INFLUENCE OF E-SERVICE ON EMPLOYEE SATISFACTION: THE CASE OF KENYA AIRWAYS LIMITED

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2010

DECLARATION

I declare that this research project report is my original work and has not been presented for the award of degree in any other university

SIGNATURE:..... DATE:..26 Sep 2010.....

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L50/70843/2007

SUPERVISOR DECLARATION

This research project report has been submitted for examination with my approval as University Supervisor.

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DEDICATION

This research project report is dedicated to my Wife Dinah Nyambura and my daughters Tecla and Cynthia who gave me invaluable support through the months that I have worked to complete this work.

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ABBREVIATIONS AND ACRONYMS

ERP - Enterprise Planning System

E - Electronic

HR – Human Resource

GBps – GigaBit per second

GPS – Geographical Positioning System

ICT – Information and Communication Technology

URL – Universal Resource Locator

IS – Information Systems

ISO – International Standard Organization

IT – Information Technology

ITU – International Telecommunication Union

ABSTRACT

E-service is the integration of business processes, policies, procedures, tools, technologies, and human efforts to facilitate both assisted and unassisted services in using the Internet and other networks. To examine impact of e-service on employee satisfaction, the researcher proposes a conceptual framework to evaluate the impact of e-service on employee satisfaction. To enable the researcher complete this research four objectives of study were established namely, to establish the influence of e-service functionality and employee satisfaction, to establish the influence of reliability and employee satisfaction, to establish the influence of e-service usability and employee satisfaction, to establish the influence of e-service efficiency and employee satisfaction. Having established the objectives the researcher derived the following research questions from the objectives; what is the influence of e-service functionality and employee satisfaction, what is the influence of e-service reliability and employee satisfaction?, what is the influence of e-service usability and employee satisfaction?, what is the influence of e-service efficiency and employee satisfaction? The researcher formulated the research questionnaire and conducted a pilot survey to establish the validity of the instrument. A sample size was established by considering the factors of time and cost and the questionnaire sent out to the respondents who were employee of Kenya Airways. The questionnaire was mainly closed ended questions to make it easy for the respondent to answer the questions as this was one of the main response during the pilot study. The data was mainly analyzed by making use of frequency Tables and the data summarized in frequency Tables. From the analysis the researcher found out the department that the respondent belonged to and the mode of training played a role in determining the level of satisfaction with the e-service. The age and the years that one has been in the organization did not affect the level of satisfaction with the e-service. As analyzed from the data collected the frequency of failure of e-service and security of e-service seemed not to affect the level of satisfaction with the e-service.

CHAPTER ONE
INTRODUCTION

1.1 Background of the Study

In response to the pressure of globalization, increasingly competitive markets, and volatile market dynamics, many organizations are actively seeking ways to deliver services to their employees in a timely and cost effective way. This has prompted organizations to replace human interventions with technology. The internet technologies and other online technologies are increasing been adopted by organizations to fulfill this need. This has enable organizations to deliver operational efficiency with fewer resources. The main driver of this approach is the attempt to improve the respective organization bottom-line by lowering operation costs.

In today's world we live in a self service society, shoppers select goods using the internet , bank customers take money out of Automated Teller Machines (ATM). Mobile phones users transfer money using mobile phones. Student of Nairobi University check their fee balances and transcript from the university website, all this are forms of e-services

(a) Definition of E-Service

Akhil (2000) defined an e-service as a service available via the Internet that completes tasks, solves problems, or conducts transactions. E-service drives new revenue streams or creates new efficiencies in the Internet economy (Akhil Sahai, 2000). In e-service, the human interaction is removed and the person accessing the service interacts only with the technology.

Very little attention has been given to measuring the effectiveness of self service technologies within the organizations in delivering their intended benefits among the myriad measures employed to assess IS effectiveness, end user satisfaction is one of the most widely used (Delone and Mclean, 1992)

(b) Satisfaction of employee in the service industry

The satisfaction of employees in the service industry is very important because the service industry is labour intensive and therefore the effectiveness of organizations in

the service industry is largely dependent on their employees. As a result, organizations in the service industry can only progress based on the views, attitudes and perceptions of their employee.

Chase (1981) in his study pointed out that the impact of employee attributes on operations are particularly essential in the service industry where activities of service employees connect organizations to their customers, and operations managers rely heavily on service employees' personal interactions to impress customers (Chase, 1981). In such a setup employee satisfaction is one of the most significant attribute of the employee.

Heskett, Sasser and Schlesinger (1997) noted that satisfied employees are loyal and productive. They farther noted that employee satisfaction stems from the following; their desire to deliver results to customers, their ability to relate to customers, the latitude (within well specified limits) to use their judgment in doing so, the training and technological support needed to do so, recognition and rewards for doing so.

Therefore according to Heskett, Sasser and Schlesinger (1997), the technology and training to support the employee in their daily work is part of the key item that makes employee satisfied with their job in organizations. Employees use technology to deliver service and to receive service.

(C) Impact of e-service in organizations

The proliferation of the internet to provide e-service has many implications for organizations. Low-wage, unskilled, non-value-added service jobs are set to disappear. A key point to note is that advances in communications and information technology are having a profound effect on the ways employees in an organization are accessing service. For example at Kenya Airways, internet-based self service human resource systems have enable employee to access and update their human resource information any-time any-where. In organizations, e-service technologies enable employees to solve problems, access information, and update information at their own convenience.

In human resource the numerous human resources clerks employed to service employees are reduced or eliminated as employee make us of e-service. The cost of providing support services decrease and everyone in the organization become more focused and productive. For most organizations providing around the clock employee access to human resources personnel is simply too expensive or not visible at all. E-service which is available around the clock 365 days a year is an extremely cost effective way to meet the needs of the employee. Self service not only makes it easier to do their job but also reduces the amount of time that employee spend accessing service.

(e) Impact of E-Service in Human Resource Departments

Just as there used to be counters in the grocer shops, the traditional payroll and personnel departments have kept control of their assets. These assets would include variable business information they maintained for the organization. If an employee needed information it was supplied over the counter by the payroll or HR personnel. E-service is set to remove this barrier by migrating service from human interaction to substitution with computers technologies which would enable access of services everywhere-anytime removing delay in accessing service.

At Kenya Airways, the interaction between the person providing the service and the person accessing the service is becoming less and less as more and more services are being migrated to the internet and other self service enabled technologies.

The review of the literature by the researcher shows that no study has specifically examined the impact of e-service on employee satisfaction in Kenya. The purpose of this paper is to address the gap in the literature and explore the development of a conceptual framework of the impact of e-service on employee satisfaction.

1.1 Purpose of the study

The study aimed to evaluate the impact of e-service on employee satisfaction. This study aimed to establish how each of e-service dimensions, as identified in the literature review impact on employee satisfaction.

In this research proposal the researcher attempts to address a fundamental question: Does e-service have an impact on employee satisfaction in the service industry? The researcher achieved this by building a conceptual model that assisted him in the research.

1.2 Objective of the study

The study evaluated the impact of e-service on employee satisfaction by evaluating how the four identified dimensions of e-service impacts on employee satisfaction.

Specific objectives

The following are specific objectives of the study

(i) To establish the influence of e-service functionality and employee satisfaction.

(ii) To establish the influence of e-service reliability and employee satisfaction.

(iii) To establish the influence of e-service usability and employee satisfaction.

(iv) To establish the influence of e-service efficiency and employee satisfaction.

1.3 Research questions

The study aimed to answer the research question through the following questions:-

(i) What is the influence of e-service functionality and employee satisfaction?

(ii) What is the influence of e-service reliability and employee satisfaction?

(iii) What is the influence of e-service usability and employee satisfaction?

(iv) What is the influence of e-service efficiency and employee satisfaction?

1.4 Significance of the study

The study is significant to organizations as it shows the impact that e-service has on employees satisfaction in service industry. Satisfaction of employees in the service industry is very important because such organizations are labour intensive and their effectiveness is largely dependent on their employees. Employee satisfaction has been cited in various researches as having an impact on service quality and ultimately on customer satisfaction. The study is expected to generate more research in the area of study.

1.5 Limitation

The research instrument used may generate varying data depending on the individual persons interviewed.

Though the e-service been examined was implemented by the same project manager and the same project team throughout Kenya Airways, there might have been slight variation on the impact of the implementation methodology across the organization. For the purpose of this research the researcher assumes that variations in implementation methodology has no effect on impact of e-service on employee satisfaction, this assumption may not be true.

1.6 Scope

Though Kenya airways has implemented several e-services, this study focuses only on HR services namely employee information, leave application, pay slip access, and applying for job vacancies.

1.7 Organization of the Study

This research project report is comprised of four chapters. Chapter one contains the background of the study; statement of the problem; purpose of the study; objectives of the study; research questions; significance of the study; limitations and delimitations of the study; operational definition of significant terms in the study and the organization of the study. Chapter two deal with the review of literatures relevant to the study and the theoretical and conceptual frameworks. Chapter three contains the methodology of the study. It comprises of research design; research scope; target population; sampling procedure and sample size; data collection techniques; administration of research instrument and data analysis procedures. Cchapter four presents in summary the statistically analyzed data as collected in the study. The chapter is divided into four parts namely, the introduction, general information on the study, main findings of the study and discussion. Chapter five gives a summary of the study, its conclusions, and recommendations for practice as well as suggestions for further research,

1.8 Definition of Key Terms

Service - A service is intangible and perishable. It is an occurrence or process that is created and used simultaneously or nearly simultaneously. While the consumer cannot retain the actual service after it is produced the, the effects of the service can be retained

E-service - is a service available via the Internet that completes tasks, solves problems, or conducts transactions. E-service drives new revenue streams or creates new efficiencies in the Internet economy

Internet - The Internet, sometimes called simply "the Net," is a worldwide system of computer networks - a network of networks in which users at any one computer can, if they have permission, get information from any other computer

Satisfaction -

Employee satisfaction- reflects the degree to which the individual's needs and desires are met and the extent to which this is perceived by the other employees

Self service - Self service is the practice of serving oneself, usually when purchasing items or accessing service

Server – Server is a person providing service

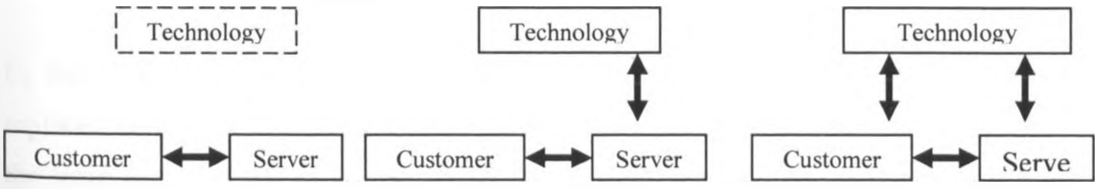
CHAPTER TWO
LITERATURE REVIEW

2.1 Introduction

This chapter starts by reviewing the types of e-service models. It also examines conceptual frameworks developed by other researchers who have also examined influence of other aspects and satisfaction. It farther presents a review of literature on the attributes of e-service and their influence with employee satisfaction with the aim of coming up with a conceptual framework for the study

2.2 Types of e - service models

Service has migrated from human interaction to substitution of technology for service employees or where feasible to complete substitution of service employees resulting in everywhere-anytime electronic service. The proliferation of the internet to provide e-service has many implications for society. Low-wage, unskilled, non-value-added service jobs are bound to disappear. As a result, electronic services are having a profound effect on the ways employees in organizations are accessing the services. For example, employee do not have to go to HR departments to access information and get services, they are able to access services from anywhere in the work any-time provided they have access to the internet. The e-service has changed the expectation of employees and the perception of service. The interaction between the person providing the service and the person accessing the service is becoming less and less as more and more services are migrated to the internet and other self service enabled technologies. As expressed by Froehle and Roth (2004), there are five modes of technology's contribution to the service encounter



a) Technology-free service encounter

b) Technology-assisted service encounter

c) Technology-facilitated service encounter

Figure 1 Mode of Face-to-Face contact, Source: Froehle & Roth, 2004

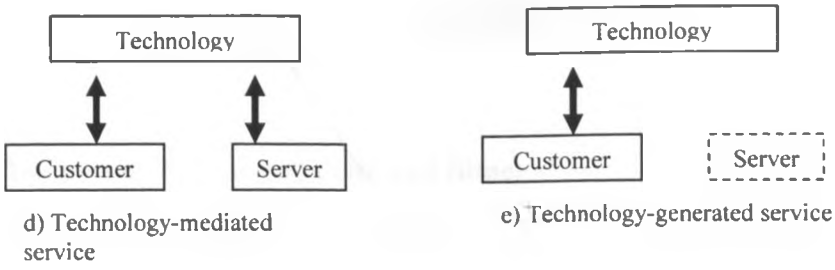


Figure 2 Mode of face-to-screen contact, Source: Froehle & Roth, 2004

The technology free service encounters is one where the employee is in physical proximity to and interact with the human service provider. The traditional human resources department used and indeed operate this way in many organizations.

In the technology-assisted service encounter only the service provider has access to the technology to improve the quality of face-to-face service. This is not a form of e-service

In the technology-facilitated service encounter both the employee and service provider has access to the same technology. Both interact with the service. There is a face to face encounter between the employee and the service provider.

In the technology mediated service encounter, the employee and human service provider are not physically together and thus the service encounter is no longer the traditional face-to-face contact.

In the technology-generated service encounter, the human service provider is replaced entirely with technology that allows the employee to access service without the intervention of the service provided for example without the intervention of the human resource department. E-service falls in this category

2.3 Definition of Service

Many definitions of service are available but all contain a common theme of intangibility and simultaneous consumption. The following represent a sample of service definitions.-

Definition of service by Zeith and Bitner

Services are deeds, processes, and performances (Zeithermal &Bitner, 1996)

Definition of service by Gronroos

A service is an activity or a series of activities of more or less intangible nature that normally, but not necessary, take place in interactions between customer and service employees and /or physical resources or goods and /or systems of the service provider, which are provided as solutions to customer problem. (Gronroos, 1990)

Definition of service by Olsen and Wyckoff

A service is intangible and perishable. It is an occurrence or process that is created and used simultaneously or nearly simultaneously. While the consumer cannot retain the actual service after it is produced the, the effects of the service can be retain (Olsen & Wyckoff, 1997)

For the purpose of this study the researcher adopted the definition of Olsen and Wyckoff.

2.4 Employee satisfaction

According to Kusku (2003), employee satisfaction reflects the degree to which the individual's needs and desires are met and the extent to which this is perceived by the other employees (Kusku, 2003).

According to Heskett, Sasser and Schlesinger (1997) satisfied employees are loyal and productive and their satisfaction stems from the following points (Heskett, Sasser and Schlesinger (1997)

- Their desire to deliver results to customers.

- Their ability to relate to customers.
- The latitude (within well specified limits) to use their judgment in doing so.
- The training and technological support needed to do so.
- Recognition and rewards for doing so.

2.5 Employee Satisfaction and Service Quality.

Yoon and Suh (2003) showed that satisfied employees are more likely to work harder and provide better services via organizational citizenship behaviors. Employees who are satisfied with their jobs tend to be more involved in their employing organizations, and more dedicated to delivering services with a high level of quality. Previous research has also suggested that loyal employees are more eager to and more capable of delivering a higher level of service quality (Loveman 1998, Silvestro and Cross 2000). Researchers have argued that service quality is influenced by job satisfaction of employees (e.g., Bowen and Schneider 1985, Hartline and Ferrell 1996).

2.6 Service Quality and Customer Satisfaction.

Eboli and Mazzulla (2007), in their study on service quality attributes affecting customer satisfaction for bus transit concluded that service quality has a direct correlation with customer satisfaction. They concluded that improved service quality result in improved customer satisfaction.

In their study they came with the following conceptual framework to show the influence of service quality and customer satisfaction

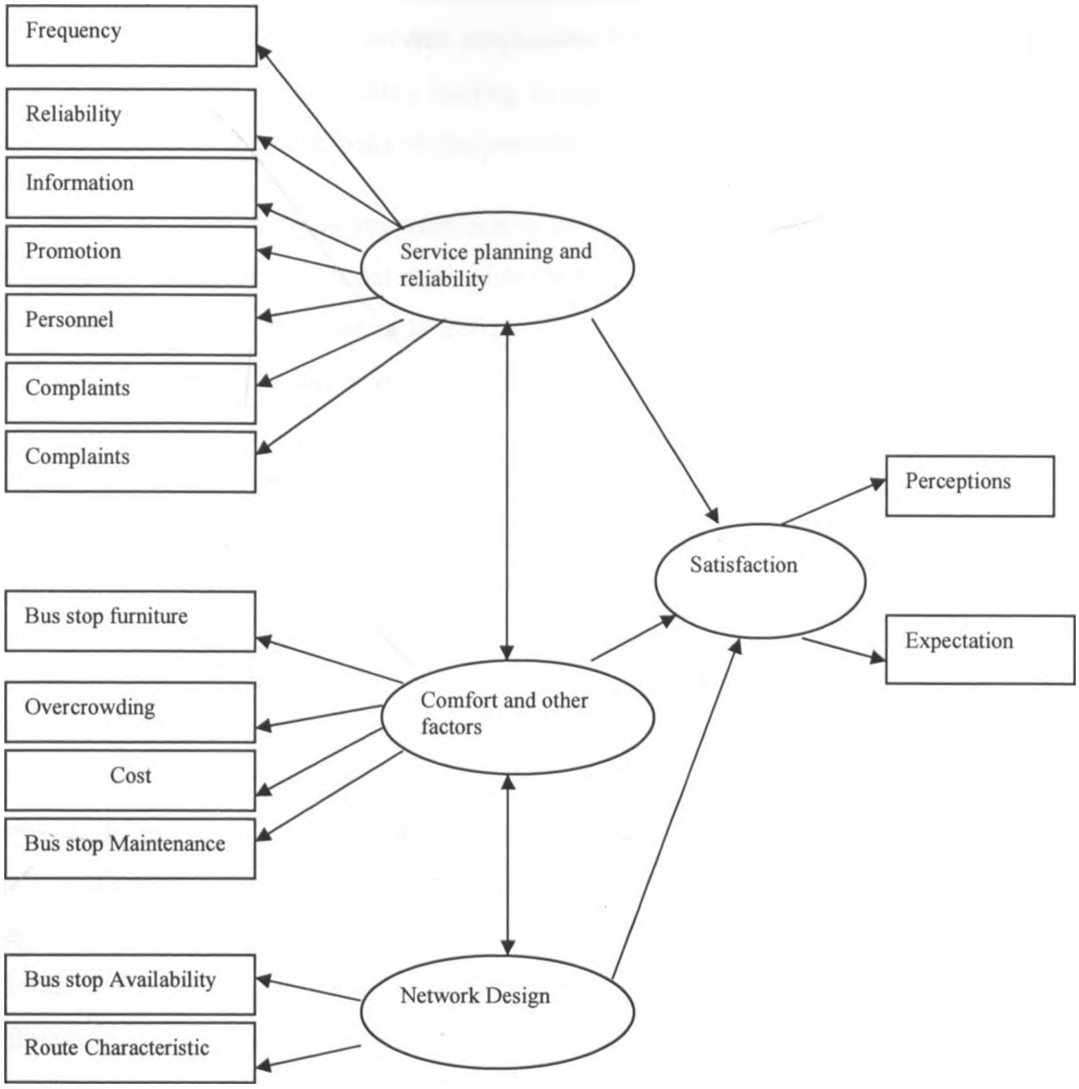


Figure 3: influence of service quality and customer satisfaction for bus transit, Source: Eboli &Mazzulla, 2007

Though there are documented differences between customer satisfaction and employee satisfaction, some of the factors that contribute to customer satisfaction may also contribute to employee satisfaction as an employee is an internal customer within the organization.

