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TECHNOLOGICAL INITIATIVES ON CUSTOMER SERVICE DELIVERY IN THE MINISTRY OF INDUSTRY, INVESTMENT AND TRADE IN KENYA

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Abstract

This study aimed at investigating the effect of strategic drivers on customer service delivery in State owned corporations in the ministry of industry, investment and trade in Kenya. The specific objective was to determine the effect of technological initiatives on customer service delivery of State owned corporations in the ministry of industry, investment and trade in Kenya. Resource based-view theory was used. Cross-sectional research design was adopted. The target population of the study comprised of 557 respondents selected from the 13 entities. Stratified sampling technique was used while Israel formula was used to calculate the ideal sample size of 371 respondents. Primary data was collected using structured questionnaires. Secondary data was collected from published reports. Qualitative data was analyzed using content analysis while SPSS 21 was used to conduct descriptive, correlation and regression analysis. The results revealed that there was a positive significant relationship between technological initiatives (r = .616, p < 0.023) and customer service delivery. The study concluded that technology adoption was extremely low in the ministry. Therefore, this study recommended that the government should train workers, invest in technological tools and partner with ICT firms for enhanced customer service delivery.

Keywords: Technological Initiatives, Customer Service Delivery, Strategic Management, Information Technology

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INTRODUCTION

With increasingly intense competition, shrinking product cycles, accelerated technological breakthroughs, and progressively greater globalization, the business arena may best be described as being in a chronic state of flux, with continual variation in its external environment (Hitt, Keats & Marie, 2012). Given such ever changing environmental conditions, a firm's ability to change direction quickly and to reconfigure strategically is crucial to its success in achieving sustainable competitive advantage (Gilley & Rasheed, 2013). Nowadays with increasing competitive pressures and progressing globalization, public organizations have to exceed customer expectations via optimized strategic resources. The difficulty of these decisions has worsened in recent years stimulated by raised competitive pressures, the acceleration of technological change, and the distribution of knowledge across various organizations and geographic markets (Logan, Faught & Ganster, 2011). Logan, Faught and Ganster (2011) argue that public entities in developed and developing countries of the world recognize service delivery is a function of strategic drivers adopted. The multidimensional metrics of services has continued to change from context to context making both private and public entities to embrace strategic drivers such as technology, organizational structure, employee competence and consumer research in order to improve service delivery.

Like commercial entities, public organizations are embarking on enhancing service quality to different stakeholders due to information and knowledge of the society (Njuguna, 2014). With knowledgeable society, consumers have become more informed and cautious on services provided by public institutions at large. Inconsistencies in service delivery in public organizations not only reflect failure of governing regimes but also calls for strategic drivers that can transform efficiency and effectiveness of state owned corporations or entities (Manani et al. 2013). Alexander and Young (2011) argue that strategic drivers are ways to work toward pre-defined goals or to deal with unforeseen circumstances that develop within the organization. Business goals often require change to take place at some level for the business to grow and develop. Organizational issues concerning; personnel, morale and high turnover rates can also warrant the use of strategic drivers as ameans for improving productivity and work relations (Maurice, 2014). Abraham and Taylor (2013) suggest that strategic drivers can be regarded as initiatives used to facilitate new changes in the organization with minimal resistance from employees. Technology, global competition, changing consumer demand, employee diversity and lean management practices are driving competitive firms to adopt strategic interventions to gain competitive edge (Njuguna, 2014).

From strategic management literature, it is observed that despite the fact that strategic drivers adopted by organizations influence customer service delivery, there is no clear understanding on the link between strategic drivers and customer service delivery in the public sector thus pertinence of this study to determine the relationship between strategic drivers on customer service delivery in the ministry of industry, investment and trade in Kenya.Technological initiatives are thought to influence service delivery in organizations if effectively implemented and vice versa. Automation of service delivery systems in public entities not only enhance efficiency and effectiveness but also enhance corporate image and reflect effectiveness of governance structures in a country (Hitt, Keats & Marie, 2012). Automation of services and investment in modern technological equipment always enhances customer experience and overall organizational productivity. Quality is recognized as a strategic tool for attaining operational efficiency and improved organizational performance (Gowan, Seymour, Ibarreche & Lackey, 2010). The service industry plays an indispensable role in the economy of any country. Both the private and public sectors play very useful roles in the service industry. The role of the public sector in the delivery of quality services is even more crucial in developing countries like Kenya. Mohamud et al. (2015) define service delivery as a model or processes adopted by firms in order present a product or service to a customer in a manner that can exceed his or her expectation. Despite the fact that service quality is measured by individual consumers from different dimensions, every organization is striving to exceed customer expectations in order to enhance loyalty and extended product use (Manani et al, 2013).

