E-SERVICES STRATEGY AND SERVICE QUALITY OF KENYA CIVIL AVIATION AUTHORITY

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ABSTRACT

The study aims at establishing the effect of e-services strategy on service quality of services at Kenya Civil Aviation Authority. The following objectives guided the study; To determine the influence of e-service cost, e-documentation, e-reporting and service flexibility on service quality at Kenya Civil Aviation Authority. This study was based on the following three theoretical foundations; resource based-view, technology acceptance theory and service quality theory. A descriptive research design was utilized and this allowed the study to describe the variables in terms of their characteristics. The study focused on 118 staff at JKIA, The study utilized primary information, the study used of Krejcie and Morgan's method of determination of a sample size the eventual sample size obtained was composed of 92 respondents. Primary information was gathered by methods for structured questionnaires. Content validity was used to research if or not the devices addressed the study questions. Test-retest technique was utilized whereby the pilot questionnaires was self-administered two times to the respondents, with a one-week interim. The research used Cronbach's alpha formula to test reliability, with value of 0.7, The quantitative information gathered was analyzed utilizing descriptive statistics with the help of Statistical Package for Social Sciences (SPSS) version 21. The study KCAA established that automation of organization positive impact on impact on service flexibility and service cost, also utilities such as e-reporting and e-documentation were positively linked with enhanced quality service. ICT platforms helps to cut down the cost that could be incurred if all the parties in that communication were assemble physically. The study concludes that system functions such as e-reporting, e-documentation and e-service cost all had positive impact on service quality at Kenya Civil Aviation Authority. The study recommends that the management of KCAA should ensure all the necessary parameters are in place, It's paramount to ensure that all the staff are trained on new system, in other words, it important for the employees to have full understanding of how the system operated so that they can by in the idea of the anticipated organizational operational changes.

Key words: E-services, service quality, e-reporting, e-documentation and e-service cost.

INTRODUCTION

The future survival and prosperity of an organizational is the major concern in business. All the activities and operations of an organization are planned strategically for the major focus to ensure that the organization's survival and prosperity is long term (Barney, 2011). The quality

and e- service of an organization and how they relate determine majorly o the long term success of the business. If an organization's qualities of services are contributed by its strategic goals that are short term and go in hand with its long-term organizational goals, then success is ensured as noted by Hayes (2015). E-services strategy has five objectives which are; ensuring that products are produced at the lowest prices possible; the products are produced at their best quality; the demands of customers are met in time; changing of the flexibility of the operations and being able to raise the level of dependability according to Slack (2014).

Service quality is a comparison of expectations with performance. A business with high service quality will meet customer needs whilst remaining economically competitive. Improved service quality may increase economic competitiveness (Gole, 2015). This aim may be achieved by understanding and improving operational processes; identifying problems quickly and systematically; establishing valid and reliable service performance measures and measuring customer satisfaction and other performance outcomes. Quality customer service delivery should be responsive and flexible to evolving user needs, and ensure sustainability, availability, timeliness, dependability and reliability. 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.

The International Civil Aviation Organization was developed by the UN to; ensure the development of Standards and Recommended Practices (SARPs) for International Air Navigation and fostering the safety and regulations in planning and developing the safety of international air transport in the world (International Civil Aviation Organization (ICAO), 2016). Quality dimensions' checks are critical for service providers and more importantly, their delivery to the final consumer. This would ensure a positive feedback from the consumers. As per Melchorita (2013) the purpose is to identify the critical factors that would afford the highest value to customers if they are continuously improved. Against this background therefore, this study purposes to evaluate whether there is a relationship between customer feedback and the service quality with customers being the central focus – their perspective, scope, view and feedback (ICAO, 2011).

Kenya Civil Aviation Authority

The Kenyan aviation system consist of service providers (regulated entities) and the regulator (KCAA). The regulated entities are all such entities that hold aviation document(s) issued by KCAA and their operations are subject to the provisions of the Kenya Civil Aviation Regulations (KCARs). KCARs are locally issued sets of regulations that govern the aviation industry in Kenya and are issued pursuant to Article 37 of the Chicago Convention (ICAO 2016) regarding

the Adoption of international standards and procedures and states that "Each contracting State undertakes to collaborate in securing the highest practicable degree of uniformity in regulations, standards, procedures, and organization in relation to aircraft, personnel, airways and auxiliary services in all matters in which such uniformity will facilitate and improve air navigation."