2.7 Employee Satisfaction and Customer Satisfaction.

Research in consumer psychology has shown that exposing customers to happy employees results in customers having a positive attitudinal bias towards a product

(Howard and Gengler 2001). Likewise, research in organizational behavior has revealed that the hostility of service employees has a direct impact on the hostile mood of customers (Doucet 2004), leading to customer dissatisfaction regardless of the performance of the core tasks of the services delivered to fulfill customer needs.

The direct influence of employee satisfaction and customer satisfaction is established based on the theory of emotional contagion (Sutton and Rafaeli 1988, Hatfield et al. 1992, Hatfield et al. 1994, Barsade 2002). Emotional contagion is defined as the tendency of a person to *automatically* mimic and synchronize expressions, postures, and vocalizations with those of another person and, consequently, to converge emotionally (Hatfield et al. 1992, Hatfield et al. 1994). This process occurs through the conscious or unconscious induction of emotion states and behavioral attitudes (Schoenewolf, 1990).

Barsade (2002) discussed a model of emotional contagion to explain how group emotional contagion processes operate. It starts when a person enters a group, they are exposed themselves to other group members' emotions. He perceives the group members' emotions expressed primarily through their nonverbal signals, including facial expressions, vocalizations, postures, and movements. The group members' expressed emotion is then transferred to him. This transfer involves mimicry of facial expressions, speech rates, and body movements of the senders. Affective feedback from such mimicry then produces corresponding emotional experiences. Research has shown that mimicry is more likely when there is a relational bond between two parties. Moreover, mimicry is more probable when the receiver "likes" a sender. Accordingly, we conjecture that when customers are exposed to the emotional displays of employees, they experience corresponding changes in their own affective status (Pugh 2001, Barsade 2002). Service employees with a high level of job satisfaction will appear to the customer more balanced and pleased with their environment, leading to positive influence on the level of customer satisfaction (Homburg and Stock 2004). In contrast, dissatisfied service employees are likely to display unpleasant emotions to customers, reducing the level of customer satisfaction through emotional contagion. This ongoing and past research has shown that a relationship exist between employee satisfaction and customer satisfaction.

2.8 E-Satisfaction Model

Anand (2007) in his research E-Satisfaction - A Comprehensive Framework suggested a model that ties together eighteen factors representing five major contexts of e-satisfaction: 1) Convenience, 2) Merchandising, 3) Site Design, 4) Security, 5), Serviceability. Anand defined E-Satisfaction, as satisfaction based on technology-mediated marketing relationships (Anand, 2007) the model is show below

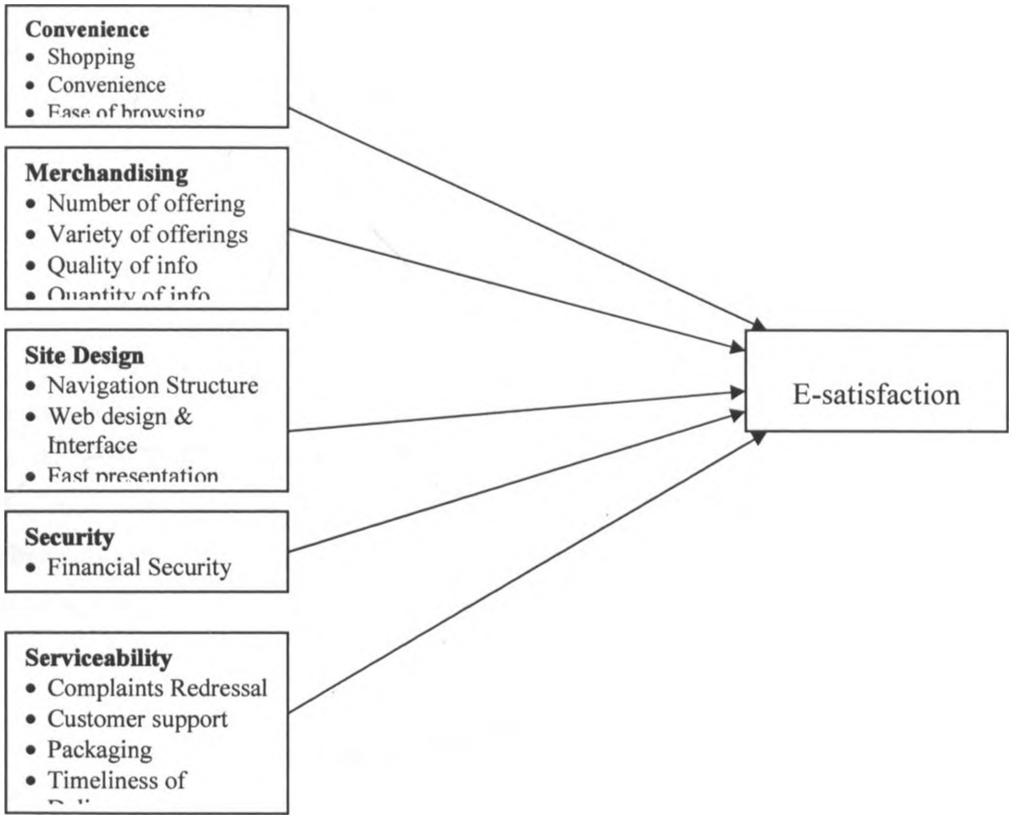


Figure 4: E-Satisfaction model, Source: (Anand, 2007) E-Satisfaction model

Anand concluded that convenience; serviceability, site design, and security have a statistically significant influence on e-satisfaction levels. And further in his study documents the relative magnitude of these effects. (Anand, 2007)

2.9 E–Service in Kenya

As of March 2008 there were 3,000,000 internet users in Kenya, 7.9% of the total population compared to 200,000 internet users in the year 2000 according to ITU. (Internet world stats, u.d)

Most of the researches has focused on studying the automation of operational processes. Wachira (1990) carried out a study in entitles premises maintenance systems for Kenya commercial bank where he explored how the operations of premises department of Kenya commercial bank can be automated.

Mwangi (2008) in her study, '*A secure electronic voting systems prototype*' stated that the emergence of the World Wide Web in the last decade has led to the transformation of voting into electronic voting, which she referred to as E-voting.

She farther stated that one of the primary social challenges that faces system is the availability of internet access in Kenya. Critics argue that access to e-voting systems fails to be equiTable since the existence of the digital divide in internet access could father skew electoral participation and therefore towards more affluent. In addition most e-voting systems requirements are trust in the privacy of technology results in less radical voting and in a lower voter turnout. E-voting system should be secure, protected, private and verifiable.

2.10 McCall's Quality Model (1977)

The McCall quality model has three major perspectives for defining and identifying the quality of a software product:

1. product revision (ability to undergo changes),
2. product transition (adaptability to new environments) and
3. Product operations (its operation characteristics).
4. Product revision includes maintainability (the effort required to locate and fix a fault in the program within its operating environment),
5. Flexibility (the ease of making changes required by changes in the operating environment) and testability (the ease of testing the program, to ensure that it is error-free and meets its specification).

Product transition is all about portability (the effort required to transfer a program from one environment to another), reusability (the ease of reusing software in a different context) and interoperability (the effort required to couple the system to another system).

Quality of product operations depends on correctness (the extent to which a program fulfils its specification), reliability (the systems ability not to fail), efficiency (further categorized into execution efficiency and storage efficiency and generally meaning the use of resources, e.g. processor time, storage), integrity (the protection of the program from unauthorized access) and usability (the ease of the software).

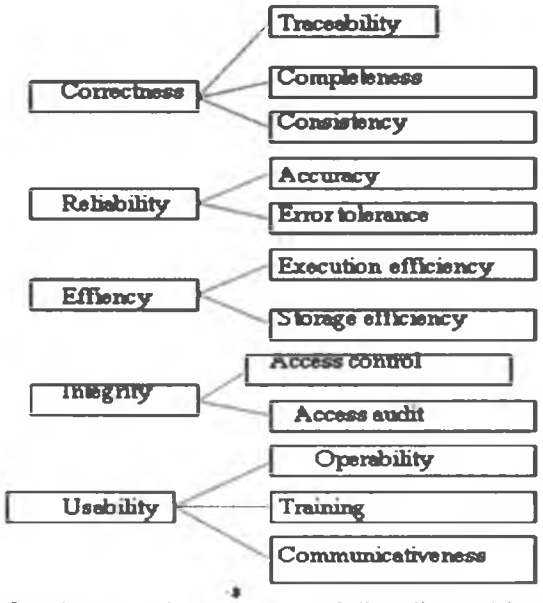


Figure 5 Quality of product operations, source: McCall quality model (1977)

The quality factors describe different types of system behavioral characteristics, and the quality criterions are attributes to one or more of the quality factors. The quality metric, in turn, aims to capture some of the aspects of a quality criterion.
The idea behind McCall's Quality Model is that the quality factors synthesized should provide a complete software quality picture (Kitchenham, 1996)

2.11 Boehm's Quality Model (1978)

The second of the basic and founding predecessors of today's quality models is the quality model presented by Barry W. Boehm (1978). Boehm addresses the contemporary shortcomings of models that automatically and quantitatively evaluate the quality of software. In essence his models attempts to qualitatively define software quality by a given set of attributes and metrics. Boehm's model is similar to the McCall Quality Model in that it also presents a hierarchical quality model structured around high-level characteristics, intermediate level characteristics, primitive characteristics - each of which contributes to the overall quality level.
The high-level characteristics represent basic high-level requirements of actual use to which evaluation of software quality could be put - the general utility of software. The high-level characteristics address three main questions that a buyer of software has:

- As-is utility: How well (easily, reliably, efficiently) can I use it as-is?
- Maintainability: How easy is it to understand, modify and retest?
- Portability: Can I still use it if I change my environment?

The intermediate level characteristic represents Boehm's 7 quality factors that together represent the qualities expected from a software system:

Portability (General utility characteristics): Code possesses the characteristic portability to the extent that it can be operated easily and well on computer configurations other than its current one.

Reliability (As-is utility characteristics): Code possesses the characteristic reliability to the extent that it can be expected to perform its intended functions satisfactorily.

Efficiency (As-is utility characteristics): Code possesses the characteristic efficiency to the extent that it fulfills its purpose without waste of resources.

Usability (As-is utility characteristics, Human Engineering): Code possesses the characteristic usability to the extent that it is reliable, efficient and human-engineered.

Testability (Maintainability characteristics): Code possesses the characteristic testability to the extent that it facilitates the establishment of verification criteria and supports evaluation of its performance.

Understandability (Maintainability characteristics): Code possesses the characteristic understandability to the extent that its purpose is clear to the inspector.

Flexibility (Maintainability characteristics, Modifiability): Code possesses the characteristic modifiability to the extent that it facilitates the incorporation of changes, once the nature of the desired change has been determined.

The lowest level structure of the characteristics hierarchy in Boehm's model is the primitive characteristics metrics hierarchy. The primitive characteristics provide the foundation for defining qualities metrics - which was one of the goals when Boehm constructed his quality model. Consequently, the model presents one ore more metrics[2] supposedly measuring a given primitive characteristic.

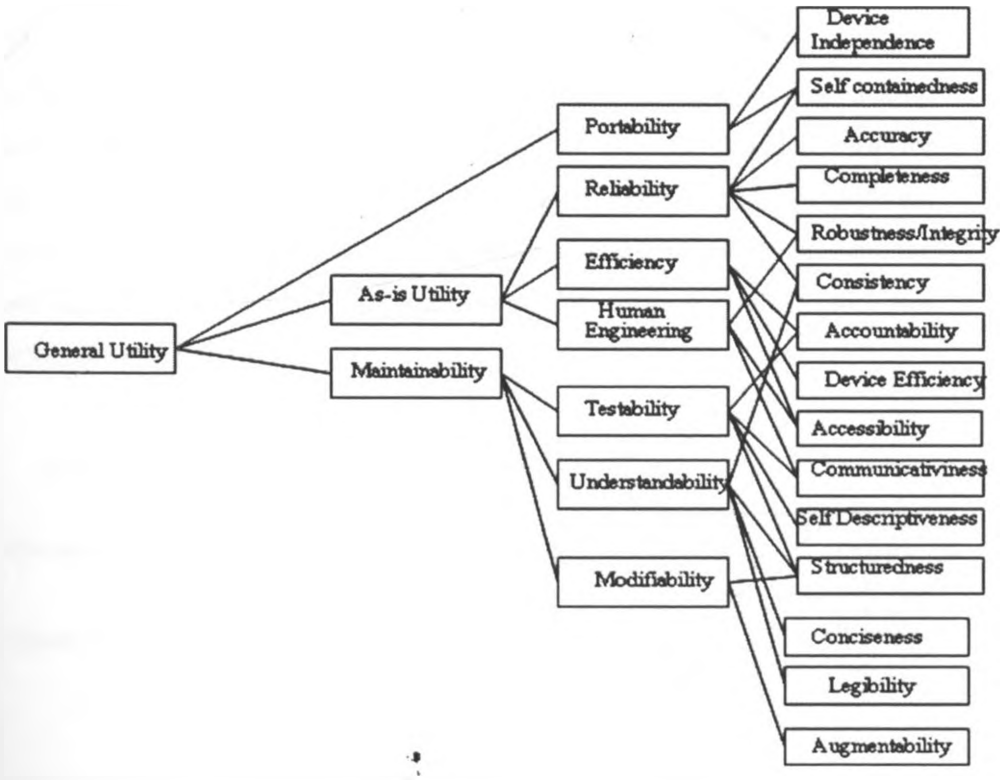


Figure 6: Boehm's Software Quality Characteristics Tree (Boehms, 1976).

2.12. FURPS

FURPS model was presented by Robert Grady (1992). FURPS stands for:

Functionality - which may include feature sets, capabilities and security

Usability - which may include human factors, aesthetics, consistency in the user interface, online and context-sensitive help, wizards and agents, user documentation, and training materials

Reliability - which may include frequency and severity of failure, recoverability, predictability, accuracy, and mean time between failure (MTBF)

Performance - imposes conditions on functional requirements such as speed, efficiency, availability, accuracy, throughput, response time, recovery time, and resource usage

Supportability - which may include testability, extensibility, adaptability, maintainability, compatibility, configurability, serviceability, installability, localizability (internationalization)

2.13 Dromey's Quality Model

This was a quality model presented by R. Geoff Dromey (1996). Dromey proposes a product based quality model that recognizes that quality evaluation differs for each product and that a more dynamic idea for modeling the process is needed to be wide enough to apply for different systems. Dromey is focusing on the influence of the quality attributes and the sub-attributes, as well as attempting to connect software product properties with software quality attributes.

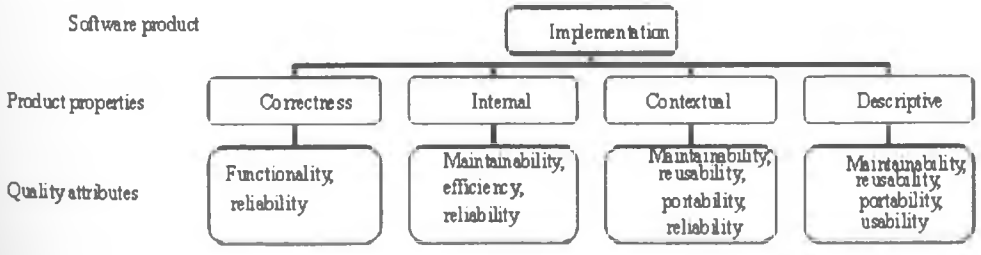


Figure 7: Principles of Dromey's Quality Model

Product properties that influence quality

2) High level quality attributes

3) Means of linking the product properties with the quality attributes.

Dromey's Quality Model is further structured around a 5 step process:

1) Chose a set of high-level quality attributes necessary for the evaluation.

2) List components/modules in your system.

3) Identify quality-carrying properties for the components/modules (qualities of the component that have the most impact on the product properties from the list above).

4) Determine how each property effects the quality attributes.

5) Evaluate the model and identify weaknesses.

2.14 ISO9126: Software Product Evaluation:

This standard was based on McCall and Boehm models. Besides being structured in basically the same manner as these models it includes functionality as a parameter, as well as identifying both internal and external quality characteristics.

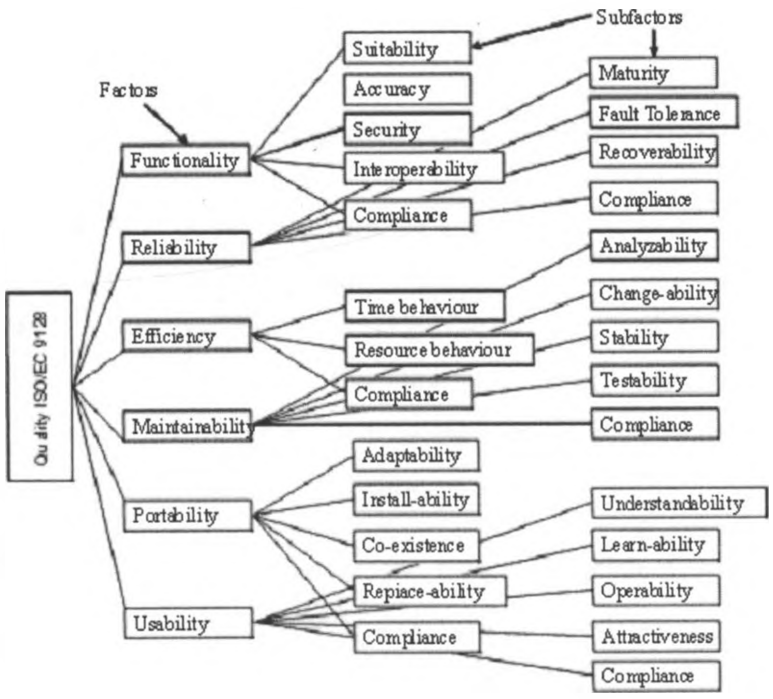


Figure 8: ISO9126: Software Product Evaluation:

2.15 ISO 9126-1as represented by Davis (1989)

The ISO 9126-1 software quality model identifies **6 main quality characteristics**, namely: Functionality, Reliability, Usability, Efficiency, Maintainability, and Portability

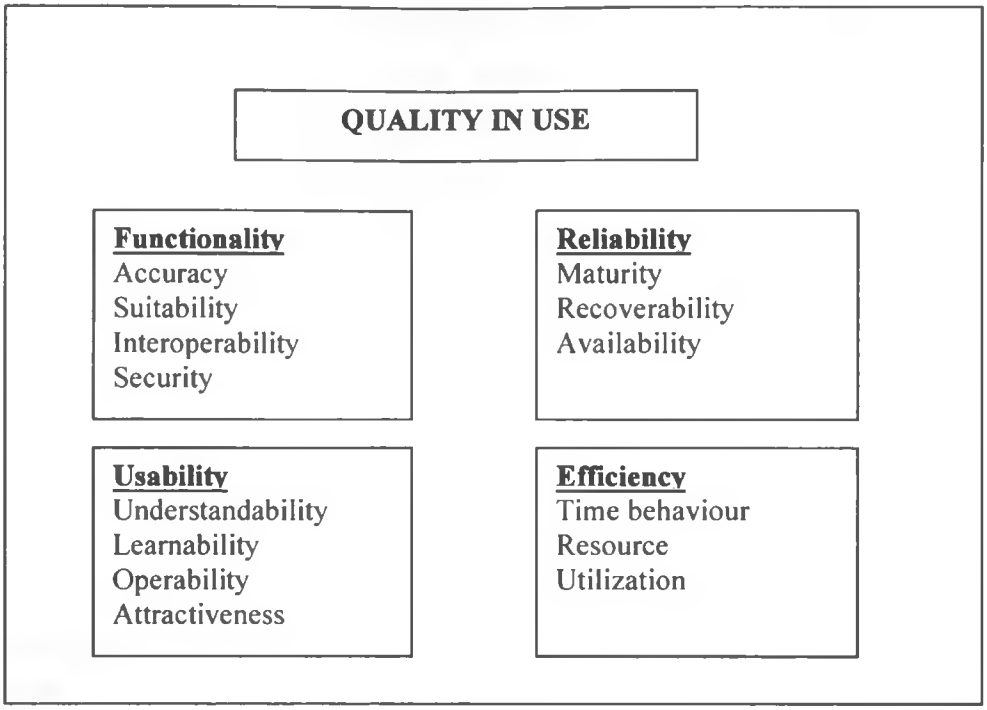


Figure 9: the ISO 9126-1 software quality model (Davis, 1989), Source: www.nigelbevan.com

For users of e-services to be satisfied with the e-service it has to have good quality. ISO/IEC 9126-1 (1999) presents the following model for Software Product Quality. The ISO 9126-Software quality model identifies 6 main quality characteristics, namely: Functionality, Reliability, Usability, Efficiency, Maintainability, and Portability. Quality of use is determined by the first four characteristic, namely; Functionality, Reliability, Usability, Efficiency.