Kotler and Keller (2012) suggest that service quality entails overall judgment of the customer towards a service offered by a firm and forms basis of satisfaction or dissatisfaction. The concept of service delivery has remained an evolving ideology due to the changing nature of consumer needs and wants. A number of scholars like Scott (2014) argue that service delivery in the private and public service sector is perceived differently. Despite the continuous debates from various scholars, majority of the scholars have tried to reach at a common consensus on the meaning of quality service delivery. Flavián and Guinalíu (2015) ascertain that quality of services in any organization or systems is determined by a number of factors that range from employee culture, organization policies and stakeholder involvement in the service model. Kotler and Keller (2012) suggest that service quality is a multi-dimensional facet that comprise of psychological aspects of the consumer. They contend that organizations dedicated to service delivery are always keen on developing policies that enhance customer experience, develop new products and enhance relationships through stakeholder engagement and investment in consumer research. State Corporations are entities that are treated by national laws and regulations to be under the guidance of the government but separate and autonomous from the government. All State Corporations are regulated and controlled by the by the Act of

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parliament (Cap 446) Section 11 and 12. They receive some revenue from charging customers for its services; these organizations are often partially or majorly funded by the government.

State corporations are financially semi-autonomous bodies created by enabling laws called edicts or government flats in the absence of edicts. State corporations are created in some cases because their business cannot be efficiently carried out by governments and are also unsuitable or unattractive to private sector (GoK, 2018).State Corporations focus on improving efficiency in the management and utilization of resources entrusted to them with a view to deliver services in a cost effective manner. It is emphasized that State corporations should not enter into commitments or initiate new programmes, projects or activities in excess of funds allocated to them under the national budgetary provisions or funds available to them from other sources including internally generated revenues. Currently, there are 14 State owned corporation in the ministry of industry, investment and trade in Kenya. Despite the effort of State of these corporation to provide service to Kenyan citizens, it is noted by Kenya National Bureau of Statistics that to a larger extent, majority (63%) of the population in Kenya are dissatisfied with services provided by State entities. Inconsistencies in service delivery is largely attributed to nepotism, favourism, corruption, rigidity to reforms and lack or trainings among workers.

Research Problem

Inconsistencies in service delivery among State corporation in developing countries and more specifically in Kenya has not only contributed to slow economic growth but also lack of confidence from Kenyan citizens to public services provided by State entities. Kenyan citizens being the immediate service consumers have continued to express their levels of dissatisfaction with services provided in multiple State corporations in Kenya (Transparency International, 2017). According to a survey conducted by KIPPRA (2017), it was revealed that majority (71%) of the Kenyan citizens were more confident to seek services from private entities compared to that of public entities due differences of service quality. Manani et al. (2013) acknowledge that service delivery in public sector organizations is beset with a lot of challenges due inappropriate mechanism and leadership goodwill to embrace strategic practices to solve service gaps. Numerous studies which have been conducted locally have reveal contradictory findings concerning the link between strategic drivers and service delivery in the public service sector. Globally, a study by Normans and Jeffkins (2016) in the United States of America revealed that there was a positive significant relationship between technology and service delivery in public hospitals. The research gaps were acknowledged by the current study seeking to establish the relationship between strategic drivers and service delivery of State corporations in the ministry of industry, investment and trade in Kenya.

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Thomsons and Rick (2014) revealed a difference in service quality between private and public universities in Finland. Another study conducted by Rickson and Harvec (2013) in Australia indicated that service delivery in public institutions of learning was associated with strategic initiatives of leaders though there exist a difference of service quality between students in public and private universities. Regionally, a study conducted by Rhumbi and Ghadhi (2017) on the relationship between strategic management policies and service quality in public and private hospitals in India revealed a difference in service quality. However, the study did not examine the effect of the consolidated variables of the current study on service delivery in State corporations. Mopeni, Sobi, Modi (2014) conducted a study on the relationship between Strategic management and organizational service delivery and revealed a positive correlation between the relationship. However, the current study sought to fill the gap by establishing the effect of technological initiatives on service delivery in State corporations in Kenya. Mohamud, Mohamud and Mohamed (2015) established a relationship between strategic management and organizational performance among manufacturing firms in Somalia. The research gaps were acknowledged by the current study seeking measure service delivery using metrics of service gap model.