The regulated entities are required to comply initially and on a continuous basis with all the applicable provisions of KCARs. The functions of KCAA as outlined in Section 7 of the Civil Aviation Act No. 21 of 2013 (as amended) involve the licensing and certification of regulated entities and surveillance of the same. The Authority has engaged inspectors who are delegated powers and responsibilities by the Director General in accordance with the provisions of Section 20 and 22 of the Act. The regulatory role of the Authority therefore is to plans and execute its oversight activities in a manner that ensure it is able to effectively and efficiently manage the aviation industry and to international standards as expected by ICAO.

The scope of oversight activities is governed by the eight critical elements of the State Safety Oversight (SSO) system. The financing of the Authority is undertaken through cost recovery basis as it levies fees and charges to its services. Regulated entities on the other hand enjoy the benefit of undertaking their commercial activities on the basis of granted aviation documents detailing their privileges and limitations. Noting that the oversight function has a considerable number of activities to be executed in a precise manner, generates a lot of information that require to be stored, processed and followed up as well as is supported by a lot of technical documentation against the backdrop of limited and/or competing resources a great deal of planning must be employed to ensure that they are well executed, optimally utilizing the available resources.

Service quality denotes the outcomes of assessment processes whereby clients or consumers compares their desired expectations with the level of service quality that has been delivered to them. It presents a basic input in purchasers' feedback. Richard (2010) contends that optimistic association exist among service quality and buyers' feedback as satisfied clients will usually give feedback in the sense of repeated purchase of the goods and utilization of the service and/ or even influence others to do so (Omollo, 2016).

Literature Review

Theoretically, Werner and Rumelt established Resource based view theory in 1984 (Arise, 2015). Resource based view theory was linked to resource mobilization variable. Resource mobilization is the maximizing on the use of the existing funds. The resource based view of the firm (RBV) explains that each institution or organization has resources and capabilities, and that there are resources that can be exploited and become sources of competitive advantage under certain conditions. RBV starts with the assumption that the desired outcome of managerial effort within the organization is a sustainable

competitive advantage (SCA). Achieving a successful project allows the organization to earn economic rents or above-average returns. In turn, this focuses attention on how organizations achieve and sustain advantages. The resource-based view contends that the key to sustained competitive advantage lays in the possession of certain key resources, that is, resources that have characteristics such as value, barriers to duplication and appropriability (Hollin, 2014). The RBV emphasizes strategic choice, charging the organization's management with the important tasks of identifying, developing and deploying key resources to maximize output.

On the other hand, technology acceptance theory Technology is the awkward inclination brought about by holding two conflicting thoughts all the while. The hypothesis of intellectual discord (Festinger, 1957) recommends that individuals have an inspirational drive to decrease disharmony by changing their frames of mind, convictions, and practices, or by advocating or justifying them. This theory was an effort to determine the origin of pressures, whereby it was established that when two or more factors are incompatible with our ideas, opinions and beliefs, pressures arise as a result (Schachter, 1994). Festinger proposed that technology exists when our cognitive beliefs, opinions, and ideas are challenged, thus giving a need to reduce this discomfort (Festinger, 1957). Individual user traits, societal factors, or job-related variables are examples of external variables that may be considered by Kenya Civil Aviation Authority (KACA). In order to attain these aims, the Kenya Civil Aviation Authority has identified a limited number of essential improvements to the computer acceptance theory (Mary, 2008).

Service quality theory was developed by Berry, Parasuraman, and Zeithaml, (1988). Customer satisfaction is a function of the contrasts between desire and execution, as measured by the quality measurement process (Parasuraman, Zeithaml & Berry, 1988). It posits that service quality stems from an examination of the clients' desires from the specialist organization with their view of the genuine service execution. Groonroos (1994) built up a picture which posits that reputational quality is essential to service firms and this can be developed primarily by the specialized and practical nature of service. Be that as it may, the investigation will utilize the Service Quality Theory of value and consumer loyalty created by Parasuraman et1 al., (1988).

The service quality theory proposes a five-dimensional build of apparent service quality: effects; dependability; responsiveness; confirmation; and compassion with all these dimensions reflecting their desires and its execution. High service quality is reflected in the key parts of the service model. As outlined by Parasuraman et al. (1988), customers engage requests for exhibits on service metrics, observe execution and subsequently recognize the effectiveness of execution. Twenty-two elements are included in the service quality rating system, which is based on the following five components: dependability; responsiveness; affirmation; sympathy; and physical assets.

