EFFECTIVENESS OF E-BUSINESS STRATEGY ON ORGANIZATIONAL PERFORMANCE AT ELDORET WATER AND SANITATION COMPANY, KENYA

BY

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A RESEARCH PROJECT SUBMITTED TO THE SCHOOL OF POST GRADUATE STUDIES IN PARTIAL FULFILMENT OF THE REQUIREMENTS OF THE DEGREE OF MASTER OF BUSINESS ADMINISTRATION (STRATEGIC MANAGEMENT OPTION) OF THE SCHOOL OF BUSINESS AND ECONOMICS OF KISII UNIVERSITY

OCTOBER 2017
DECLARATION AND RECOMMENDATION

DECLARATION BY THE CANDIDATE

This project is my original work and has not been presented for a degree in any other university.

Sign……………………………………..    Date: ………………………..

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CBM12/10449/14

RECOMMENDATION BY THE SUPERVISORS

This project has been submitted for examination with our approval as university supervisors.

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DEDICATION

I dedicate this project to my parents Mr. Dominic Komen and Mrs. Miriam Komen and my adorable daughters Samantha Jebiwo and Stephanie Hannah for their cheer, support and encouragement throughout my studies.
ACKNOWLEDGEMENT

This project is the result of support from several sources and I wish to acknowledge them all. First, my success in completing this project is due to the almighty God. Secondly, I acknowledge with appreciation my supervisors Dr. Yusuf Kibet and Dr. Ayuma Okello for the valuable advice, professional guidance, patience and encouragement throughout the writing period without which the project would not have been successful. I will not fail to mention my boss Governor Alex Tolgos of Elgeyo Marakwet County for the permission granted out of office from time to time to enable me study and concentrated in data collection to write this project. Lastly, to my brother Noel Kosgei for being there anytime I needed someone to run errands for me while writing this project.
ABSTRACT

An e-business technique is fundamental to any association directing business over the Internet. E-Business technique is a piece of the corporate system and marketable strategy. Advancement in many associations is turning into a prerequisite to successfully enhance client benefit, enhancing reaction, access to data and enhanced quality merchandise and enterprises and this has been slacking for the current years in Kenya. In this regard, the purpose of the study was to examine the effectiveness of E-business on organizational performance at Eldoret water and Sanitation Company, Kenya. The study sought to; establish the effectiveness of online advertisement on the organizational performance at Eldoret water and Sanitation Company; determine the effectiveness of online positioning of products on the organizational performance at Eldoret water and Sanitation Company; examine the effectiveness of e-payment on the organizational performance at Eldoret water and Sanitation Company and assess the effectiveness of E-data interchange affects the organizational performance at Eldoret water and Sanitation Company. To achieve the objectives, the study adopted a case study design. The target population was 126 persons comprised of 109 employees from Technical department and 17 employees from Finance department at Eldoret water and Sanitation Company. The data was collected by use of questionnaires. Using Yamane formula, a sample size of 96 persons was obtained. The instruments was tested for reliability and validity to enhance credibility of data. Collected data was analyzed by use of both inferential and descriptive statistics. The study established a standardized regression coefficient for online advertising ($\beta_1=0.264$), online positioning ($\beta_2=0.393$), e-payment ($\beta_3=0.340$) and e-data interchange ($\beta_4=0.143$). Therefore, there was a significant positive effect of online advertising, online positioning, e-payment and e-data interchange on organizational performance. The examination, thus, suggests that the strategy producers, government IT divisions and other intrigued on-screen characters in its field and web security ought to build up a structure that guarantees successful detailing and usage towards web security and economical E-business in Kenya. The examination discoveries will be used by approach creators at national and district government levels and different offices in defining important strategies for economical Millennium Development Goals.

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<tr>
<td>EDI</td>
<td>Electronic Data Interchange</td>
</tr>
<tr>
<td>ELDOWAS</td>
<td>Eldoret Water and Sanitation Company</td>
</tr>
<tr>
<td>ICT</td>
<td>Information Communication Technology</td>
</tr>
<tr>
<td>IT</td>
<td>Information Technology</td>
</tr>
<tr>
<td>SMES</td>
<td>Small and Medium Enterprises</td>
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CHAPTER ONE

INTRODUCTION

1.1 Background of the study

The essential mission of any association is to survive, and to accomplish and keep up a reasonable upper hand over its adversaries in the long haul. Numerous associations have kept on looking for an upper hand by altering their operations in light of their evolving surroundings. This is particularly so in the wake of regularly expanding dependence on data correspondence innovation to work together. Top chiefs and key organizers are persistently looking for chances to improve upper hand through data innovation, a technique provoked as of late by the difficulties displayed by a turbulent monetary condition. E-Business has been characterized as "the utilization of electronic intends to lead an association's business inside and additionally remotely" (Jelassi and Enders, 2008).

An association's representatives, through data correspondence innovation, end up plainly interconnected through an intranet and with their clients and providers through an extranet or the web. This encourages sharing of learning and ability, revealing by help administration, and the arrangement of after-deals benefit and working together with business accomplices (Jelassi and Enders, 2008).

Inside the umbrella idea of e-business is online business, a term which, albeit much of the time utilized reciprocally with e-business, is entirely just a subset of e-business. Online business manages electronic exchanging of items and administrations utilizing the web or
some other media communications mode. Merchandise and enterprises are purchased and sold electronically, including the different periods of advertising, internet requesting, e-installments, and for some advanced items e-conveyance is conceivable (Jelassi and Enders, 2008). Consequently, while online business manages exchanging, e-business goes further to envelop the whole e-connections between an association's administration, staff, clients and providers. Turban et al. (2008) elucidate that e-business suggests a more broad importance of web business, consolidating not just the buying and offering of items and endeavors yet what's more upgrading customers, collaborating with business assistants, transmitting e-learning, and driving electronic trades inside the affiliation.

E-business has incredibly upgraded the ability of little and vast firms to contend in the worldwide commercial center because of the enhancements realized by electronic correspondences. These have given gigantic chances to organizations to construct nearer associations with their current customers and providers and in addition draw in new business from clients (Chaffey, 2009). E-business ought not, notwithstanding the unmistakable phrasing, be viewed as free from different exercises of an association. Associations ought to coordinate online e-business exercises with their other disconnected exercises in order to accomplish the general hierarchical goals. Moreover, an association's e-business methodology must advance "as a component of a procedure of nonstop change" (Chaffey, 2009).

The idea of execution has been generally utilized as a result measure in experimental research. While conceptualizing singular execution, it is important to recognize the activity (behavioral) versus the result parts of execution (Campbell, 1990). The activity viewpoint
alludes to what a worker particularly does at work, that is, the particular errands they are depended to embrace by the association – "what one is procured to do and do well" (Campbell et al., 1993). In this sense, execution is an evaluative procedure of activities that can be measured. The result part of execution alludes to the outcome or aftereffects of the person's activities (Sonnentag and Frese, 2002). At a corporate level, execution is multi-dimensional, enveloping errand execution or relevant execution points of view. Errand execution can identify with development and client situated exercises which upgrade client benefit (Anderson and King, 1993). Relevantly, execution points at first at the smooth working of the association, and along these lines at changing and enhancing work techniques and hierarchical procedures.

Hierarchical execution is additionally observed as a measure of the accomplishment with which associations can meet their expressed goals over a given timeframe (Asiabugwa, 2011). One noteworthy execution target of firms is to accomplish a maintainable upper hand. Upper hand is the capacity of the firm to outflank equals on the essential execution objective – productivity. Allow (1998) battles that when no less than two firms fight inside a comparative market, one firm has a high ground over its rivals when it gains an unequivocally higher rate of advantage, or can win an enthusiastically higher rate of advantage.

As per Hitt et al. (1997), a reasonable upper hand is accomplished when firms execute an esteem making technique that is grounded in their own particular one of a kind assets, capacities and center capabilities. Firms accomplish vital aggressiveness when their novel center skills are utilized adequately to exploit openings in the outside condition.
Benchmarking information and exploring key contenders gives a premise to judging the focused quality of opponents on such factors as cost, key item properties, client administration, picture and notoriety, monetary quality, mechanical abilities, appropriation capacity, and other aggressively imperative assets and abilities (Thompson et al., 2007). Therefore techniques that empower accomplishment and manageability of an upper hand enhance the execution of the association.

The McKinsey 7S system portrays authoritative adequacy as a result of seven key components: procedure, frameworks, structure, shared esteems, abilities, staff and style. These components are interconnected and together assume a vital part in the fruitful direct of the matter of any association and in addition in the accomplishment of its vision and mission. After characterizing their association's key heading, senior officials must take a gander at conditions and patterns in the association's condition to distinguish vital issues. This calls for key investigation which includes dissecting the company's outside and inward conditions keeping in mind the end goal to think of its key position. In this manner, e-business has a far reaching sway in transit associations direct business globally. It has robotized and streamlined inside procedures and interchanges, conveying profitability and productivity enhancements. In the store arrange, e-business has extended levels of participation, decreased trade costs and improved responsiveness to change. E-business has changed retailing, with the creating slant for electronic shopping and the availability of cutting edge movement of a broad assortment of things and organizations. In a couple of divisions, for instance, subsidize, new sorts of contention have ascended out of affiliations grasping e-business strategies. The European Commission declared in "ICT and e-Business
Impact Studies, 2009" that e-business parts were right now a key segment of business. Various affiliations have taken the key decision to fuse e-business courses of action into creation frames, quality organization, advancing, collaborations and customer organizations. Honestly, 97 percent of respondents to the examination uncovered that their new systems are maintained e-business methods (Armstrong, 2001).

Numerous associations in Africa have utilized e-business methodologies to change the conveyance of client benefit. Offices, for example, web based requesting, self-benefit specialized help and group gatherings, have enhanced administration quality and diminished expenses. Associations in numerous areas confront new types of rivalry from organizations that use e-business systems to offer clients an amazing administration at bring down cost than built up organizations. In the budgetary segment, for instance, an investigation by Perrott (2005) of the University of Technology, South Africa expressed that e-business systems were changing the structure of the managing an account industry with the rise of non-conventional contenders, for example, retailers or other monetary organizations.

Many organizations in Kenya utilize e-business methodologies in a wide range of routes, and at various levels of refinement. Almost all organizations utilize email. Many have a site, and a significant number of them offer essential internet business benefits on their site. These fundamental e-business applications don't significantly affect how the organization works, i.e. on its procedures or plan of action. A considerable lot of the SMEs in assembling divisions, remarkably in the more conventional ventures, utilize e-business on this level. The additions in process productivity and cost reserve funds are restricted; then again,
interests in the innovation are low too. For a significant number of the littler organizations this might be the ideal utilization of e-business, gave that they are not constrained by substantial purchasers to overhaul their e-business capacities. At an extremely fundamental level, applications, for example, email and utilizing the web don't have real ramifications for the current business. They bolster forms as they may be. To adequately utilize further developed types of e-business, for example, the trading of institutionalized information with business accomplices, organizations frequently need to actualize noteworthy hierarchical changes in parallel. In a few segments, the ascent of e-business has affected inward procedures, as well as is changing the whole plan of action of organizations or the division in general (Sapienza, 2002).

1.2 Statement of the Problem

E-business assumes a critical part in the change of vital execution. Parsons, Thomas, and Gregory (1983) count the parts played by e-business in vital administration by upgrading upper hand, particularly by enhancing operational proficiency and useful viability, through abuse of between authoritative cooperative energies, through new item advancement utilizing data innovation, and through the obtaining of a superior bartering advantage over one's clients and providers. Meanwhile, advancement in e-business is steady, with a constant presentation of new advances, new plans of action and new correspondences approaches (Chaffey, 2009).

