm Performance Index

b. Predictors: (Constant), Multiple e-Channel Selection Strategies

c. Predictors: (Constant), Multiple e-Channel Selection Strategies, Strategic e-Channel Management Strategies

d. Predictors: (Constant), Multiple e-Channel Selection Strategies, Strategic e-Channel Management Strategies, Participatory e-Service Delivery Design Strategies

e. Predictors: (Constant), Multiple e-Channel Selection Strategies, Strategic e-Channel Management Strategies, Participatory e-Service Delivery Design Strategies, Integrated e-Service Delivery Channel Strategies

Source: Research Data (2020)

From the results in Table 5.3, it can be observed that as one moves from stepwise model number one to four, the standard error of the estimate keeps decreasing from 49.772 to 27.332 as so does the F values from 166.257 to 53.971.

As presented in Table 5.4, using standardized coefficients: Multiple e-channel selection strategies has a weak positive effect on firm performance (β=0.586, t= 2.589, P>0.014); strategic e-channel management strategies have a

strong positive effect on firm performance (β= 0.367, t= 2.857, P>0.008); participatory e-service delivery design strategies have a strong positive effect on firm performance (β= 0.270, t= 2.368, P>0.025); integrated e-service delivery channel strategies have a strong positive effect on firm performance (β= 0.319, t= 2.249, P>0.032)

Table 5.4: Regression Coefficients of the Effect of E-Service Delivery Strategies on Firm Performance Model coefficients [a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
	(Constant)	28.182	2.254		12.505	.000
	Multiple e-Channel Selection Strategies	4.369	.619	.780	7.055	.000
	(Constant)	28.013	2.016		13.894	.000
	Multiple e-Channel Selection Strategies	2.531	.826	.452	3.066	.004
	Strategic e-Channel Management Strategies	1.890	.630	.443	3.002	.005
	(Constant)	26.218	1.969		13.317	.000
	Multiple e-Channel Selection Strategies	1.566	.840	.280	1.864	.072
	Strategic e-Channel Management Strategies	1.707	.581	.400	2.937	.006
	Participatory e-Service Delivery Design Strategies	1.501	.570	.315	2.634	.013
	(Constant)	27.316	1.911		14.294	.000
	Multiple e-Channel Selection Strategies	.457	.930	.082	.492	.627
	Strategic e-Channel Management Strategies	1.568	.549	.367	2.857	.008
	Participatory e-Service Delivery Design Strategies	1.286	.543	.270	2.368	.025
	Integrated e-Service Delivery Channel Strategies	1.277	.568	.319	2.249	.032

a. Dependent Variable: Firm Performance Index

Source: Research Data (2020)

The relationship derived on the effect of e-service delivery strategies on performance of non-commercial state corporations in Kenya is statistically significant.

The regression equation derived was thus as follows:

Firm Performance (Y)* = 0.082 *Multiple e-Channel Selection Strategies* + 0.367 *Strategic e-Channel Management Strategies* + 0.270 *Participatory e-Service Delivery Design Strategies* + 0.319 *Integrated e-Service Delivery Channel Strategies

The results of the beta coefficient showed that a unit increase in multiple e-channel selection strategies will cause a 0.082 positive effect on firm performance (β= 0.082, t= 2.589, P>0.014); a unit increase in strategic e-channel management strategies will cause a 0.367 positive effect on firm performance (β= 0.367, t= 2.857, P>0.008); a unit increase in participatory e-service delivery design strategies will cause a 0.270 positive effect on firm performance (β= 0.270, t= 2.368, P>0.025); a unit increase in integrated e-service delivery channel strategies will cause a 0.319 positive effect on firm performance (β= 0.319, t= 2.249, P>0.032).

Moreover, the effect of e-service delivery strategies on performance was statistically significant. This implies, overall, e-service delivery strategies are a good predictor of performance of non-commercial state corporations in Kenya. The findings therefore confirms alternate hypothesis one (i) that there is effect of e-service delivery strategies on performance of non-commercial state corporations in Kenya. The null hypothesis H_{O1} is therefore rejected.

Discussion of the Research Results and Findings

This section discusses the results of this study in line with the research objective and the hypothesis formulated based on existing literature, both conceptual and empirical, and led to the development of conceptual model, which outlined the relationships between the variables. The results from the test of hypotheses are compared on how they fit into the existing body of knowledge and previous studies. Further, this section discusses the implications of the current research findings' provision of new insights and support of existing theory on which the study was founded.

The objective of the study aimed at establishing the effect of e-service delivery strategies on performance of non-commercial state corporations in Kenya. This objective had a corresponding hypothesis, H_{O1}, which stated that there is no significant effect of e-service delivery strategies on performance of non-commercial state corporations in Kenya.

In testing the first hypothesis on the effect of e-service delivery strategies on the performance of non-commercial state corporations in Kenya, the results showed that there is a significant relationship between e-service delivery strategies and performance of non-commercial state corporations in Kenya. 76.1% (Adjusted R^2 = 0.761) of variations in the overall firm performance is explained by variations in the e-service delivery strategies namely multiple channel selection, strategic channel management, participatory e-service

delivery design and integrated e-service delivery channel.

This findings fits well into the existing body of knowledge by holding that e-service delivery strategies influence the performance of non-commercial state corporations in Kenya and vice versa. As contended by Mandal and Bandyopadhyay (2011), e-service delivery strategies has significant effects on firm performance indicated that that multiple service channel selection strategy is the best choice when the cost-gap is narrow enough.