Conceptual Framework for the Study

Conceptual framework portrays the relationship between dependent and independent variables. A conceptual framework can likewise be described as a diagrammatic presentation of the connection among independent and dependent variables as illustrated in Figure 1.

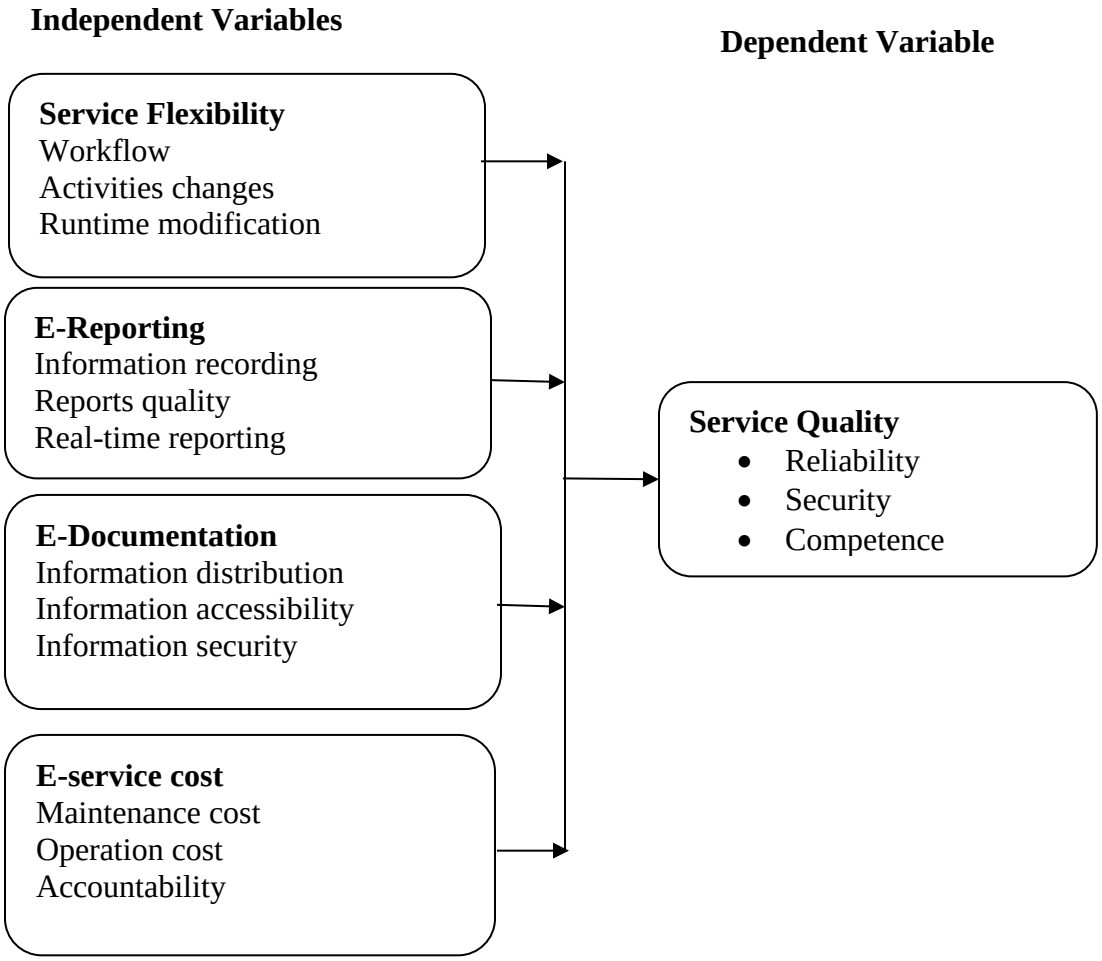

Figure 1: Conceptual Framework

Methodology

The study adopted a descriptive research design. The descriptive designs were well suited to the study as it can sufficiently describe the characteristics of the target population. The study focused on 118 staffs at JKIA. The study used census method and focus on all 118 staffs. Sample size was composed of 92 respondents. Primary facts for this research were gathered through the use of self-administered questionnaires issued to the respondents. In order to assess the validity and reliability of research tools, the study performed a pilot study. Approximately a month before the actual data collection, a pilot study was conducted (Brotherton, 2008). In a pilot study, 10 respondents were used.

