INFLUENCE OF ELECTRONIC SERVICE STRATEGY ON SERVICE DELIVERY OF NATIONAL TRANSPORT AND SAFETY AUTHORITY OF KENYA

By

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DECLARATION

I hereby declare that this research project is my original work; it has not been presented to any other institution of higher learning for academic purposes.

Signed ……… ~~~~~~~ ………   Date. …26/8/2021……………………

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

Signed   Date. 19th September 2021

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DEDICATION

I dedicate this work to my parents; Tabitha Wairimu and John Mundia, who have constantly supported my academic journey, thank you for always being my role models.

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ABBREVIATIONS AND ACRONYMS

ICT: Information Communication Technology

RBV: Resource Based View

NTSA: National Transport and Safety Authority

DVDs: Digital Versatile Disc

EDI: Electronic Data Interchange

SPSS: Statistical Package for the Social Sciences

ABSTRACT

Service delivery is a cyclic process that is continuous for establishing and delivery of client-focused services. The delivery of quality services entails comparing customer expectations to performance. Despite the NTSA efforts of providing online services to the customers still prefer to visit their physical offices. The objective of the study is to establish the influence of electronic services strategy on service delivery at National Transport and Safety Authority of Kenya. The anchorage of the study was grounded on: Resource-based view theory and the Diffusion of innovation theory. A case study was employed for the research to assess the relationship between E-service strategies and service delivery. The study used interview guide to gather primary data. The interview guides were used to collect data from the ICT and customer service staff at National Transport and Safety Authority of Kenya. Content analysis was employed. The outcomes of the research were expressed in continuous prose. The findings revealed that e-service strategy positively influences service delivery by the NTSA. The findings showed that e-service strategy positively influences the flexibility of service delivery by the NTSA. Additionally, e-reporting and e-documentation were found to have a positive influence on service delivery. The adoption of e-service strategy was revealed to positively reduce costs of service delivery. The findings revealed that more awareness on the use of online services by NTSA should be made. The findings will be beneficial to scholars in the field of service delivery.

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

According to Campanella and Vukovic (2016) there is evidence of deployment of electronic strategy in attaining strategic objectives and improving the delivery of services in any organization, in different sectors. In organizations where deployment has been effective and successful, the firms have integrated the approach that supports service delivery by organizations and pays attention to the change process in the organization. E-services is a major reform adopted by organizations to address the issues of performance. E-services has been adopted for the transformation of external and internal relationships via information communication technology (ICT) as was posited by Jamieson and Mourad (2016).

The prosperity and survival of any organization is a key concern within the business environment. All the operations and activities of an organization are strategically planned to ensure long term prosperity and survival of organizations (Barney, 2011). E-service quality in any organization is determined by the business long term success. Hayes (2015) notes that long-term success is guaranteed if the services quality contributed by short term strategic goals are aligned with organizational long term goals. There are five objectives of e-service strategy; ensuring low production cost of products, ensuring quality production of products, meeting customer demands, facilitating operations flexibility, and improving dependability levels (Slack, 2014).

This study was anchored on two theories; the resource based view theory and the innovation diffusion theory. The RBV theory opines that delivery of services in an organization is attained by maximizing of available resources. The organization needs to ensure that the services and products delivered are valuable, rare and difficult to imitate of competitive advantage to be gained (Galbreath, 2005). The innovation diffusion theory reveals that an organization gains more advantages it is able to adopt innovation in daily operations. According to Rogers (1983) the levels of observability, compatibility and complexity result in the adoption of an innovation.

The National Transport and Safety Authority was established by a law in parliament, Law 33 of 2012 (NTSA Act 2012). The purpose of the organization is to harmonize its undertakings of major departments within the road transport and facilitate the effective management of the sub-sector of the road transport and in lowering the loss of life caused by road accidents. The vision of the NTSA is to improve efficiency, reliability and safety of roads in Kenya. Its mission is to enhance road transport systems accessibility in Kenya for all of its citizens. In undertaking its main responsibility, the NTSA has the function to register and issue licenses to all vehicles, conduct vehicle inspections and issue certificates, to undertake regulation and monitoring duties of all public service vehicles and to offer essential advice to the Kenyan government on suggested policies within the transport sector. This study targets the NTSA since it offers online services to the Kenyan citizens.

1.1.1 E-Service Strategy

E-services are the services that make use of ICT (Barnes & Vidgen, 2012). According to Kumar and Srinivasan, (2016), e-service strategy is ICT application in developing a system of performance in order to align the desires of the customers to their perception. On the other hand, Davis and Venkatesh (2016), defined E-services strategy as the services that apply the use of ICT to execute management roles in firms, amongst which, the primary factors associated to poor strategy to facilitate the adoption and uptake of e-services and it evaluation.

The provider, receiver and service delivery channel make up the components of e-services. For instance, with respect to public e-service, the service providers are the public agencies, while the service receivers are the citizens and businesses. The third component of e-service is the service delivery channel. In the modern world, the internet is the primary service delivery channel. Boyer (2012) espoused that e-service entails the use of ICT in the development of a system of service delivery. E-service is an interactive system where the delivery of services is achieved through electronic systems. According to Boyer and Roth (2012) at this point a greater service delivery system is developed by the interaction between the organization and the client who share information. Hence, e-service strategy is the use of ICT to establish a system of service delivery that aligns the desires and perceptions of the customers.

Further, Barnes and Vidgen (2012) highlighted the different e-service operations dimensions including design, information empathy, trust and usability. According to Santos (2003) the 11 e-service strategy determinants are; efficiency, communication,

incentive, security, appearance, reliability, content, linkage, support, structure and layout. In addition, Boyer (2012) explains that e-services provides an organization with a unique chance to provide new models of service development and design strategies. Customers perceive e-services to offer better value in comparison to other available options, then there is the chance for customers to make more purchases through electronic services. The benefits of e-services are; easier accessibility to a larger customer base, entry barriers to new markets is minimizes, low customer acquisition costs, increased reach of the market, offers an alternative communication channel to the customers, improves an organization's perceived image, improves customer services, increases the knowledge of customers and increases a competitive advantage (Lu, 2011).

1.1.2 Service Delivery

Service delivery as described by Wirtz and Lovelock, (2016) is the act of providing specific services to clients and customers. A service is an intangible item that entails a deed, performance or an effort which a customer cannot possess from a physical aspect (Wirtz & Lovelock, 2016). An organization that has adopted e service strategies has the chance of ensuring the proper functioning of operations in the attainment of organizational goals. These practices according to Wirtz and Lovelock, (2016) facilitate service delivery.