Bevan (1999) defines quality in use as the extent to which a product meets a stockholder's needs to achieve specific goals with effectiveness, efficiency and satisfaction without adverse consequences in specific contexts of use (www.nigelbevan.com)

ISO/IEC 9126-1 (1999) defines this as the basic requirements that every e-service must

meet in order for it to be of a good quality. Quality of service is then perceived as the definition of the service rendered to a stakeholder or user. In fact ambiguous and conflicting objectives may arise when there are many users' requirements to satisfy concurrently, in addition to having those requirements irreconcilable or imprecise. Hence, quality of service definition varies depending on the perspective from which it is seen. From the user's perspective, quality of service refers to the degree of 'goodness' of the e-service in respect of its perceived usefulness. Davis (1989) defines perceived usefulness as "the degree to which a person believes that using a particular system would enhance his or her job performance". Hatry (1999) states that timeliness; accessibility, accuracy, and fairness are essential elements of quality of service when delivering it to the mobile user. Whether the e-service is accessed over a mobile device, a laptop or a desktop the elements of quality as stated by Hatry would apply.

2.16 Characteristics of E-service

Awareness:

Awareness is the first step in the users' experience, as users need to know that the service is in existence, what it does and how it is relevant to them. They then need to know in which ways they can contact and access the service. Community awareness and training programs are often key success factors for successful introduction and acceptance of new services (AOEMA, 2004)

Accessibility:

Accessibility refers to the process of securing or making the service open to a wider user population (Usable Net, 2004), including, where relevant, the assessment of eligibility criteria and the agreement to the specific design (nature and standards) of the appropriate service. The e-service to be used needs to be accessible.

Availability:

Service availability is the concept that users can obtain service on demand and without interruption, in spite of using failure-prone hardware and software elements to build the underlying infrastructure (CERN, 2006). It is usually measured against time

and expressed as a percentage. If service availability is measured from users' perspective, probably as a percentage of successful access, it is more likely to reflect whether, and to what extent, a service really works.

Reliability:

Schay et al. (2002) define service reliability as the "ability to perform the promised service dependably, accurately, and consistently". Reliability is then a measure of an e-service's potential for failure since e-service users expect it to be reliable and sustainable - 24/7/365.

Accuracy:

Service accuracy is defined as the agreement between the offered and the promised services. It does not mean error free, rather a minimal error possible, service.

Responsiveness:

Responsiveness indicates the speed with which e-service requests are manipulated, pages are browsed, commands are achieved and acknowledgments are displayed.

E-service services may be hindered by latency when network traffic is high.

Courtesy & helpfulness: Respectful, considerate, friendly, helpful, polite and efficient are all examples of courtesy and helpfulness attitudes that relate to the behavior of e-service provider to e-service users, which may contribute to their (dis)satisfaction.

Timeliness:

Service timeliness is when the service is delivered on the expected or promised time.

Trust:

For e-service to achieve the same level of acceptance at their conventional counterpart trust management has to become an intrinsic part of e-service (Chelapan, 2009). Trust has been known as a critical success factor of e-service, and has received significant attention in private sector eCommerce research. Lack of trust in online entities can prevent mobile users from providing personal information (Hoffman, et al 1999) and hinder adoption of eCommerce (Bhattacherjee, 2002). Mayer et al. (1995) define trust as "the willingness of a party

to be vulnerable to the actions of another party based on the expectation that the other will perform a particular action important to the trustor, irrespective of the ability to monitor or control the other party". Trust is an important component of e-service.

For example, despite the impressive benefits of the web, customers still hesitate to conduct
financial transactions via this channel. In contrast to traditional commerce, electronic service via the web channel has some noTable barriers. For instance, customers still hesitate to make transactions via the web because they mistrust the system's security (Rotchanakitumnuai and Speece 2004; Sathye 1999). The role of trust is an important factor influencing the success of electronic commerce. Service via the web sometimes cannot
deliver on the promises and does not build customer trust, for example when there are reliability problems with the system (Gattiker, 2000). This could bring a lowered level of electronic service acceptance via the web channel.

Privacy:

Privacy is defined (Legnini, 2006) as "the right to be left alone and to control the conditions under which information pertaining to you is collected, used and disseminated" . If e-Service users' privacy is not protected when using a e-service, they simply will not use it again.

Security:

Security is protection from intended and unintended breaches that would result in the loss or dissemination of data (NECCC, 2001). Security is not just about installing the latest security devices and deploying the most modern security technologies. Information security is a combination of business, management and technical measures on an ongoing basis.

Any e-service and/or transaction must be secure and private. When deciding whether an e-service is efficient; users will consider the following: Is this e-service transaction system easier, faster secure, and better than conventional methods? The simplicity or complexity of the system rendering the service is a significant determinant of either an efficient or inefficient transaction (Wefering, Rupprecht, Wegeler, & Grimm, 2002). Accordingly, in order to accurately define the simplicity or complexity of an e-

service, e-service users needs have to be investigated.

From review of researches done by other researchers the following gives the influence of a given e-service and the variables that would determine whether it is efficient and whether the user of the e-service is satisfied with the e-service delivered or accessed.

Maintainability

The ability to identify and fix a fault within a software component is what the maintainability characteristic addresses. In other software quality models this characteristic is referenced as supportability. Maintainability is impacted by code readability or complexity as well as modularization. Anything that helps with identifying the cause of a fault and then fixing the fault is the concern of maintainability. Also the ability to verify (or test) a system, i.e. testability, is one of the sub-characteristics of maintainability.

Portability

This characteristic refers to how well the software can adopt to changes in its environment or with its requirements. The sub-characteristics of this characteristic include adaptability. Object oriented design and implementation practices can contribute to the extent to which this characteristic is present in a given system.

2.17 Conclusion

According to Heskett, Sasser and Schlesinger (1997) technology is one of the attributes that contributes to employees satisfaction. Organizations are moving services that were offered through traditional means and were human intensive to the internet where the human interaction is usually eliminated and the person accessing the service interacts with the internet technologies to access the service.

Yoon and Suh (2003) in their research showed that there is a link between service quality and employee satisfaction. Roth and Van Der (1991) showed that service quality is a predecessor of customer satisfaction. That is for customer to be satisfied they would require to be offered quality services that meets their expectations.

Eboli and Mazzilla (2007) concluded that there is a direct correlation between service quality and customer satisfaction.

Anand (2007) proposed a model that showed the influence of variously attributes of an internet service and satisfaction. Anand in his model considered the following attributes; convenience, Merchandising, site design, security and serviceability.

As shown in the literature review there are many researches done on the influence of satisfaction and other factors for example service quality (Yoon and Suh 2003), e-commerce and satisfaction (Anand, 2007).

The review of the literature by the researcher shows that no study has specifically examined the impact of e-service on employee satisfaction. The purpose of this paper is to address the gap in the literature and explore the development of a conceptual framework of the impact of e-service on employee satisfaction by examining the impact of e-service attributes namely, functionality, usability, efficiency and Reliability on employee satisfaction.

The researcher in his literature review did not come across a research that has concentrated on the impact of e-service on employee satisfaction

The depended and independent variables in the Conceptual Model

This proposal extends a framework that integrates and extends the literature on the evaluation of the impact of e-service on employee satisfaction.

2.18 Conceptual Frame work

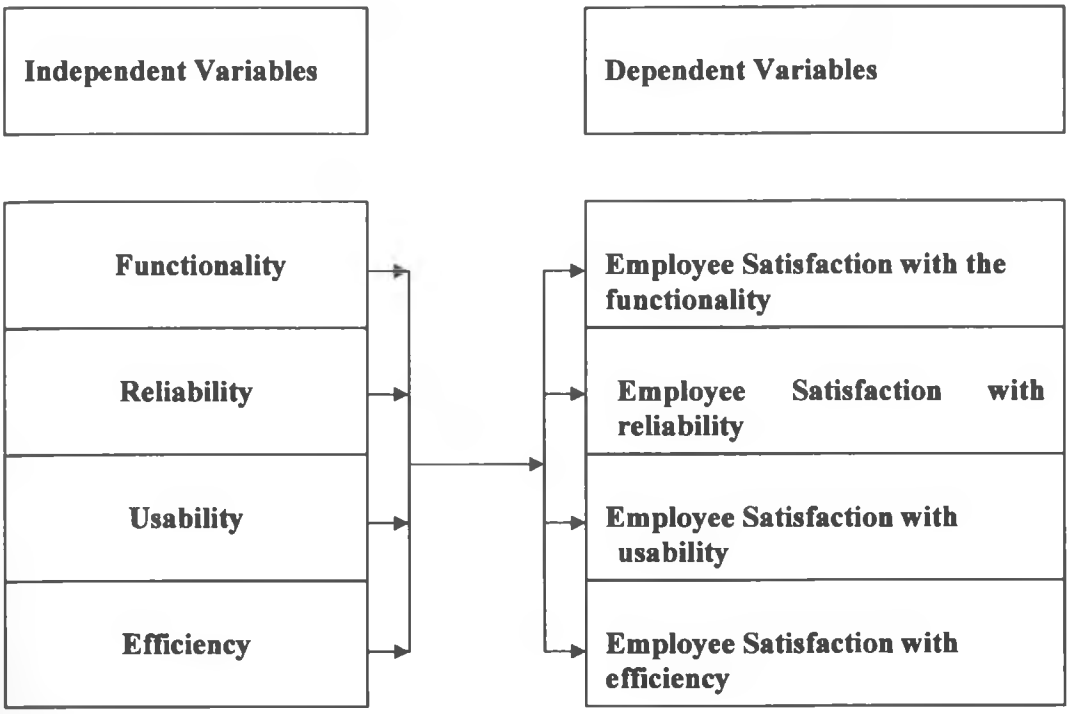


Figure 10: Conceptual Frame work of the influence of e-service on employee satisfaction

The above figure shows the link between the independent and dependent variables .

2.18 Summary

Four independent variables were identified namely, functionality, reliability, usability, efficiency.

Functionality refers a set of attributes that relates to the existence of a set of functions, and their specified properties. The functions are those that satisfy stated or implied need. Reliability refers a set of attributes that relate to the capability of software to maintain its level of performance under stated conditions for a stated period of time. Schay et al. (2002) define service reliability as the "ability to perform the promised service dependably, accurately, and consistently". Reliability is then a measure of an e-service's potential for failure since e-service users expect it to be reliable and sustainable - 24/7/365. Usability refers to a set of attributes that relate to the effort

needed for use, and on the individual assessment of such use, by a stated or implied set of users. Efficiency refers to a set of attributes that relate to the influence of the level of performance of the software and the amount of resources used, under stated conditions. Employee satisfaction with each of these variables was identified as the dependent variable.

CHAPTER THREE
RESEARCH METHODOLOGY

3.1 Introduction

Methodology of the study refers to the methods that the researcher used in data collection, population sampling, sampling techniques, the data collection instruments that were used and piloting that was done during the study. The study sought to investigate the impact of e-service on employee satisfaction, the case of Kenya airways.

3.2 The Research Design

The researcher employed a mixed-method of research design which will involve the use of both qualitative and qualitative approaches. Gall et al (2007) argued that a review of quantitative studies about a particular phenomenon combined with a review of qualitative studies about the same phenomenon can provide richer insights and raise more interesting questions for future research than if only one set of studies is considered. The approach was more suiTable because as the quantitative aspects sought to answer research questions, the qualitative aspect was used to discover additional constructs that were relevant to the study goals (Gall et al, 2007). Through this approach, the researcher collected as much data as possible on the employee satisfaction with e-service, thus, giving an in-depth understanding of the phenomena under study. This design, generated rich data about the phenomenon in question. The flexibility in using the Mixed-Method research study design is that it allows the researcher to modify his research approach as data are collected (Gall et al, 2007).

3.3 Target population

McBurnry (2006) defined target population as the entire collection of individuals being considered. This study target population was employees of Kenya Airways limited, located at head office Nairobi. The researcher conducted a preliminary study which has established that is in total population of 2,611 employees in Kenya Airways.

3.4 Sample Size

The sample size for the study was drawn from the 2,611 employees. A simple random sampling was done to select an appropriate sample for the study. The researcher, therefore, used this method to choose a sample of 400 employees. According to Gall et al (2007), the general rule is to use the largest sample possible. There is no fixed number or percentage of subjects to determine the size of adequate sample. Therefore, the researcher is allowed to determine the sample size basing his decision to do so on the availability of resources (in terms of time and money), availability of subjects to study and complexity of data analysis involved.

Brymam (2004) pointed out in his book, *Social Research Methods*, the decision about sample size is not a straightforward one, it depends on a number of considerations and there is no definite answer, he farther stated that the sample size is affected by consideration of time and cost.

3.5 Sampling procedure

Pitternger (2003) argued that before the advent of personal computers, many researchers used the random number Tables created by the Rand Corporation (1955) that contains 1 million numbers. He farther went ahead to comment that many researchers today makes use of the computer to generate random numbers.

Manager Human Resources provided a list of 2,611 employees. Simple random sampling was used, first the sample size of the population was estimated, next random number were generated to determine which numbers of the population were to be selected, the sample was selected.

Out of a population of 2,611 employees, 400 were selected to participate in the study. In line with the above, the researcher chose a sample size of 400 employees constituting 15.3 % of the total population thus giving appropriate sample for the study. The researcher then conducted a random sampling which helped him pick or sample the 400 employees for the study from the entire population of 2,611 employees that had initially been identified. The researcher then used purposeful sampling strategy to pick the respondents comprising of staff members at the management level from the human resource department. In purposeful sampling, the goal is to get cases that are likely to be information rich with respect to the topic of

the study. This sampling strategy was used in order to select cases that satisfy the important criteria. The researcher, therefore, selected the staff at the management cadre as the respondents to whom the questionnaires was administered to. The criteria for picking the above respondents was based on their knowledge of e-services in human resource department.

Gall et al (2007) observe that in qualitative research design, determining the number of cases is entirely a matter of judgment; there are no set rules. They stated that in selecting the case or cases for research study, the definition of the phenomenon of interest leads to the choice of sampling strategy that is appropriate to the research problem or question.

3.6 Reliability

Both reliability and validity gives credibility to the data that one has collected. Both are concerned with precision and accuracy of the information offered by the data collection instrument used.

Pitternger (2003) stated that reliability refers to the consistency of measurement, he argued that a reliable test was produced similar results each time we measure the same thing. He farther stated that validity refers to degree to which a test or research method measures the construct of interest. He farther argued that if we say that a test is valid we imply that the instrument allows us to quantify the specific construct with minimal bias.

Reliability is about the consistency, dependability, or accuracy of a data collection instrument. This was achieved through pilot testing of the questionnaire. The question items within the data collection instrument (questionnaires) was constructed to purposefully yield similar and/or consistent responses when administered to different respondents, and provide dependable evidences on the issue being investigated.

3.7 Validity

Validity on the other hand embodies the appropriateness, meaningfulness and usefulness of the inferences that we arrived at using the collected data. In order to maintain the validity of the research process, the researcher used questionnaires that contained structured, open ended and closed questions with easy to grasp questions in

a format carefully worded as to elicit sTable or reliable answers. The questions were prepared in a way capable of providing the kind of information which the researcher wants. Pre-testing of the questionnaires at piloting provided the researcher with the opportunity to validate the procedures used.

3.8 Data Collection Techniques

3.8.1 Conducting a Pilot Study

This involved a small-scale testing of the procedures (questionnaires) that the researcher used in the main study. The researcher conducted this pilot study on a small group of employee that were sampled for the study. He administered the data collection instruments to 60 respondents selected randomly from a subsidiary company of Kenya Airways Limited, 16 questionnaires were received back. The 16 respondents were invited to a focus discussion to discuss the questionnaire and get feed back on how it could be improved and 9 of the respondents turned up for the discussion. The feedback was that all the questions be made closed ended with no requirements to fill in narratives. The responded wanted a questionnaire which they could just select options. The procedures in the questionnaires was then revised based on the outcome of the testing such as reframing the questions, removing those that did not seek information related to the research questions and modifying the survey questions to suit the ways of capturing the events by focusing on the main issues related to the study objectives.

The other purpose for conducting the pilot study was to test the validity of the instruments that were used in data collection. It was also done to verify whether the instrument employs a method that has merit to correct the obvious flaws.
Bryman (2004) pointed out that it is always desirable to conduct a pilot study before administering a self-completion questionnaire or s structured interview schedule to your sample, he indicated that piloting has a role in ensuring that the research as a whole functions well. Piloting studies may be particularly crucial because there will be no interview present to clear up any confusion.

Bryman (2004) stated that if the main study is going to employ mainly closed question, open questions can be asked in the pilot to generate fixed answers.

3.8.2 Instruments for Data Collection

The researcher designed a Mixed-method data collection instrument which has both qualitative and quantitative data collection approaches and which he considers suiTable for the operation of the research study. A questionnaire survey instrument was used to collect data from the 400 respondents. The questionnaires having structured open-ended and closed questions were administered to the sampled employees. They were given a period of one week within which to do this.

In choosing to use the above methods to collect data, the researcher kept in mind the intention that the survey questions provided for in the questionnaires. The main intention of the of the researcher for using the mixed method approach that had a combination of both qualitative and quantitative data approaches were to come up with a data collection instruments that would collect data through questions that could test the influence of the dependent and the independent variables.

3.8.3 Administration of the questionnaire

Structured questionnaires having open ended and closed question items was the selected sample of employee of Kenya Airways who are expected to read, understand and give back their responses within a period of two weeks. Because the questionnaire items are in a closed and open-ended form, the respondents had the opportunity to make any response that they might wish to make. The structured open ended questions provided them with the opportunity to express their opinion on those aspects that the researcher might fail to capture in the questionnaire.

3.9 Analysis of the data

Data analysis was carried out at two levels, at the quantitative and qualitative levels. Descriptive studies using quantitative approaches are limited by the type and quality of available measures. Data that was collected from the respondents through the questionnaires went through the process of editing, coding, classification and tabulation so that they became amenable to analysis. Data collected from the respondents through use of the questionnaires using the quantitative method approach together with those captured from the respondents using a qualitative approach was analyzed using the statistical package for Social Scientists (SPSS) and MS Excel. This gave the researcher the opportunity to calculate the frequencies distribution and the percentages. The information that was obtained from data interpretation was then presented in percentages and in frequency distribution using frequency distribution Tables for clarity and comparison purposes. In the process of data analysis, relationships or differences supporting or conflicting with original view was carried out in order to determine if the research questions had been answered and if the findings actually reflected any relationship with the indicated objectives of the study.

The Table 3.1 below gives the variables, their respective measurement scale, tools of analysis and types of analysis.

Independent Variable	**Indicator**	**Measurement scale**	**Type of analysis**
Efficiency	Efficiency, speed of access,	Ordinal	Descriptive Analysis
Functionality	Accuracy, Suitability, security, aesthetic design, Visual appeal	Ordinal	Descriptive Analysis
Usability	Understability, attractiveness, ease of use, entry guidance, fulfillment of end user needs,	Ordinal	Descriptive Analysis
Reliability	Perceived uptime of service, Trust, is the service available as promised.	Ordinal	Descriptive Analysis
Dependent Variable	**Indicator**	**Measurement scale**	**Type of analysis**
employee satisfaction	Satisfaction with the service	Ordinal	Descriptive Analysis

Table 3.1: Data Analysis Table

CHAPTER FOUR
DATA PRESENTATION, ANALYSIS AND INTERPRETATION

4.1 Introduction.

This chapter presents in summary the statistically analyzed data as collected in the study. The chapter is divided into four parts namely, the introduction, general information on the study, main findings of the study and discussion.