Validity was ensured through a conduct of pretest that seeks to confirm that; if the same study is taken using the same tools the results would be the same throughout. To test the reliability and validity of the information gathering tools the researcher conducted a pilot test was based on the Cronbach alpha which states that an alpha of 0.7 is a standard measure of asserting that the data collection instruments can be used for the research. However, an alpha of less than 0.7 implies that the data collection instruments needs to be reviewed or amended entirely to fit into the research.

Primary data was collected by means of a structured questionnaire. The questionnaires were self-administered via drop and pick later method to the respective staffs. The questionnaire allowed greater uniformity in the way questions were asked, ensuring greater compatibility in the responses. The researcher utilized the SPSS software to process and assess both qualitative and quantitative statistics. It provides measurements on the affiliations among the different variables. Multiple linear regressions were used to show the correlation between service flexibility, e-reporting, e-documentation, e-service cost and quality of services at Kenya civil aviation authority.

The regression model is illustrated below;

$$\mathbf{Y=\beta_0+\beta_1X_1+\beta_2X_2+\beta_3X_3+\beta_4X_4+\varepsilon}$$

Y= Service Quality (Measured by Reliability, Security, and Competence).

β_0 = Constant

X_1= Service flexibility

X_2= E-reporting

X_3= E-documentation

X_4= E-service cost

β_1 -β_4 are the regression variables or change introduced in Y by each independent variable.

ε is the random error term accounting for all other variables that influence service quality but not captured in the model.

ANOVA test was conducted to determine the level of significance of the variance by the use of a one-Way ANOVA in order to determine the existence of significant variations between the variables.

RESULTS

Reliability analysis

All the measures were above the 0.7 threshold as recommended by Nunnaly (2010). Pilot test discoveries showed that Service flexibility scale had a Cronbach's reliability alpha of 0.834, E-Reporting scale had an Alpha value of 0.921, E-documentation had Alpha value of 0.895, and E-Service Cost 0.902 Alpha value and service quality had 0.850 reliability value. The pilot test

showed that the scales measuring the objectives had a very high reliability after a few amendments.

Descriptive Analysis

The research did a descriptive analysis on service flexibility, e-reporting, e-documentation, e-service cost and service quality.

Service Flexibility

Participants were asked to indicate their level of agreement with the following statements relating to service flexibility.

Table 1: Service Flexibility

	N	Min	Max	Mean	Std. Dev
Kenya Civil Aviation Authority ensures service workflow runs accordingly to achieve the objectives	76	3.00	5.00	4.14	0.67
The organization activities change according to the objectives set	76	3.00	5.00	3.83	0.74
Kenya Civil Aviation Authority adopts new forms of flexibility not found in ordinary business processes	76	3.00	5.00	3.99	0.68
The organization emphasizes on interaction flexibility	76	3.00	5.00	4.22	0.56
Kenya Civil Aviation Authority adopts new forms of organizational flexibility	76	3.00	5.00	3.96	0.72
Organizational flexibility plays an increasingly important role in modern economies.	76	3.00	5.00	3.92	0.78
Aggregate				**4.01**	**0.69**

The organization emphasizes on interaction flexibility (M = 4.22 SD =0.56), this implies that the organisation is in a position to boost communication efficiency within its departments. Also results show that Kenya Civil Aviation Authority ensures service workflow runs accordingly to achieve the objectives (M=4.14 SD=0.67) in other words this element relates to accountability and responsiveness that the employee in each department are mandated to uphold upon longing in. The findings further show that Kenya Civil Aviation Authority adopts new forms of flexibility not found in ordinary business processes (M=3.99 SD=0.68). This means that the organisation remained committed towards finding new innovative means that could further promote service flexibility. These findings are support the research findings by Hassan and Crespo (2012), asserts that more-flexible organization will grow more quickly than a rigid organization, because it is always seeking processes and methods that work better than those it currently has.

Results also show that Kenya Civil Aviation Authority adopts new forms of organizational flexibility (M=3.96 SD=0.72), this implies that the firm accepted business environment changes and always made the necessary adjustments in its units so as to accommodate these changes whenever they came along. Descriptive results also show that organizational flexibility play an increasingly important role in modern economies (M= 3.92 SD=0.78), in simple words this mean that flexible organisations are more likely reap massive advantage that rigid ones in an event where rapid changes (technology) takes place. These findings are concurs with research conclusions by Arrowsmith and McGoldrick (2013), found a positive correlation between organizational flexibility and improved scheduling, internal efficiency, enhanced competitiveness and better continuity during uncertainty.