In a perfect world, associations are should play out their best in conveying quality administrations to their clients, for this case, Eldoret Water and Sanitation Company needs
to achieve their shoppers inside and outside their encompassing with sufficient and ongoing operational proficiency which will hinder slow increment of throughput consistently (Sinkula, 1994). Clients now days are likewise all the more requesting and educated henceforth the Eldoret Water and Sanitation Company needs to set up methodologies that will prompt having more fulfilled and cheerful clients.

Numerous current examinations have been embraced in the zone of web based business, data frameworks, and e-business, particularly as connected in the administration business. Busienei (2011) set up that data innovations are utilized as a part of for all intents and purposes all aspects of managing an account. Kimama (2011) built up different difficulties experienced in the execution of wellbeing administration data frameworks. Odiko (2004) suggested that data innovations ought not exclusively be utilized to access new markets or for correspondence purposes, yet for different business bolster forms too. Njeru (2010) did a study on the degree to which online business upgraded upper hand by concentrate fifty one enlisted Kenyan tourism showcasing firms. The investigation focused on different parts of exchanging exercises and inferred that web based business did to an expansive degree upgrade upper hand. These examinations and others affirm and feature the requirement for associations to grasp developing innovations in their methodologies. Be that as it may, to the best of the specialist's information, the setting of a particular Kenyan visit firm, attempted with a view to extensively dive into the inward and outside operations of a visit association in Kenya, had not been examined. A top to bottom investigation into the operations of a particular visit firm was required in order to recognize e-business application in the mind boggling connections between administration, staff, clients and
providers, and accordingly set up the effect of e-business when connected as a technique to enhance execution. This examination endeavored to answer the accompanying inquiry. How does Eldore Water and Sanitation Company apply e-business, and has e-business procedure enhanced the association's execution?

1.3 Purpose of the study

The purpose of this study was to examine the effectiveness of E- business strategy on organizational performance at Eldore Water and Sanitation Company, Kenya.
1.4 Objectives of the study

The study was guided by the following objectives:

(i) To establish the effectiveness of online advertisement on the organizational performance at Eldoret water and Sanitation Company, Kenya

(ii) To determine the effectiveness of online positioning of products on the organizational performance at Eldoret water and Sanitation Company, Kenya

(iii) To examine the effectiveness of e-payment on the organizational performance at Eldoret water and Sanitation Company, Kenya

(iv) To assess the effectiveness of E-data interchange affects the organizational performance at Eldoret water and Sanitation Company, Kenya

1.5 Research Hypotheses

**H01:** Online advertising has no significant effect on organization performance at Eldoret Water and Sanitation Company

**H02:** Online positioning has no significant effect on organization performance at Eldoret Water and Sanitation Company

**H03:** E-payment has no significant effect on organization performance at Eldoret Water and Sanitation Company

**H04:** E-Data Interchange has no significant effect on organization performance at Eldoret Water and Sanitation Company
1.6 Significance of the study

The examination is of awesome significance to Eldoret Water and Sanitation Company; the organization might have the capacity to receive e-business systems which might be critical to the execution of the association. In such manner, they will achieve more clients in every aspect of their supply, keep and refresh their records consequently, understand the zones that has issues lastly wind up with a procedure that acquires genuine change expanded productivity and consumer loyalty in the association. The discoveries of this investigation will have viable administrative ramifications on the figuring E-business systems to enhance promoting techniques, setting advertising specialty, designation of assets, client's esteem studies, statistical surveying, client mind that outcomes to consumer loyalty and foreseeing the rising issues in the showcasing patterns in the locale. Subsequently, data on E-business technique will enable Eldoret To water and Sanitation Company to distinguish the territories that should be engaged and enhanced for better execution consequently execution to be figured it out.

The examination will include to the current learning authoritative execution and thus goes about as a kind of perspective material for those keen on leading exploration in the zone of E-business methodology. Moreover, the investigation is required to be critical to different organizations which offer administrations to clients; they can fuse e-business techniques in their authoritative operations, hindering their execution. In conclusion, the researchers and specialists in the field of scholastics are relied upon to get important writing to help them for their investigations and research.
1.7 Scope of the study

The investigation was done at Eldoret Water and Sanitation Company. The examination concentrated on researching the adequacy of web based situating of items, the e-information exchange, the online commercial and the e-installment on authoritative execution. The investigation was completed at Eldoret Water and Sanitation Company since it is the main water organization serving Eldoret town and its environment. It was completed between the long stretches of April and May 2017. The investigation focused on the representatives of the Company. It received the utilization of polls plans as the essential information gathering devices.

1.8 Limitation of the study

The examination was looked with a few constraints; while noting the inquiries, a few respondents were not willing to uncover vital data on the E-business and authoritative execution. Be that as it may, the analyst tended to this by clearing up on the privacy of the outcomes and the hugeness of the examination. In spite of every one of these confinements, it is trusted that the consequences of this investigation will fundamentally add to the utilization of e-business methodology in authoritative execution.
1.9 Operational definition of terms

**E-business** is the use of the online advertising, online positioning, E-Payment and E-Data Interchange to enhance organizational performance

**E-Data Interchange** is the adoption of Third Party Service Provider, Customer Internet Gateway, Value Added Network and direct connect ensure organizational performance

**E-Payment** is the use of Visa card services, M-PESA pay bill services, agency banking services and automatic bank-to-vendor payment to ensure organizational performance

**Online advertising** is the use of blog advertising, social media, online newsletters’ advertising, web banners’ advertising to ensure organizational performance

**Online positioning** is the adoption of the demographic-related positioning strategy, online competitive positioning strategy, online quality positioning strategy and online value positioning strategy to ensure organizational performance

**Organizational performance** is the speed of the response, number of revenue collected, share price of the organization and number of the customers that receive the services.
CHAPTER TWO

LITERATURE REVIEW

2.1 Concept of e-business strategy

With the section of the Internet and a lot of web change progressions around the globe, e-business is the new mantra of affiliations these days. The Internet has from different viewpoints invigorated the difference in affiliations worldwide that would interface be able to with a more expansive purchaser base and promotes their things all the more adequately and competently. Corporate exchanges, interface outlines, forefront applications are in addition found on the Internet. E business has been fused as the most recent zone in business and has changed into a conspicuous need have in the greatly commanding headway driven open market. E Business Strategy can be merged as the methodologies addressing E Businesses through discovered data dispersal (Barney, 2001).

Prahinski and Benton (2004) report IT could enhance exchanges inside and outside the affiliations and it could overhaul the execution of the affiliations. Any store mastermind association is set up through a superior than normal correspondence among different merchants and clients (Narasimhan and Jayaram, 1998). There is more then likely that sharing data among different affiliations can engage them to show signs of improvement age, stock association and development engineering (Kearns and Lederer, 2003). The trading of data among different firms for settling on snappy pushing toward choices just conceivable through its present advances (Mabert and Venkataramanan, 1998), which impacts it conceivable business to process reengineering (Grover and Malhotra, 1997).
Bharadwaj (2000) demonstrated an advantage create point of view in light of data progression restrain and corporate execution in a right examination.

As showed by Coleman (2008) data dispersing has been thoroughly observed as the nature of e-business, which utilizes data advancement in a most fit way. Not just has e-business has come to acknowledge a key part on the planet exchange situation; there is no business without a running with e-business nowadays. E business enables a business to open its section to the general market and change into a touch of the general business gathering. The most basic fragment of e-business is that it urges affiliations proceed forward to the overall scene at irrelevant cost yet with most imperative suitability. E-business has increased excellent levels of ground as plans of movement, which have not been had an extraordinary time by some unique designs of action. A touch of the cases would be MRP (Material Requirements Planning), EDI (Electronic Data Interchange) or ERP (Enterprise Resource Planning). The basic highlights of e-business methods are stock framework association and email showing (Barney, 2005).

Collis (2005), states that persuading association regarding the store framework can be managed the assistance of e-business structures. Bolster he consolidates that it will guarantee better coordination between the wholesalers and the retailers of different things. Better coordination of the stock framework appropriate from the source till the last development of the thing can be adequately acknowledged utilizing e-business technique. This in addition passes on us to the point of online business where a parallel course of
action of acquiring and offering can be watched utilizing spread of data over the Internet. Everything connecting from cars to electronic thingamabobs can be procured over the Internet stuck in an unfortunate situation free way under the aegis of sound creation orchestrate association.

Cook and Yanow (1993) battles that persuading e-business techniques would fuse better client association and client relationship association guaranteeing the greatest measure of consumer loyalty. E business is locked in at giving the client neighborly associations, which would intertwine the hopeful development of things pleasant doorstep of the purchaser. Stock and association bargain: e business approaches can also help in better stock and association joining through masterminding particular presumes stock assembling and getting hardware and device which will maintain a strategic distance from purposeless buys which can actuate higher uses including diverse commitment recommendations. Imperative operations encouraged towards at the present time focuses instead of essential organizing went for entire arrangement goals can be better formed executing the e-business methods (Coplin, 2002).

Coyne, (1986) battles that e-business veers from the standard float of business by reviving the business exercises and giving an absolutely new estimation and definition to affiliations worldwide be it whether affiliations, joint endeavors or enormous associations. The web, intranet, cell structures and different sorts of modernized advancement have impacted a distinguishing strength to respect chain among customers, masters, providers, accessories and merchants empowered in the area of web showing (Crossan, Lane, and White, 1999). The instruments and spines of e-business procedures intertwine attestation of bits over the Internet, electronic progressing, on-line exchanging and closeout bargains over the Internet. E-business systems will correspondingly separate for practically nothing and medium-sized affiliations. Close to standard sources, e-business systems can influence compensation from upkeep of current channel uprightness, to wage made using paid propelling associations, pay rates got from franchisees and enlistments (Dale, 1994).

2.1.1 Concept of Organizational Performance

The idea of execution has been broadly utilized as a result measure in exact research. While conceptualizing singular execution, it is important to recognize the activity (behavioral) versus the result parts of execution (Campbell, 1990). The activity viewpoint alludes to
what a worker particularly does at work, that is, the particular errands they are endowed to embrace by the association – "what one is procured to do and do well" (Campbell et al., 1993, p. 40). In this sense, execution is an evaluative procedure of activities that can be measured. The result part of execution alludes to the outcome or aftereffects of the person's activities (Sonnentag and Frese, 2002). At a corporate level, execution is multi-dimensional, enveloping assignment execution or relevant execution points of view. Errand execution can identify with development and client arranged exercises which upgrade client benefit (Anderson and King, 1993). Relevantly, execution points at first at the smooth working of the association, and in this manner at changing and enhancing work methodology and authoritative procedures.

Authoritative execution is likewise observed as a measure of the accomplishment with which associations can meet their expressed targets over a given timeframe (Asiabugwa, 2011). One noteworthy execution target of firms is to accomplish an economical upper hand. Upper hand is the capacity of the firm to beat matches on the essential execution objective – benefit. Concede (1998) contends that when no less than two firms fight inside a comparative market, one firm has a high ground over its foes when it picks up a steadily higher rate of advantage, or can win a productively higher rate of advantage..

As indicated by Hitt et al. (1997), a practical upper hand is accomplished when firms actualize an esteem making technique that is grounded in their own novel assets, capacities and center abilities. Firms accomplish vital aggressiveness when their extraordinary center
capabilities are utilized successfully to exploit openings in the outer condition. Benchmarking information and exploring key contenders gives a premise to judging the aggressive quality of adversaries on such factors as cost, key item traits, client administration, picture and notoriety, monetary quality, mechanical abilities, dissemination capacity, and other intensely imperative assets and abilities (Thompson et al., 2007). Hence systems that empower accomplishment and manageability of an upper hand enhance the execution of the association.