Locally, Nyaboke. (2016) sought to establish the relationship between procurement planning practices and service delivery of State corporations and concluded that there exists a relationship between procurement plans and service delivery. However, the study did not focus on strategic drivers as the dependent variables. Mueni (2014) revealed a positive significant relationship between quality and performance of higher institutions of learning in Kenya. However, the study did not focus on strategic drivers and service delivery in State corporations in Kenya. A study by KIPPRA (2016) identified a moderate relationship between service quality and corporate coherence and a survey by KPMG (2012) revealed a relationship between employee training and service delivery in State corporations. Research gaps of the local studies were acknowledged by the current study seeking to examine the direct relationship between variables. From the findings of empirical studies conducted by KIPPRA (2017); Rhumbi and Ghadhi (2017); Normans and Jeffkins (2016);Nyaboke. (2016)' Mohamud, Mohamud and Mohamed (2015); Mopeni, Sobi, Modi (2014); Manani et al. (2013); Thomsons and Rick (2014) it was observed that most of these studies examined variables of this current study partially or in isolation thus conceptual gaps to be addressed by the current study. Further, some studies conducted were confined to different countries and sectors thus contextual gaps to be addressed by the current study. Moreover, some studies used different research designs, sampling designs and data analysis techniques which resulted to inconsistent research findings thus methodological gaps to be addressed by the current study. Therefore, it was on this

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background this study sought to investigate effect of technological initiatives on customer service delivery in the ministry of industry, investment and trade in Kenya.

Research Objective

To determine the effect of technological initiatives on customer service delivery in the ministry of industry, investment and trade in Kenya.

Research Hypothesis

H_{01} There was no significant relationship between technological initiatives and customer service delivery in the ministry of industry, investment and trade in Kenya.

LITERATURE REVIEW

Resource-Based View Theory

The resource-based view of the firm pioneered by Barney in 1991 explains the sustainable competitive advantage of firms in the turbulent business environment. The theory views a firm as an entity with unique resources and capabilities that can be utilized to achieve stakeholder expectations (Barney, 1991).According to resource-based theory, organizations wish to maintain a distinctive product (competitive advantage) and will plug gaps in resources and capabilities in the most cost-effective manner (Chakrabarty, 2015).

The theory emphasizes that resources internal to the firm are the principal driver of a firm's profitability and strategic advantage. It rejects traditional economic assumptions that resources are homogeneous and perfectly mobile. Instead, it argues that resources are heterogeneously distributed across firms and are imperfectly transferred between firms. Further, the theory proposes that resources can be categorized into three groups: physical resources such as plant, human resources and organizational resources (Ghikas, 2013).

According to Federico and Magdalena (2011) resources enable a firm to conceive of and implement strategies to improve its efficiency and effectiveness. Organizations can obtain above-normal returns if they can use their existing resources to sustain competitive advantage by exploiting opportunities in the market or neutralizing threats from competitors' strategic resources (Ghodeswar & Vaidyanathan, 2011). Resources might be imperfectly imitable if they involve unique history, causal ambiguity, or social complexity. Similarly, resources are non-substitutable if another organization is not able to implement the same strategies by using alternative resources (Gilley & Rasheed (2013).

The resource-based view of the firm provides one of the most powerful frameworks for explaining the reasons for business process outsourcing (Hayes, Hunton & Reck, 2010). This

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approach suggests that an organization must invest in the activities comprising its core competencies and outsource the rest. The exchange of organizational routines and skills between the company and the specialist can give it the competitive advantage since their combined capabilities can generate additional rents. In this sense, business process outsourcing certain operations that do not generate core competencies can generate additional rents for the business when performed by a specialist supplier that has an advantage in those operations (Hitt, Keats & Marie, 2012).

The applicability of this theory in this study was based on the notion that technological initiatives and employee competencies can influence service delivery of State owned corporations in Kenya. If State entities digitize systems, efficiency and effectiveness will be enhanced in the long run thus sustainable competitive advance of the public service sector.