Further, service delivery entails comparing customers' expectations to their performance. A service is perceived as a set of actions and activities undertaken by an organization with the goal of value creation including specific economic activities and services, performance from the opinion of the customers and other organizational undertaking that

involve the creation of value such as operations structure, management and leadership and initiatives of customer relations (Akande & Yinus, 2013). Viju (2013) assessed service delivery from the perspective of knowledge management in higher education, the main goal of knowledge management is to acquire, store, analyze, distribute and develop new knowledge to add to services and products value (Nzoka, 2017).

Accessibility is the aspect of the service being at the right location, that it is proximal to consumers in relation to distance and time. Affordability refers to the financial aspects of the service, where the service has ability to be purchased and distributed. Acceptability refers to the perception of the consumer, that the service is acceptable to the provider's and customer's attitude with regards to the service characteristics. Accommodation is where the service is well organized to accept clients. According to Joyce (2015), success of organizations depends on their ability to provide services that their customers want, and in the quality, quantity and price they want and where they want the product. Poor strategic management practices have been cited as a contributor to poor service delivery in Kenya (Lufonyo, 2013).

1.1.3 National Transport and Safety Authority of Kenya

In Kenya, the NTSA is under the ministry of transport and infrastructure. The NTSA was established by a law in parliament, Law 33 of 2012 (NTSA Act 2012) will be the main purpose of opposing the undertakings of the core road transport departments of Kenya and offering effective management of the road transport sub-sector; lower the number of lives lost due to road accidents. The objectives of the NTSA include; to offer advice and suggest on issues associated to road and vehicle safety, enhance and implement measures

of road safety and ensure the management of plans within the transport sector in accordance to the law on transport, ensure security of reliability, supply and road transport services and the legislations by the parliament in the initial program among other laws.

In undertaking its main responsibility, the NTSA has the function to register and issue licenses to all vehicles, conduct vehicle inspections and issue certificates, to undertake regulation and monitoring duties of all public service vehicles, to offer essential advice to the Kenyan government on suggested policies within the transport sector, to draft and enforce road safety strategies, assist in awareness creation of public members on road safety, undertake research and compile reports associated with road accidents (Chitere & Kibua, 2018). The NTSA has been upgrading its systems in efforts of the planned automation. This is part of efforts to digitize operations by the government to enhance service delivery. National Transport and Safety Authority has been on the receiving end for poor delivery of services. National Transport and Safety Authority has for long faced the challenge of service delivery inefficiencies which have been attributed to constraints of resources, processes of bureaucracy and poor accountability.

1.2 Research Problem

Service delivery is a cyclic process that is continuous for establishing and delivery of client-focused services. According to Hayes (2015) the delivery of quality services entails comparing customer expectations to performance. Despite the NTSA efforts of providing online services to the customers still prefer to visit their physical offices. NTSA reports in Nairobi revealed that on average, the Nairobi offices serve 500 walk-ins daily. The many

make-shift ICT agents in the NTSA offices suggest a need for customers to be helped in analyzing and using online services which is mostly due to system failure or need for more information that is not online. Ondego and Moturi (2016) opined that most of the ICT projects by the Kenyan government have not been successfully implemented hence the benefits expected from similar projects are not fully realized. The purpose of this study is to assess how online services by National Transport and Safety Authority influence service delivery.

Studies have been conducted across the world on e-service strategy and quality and mixed results have been recorded. A study by Alsudairi (2012) focused on how e-service strategy influenced customer satisfaction within online banking. Targeting Kenyan, ministries, the study did not incorporate service delivery. Mugambi (2013) assessed the effect of service delivery on e-government strategy. The study only focused on cost reduction strategy ignoring other strategies. The ministries revealed that e-government implementation failed to effectively maximize on their services. Were (2016) assessed the adopted strategies by the government of Kenya in E-governance. The outcomes of the study indicated the existence of a relationship between different demographical attributes and e-Government knowledge and literacy of ICT.

On the other hand, Onyiego (2016) analyzed how e-strategy operations affected performance within tourism firms in Nairobi County. The study did not incorporate service delivery aspects in the research hence the gap. The outcomes of the research indicated the significant association between e-service operations of performance. From the existing studies, little has been undertaken explaining how e-services strategy

influences service delivery of the NTSA. Hence, this study aims to offer an answer to the question: what is the influence of e-services strategy on service delivery at National Transport and Safety Authority of Kenya?

1.3 Research Objective

The objective of the study is to establish the influence of electronic services strategy on service delivery at National Transport and Safety Authority of Kenya.

1.4 Value of the Study

The results of this research will be beneficial to policy makers within the transport sector in Kenya towards improving service quality and accountability. It will facilitate in policy making and improvement of guidelines on management and appointment of the Kenyan transport sector towards improving their responsibilities and roles which ultimately translate to the goals of Kenya. This may entail issuing additional procedures and establishing new policies that improve transport safety and provide better guiding process of organization oversight.

The study will also benefit the scholars and academicians, the study provides literature that is important to studies that may be undertaken in the future in the field of e-strategy and service delivery within the Kenyan, transport sector. The study outcomes will be used to offer explanation of service delivery and suggest ways of improving the effectiveness of analyzing the integrity of services of the NTSA in Kenya. In addition, the study offers knowledge on the relationship between e-services and delivery of services.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This shows a review of literature in relation to electronic strategy and service delivery. It presents the discussion on the theoretical foundation. It also highlights the reviewed literature and research gaps.

2.2 Theoretical Framework

The anchorage of the study was grounded on: Resource based view theory and the Diffusion of innovation theory.

2.2.1 Resource-Based View (RBV)

The RBV theory was proposed by Wernefelt (1984). The theory argues that a firm is able to attain competitiveness by offering quality and superior services and products to its customers. According to Borg and Gall (2009) the theory emphasizes on the need to strategically use resources in order to gain a competitive advantage. Extant literature reveals that a firm's success or failure can only be attained by having a clear understanding of competitiveness in the business environment and the strategies to form effective alliances in an emerging market. Gupta (2011) noted that value can be conceptualized by assessing local alliances in relation to the local demands. The theory is grounded on the basis that resources are the inputs into activities of production in a firm and can be divided into human, physical, organizational and capital resources.