As indicated by Armstrong and Baron (2010), execution administration is a key and coordinated approach that empowers associations to convey supported accomplishment by enhancing the execution of workers and building up the capacities of the groups. It is vital in that it is specifically identified with the long haul objectives and course of the association and is coordinated in four detects - vertically by adjusting individual, group and business destinations, practically by adjusting diverse parts of the business, human asset joining to accomplish a lucid way to deal with human asset administration, and mix of individual needs with those of the association.

Hierarchical execution isn't just about what is accomplished yet in addition about how it is accomplished. Progression is one of the key components of execution, and execution change can't be refined without convincing methods of consistent change. Advances have been made in showing noteworthy pointers and systems related with execution. Affiliations require especially performing individuals remembering the true objective to meet their
targets, to pass on the things and organizations they worked in, ultimately to fulfill high ground. Execution is in like manner basic for the individual, since completing assignments and performing at an anomalous state can be a wellspring of satisfaction, with feelings of specialist and pride. Furthermore, execution, in case it is seen by others inside the affiliation, is every now and again compensated by money related and diverse preferences. Van Scotter, Motowidlo, and Cross (2000) highlighted that execution is an imperative, regardless of the way that by all record by all account not the only, basic for future calling change and achievement in the work publicize.

The remote and industry conditions are continually changing, forcing changes to the execution prerequisites of the firm, for example, ceaseless change to look after intensity. Authoritative structures must be adjusted to the operations of the association, regarding whether it is a worldwide firm or nearby, since structures can encroach on execution. Compliment and process-based structures have been observed to be best as they advance cooperation, giving client center through groups in benefit and money related ventures (Armstrong and Baron, 2010).

2.2 Theoretical Background Review

2.2.1 Performance Theory

The investigation was guided by Growth Theory by Penrose, (1959). Execution hypothesis gives a hypothetical vantage point to watch and translate e-business advancement in the worldwide economy. Execution hypothesis is by and large connected with models,
systems, clarifications and prescient structures that describe what drives a hierarchical execution. The most principal suggestion of Performance hypothesis is that there is nonstop exogenous mechanical advance. The related advances appear as new merchandise, new markets, and new procedures to support a positive execution rate of yield per capita over the long haul.

As indicated by the investigation, this recommendation in innovation prompts authoritative execution coordinates the setting of advanced economy execution. Web advances make the reason for ceaseless advances regarding new products, new markets and new plans of action in the computerized economy, which give the premise to e-business improvement. Then again, it will likewise extends the hole of e-business advancement among nations.

Execution is something for which most organizations, huge or little, endeavor. Little firms need to get colossal, immense firms need to get more prominent. Point of fact, associations need to create, watched Crosby (2005), "if for no other explanation than to oblige the expanded costs that create throughout the years. Expansion additionally raises the cost of everything, and retaliatory cost increments are not generally conceivable. Compensations ascend as workers pick up position. The cost of advantages rises in view of their extremely structure, and it is hard to take any back, especially if the endeavor is beneficial. Subsequently cost disposals and benefit change must be led on a proceeding with premise, and the incomes of the association must keep on increasing so as to expand the base."
Most firms, clearly, need execution remembering the true objective to succeed, not just to survive. Legitimate execution, regardless, suggests different things to different affiliations. As a general rule, there are various parameters an association can gage its execution. The most imperative gauge is one that shows progress with respect to an affiliation's communicated destinations. A complete goal of most associations is advantage, so net advantage, salary, and other fiscal data are frequently utilized as "essential concern" indications of execution. Distinctive business people, in the meantime, may use bargains figures, number of laborers, physical improvement, or other criteria to judge various leveled execution (Day, 1994).

2.2.2 Diffusion of Innovations Theory

The Diffusion of developments hypothesis was proposed by Rogers in 1962; alluded to in Einstein (2008). As per Rogers, Diffusion of Innovations hypothesis is a speculation of how, why, and at what rate new contemplations and development spread through social orders, working at the individual and firm level. In light of Diffusion of Innovations hypothesis at the firm level (Einstein, 2008), ingenuity is identified with such free factors as individual (pioneer) qualities, inward hierarchical basic attributes, and outside attributes of the association. Singular qualities portray the pioneer state of mind toward change.

Inward attributes of hierarchical structure incorporate perceptions as per Rogers, centralization is how much power and control in a framework are amassed in the hands of a moderately couple of people; intricacy is how much an association's individuals have a generally abnormal state of learning and aptitude; formalization is how much an
association underlines its individuals' following guidelines and methods; interconnectedness is how much the units in a social framework are connected by relational systems; authoritative slack is how much uncommitted assets are accessible to an association; measure is the quantity of representatives of the association".

Outer qualities of authoritative allude to framework receptiveness. In connection to the investigation, the capacity of an association to receive pertinent innovation depends on the sort of movement that requires the utilization of new innovation. The appropriation of e-obtainment, for this situation, relies on the need to change the key phases of the acquisition procedure. As indicated by Rogers (2008), the inward qualities of association structure centralization, multifaceted nature, formalization, interconnectedness, hierarchical slack and the quantity of representatives. This relationship requests that a framework to be set up should meet the prerequisites of the associations trademark or operation of the obtainment procedure.

For this situation, the acquisition procedure is considered as an inside trademark that arrangements with offering, invoicing and installment. Furthermore, therefore, the received innovation most considered for the hierarchical execution of this undertaking will be e-invoicing and e-installment. Since mechanical appropriation includes change in the hierarchical execution of the foundation, the needy variable in this examination will be authoritative execution.
2.3 Empirical Review

2.3.1 Effectiveness of online advertising on organizational performance

De Geus, (1988) sees progressing as the branch of publicizing that strategies with passing on to clients about things, brands, associations and affiliations. The Internet, as a general trades medium, outfits promoting experts with exceptional and as often as possible practical techniques for achieving propelling social events of onlookers. Basically as with all media, regardless, progressing on the Internet has captivating reasons for interest. Clients utilize the Internet to help them in for all intents and purposes all parts of life, making boundless chances to put fundamental, composed advert messages.

There are various courses for an e-business to promote. One instance of a publicizing system for an e-business would fuse the usage of pay-per-click advancing. The association would need to think about an once-over of watchwords related to their thing or organization, test the pervasiveness of these catchphrases and after that use the best ones in its pay for each snap commercial campaigns. This is an ideal way to deal with go to a concentrated on swarm that is starting at now checking for what the association conveys to the table. For example, a business person has another advanced book on benefitting at home. He would pick catchphrases, for instance, "benefitting," "wealth," or "simple income," in his PPC promotions. These notices would association with a welcome page for the new advanced book that contains bargains copy proposed to convince visitors to purchase the thing (DeNisi, 2000).
Hitt, and Jackson, (2003) states that electronic publicizing empowers relationship to concentrate on their social event of individuals so well, that they simply need to pay when some person finds more information in the wake of seeing the advert. For example a furniture store can show their advertisements to people who are examining Google for cowhide lounge chairs or even buy oak tables. Online notices can even pursue people. If some person has gone to a site, and has an eagerness for the business, ad frameworks can use this information to indicate adverts lifting the things to those people when they visit diverse destinations, this is another instance of precision advancing. In context of the above, attitudinal commitment is researching the possibility of good and perfect perspective towards a master association like trust or enthusiastic association however customer behavioral devotion highlights on customer lead like repeat of obtainment and casual (Das et al., 2009; Taleghani et al., 2011 b). The two key inclinations of customer unwaveringness and trustworthiness is that once customers wind up recognizably satisfied and loyal to the association, go over arrangements and referrals will fabricate, which will provoke execution in earnings and bit of the general business.

Dodgson, (1993) fights that inside a day or even hours affiliations can consistently gage how productive a campaign is. If the landing on wander is low then clear keep the advert from showing any more. It furthermore offers ways to deal with dependably improve their advancing. For example, it can without a lot of an extend set up 10 unmistakable variations of an advert and test which is the best for an insignificant exertion, before continuing with propelling that promotion. With such a by and large safe factor and the ability to concentrate on the gathering of spectators with exactness, look publicizing is something
each online business should consider as a part of the Internet promoting plan (Malone, 1997). In the organizations relationship advancing district (Assael, 1987) prescribes that brand resolve is feeling of obligation with respect to a particular brand that rises up out of certain inspiring perspectives. For this circumstance Eldoret Water and Sanitation Company should recognize their picture and make it tried and true to its customers, in this event it is the water gave to customers their ought to be constantly open and strong. The sewerage system should work and unto date that suggests inconsequential blockages and instantly reachable and open staff to respond to customer protestations and comments. Obligation has been described in as regard affiliation being tried and true to the customers and as a driving forward need to keep up a regarded relationship with the clients (Moorman et al 1992). Hocutt 1998 communicated that commitment is the mean to continue with a methodology or development or the need to keep up a relationship. Barry et al (2008) saw that buyers develop their devotion in light of calculations of trading risks and moreover thoughts of constancy. Obligation generally suggests a presentation that specific points and practices depict with the explanation behind recognizing an impetus for the two social events over a long extend (Vesel and Zabkar, 2010).
Wu and Chen (2006) demonstrated a flavor system for measuring the execution of e-business interests in forefront making. The system utilizes unmistakable measures in spite of money related figures to assess the execution. The examination utilized an integrative execution estimation structure with a three-level structure of true blue dynamic system including corporate methodologies, making choices, and operational exercises. Different levels of execution measures were examined over different periods and the model was insisted by consider information. The outcomes showed that time tag had advantageous result on the execution measures of corporate procedure and that they were on an exceptionally essential level related with operational exercises.

Today, electronic applications have taken off goliath overhauls on the substance of economy and it has made different business-to-plans of action, which was nonsensical to have three decades back (Sengupta, 2001). Koellinger (2008) dissected the relationship among advancement, movement, and firm execution in an observational examination from e-business in some European nations.
Email displaying was the essential sort of Internet publicizing, and includes advising lifting messages to potential clients. Appeared after standard mail, email publicizing is a sort of "push" displaying whereby promoters can lease an email list and send an execution offer to their normal interest gathering. Email addresses are either gotten from the Internet, acquired or leased from the email address merchants, or, all the more in a perfect world, picked up especially from the clients (as in endorsement progressing). Around the start of its utilization, email progressing had higher reaction rates than general postal mail or standard promotions (Honda and Martin, 2002).

Pick in email is the most palatable sort of informing. Using simply select in messages for sending displaying messages is a kind of approval promoting. A champion among the most total implications of pick in email is that it is a course of action for giving approval under which the customer unequivocally permits the Web site executive to either assemble the information, use it in a predefined way or conceivably share it with others when such use or presentation to pariahs is unimportant to the purpose behind which the information was accumulated (GetNetWise, 2014).
Wireless exhibiting suggests manage elevating to buyers by methods for PDAs. Progressions, for instance, SMS, MMS, Bluetooth and infrared are used to proper business substance to PDAs; mobile phone displaying can be the snappiest creating and most targetable procedure for check advancing. Dushinski (2010) points out that flexible development not simply allows promoters to accomplish customers where they are, it empowers them to attract convenient customers by concentrating on their incite and specific needs. He moreover prescribed that it is giving customers what they require, when they require it and that is the stand-out motivating force of wireless displaying and associations, authorities and not-revenue driven relationship of different sorts can have productive fights without spending each and every penny.
Compact sponsor said that brands and promoters can use the adaptable channel to fabricate their picture proclivity, affirmation and customer commitment. The interest in versatile is the channel's ability to secure new customers, increase customer steadfastness and create check care and favoritism to adjust content and the way that it allows promoters to offer solace to purchasers. Lancaster and Withey (2006) imparted that the execution of electronic advancing, for instance, the web, email, mobile phones and so forth has empowered information to wind up evidently more fast and around the world. Kula and Tatoglu (2003) battle that the impact in remote progressions has provoked a massive augmentation in flexible correspondence and in this way the execution of convenient advancing and publicizing. The extended usage of the web and particularly locales as a constrained time gadget for individuals and associations has offered various promotors a further fruitful instrument realizing more control and evaluation of the correspondences. E-promoting expect a fundamental part in benefitting the associations' procedures. The 5S model of e-advancing shows the focal points that it can create. The 5S demonstrate contains the mix of "offer serve-talk save sizzle" (Chaffey and Smith, 2013).