This section covers the findings on the evaluation of the impact of e-service on employee satisfaction. The findings are presented according to research questions. The demographic characteristics are presented first, followed by the finding from each research question. Each research question is dealt with according to the related responses from the data collection tools. The questions seeking quantitative responses generated qualitative data that were first coded in computer readable form and analyzed quantitative data collected was, therefore, analyzed, interpreted and presented using frequency Tables. While analysing the qualitative data, the investigator identified and interpreted the major themes in relation to the objectives of the study

4.1 Demographic characteristics of the respondents

Demographic characteristics of the respondents were sought in the study to establish the characteristics of the participants of the study. In this study the demographic characteristics analyzed were; the department that the respondent belong to, the age of the respondent, the years that the respondent has been at Kenya Airways and the mode of training that the respondent went through to train in e-service.

4.1.1 Department that the respondent belong to

The department that the respondent belong to was sought with the aim of establishing if there is an effect of the department that the employee belong on the satisfaction with e-service.

The data regarding the department that the respondent belonged was analysed and presented in Table 4.2 below.

Table 4.2 Department that the respondent belongs to

	Frequency	Percentage
Finance	88	25
Ground Ops	104	30
HR	23	7
IS	41	11
Technical	95	27
Total	**351**	**100%**

As observed in the Table 4.2 above 25% of the respondents were from the finance department, 30% from ground operations, 7 % from HR, 11% from IS and 27 % from technical. The analysis shows that the majority of the respondents were in ground operations (30%) followed by technical (27%) and finance (25%).

4.1.2 Age of respondent

The age of respondent was sought to determine to determine the relevance of age to the impact of e-service on employee satisfaction. Data collected was analyzed and presented in Table 4.3 below.

Table 4.3: Age of respondent

	Frequency	Percentage
00-29	54	15%
30-39	177	50%
40-49	63	18%
50-59	49	14%
60-Above	8	2%
Total	**351**	**100%**

Table 4.3 above shows that the majority of the respondents were in age group 30-39 (50%) while the rest 50 % were distributed in age group 40-49 years (18%), age group 00-29 (15%), Age 50-59 (14%), age 60-above (2%) . The analysis show that the majority were age 30 – 39 (50%) followed by age group 40-49 years (18%)

4.1.3 Years in the organization

This was sought to establish the years that the respondent has been an employee of the organization. The information collected was, therefore, analyzed and presented in Table 4.4 below.

Table 4.4: Years in the organization

	Frequency	Percentage
00-01	21	6
2 Years	36	10
3 Years	57	16
4 Years	50	14
5 and above	187	53
Total	**351**	100

Table 4.4 shows that the majority of the respondents have been in the organization for 5 years and above (53%) while the rest were distributed as follows; 3 years (16%), 4 years (14%), 2 years (10%), 00-01 years (6%), 3 years (16%),

The analysis shows that most of the respondent has been five years and above in the organization (53%)

4.1.4 Mode of Training on the use of HR Self Service

This was sought to determine the mode of training that each employee used to learn how to use the respective e-service. The data regarding this was analyzed and presented in Table 5 below.

Table 4.5: Mode of training on the use of HR self Service

	Frequency	Percentage
Formal Training (training Room)	251	71
No Training	5	1
On the Job Training	51	15
Self Training	44	13
Total	**351**	**100**

The Table 4.5 above shows that (71%) of the respondents went through formal training, 15 % through on the Job training, 13% through self training and 1% indicated that they had not gone through training on the use of e-service. Analysis of

mode of training shows that most of the respondent went through formal training (71%)

4.2.1 Influence of e-service functionality and employee satisfaction

The first objective of the study was to establish the influence of e-service functionality and employee satisfaction. The variables analysed in the study to accomplish this objective included: The existence capability of e-service, the relevance of information on the e-service, the content of e-service, accuracy of feedback and the satisfaction of the respondent with the functionality of the e-service The question one to question five sought data required to analyse the first objective of the study.

4.2.1.1 E-SERVICE HAS ALL THE FUNCTIONALITIES AND CAPABILITIES EXPECTED

In the question *"the e-service has all the functionalities and capabilities that I expect it to have"* the feedback of the respondents to the question was analysed. The respondents were required to answer *"YES"* or *"NO"* to the question. The answers to the question by respondents were then analysed in relation to each of the characteristic. The results of this analysis are given in Table 4.6, Table 4.7, Table 4.8 Table 4.9 and Table 4.10.

Table 4.6: E-service has all the functionalities and capabilities expected

	Frequency(N)	Percentage
Yes	277	79
No	74	21
Total	**351**	**100**

The Table 4.6 above shows that (79%) of the respondents stated that the e-service has all the functionalities and capabilities that they require while (21%) stated that the e-service does not have the functionalities and capabilities that they require. Therefore

a majority of the respondents (79%) indicated that the e-service has the capabilities and functionalities they require.

Table 4.7: functions and capabilities of e-service analyzed by department

	Finance		Ground Ops		HR		IS		Technical		Total	
	n	%	n	%	n	%	n	%	n	%	N	%
Yes	71	81	87	84	12	52	37	90	70	74	277	79
No	17	19	17	16	11	48	4	10	25	26	74	21
	88	**100**	**104**	**100**	**23**	**100**	**41**	**100**	**95**	**100**	**351**	**100**

The Table 4.7 above shows that the highest number that responded who indicated that the e-service has all the functionality and capability that they expected it to have were in IS (90%). Ground operations (84%) and Finance (81%) also had a high number of respondents who indicated that the e-service has all the functionality and capability they expect it to have.

HR (48%) and technical (26%) had the highest number of respondent who indicated that the e-service does not have the functionalities and capabilities they expect it to have.

Table 4.8: functions and capabilities of e-service analyzed by age

	00-29		30-39		40-49		50-59		60-Above		Total	
	n	%	n	%	n	%	n	%	n	%	N	%
Yes	38	70	140	79	51	81	44	90	4	50	277	79
No	16	30	37	21	12	19	5	10	4	50	74	21
	54	**100**	**177**	**100**	**63**	**100**	**49**	**100**	**8**	**100**	**351**	**100**

The Table 4.8 above shows that the highest number that responded who indicated that the e-service has all the functionality and capability that they expected it to have were age 50-59(90%). Age 40-49 (81%) also had a high number of respondents who indicated that the e-service has all the functionality and capability they expect it to have.

Age 60 and above (50%) and age 0-39 (30%) had the highest number of respondent who indicated that the e-service does not have the functionalities and capabilities they expect it to have.

Table 4.9: functions and capabilities of e-service analyzed by years in the organization

	00-01		2 Years		3 Years		4 Years		5 and above		Total	
	n	%	n	%	n	%	n	%	n	%	N	%
Yes	18	86	27	75	42	74	36	72	154	82	277	79
No	3	14	9	25	15	26	14	28	33	18	74	21
	21	**100**	**36**	**100**	**57**	**100**	**50**	**100**	**187**	**100**	**351**	**100**

The Table 4.9 above shows that the highest number that responded who indicated that the e-service has all the functionality and capability that they expected it to have been in the organization 00-01 years (86%) and 5 and above years (82) respectively

Those who had been in the organization for 3 years (26%) and 4 years (28%) had the highest number of respondent who indicated that the e-service does not have the functionalities and capabilities they expect it to have.

Table 4.10: functions and capabilities of e-service analyzed by mode of training

	Formal Training		e-leaning		On -Job Training		Self Training		Total	
	n	%	n	%	n	%	n	%	N	%
Yes	234	93	0	0	16	31	27	61	277	79
No	17	7	5	100	35	69	17	39	74	21
	251	**100**	**5**	**100**	**51**	**100**	**44**	**100**	**351**	**100**

The Table 4.10 above shows that the highest number that responded who indicated that the e-service has all the functionality and capability that they expected it to have went through formal training (93%) .

Those who went through e-learning (100%) and those who went through the on the job training (69%) had the highest number of respondent who indicated the e-service does not have the functionalities and capabilities they expect it to have.

4.2.1.2 RELEVANCE OF INFORMATION ONCE GETS

In the question *"the information I get and read while accessing the service is relevant"* the feedback of the respondents to the question was analysed. The respondents were required to answer *"YES"* or *"NO"* to the question. The answers to the question by respondents were then analysed in relation to each of the characteristic. The results of this analysis are given in Table 4.11, Table 4.12, Table 4.13 Table 4.14 and Table 4.15.

Table 4.11: Response on the question on the information one reads on e-service

	Frequency (N)	Percentage
Yes	308	88
No	43	12
Total	**351**	**100**

The Table 4.11 above shows that the majority of the respondent (88%) indicated that the information they get while accessing e-service is relevant.

Analysis of question two by Characteristic

Respondents answer to question two, 'the information I get and read while accessing e-service is relevant' was then analyzed by each characteristic. The results are given in the Tables below.

Table 4.12: Response on the question on the information one reads on e-service analyzed by department

	Finance		Ground Ops		HR		IS		Technical		Grand Total	
	n	%	n	%	n	%	n	%	n	%	N	%
Yes	75	85	99	95	16	70	31	76	87	91	308	88
No	13	15	5	5	7	30	10	24	8	9	43	12
	88	**100**	**104**	**100**	**23**	**100**	**41**	**100**	**95**	**100**	**351**	**100**

The Table 4.12 above shows that the highest number that responded who indicated that the information they read on the e-service is relevant was in Ground Operations (95%).

HR (30%) and IS (24%) had the highest number of respondent who indicated that the information they read on the e-service is not relevant.

Table 4.13: information one reads on e-service analyzed by age

	00-29		30-39		40-49		50-59		60-Above		Total	
	n	%	n	%	n	%	n	%	n	%	N	%
Yes	52	97	148	87	62	98	38	78	8	100	308	88
No	2	3	29	13	1	2	11	22	0	0	43	12
	54	**100**	**177**	**100**	**63**	**100**	**49**	**100**	**8**	**100**	**351**	**100**

The Table 4.13 above shows that the highest number that responded who indicated that the information they read on the e-service is relevant was in age 60 and above (100%)

Age (50-59) (22%) and 30-39 (13%) had the highest number of respondent who indicated that the information they read on the e-service is not relevant.

Table 4.14: information one reads on e-service analyzed by years in the organization

	00-01		2 Years		3 Years		4 Years		5 and above		Total	
	n	%	n	%	n	%	n	%	n	%	N	%
Yes	20	95	28	78	52	91	43	86	165	88	308	88
No	1	5	8	22	5	9	7	14	22	12	43	12
	21	**100**	**36**	**100**	**57**	**100**	**50**	**100**	**187**	**100**	**351**	**100**

The Table 4.14 above shows that the highest number of respondents who indicated that the information they read on the e-service is relevant has been in the organization for 00—1 years (100%) and 3 years (100%) respectively.

Those who have been in the organization for 2 years (22%) had the highest number of respondent who indicated that the information they read on the e-service is not relevant.

The highest number that responded NO (22%) were age 2 years followed by 4 years (14%) these are the respondents who indicated that the information they read on e-service is not relevant.

Table 4.15: information one reads on e-service analyzed by mode of training

	Formal Training		e-learning		On-Job Training		Self Training		Grand Total	
	n	%	n	%	n	%	n	%	N	%
Yes	235	94	5	100	35	69	33	75	308	80
No	16	6	0	0	16	31	11	25	43	20
	251	**100**	**5**	**100**	**51%**	**100**	**44**	**100**	**351**	**100**

The Table 4.15 above shows that the highest number of respondents who indicated that the information they read on the e-service is relevant went through No training (100%)

Those who on the job training (31%) and self training (25%) had the highest number of respondent who indicated that the information they read on the e-service is not relevant.

4.2.1.3 CONTENT OF E-SERVICE

In the question *"the content of e-service meets my expectation"* the feedback of the respondents to the question was analysed. The respondents were required to answer *"YES"* or *"NO"* to the question. The answers to the question by respondents were then analysed in relation to each of the characteristic. The results of this analysis are given in Table 4.16, Table 4.17, Table 4.18 Table 4.19 and Table 4.20.

Table 4.16: the content of e-service

	Frequency (N)	Percentage
Yes	280	80
No	71	20
Total	**351**	**100**

The Table 4.16 above shows that the 80% of the respondents indicated that the content of the website meets their expectation, while 20% of the respondents indicated the e-service does not meet their expectation.

Table 4.17: e-service analyzed by department

	Finance		**Ground Ops**		**HR**		**IS**		**Technical**		**Grand Total**	
	n	%	n	%	n	%	n	%	n	%	N	%
Yes	73	83	90	86	12	52	23	56	82	86	280	80
No	15	17	14	14	11	48	18	44	13	14	71	20
	88	**100**	**104**	**100**	**23**	**100**	**41**	**100**	**95**	**100**	**351**	**100**

The Table 4.17 above shows that the highest number of respondents who indicated that the content of e-service meet their expectation were ground operations (86%) and technical (86%)

HR (48%) and IS (44%) had the highest number of respondent who indicated that the content of e-service does not meet their expectation.

Table 4.18: e-service analyzed by age

	00-29		30-39		40-49		50-59		60-Above		Total	
	n	%	n	%	n	%	n	%	n	%	N	%
Yes	40	74	149	84	49	78	34	69	8	100	280	80
No	14	26	28	16	14	22	15	31	0	0	71	20
	54	**100**	**177**	**100**	**63**	**100**	**49**	**100**	**8**	**100**	**351**	**100**

The Table 4.18 above shows that the highest number of respondents who indicated that the content of e-service meet their expectation were in age group 60-above (100%) and age 30-39 (84%)

Age group 50-59 (31%) and age group 40-49 (22%) and age group 00-29 (26%) had the highest number of respondent who indicated that the content of e-service does not meet their expectation.

Table 4.19: e-service analyzed by years in the organization

	00-01		2 Years		3 Years		4 Years		5 and above		Total	
	n	%	n	%	n	%	n	%	n	%	N	%
Yes	15	71	23	64	49	86	43	86	150	80	280	80
No	6	29	13	36	8	14	7	14	37	20	71	20
	21	**100**	**36**	**100**	**57**	**100**	**50**	**100**	**187**	**100**	**351**	**100**

The Table 4.19 above shows that the highest number of respondents who indicated that the content of e-service meet their expectation has been in the organization for 3 years (86%) and 4 years (86%) respectively

Those who have been in the organization for 2 years (36%), 0-1 year (29%) and 5 and above years (20%) highest number of respondent who indicated that the content of e-service does not meet their expectation.

Table 4.20: e-service analyzed by years in the mode of training

	Formal Training		e-learning		On-Job Training		Self Training		Total	
	n	%	n	%	n	%	n	%	N	%
Yes	213	85	5	100	32	63	30	68	280	80
No	38	15	0	0	19	37	14	32	71	20
	251	**100**	**5**	**100**	**51**	**100**	**44**	**100**	**351**	**100**

The Table 4.20 above shows that the highest number of respondents who indicated that the content of e-service meet their expectation went through No training (100%)

Those who went through on the job training (37%) and those who went through self training (32%) had the highest number of respondent who indicated that the content of e-service does not meet their expectation.

4.2.1.4 FEEDBACK ON E-SERVICE

In the question *"the feedback I get from the computer on the service I am accessing is accurate"* the feedback of the respondents to the question was analysed. The respondents were required to answer *"YES"* or *"NO"* to the question. The answers to the question by respondents were then analysed in relation to each of the characteristic. The results of this analysis are given in Table 21, Table 22, Table 23 Table 24 and Table 25.

Table 4.21: accuracy of e-service

	Frequency (N)	Percentage (%)
Yes	338	96
No	13	4
	351	**100**

The Table 4.21 above shows that 96% of the respondents answered YES to this question indicating that the feedback they get from the e-service is accurate. While 4% indicated that the feedback is not accurate.

Table 4.22: accuracy of e-service analysis by department

	Finance		Grounds Ops		HR		IS		Technical		Total	
	n	%	n	%	n	%	n	%	n	%	N	%
Yes	84	95	100	96	20	87	41	100	93	98	338	96
No	4	5	4	4	3	13	0	0	2	2	13	4
	88	**100**	**104**	**100**	**23**	**100**	**41**	**100**	**95**	**100**	**351**	**100**

The Table 4.22 above shows that the highest number of respondents who indicated that the feedback they get while accessing the service on the computer is accurate were finance (95%), ground operations (96%), technical (98%), and IS (100%)

HR (13%) had the highest percentage of respondent who indicated that the feedback they get while accessing e-service is not accurate.

Table 4.23: accuracy of e-service analysis by age

	00-29		30-39		40-49		50-59		60-Above		Total	
	n	%	n	%	n	%	n	%	n	%	N	%
Yes	50	93	176	99	55	87	49	100	8	100	338	96
No	4	7	1	1	8	13	0	0	0	0	13	4
	54	**100**	**177**	**100**	**63**	**100**	**49**	**100**	**8**	**100**	**351**	**100**

The Table 4.23 above shows that the highest number of respondents who indicated that the feedback they get while accessing the service on the computer is accurate were in age 50-59 (100%), age 60-above (100%) and age 30-39 (99%)

Age 40-49 (13%) had the highest percentage of respondent who indicated that the content of e-service does not meet their expectation.

Table 4.24: accuracy of e-service analysis by years in the organization

	00-01		2 Years		3 Years		4 Years		5 and above		Total	
	n	%	n	%	n	%	n	%	n	%	N	%
Yes	20	95	33	92	56	92	49	92	180	96	338	96
No	1	5	3	8	1	2	1	2	7	4	13	4
	21	**100**	**36**	**100**	**57**	**100**	**50**	**100**	**187**	**100**	**351**	**100**

The Table 4.24 above shows that the highest number of respondents who indicated that the feedback they get while accessing the service on the computer is accurate had been in the organization for 00-01 years (95%) 2 years (92%) 3years (92%) and 4 years 92%).

Those who have being in the organization for 0-1 year (5%), 2 years (8%) and 5 years and above (4%) had the highest percentage of respondents who indicated that the content of e-service does not meet their expectation.

Table 4.25: accuracy of e-service analysis by years by mode of training

	Formal Training		e-learning		On -Job Training		Self Training		Total	
	n	%	n	%	n	%	n	%	N	%
Yes	240	96	5	100	49	96	44	100	338	96
No	11	4	0	0	2	4	0	0	13	4
	251	**100**	**5**	**100**	**51**	**100**	**44**	**100**	**351**	**100**

The Table 4.25 above shows that the highest number of respondents who indicated that the feedback they get while accessing the service on the computer is accurate went through formal training (96%) No training (100%) On the job training (96%) self training (100%).

Those who went through the formal training (4%) and on the job training (4%) had the highest percentage of respondents who indicated that the content of e-service does not meet their expectation.

4.2.1.5 FUNCTIONS OF THE E-SERVICE

In the question *"How satisfied are you with the functions of the e-service"* the feedback of the respondents to the question was analysed. The respondents were required to answer *"Absolutely satisfied", "Slightly Satisfied", "Not Sure", "Slightly dissatisfied", or "Absolutely dissatisfied"* to the question. The answers to the question by respondents were then analysed in relation to each of the characteristic. The results of this analysis are given in Table 4.26.

Table 4.26: Satisfaction with e-service functionality

	Frequency	Percentage
Absolutely dissatisfied	31	9
Absolutely Satisfied	11	3
Not Sure	11	3
Slightly dissatisfied	12	3
Slightly Satisfied	286	81
	351	**100**

The Table 4.26 above shows 81% of the respondents indicated that they were absolutely satisfied, 3 % were slightly dissatisfied, 3% were not sure, 3% were absolutely satisfied, and 9%were absolutely dissatisfied with the functionality of the e-service.