The theory is essential to this study since it acknowledges that economic resources have the potential to influence e-service strategy adoption. The theory forecasts that resources are critical to firms and their implementation of policies to better customer service delivery (Pfeffer & Salancik, 2003). The theory further explains that the effect of economic resources is a key determinant on the quality of service delivery by firms than the sector by making a comparison of results across multiple analysis levels. A firm's competitive advantage is attained through competencies development. Barney (2001) contends that firms have managed to improve their performances by effectively using the available resources. Over the years, the theory has gained wide acclaim and has been adopted by researchers such as Koumaditis (2013), when assessing firms on the grounds of their resource base. The recourse-based view has few weaknesses that it has no managerial implications to organizations, the theory also implies that there exists an infinite regress in organizations. On the other hand, the theories applicability has been argued by Boyer and Roth (2012), to be too limited such that that it cannot apply in all organizations. Similarly, Chambers, (2015), also noted a weakness in the concept of sustainable competitive advantage which cannot be achieved, and the resource value is indeterminate to offer an effective theory.

2.2.2 Innovation- Diffusion Theory

Rogers (1995) developed the diffusion of innovation theory. According to the theory customer perception of innovation characteristics, the characteristics of the adopter and contextual factors are the key sources influencing the diffusion and adoption of innovation. People are perceived as possessing various levels of willingness to embrace

innovation, hence it is espoused that the adoption of innovation is normally distributed within a specific time period. Wejnert (2001) opined that breaking tis normal curve of distributions into different segments result in individuals' segregation into five categories of people ranging from the earliest to the latest adopters; innovators, early adopters, early majority, late majority and laggards. In an organization, the process of innovation is complex. In general, it entails different individuals including supporters and the opposition of the new idea, of which, each play the function of innovation-decision.

Rodgers (1995) identified 5 attributes that that are used in the judgement of innovation. The five attributes are compatibility, observability, relative advantage, triability and complexity. Compatibility is the level to which is aligned with the adopters' practices and values. Having compatibility with existing mechanisms makes new practices more familiar, less uncertain and easier for adaptation. Observability is the level to which innovation results are visible to other people. Relative advantage is the level an innovation is deemed better than the practices it replaces and it is measured in social, economic and other benefits. Triability is the level to which innovation can be subjected to limited experimentation. Lastly, complexity is the level to which a specific innovation is perceived as hard to understand and use. The rate of adoption of an innovation is low, if customers perceive it to be complex.

This theory is essential to this study to indicate ICT adoption in businesses. However, the theory fails to provide information on the assessment of innovation attributes. Moreover, the theory is criticized for its inadequate specificity by Gagnon (2010). This theory explains that innovation spreads at a gradual pace over time and between people resulting

in different categories of adopters. Rodgers characterizes this adoption distribution to the function of information which lowers the diffusion process uncertainty.

2.3 E-Service Strategies and service delivery

E-service strategy is a tool that ensures that the desires of the customers' match with the perception of the customer towards a specific service. Parker (2015) contends that an important feature to effective e-service strategy is assisting in improving the service delivery and experiences of the customers. The different categories of e-service strategy are: e-service flexibility, e-reporting, e-documentation, and cost reduction strategy.

2.3.1 Service Flexibility Strategy

Adler (2016) states that flexibility is an effective tool adopted to gain competitive advantage and in particular in relation to making decisions on the adoption and implementation of certain technologies. According to Slack (2017) the vision of firm managers with regards to flexibility is often incomplete and partial. This is because, often, managers pay more attention to the flexibility of the machine than the entire flexibility system. Gupta and Sommers (2016) argued that a competitive advantage cannot be gained if flexibility only targets the implementation of technology. It is important that an effective plan be put in place and be managed efficiently while considering the whole flexibility system.

From the discussed concept of flexibility, a major challenge in establishing flexible systems of operations is evident when focus and management is directed to the different flexibility dimensions (Gerwin, 2013). This is attributed to the ideology that flexibility is not accumulative, hence greater flexibility in the varying parts of a system do not

necessarily mean flexibility of the whole system. Flexibility changes are strategic, as such they not only cover process engineers but also business and production managers as explained by Chambers (2015). Operations strategy establish the uncertainty level that can be supported by a system of service delivery by incorporating the different dimensions of flexibility to the changes in the environment.

2.3.2 E-Reporting Strategy

E-reporting involves the use of both software and hardware to record and transmit data. Adler (2016) observes that although some elements of e-reporting are recorded automatically, it is usually perceived to be an open system that accepts manual inputs also from port measures, skippers and observers. Globally, e-reporting has been introduced in emails on-board collection of data by researchers and in length frequency measurements of survey and catch reports. This information must be gathered using formal techniques to meet the scientific and management needs.

E-reporting is a tool implemented to configure the formats of outgoing and incoming e-documents with respect to the legal requirements in different regions and states (Boyer & Roth, 2012). Firms are able to implement new requirements of the law and generate business documents in the desired formats to exchange the information electronically with other parties including banks and the government.

2.3.3 E-documentation Strategy

E-document is defined as any electronic media content except system files or computer programs that is intended to be utilized while it is in its electronic form or printed form.

According to Boyer and Roth (2012) e-document is the data recorded in a way that required an electronic device such as a computer to display the data, interpret it and process it. This entails documents generated by a software and stored on optical media (CDs, DVDs) or magnetic media (disks): it also includes electronic documents and mail transmitted using an EDI. Contrary, to hard copy formats of documents, an e-document can contain non-linear (non-sequential) data as hypertexts which are linked by hyperlinks.

E-documentation offer more timely and accurate data documentation. it saves on time, lowers the chances for errors, and improves of provider's efficiencies. In firms, e-documentations reduces the rate of repeating unnecessary procedures while improving coordination. This reduces the expenses in the firm and facilitates quality services. Wirtz and Lovelock (2016) explains that the ability of firms to use e-documentation in the exchange of information with other providers and systems is critical in guaranteeing information completeness and continuity and service continuity as well.

2.3.4 Cost Reduction Strategy

According to Miller (2015) cost reduction strategy is formulated once technology is adopted to lower the operational costs and improve differentiation. Akande and Yinus (2013) argues that IT is at the center of gaining a competitive advantage by firms since it positions the firm in the business market. According to Barnes (2013) firm managers that are keen on implementing cost reduction strategy focus their efforts on enhancing productivity while reducing costs by: ensuring stable process f production with limited interruption, maximizing on resources, looking for new opportunities to streamline

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production, ensuring the equipment and facilities in the firm are updated, offering employee training and development to improve on staff skills. For the optimization of services, managers in firms need to use facility layout and design. The use of IT in layout and design increases the capacity of firm in coordinating its activities, hence reducing the cost of production (Sarkar, 2012).

According to Huber (2016) the emergence of new systems development and advancements of the web have the potential to improve the external and internal communications of a firm. Reduced costs of information processing lead to efficient process adjustment and coordination thus improving the performance of firms. Further Barnes (2013) argues that the effects of performance need to be pronounced in firms so as to effectively implement decentralized techniques of strategic decision making.