2.3.2 Effectiveness of online positioning on the performance of organizations

As indicated by Grant, (1991), situating is the picture made according to clients. It helps in advertise division as situating will figure out what showcase (i.e. low, medium or top of the line). Situating centers around the objective market section the business looks to serve and the differential preferred standpoint with which it will contend with rivals in that portion. For instance, Ferrari is situated in the glory section of the auto advertise with a differential favorable position in light of superior and selectiveness. The situating system is basic to characterizing the showcasing blend. It will manage the kind of item it will be
conveyed to showcase (i.e. top notch, low quality), where it will be sold, and the amount it will cost and how it will achieve its intended interest group. The situating methodology likewise ought to be made to be alluring, eye finding and persuading to the client consequently understand the hierarchical execution that the organization wants.

Garvin, (1993) examined in his examination that organizations that neglect to unmistakably comprehend their situating may have an incoherent promoting methodology and neglect to achieve their objective portion. The situating technique must be obviously characterized in the showcasing plan and will importantly affect the promoting blend. Without an unmistakable and solid situating procedure, heaps of time and cash are spent futile not simply advertising dollars, but rather almost every other corporate venture, from creation and dissemination directly down to overhead costs. Since situating methodology is the explanation behind being. On the off chance that situating isn't unmistakably explained your situating, and on the off chance that it doesn't have genuine, significant, separated an incentive to the commercial center and the association, at that point the association won't just float fairly carelessly, yet in addition the odds of genuine achievement are enormously reduced.

Production of and adherence to appropriate and fruitful situating procedure is maybe a standout amongst the most troublesome parts of extraordinary advertising. It's the most essential foundational component. It drives promoting, as well as operations where associations go, in what they contribute, what's vital and so forth (Morgan, 1996).
Custodian (2005) examinations the engaged condition and industry appeal to choose an essential arranging, familiarizing a five forces show with analyze the forceful condition. The blend of these forces (the dispute among existing contenders; the dealing vitality of suppliers; the wheeling and dealing vitality of customers; the danger of substitute things or organizations; and the nearness of preventions to area) chooses the business charm and associations should change their strategy to their forceful condition. It is difficult to expel general choices about the impact of the Internet on the whole deal advantage, because the vitality of each of the five forces contrasts from industry to industry; in any case, in an investigation, Porter (2005) perceives a couple of examples, which are negative in the most part, related with the effect of the Internet in the business structure. Essentially, he says that it is obvious a development in the amount of contenders and of the power of the restriction, since limits to segment are slight and the advancement is ending up more available as time cruises by; the vitality of customers in like manner tends to ascend because of low trading costs and higher acclimation with this development. Of course, Internet is seen as an opportunity to upgrade productivity, since it allows a more unmistakable proximity with customers that could be used to augmentation or separate the associations’ offer.

As per Goh and Henderson (2003), the esteem chain idea has been strengthened by bow complexity and commonness of innovations of data, especially the Internet. Doorman considers that the upper hand is an aftereffect of low expenses or separation, which joined with a limited or wide key target, result in four non specific techniques. For every procedure there is a correspondence to various exercises, with the goal of significant worth creation, along the few factors of the esteem chain. To acquire a reasonable upper hand an
organization should move in just a single nonexclusive technique; notwithstanding, he
concedes extraordinary circumstances that make conceivable to grow more than one non
specific procedure (more separation and in the meantime the likelihood to decrease costs)
, being one of them the presentation of another innovation or advancement.

In his perspective Huber, (1991), states that there aren't any electronic procedures, however
just systems and he focuses on that exclusive by fusing Internet in a worldwide technique
will be conceivable to utilize this intense new innovation as an effective power of upper
hand. As he would like to think, the changes presented by the Internet in the aggressive
condition bolster, to a higher degree, the need for organizations to separate through a vital
situating. In addition, he considers that in spite of the fact that Internet related applications
have an impact on the cost and nature of the exercises, they are neither the main, nor the
prevailing impact: ordinary components, similar to scale, individual ability, item and
process innovation, additionally have an essential part, staying in place the vast majority
of the wellsprings of conventional upper hand. Situating ought to be in accordance with
the authoritative destinations and what they need to accomplish over the long haul. The
staff taking care of e-situating ought to likewise be knowledgeable with the framework and
have the expectation of the association as a main priority to accomplish the coveted
objective. Benjamin and Wigand (2004) one of the principle impacts of the key situating
is the decrease of exchange expenses, and they distinguish four territories of chance and
hazard: the buyer will have most extreme decision at a lessened value; bring down
coordination costs through the esteem chain; diminished expenses of dispersion;
redistribution and potential lessening of aggregate benefits.
Schumpeter (2002) thinks about situating as the primary wellspring of significant worth creation. Mechanical change and new mixes of assets are, in his point of view, drivers of the improvement of new items, new administrations and new generation techniques, and enterprise with regards to associations is central to the acknowledgment, association and conduction of progress. The idea of imaginative devastation accentuates how a few rents are appropriated by business people, when an innovative change happens, and how the rents reduced as long as the situating progressed toward becoming to sum up.

Wu and Lu (2012) asked about the relationship between CRM, RM, and business execution for veritable legitimate examination of lodge industry in Taiwan. They revealed that executing CRM has a giant and valuable result on the RM influence, passionately impacting business execution for the two inns and B and Bs. By and by, the Internet association and client strengthen segments of the CRM procedure are the critical wellsprings of effect on the RM impacts and business execution, however for B and Bs, the displaying bolster breaking point of the CRM framework alone effects the RM factor and business execution. To accomplish higher execution, the distinctive sorts of lodge tries should join their control high ground before acknowledging key CRM strategies.

Bremser and Chung (2005) demonstrated an associated show for execution estimation in the e-business condition. The major reason for the paper was to exhibit a structure for making execution estimation estimations in the e-business condition utilizing adjusted scorecard approach with existing sensible groupings of e-plans of movement. Kim et al.
(2008) reviewed the impact of key masterminding on firm execution in the e-business setting. They detailed that innovative parcel procedures together with mechanical assets could genuinely influence firm execution in the e-business setting, a setting where there is incredible turbulence in imaginative change.

Tarkman et al. (2010) considered the effect of business examination on store orchestrate execution and their finding endorsed a fundamental relationship between intelligent limits and execution. The modify impact of data structures bolster is widely more grounded than the effect of business process introduction. The exposures give a predominant impression of the areas where the impact of business examination might be the most essential one.

2.3.3 Effectiveness of e-installments on hierarchical execution

Lipshirts, R. (2000) states that e-portion is a general term used to depict any kind of portion that is made on the web, for an online tolerable that is then conveyed or traded to the buyer or an online organization. E-portions are one of the essential features that make all e-business possible and an extensive variety of structures exist. E-portions are in like manner a modestly new procedure for portion and they have downsides that associations are endeavoring to diminish, improving the experience for all buyers.

Electronic installment frameworks are a basic piece of electronic trade and electronic business and are extraordinarily vital for their further advancement. Be that as it may, customary methods for paying for merchandise and enterprises don't work legitimately finished the Internet. Existing installment frameworks for the disconnected world, for
example, Visas, are broadly acknowledged as a methods for installment on the Internet, however clients don't find in them enough of unwavering quality, put stock in, security, and so on. (Lopez, Peon and Ordas, 2005). The current installment frameworks are additionally a long way from perfect for shippers, due to the high exchange costs, fake action and the numerous gatherings associated with installment preparing. These issues result in hesitant interest of clients in e-business exercises, and this circumstance, in its turn, influences vendors who are losing potential clients.

On the impact of e-installment on authoritative execution, the examination has possessed the capacity to recognize assets, for example, thinks about done by Porter, 2001; Asuma e-Future Center, (2007) on E-installment is in the worldwide economy. Additionally, the examinations that were led by Salnoske (1997) and Music, et al., (2002) which talked about on e-installment potential in making a business in the worldwide point of view. As indicated by Mentzer and John (2001) on the advancement of data innovation and PC systems upgraded the use of e-installment and enhanced the utilization of production network administration (SCM). The examinations were finished by Wanjera (2014) likewise talked about on the formation of a monetarily practical e-invoicing arrangement, corporate requirements to make this minimum amount by an esteem system of organization together accomplices and innovation arrangement suppliers to include the important attractive quality for electronic invoicing through the Financial Supply Chain.
Mill operator, (1996) fights that electronic portion is amazingly useful for the customer. All things considered, you just need to enter your record data, for example, your Visa number and passing on address once. The data is then secured in a database on the retailer's Web server. When you return to the Web site page, you basically sign in with your username and riddle word. Finishing an exchange is as basic as clicking your mouse: All you need to do is state your buy and you're finished.

As demonstrated by Murray and Donegan (2003), electronic portion cuts down costs for associations. The more portions they can process electronically, the less they spend on paper and postage. Offering electronic portion can in like manner empower associations to improve customer upkeep. A customer will presumably return to a comparative electronic business site page where his or her information has quite recently been entered and secured. Shoppers can discover what they need to purchase and buy it rapidly. This prompt exchange of assets benefits organizations in a few ways. Purchasers are for the most part all the more eager to influence buys if the buying to process is simple and prompt. Helpful and well-made e-installment frameworks additionally indicate purchasers that the business thinks about its clients and goes about as a sort of client benefit.

Gould, J. M., (1995) states that e-installments are additionally adaptable, numerous installment plans take into consideration later charging or installment portions utilizing an outsider seller. Business sites normally give a few alternatives for clients to purchase utilizing a Mastercard, check card or even an immediate exchange from a ledger. This
likewise permits a few sorts of exchanges that are just accessible on the web, for example, shared electronic exchanges

In the center office, an electronic installments process likewise makes speedier cycling times and installments handling helps the identification of misrepresentation in a timelier way. Electronic installments are liable to more prompt strategies for installment confirmations and more exact coordinating without being presented to as much possibility for human blunder. In later years, a more full combination of electronic installment frameworks and bookkeeping frameworks has contributed the effectiveness increment in this field, killing one of the obstructions already refered to by organizations for not pushing toward an electronic installments arrangement. By decreasing the measure of manual information passage and check handling, the probability of human blunder is likewise definitely brought down. This likewise prompts a more prominent ability to stick to controls and keep up consistence with the present strict directions (Nonaka, 1991).

As indicated by Ollila (1994), a decrease of paper documents and installments additionally prompts less of those records and installments that can be lost. Notwithstanding losing documents and installments, most organizations paying with paper checks require huge amounts of preprinted checks, which can be powerless to robbery. Following a similar line, vital installment information put away electronically can be less helpless to burglary and alternately the practices and examples of installments is more noticeable. Time slack related with the printing and mailing of paper checks likewise ties up organizations income.
By moving far from the overemphasized manual procedures of yesterday, organizations can use electronic installments to decrease misrepresentation too, by being better ready to control frame robbery, check duplication and change (Penrose, 1959).