Table 4.27: *Response to the question on Satisfaction with e-service functionality by department*

	Finance		Ground Ops		HR		IS		Technical		Total
	n	%	n	%	n	%	n	%	n	%	n
Absolutely dissatisfied	12	13	4	4	3	13	0	0	12	13	31
Absolutely Satisfied	0	0	4	4	0	0	7	17	0	0	11
Not Sure	11	13	0	0	0	0	0	0	0	0	11
Slightly dissatisfied	5	6	5	5	0	0	0	0	2	2	12
Slightly Satisfied	60	68	91	87	20	87	34	83	81	85	286
	88	**100**	**104**	**100**	**23**	**100**	**41**	**100**	**95**	**100**	**351**

The Table 4.27 above shows that the highest number of those who were slightly satisfied were from ground operations and HR department each with 87%. This was followed by technical (85%)

Those show were absolutely satisfied came from IS (17%) and ground operations (4%)

13% of the respondent from finance indicated that they were absolutely dissatisfied, 13% from HR indicated that they were absolutely dissatisfied, 13 % from technical indicated that they were absolutely dissatisfied, while 4% from ground operations indicated they were absolutely dissatisfied

Table 4.28: *Response to the question on Satisfaction with e-service functionality analysis by age*

	00-29		30-39		40-49		50-59		60-Above		Total
	n	%	n	%	n	%	n	%	n	%	N
Absolutely dissatisfied	9	17	12	7	2	3	4	8	4	50	31
Absolutely Satisfied	4	7	7	4	0	0	0	0	0	0	11
Not Sure	0	0	5	3	6	10	0	0	0	0	11
Slightly dissatisfied	2	4	0	0	10	16	0	0	0	0	12
Slightly Satisfied	39	72	153	86	45	71	45	92	4	4	286
	54	**100**	**177**	**100**	**63**	**100**	**49**	**100**	**8**	**100**	**351**

The Table 4.28 above shows that highest number 92% of those slightly satisfied were in age 50-59 (92%) followed by age 30-39 (86%)

Those who were absolutely satisfied were age 00-29 (7%) and 30-39 (4%)

Table 4.29: *Response to the question on Satisfaction with e-service functionality analysis by Years in the organisation*

	00-01		2 Years		3 Years		4 Years		5 and above		Total
	n	%	n	%	n	%	n	%	n	%	N
Absolutely dissatisfied	1	5	6	16	8	14	6	12	10	5	31
Absolutely Satisfied	4	19	0	0	3	5	4	8	0	0	11
Not Sure	0	0	0	0	0	0	0	0	11	6	11
Slightly dissatisfied	0	0	2	6	1	2	0	0	9	5	12
Slightly Satisfied	16	76	28	78	45	79	40	80	157	84	286
	21	**100**	**36**	**100**	**57**	**100**	**50**	**100**	**187**	**100**	**351**

The Table 4.29 above shows 19% for the respondents who have been in the organization for 00 - 01 year were absolutely satisfied, 5% of those who has been in the organization for 3 years were absolutely satisfied, while 8% of those who has been in the organization for 4 years were absolutely satisfied.

The highest number of respondents who were absolutely dissatisfied have been in the organization for 2 years (16%) followed by 3 years (14%) and 4 years (12%)

The highest number of those slightly satisfied have been with the organisation for 5 and above years (84%), followed by 4 years (80%), 3 years (79%) and 2 years (78%)

Those who have been in the organisation for 0-1 years (86%) stated that they were satisfied with the functionality and capability they expected, those who have been in the organisation for 4 years (28%) had indicated that the functionalities does not meet their expectation.

Those who have been in the organisation for 0-1 years had the highest number of respondents who indicated that the information the read on e-service is relevant, while 2 years (22%) indicated that the content of e-service is not relevant.

All respondents had a high number of respondents who indicated that the e-service is secure. There seem to be on influence of the years in the organisation and employee satisfaction with the functionality of e-service.

Table 4.30: *Response to the question on Satisfaction with e-service functionality analysis by Mode of Training*

	Formal Training		e-learning		On-Job Training		Self Training		Total
	n	%	n	%	n	%	n	%	N
Absolutely dissatisfied	11	3	5	100	8	16	7	16	31
Absolutely Satisfied	8	3	0	0	3	6	0	0	11
Not Sure	11	4	0	0	0	0	0	0	11
Slightly dissatisfied	11	4	0	0	1	2	0	0	12
Slightly Satisfied	210	84	0	0	39	77	37	84	286
	251	**100**	**5**	**100**	**51**	**100**	**44**	**100**	**351**

The Table 4.30 above shows that the highest number of those absolutely dissatisfied has not training (100%), followed by on-the-job training (16% and self-training (16%).

The highest number of those absolutely satisfied was on-the-job-training (6%) followed by formal training (3%)

The highest respondent of those slightly satisfied were in formal training (84%) and self training (84%) followed by on the job training (100%).

Self training(100) had the highest number for respondent who indicated that the functionalities and capabilities of e-service does not meet their expectation , while formal training (93%) had the highest number of respondent who indicated that the functionalities and capabilities meet their expectation.

Self training also had the highest percentage of respondents who indicated that the information they read on the e-service is not relevant. There seem to be a strong influence of the mode of training and satisfaction with the functionality of e-service

4.3.1 Influence of e-service Reliability and employee satisfaction

The second objective of the study was to establish the influence of e-service Reliability and employee. The variables analysed in the study to accomplish this objective included: The failure of e-service, confidentiality of data, security of e-service, and satisfaction with

The question six to question nine sought data required to analyse the second objective of the study.

4.3.1.1 E-SERVICE DOES NOT FAIL QUITE OFTEN

In the question *"the e-service DOES NOT fail quite often"* the feedback of the respondents to the question was analysed. The respondents were required to answer *"YES"* or *"NO"* to the question. The answers to the question by respondents were then analysed in relation to each of the characteristic. The results of this analysis are given in Table 4.31, Table 4.32, Table 4.33 and Table 4.34.

Table 4.31: 'e-service DOES NOT fail quite' often by department

	Finance		Ground Ops		HR		IS		Technical		Total	
	n	%	n	%	n	%	n	%	n	%	N	%
Yes	20	23	9	9	6	26	1	2	7	7	43	12
No	68	77	95	91	17	74	40	98	88	93	308	88
	88	**100**	**104**	**100**	**23**	**100**	**41**	**100**	**95**	**100**	**351**	**100**

The Table 4.31 above shows that the highest number of respondents who indicated that the e-service DOES NOT fail quite often were in HR department (26%) and Finance department (23%)

Ground operations (91%) and Technical department (93%) and IS (98%) had the highest number of respondent who indicated that the e-service FAILS QUITE often.

Table 4.32: 'e-service DOES NOT fail quite' often by Age

	00-29		30-39		40-49		50-59		60-Above		Total	
	n	%	n	%	n	%	n	%	n	%	N	%
Yes	12	22	22	12	6	10	3	6	0	0	43	12
No	42	78	155	88	57	90	46	94	8	100	308	88
	54	**100**	**177**	**100**	**63**	**100**	**49**	**100**	**8**	**100**	**351**	**100**

The Table 4.32 above shows that the highest number of respondents who indicated that the e-service DOES NOT fail quite often were Age 00-29 (79%)

Age 40-49 (90%), age 50-59 (94%), age 60-above (100%) had the highest percentage of respondent who indicated that the e-service FAILS QUITE often.

Table 4.33: 'e-service DOES NOT fail quite' often by years in the organization

	00-01		2 Years		3 Years		4 Years		5 and above		Total	
	n	%	n	%	n	%	n	%	n	%	N	%
Yes	5	24	7	19	8	14	8	16	15	8	43	12
No	16	76	29	81	49	86	42	84	172	92	308	88
	21	**100**	**36**	**100**	**57**	**100**	**50**	**100**	**187**	**100**	**351**	**100**

The Table 4.33 above shows that the highest number of respondents who indicated that the e-service DOES NOT fail quite often has been in the organization (24%),

Those who have been in the organization for 5 and above years (92%), 3 years (86%) and 4 years (84%) had the highest percentage of respondent who indicated that the e-service FAILS QUITE often.

Table 4.34: 'e-service DOES NOT fail quite' often by mode of training

	Formal Training		e-learning		On-Job Training		Self Training		Total	
	n	%	n	%	n	%	n	%	N	%
Yes	24	10	0	0	13	25	6	14	43	12
No	227	90	5	100	38	75	38	86	308	88
	251	**100**	**5**	**100**	**51**	**100**	**44**	**100**	**351**	**100**

The Table 4.34 above shows that the highest number of respondents who indicated that the e-service DOES NOT fail quite often went through on-the-job training (24%),

Those who went through formal training (90%), e-learning (100%) and self training (86%) had the highest number of respondent who indicated that the e-service FAILS QUITE often

4.3.1.2 SAFETY OF DATA

In the question *"I trust that the confidential data I key in while accessing the service is save"* the feedback of the respondents to the question was analysed. The respondents were required to answer *"YES"* or *"NO"* to the question. The answers to the question by respondents were then analysed in relation to each of the characteristic. The results of this analysis are given in Table 4.35, Table 4.36, Table 4.37 and Table 4.38.

Table 4.35: Confidentiality trust by department

	Finance		Ground Ops		HR		IS		Technical		Grand Total	
	n	%	n	%	n	%	n	%	n	%	N	%
Yes	83	94	100	96	23	100	41	100	95	100	342	
No	5	6	4	4	0	0	0	0	0	0	9	
	88	**100**	**104**	**100**	**23**	**100**	**41**	**100**	**95**	**100**	**351**	

The Table 4.35 above shows that the highest number of respondents who indicated that they trust that the confidential data they key in while accessing the service is save were in Finance (94%), HR(100%), IS (100%), IS (100%), technical (100)

Finance (6%) and ground operations (4%) had the highest percentage of respondent who indicated that they do not trust that the confidential data they key in while accessing the service is save.

Table 4.36: confidentiality trust by age

	00-29		30-39		40-49		50-59		60-Above		Total
	n	%	n	%	n	%	n	%	n	%	N
Yes	54	100	177	100	54	86	49	100	8	100	342
No	0	0	0	0	9	14	0	0	0	0	9
	54	**100**	**177**	**100**	**63**	**100**	**49%**	**100**		**100**	**351**

The Table 4.36 above shows that the highest number of respondents who indicated that they trust that the confidential data they key in while accessing the service is save were in ages 00-29(100%), age 30-39 (100%), age 50-59 (100%) and age 60 and above (100%)

Age 40-49 (14%) had the highest percentage of respondent who indicated that they do not trust that the confidential data they key in while accessing the service is save.

Table 4.37: confidentiality trust by years in organization

	00-01		2 Years		3 Years		4 Years		5 and above		Total
	n	%	n	%	n	%	n	%	n	%	N
Yes	21	100	35	97	57	100	50	100	179	96	342
No	0	0	1	3	0	0	0	0	8	4	9
	21	**100**	**36**	**100**	**57**	**100**	**50**	**100**	**187**	**100**	**351**

The Table 4.37 above shows that the highest number of respondents who indicated that they trust that the confidential data they key in while accessing the service is save have in the organization for 00-01 years (100%), 2 years (97%), 3 years (100%) and 5 and above years (96%)

Those who have been in the organization for 2 years (3%) had the highest number of respondent who indicated that they do not trust that the confidential data they key in while accessing the service is save.

Table 4.38: confidentiality trust by mode of training

	Formal Training		e-learning		On-Job Training		Self Training		Total	
	n	%	n	%	n	%	n	%	N	%
Yes	242	96	5	100	51	100	44	100	342	97
No	9	4	0	0	0	0	0	0	9	3
	251	**100**	**5**	**100**	**51**	**100**	**44**	**100**	**351**	**100**

The Table 4.38 above shows that the highest number of respondents who indicated that they trust that the confidential data they key in while accessing the service is save went through formal training (96%) e-learning (100%) self training (100%)

Those who went through formal training (4%) had the highest number of respondent who indicated that they do not trust that the confidential data they key in while accessing the service is save.

4.3.1.3 SECURITY OF E-SERVICE

In the question *"I consider the e-service to be secure"* the feedback of the respondents to the question was analysed. The respondents were required to answer *"YES"* or *"NO"* to the question. The answers to the question by respondents were then analysed in relation to each of the characteristic. The results of this analysis are given in Table 4.39, Table 4.40, Table 4.41 and Table 4.42.

Table 4.39: e-service security analyzed by department

	Finance		Group Ops		HR		IS		Technical		Total	
	n	%	n	%	n	%	n	%	n	%	N	%
Yes	88	100	104	100	23	100	41	100	95	100	351	100
No	0	0	0	0	0	0	0	0	0	0	0	0
	88	**100**	**104**	**100**	**23**	**100**	**41**	**100**	**95**	**100**	**351**	**100**

The Table 4.39 above shows that the highest number of respondents who indicated that they consider the e-service to be secure were in Finance (100%), ground operations (100%), HR (100%), IS (100%), technical (100%)

No respondent indicated that they do not consider the e-service to be secure

Table 4.40: e-service security analyzed by age

	00-29		30-39		40-49		50-59		60-Above		Total	
	n	%	n	%	n	%	n	%	n	%	N	%
Yes	54	100	177	100	63	100	49	100	8	100	351	100
No	0	0	0	0	0	0	0	0	0	0	0	0
	54	100	177	100	63	100	49	100	8	100	351	100

The Table 4.40 above shows that the highest number of respondents who indicated that they consider the e-service to be secure were in age 00-29 (100%), age 30-39 (100%), age 40-49 (100%), age 50-59 (100%), age 60 and above (100%)

No respondent indicated that they do not consider the e-service to be secure

Table 4.41: e-service security analyzed by years in the organization

	00-01		2 Years		3 Years		4 Years		5 and above		Grand Total	
	n	%	n	%	n	%	n	%	n	%	N	%
Yes	21	100	36	100	57	100	50	100	187	100	351	100
No	0	0	0	0	0	0	0	0	0	0	0	0
	21	**100**	**36**	**100**	**57**	**100**	**50**	**100**	**187**	**100**	**351**	**100**

The Table above 4.41 shows that the highest number of respondents who indicated that they consider the e-service to be secure have been in the organization for 00-01 years (100%), 2 years (100%), 3 years (100%), 4 years (100%),5 and above (100%) No respondent indicated that they do not consider the e-service to be secure

Table 4.42: e-service security analyzed by mode of training

	Formal Training		e-learning		On-Job Training		Self Training		Total	
	n	%	n	%	n	%	n	%	N	%
Yes	251	100	5	100	51	100	44	100	351	100
No	0	0	0	0	0	0	0	0	9	0
	251	**100**	**5**	**100**	**51**	**100**	**44**	**100**	**351**	**100**

The Table 4.42 above shows that the highest number of respondents who indicated that they consider the e-service to be secure went through formal training (100%), no training (100%), on the job training (100%), self training (100%),

No respondent indicated that they do not consider the e-service to be secure

4.3.1.4 SATISFACTION WITH THE RELIABILITY OF THE E-SERVICE

In the question *"How satisfied are you with the reliability of the e-service"* the feedback of the respondents to the question was analysed. The respondents were required to answer *"Absolutely satisfied", "Slightly Satisfied", "Not Sure", "Slightly dissatisfied", or "Absolutely dissatisfied"* to the question. The answers to the question by respondents were then analysed in relation to each of the characteristic. The results of this analysis are given in Table 4.43.

Table 4.43: e-service reliability analyzed by department

	Percentage	Percentage
Absolutely dissatisfied	22	6
Absolutely satisfied	0	0
Not Sure	9	3
Slightly dissatisfied	15	4
Slightly Satisfied	305	87
	351	**100**

Table 4.44: *Response to the question on e-service reliability analysed by department*

	Finance		Ground Ops		HR		IS		Technical		Grand Total	
	n	%	n	%	n	%	n	%	n	%	N	%
Absolutely dissatisfied	11	13	4	4	0	0	0	0	7	8	22	6
Absolutely satisfied	0	0	0	0	0	0	0	0	0	0	0	0
Not Sure	9	10	0	0	0	0	0	0	0		9	3
Slightly dissatisfied		0	5	5	9	39	1	2	0		15	4
Slightly Satisfied	68	77	95	91	14	61	40	98	88	92	305	87
	88	100	104	100	23	100	41	100	95	100	351	**100**

The Table 4.44 above shows that no respondent was absolutely satisfied. Slightly satisfied were as follows, finance (77%), ground operations (91%), HR (61%), IS (92%) and technical (92%)

Absolutely dissatisfied were as follows, finance (13%), ground operations (4%), technical (8%)

Finance (23%) and HR (26%) indicated that the e-service fails quite often

IS(98%) technical (93%) ground operation (91%) had the highest %age of respondent who indicated that the e-service does not fail quite often.

Finance and ground operation (4%) had the highest respondent, who indicated that they do not trust the e-service confidentiality,

There seem to a influence of e-service reliability and employee satisfaction

Table 4.45: *Response to the question on e-service reliability analysed by age*

	00-29		30-39		40-49		50-59		60-Above		Grand Total	
	n	%	n	%	n	%	n	%	n	%	N	%
Absolutely dissatisfied	6	11	11		2	3	3	6	0	0	22	6
	0	0	0		0	0	0	0	0	0	0	0
Not Sure	0	0	5		4	6	0	0	0	0	9	3
Slightly dissatisfied	8	15	7		0	0	0	0	0	0	15	4
Slightly Satisfied	40	74	154		57	91	46	94	8	100	305	87
	54	**100**	**177**		**63**	**100**	**49**	**100**	**8**	**100**	**351**	**100**

The Table 4.45 above shows that no respondent was absolutely satisfied. Slightly satisfied were as follows, ages 60 and above years (100%), ages 50-59 (94%), ages 40-49 (91%), ages 00-29 (74%)

Those who were slightly dissatisfied were in finance (15%)

Table 4.46: *Response to the question on e-service reliability analysed by years in the organisation*

	00-01		2 Years		3 Years		4 Years		5 and above		Grand Total	
	n	%	n	%	n	%	n	%	n		N	%
Absolutely dissatisfied	0	0	5	14	7	14	5	10	5	3	22	6
Not Sure	0	0	0	0	0	0	0	0	9	5	9	3
Slightly dissatisfied	6	29	3		1	2	4	8	1	1	15	4
Slightly Satisfied	15	71	28	78	49	84	41	82	172	92	305	87
	21	**100**	**36**	**100**	**57**	**100**	**50**	**100**	**187**	**100**	**351**	**100**

The Table 4.46 above shows that no respondent was absolutely satisfied. The majority of the respondent who were slightly satisfied have been in the organization for 5 and above years (92%) followed by 3 years (84%), 4 years (82%)

Table 4.47: Response to the question on e-service reliability analyzed by mode of training

	Formal Training		e-learning		On-Job Training		Self Training		Total
Absolutely dissatisfied	9	4	0	0	7	14	6	14	22
Not Sure	9	4	0	0	0	0	0	0	9
Slightly dissatisfied	8	3	0	0	7	14	0	0	15
Slightly Satisfied	225	89	5	100	37	72	38	86	305
	251	**100**	**5**	**100**	**51**	**100**	**44**	**100**	**351**

The Table 4.47 above shows that no respondent indicated that he was absolutely satisfied, those respondents who were slightly satisfied were no training (100%), formal training (89%), self training (86%) and on-the-job training (72%)

Absolutely satisfied were distributed as follows, on the job training (14%), self training (14%) and formal training (4%)

4.4.1 Influence of e-service Usability and employee satisfaction

The second objective of the study was to establish the influence of e-service Usability and employee satisfaction. The variables analysed in the study to accomplish this objective included: ease of use, requirement to learn a lot about the e-service to be able to use it effectively, ability to learn to use the service very quickly, the e-service is visually appealing, satisfaction with the use of the e-service.

The question ten to question fourteen sought data required to analyse the second objective of the study.