2.4 Empirical Literature and Research Gap

Arvidsson (2010) in Russia studied the model for the implementation of strategic e-service within the public sector with the aim of improving performance. The model ensures the implementation of technology in the work environment while making consideration of measures to lower the level of intricacy including: exploiting the available data, incremental filtering and moving the more intricate elements to the end process. This enables a firm to capture the both the low hanging fruit and long tail of services.

In South Tehran, Rostami, Khani and Soltani (2016), analyzed the influence of e-service quality of banks performance. The study targeted the customers of Bank Melli branches. Since the population was large, random sampling was conducted to come up with an

optimal sample size. Using the Cochran's theorem, the study sampled 384 customers. A structured questionnaire was employed to gather data. The research outcomes revealed that appositive and significant correlation existed between e-service quality and the communication level with the customers.

Karabulut (2015) in Turkey analyzed the effect of e-service innovation strategy on manufacturing firms' performance. The data collected using a questionnaire instrument was analyzed using multiple regression and factor analysis. The research revealed that the innovation strategy explained more on the financial aspect of performance rather than the other non-financial aspects of performance. The research concluded that innovation strategy in the manufacturing firms in Turkey resulted to improved financial performance. In Vietnam, Nguyen (2016) assessed e-government service quality. Quantitative and qualitative data was gathered using an interview guide and a questionnaire. The study revealed a new technique in evaluating e-government services quality from the perspective of suppliers and customers by assessing the service, organizational and information quality.

In Kenya, Nderitu (2018) assessed the impact of e-commerce strategy on beauty product businesses performance in Naivasha. The research sampled 65 respondents. A questionnaire and interview guide were employed to gather data. Descriptive analysis was employed which included the use of descriptive statistics and correlation coefficients. The study outcomes revealed that e-payments was positively and significantly correlated to the performance of beauty product businesses in Naivasha.

Additionally, Mutinda (2017) analyzed the relationship between e-government and service delivery in Nairobi County. The research employed a descriptive design. It targeted 296 employees in Ministries in Nairobi County. Questionnaires were distributed to a sample of 165 respondents. The relationship between the two variables was tested using regression analysis. The research findings indicated that the use of online transactions was secure, it facilitates timely collection of revenue and the automation of front and back office operations. Onyiego (2016) evaluated strategies of e-service operations and performance within tour operator firms in Nairobi County. The research employed a descriptive design on a sample size of 35 firms. Questionnaires were dropped to the respondents and picked latter during the process of data collection. Both MS Excell and SPSS were used for the analysis of the gathered data. The study found that there exists a significant correlation between strategies of e-service operations and performance. The study looks at 4 strategies, namely; service flexibility, delivery speed, cost reduction and quality enhancement strategies.

Mungai (2017) evaluated the implementation of e-government strategy and public sector service delivery in Kenya. The research employed a positivism orientation approach. Both explanatory and descriptive designs were adopted. The study targeted 13,228 participants who included administration directors, supervisors of customer care departments and heads of ICT departments. Descriptive analysis was employed for the research. The research revealed that institutional framework of e-government influences the performance of Nairobi public sector.

CHAPTER THREE

RESEARCH METHODOLOGY

3.0 Introduction

Chapter three highlights the research design of the study. It also highlights the study research design, data collection and data analysis.

3.1 Research Design

A research design refers to a framework or blueprint with detailed set of procedures regarding collection, measurement and analysis of data in a research project (Kothari, 2004). A case study was employed for the research to assess the relationship between E-service strategies and service delivery. A case study research design offers much focused and treasured insights to phenomena that may otherwise be imprecisely recognized or understood (Yin, 2014).

3.2 Data Collection

The study used interview guide to gather primary data. The interview guides were used to collect data from the ICT and customer service staff at National Transport and Safety Authority of Kenya. This research tool was unstructured and was made up of open – ended questions focusing on e-service strategy on service delivery. The interview guide was because it enabled the researcher to have face to face encounter with the respondent hence in-depth data was collected. The interview guide consisted of a list of 10 questions.

3.3 Data Analysis

Qualitative data was gathered and sorted for consistency. Content analysis was employed. Content analysis is a technique for making inferences by systematically and objectively identifying specified characteristics of message and using the same approach to relate to trends.

Content analysis is all about systematic inferences coupled with objective identification and analysis of messages from respondents. This method of analysis has numerous advantages including allowing the researcher to deal with huge amounts of data, both good for qualitative. Content analysis was also used to scrutinize the open-ended questions in accordance with the research goals. The outcomes of the research were expressed in continuous prose. This generated qualitative results with regard to the influence of e-service strategy on service delivery of National Transport and Safety Authority of Kenya.

CHAPTER FOUR

DATA ANALYSIS AND DISCUSSION OF FINDINGS

4.1 Introduction

This chapter covers the data analysis and presentation of the findings. The data collected was qualitative as it was gathered using an interview guide. The chapter begins by presenting the demographic information of the sampled respondents. In this chapter, the findings are presented based on the study objective. The chapter ends with a discussion of the study findings.

4.2 Demographic Information

The study collected primary data through an interview guide from the ICT and customer service staff at the National Transport and Safety Authority of Kenya. The interviewees were selected for the study since they possessed first-hand information with regard to the use of electronic services strategy by the NTSA in service delivery. The study sought to find out the number of years the respondents had worked in the institution. According to the data collected from the interviewees, the range in the number of years that the ICT and customer service staff had worked for the NTSA was 2-13 years. This implies that all of the respondents were in a position to answer the study questions effectively. This is because the employees had worked for the institution for several years, hence possessed adequate information about the online service strategy adopted by the NTSA.

4.3 Online Services by the NTSA

The respondents were asked to explain their opinion on the online services offered by the NTSA. The interviewees explained that they were proud to work for an institution that

has fully embraced ICT. According to the respondents, the NTSA, in keeping up with the changes in times, have completely transformed their service delivery to incorporate information technology to serve more people from all the parts of Kenya efficiently and using little time. The following are verbatim from the respondents:

> "NTSA has fully embraced technology with the sole aim of offering the best services to all of its customers" (interviewee)

> "Given that NTSA is a government institution, it is commendable that it has adjusted its operations to efficiently offer online services to all of its customers from any part of the nation" (interviewee)

The study participants believed that the NTSA had taken a strong leap in offering online services. This is because integrating all of the services offered by NTSA into one system is not an easy task as espoused by one of the interviewees. Therefore, the respondents believed that it was commendable that the institution had seamlessly adopted online services.