E-Reporting

Participants were asked to indicate their level of agreement with the following statements relating to E-Reporting

Table 2: E-Reporting

	N	Min	Max	Mean	Std. Dev
The organization records information for future use	76	3.00	5.00	4.00	0.67
Kenya Civil Aviation Authority reports are quality	76	3.00	5.00	4.33	0.53
The organization reports are replied in Real-time	76	3.00	5.00	3.86	0.76
Kenya Civil Aviation Authority has developed a unique multi-platform electronic reporting system	76	3.00	5.00	4.01	0.72
The electronic exchange of information in the organization creates faster response	76	3.00	5.00	4.09	0.64
Electronic recording and reporting system at Kenya Civil Aviation Authority has improved service delivery	76	3.00	5.00	3.82	0.58
Aggregate		**4.02**			**0.65**

Kenya Civil Aviation Authority reports are quality (M=4.33 SD=0.53) in other wards all the communication made via this system was authentic and thus repressing information misuse or un authorised duplication. The electronic exchange of information in the organization creates faster response (M= 4.09 SD=0.64) this implies that through e-reporting the organisation saved time, money and storage necessary as compared to traditional paper based filing systems and that Kenya Civil Aviation Authority has developed a unique multi-platform electronic reporting system (M= 4.01 SD=0.72). These findings are support the research findings by Campanella, and Vukovic (2016), through systems security checks, organization can promote future growth and development given that these internal verifications control the handling and exchanging data.

The organization records information for future use (M=4.00 SD=0.67), this implies that this system presented an opportunity in which the firm could to prepare information early in advance

for future use, therefore implying that errors that may emanate due to urgency in information demand were reduced. At the same time the organization reports are replied in Real-time (M =3.86 SD =0.76) implying that the physical barriers of information transportation associated with tradition mode of communication were solved. Statistics also show that Electronic recording and reporting system at Kenya Civil Aviation Authority has improved service delivery (M= 3.82 SD =0.58). These findings are concurs with research conclusions by Walsh and Antony (2015), that E-Reporting made communication more efficient, reliable and faster and cost effective.

E-Documentation

Participants were asked to indicate their level of agreement with the following statements relating to E-Documentation

Table 3: E-Documentation

	N	Min	Max	Mean	Std. Dev
The Information at Kenya Civil Aviation Authority is well distribution	76	3.00	5.00	3.88	0.78
E-documentation at Kenya Civil Aviation Authority has improved information accessibility	76	3.00	5.00	3.95	0.73
E-documentation has increased the security of information at Kenya Civil Aviation Authority	76	3.00	5.00	4.03	0.69
Using electronic documents for final presentation has created the problem of multiple incompatible file formats	76	3.00	5.00	2.13	0.68
The organization uses e-mail messages for communication	76	3.00	5.00	4.01	0.82
Documents always requires a user agent to present its content	76	3.00	5.00	4.17	0.62
Aggregate				**3.69**	**0.72**

Documents always require a user agent to present its content (M=4.17 SD=0.62), this implies that computer driven technology have enhanced basic library operations in organization, such as information collection development, cataloguing and classifications well as circulatory reference services. However, participants denied that using electronic documents for final presentation has created the problem of multiple incompatible file (M=2.13 SD=0.68). Results also show that E-documentation has increased the security of information at Kenya Civil Aviation Authority (M=4.03 SD=0.69) this implies that e-systems are introduced with the essential processes and controls for the capture, long-term safeguarding and accessibility of electronic records. These findings are support the research findings by Jamieson and Mourad (2016), service automation on the other hand helped the organizations to shared effective database, improved the costs at which services were offered.

The organization uses e-mail messages for communication M=4.01 SD=0.82), this implies that the firm enjoyed quick, reliable and safe relay of information, further E-documentation at Kenya Civil Aviation Authority has improved information accessibility(M=3.95 SD=0.73), in other words the organisation could reap immense benefits(planning, conflict handling and resolution) that come along with information achieving, and that Information at Kenya Civil Aviation Authority is well distribution (M= 3.88 SD=0.78). These findings are concurs with research conclusions by Pather and Usabuwera (2010), electronic journals, efforts are underway to determine standards that will facilitate archiving, long-term preservation and permanent access.

E-Service Cost

Participants were asked to indicate their level of agreement with the following statements relating to E-Service Cost.