EMPIRICAL REVIEW

Technology Initiatives and Customer Service Delivery

Kwamboka (2016) observed that modern competitive organizations were likely to perform and achieve their long term goals if appropriate technology is adopted in the system. Firms in the 21st century would only survive in the turbulent business environment by automating their systems and processes. Further, the study noted that employee training on ICT skills was a mandatory competitive practice of dynamic firms. Mulinge (2014) established that technology integration in the system has resulted in increased profits of firms in developing and developed countries. Further, the author argues the efficiency of the system is enhanced through adoption of modern technologies. The study concluded that technology has promoted e-commerce practices to modern firms thus enhanced customer service delivery. Further, it was noted that companies have cut down costs through automated systems that requires employees with information on communication technology skills. Employees with computer skills are more likely to be productive compared to computer illiterate workers in the competitive job market. Consequently, it is noted that the findings of the study were restricted to public universities in Kenya but not in public service sector in Kenya. Further, Mueni (2014) concurs that integration of technology in the system and employee training was key determinants of continuous improvement. The study concluded that employee resistance to accept new technology was a challenge to quality of education in Kenya. Nevertheless, it was noted that the study was limited to performance of higher institutions. Yusufu (2013) established that top leadership was one of the aspects that enhanced performance of manufacturing firms. Further the study identified that technology integration in the system improved efficiency and effectiveness of manufacturing firms. It was concluded that effective integration of information technology into an organization's business processes has become increasingly crucial to prosperity. The quality function should be comprised of a small, focused team within the IT community. However, it is noted that the study focused on technology and leadership and ignored employee competencies.

Moturi (2010) established that continuous improvement was one of the strategic practices that enhanced performance of government ministries. The IT quality function should focus on broad, cross-functional quality issues that are high priority and critical in nature to resolve. From an IT perspective, the scope should include such areas as application development, networking, databases, data centres and end-user support (help desk). From a business perspective, the function's responsibilities should include virtually the entire organization because most business areas will likely have some sort of IT infrastructure or application. Nevertheless, the study was restricted to strategic practices on the performance of Government ministries in Kenya. Gilaninia et al. (2011) observed that information communication technology has become an integral part of modern society and business driver, such that information and communication leads to knowledge society. Further, he postulates that organizations in particular adopt information and communication technology to improve the efficiency and effectiveness of services offered to customers, improve business processes, as well as to enhance managerial decision making and workgroup collaboration. This helps strengthen their competitive positions in rapidly changing or emerging economies. However, it was noted that the study was confined to a different country that was Taiwan, focused on different variables such as training, organization development and analyzed data using factor analysis. Njongi (2016) established that the growth of any enterprise is tied to retaining loyal customers, improving productivity, cutting costs, increasing market share, and providing timely organizational response. ICT integration is a major enabler for dealing with these issues. Muogbo (2013) on the other hand noted that technology integration in the system of competitive organization has resulted to increased productivity. Efficiency and effectiveness of the system is enhanced through adoption of modern technologies. With the influence of technology, globalization concept has been promoted where companies sell their products in the global market. However, the study focused in one corporation and ignored other public corporations. The study utilized purposive sampling technique that is a non-probability technique which is inaccurate as compared to probability techniques. Khan (2016) on the challenges and benefits of electronic commerce in an emerging economy notes that the advancement of Information and Communication technology has brought a lot of changes in all spheres of daily life of human being. E-commerce has a lot of benefits which add value to customer satisfaction in terms of convenience and enables modern firms gain competitive moves in the local and global markets.

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Companies have cut down costs of operation like paper based systems to automated systems that requires employees with information communication technology skills to operate.

Moreover, the author opines that employees with computer skills are more likely to be productive compared to computer illiterate workers in the competitive job market. Employee with computer skills are more likely to adapt to new changes in the business environment compared to computer illiterate employees. However, the study was qualitative in nature, written on the basis of secondary data and focused on different variables such as e-commerce and customer satisfaction. The study was also carried out in Bangladesh. Aduda and Kingoo (2012) on the relationship between electronic banking and financial performance among commercial banks in Kenya established that ICT provides the firm with a greater degree of functional and organizational structure and coordination that aids in effective managerial decision-making. Through ICT, an organization can reduce expenses, increase the competitive advantage and improve performance, thus creating more profits. They proposed that there are numerous competitive advantages resulting from ICT implementation which include reduction of business costs, quick response to customers and acceleration of corporate partnerships. These in turn lead to improved financial performance. However, it was noted that the study was limited to different variables such as internet banking and mobile banking and adopted multiple regression method to analyze data.

Lemeng'i (2016) noted that advancements in the technology there may be shortage of skilled manpower in that area. So, the organization will provide high wages for skilled personnel. Employers are faced with the challenge of finding a way to use technology without falling foul of privacy laws. When considering whether to implement a particular technology in the workplace, companies should take appropriate measures to ensure that those technologies are implemented in accordance with applicable privacy and labour laws. However, it is noted that the study was limited to the influence of e-commerce and performance of electronic companies in Kenya and adopted factor analysis method.