The interviewees also explained that the use of online services by the NTSA has improved their performance. A respondent espoused that more people from rural areas can access NTSA services without necessarily visiting the institution's office. This as explained by the interviewees save time for both the customer and the NTSA employees. Moreover, the respondents agreed that the use of online services has reduced the workload of the employees. According to the interviewees, the number of walk-in customers has reduced, hence reducing the workload of employees making them more

effective in undertaking other job responsibilities that improve the performance of the NTSA.

The interviewees also added that the adoption of online services by the NTSA has lessened the work of the customers. This is because all the services offered by the institution are easily accessible on E-citizen and NTSA platforms. An interviewee explained, "Unlike a decade ago, now customers can access all the services by NTSA within minutes and get efficient service delivery since they do not have to make long lines". According to the interviewee, the use of online services by the NTSA seeks to help the customer to receive fast, efficient and affordable services.

Additionally, the interviewees also explained that the use of online services has resulted in more interaction between the customers and the institution. They explained that more customers find it easy to reach out via email, phone calls and to chat on the NTSA platforms to ask their questions in case of difficulties experienced using the online services. This according to the interviewees has improved the level of interaction between the customers and the institution. An interviewee explained that the institution can receive more feedback on their services as compared to when services were offered during walk-in services only. A respondent explained that customers are more open to sharing their feedback via online services than face-face. Therefore, the institution can use the online feedback and make any recommended change.

The interviewees were also asked to explain whether the online services offered by the NTSA have been effective. The respondents to a large extent agreed that the NTSA online services have been effective particularly in reducing the number of walk-in

customers and increasing customer feedback. Moreover, the interviewees stated that the online services by the NTSA have been able to reach more customers all over Kenya and in particular, those residing in rural areas. An interviewee noted that service delivery via online services by NTSA has become easier and more accessible.

Additionally, the respondents argued that the NTSA online services have been effective since service delivery has been of good quality and has met the expectations of the customers. An interviewee stated that customers expect to receive fast service delivery, an aspect that has been attained through the use of online services. The following are verbatim from the respondents with regards to the effectiveness of NTSA online services:

"As an organization, we have made our online services affordable. A customer can have access to all of the services we offer via a smartphone, a device that is possessed by almost all Kenyans in this modern age" (interviewee)

"Our online services have been accepted by the customers. From the feedback, we receive from our customers and the traffic flow in our servers, it is evident that the customers have accepted our online services" (interviewee)

The interviewees also added that through the online services, the compliance to traffic safety in relation to renewing licenses has been enhanced. The respondents argued that more traffic users renew their licenses on time since they can do it at the comfort of their homes and offices hence ensuring their safety and that of other road users. One interviewee also added that the rate of fraudulent activities in the exchange and inspection of vehicle registration has also been reduced. The interviewee explained that unlike before, where all registration had to be done through a middle man, today people

can register their vehicles and also register for inspection without necessarily going through a middleman, therefore, reducing the level of fraudulent activities. According to the interviewees, the implementation of online services by the NTSA ensures safety for the customers.

Although from the interviewees it was revealed that the NTSA online services have been accepted by the general public, the research sought to assess how the institution handles walk-in customers. The interviewees explained that some customers do not understand how to use the online service or do not trust the online systems. According to the interviewees, such walk-in customers are usually welcomed to the office for assistance and to receive the necessary services. One of the interviewees explained that among the core objectives of the NTSA is to ensure that all customers receive quality service delivery whether be it through online services or walk-in to the NTSA offices.

Additionally, the interviewees expressed that the majority of walk-in customers are usually skeptics who do not believe in sharing their information via online services. The following are verbatim from the respondents:

"A majority of the walk-in customers are usually skeptics who have been conned using online services" (interviewee)

"I once interacted with a walk-in customer who confessed having been conned using online payment services, hence has little confidence in conducting online transactions" (interviewee)

"some of the walk-in customers are old fashioned who believe that transactions and businesses ought to be in form of paper, they do not believe in paperless transactions, making it difficult to convince such customers to use e-services" (interviewee)

The interviewees explained that once the walk-in customers have been welcomed into the offices, they are usually offered the necessary services and later taught how to use the systems for customers who are not aware of the online services. The respondents opined that not all customers have complete comprehension and understanding of the e-services offered by NTSA. As such, to improve their service delivery experience, the walk-in customers are educated on how to use the online services by a customer care staff. The respondents explained that all walk-in customers were encouraged to use the online services every time they visited the offices.

The respondents were asked whether NTSA raises awareness on the use of e-services. All of the interviewees agreed that raising awareness on road safety and how to use online services has remained a key focus point in the institution. According to the respondents, the NTSA raises awareness via its social media platforms on Facebook and Twitter. The respondents acknowledged that the world has become a social network where a majority of people use their social media handles to communicate, share stories, and educate people. In the same way, the NTSA has used its social media platforms as a tool in creating awareness on the e-services it offers.

Mass media in Kenya has a large viewership. With this in mind, NTSA has raised awareness using mass media advertisements on television and radio as espoused by one

of the interviewees. In partnership with other organizations that promote road safety, the interviewees explained that the NTSA has educated the public via mass media on how to visit their online portal to access various services.

In addition, an interviewee explained that the NTSA has cooperated with the matatu industry where stickers on road safety and their online services are posted in the vehicles. According to the interviewees, a large percentage of Kenyan pedestrians use matatus to travel from one place to another. Therefore, using the stickers, the institution raises awareness not only on the need for safety on the roads but on its online services.

The respondents also added that the institution works hand in hand with clubs in higher learning institutions such as universities and colleges. The interviewees explained that the youth are the future of tomorrow, therefore, by educating the youth on how to use the online services, NTSA is also raising awareness for the generations to come. Moreover, the interviewees explained that the youth find the use of e-services to be easy and can easily educate their parents and guardians on the behalf of the institution. Therefore, the NTSA takes advantage of the opportunity to work with young people while at the same time offering jobs to some of the youths to help in raising awareness on road safety and the use of online services.

Notably, the interviewees explained that awareness of the use of online services is usually spearheaded by the message of road safety. More to encouraging people to use the e-services, NTSA first promotes road safety information. An interviewee explained that these sessions on raising awareness on road safety and e-services are more often during

the holiday seasons when a majority of the people are traveling from one location to another.

The researcher sought to understand whether all of the employees had embraced the e-service strategy. The interviewees agreed that the acceptance of the e-service strategy by the staff took some time since, during its initial stages, the system faced a lot of opposition. The respondents explained that even though the employees understand that change is inevitable, the majority of the staff were not ready to adopt an entirely new system. The interviewees explained that during the introduction of the e-service strategy, the management had to convince the staff of the advantages in terms of reducing costs, improving service quality, and reducing paperwork in the institution for the employees to easily embrace the new system. Moreover, the opposition faced, largely came from the older employees who had worked in the institutions for many years and were not fully integrated into the use of ICT, unlike the younger employees.