Peteraf (1993) states that different advantages outside of the customary rate of return and different organizations situated key execution pointers that associations may search for when making the move from check printing to electronic installments. Among these advantages is going "green." The green development assumes an essential part in the present business scene. Not exclusively is there the natural effect many organizations are decreasing, however the constructive outcome on their corporate culture and the way they are seen by different associations and customers can likewise beneficially affect main concerns. As indicated by insights found on the non-profit Pay It Green Alliance Web website, paper checks require more than 674 million gallons of fuel and create more than 3,628,200 tons of nursery gasses through the span of their lifetime. In accordance with this, the Kenyan government as of late in August 2017, thought of a restriction on polythene sacks utilized as bearer packs that had turned out to be mainstream to Kenyan clients. As associations receive paperless installment exchanges and manage e-installment the earth will be spotless, administrations turn out to be quick and charming which will result to a fulfilled client base and associations will acknowledge colossal execution.

2.3.4 Effectiveness of E-Data Interchange on the performance of organizations

Globalization joined with change in Information and Communications Technology (ICT) has acknowledged climb of different new data and correspondence applications. One of
these applications is Electronic Data Interchange (EDI) which has upheld the execution of business to business electronic trade (Hamel, 1990). EDI is utilized by associations for exchanges that happen all the time as per a pre-decided organization. It includes trade of electronic business reports, i.e., buy orders, solicitations and so on. EDI exchanges are brought through unique EDI programming. This innovation was famously utilized before the presentation of web based business by various exchanging accomplices on private electronic systems. Key highlights of EDI include: No printed material, No human intercession, Exchange of data happens in seconds EDI reports are organized utilizing distributed models.

The rise of ICT has prompted the presentation of organizations in electronic shape thus the rise and advancement of between association frameworks including EDI. Also, the advancement of the Internet and the ensuing acknowledgment of its business abilities additionally brought about another round of mechanical developments inside between authoritative frameworks, going from Web structures and extranets to Internet based EDI (Sanchez and Perez, 2003). There are a few confusions about what is to be alluded to as EDI. For instance Email isn't viewed as EDI and the reason being that it is utilized to send data between people in a frame that people comprehend, while EDI is a PC to PC process (Al-bakri, 2007). Thus sharing of records through a system, for example, a Local Area Network (LAN) or Wide Area Network (WAN) isn't viewed as EDI on the grounds that this does not comply with the meaning of EDI.
Esteem included systems (VANs) have been the customary facilitators giving systems administration availability among EDI exchanging accomplices (Angeles, Nath and Hendon, 1998). They give a correspondences benefit between EDI exchanging accomplices for the electronic transmission of EDI information, providing food for the distinctive sorts of network required by various organizations. Be that as it may, the dissemination of EDI has still been ease back mostly because of the high expenses of subscribing to VAN administrations (Smith, 1996). Presumably the present pattern in EDI usage is moving far from customary systems, Value Added Networks (VANs), to the Internet, in light of the fact that the Internet can give bring down system benefit charges, bigger size of client gatherings and more accessible system administrations (Liang, 2000).

The key advantages of EDI through the Internet, bring down cost and interoperable guidelines, have turned out to be progressively regular in expert writing (Scheier, 2003), a pattern that is likewise reflected in the scholarly writing (Johnston et al, 2000). Web is wiping out the customary obstructions to EDI and the fate of EDI as a business arrangement is currently evident. As indicated by Hsieh and Lin (2004), specialists who foresee EDI’s termination are myopic, and don't completely comprehend the genuine significance, significantly less its esteem. What might be the purported specialists intend to state, is that the way EDI is actualized today can't proceed down in a similar way and must advance.

Be that as it may, the advancement of cross-industry principles has likewise quickened the rate of EDI selection in the course of the most recent ten years in Europe (Robson, 1994).
The most vital improvement to date has been the production of EDIFACT (Electronic Data Interchange for Administration, Commerce and Transportation or exchange). These models, in conjunction with the multiplication of generally utilized esteem included systems (VANs), have totally moved the danger of innovative change from the exchanging organizations, influencing EDI to utilize more sensible and functional (Handfield et al., 1994).

EDI has various definitions. It has been portrayed as the quick trade of business information between PC systems in different relationship (without human intervention or with insignificant human intercession) using by and large agreed gages to structure the trade or message data (Itoh, 2005). Ngai and Gunasekaran (2004) portrayed EDI as the development by which business records, (for instance, orders, requesting, shipping contracts, and so on) are transmitted electronically. Sánchez and Pérez (2003) described EDI as the electronic transmission of information and files, for instance, requesting or purchase orchestrates between PC systems in different relationship in light of a standard, structure, machine-retrievable association.
The use of EDI has the ordinary impact of developing spread authoritative co-plan of exercises and of expanding the joining that happens between stock framework individuals (Hill and Scudder, 2002). It additionally gives the advancement to connect with a degree of exchanges that could merge exchanges of preferences, request assess information, affirmed purpose behind offer request information, provider date-books and client outlines (O'Callaghan and Turner, 1995). Everything thought of it as, has given the best way to deal with relationship to interface electronically and the mechanical structure to empower gigantic re-to system of between affiliation shapes (Lee et al., 2000). EDI in addition urges cover genuine PC to-PC trade of made data in a standard, machine clear blueprint.

Thusly, in an examination by Molad and Back (1995) as for EDI in drawing in electronic business and data obliging, it is demonstrated that a making number of driving sketching out and progression relationship from around the globe are acknowledging EDI applications to enhance operational reasonability. With EDI, these relationship in like way advantage from upgraded data quality, and satisfy decreases in preparing time of meander major data especially overall headway attempts.

Effective execution and usage of EDI offers diverse positive conditions. As exhibited by Sokol (1995), inclinations of EDI meld the capacity to enhance certain business benefits completely, increment in efficiency and drawing in speedier and more able data trade with exchanging associates. Use of EDI comparably prompts lessened lead-time from putting in the request to getting the stock for storing up and retail firms, reduces messes up related with manual accounts and information section, more basic sharing of data and more critical after of market information (Greenstein et al, 2000). In like way, Walton and Gupta (1999) raised that EDI benefits on a very basic level advance over times of EDI change. They reviewed what is connected with the stages from the covered up to the last stage. In the shrouded arrange which fuses computerization, the affiliation has ampleness snatches on the individual (affiliation) level.
Decreased definitive mistakes and buy engineer cost for example, ought to happen. In the progress from the fundamental stage to the second stage which fuses change, there are still productivity gets for the individual affiliation, yet now the affiliation is rotated around the method rather than robotization. Diminished stock levels should happen as expected because of the change in process. In the progress from the second stage to the third stage which joins redefinition, the great position is in achievability gets for the exchanging partners. Affiliations should see reduced flourishing stock levels. At long last, in the third stage the good position is in key increments for the exchanging partners. This stage is lead organized instead of process-engineered. For instance, more minute providers ought to be able to win honest to goodness contracts on account of the EDI limit (Walton and Gupta, 1999).

Utilization of EDI in addition chops down expenses by lessening writing and compelling expenses for both dealing with and preparing exchanges (Murphy and Daley 1999). It in like way diminishes stock levels and stock expenses by upgrading coordination between exchanging collaborators' data structures, which stipends shorter request cycles and higher stock turnovers (Droge and Germain 2000). EDI likewise diminishes trade related costs of co-arrangement between firms by methods for a regulation of errands and correspondence between chain people (Ciborra and Olson 1989), reduces data area costs and purchase organize costs (Sohal et al, 2002). EDI in like manner diminishes on time wastage since time used to pass on a particular message of document is unimportant not in the slightest degree like sending through dispatch, post office or office agent. The system is ensured and no loss of records, security and secret of information is especially watched. This indicate sparing cash on step by step monetary costs which is a bit of district of community for affirmation of legitimate execution. Concerning exhibiting, trust is described as the estimation of a business relationship that chooses the level to which each get-together feels they can rely upon the dependability of the certification offered by the other (Chattananon and Trimetsoontorn, 2009). Fulfilling ensures that have been given is also basic as a strategies for finishing shopper reliability, holding the customer base, and securing whole deal profit, other than fanning the fire of trust between the customer and the affiliation. Groonroos (1990) assumed that the advantages of the dealer staff, advancement and systems—must be used as a piece of such a route, to the point that the customers trust in them, and in like manner in the firm itself, is kept up and strengthened for definitive advantage and execution.
Wu et al. (2011) asked around two essential issues related with e-business. The first was on what limits impact an affiliation's ability to set up e-business achievement and perform better, where firm-level e-business achievement is overviewed utilizing e-business advantage breaking point and IT-empowered pleasing focal concentrations; and the second demand was identified with whether the two methods for measuring e-business achievement yields in different consequences for conclusive execution. The review mulls over whether an alliance's application breaking points of e-business encouraged frameworks change and structures use is genuinely connected with an association's general e-business achievement, which respects a helpful result on different leveled execution. The finding could be changed over into the essential bit of an alliance's application breaking point of e-business on e-business achievement. They likewise found that IT-connected with amass arranged great position keeps up passably more essential and more perceptible effect on genuine execution.

2.4 Application of e-business and Organizational Performance

In the vital administration process, statements of purpose help set the mien of where the organization wishes to go (Chandler, 1962). Regardless of whether an organization's statement of purpose expressly states along these lines, three principal financial objectives manage the key course of any firm - survival, development and productivity. Of these three, gainfulness is the prime objective of a business association over the long haul and benchmark for hierarchical execution. An organization's main goal tries to indicate the fundamental item or administration, the essential markets and the central advances for generation or conveyance (Pearce and Robinson, 1997). Going with or implanted in the statement of purpose as a rule is a theory proclamation which mirrors the fundamental convictions, values and philosophical needs of the senior administration. Both these announcements mirror the desires of the earth in which an association works and accordingly upgrade its open picture, which is basic to the accomplishment of the organization objectives. The announcements speak to its affectability to client needs and thoughtfulness regarding quality.
As referred to by Mintzberg et al. (2003, p.95), Porter's (1979) five powers model of industry examination delineates how aggressive powers shape system. The aggregate quality of the five focused powers decides the benefit capability of an industry. These five powers incorporate the risk of new contestants, the dealing energy of providers, the bartering energy of purchasers, the danger of substitutes, and the force of industry contention. Mintzberg et al. include that the corporate strategist's objective ought to locate a key position where the firm can best shield itself from the powers, or impact them to support its, especially through developments in showcasing and brand ID. The misuse of changes in the business is vital in keeping up upper hand particularly with changing item life cycle designs.

As indicated by Robson (1997), Porter's (1979) model can be utilized to dissect the part and open doors for e-business and data frameworks in the journey for industry intensity. E-business can be utilized to decrease the dealing energy of purchasers by expanding exchanging costs, and by ordering diverse purchaser gatherings. E-business can likewise lessen the energy of providers by expanding associations' productivity. At the point when an industry is alluring, others try to move in, and e-business might be utilized to shield a market position or to infiltrate hindrances. E-business can diminish the danger of substitution through relative value execution, exchanging expenses and slant of purchasers to utilize substitutes. At long last, e-business can avert force of industry competition since it can be utilized to help community endeavors to bring down expenses by controlling development, settled resources and discontinuous over-limit.
E-business can encourage associations to frequently check, screen, gauge, and evaluate components in each ecological portion that are of most prominent essentialness. A noteworthy determinant of an association's execution achievement is the capacity to relate practically to its outer condition, its capacity to sensibly assess its qualities and shortcomings and appropriately position itself. The expansion in worldwide rivalry goads administration to look for techniques for expanding proficiency and economy (Pearce and Robinson, 2011) and accordingly associations grasp e-business practices to build this limit. Mutua (2011) built up that little and medium undertakings that receive web based business get key an incentive in making new business openings, deals, client benefit, cost decrease, productivity, new item advancement, development, access to worldwide markets, linkages, promoting, and correspondences.