Table 4: E-Service Cost

	N	Min	Max	Mean	Std. Dev
The maintenance cost for the services at Kenya Civil Aviation Authority are low	76	3.00	5.00	4.28	0.60
The operation cost at Kenya Civil Aviation Authority is low	76	3.00	5.00	4.25	0.54
The e-service adoption has increased the accountability of the services and finances	76	3.00	5.00	4.21	0.68
Maintaining applications is less costly at Kenya Civil Aviation Authority	76	3.00	5.00	4.22	0.67
Internet is the main channel of e-service delivery at Kenya Civil Aviation Authority	76	4.00	5.00	4.38	0.49
Buying and selling of goods and services has been made cheaper by electronic services	76	3.00	5.00	4.12	0.61
Aggregate				**4.24**	**0.59**

Internet is the main channel of e-service delivery at Kenya Civil Aviation Authority (M= 4.38 SD=0.49), sharing of information through ICT platforms helps to cut down the cost that could be incurred if all the parties in that communication were assemble physically. Results also show that the maintenance cost for the services at Kenya Civil Aviation Authority are low (M= 4.28 SD=0.60) when compared with traditional filling systems. This implies through utilization of e-filing administrative expenses costs were significantly reduced. Ultimately this lowered operation cost at Kenya Civil Aviation Authority (M=4.25 SD=0.54) these findings are support the research findings by Baykal, (2016), when firms and use digital technology, internal efficiencies grow and at the same time operating costs fall.

Also the study established that maintaining applications is less costly at Kenya Civil Aviation Authority (M=4.22 SD=0.67) this implies that this system facilitated reduction in administrative and operational costs, again use of e-service adoption increased the accountability of the services and finances (M=4.21 SD=0.67) implying that technologies adoption promoted accountability business in operations and that buying and selling of goods and services has been made cheaper by electronic services (M= 4.12 SD=0.61)in other words through e-platforms, many organisations were able to find reliable suppliers. These findings are concurs with research conclusions by Onyiego (2016), ICT offer a potential for saving money or achieving higher productivity and quality.

Service Quality

Participants were asked to indicate their level of agreement with the following statements relating to Service Quality

Table 5: Service Quality

	N	Min	Max	Mean	Std. Dev
The airport adheres to flight schedules	76	3.00	5.00	4.09	0.49
The services are delivered to meet customer needs and wants	76	3.00	5.00	3.96	0.79
Emergency response is always available at KCAA in case of any problem	76	3.00	5.00	4.28	0.56
All the employees at KCAA are competent and qualified	76	3.00	5.00	4.00	0.67
KCAA maintains a constant and continuous communication system	76	3.00	5.00	4.08	0.81
The services offered by KCAA are normally prompt	76	3.00	5.00	4.14	0.56
Aggregate				**4.09**	**0.64**

Emergency response is always available at KCAA in case of any problem (M= 4.28 SD=0.56) the services offered by KCAA are normally prompt (M=4.14 SD=0.56) and that the airport adheres to flight schedules (M= 4.09 SD=0.49). These findings are support the research findings by Roth, (2012) organizations that learn how to use these technologies in order to operate more efficiently and improve public services are more likely to effectively stimulate and contribute to the knowledge economy public policy debate.

Also results show that KCAA maintains a constant and continuous communication system (M= 4.08 SD=0.81) All the employees at KCAA are competent and qualified (M= 4.00 SD=0.67) and that the services are delivered to meet customer needs and wants (M= 3.96 SD= 0.79). These findings are concurs with research conclusions by Boyer (2012) adoption of e-service delivery

mode was linked with Simplification of administrative procedures, quality control and transparency in delivery of services.

Hypothesis Testing

In this study, a multiple regression analysis was conducted to test the influence among predictor variables. The research used statistical package for social sciences (SPSS V 21.0) to code, enter and compute the measurements of the multiple regressions. The model summary is presented in the table 6 below.

Table 6: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.646[a]	.417	.384	.52937

Source: Research data, (2020)

The coefficient of determination (R-Square) shows the overall variations caused by service flexibility, e-reporting, e-documentation and e-service cost on service quality at Kenya Civil Aviation Authority. Table 6 shows that the R-square for the model was 0.417. This implies that, service flexibility, e-reporting, e-documentation and e-service cost account for 41.7% of the variation in on service quality at Kenya Civil Aviation Authority. Additionally, the coefficient suggests that other factors account for 58.3 % of the variation in service quality at Kenya Civil Aviation Authority.