4.4.1.1 EASE OF USE OF E-SERVICE

In the question *"The e-service is easy to use"* the feedback of the respondents to the question was analysed. The respondents were required to answer *"YES"* or *"NO"* to the question. The answers to the question by respondents were then analysed in relation to each of the characteristic. The results of this analysis are given in Table 4.48, Table 4.49, Table 4.60 and Table 4.61.

Table 4.48: ease of use analyzed by department

	Finance		Ground Ops		HR		IS		Technical		Total	
	n	%	n	%	n	%	n	%	n	%	N	%
Yes	79	86	100	96	8	35	39	95	80	85	306	87
No	9	10	4	4	15	65	2	5	15	16	45	13
	88	**100**	**104**	**100**	**23**	**100**	**41**	**100**	**95**	**100**	**351**	**100**

The Table 4.48 above shows that the highest number that responded who indicated that the e-service is easy to use were Ground operations (96%) followed by IS (95%), Finance (86%), and technical (85%).

HR (65%) and technical (16%) had the highest percentage of respondent who indicated that the e-service is not easy to use.

Table 4.49: ease of use analyzed by Age

	00-29		30-39		40-49		50-59		60-Above		Total	
	n	%	n	%	n	%	n	%	n	%	N	%
Yes	42	78	161	91	56	89	43	88	4	50	306	87
No	12	22	16	9	7	11	6	12	4	50	45	13
	54	**100**	**177**	**100**	**63**	**100**	**49**	**100**	**8**	**100**	**351**	**100**

The Table 4.49 above shows that the highest number that responded who indicated that the e-service is easy to use were in age 30-39 (91%)

Age 00-29 (22 %) and age 60 and above (50%) had the highest number of respondent who indicated that the e-service is not easy to use.

Table 4.50: ease of use analyzed by Age

	00-01		2 Years		3 Years		4 Years		5 and above		Total	
	n	%	n	%	n	%	n	%	n	%	N	%
Yes	17	81	32	89	48	84	42	84	167	89	306	87
No	4	19	4	11	9	16	8	16	20	10	45	13
	21	**100**	**36**	**100**	**57**	**100**	**50**	**100**	**187**	**100**	**351**	**100**

The Table 4.50 above shows that the highest number that responded who indicated that the e-service is easy to use has been in the organization for 2 years (89%) and 5 and above years (89%) respectively

Those who have been in the organization for 00-01(19%) followed by 3 years (16%) and 4 years (16%) had the highest percentage of respondent who indicated that the e-service is not easy to use.

Table 4.51: ease of use analyzed by Age

	Formal Training		e-learning		On-Job Training		Self Training		Grand Total	
	n	%	n	%	n	%	n	%	N	%
Yes	244	97	0	0	33	65	29	66	306	87
No	7	3	5	100	18	35	15	34	45	13
	251	**100**	**5**	**100**	**51**	**100**	**44**	**100**	**351**	**100**

The Table 4.51 above shows that the highest number that responded who indicated that the e-service is easy to use went through formal training (97%)

Those who went through formal training e-learning (100%), on the job training (35%) and self training (34%) had the highest number of respondent who indicated that the e-service is not easy to use.

4.4.1.2 NEED TO LEARN A LOT ABOUT THE E-SERVICE

In the question *"I feel I need to learn a lot about this e-service to be able to use it effectively"* the feedback of the respondents to the question was analysed. The respondents were required to answer *"YES"* or *"NO"* to the question. The answers to the question by respondents were then analysed in relation to each of the characteristic. The results of this analysis are given in Table 4.52, Table 4.53, Table 4.54 and Table 4.55.

Table 4.52: ease of learning to use the e-service analyzed by department

	Finance		Ground Ops		HR		IS		Technical		Grand Total	
	n	%	n	%	n	%	n	%	n	%	N	%
Yes	9	10	4	4	15	65	2	5	15	16	45	13
No	79	90	100	96	8	35	39	95	80	84	306	87
	88	**100**	**104**	**100**	**23**	**100**	**41**	**100**	**95**	**100**	**351**	**100**

The Table 4.52 above shows that the highest number that responded who indicated that they feel they do not need to learn a lot about the e-service in order to use it effectively were in Ground operations (96%), IS (95%) and finance (90%)

HR (65%) had the highest number of respondent who indicated that that they feel they need to learn a lot about the e-service in order to use it effectively

Table 4.53: ease of learning to use the e-service analyzed by age

	00-29		30-39		40-49		50-59		60-Above		Grand Total	
	n	%	n	%	n	%	n	%	n	%	N	%
YES	12	22	16	9	7	11	6	12	4	50	45	13
NO	42	78	161	91	56	89	43	88	4	50	306	87
	54	**100**	**177**	**100**	**63**	**100**	**49**	**100**	**8**	**100**	**351**	**100**

The Table 4.53 above shows that the highest number that responded who indicated that they feel they need to learn a lot about the e-service in order to use it effectively were in Age 60 and above (50%) and age 00-29 (22%)

Ground operations (96%), IS (95%) and finance (90%) had the highest number of respondent who indicated that that they feel they do not need to learn a lot about the e-service in order to use it effectively

Table 4.54: ease of learning to use the e-service analyzed by age

	00-01		2 Years		3 Years		4 Years		5 and above		Total	
	n	%	n	%	n	%	n	%	n	%	N	%
Yes	4	19	4	11	9	16	8	16	20	11	45	13
No	17	81	32	88	48	84	42	84	167	89	306	87
	21	**100**	**36**	**100**	**57**	**100**	**50**	**100**	**187**	**100**	**351**	**100**

The Table 4.54 above shows that the highest number that responded who indicated that they feel they need to learn a lot about the e-service in order to use it effectively have been in the organization for 00-01 years (19%), 3 years (16%) 4 years (16%)

Those who have been in the organization for 5 and above years (89%), and 2 years (88%) had the highest number of respondent who indicated that that they feel they do not need to learn a lot about the e-service in order to use it effectively

Table 4.55: ease of learning to use the e-service analyzed by age

	Formal Training		e-learning		On-Job Training		Self Training		Grand Total	
	n	%	n	%	n	%	n	%	N	%
Yes	7	3	5	100	18	35	15	34	45	13
No	244	97	0	0	33	65	29	66	306	87
	251	100	5	100	51	100	44	100	351	100

The Table 4.55 above shows that the highest number that responded who indicated that they feel they need to learn a lot about the e-service in order to use it effectively have been in the organization for 00-01 years (19%), 3 years (16%) 4 years (16%)

Those who have been in the organization for 5 and above years (89%), and 2 years (88%) had the highest number of respondent who indicated that that they feel they do not need to learn a lot about the e-service in order to use it effectively

4.4.1.3 SPEED OF LEARNING TO USE THE E-SERVICE

In the question *"other people would learn to use the service very quickly"* the feedback of the respondents to the question was analysed. The respondents were required to answer *"YES"* or *"NO"* to the question. The answers to the question by respondents were then analysed in relation to each of the characteristic. The results of this analysis are given in Table 52, Table 53, Table 54 and Table 56.

Table 4.56: other people would learn to use the e-service very quickly by department

	Finance		Ground Ops		HR		IS		Technical		Grand Total	
	n	%	N	%	n	%	n	%	n	%	N	%
Yes	9	10	4	4	15	65	2	5	15	16	45	13
No	79	90	100	96	8	35	39	95	80	84	306	87
	88	**100**	**104**	**100**	**23**	**100**	**41**	**100**	**95**	**100**	**351**	**100**

The Table 4.56 above shows that the highest number that responded who indicated that they feel other people would learn to use the e-service very quickly were Finance (90%), Grounds Operations (96%) and IS (95%)

HR (65%) had the highest number of respondent who indicated that they feel other people would not learn to use the e-service very quickly

Table 4.57: other people would learn to use the e-service very quickly by age

	00-29		30-39		40-49		50-59		60-Above		Total	
	n	%	N	%	n	%	n	%	n	%	N	%
Yes	12	22	16	9	7	11	6	12	4	50	45	13
No	42	78	161	91	56	89	43	87	4	50	306	87
	54	**100**	**177**	**100**	**63**	**100**	**49**	**100**	**8**	**100**	**351**	**100**

The Table 4.57 above shows that the highest number that responded who indicated that they feel other people would learn to use the e-service very quickly were age 30-39 (91%)

60 and above (60%) had the highest number of respondent who indicated that they feel other people would not learn to use the e-service very quickly.

Table 4.58: other people would learn to use the e-service very quickly by years in the organization

	00-01		2 Years		3 Years		4 Years		5 and above		Total	
	n	%	n	%	n	%	n	%	n	%	N	%
No	4	19	4	11	9	16	8	16	20	11	45	13
Yes	17	81	32	88	48	84	42	84	167	89	306	87
	21	**100**	**36**	**100**	**57**	**100**	**50**	**100**	**187**	**100**	**351**	**100**

The Table 4.58 above shows that the highest number of the respondent who indicated that they feel other people would learn to use the e-service very quickly has been in the organization for 5 and above years (89%)

00-01(19%) had the highest number of respondent who indicated that they feel other people would not learn to use the e-service very quickly.

Table 4.59: other people would learn to use the e-service very quickly by mode of training

	Formal Training		e-learning		On-Job Training		Self Training		Grand Total	
	n	%	n	%	n	%	n	%	N	%
Yes	244	97	0	0	33	65	29	66	306	87
No	7	3	5	100	18	35	15	34	45	13
	251	**100**	**5**	**100**	**51**	**100**	**44**	**100**	**351**	**100**

The Table 4.59 above shows that the highest number of the respondent who indicated that they feel other people would learn to use the e-service very quickly went through formal training (97%)

00-01(19%) had the highest number of respondent who indicated that they feel other people would not learn to use the e-service very quickly.

4.4.1.4 VISUAL APPEAL

In the question *"the e-service is visually appealing"* the feedback of the respondents to the question was analysed. The respondents were required to answer *"YES"* or *"NO"* to the question. The answers to the question by respondents were then analysed in relation to each of the characteristic. The results of this analysis are given in Table 4.60, Table 4.61, Table 4.62 and Table 4.63.

Table 4.60: the visual appeal of e-service analyzed by department

	Finance		Ground Ops		HR		IS		Technical		Total	
	n	%	n	%	n	%	n	%	n	%	N	%
Yes	80	91	102	98	19	82	39	95	82	87	322	92
No	8	9	2	2	4	18	2	5	13	13	29	8
	88	100	104	100	23	100	41	100	95	100	351	100

The Table 4.60 above shows that the majority of those respondents who indicated that the e-service was visually appealing were in were ground operations (98%) IS (95%) finance (91%) and technical (87%)

The highest respondents who indicated that the e-service was not visually appealing were in HR (18%) technical (13%)

Table 4.61: the visual appeal of e-service analyzed by age

	00-29		30-39		40-49		50-59		60-Above		Total	
	n	%	n	%	n	%	n	%	n	%	N	%
Yes	46	85	168	95	60	95	43	88	5	63	322	92
No	8	15	9	5	3	5	6	12	3	38	29	8
	54	**100**	**177**	**100**	**63**	**100**	**49**	**100**	**8**	**100**	**351**	**100**

The Table 4.61 above shows that the majority of those who indicated that the e-service was visually appealing were in age group 30-39 (95%) and 40-49 (95%) respectively, followed by age 50-59 (88%) and age 00-29 (85%) respectively.

Age 60 and above (38%) and age 00-29 (15%) had the highest number who indicated that the e-service was not visually appealing

Table 4.62: the visual appeal of e-service analyzed by years in the organization

	00-01		2 Years		3 Years		4 Years		5 and above		Total	
	n	%	n	%	n	%	n	%	n	%	N	%
Yes	20	95	34	94	50	88	46	92	172	92	322	92
No	1	5	2	6	7	12	4	8	15	8	29	8
	21	**100**	**36**	**100**	**57**	**100**	**50**	**100**	**187**	**100**	**351**	**100**

The Table 4.62 above shows that the majority of those who indicated that the e-service was visually appealing has been in the organization for 00-1 year (95%) followed by 2 years (94%) and 4 years (92%) and 5 and above years (92%) respectively

Those who responded who indicated that the e-service was not visually appealing were as follows 3 years (12%) followed by 4 years (8%) and 5 and above years (8%) respectively.

Table 4.63: the visual appeal of e-service analyzed by mode of training

	Formal Training		e-learning		On-Job Training		Self Training		Total	
	n	%	n	%	n	%	n	%	N	%
Yes	249	99	1	20	41	80	31	70	322	92
No	2	1	4	80	10	20	13	30	29	8
	251	**100**	**5**	**100**	**51**	**100**	**44**	**100**	**351**	

The Table 4.63 above shows that the majority of those who indicated that the e-service was visually appealing has gone through formal training (99%) followed by on the Job training (80%) and self training (70%)

Those who respondents who indicated that the e-service was not visually appealing were No training (80%) self training (30%)

4.4.1.5 SATISFACTION WITH THE USE OF E-SERVICE

In the question *"How satisfied are you with the use of the e-service"* the feedback of the respondents to the question was analysed. The respondents were required to answer *"Absolutely satisfied"*, *"Slightly Satisfied"*, *"Not Sure"*, *"Slightly dissatisfied"*, *or "Absolutely dissatisfied"* to the question. The answers to the

question by respondents were then analysed in relation to each of the characteristic. The results of this analysis are given in Table 4.64, 4.65, 4.66, 4.67and 4.68.

Table 4.64: the satisfaction on how usable the e-service is analyzed by department

	Frequency	Percentage
Slightly Satisfied	317	90
Slightly dissatisfied	24	7
Absolutely dissatisfied	10	3
	351	**100**

HR (8%) and technical (13%) had the highest percentage of respondent indicated that they were absolutely dissatisfied with the usability of e-service.

Table 4.65: *Response on the question on the satisfaction on how usable the e-service is analysed by department*

	Finance		Ground Ops		HR		IS		Technical		Total	
	n	%	n	%	n	%	n	%	n	%	N	%
Slightly Satisfied	79	90	100	96	19	84	39	95	80	84	317	90
Slightly dissatisfied	4	5	4	4	2	8	2	5	12	13	24	7
Absolutely dissatisfied	5	5	0	0	2	8	0	0	3	3	10	3
	88	100	104	100	23	100	41	100	95	100	351	100

Finance (13%) and HR (39%) had indicated that they were , absolutely dissatisfied and slightly dissatisfied with reliability of e-service.

IS (98%) and technical (92%) had the highest percentage of respondent who indicated that they were slightly satisfied.

Finance (23%) and HR (23%) had the highest number of respondent who indicated that e-service does not meet their requirements.

IS (98% and technical (93%) had the highest number of respondent who indicated that e-service does not fail quite often.

All departments indicated that the information the key in to the e-service is secure.

Finance (6%) had the highest number who indicated that they do not trust that the confidential information they Key in the e-service is save.

There seem to be influence of the department that one belongs to and employee satisfaction with usability of e-service.

Table 4.66: *Response on the question on the satisfaction on how usable the e-service is analysed by age*

	00-29		30-39		40-49		50-59		60-Above		Total	
	n	%	n	%	n	%	n	%	n	%	N	%
Slightly Satisfied	44	82	166	93	60	95	43	88	4	50	317	90
Slightly dissatisfied	5	8	10	6	3	5	4	8	2	25	24	7
Absolutely dissatisfied	5	8	1	1	0	0	2	4	2	25	10	3
	54	100	177	100	63	100	49	100	8	100	351	100

The Table 4.66 above shows that the majority of those were on slightly satisfied. Age 40-49 (95%), age 30-39(93%) age 00-29 (82%) and age 50-59 (88%)
00-29 years had the highest number of respondents who indicated that they were absolutely dissatisfied (11%), those who indicated that they were slightly dissatisfied were 15% and those who indicated that they were slightly dissatisfied were 74%.

Age 00-29 (22%) had the highest percentage of respondents who indicated that the e-service fails quite often, On the rest of the variable the all the age groups scored 100%

There seem to be a influence of employee satisfaction with e-service and the age group of the respondent

Table 4.67: *Response on the question on the satisfaction on how usable the e-service is analysed by years in the organization*

	00-01		2 Years		3 Years		4 Years		5 and above		Total	
	n	%	n	%	n	%	n	%	n	%	N	%
Slightly Satisfied	19	90	34	94	49	86	45	90	170	91	317	90
Slightly dissatisfied	2	10	2	86	3	5	4	8	13	7	24	7
Absolutely dissatisfied	0	0	0	0	5	9	1	2	4	2	10	3
	21	100	36	100	57	100	50	100	187	100	351	100

The Table 4.67 above shows that the majority of those were on slightly

00-29 years had the highest number of respondents who indicated that they were absolutely dissatisfied (11%), those who indicated that they were slightly dissatisfied were 15% and those who indicated that they were slightly dissatisfied were 74%.

Age 00-29 (22%) had the highest percentage of respondents who indicated that the e-service fails quite often, on the rest of the variable the all the age groups scored 100%

There seem to be a influence of employee satisfaction with e-service and the age group of the respondent

Table 4.68: *Response on the question on the satisfaction on how usable the e-service is analysed by mode of training*

	Formal Training		e-learning		On-Job Training		Self Training		Total	
	n	%	n	%	n	%	n	%	n	%
Slightly Satisfied	249	99	0	0	38	75	30	68	317	90
Slightly dissatisfied	2	1	2	40	13	25	7	16	24	7
Absolutely dissatisfied	0	0	3	60	0	0	7	16	10	3
	251	100	5	100	51	100	44	100	351	100

The Table 4.68 above shows that the majority of those were on slightly

Those with no training had the highest number of respondents who were absolutely dissatisfied (60%) followed by self training (16%).

On the job training (25%) and self training (14%) had the highest number of respondent who indicated that the e-service fails quite often. On the rest of variable most of the respondent were high

There seem to be a influence of employee satisfaction and reliability of e-service

4.5.1 Influence of e-service efficiency and employee satisfaction

The second objective of the study was to establish the influence of e-service efficiency and employee satisfaction. The variables analysed in the study to accomplish this objective included: speed of e-service, effectively complete my work quickly, saving time by accessing service via computer, access to a computer, satisfaction with efficiency of e-service

The question fifteen to question nineteen sought data required to analyse the fourth objective of the study.

4.5.1.1 SATISFACTION WITH THE SPEED OF E-SERVICE

In the question *"I am satisfied with the speed of e-service"* the feedback of the respondents to the question was analysed. The respondents were required to answer *"YES"* or *"NO"* to the question. The answers to the question by respondents were then analysed in relation to each of the characteristic. The results of this analysis are given in Table 4.69, Table 4.70, and Table 4.71,

Table 4.69: the speed of e-service analyzed by age

	00-29		30-39		40-49		50-59		60-Above		Total	
	n	%	n	%	n	%	n	%	n	%	N	%
Yes	50	93	166	94	60	95	46	94	6	75	328	93
No	4	7	11	6	3	3	3	6	2	25	23	7
	54	100	177	100	63	100	49	100	8	100	351	100

The Table 4.69 above shows that the highest number of respondents who indicated that they were satisfied with the speed of e-service were age 00-29 (93%), age 30-39 (94%) age 40-49(95%) and age 50-59 (94%)

60 and above (25%) had the highest number of respondent who indicated that they feel other people would not learn to use the e-service very quickly.

Table 4.70: the speed of e-service analyzed by years in the organization

	00-01		2 Years		3 Years		4 Years		5 and above		Total	
	n	%	n	%	n	%	n	%	n	%	N	%
Yes	19	91	34	94	53	93	46	92	176	94	328	93
No	2	9	2	6	4	7	4	8	11	6	23	7
	21	**100**	**36**	**100**	**57**	**100**	**50**	**100**	**187**	**100**	**351**	**100**

The Table 4.70 above shows that the highest number of respondents who indicated that they were satisfied with the speed of e-service has been in the organization for 00-01 years (91%), 2 years (94%) 3 years (93%) and 4 years (92%)

Those who have been in the organization for 5 and above (11%) had the highest number of respondent who indicated that they feel other people would not learn to use the e-service very quickly.