Upper hand additionally originates from the way hierarchical exercises fit and strengthen each other to frame the most grounded conceivable connection. Mintzberg et al. (2003) underscore that managed upper hand isn't accomplished just by assessing the earth openings and dangers and staying away from the risk situations, yet rather that upper hand is accomplished by the advancement of one of a kind, hard to-emulate assets, for example, data advances, from inside the association and abusing them further bolstering its good fortune. In an asset based perspective of an association, the association is characterized as far as what it can do (Grant, 1993), and its long-run vital achievement depends on procedures for dealing with its one of a kind assets with strong, or manageable, hierarchical
aggressiveness, which is dictated by the incomparability of those assets (Wernerfelt, 1984). Besides, an organization that has built up an innovation needs to choose whether to utilize it in-house and additionally how to exchange it to others (Vernon-Wortzel and Wortzel, 1997).

2.5 Research Gap

Associations understand that setting up basic Web locales for clients, workers, and accomplices does not make an e-business. E-business Web locales must make a buzz, e-business Web destinations must be inventive, include esteem, and give helpful data. So, the site must form a feeling of group and coordinated effort, in the long run turning into the port of section for business. E-business makes an upgraded thing customers are on edge to buy, for instance, a speedier auto or greater hard drive. Supporting developments tend to outfit us with better, snappier, and more affordable things in set up business divisions. Officeholder associations frequently lead keeping up development to publicize, however in every way that really matters never lead in business divisions opened by troublesome advances

2.6 Conceptual Framework

The conceptual framework of the study consisted of dependent and independent variables. The independent variables was the e-business strategies while the dependent variable was the performance of organization. The framework is shown in the diagram below:
CONCEPTUAL FRAMEWORK

Source: Researcher, (2017)

Figure 2.1: Conceptual Framework
CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Research design

Research configuration is a procedural arrangement that is received by the scientist to answer addresses truly, equitably, precisely, and financially (Bush, 2000). The examination utilized a contextual investigation plan of Eldoret Water and Sanitation Company and completed a top to bottom research on E-business system and its consequences for authoritative execution. It gave quantitative depictions of the populace. In this outline, just a single unit of the specimen was considered in detail and the outcomes used to sum up for other home stay offices which have comparable attributes as the examination unit. It was modest to embrace and gather vast volumes of information inside a brief span and the outcomes from the specimen can be deduced to the bigger populace (Trochim, 2006).

3.2 Study area

The research was conducted at Eldoret Water and Sanitation Company Limited (ELDOWAS) in Eldoret, Uasin-Gishu County which is situated in Rift Valley locale (between 34’ 50’ and 35’ 37’ East and between scope 0’03’ South and 0’ 05’ North) and flanked Kericho and Koibatek in the East; Keiyo and Marakwet in the North East; Trans Nzoia and Lugari in the North West and West separately. ELDOWAS is focused on giving quality and satisfactory water benefit in a practical way to its partners by a qualified and roused human asset. ELDOWAS is a corporate element built up under Cap 486 of the laws of Kenya. The County Government of UasinGishu is vital investor. The Board of Directors of ELDOWAS includes 10 Directors who speak to the enthusiasm of different partners.

3.3 Target population

A populace is the whole gathering of people, occasions or questions having regular noticeable attributes and which an analyst might want to sum up the consequences of an examination (Mugenda and Mugenda, 2003). The investigation focused on 126persons
contained 109 representatives from Technical office and 17 workers from Finance office at Eldoret water and Sanitation Company.

3.4 Sample size and inspecting methodology

3.4.1 Sample measure

A specimen is a littler gathering or sub-assemble acquired from the available populace (Mugenda and Mugenda, 1999. Yamane, (1967) gives a rearranged equation to ascertain test sizes. This formula was used to calculate the sample sizes as shown below.

\[ n = \frac{N}{1+N(e)^2} \]

Where \( n \) was the sample size, \( N \) was the population size of the employees, \( e \) was the level of precision 5% and 1 designated the probability of the event occurring. When the formula was applied, the sample size became;

\[ N = 126 \quad e = 0.05 \]

\[ n = \frac{126}{1+126(0.05)^2} = 96 \text{ employees} \]

3.4.2 Sampling procedure

Testing is a strategy, process or system of picking a sub-aggregate from a populace to take an interest in the examination (Ogula, 2005). The investigation utilized stratified irregular inspecting systems. It was a system that was used to identify the extent in which to choose from every division to shape a specimen. This method was utilized to guarantee that the
objective populace is isolated into various homogenous strata and every stratum spoke to in the example in an extent proportionate to its size in the populace.

3.6 Data accumulation instruments

The examination utilized an arrangement of organized surveys to gather information. Organized polls were picked in view of ease of organization, and investigation. The picked information gathering instruments was viewed as fitting for the examination, in light of the extensive example measure henceforth a respondent will feel good to give data namelessly. The poll had close-finished inquiries.

3.7 Pilot contemplate

A pilot test is a preparatory little scale think about done to discover the plausibility and measurable appropriateness of the examination outline (Orodho and Kombo, 2002). A pilot examine was directed in the one of the divisions (customer) at Eldoret Water and Sanitation Company to test the precision and consistency of the instruments of information gathering and the outcomes were certain.

3.7.1 Validity of the information accumulation instruments
As indicated by Paton (2000) legitimacy is quality ascribed to suggestion or measures of how much they fit in with build up learning or truth. Consequently, content legitimacy was utilized. Mugenda and Mugenda (1999) includes that legitimacy as the exactness and seriousness of surmisings, which depend on look into comes about. Content legitimacy of the instruments was accomplished by counseling the specialists and talking about the poll with the chiefs on the survey. For an examination instrument to be viewed as legitimate, the substance to be chosen and incorporated into the survey must be important to the variable being explored (Mutai, 2000).

### 3.7.2 Reliability of the information accumulation instruments

As indicated by Mugenda and Mugenda (1999), the dependability of an instrument is the measure of how much an exploration instrument yields steady outcomes or information after rehashed trials. After pilot examine, unwavering quality was resolved utilizing Cronbach Alpha coefficient. The result obtained is as shown in Table 3.1;

**Table 3.1: Reliability Test**

<table>
<thead>
<tr>
<th>Instrument</th>
<th>Cronbach’s Alpha</th>
<th>No. of Items</th>
</tr>
</thead>
<tbody>
<tr>
<td>Online advertising</td>
<td>.725</td>
<td>4</td>
</tr>
<tr>
<td>Online positioning</td>
<td>.793</td>
<td>4</td>
</tr>
<tr>
<td>E-Payment</td>
<td>.802</td>
<td>4</td>
</tr>
<tr>
<td>E-Data Interchange</td>
<td>.770</td>
<td>4</td>
</tr>
<tr>
<td>Organizational performance</td>
<td>757</td>
<td>4</td>
</tr>
</tbody>
</table>

*Source (Researcher, 2017)*
As appeared in Table 3.3, web based publicizing had four things whose Cronbach alpha coefficient was 0.725, internet situating had four things with the Cronbach alpha coefficient of 0.793, E-Payment had four things with the Cronbach alpha coefficient of 0.802, E-Data Interchange had four things with the Cronbach alpha coefficient of 0.770 and Organizational performance had four things whose Cronbach alpha coefficient was 0.757. Agreeing to Fraenkel and Wallen (2000), as a general guideline, adequate alpha ought to be 0.70 or above. The Since the Cronbach alpha coefficient were higher than the base satisfactory esteem (0.7), consequently, the things were viewed as solid.

3.8 Data collection procedures

After the proposition endorsement by Kisii University, the analyst got an acquaintance letter from college with get allow from National Commission for Science, Technology and Innovation (NACOSTI). On procurement of the exploration allow, the scientist continued to the Director Eldoret Water and Sanitation Company for authorization to gather information. Additionally, the scientist enlisted two research aides who helped in organization of the polls.

3.9 Data analysis methodology

After information accumulation, the polls were arranged, altered, ordered, coded and classified. Quantitative information examination was embraced where both unmistakable and inferential insights were utilized. Spellbinding measurable investigation included compressing expansive amounts of crude information, classifying, revising and requesting information. In this manner, engaging factual procedures, for example, frequencies, rates, mean, standard deviations, Skewness and Kurtosis were connected and various direct
relapse examination coefficient was received as the most fitting inferential insights system.

The data was presented in tables. The regression model was given as:

\[ Y_i = \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \mu \]

Where:

\( \beta \) were the variable coefficient for the variables online advertising, online positioning, E-Payment and E-Data Interchange

\( X_1 \) were the independent variables (\( X_1 \) = online advertising, \( X_2 \) = online positioning, \( X_3 \) = E-Payment and \( X_4 \) = E-Data Interchange)

\( Y \) was the dependent variable (Organizational performance)

\( \mu \) was the error term

**Assumptions for Multiple linear regression**

Different straight relapse expect that factors have ordinary appropriations. Non-typically conveyed factors (very skewed or Kurtotic factors, or factors with generous anomalies) can twist connections and centrality tests. In this investigation, the suspicion was tried by utilization of skewness and kurtosis (Osborne and Waters, 2002).

Suspicion of linearity; Standard various relapse can just precisely assess the connection amongst reliant and autonomous factors if the connections are straight in nature (Tabachnick and Fidell, 2001). On the off chance that the connection between autonomous
factors (Zacharatos et al.) and the reliant variable (DV) isn't direct, the consequences of the relapse investigation under gauge the genuine relationship (Osborne and Waters, 2002). Pearson Correlation coefficient was utilized to test for linearity.

Supposition homoscedasticity; Homoscedasticity implies that the change of blunders is the same over all levels of the IV. At the point when the fluctuation of blunders contrasts at various estimations of the IV, heteroscedasticity is shown. As indicated by Berry and Feldman (1985), Tabachnickand Fidell (1996) refered to in (Ager, 2015), slight heteroscedasticity has little impact on essentialness tests; in any case, when heteroscedasticity is checked it can prompt genuine twisting of discoveries and truly debilitate the investigation along these lines expanding the likelihood of a Type I blunder. In this investigation, this presumption was checked by visual examination of a plot of the institutionalized residuals (the blunders) by the relapse institutionalized anticipated esteem.

3.10 Ethical Consideration
The analyst looked for the respondents assent before including them in the investigation. The subjects/respondents were guaranteed on the privacy of the data they gave that it would be implied for the reasons for the investigation as it were. The respondent had a privilege to deny some other data in the event that he/she felt not secure. The respondents were guaranteed security and they were not exploited in light of what the analyst gathered from them. The data gave was private and secret and utilized for scholastic reason, examination. The record was not counterfeited.
4.1 Response rate

An aggregate of 96 surveys were conveyed to the respondents to fill. Of these surveys, 92 were returned for examination. The returned 92 surveys represented 95.8% reaction rate. As indicated by Mugenda and Mugenda (1999), a reaction rate of 70% or more is satisfactory, hence a reaction rate of 95.8% was worthy for information examination. This was shown on Table 4.1.

Table 4.1: Response rate

<table>
<thead>
<tr>
<th>Questionnaire</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Administered</td>
<td>96</td>
<td>100.0</td>
</tr>
<tr>
<td>Returned</td>
<td>92</td>
<td>95.8</td>
</tr>
</tbody>
</table>

Source (Researcher, 2017)

4.2 Demographic Characteristics of the respondents

Among the demographic information sought were; gender, age, education and working experience. The respondents were first asked to indicate their gender. This is shown in Table 4.2.
Table 4.2: Gender of the respondents

<table>
<thead>
<tr>
<th>Category</th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Male</td>
<td>53</td>
<td>57.6</td>
</tr>
<tr>
<td>Female</td>
<td>39</td>
<td>42.4</td>
</tr>
<tr>
<td>Total</td>
<td>92</td>
<td>100.0</td>
</tr>
</tbody>
</table>

Source (Researcher, 2017)

As shown in Table 4.2, majority 53(57.6%) of the respondents were male while minority 39(42.4%) were female. Moreover, the respondents were asked to indicate their age. This is presented in Table 4.3.