The next part of the regression analysis involved computing the ANOVA. The ANOVA was generated to help evaluate whether the model was statistically significant in explaining the link between the study variables (service flexibility, e-reporting, e-documentation and e-service cost) and service quality at Kenya Civil Aviation Authority. Table 7 displays the results of the ANOVA.

Table 7: ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	14.226	4	3.557	12.692	.002[b]
	Residual	19.896	71	.280		
	Total	34.122	75			

Source: Research data, (2020)

From the ANOVA statics, the study established the regression model had a significance level of 0.002% which is an indication that the data was ideal for making a conclusion on the population parameters as the value of significance (p-value) was less than 5%. The calculated value was greater than the critical value (12.692> 4.49) an indication that service flexibility, e-reporting, e-documentation and e-service cost all have a significant effect on service quality at Kenya Civil Aviation Authority. The significance value was less than 0.05 indicating that the model was significant.

In addition, the study used the coefficient table to determine the study model. The findings are presented in the table 8 below.

Table 8: Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	1.288	.637		2.022	.047
	Service flexibility	.285	.165	.165	1.731	.088
	E-reporting	.360	.168	.202	2.148	.035
	E-documentation	.696	.173	.381	4.031	.000
	E-service cost	.665	.224	.283	2.967	.004

Source: Research data, (2020)

As per the SPSS generated output as presented in table above, the equation ($Y = \beta_0 + \beta_1 A_1 + \beta_2 A_2 + \boldsymbol{\varepsilon}$) becomes:

$Y = 1.288 + 0.285 + 0.360 + 0.696 + 0.665$

The findings imply that holding the (service flexibility, e-reporting, e-documentation and e-service cost) at constant, service quality at Kenya Civil Aviation Authority would remain at 1.288 additionally, a unit change in service flexibility while holding other factors constant, would positively change service quality at Kenya Civil Aviation Authority by a factor of 0.285. This is in harmony with conclusion by Yu, Cadeaux, and Song, (2017), that when the top management enables the company to become adaptable, it is able to evolve with the times, and it will survive longer and ultimately becoming continually more prosperous. These findings are support the research findings by Jamieson and Mourad (2016), service automation on the other hand helped the organizations to shared effective database, improved the costs at which services were offered.

Discussion and Conclusion

The objective of this study was to investigate influence of e-services strategy and service quality of Kenya Civil Aviation Authority. Service flexibility had a positive significant impact on service quality at Kenya Civil Aviation Authority, organisation remained committed towards finding new innovative means that could further promote service flexibility, organizational flexibility plays an increasingly important role in modern economies and that Kenya Civil Aviation Authority accepted business environment changes and always made the necessary adjustments in its units so as to accommodate these changes whenever they came along.

The study concluded that e-reporting had a positive impact on service quality at Kenya Civil Aviation Authority, Kenya Civil Aviation Authority has developed a unique multi-platform electronic reporting system, through e-reporting the organisation saved time, money and storage necessary as compared to traditional paper based filing systems and that all the communication in the organisation was made via secured system thus repressing information misuse or un authorised duplication.

The study concluded that e-documentation had a positive on service quality at Kenya Civil Aviation Authority, E-documentation has increased the security of information at Kenya Civil Aviation Authority, organisation could reap immense benefits (planning, conflict handling and resolution) that come along with information achieving, and that Information at Kenya Civil Aviation Authority is well distribution and that the Information at Kenya Civil Aviation Authority is well distribution.

The study concluded that e-service cost had a positive on service quality at Kenya Civil Aviation Authority, sharing of information through ICT platforms helps to cut down the cost that could be incurred if all the parties in that communication were assemble physically. Through utilization of e-filing administrative expenses costs were significantly reduced. Ultimately this lowered operation cost and that ICT offer a potential for saving money or achieving higher productivity and quality.

Implications to Theory and Practice

The study contributes to empirical literature on e-services strategy and service quality. Specifically, the study found that system functions such as e-reporting, e-documentation and e-service cost all had positive impact on service quality. Therefore, the study findings contribute to the knowledge of e-services, e-reporting, e-documentation and e-service cost and their effect on service quality. The study contributes to the theoretical literature by supporting the proposition of the Service quality theory, technology acceptance theory and Resource based view theory which explains that each institution or organization has resources and capabilities, and that there are resources that can be exploited and become sources of competitive advantage under certain conditions.

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