Table 4.71: the speed of e-service analyzed by mode of training

	Formal Training		e-learning		On -Job Training		Self Training		Total	
	n	%	n	%	n	%	n	%	N	%
Yes	245	98	2	40	43	84	38	86	328	93
No	6	2	3	60	8	16	6	14	23	7
	251	**100**	**5**	**100**	**51**	**100**	**44**	**100**	**351**	**100**

The Table 4.71 above shows that the highest number of respondents who indicated that they were satisfied with the speed of e-service went through formal training (98%), on the Job training (84%) self training (86%)

No training (60%) had the highest number of respondent who indicated that they feel other people would not learn to use the e-service very quickly.

4.5.1.2 EFFECTIVELY COMPLETING WORK QUICKLY USING THE E-SERVICE

In the question *"I can effectively complete my work quickly using the e-service"* the feedback of the respondents to the question was analysed. The respondents were required to answer *"YES"* or *"NO"* to the question. The answers to the question by respondents were then analysed in relation to each of the characteristic. The results of this analysis are given in Table 4.72, Table 4.73, Table 4.74 and Table4.75

Table 4.72: the effectiveness of completing work on e-service analyzed by department

	Finance		Ground Ops		HR		IS		Technical		Total	
	n	%	n	%	n	%	n	%	n	%	N	%
Yes	83	94	99	95	22	96	37	90	85	89	326	93
No	5	6	5	5	1	4	4	10	10	11	25	7
	88	100	104	100	23	100	41	100	95	100	351	100

The Table 4.72 above shows that the highest number of respondents who indicated that they can effectively complete their work quickly using the e-service were Finance (94%), Ground operations (95%), HR (96%) IS (90%)

Technical (11%) had the highest number of respondent who indicated that that they can effectively complete their work quickly using the e-service

Table 4.73: the effectiveness of completing work on e-service analyzed by age

	00-29		30-39		40-49		50-59		60-Above		Total	
	n	%	n	%	n	%	n	%	n	%	N	%
Yes	49	91	165	93	60	95	46	94	6	75	326	93
No	5	9	12	7	3	5	3	6	2	25	25	7
	54	**100**	**177**	**100**	**63**	**100**	**49**	**100**	**8**	**100**	**351**	**100**

The Table 4.73 above shows that the highest number of respondents who indicated that they can effectively complete their work quickly using the e-service were in age 40-49 (95%), age 50-59 (95%), age 30-39 (93%)

60 and above (11%) had the highest number of respondent who indicated that they can effectively complete their work quickly using the e-service

Table 4.74: the effectiveness of completing work on e-service analyzed by age

	00-01		2 Years		3 Years		4 Years		5 and above		Total	
	n	%	n	%	n	%	n	%	n	%	N	%
Yes	19	90	34	94	52	91	45	90	176	94	326	93
No	2	10	2	6	5	9	5	10	11	6	25	7
	21	**100**	**36**	**100**	**57**	**100**	**50**	**100**	**187**	**100**	**351**	**100**

The Table 4.74 above shows that the highest number of respondents who indicated that they can effectively complete their work quickly using the e-service has been in the organization for 2 years (94%), 5 and above years (94%), 3 years 91% (93%), 4 years (90%)

00-01 (10%) had the highest number of respondent who indicated that they can effectively complete their work quickly using the e-service

Table 4.75: the effectiveness of completing work on e-service analyzed by mode of training

	Formal Training		e-learning		On-Job Training		Self Training		Total	
	n	%	n	%	n	%	n	%	N	%
Yes	245	98	2	40	42	83	37	84	326	93
No	6	2	3	60	9	17	7	79	25	7
	251	**100**	**5**	**100**	**51**	**100**	**44**	**100**	**351**	**100**

The Table 4.75 above shows that the highest number of respondents who indicated that they can effectively complete their work quickly using the e-service went through formal training (98%), on-the-job training (83%), self training (84%)

No training (60%) had the highest number of respondent who indicated that they can effectively complete their work quickly using the e-service

4.5.1.3 ACCESSING SERVICE VIA THE COMPUTER IS TIME SAVING

In the question *"accessing service via the computer is time saving"* the feedback of the respondents to the question was analysed. The respondents were required to answer *"YES"* or *"NO"* to the question. The answers to the question by respondents were then analysed in relation to each of the characteristic. The results of this analysis are given in Table 4.76, Table 4.77, Table 4.78 and Table 4.79

Table 4.76: on the time saving of e-service analyzed by department

	Finance		Ground Ops		HR		IS		Technical		Grand Total	
	n	%	n	%	n	%	n	%	n	%	N	%
No	83	94	99	95	22	96	34	83	83	87	321	91
Yes	5	6	5	5	1	4	7	17	12	13	30	9
		100	**104**	**100**	**23**	**100**	**41**	**100**	**95**	**100**	**351**	**100**

The Table 4.76 above shows that the highest number of respondents who indicated that accessing service via the computer is time saving were in HR (96%) Ground operation (95%) Finance (94%) technical (87%), IS (83%)

No training (60%) had the highest number of respondent who indicated that they can effectively complete their work quickly using the e-service

Table 4.77: on the time saving of e-service analyzed by age

	00-29		30-39		40-49		50-59		60-Above		Total	
	n	%	n	%	n	%	n	%	n	%	N	%
No	48	89	161	91	60	95	46	94	6	75	321	91
Yes	6	11	16	9	3	6	3	6	2	25	30	9
	54	**100**	**177**	**100**	**63**	**100**	**63**	**100**	**8**	**100**	**351**	**100**

The Table 4.77 above shows that the highest number of respondents who indicated that accessing service via the computer is time saving were age 00-29 (89%) age 30-39 (91%) age 40-49 (95%) age 50-59 (94%)

Age 60 and above (25%) had the highest number of respondent who indicated that they can effectively complete their work quickly using the e-service

Table 4.78: time saving of e-service analyzed by years in the organization

	00-01		2 Years		3 Years		4 Years		5 and above		Total	
	n	%	n	%	n	%	n	%	n	%	N	%
No	18	86	33	92	51	89	43	86	176	94	321	91
Yes	3	14	3	8	6	8	7	14	11	6	30	9
	21	**100**	**36**	**100**	**57**	**100**	**50**	**100**	**187**	**100**	**351**	**100**

The Table 4.78 above shows that the highest number of respondents who indicated that accessing service via the computer is time saving have been in the organization for 00-01 years (86%) 2 years (92%) 3 years (89%) 4 years (86%) and 5 and above years (94%)

Those who have been in the organization for 00-01 years (14%) had the highest number of respondent who indicated that they can effectively complete their work quickly using the e-service

Table 4.79: time saving of e-service analyzed by mode of training

	Formal Training		e-learning		On-Job Training		Self Training		Total	
	n	%	n	%	n	%	n	%	n	%
Yes	243	97	2	40	39	76	37	84	321	91
No	8	3	3	60	12	24	7	16	30	9
	251	**100**	**5**	**100**	**51**	**100**	**44**	**100**	**351**	**100**

The Table 4.79 above shows that the highest number of respondents who indicated that accessing service via the computer is time saving went through formal training (97%) on-the –training(76%) self training (84%)

No training (60%) had the highest number of respondent who indicated that they can effectively complete their work quickly using the e-service

4.5.1.4 EASY ACCESS TO E-SERVICE

In the question *"Do you have access to a computer"* the feedback of the respondents to the question was analysed. The respondents were required to answer *"YES"* or *"NO"* to the question. The answers to the question by respondents were then analysed in relation to each of the characteristic. The results of this analysis are given in Table 4.80, Table 4.81, Table 4.82 and Table 4.83

Table 4.80: ease of accessing a computer analyzed by department

	Finance		Ground Ops		HR		IS		Technical		Total	
	n	%	n	%	n	%	n	%	n	%	n	%
Yes	88	100	101	97	23	100	41	100	88	83	341	91
No	0	0	3	3	0	0	0	0	7	7	10	9
	88	**100**	**104**	**100**	**23**	**100**	**41**	**100**	**95**	**100**	**351**	**100**

The Table 4.80 above shows that the highest number of respondents who indicated that they have easy access to a computer were as follows finance (100%) ground operations (97%) HR (100%) IS (100%) and technical (83%)

Those who have been in the organization for 00-01 years (14%) had the highest number of respondent who indicated that they have easy access to a computer.

Table 4.81: ease of accessing a computer analyzed by age

	00-29		30-39		40-49		50-59		60-Above		Grand Total	
	n	%	n	%	n	%	n	%	n	%	n	%
Yes	54	100	173	98	60	95	47	96	7	87	341	97
No	0	0	4	2	3	5	2	4	1	3	10	3
	100	**177**	**100**	**63**	**100**	**49**	**100**	**8**	**100**	**351**	**100**	

The Table 4.81 above shows that the highest number of respondents who indicated that they have easy access to a computer were age 00-29 (100%) 30-39 (98%) 50-59(96%) 60-above (87%)

Age 40-49 (5%) had the highest number of respondent who indicated that they have easy access to a computer.

Table 4.82: ease of accessing a computer analyzed by years in organization

	00-01		2 Years		3 Years		4 Years		5 and above		Total	
	n	%	n	%	n	%	n	%	n	%	n	%
Yes	20	95	36	100	57	100	50	100	178	95	341	97
No	1	5	0	0	0	0	0	0	9	5	10	3
	21	**100**	**36**	**100**	**57**	**100**	**50**	**100**	**187**	**100**	**351**	**100**

The Table 4.82 above shows that the highest number of respondents who indicated that they have easy access to a computer have been in the organization for 00-01 (95%) 2 years (100%) 3 years(100%) 4 years (100%) , 4 years(100%), 5 and above(95%)

Table 4.83: ease of accessing a computer analyzed mode of training

	Formal Training		e-learning		On-Job Training		Self Training		Grand Total	
	n	%	n	%	n	%	n	%	n	%
Yes	249	99	4	80	47	92	41	93	341	97
No	2	1	1	20	4	8	3	7	10	3
	251	**100**	**5**	**100**	**51**	**100**	**44**	**100**	**351**	**100**

The Table 4.83 above shows that the highest number of respondents who indicated that they have easy access to a computer went through formal training (99%) No training (80 %) on-the-job training (92%) self training (93%)

Those who went through No training (20%) had the highest number of respondent who indicated that they have easy access to a computer.

4.5.1.5 SATISFACTION WITH THE EFFIECY OF E-SERVICE

In the question *"How satisfied are you with the efficiency of the e-service"* the feedback of the respondents to the question was analysed. The respondents were required to answer *"Absolutely satisfied", "Slightly Satisfied", "Not Sure", "Slightly dissatisfied", or "Absolutely dissatisfied"* to the question. The answers to the question by respondents were then analysed in relation to each of the characteristic. The results of this analysis are given in Table 4.84, 4.85, 4.86, 4.87 and Table 4.88

Table 4.84: satisfaction with efficiency of e-service analyzed by department

	Frequency	Percentage
Slightly Satisfied	294	84%
Slightly dissatisfied	13	4%
Not Sure	19	5%
Absolutely Satisfied	17	5%
Absolutely dissatisfied	8	2%
	351	**100%**

Table 4.85: Response on the question on satisfaction with efficiency of e-service analysed by department

	Finance		Ground Ops		HR		IS		Technical		Total	
	n	%	n	%	n	%	n	%	n	%	N	%
Slightly Satisfied	73	83	97	93%	15	66	37	90	72	76	294	84
Slightly dissatisfied	5	6	0%	0%	3	13	0	0	5	5	13	4
Not Sure	5	6	5	5%	1	4	4	10	4	4	19	5
Absolutely Satisfied	3	3	2	2%	4	17	0	0	8	9	17	5
Absolutely dissatisfied	2	2	0	0%	0	0	0	0	6	6	8	2
	88	**100**	**104**	**100**	**23**	**100**	**41**	**100**	**95**	**100**	**351**	**100**

The Table 4.85 above shows that the majority of those were on slightly. Finance (2%) and technical (6%) had the highest percentage of respondents who indicated that they were absolutely dissatisfied.

Finance (6%), HR (13%) and technical (5%) had the highest percentage of respondent who indicated that that they were slightly dissatisfied.

Technical (11%), IS (10%) and finance (6%) had the highest percentage of respondents who indicated that they cannot complete their work quickly using the e-service

Technical (7%) had the highest number of respondent who indicated that they have no easy access to a computer.

There seem to be some influence of department that one belongs to and employee satisfaction with e-service usability.

Table 4.86: Response on the question on satisfaction with efficiency of e-service analyzed by age

	00-29		30-39		40-49		50-59		60-Above		Total	
	n	%	n	%	n	%	n	%	n	%	N	%
Slightly Satisfied	39	72	155	90	57	90	40	82	3	38	294	84
Slightly dissatisfied	5	9	2	1	1	2	3	6	2	25	13	4
Not Sure	4	7	13	7	1	2	1	2	0	0	19	5
Absolutely Satisfied	5	9	6	3	2	3	3	6	1	12	17	5
Absolutely dissatisfied	1	2	1	1	2	3	2	6	2	25	8	2
	54	**100**	**177**	**100**	**63**	**100**		**100**	**8**	**100**	**251**	**100**

The Table 4.86 above shows that the majority of those were on slightly. 60 and above (25%) and age 0-29 (9%) had the highest percentage of respondent who indicated that they were slightly dissatisfied

Age 0-29(2%) and 60 and above (25%) had the highest percentage who indicated that they were absolutely dissatisfied,

Age 60 and above had the highest percentage of who indicated that they were not satisfied with the speed of e-service

Age 60 and above had the highest percentage of respondents who indicated that they were not able to complete their work quickly and effectively.

There seem to be some influence of the age of respondent and

Table 4.87: ***Response on the question on satisfaction with efficiency of e-service analysed by years in the organisation***

	00-01		2 Years		3 Years		4 Years		5 and above		Total	
	n	%	n	%	n	%	n		%	N	%	
Slightly Satisfied	17	80	30	83	47	82	40	80	160	85	294	84
Slightly dissatisfied	0	0	1	3	4	7	1	2	7	4	13	4
Not Sure	2	10	2	6	3	5	5	10	7	4	19	5
Absolutely Satisfied	2	10	3	8	1	2	4	8	7	4	17	5
Absolutely dissatisfied	0	0	0	0	2	4	0	0	6	3	8	2
	21	**100**	**36**	**100**	**57**	**100**	**50**	**100**	**187**	**100**	**251**	**100**

The Table 4.87above shows that the majority of those were on slightly

Those who had been in the organization for 5 years and above (4%) and 3 years (7%), those who were absolutely dissatisfied were 3 years (4%) and 5 and above years (3%)

Age 0-1(10%) and 4 years (10%) had the highest %age of respondent who indicated that they could not complete their work quickly and effectively.

Age 0-1 (14%) and 4 years (14%) had the highest percentage number of respondents who indicated that they could accessing the service via computer is not time saving.

There is no influence of age of the respondent and satisfaction with the usability of e-service

Table 4.88: ***Response on the question on satisfaction with efficiency of e-service analysed by mode of training***

	Formal Training (training Room)		e-learning		On the Job Training		Self Training		Total	
	n	%	n	%	n	%	n	%	N	%
Slightly Satisfied	229	91	0	0	36	70	29	66	294	84
Slightly dissatisfied	0	0	2	40	4	8	7	16	13	4
Not Sure	7	28	0	0	8	16	4	9	19	5
Absolutely Satisfied	14	6	0	0	2	4	1	2	17	5
Absolutely dissatisfied	1	0	3	60	1	3	3	6	8	2
	251	100	5	100	51	100		100	351	100

The Table 4.88 above shows that the majority of those were on slightly. Those who had no training (4%) and those who were self trained (16%) indicated that they were slightly dissatisfied.

Those who went through No training (6%) and those who went through self training (3%) indicated they were absolutely satisfied.

No training (60%) indicated that the e-service did not enable them to complete their work quickly and effectively. Those who went through self training (16%) had also a high percentage of persons who indicated that they could not complete their work quickly and effectively

Thos who went through No training (60%) and those who went through on the job training (24%) and self training (16%) had the highest percentage of respondents who indicated that they were not able to use e-service to effectively complete their work

There seem to be a influence of the mode of training and employee satisfaction with the e-service usability

CHAPTER FIVE
SUMMARY OF THE FINDINGS, DISCUSSION, CONCLUSIONS AND RECOMMENDATIONS OF THE STUDY

5.1. Introduction

This chapter gives a summary of the study, its conclusions, and recommendations for practice as well as suggestions for further research

5.2. Summary of the findings

From the study the following findings were summarized according to the objectives:

To establish the influence of e-service functionality and employee satisfaction.

Employee satisfaction with functionality of e-service was analyzed by the years that the respondent has been in the organization.

The analysis shows that there is a trend of respondent to the years that the respondents have been in the organization in relationship to employee satisfaction with the functionality of e-service.

Satisfaction with e-service was analyzed by the mode of training that was used by the respondent. Formal training returned the highest percentage of satisfaction with the functionality in all the four questions, there is an established strong influence of employee satisfaction with e-service and the mode of training. The characteristic of age of the respondent seems not to have any relationship with the employee satisfaction with the functionality of e-service

To establish the influence of e-service reliability and employee satisfaction.

The second objective of the study was to establish the influence of e-service Reliability and employee. The variables analysed in the study to accomplish this objective included: The failure of e-service, confidentiality of data, security of e-service, and satisfaction with

The question six to question nine sought data required to analyse the second objective of the study.

As depicted by the trend in the department there seems to be a influence of e-service reliability and the department that the employee comes from. The age that one belong to seemed not to affect the satisfaction of the employee satisfaction with the reliability of e-service. This was also the case with the satisfaction of e-service as analyzed by age of respondent, the years that the respondent has been in the organization seemed not to effect their satisfaction with e-service.

There seems to be a influence of the mode of training and the relationship with e-service.

To establish the influence of e-service usability and employee satisfaction.

The second objective of the study was to establish the influence of e-service Usability and employee satisfaction. The variables analysed in the study to accomplish this objective included: ease of use, requirement to learn a lot about the e-service to be able to use it effectively, ability to learn to use the service very quickly, the e-service is visually appealing, satisfaction with the use of the e-service.

The question ten to question fourteen sought data required to analyse the second objective of the study.

There seem to be influence of the department that one belongs to and employee satisfaction with usability of e-service.

To establish the relation between e-service efficiency and employee satisfaction.

The second objective of the study was to establish the influence of e-service efficiency and employee satisfaction. The variables analysed in the study to accomplish this objective included: speed of e-service, effectively complete my work quickly, saving time by accessing service via computer, access to a computer, satisfaction with efficiency of e-service

The question fifteen to question nineteen sought data required to analyse the fourth objective of the study.

There seem to be some influence of department that one belongs to and employee satisfaction with e-service usability.

5.2 DISCUSSION OF FINDINGS

Although the discussions of the findings in the study also touches on the demographic characteristics of the respondents (the department that he respondent belong to, age of respondent, years in the organization and mode of training), the main discussions were guided broadly by the study objectives (To establish the influence of e-service functionality and employee satisfaction; To establish the influence of e-service reliability and employee satisfaction; To establish the influence of e-service usability and employee satisfaction; To establish the relation between e-service efficiency and employee satisfaction.).

The demographic characteristics of the respondents were sought in the study to establish the characteristic of the respondents of the study. The various demographic characteristics identified in the study were the department that he respondent belong to, age of respondent, years in the organization and mode of training.