Table 4.3: Age of the Respondents

<table>
<thead>
<tr>
<th>Category</th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Below 21 years</td>
<td>3</td>
<td>3.3</td>
</tr>
<tr>
<td>21-30 years</td>
<td>15</td>
<td>16.3</td>
</tr>
<tr>
<td>31-40 years</td>
<td>36</td>
<td>39.1</td>
</tr>
<tr>
<td>41-50 years</td>
<td>24</td>
<td>26.1</td>
</tr>
<tr>
<td>51-60 years</td>
<td>14</td>
<td>15.2</td>
</tr>
<tr>
<td>Total</td>
<td>92</td>
<td>100.0</td>
</tr>
</tbody>
</table>

Source (Researcher, 2017)

Table 4.3 above shows that majority 36(39.1%) of the respondents were 31-40 years old, 24(26.1%) 41-50 years old, 15(16.3%) 21-30 years old, 14(15.2%) 51-60 years and 3(3.3%) were below 21 years old. Additionally, the respondents were asked to indicate their level of education. This is presented in Table 4.4.
Table 4.4: Level of Education of the respondents

<table>
<thead>
<tr>
<th>Category</th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Primary</td>
<td>1</td>
<td>1.1</td>
</tr>
<tr>
<td>Secondary</td>
<td>4</td>
<td>4.3</td>
</tr>
<tr>
<td>Tertiary college</td>
<td>31</td>
<td>33.7</td>
</tr>
<tr>
<td>University</td>
<td>56</td>
<td>60.9</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>92</strong></td>
<td><strong>100.0</strong></td>
</tr>
</tbody>
</table>

Source (Researcher, 2017)

Table 4.4 majority 56(60.9%) of the respondents had university level of education, 31(33.7%) tertiary college, 4(4.3%) secondary and 1(1.1%) had primary level of education.

Table 4.5: Work Experience

<table>
<thead>
<tr>
<th>Category</th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Below 5 years</td>
<td>34</td>
<td>37.0</td>
</tr>
<tr>
<td>5-9 years</td>
<td>18</td>
<td>19.6</td>
</tr>
<tr>
<td>10-14 years</td>
<td>17</td>
<td>18.5</td>
</tr>
<tr>
<td>15-19 years</td>
<td>13</td>
<td>14.1</td>
</tr>
<tr>
<td>Above 19 years</td>
<td>10</td>
<td>10.9</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>92</strong></td>
<td><strong>100.0</strong></td>
</tr>
</tbody>
</table>

Source (Researcher, 2017)

Table 4.5 majority 34(37.0%) of the respondents had below 5 years of experience, 18(19.6%) 5-9 years, 17(18.5) 10-14 years, 13(14.1%) 15-19 years and 10(10.9%) above 19 years.
4.3 Descriptive statistics analysis for the effectiveness of the e-business on organizational performance at Eldoret Water and Sanitation Company

For the analysis of the objective, mean, standard deviation, kurtosis and skewness were employed as the preferred descriptive statistical techniques. This is presented as per specific objective.

4.3.1 Effectiveness of online advertising on organization performance.

The analysis, therefore, opens with the descriptive statistics (frequency, percentages and mean) for the level of agreement on a five point Likert scale of the online advertising (Table 4.6). Where; 1=strongly disagree, 2=Disagree, 3=Undecided, 4= Agree and 5= Strongly Agree. This helped to examine the effects of online advertising on organizational performance at Eldoret water and Sanitation Company, Kenya.
Table 4.6: Effectiveness of online advertising and organization performance

<table>
<thead>
<tr>
<th>Statements</th>
<th>SD</th>
<th>D</th>
<th>U</th>
<th>A</th>
<th>SA</th>
<th>MEAN</th>
</tr>
</thead>
<tbody>
<tr>
<td>Use of blog advertising, bring a flood of traffic to online business very</td>
<td>F</td>
<td>13</td>
<td>6</td>
<td>8</td>
<td>36</td>
<td>29</td>
</tr>
<tr>
<td>%</td>
<td>14.1</td>
<td>6.5</td>
<td>8.7</td>
<td>39.1</td>
<td>31.5</td>
<td>3.67</td>
</tr>
<tr>
<td>Adverts displayed on the social media promote the products when people visit the company websites,</td>
<td>F</td>
<td>0</td>
<td>16</td>
<td>6</td>
<td>37</td>
<td>33</td>
</tr>
<tr>
<td>%</td>
<td>0.0</td>
<td>17.4</td>
<td>6.5</td>
<td>40.2</td>
<td>35.9</td>
<td>3.95</td>
</tr>
<tr>
<td>Use of online newsletters’ advertising ensures wider reach to the corporate</td>
<td>F</td>
<td>11</td>
<td>3</td>
<td>16</td>
<td>29</td>
<td>33</td>
</tr>
<tr>
<td>%</td>
<td>12.0</td>
<td>3.3</td>
<td>17.4</td>
<td>31.5</td>
<td>35.9</td>
<td>3.76</td>
</tr>
<tr>
<td>Use of web banners’ advertising target large community, therefore, ensures enhanced organization</td>
<td>F</td>
<td>12</td>
<td>10</td>
<td>4</td>
<td>27</td>
<td>39</td>
</tr>
<tr>
<td>%</td>
<td>13.0</td>
<td>10.9</td>
<td>4.3</td>
<td>29.3</td>
<td>42.4</td>
<td>3.77</td>
</tr>
</tbody>
</table>

Source (Researcher, 2017)
Table 4.6 demonstrates that 36(39.1%) of the respondents concurred with the announcement that utilization of blog promoting, brought a surge of activity to online business rapidly, along these lines, association execution, 29(31.5%) unequivocally concurred, 13(14.1%) firmly dissented, 8(8.7%) of the respondents were undecided and 6(6.5%) of the respondents couldn't help contradicting the announcement. The discoveries recommended that the respondents had a tendency to concur (Mean=3.67) with the announcement that utilization of blog promoting, brought a surge of movement to online business rapidly, hence, improved association execution. This infers when blog promoting is utilized, the association is probably going to develop. This backings the discoveries of Hitt, and Jackson, (2003) states that internet publicizing enables associations to focus on their gathering of people so well, that they just need to pay when somebody discovers more data in the wake of seeing the advert.
So also, 37(40.2%) of the respondents concurred with the announcement that adverts showed on the web-based social networking advanced the items when individuals visit the organization sites, accordingly, upgraded association execution, 33(35.9%) emphatically concurred, 16(17.4%) deviated, 6(6.5%) of the respondents were undecided and none 0(0.0%) of the respondents unequivocally couldn't help contradicting the announcement. It is demonstrated that the respondents practically concurred (Mean=3.95) that adverts showed on the online networking advanced the items when individuals visit the organization sites, subsequently, upgraded association execution. This infers when adverts re showed on the online networking, the items are probably going to be advanced when individuals visit the organization sites, therefore, upgrades association execution. This is in accordance with the discoveries of De Geus, (1988) that as with all media, nonetheless, publicizing on the Internet has one of a kind points of interest. Purchasers utilize the Internet to help them in almost every part of life, making endless chances to put significant, directed advert messages.
Moreover, 33(35.9%) of the respondents firmly concurred with the announcement that utilization of online bulletins' promoting guaranteed more extensive reach to the corporate through, along these lines, association execution, 29(31.5%) concurred, 16(17.4%) of the respondents were undecided, 11(12.0%) unequivocally differ and 3(3.3%) of the respondents couldn't help contradicting the announcement. The discoveries recommended that the respondents practically concurred (Mean=3.67) that utilization of online bulletins' promoting guaranteed more extensive reach to the corporate through, in this way, association performance. This infers that when online pamphlets' publicizing is utilized, a more extensive reach to the corporate is guaranteed, along these lines, improved association execution.
In conclusion, 39(42.4%) of the respondents firmly concurred with the announcement that utilization of web pennants’ publicizing focused on substantial group, in this way, guaranteed upgraded association execution, 27(29.3%) dissented, 12(13.0%) unequivocally deviated, 10(10.9%) and 4(4.3%) of respondents were undecided on the announcement. It is shown that the respondents practically concurred (Mean=3.77) that utilization of web pennants' promoting focused on extensive group, along these lines, guaranteed improved association execution. This infers when web pennants' publicizing are utilized, substantial group is focused on, subsequently, improves execution of the organization. This is in accordance with the discoveries of Hitt, and Jackson, (2003) that on the off chance that somebody has gone by a site, and has an enthusiasm for the business, advertisement systems can utilize this data to show adverts elevating the items to those individuals when they visit different sites, this is another case of accuracy Marketing.

4.3.2 Effectiveness of online positioning on organization performance.

The analysis, thus, opens with the descriptive statistics (frequency, percentages and mean) for the level of agreement on a five point Likert scale of the online positioning (Table 4.7). Where; 1=strongly disagree, 2=Disagree, 3=Undecided, 4= Agree and 5= Strongly Agree. This helped to establish the effectiveness of online positioning on organization performance at Eldoret water and Sanitation Company, Kenya.
Table 4.7: Effectiveness of online positioning and organization performance

<table>
<thead>
<tr>
<th>Statements</th>
<th>SD</th>
<th>D</th>
<th>U</th>
<th>A</th>
<th>SA</th>
<th>MEAN</th>
</tr>
</thead>
<tbody>
<tr>
<td>The online demographic-related positioning strategy assures the organization performance</td>
<td>F</td>
<td>23</td>
<td>6</td>
<td>4</td>
<td>27</td>
<td>32</td>
</tr>
<tr>
<td>%</td>
<td>25.0</td>
<td>6.5</td>
<td>4.3</td>
<td>29.3</td>
<td>34.8</td>
<td></td>
</tr>
<tr>
<td>The online competitive positioning strategy guarantees the organization performance</td>
<td>F</td>
<td>12</td>
<td>10</td>
<td>4</td>
<td>29</td>
<td>37</td>
</tr>
<tr>
<td>%</td>
<td>13.0</td>
<td>10.9</td>
<td>4.3</td>
<td>31.5</td>
<td>40.2</td>
<td></td>
</tr>
<tr>
<td>The online quality positioning strategy warrants the organization performance</td>
<td>F</td>
<td>12</td>
<td>5</td>
<td>11</td>
<td>24</td>
<td>40</td>
</tr>
<tr>
<td>%</td>
<td>13.0</td>
<td>5.4</td>
<td>12.0</td>
<td>26.1</td>
<td>43.5</td>
<td></td>
</tr>
<tr>
<td>The online value positioning strategy ensures the organization performance</td>
<td>F</td>
<td>11</td>
<td>10</td>
<td>4</td>
<td>34</td>
<td>33</td>
</tr>
<tr>
<td>%</td>
<td>12.0</td>
<td>10.9</td>
<td>4.3</td>
<td>37.0</td>
<td>35.9</td>
<td></td>
</tr>
</tbody>
</table>

Source (Researcher, 2017)

As shown in Table 4.7 shows that 32(34.8%) of the respondents agreed with the statement that the online demographic-related positioning strategy assured the organization performance, 27(29.3%) agreed, 23(25.0%) strongly disagreed, 6(6.5%) disagreed and 4(4.3%) of the respondents were undecided. The findings suggested that the respondents were undecided (Mean=3.42) on whether the online demographic-related positioning strategy assured the organization performance. This implies that sometimes online demographic-related positioning strategy assures the performance of the organization. This
supports the findings of Porter (2005) that online demographic-related positioning strategy assures the organization performance.