Yusufu (2013) revealed that systems automation is one of the internal business processes that is intended to improve customer service delivery. Integration of technology in the system enhances organizational productivity. It reduces customer waiting time, increases speed of service delivery, drastically reduces costs of production, processing and distribution, it enables the firm to be more efficient and effective, it enhances creativity and innovation among workers. Technology enables firms to increase their production capacities develop new products and boost employee motivation. Nevertheless, they focused on customer service but ignored to address the influence of technology in State corporations in Kenya.

RESEARCH METHODOLOGY

The study adopted a cross-section research design to establish the influence of strategic drivers and service delivery in the ministry of industry, investment and trade in Kenya. The target population of this study consisted of 557 respondents of 13 State owned corporation in the ministry of industry, investment and trade in Kenya as shown. The unit of analysis was State owned Corporation in the ministry of industry, investment and trade in Kenya while Unit of observation was employees of State owned Corporations in the ministry of industry, investment and trade in Kenya. Stratified sampling procedure was adopted to select respondents. The respondents of the study were categorized into two groups or stratum which included middle level managers and lower level employees. The respondents of the study included directors, departmental managers, trade and development officers. Israel (2009) formula was used to calculate the ideal sample size of 371 respondents. Questionnaires were the main instruments of data collection based on the fact that they provide an opportunity to collect data systematically and analyze it for strategic decision making. Further, secondary data was obtained from Acts of parliament, Service charters and Vision 2013 of Kenya.

Once the data is collected, the questionnaires were edited for accuracy, consistency and completeness. However, before final analysis was performed, data was cleaned to eliminate discrepancies and thereafter, classified on the basis of similarity and then tabulated. The responses were coded into numerical form to facilitate statistical analysis. Qualitative data collected from published content was analyzed using content analysis method where key themes were reviewed and deductive arguments were made based on the objectives of the study. Further, quantitative data was analyzed using Statistical Package for Social Sciences (SPSS version 21) based on the items of the questionnaires. In particular mean scores, standard deviations, percentages and frequency distribution were used to summarize the responses and to show the magnitude of similarities and differences. Multiple regression method was adopted to determine the statistical relationship between variables. Regression method was conducted at 95% confidence level and 5% significance level. Results were presented in form of tables. The linear regression model that was adopted was of the form;

$$Y= \beta o+\beta_1 X_1 + \varepsilon$$

Where;

Y represents Service Delivery in State owned corporations. β_1 to β_3 represents regression coefficients, X_1 are regression coefficients, ε is the error term that represents other factors not included in the model.

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Before conducting regression analysis, normality, linearity, homogeneity and multicollinearity tests were conducted and all met the statistical assumptions as recommended by Crowther and Lancaster (2012). A sample size of 371 respondents was selected from a total population 557 respondents. A total number of 371 questionnaires were administered to respondents but only 301 questionnaires were received from the field, 43 were incomplete (missing values) while 27 were not returned after administration. A total of 301 questionnaires were used in the analysis and this represented 81 % response rate which was above 50% as recommended by Fisher (2010).

RESULTS

Table 1: Technological Initiatives

Statements	**Mean**	**S.D.**
The website of my company is user friendly	2.86	.884
Employee of my company have personal computers	2.73	.664
Employees generate customer reports electronically	2.61	.587
Internet is always accessed by members of staff and reliable	2.51	.673
My corporation has an electronic database of information	2.44	.596
My corporation has a website	2.39	.498
Employees are computer literate	2.31	.234
Employees are specialized training on using particular software	2.30	.345
My corporation updates its website periodically	2.11	.309
Customer make enquiries through online platforms	2.08	.267
Customers are given real time information when need arises	2.06	.256
Aggregate Mean Score	**2.40**	**0.483**

Table 1 shows the pertinent results provided by respondents after being asked to indicate the extent to which they agreed technological initiatives influenced customer service delivery in the ministry of industry, investment and trade in Kenya. As depicted in Table 1, the study revealed that the mean score for the 11 statements was less than the 2.00 which meant that most of the employees disagreed with the statement while the rest either agreed or were neutral. The aggregate mean score indicated that even though technological initiatives were considered to influence customer service delivery, to a larger extent technological initiatives were embraced on a small extent. It was indicated that employees were not given personal computers, information provided in the websites was outdates, some workers did not know how to operate computers, enquiries made through online were not responded to and employees did not submit

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reports through online. These findings imply that even though technological initiatives were considered to have a significant impact on customer service delivery, to a larger extent the ministry of industry, investment and trade in Kenya was not embracing appropriate technologies to enhance customer experience. Inability to embrace technology was attributed to inadequate financial resources, lack of employee training and the slow pace of public institutions in embracing technology due to employee resistance to new changes. These findings are supported by Manani et al. (2013). Maurice (2014), Martindale (2011) and Melchorita (2013) who ascertained that technology can result to improved customer experience despite internal challenges attributed to employee resistance to new changes.