The respondents stated that during the introduction of the e-service strategy all employees received training to prepare them for the new wave of using technology in delivering services. The training as expressed by an interviewee facilitated the acceptance of the e-service strategy by the employees. The employees were trained on how to use the e-service platforms and how to teach their customers and other people on the use of the online platforms. Notably, currently, the interviewees explained that all employees have embraced the e-service strategy and are content with the new system since it had reduced the load of work.

4.4 Service Flexibility Strategy

The study sought to determine how the e-service strategy has improved the flexibility of the services offered to customers. The interviewees stated that the e-service strategy has resulted in the flexibility of the services offered to the customers by improving adaptability. Adaptability is the level to which a specific system is easily used by customers. The respondents explained that the e-strategy is adaptable since the customers can easily access all the necessary information in a single platform, the NTSA portal. The following are verbatim from the interviewees:

> "The e-service platforms by NTSA are easily accessible and easy to use" (interviewee)

> "the NTSA e-service platforms cover all the services offered by the institutions, therefore, a customer can enjoy different types of services within a short period" (interviewee).

The interviewees noted that the convenience of the e-service strategy also contributes to flexible service delivery to customers. According to the respondents, customers can acquire the online service from anywhere in the country as long as they possess a smartphone or a computer. The convenience that the customers do not have to travel from one location to an NTSA office is evident of the flexibility of the services offered to customers through the e-service strategy.

A respondent also explained that the NTSA has worked to ensure the flexibility of the entire e-service platform and not one section of the platform. According to the interviewee, flexibility can only be attained if the entire system offers fast, quality, and

effective services to its customers. Therefore, if the entire system is effective the customers can enjoy a variety of services on the same platform.

It was also observed that the NTSA e-service strategy is flexible since it accommodates queries and questions that may be raised by customers. The respondents posited that in case of any queries and questions, the customers are free to call the phone numbers provided on the NTSA portal and they are directed on the way forward by an NTSA employee. This enhances convenience since the customers do not have to travel to the NTSA office to ask their questions.

Another element that was highlighted by the interviewees was that the NTSA portals are accessible at any time of day or night. Unlike the NTSA offices, the interviewees posited that the e-service strategy ensures that customers get quality service any time of the day whether night or day. This flexibility in time also works well for customers who are busy visiting the NTSA offices during the day, since they can access the same services at night at the comfort of their homes. Therefore, the interviewees noted that the e-service strategy has largely contributed to improving the flexibility of the services offered by NTSA to customers.

4.5 E-Reporting Strategy

The study sought to assess how e-reporting had affected service delivery by the NTSA. The respondents agreed that the use of e-reporting has improved service delivery. The interviewees stated that through e-reporting the institution can generate a quality report to cater to current needs and the future. This as espoused by an interviewee has facilitated continuous quality service delivery by the NTSA. The respondents explained that the

reports generated using the e-service strategy are of higher quality than before the introduction of the strategy.

Further, the interviewees added that the institution can get immediate feedback. One of the interviewees explained that before, the feedback from customers could not be obtained immediately, however, the introduction of e-reporting has facilitated faster feedback from customers. In this way, the interviewees posited that they can make immediate changes following the feedback obtained from the customers.

In addition, the interviewees also explained that the communication between departments in the institutions has improved since quicker departmental responses are possible through e-reporting. The interviewees explained that the institution is enjoying quick and fast communication flow since all departments can easily respond to each other without having to move from one office to the other. Essentially, the respondents argued that e-reporting has facilitated quality service delivery.

4.6 E-Documentation Strategy

E-document is defined as any electronic media content except system files or computer programs that are intended to be utilized while it is in its electronic form or printed form. The researcher sought to determine how often the employees at the NTSA use e-documentation. The respondents explained that all of the employees in the institution make use of e-documentation. According to the interviewees, the use of e-documentation has made their work of communicating easier hence efficient for all employees. The most common forms of e-documentation used as espoused by the interviewees include; emails, memos, and electronic documents.

The study also sought to determine whether the use of e-documentation had improved service delivery at the NTSA. The respondents agreed that through the use of e-documentation, service delivery has become efficient and fast. An interviewee explained that service delivery has improved from the use of e-documentation since the information can be well distributed within the organization. E-documentation via emails has resulted in the easy communication flow between the employees, hence service delivery can be conducted smoothly.

The respondents added that the use of e-documentation has increased the security of data within the organization. This included the personal information of their customers. The interviewees explained that the security has increased since not everyone has access to a specific set of data. The following are verbatim from the respondents:

> "E-documentation has increased security of the information since all the documents are user protected. This implies that only the people with a certain level of clearance are allowed to access specific information." (Interviewee)

> "The ICT department in the institution is diligent since it ensures that all security threats are addressed on the system, therefore, all the customers can have confidence in the security of the online platforms of NTSA" (Interviewee)

However, the respondents also acknowledged that one in a while like any other technological device, some of the e-documents have failed to be compatible with their systems. The interviewees explained that the lack of compatibility of some documents is the only challenge that has faced the use of e-documentation. Notably, the respondents also added that the institution is working to resolve the issue to ensure that all document

formats are compatible with the e-documentation systems to continue providing quality service delivery.

4.7 Cost-Reduction Strategy

The study sought to establish whether the use of the e-service strategy has resulted in cost reduction in service delivery. The interviewees agreed that the e-service strategy resulted in a reduction in the cost of service delivery. According to the interviewees, the introduction of e-service by NTSA meant that the number of staff employed in delivering services would reduce since the services were easily available online. However, the introduction of e-services also resulted in higher costs of maintaining the ICT systems. According to the respondents, maintaining an ICT system is a costly endeavour in the age of globalization where new inventions are discovered daily.

Additionally, the interviewees explained that the e-service strategy has improved accountability and transparency in the institution. The respondents acknowledged that the use of online services has made transactions in the institution to be more transparent. This has resulted in lower incidences of fraudulent cases, hence improving service delivery as the expectations of customers are met. Further, the costs have been reduced since the services have become easily accessible as espoused by the interviewees.

4.8 Service Delivery by NTSA

The researcher sought the opinion of the interviewees with regards to whether there will come a time when the NTSA will only offer online services. All of the interviewees stated that that was the goal of the institution in the long term. This is because the provision of online services streamlines the services offered by the institution and ensures

efficiency and effectiveness in service delivery. Moreover, the interviewees noted that this goal will take a long time to accomplish. One of the interviewees said: "from experience on engaging with many of walk-in customers, it is difficult to convince customers who are not willing to use online services to make use of the e-services offered by the NTSA" This implies that if the NTSA is to attain complete autonomy in service delivery, it has to be more patient and raise more awareness on the importance of using the online platforms.