These results are in consistent earlier conceptual and empirical evidence by McLaren et al. (2014) argument that e-service delivery supports different operational environments in firm performance.

The finding have further provided new insights on how to measure firm performance using six performance perspectives as opposed to the three perspectives used by Hsieh & Wang, (2015) in understanding the e-service achievement variables and obstacles in performance perspectives.

Conceptually, the empirical relationship between effect of e-service delivery strategies on the performance is significant where e-service delivery strategies independently and positively plays a role of fostering firm performance whereby the three significant predictors were: multiple e-channel selection strategies, strategic e-channel management strategies, participatory e-service delivery design strategies and integrated e-service delivery channel strategies except e-government strategy which has challenges. Hence the study confirms and supports Egbu et al (2003), Hofer, (2008) and Shang & Seddon, (2016) Expectation Confirmation Theory (ECT) which guides the improvements meant to enhance organizational performance where customer satisfaction is determined by the relationship of prior expectations and discernment of firm performance.

Summary, Conclusions and Recommendations

This chapter presents the study's summary of findings on thematic areas, conclusions, recommendations, limitations and suggestions for further studies. The summary of findings is based on each and every indicator used in the study while the conclusions and recommendations are based on the generalized views under each objective area.

Summary of Findings

Firstly, 76.1% (Adjusted R^2 = 0.761) of variations in the overall firm performance is explained by variations in the e-service delivery strategies namely multiple channel selection, strategic channel management, participatory e-service delivery design and integrated e-service delivery channel. Thus, e-service delivery strategies are a good predictor of performance of non-commercial state corporations in Kenya. The findings therefore confirms alternate hypothesis one (i) that there is effect of e-service delivery strategies on performance of non-commercial state corporations in Kenya. The null hypothesis H_{O1} is therefore rejected. The table below provides the summary of results, summary of hypotheses testing and

decision.

Table 7: Summary of the Results of the Hypothesis

Objective	Hypothesis	R	R^2	Adj. R^2	F	Sig./P-Value	Decision
Objective One: To establish the effect of e-service delivery strategies on performance of non-commercial state corporations in Kenya;	H_{O1}: There is no significant effect of e-service delivery strategies on performance of non-commercial state corporations in Kenya;	.889[d]	.790	.761	.889[d]	.000[e]	Fail to reject H_{A1}

Source: Researcher (2020)

Conclusion

In conclusion, there is a positive and statistically significant effect of e-service delivery strategies on performance of non-commercial state corporations in Kenya whereby 76.1% of variations in the overall firm performance is explained by variations in the e-service delivery strategies namely multiple channel selection, strategic channel management, participatory e-service delivery design and integrated e-service delivery channel. The results therefore support the anchoring theory of Expectation Confirmation Theory (ECT).

Contributions of the Research Findings

This study has contributed in different areas including implications to theory, policy, management practice and methodological contributions as discussed in the subsequent paragraphs.

First, this study confirms that e-service delivery strategies influence the performance of non-commercial state corporations in Kenya and vice versa. As contended by Mandal and Bandyopadhyay (2011), e-service delivery strategies has significant effects on firm performance indicated that that multiple service channel selection strategy is the best choice when the cost-gap is narrow enough. This has addressed the key gaps in this study that on the scantly investigated the effect of e-service delivery strategies on firm performance empirically, findings fits well into the existing body of knowledge by holding that e-service delivery strategies has a significant influence on performance. As contended by (McLaren et al. (2014) argument that e-service delivery supports different operational environments in firm performance.

Secondly, conceptually, the empirical effect of e-service delivery strategies on the performance is significant where e-service delivery strategies independently and positively plays a role of fostering firm performance whereby the three significant predictors were: multiple e-channel selection

strategies, strategic e-channel management strategies, participatory e-service delivery design strategies and integrated e-service delivery channel strategies except e-government strategy which has challenges. Hence the study confirms and supports Egbu et al (2003), Hofer, (2008) and Shang & Seddon, (2016) Expectation Confirmation Theory (ECT) which guides the improvements meant to enhance organizational performance where customer satisfaction is determined by the relationship of prior expectations and discernment of firm performance.

Thirdly, e-government is the only e-service delivery strategy that was insignificant among the state corporations. It is therefore considered rational for the non-commercial state corporations in Kenya to focus on re-engineering the e-government online resources to be institution specific and integrated to boast the e-citizen forum. This will lead to their improved overall performance contracting improvements.

Lastly on the methodological contributions: The research design was formed on the basis for generalization of the study findings; hence, the use of census survey enhanced the statistical significance and the relationships of between e-service delivery strategies, customer value and firm performance. The study used multiple and hierarchical analytical tools which led to statistical significance output which supported the study hypotheses which eventually gave concrete conclusions based on verifiable empirical evidence.

Limitations of the study

The study had a number of limitations. A cross-sectional survey approach method was used for the study and a single respondent was used in data collection, which may bias or determine the nature of responses. The study covered all non-commercial state corporations in Kenya with geographically dispersed towns requiring a lot resources and time. Further research should include all state corporations in Kenya or private sector in Kenya.

Suggestions for Further Research

The objective of this study was accomplished, future research with an end goal to improve the findings of this present study's findings can think about extra factors in measuring customer value to go beyond the two indicators of reliability and propensity.

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