Table 2: Correlations Analysis

Variable	Pearson Statistics	1	Technological Initiatives
Technological Initiatives	Pearson Correlation	.149**	
	Significance (2-tailed)	0.002	
	Sample size	143	
	Sample size	143	
Customer Service Delivery	Pearson Correlation	0.032	.616**
	Significance (2-tailed)	0.000	0.023
	Sample size	143	143

**Correlation is significant at the 0.01 level (2-tailed).

*Correlation is significant at the 0.05 level (2-tailed).

Pearson's product correlation analysis was used to assess the relationship between the predictor variables (technological initiatives) on the dependent variable (customer service delivery in the ministry of industry, investment and trade in Kenya) as shown in Table 2. Further, the results indicate that there is positive significant relationship between (technological initiatives) on the dependent variable (customer service delivery); technological initiatives ($r = .616$, $p < 0.023$) at the 0.05 level in a two tailed test. This result imply that there exists a strong positive relationship between technological initiatives and customer service delivery in the ministry of industry, investment and trade in Kenya.

Testing of Hypotheses 1

H_{01}: There was no significant relationship between technological initiatives and customer service delivery o in the ministry of industry, investment and trade in Kenya

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Table 3: Regression Results of Technological Initiatives and Customer Service Delivery

(a)The Goodness of Fit Test

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.774	.555	.439	.04395

(b) The Overall Significance

Model		Sum of Squares	df	Mean Square	F-test	Sig.(p-value)
1	Regression	.055	1	.055	28.372	.000
	Residual	.066	34	.002		
	Total	.120	35			

(c) The Composite Score Test

Model		Unstandardized Coefficients		Standardized Coefficients	t-test	Sig. (p-value)
		B	Std. Error	Beta		
1	(Constant)	.353	.069		5.147	.000
	Technological Initiatives	.512	.096	.674	4.327	.000

Predictor: (Constant), Technological Initiatives

Dependent Variable: Customer Service Delivery

The results in Table 3 indicate that technological initiatives had a statistically significant influence on customer service delivery. It explained 55.5 % of variation (R^2=.555). The standardized regression coefficient (β) value of the computed scores of technological initiatives was .674 with a t-test of 4.327 and a significance level of p-value=. 000.The results indicate a linear dependence of customer service delivery on technological initiatives. The standardized regression coefficient was used as it is free from original units of the predictor and outcome variables. The null hypothesis was rejected at 95% confidence level and the study concluded that technological initiatives had a statistical significant effect on customer service delivery in the ministry of industry, investment and trade in Kenya.

CONCLUSION AND RECOMMENDATIONS

The study established that technology initiatives had a significant positive influence on customer service delivery in the ministry of industry, investment and trade in Kenya even though some challenges were experienced such as resistance of employee to new technologies. Despite existence of an active website, it was noted that some of the customer equerries were not

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respondent to on real time, some employees were not conversant or were challenged in interacting with the system, system down time was a major challenge that resulted to long queues and delay in attending a larger number of customers seeking various services. Further, it was pointed out that employees were not given personal computers to facilitate their performance. Inability of the ministry to update the website was also a major challenge. This study concludes that despite the fact that technological initiatives had a significant influence on performance of the ministry of industry, investment and trade in Kenya, the level of technology in the organization was on a small extent. Delays experienced during service delivery, non-response to online customer queries, inability to update the website, lack of appropriate and IT skills among workers should be addressed in order to enhance efficiency and effectiveness in service delivery. The study established that technological initiatives had a significant positive effect on customer service delivery in the ministry of industry, investment and trade in Kenya, though the ministry had not embraced the initiatives appropriately to improve performance. Therefore, this study recommends that top leadership should allocate adequate financial resources to invest in employee training, infrastructural facilities such as modern systems and computers. Further, the top leadership should partner with ICT firms in order to improve customer service experience.

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