Lastly, the study sought to understand how the service delivery has improved following the adoption of the e-service strategy. The interviewees explained that the main benefit in service delivery that has been experienced was the fast access to services offered and immediate feedback from the customers. Essentially, the interviewees agreed that the implementation of the e-service strategy improved service delivery by streamlining communication between departments and between the institution and the customers.

4.9 Discussion of the Findings

The emergence of technology has changed the world of businesses with more organizations embracing the use of ICT. Both public and private institutions have embraced ICT in their daily operations. The NTSA has not been left behind in the wave of technology transition. The NTSA is one of the public institutions in Kenya that has fully embraced the use of ICT in delivering its services. From the interviewees, it was established that the use of online services by the NTSA was a big step in the global world as it improves the performance of the NTSA by meeting the expectations of its

customers. According to Kumar and Srinivasan, (2016), e-service strategy is ICT application in developing a system of performance to align the desires of the customers to their perception

Davis and Venkatesh (2016), defined an E-services strategy as the services that apply the use of ICT to executive management roles in firms. The interviewees explained that NTSA has adopted ICT by using the NTSA platforms and E-citizens to offer services including vehicle registrations, licenses registration, and renewals. The findings indicated that through the use of online services, the NTSA can freely interact with its customers, hence receive more feedback on the changes the institution can make to be more effective. This concurs with findings by Boyer (2012) that E-service is an interactive system where the delivery of services is achieved through electronic systems.

Moreover, in accordance to Barnes and Vidgen (2012) who established that key dimensions of e-services as design, information empathy, trust, and usability, the interviewees indicated that the NTSA online services are easy to use, offer adequate information on all services offered by the institution and have resulted in a decrease in the rate of fraudulent activities that are related to the registration and inspection of vehicles. The NTSA online portals offer specific services hence, aligned with the appropriate definition of service delivery. Service delivery according to Wirtz and Lovelock, (2016) is the act of providing specific services to clients and customers.

The interviewees explained that online services by NTSA are effective since they benefit the customers in terms of saving on time and cost in accessing the necessary services. Lu observed that the benefits of e-services are; easier accessibility to a larger customer base,

entry barriers to new markets is minimizes, low customer acquisition costs, increased reach of the market, offers an alternative communication channel to the customers, improves an organization's perceived image, improves customer services, increases the knowledge of customers and increases competitive advantage. The NTSA online services offer ready and relevant information to all of its customers at the comfort of their homes and workplaces.

According to Nzoka (2017), service delivery entails comparing customers' expectations to their performance. This aspect has been attained by the NTSA since through the implementation of e-services, the institution has been able to save customers' time as they do not have to make long lines in offices to receive specific services. Moreover, as explained by the interviewees, the e-services by the NTSA are accessible, affordable, acceptable, and accommodated by the institution. This concurs with findings by Joyce (2015), that the success of organizations depends on their ability to provide services that their customers want, and in the quality, quantity, and price they want, and where they want the product.

The interviewees explained that with regards to walk-in customers the NTSA offices would still offer the necessary services. This is following the objective of delivering quality services to all customers including online customers and walk-in customers. Moreover, by offering the walk-in customers the necessary services, the NTSA can educate them on the use of the e-services and how to use the online platforms to get the necessary services. This facilitates in ensuring acceptability of the online services, a key aspect in service delivery. The findings concur with that of Joyce (2015) who observed

that acceptability is the perception of the consumer, that the service is acceptable to the provider, and the customer's attitude with regards to the service characteristics.

The interviewees also added that the institution raises awareness on the use of e-services via a variety of platforms. Among these platforms included, social media, mass media, and partnerships with other institutions such as matatus and clubs in higher learning institutions. According to the objectives laid out of NTSA, the institution is responsible for raising public members on road safety Chitere & Kibua, 2018). This goal can be achieved by raising awareness of the use of online NTSA services.

The interviewees explained that the employees have embraced the e-service strategy. However, during its introduction, the e-service strategy faced some resistance from the employees who did not understand what the system entails and what the new strategy would impact their job positions. However, through training over time, the employees came to fully embrace the e-service strategy. This agrees with findings by Chitere and Kibua (2018) that the NTSA has been upgrading its systems in efforts of the planned automation. This is part of efforts to digitize operations by the government to enhance service delivery. There are five objectives of the e-service strategy; ensuring low production cost of products, ensuring quality production of products, meeting customer demands, facilitating operations flexibility, and improving dependability levels (Slack, 2014). A key reason for the embrace of the e-service strategy by the employees at the NTSA is the reduction of costs and it ensures quality service delivery to customers as espoused by the interviewees.

According to Adler (2016) flexibility is an effective tool adopted to gain competitive advantage and in particular in relation to making decisions on the adoption and implementation of certain technologies. The interviewees posited that the e-service strategy by the NTSA has improved the efficiency of services offered to customers since the institution did not focus on part of the system by the entire online system. This contradicted the findings by Slack (2017) that the vision of firm managers with regards to flexibility is often incomplete and partial. This is because, often, managers pay more attention to the flexibility of the machine than the entire flexibility system. The NTSA management focused on the entire e-service system and how it can be used to offer quality services to customers. Gupta and Sommers (2016) also established that it is important that an effective plan be put in place and be managed efficiently while considering the whole flexibility system.

Further, the results indicated that the e-service strategy improved the flexibility of service delivery to customers since the NTSA portal offers a variety of services, it can be accessed from any geographical location and it is easy to adapt. The flexibility brought about by the implementation of e-strategy has improved the performance of NTSA by encouraging more customers to use online services. Onyiego (2016) found that there exists a significant correlation between strategies of e-service operations and in particular flexibility and performance.

E-reporting involves the use of both software and hardware to record and transmit data. Adler (2016) observes that although some elements of e-reporting are recorded automatically, it is usually perceived to be an open system that accepts manual inputs

also from port measures, skippers, and observers. The interviewees explained that e-reporting has improved service delivery by facilitating smooth departmental communication, enabling quicker feedback from customers, and facilitated the generation of fast and quality reports. The findings are aligned to outcomes by Boyer and Roth (2012) who established that e-reporting is a tool implemented to configure the formats of outgoing and incoming e-documents with respect to the legal requirements in different regions and states.

Boyer and Roth (2012) established that e-document is the data recorded in a way that required an electronic device such as a computer to display the data, interpret it and process it. E-documentation also includes electronic documents and mail transmitted using an EDI. The interviewees explained that e-documentation is used often in NTSA. Moreover, the interviewees stated that the major e-documentations used in the institution include e-mails, electronic documents, and memos.