The first objective of the study was to establish the influence of e-service functionality and employee satisfaction. The variables analysed in the study to accomplish this objective included: The existence capability of e-service, the relevance of information on the e-service, the content of e-service, accuracy of feedback and the satisfaction of the respondent with the functionality of the e-service

Table 4.7 shows that HR (48%) and technical (26%) had the highest number of respondent who indicated that the e-service does not have the functionalities and capabilities they expect it to have. Table 4.11 shows that HR (30%) and IS (24%) had the highest number of respondent who indicated that the information they read on the e-service is not relevant. Table 4.17 shows that HR (48%) and IS (44%) had the highest number of respondent who indicated that the content of e-service does not meet their expectation. Table 4.22 HR shows that (13%) had the highest percentage of respondent who indicated that the feedback they get while accessing e-service is not accurate. Table 4.27 shows that 13% of the respondent from finance indicated that they were absolutely dissatisfied, 13% from HR indicated that they were absolutely dissatisfied, 13 % from technical indicated that they were absolutely dissatisfied, while 4% from ground operations indicated they were absolutely dissatisfied.

There seem to be a trend as HR which had the highest percentage of respondents who answered No to all the questions and was also the department with the highest percentage of respondents who were dissatisfied. HR also happens to be the department which is offering the HR service as electronic service.

Table 4.8 shows that Age 60 and above (50%) and age 0-39 (30%) had the highest number of respondent who indicated that the e-service does not have the functionalities and capabilities they expect it to have. Table 4.13 shows that Age (50-59) (22%) and 30-39 (13%) had the highest number of respondent who indicated that the information they read on the e-service is not relevant. Table 4.18 shows that shows that Age group 50-59 (31%) and age group 40-49 (22%) and age group 00-29 (26%) had the highest number of respondent who indicated that the content of e-service does not meet their expectation. Table 4.23 shows that Age 40-49 (13%) had the highest percentage of respondent who indicated that the content of e-service does not meet their expectation. Table 4.28 shows that the highest percentage of respondents who were absolutely dissatisfied were age 60 and above (50%), followed by age 0-29 (17%), those who were slightly dissatisfied were age 40-49 (16%)
There seem to be no trend as established by the age of respondent. The age of respondent seems not to affect the trend on which the respondent answers questions.

Table 4.9 shows that those who had been in the organization for 3 years (26%) and 4 years (28%) had the highest number of respondent who indicated that the e-service does not have the functionalities and capabilities they expect it to have. Table 4.14 shows that the highest number that responded NO (22%) were had been in the organization for 2 years followed by 4 years (14%) these are the respondents who indicated that the information they read on e-service is not relevant. Table 4.19 shows that those who have been in the organization for 2 years (36%), 0-1 year (29%) and 5 and above years (20%) highest number of respondent who indicated that the content of e-service does not meet their expectation. Table 4.24 shows that those who have being in the organization for 0-1 year (5%), 2 years (8%) and 5 years and above (4%) had the highest percentage of respondents who indicated that the content of e-service does not meet their expectation. Table 4.29 shows that has been in the organization 2 years (16%), 3 years (14%) and 4 years (12%) had the highest percentage of

respondents who were absolutely dissatisfied. Those slightly dissatisfied has been in the organization for has been in the organization for 2 years (6%) and 5 and above years (5%), There seem to be no trend on the way the respondents answered the questions and the years that they have been in the organization.

Table 4.10 shows that those who went through e-learning (100%) and those who went through the on the job training (69%) had the highest number of respondent who indicated the e-service does not have the functionalities and capabilities they expect it to have. Table 4.15 shows that those who on the job training (31%) and self training (25%) had the highest number of respondent who indicated that the information they read on the e-service is not relevant. Table 4.20 shows that those who went through on the job training (37%) and those who went through self training (32%) had the highest number of respondent who indicated that the content of e-service does not meet their expectation. Table 4.25 shows that those who went through the formal training (4%) and on the job training (4%) had the highest percentage of respondents who indicated that the content of e-service does not meet their expectation.
Table 4.30 shows that those who went through e-learning (100%) had the highest number for respondent who indicated that they were absolutely dissatisfied with the functionality of the e-service followed by on the job training(16%) and self training (16%), There seem to a trend where the mode of training is determining the level of satisfaction with e-service functionality. Formal training, where training is conducted in the class room by an instructor seems to be resulting in the highest level of satisfaction with the functionality of e-service, while e-learning resulted in the highest level of dissatisfaction.

The discussions about the above findings were guided by the question: What is the influence of e-service reliability and employee satisfaction?. The second objective of the study was to establish the influence of e-service Reliability and employee. The variables analysed in the study to accomplish this objective included: The failure of e-service, confidentiality of data, security of e-service, and satisfaction with

Table 4.31 shows that the Ground operations (91%) and Technical department (93%) and IS (98%) had the highest number of respondent who indicated that the e-service FAILS QUITE often. Table 4.35 shows that Finance (6%) and ground operations

(4%) had the highest percentage of respondent who indicated that they do not trust that the confidential data they key in while accessing the service is save. Table 4.39 shows No respondent indicated that they do not consider the e-service to be secure. Table 4.44 shows absolutely dissatisfied were as follows, finance (13%), ground operations (4%), technical (8%) Finance (23%) and HR (26%) indicated that the e-service fails quite often. IS (98%) technical (93%) ground operation (91%) had the highest %age of respondent who indicated that the e-service does not fail quite often

Table 4.32 Age 40-49 (90%), age 50-59 (94%), age 60-above (100%) had the highest percentage of respondent who indicated that the e-service FAILS QUITE often.
Table above 36 shows Age 40-49 (14%) had the highest percentage of respondent who indicated that they do not trust that the confidential data they key in while accessing the service is save.
Table 4.36 shows that Age 40-49 (14%) had the highest percentage of respondent who indicated that they do not trust that the confidential data they key in while accessing the service is save. Table 4.40 shows that No respondent indicated that they do not consider the e-service to be secure. Table 4.45 shows that those who were absolutely dissatisfied were age 0-29 (11%) and age 50-59 (6%) those who were slightly dissatisfied were age 0-29 (15%)

Table 4.33 shows those who have been in the organization for 5 and above years (92%), 3 years (86%) and 4 years (84%) had the highest percentage of respondent who indicated that the e-service FAILS QUITE often. Table 4.37 shows those who have been in the organization for 2 years (3%) had the highest number of respondent who indicated that they do not trust that the confidential data they key in while accessing the service is save. Table 4.41 shows No respondent indicated that they do not consider the e-service to be secure. Table 4.46 shows that those who were absolutely satisfied has been with the organization for 2 years (14%), 3years (14%) and 4 years (10%), those slight dissatisfied were age 00-01 (29%). There seem to be no influence of years in the origination and satisfaction with reliability of e-service

Table 4.34 shows those who went through formal training (90%), e-learning (100%) and self training (86%) had the highest number of respondent who indicated that the

e-service FAILS QUITE often. Table 4.38 shows those who went through formal training (4%) had the highest number of respondent who indicated that they do not trust that the confidential data they key in while accessing the service is save. The Table 4.42 shows that no respondent indicated that they do not consider the e-service to be secure. The Table 4.47 shows that that those who went through on the job training (14%) and self training (14%) has the highest percentage of respondent who indicated that they were absolutely dissatisfied with the reliability to e-service, those who with through eon the on training (14%) had the highest number who indicated that they were slight dissatisfied with the reliability of e-service. There seem to be no relationship in the trend that the respondent answered the questions and satisfaction with the reliability of e-service

The second objective of the study was to establish the influence of e-service Usability and employee satisfaction. The variables analysed in the study to accomplish this objective included: ease of use, requirement to learn a lot about the e-service to be able to use it effectively, ability to learn to use the service very quickly, and the e-service is visually appealing, satisfaction with the use of the e-service. The question ten to question fourteen sought data required to analyse the second objective of the study. Table 4.48 shows that HR (65%) and technical (16%) had the highest percentage of respondent who indicated that the e-service is not easy to use. Table 4.52 shows that HR (65%) had the highest number of respondent who indicated that that they feel they need to learn a lot about the e-service in order to use it effectively. Table 4.56 shows that HR (65%) had the highest number of respondent who indicated that they feel other people would not learn to use the e-service very quickly. Table 4.60 shows that the highest respondents who indicated that the e-service was not visually appealing were in HR (18%) technical (13%). Table 4.65 shows that technical (13%) and HR (8%) has the highest percentage of respondents who indicated that they were slightly dissatisfied, there seem to be a trend as HR and technical had the highest number of respondents who answered on the negative on all the questions. Table 4.49 shows that Age 00-29 (22 %) and age 60 and above (50%) had the highest number of respondent who indicated that the e-service is not easy to use. Table 4.50 shows that those who have been in the organization for 00-01(19%) followed by 3 years (16%) and 4 years (16%) had the highest percentage of respondent who indicated that the e-service is not easy to use. Table 4.53 shows that

Ground operations (96%), IS (95%) and finance (90%) had the highest number of respondent who indicated that that they feel they do not need to learn a lot about the e-service in order to use it effectively. Table 4.57 shows that 60 and above (60%) had the highest number of respondent who indicated that they feel other people would not learn to use the e-service very quickly. Table 4.61 shows that Age 60 and above (38%) and age 00-29 (15%) had the highest number who indicated that the e-service was not visually appealing. The Table 4.66 shows that 60- and above (25%), 0-29 (8%) and 50-59 (8%) had the highest percentage of respondent who indicated that they were slightly satisfied with the usability of e-service, there seem to be a trend between response by department and satisfaction with usability of e-service. Table 4.50 shows that those who have been in the organization for 00-01(19%) followed by 3 years (16%) and 4 years (16%) had the highest percentage of respondent who indicated that the e-service is not easy to use. Table 4.54 that those who have been in the organization for 5 and above years (89%), and 2 years (88%) had the highest number of respondent who indicated that that they feel they do not need to learn a lot about the e-service in order to use it effectively. Table 4.58 shows that 00-01(19%) had the highest number of respondent who indicated that they feel other people would not learn to use the e-service very quickly. Table 4.62 shows that those who responded who indicated that the e-service was not visually appealing were as follows 3 years (12%) followed by 4 years (8%) and 5 and above years (8%) respectively. Table 4.67 shows that those who have been in the organization for 0-1 years (10%) and 4 years (8%) and 5 and above years (7%) had the highest percentage of respondents who indicated that they were slightly dissatisfied with the usability of e-service. Table 4.51 shows that those who went through formal training e-learning (100%), on the job training (35%) and self training (34%) had the highest number of respondent who indicated that the e-service is not easy to use. Table 4.55 shows that those who have been in the organization for 5 and above years (89%), and 2 years (88%) had the highest number of respondent who indicated that that they feel they do not need to learn a lot about the e-service in order to use it effectively. Table 4.59 shows that 00-01(19%) had the highest number of respondent who indicated that they feel other people would not learn to use the e-service very quickly. Table 4.63 shows that those who respondents who indicated that the e-service was not visually appealing were No training (80%) self training (30%). Table 4.68 shows that on the job training (25%) and self training (14%) had the highest number of respondent who

indicated that the e-service fails quite often. On the rest of variable most of the respondent were high. Table 4.68 shows that on those who went through e-learning (40%) and on the job training (25%) and self training (16%), There seem to be a influence of the mode of training and satisfaction with e-service usability

The second objective of the study was to establish the influence of e-service efficiency and employee satisfaction. The variables analysed in the study to accomplish this objective included: speed of e-service, effectively complete my work quickly, saving time by accessing service via computer, access to a computer, satisfaction with efficiency of e-service. The question fifteen to question nineteen sought data required to analyse the fourth objective of the study.

Table 4.72 shows that Technical (11%) had the highest number of respondent who indicated that that they can effectively complete their work quickly using the e-service. Table 4.76 shows that No training (60%) had the highest number of respondent who indicated that they can effectively complete their work quickly using the e-service. Table 4.80 shows that those who have been in the organization for 00-01 years (14%) had the highest number of respondent who indicated that they have easy access to a computer. Table 4.85 show that those who were absolutely dissatisfied HR(17%) and technical (9%), while the highest percentage of persons that were slightly dissatisfied were HR (13%) Finance (6%) and technical (5%). There seem to be consistency where HR and technical answered consistently No to the question and also indicated that they were the most dissatisfied with the usability of the e-service. Table 4.69 shows that 60 and above (25%) had the highest number of respondent who indicated that they feel other people would not learn to use the e-service very quickly. Table 4.73 shows that 60 and above (11%) had the highest number of respondent who indicated that they can effectively complete their work quickly using the e-service. Table 4.77 shows that Age 60 and above (25%) had the highest number of respondent who indicated that they can effectively complete their work quickly using the e-service. Table 4.81 shows that Age 40-49 (5%) had the highest percentage of respondent who indicated that they have easy access to a computer. Table 4.86 shows that Age 60 and above (12%) had the highest percentage of who indicated that they were absolutely dissatisfied with the efficiency of e-service. Age 60 and above (25%) also had the highest percentage of respondent who

indicated that they were slightly dissatisfied. There seem to be some influence of the age of respondent and satisfaction with the efficiency of e-service. Table 4.70 shows that those who have been in the organization for 5 and above (11%) had the highest number of respondent who indicated that they feel other people would not learn to use the e-service very quickly. Table 4.74 shows that 00-01 (10%) had the highest number of respondent who indicated that they can effectively complete their work quickly using the e-service. Table 4.78 shows that those who have been in the organization for 00-01 years (14%) had the highest number of respondent who indicated that they can effectively complete their work quickly using the e-service. Table 4.82 shows that those who have been in the organization for 0-1 years (5%) and 5 and above years (5%) had the highest percentage of respondents who indicated that they did accessing the service via the computer is not time consuming. Those who has been in the organization for 3 years (7%) and 5 years and above (4%) had the highest percentage of respondent who were absolutely dissatisfied with the efficiency of e-service. There is no influence of age of the respondent and satisfaction with the efficiency of e-service. Table 4.71 shows that e-learning (60%) had the highest number of respondent who indicated that they feel other people would not learn to use the e-service very quickly. Table 4.75 shows that e-learning (60%) had the highest number of respondent who indicated that they can effectively complete their work quickly using the e-service. Table 4.79 shows that e-learning (60%) had the highest number of respondent who indicated that they can effectively complete their work quickly using the e-service. Table 4.83 shows that those who went through e-learning (20%) had the highest number of respondent who indicated that they have easy access to a computer. Table 4.88, shows those who went through e-learning (60%) and those who went through on the job training (24%) and self training (16%) had the highest percentage of respondents who indicated that they were not able to use e-service to effectively complete their work. There seem to be a influence of the mode of training and employee satisfaction with the e-service usability as e-learning consistently had the highest number of respondents

5.3 Conclusion

Gall et al (2007) stated that inferential leap from the sample on the accessible population present no problem if a random sample of the accessible population was

obtained, that is a sample in which each member of the accessible population was selected has equal chances of being selected.

The department that one belongs to and the mode of training seemed to have more influence on the years that the respondent has been in the organization and the age of the respondent.

Though most of the respondent indicated that the e-service fails quite often this seemed not to affect the respondent's satisfaction with e-service.

The suppliers of the e-service that is, HR department registered the highest dissatisfaction while the implementing department, IS, registered the highest satisfaction followed by other department namely, finance, and technical

5.4 Recommendations

Based on the findings and conclusions from the study, the researcher recommended that there is need to develop an understanding of the factors that leads to successful e-e-service project implementation. There is also a need to establish whether other e-services follows the same trend where the area supplying the e-service is the most dissatisfied and the area receiving the e-service is most satisfied.

5.5 Suggestions for farther reading and Research

The researcher suggests that farther research should be directed towards finding out if employee satisfaction with e-service has any impact on productivity. There would also be a need to research carry out a research to establish whether all the e-services follows the same trend where the area supplying the e-service is the most dissatisfied and the areas receiving the e-service are the most satisfied.

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APPENDICES
APENDIX 1
LETTER OF INTRODUCTION

University of Nairobi,
Department of Extra-Mural Studies
PO Box 3097-00100,
Nairobi,
November 6, 2009

Dear Respondent,

REF: REQUEST FOR RESEACH DATA

I am a post graduate student at the University of Nairobi, Department of Extra-mural studies. In partial fulfillment of the requirements for the award of the degree in Master of Arts –Project Planning and Management, I am conducting a study entitled **"Evaluation of the impact of e-service on employee satisfaction, the case of Kenya Airways".**

You have been selected to form part of this study. I kindly therefore, request you to assist me in filling in the attached questionnaire. The questionnaire is in three parts. Kindly fill all the questions in all the three parts.

The information you give is to be purely used for the purpose of this research. It will be treated with the strictest confidence. In no way will your name (if available) appeared in the final report

Thanks in anticipation of your corporation

Samuel Kungu Wataku.

APPENDIX 2

SURVEY QUESTIONNAIRE

This questionnaire focuses on the Human Resources electronic service (e-service) which enables you to apply for leave, access your pay slip, apply for tickets and change and update your personal details on-line. This electronic service is referred to as the HR e-service in this questionnaire.

Please put a tick (√) against the following information most applicable to you or fill your answer in the blank space.

Part 1

Department

(a) HR ☐ (b) IS ☐ (c) Technical ☐

(d) Finance ☐ (e) Ground ☐

Age

(a) 00 -29 ☐ (b) 30 -39 ☐ (c) 40 -49 ☐

(d) 50 -59 ☐ (e) 60 -above ☐

Years in the Organization

(a) 00 -01 ☐ (b) 2 years ☐ (c) 3 years ☐

(d) 4 years ☐ (e) 5 and above ☐

Mode of training on the use of HR e-service

(a) Formal training (training room) ☐

(b) On the job training (OJT) ☐

(c) Self training using manuals ☐

(d) E-learning ☐

(5) Others _____

Part 2: Functionality

1. **The HR e-service has all the functions and capabilities I expect it to have.**

   (a) Yes ☐ **(b) No** ☐

2. **The information I get and read while accessing the HR e-service is relevant**

   (a) Yes ☐ **(b) No** ☐

3. **The content of on the HR e-service meets my expectation**

   (a) Yes ☐ **(b) No** ☐

4. **The feedback I get from the computer on the HR e-service I am accessing is accurate**

   (a) Yes ☐ **(b) No** ☐

5. **How satisfied are you with the functions of the HR e-service**

   Absolutely satisfied ☐
   Slightly satisfied ☐
   Not Sure ☐
   Slightly dissatisfied ☐
   Absolutely dissatisfied ☐

Part 3: Reliability

6 **The HR e-service DOES NOT fail quite often**

(a) Yes ☐ **(b) No** ☐

7 **I trust that the confidential data I key in while accessing HR e-service is save**

(a) Yes ☐ **(b) No** ☐

8 **I consider the HR e-service to be secure**

(a) Yes ☐ **(b) No** ☐

9 **How satisfied are you with the reliability of the HR e-service**

Absolutely satisfied ☐
Slightly satisfied ☐
Not Sure ☐
Slightly dissatisfied ☐
Absolutely dissatisfied ☐

Part 4: Usability

10 **The HR e-service is easy to use**

(a) Yes ☐ **(b) No** ☐

11 **I feel I need to learn a lot about this HR e-service to be able to use it effectively**

(a) Yes ☐ **(b) No** ☐

12 Other people would learn to use the HR e-service very quickly

(a) Yes ☐ **(b) No** ☐

13 The HR e-service is visually appealing

(a) Yes ☐ **(b) No** ☐

14 How satisfied are you with the use of the HR e-service

Absolutely satisfied ☐
Slightly satisfied ☐
Not Sure ☐
Slightly dissatisfied ☐
Absolutely dissatisfied ☐

Part 5: efficiency

15 I am satisfied with the HR e-service speed

(a) Yes ☐ **(b) No** ☐

16 I can effectively complete my work quickly using the HR e-service

(a) Yes ☐ **(b) No** ☐

17 Accessing HR e-service via the computer is time saving

(a) Yes ☐ **(b) No** ☐

18 Do you have easy access the HR e-service

(a) Yes ☐ **(b) No** ☐

19 How satisfied are you with the efficiency of the HR e-service

Absolutely satisfied ☐
Slightly satisfied ☐
Not Sure ☐
Slightly dissatisfied ☐
Absolutely ☐

What other factors affects your satisfaction with the HR e-service

_____
_____
_____
_____
_____
_____
_____

END OF QUESTIONNAIRE, THANK YOU