The respondents also added that the use of e-documentation has improved service delivery by ensuring smooth communication with customers and within the institutions. Notably, although, the e-service strategy by NTSA faces the challenge of poor document compatibility, the interviewees espoused that the ICT department is working to resolve the problem. In the meantime, the respondents added that the use of e-documentation has increased the security of data and information gathered by the institution. These findings are similar to those of Wirtz and Lovelock (2016) that the ability of firms to use e-documentation in the exchange of information with other providers and systems is critical in guaranteeing information completeness and continuity and service continuity as well.

Miller (2015) cost reduction strategy is formulated once the technology is adopted to lower the operational costs and improve differentiation. Akande and Yinus (2013) argue that IT is at the center of gaining a competitive advantage by firms since it positions the firm in the business market. This is similar to the current findings where it was established that the introduction of the e-service strategy resulted in lower costs in terms of the number of employees hired to undertake specific tasks. Barnes (2013) argue that firm managers that are keen on implementing cost reduction strategy focus their efforts on enhancing productivity while reducing costs by ensuring a stable process of production with limited interruption, maximizing on resources, looking for new opportunities to streamline production, ensuring the equipment and facilities in the firm are updated, offering employee training and development to improve on staff skills.

Moreover, the findings indicated that the adoption of the e-service strategy resulted in cost reduction since the communication was made easier. Huber (2016) found that the emergence of new systems development and advancements of the web has the potential to improve the external and internal communications of a firm.

Barnes (2013) argues that the effects of performance need to be pronounced in firms to effectively implement decentralized techniques of strategic decision making. The findings indicate that the adoption of the e-service strategy improved service delivery by the NTSA. The findings concur with Mutinda (2017) that the use of online transactions was secure, it facilitates the timely collection of revenue and the automation of front and back-office operations. Additionally, Mungai (2017) found that e-government influences the service delivery of the Nairobi public sector.

CHAPTER FIVE

SUMMARY OF STUDY FINDINGS, CONCLUSSION, AND RECOMMENDATIONS

5.1 Introduction

This chapter provides a summary of the findings generated in the study. Further, conclusions drawn from the study were discussed. Moreover, the chapter makes recommendations of the study and makes suggestions for further areas of research.

5.2 Summary of Study Findings

The study sought to establish the influence of e-service strategy on service delivery by the NTSA. The findings indicated that the e-service strategy improved the flexibility of service reporting. The findings indicated that through the use of the e-service strategy, customers have access to convenient and adaptable services offered by the NTSA. Ultimately, the convenience and adaptability of the e-service strategy improve the flexibility of service delivery by the institution.

The findings also revealed that e-reporting influenced service delivery positively. The study outcomes showed that e-reporting helps in the generation of quality reports that are used to make immediate and future decisions on service delivery. Additionally, the findings indicated that e-reporting helps the institution get immediate feedback from customers and immediate departmental response, therefore, saving time on service delivery.

The findings established that e-documentation has improved service delivery by the NTSA. According to the results, it was evident that the common form of e-documentation used is e-mails and electronic documents. Additionally, the findings revealed that through e-documentation., the security of information in the organization has been improved. Moreover, the findings established that service delivery has improved since e-documentation has resulted in a smooth flow of communication.

The findings established that the implementation of the e-service strategy had resulted in cost reduction in service delivery. According to the findings, the operations by NTSA became more transparent and accountable with regard to daily operations. Moreover, the findings indicated that although the cost was reduced by focusing on offering online services, the cost of maintenance increased. In general, the interviewees agreed that online services by the NTSA reduced the cost of service delivery.

5.3 Conclusion

In the modern world, globalization has taken over, resulting in organizations integrating the use of ICT in daily operations. E-service is the provision of services via online platforms. The study established that e-services have become popular in the modern-day in both the private and public sectors. NTSA, a governmental institution has not been left behind in the adoption of e-services. The NTSA portal is one of the e-government service strategies that has been in operation since 2014. The e-service strategy adopted by NTSA has contributed to quality service delivery by improving the flexibility of the offered services. Moreover, through e-reporting, e-documentation, and cost-reduction strategies, the NTSA has managed to improve its service delivery over the years. The e-service

strategy has improved the convenience of the customers as they can access a variety of services in the same portal at any geographical location in Kenya. The e-service strategy has improved service delivery and enhanced the efforts by the NTSA to ensure road safety in all parts of the country.

5.4 Recommendations of the Study

The study recommends that the NTSA should adopt better approaches to raising awareness of the e-service strategy. From the findings, it is evident that the number of walk-in customers is still significant, therefore, better awareness strategies to convince the general public to use the online platforms is required. By raising awareness effectively, the institution will reduce the number of walk-in customers.

The study also recommends that the institution needs to ensure that the system is functional at all times. One of the key advantages of using online services is that they are accessible at any time of the day. Therefore, by ensuring that the system is up and running 24/7, NTSA will have ensured complete convenience and flexibility in the services it offers the general public.

The study also concluded that the NTSA ought to implement further measures in ensuring the security of customer information. One of the key factors that motivated walk-in customers was the fear of being conned using online transaction systems. Therefore, the NTSA ought to ensure that cybersecurity is implemented to give the general public the confidence to freely use their services. By improving the cybersecurity of their systems, the general public may have confidence in using the NTSA online services.

5.5 Recommendations for Further Studies

The study adopted a case study design. Therefore, its findings cannot be generalized to other organizations, hence there is a need for further studies to be conducted on the relationship between electronic service strategy and service delivery focusing on other government organizations such as the Kenya Revenue Authority. In addition, a similar study can be conducted focusing on the relationship between the electronic service strategy and the performance of organizations.

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INTERVIEW GUIDE

1. How many years have you worked at the NTSA?

2. What is your opinion on the online services offered by NTSA?

3. In your opinion, have the electronic services offered by NTSA been effective?

4. How does NTSA deal with the many walk-ins for enquiries on a daily basis?

5. Does the NTSA raise awareness of its online services? if yes kindly explain how?

6. Have all of the employees are NTSA embraced e-services strategy? (please explain)

7. Has the NTSA online services increased the flexibility of the services delivered to the customers?

8. How has e-reporting affected service delivery by NTSA? (please explain)

9. How often does NTSA employees use e-documentation?

10. Has e-documentation improved service delivery by the NTSA?

11. Has NTSA reduced its operational costs by launching online services?

12. In your opinion, will there come a time when all NTSA customers will only rely on online services?

13. How has service delivery by the NTSA improved following the adoption of e-service strategy? (Please explain).

"THANK YOU FOR YOUR TIME"