Similarly, 37(40.2%) of the respondents strongly agreed with the statement that the online competitive positioning strategy guaranteed the organization performance, 29(31.5%) agreed, 12(13.0%) strongly disagreed, 10(10.9%) disagreed and 4(4.3%) of the respondents were undecided on the statement. It is indicated that the respondents tended to agree (Mean=3.75) that the online competitive positioning strategy guaranteed the organization performance. This implies that when online competitive positioning strategy is adopted, the performance of the organization will be guaranteed. This is in line with the findings of Porter (2005) analyses the competitive environment and industry attractiveness to determine a strategic positioning, introducing a five forces model to analyze the competitive environment.

Additionally, 40(40.3%) of the respondents strongly agreed with the statement that the online quality positioning strategy warranted the organization performance, 24(26.1%) agreed, 12(13.0%) strongly disagreed, 11(12.0%) of the respondents were undecided, 5(5.4%) of the respondents disagreed with the statement. The findings suggested that the respondents almost agreed (Mean=3.82) that the online quality positioning strategy warranted the organization performance. This implies that when online quality positioning strategy is adopted, the performance of the organization will be warranted. This supports the findings of Benjamin and Wigand (2004) that one of the fundamental impacts of the key situating is the decrease of exchange expenses, and they recognize four zones of chance and hazard: the purchaser will have greatest decision at a lessened value; bring down
coordination costs through the esteem chain; diminished expenses of dissemination; redistribution and potential lessening of aggregate benefits.

Lastly, 34(37.0%) of the respondents agreed with the statement that the online value positioning strategy ensured the organization performance, 33(35.9%) strongly disagreed, 11(12.0%) strongly disagreed, 10(10.9%) disagreed and 4(4.3%) of the respondents were undecided on the statement. It is indicated that the respondents tended to agree(Mean=3.74) that the online value positioning strategy ensured the organization performance. This implies that when online value positioning strategy is adopted, the performance of the organization will be ensured. This is in line with the findings of Schumpeter (2002) thinks about situating as the primary wellspring of significant worth creation. Innovative change and new blends of assets are, in his point of view, drivers of the improvement of new items, new administrations and new generation techniques, and business with regards to associations is basic to the acknowledgment, association and conduction of progress.

4.3.3 Effectiveness of E-Payment on organizational performance.

The analysis, hence, starts with the descriptive statistics (frequency, percentages and mean) for the level of agreement on a five point Likert scale of the e-payment (Table 4.8). Where; 1=strongly disagree, 2=Disagree, 3=Undecided, 4= Agree and 5= Strongly Agree. This helped to assess the effectiveness of E-Payment on organization performance at Eldoret water and Sanitation Company, Kenya.
Table 4.8: Effectiveness of E-Payment and organizational performance

<table>
<thead>
<tr>
<th>Statements</th>
<th>SD</th>
<th>D</th>
<th>U</th>
<th>A</th>
<th>SA</th>
<th>MEAN</th>
</tr>
</thead>
<tbody>
<tr>
<td>Use of Visa card services is</td>
<td>F</td>
<td>14</td>
<td>7</td>
<td>13</td>
<td>28</td>
<td>30</td>
</tr>
<tr>
<td>facilitates transactions for businesses,</td>
<td>%</td>
<td>15.2</td>
<td>7.6</td>
<td>14.1</td>
<td>30.4</td>
<td>32.6</td>
</tr>
<tr>
<td>thus, improves the organization performance</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Use of M-PESA pay bill services</td>
<td>F</td>
<td>9</td>
<td>14</td>
<td>9</td>
<td>31</td>
<td>29</td>
</tr>
<tr>
<td>ensures intermediate reflection of payments,</td>
<td>%</td>
<td>9.8</td>
<td>15.2</td>
<td>9.8</td>
<td>33.7</td>
<td>31.5</td>
</tr>
<tr>
<td>hence, improves the organization performance</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Use of agency banking services</td>
<td>F</td>
<td>16</td>
<td>3</td>
<td>14</td>
<td>25</td>
<td>34</td>
</tr>
<tr>
<td>lowers costs for businesses, hence,</td>
<td>%</td>
<td>17.4</td>
<td>3.3</td>
<td>15.2</td>
<td>27.2</td>
<td>37.0</td>
</tr>
<tr>
<td>improves the organization performance</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Use of automatic bank-to-vendor payment</td>
<td>F</td>
<td>16</td>
<td>8</td>
<td>2</td>
<td>34</td>
<td>32</td>
</tr>
<tr>
<td>boosts customer’s trust in payment,</td>
<td>%</td>
<td>17.4</td>
<td>8.7</td>
<td>2.2</td>
<td>37.0</td>
<td>34.8</td>
</tr>
<tr>
<td>thus, enhances the organization performance</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Source (Researcher, 2017)

As shown in Table 4.8 30(32.6%) of the respondents strongly agreed with the statement that use of Visa card services facilitated transactions for businesses, thus, improved the organization performance, 28(30.4%) agreed, 14(15.2%) strongly disagreed, 13(14.1%) of
the respondents were undecided and 7(7.6%) of the respondents disagreed with the statement. The findings suggested that the respondents tended to agree (Mean=3.58) that use of Visa card services facilitated transactions for businesses, thus, improved the organization performance. This implies that when Visa card services is used, they facilitate transactions for businesses, which later improve the organization performance.

Similarly, 31(33.7%) of the respondents agreed with the statement that use of M-PESA pay bill services ensured intermediate reflection of payments, hence, improved the organization performance, 29(31.5%) strongly agreed, 14(15.2%) disagreed, 9(9.8%) strongly disagreed and another 9(9.8%) of the respondents were undecided on the statement. It is indicated that the respondents tended to agree (Mean=3.62) that use of M-PESA pay bill services ensured intermediate reflection of payments, hence, improved the organization performance. This implies that when M-PESA pay bill services is used intermediate reflection of payments will be ensured, hence, this improve the performance of the organization. This is in line with the findings of Lopez, Peon and Ordas (2005) that electronic installment frameworks are a fundamental piece of electronic trade and electronic business and are extraordinarily imperative for their further improvement.

Moreover, 34(37.0%) of the respondents firmly concurred with the announcement that utilization of office managing an account administrations brought down expenses for organizations, subsequently, enhanced the association execution, 25(27.2%) concurred, 16(17.4%) emphatically deviated, 14(15.2%) of the respondents were undecided and 3(3.3%) of the respondents couldn't help contradicting the announcement. The discoveries
recommended that the respondents had a tendency to concur (Mean=3.63) that utilization of office managing an account administrations brought down expenses for organizations, consequently, enhanced the association performance. This suggests that when office saving money administrations are utilized, costs for organizations will be brought down, hence, enhanced association execution. This backings the discoveries of Murray and Donegan (2003), that electronic installment brings down expenses for organizations. The more installments they can process electronically, the less they spend on paper and postage.

In conclusion, 34(37.0%) of the respondents concurred with the announcement that utilization of programmed bank-to-merchant installment helped client's trust in installment, therefore, upgraded the association execution, 32(34.8%) emphatically concurred, 16(17.4%) unequivocally deviated, 8(8.7%) differ and 2(2.2%) of the respondents were undecided on the announcement. It is demonstrated that the respondents had a tendency to concur (Mean=3.63) that the utilization of programmed bank-to-seller installment supported client's trust in installment, consequently, upgraded the association execution. This suggests when programmed bank-to-seller installment is utilized, client's trust in installment will be supported, in this manner, improved the association execution. This is in accordance with the discoveries of Lipchitz, R. (2000) who communicates that e-portion is a general term used to depict any sort of portion that is made on the web, for an online better than average that is then transported or traded to the buyer or an online organization. E-portions are one of the key features that make all e-business possible and an extensive variety of structures exist. E-portions are moreover a for the most part new system for
portion and they have downsides that associations are endeavoring to direct, improving the experience for all buyers.

4.3.4 Effectiveness of E-Data Interchange on organization performance.
The analysis, therefore, starts with the descriptive statistics (frequency, percentages and mean) for the level of agreement on a five point Likert scale of the E-Data Interchange (Table 4.9). Where; 1=strongly disagree, 2=Disagree, 3=Undecided, 4= Agree and 5= Strongly Agree. This helped to determine the effects of E-Data Interchange on organizational performance at Eldoret water and Sanitation Company, Kenya.

Table 4.9: Effectiveness of E-Data Interchange and organizational performance

<table>
<thead>
<tr>
<th>Statements</th>
<th>SD</th>
<th>D</th>
<th>U</th>
<th>A</th>
<th>SA</th>
<th>MEAN</th>
</tr>
</thead>
<tbody>
<tr>
<td>Use of Third Party Service Provider to transmit data guarantees the company’s performance</td>
<td>F</td>
<td>13</td>
<td>7</td>
<td>5</td>
<td>34</td>
<td>33</td>
</tr>
<tr>
<td>%</td>
<td>14.1</td>
<td>7.6</td>
<td>5.4</td>
<td>37.0</td>
<td>35.9</td>
<td></td>
</tr>
<tr>
<td>Use of Customer Internet Gateway to provide clients with a method to transmit and receive data over the internet ensures the company’s performance</td>
<td>F</td>
<td>5</td>
<td>15</td>
<td>6</td>
<td>31</td>
<td>35</td>
</tr>
<tr>
<td>%</td>
<td>5.4</td>
<td>16.3</td>
<td>6.5</td>
<td>33.7</td>
<td>38.0</td>
<td></td>
</tr>
<tr>
<td>Use of Value Added Network which provides an opportunity to exchange data with a large number of trading partners using a single communication interface warrants the company’s performance</td>
<td>F</td>
<td>12</td>
<td>6</td>
<td>11</td>
<td>24</td>
<td>39</td>
</tr>
<tr>
<td>%</td>
<td>13.0</td>
<td>6.5</td>
<td>12.0</td>
<td>26.1</td>
<td>42.4</td>
<td></td>
</tr>
<tr>
<td>Use of direct connect that provides clients with direct connection assures the company’s performance</td>
<td>F</td>
<td>14</td>
<td>9</td>
<td>2</td>
<td>32</td>
<td>35</td>
</tr>
<tr>
<td>%</td>
<td>15.2</td>
<td>9.8</td>
<td>2.2</td>
<td>34.8</td>
<td>38.0</td>
<td></td>
</tr>
</tbody>
</table>
Source (Researcher, 2017)
Table 4.9 shows that 34 (37.0%) of the respondents concurred with the announcement that utilization of Third Party Service Provider to transmit information ensured the organization's execution, 33 (35.9%) emphatically concurred, 13 (14.1%) firmly dissented, 7 (7.6%) differ and 5 (5.4%) of the respondents were undecided. The discoveries proposed that the respondents had a tendency to concur (Mean=3.73) that utilization of Third Party Service Provider to transmit information ensured the organization's execution. This suggests when Third Party Service Provider is utilized to transmit information the association will be ensured execution. This backings the discoveries of Sanchez and Perez (2003) that the improvement of the Internet and the ensuing acknowledgment of its business abilities additionally brought about another round of mechanical developments inside between authoritative frameworks, going from Web structures and extranets to Internet based EDI.
Correspondingly, 35(38.0%) of the respondents unequivocally concurred with the announcement that utilization of Customer Internet Gateway to give customers a strategy to transmit and get information over the web guaranteed the organization's execution, 31(33.7%) concurred, 15(16.3%) deviated, 6(6.5%) of the respondents were undecided and 5(5.4%) of the respondents firmly couldn't help contradicting the announcement. It is shown that the respondents practically concurred (Mean=3.83) that utilization of Customer Internet Gateway to give customers a strategy to transmit and get information over the web guaranteed the organization's execution. This suggests when Customer Internet Gateway is utilized to furnish customers with a technique to transmit and get information over the web, the organization's execution is guaranteed. This is in accordance with the discoveries of Pérez (2003) that Customer Internet Gateway has the common impact of expanding entomb authoritative co-appointment of exercises and of expanding the joining that happens between store network individuals.
Moreover, 39(42.4%) of the respondents unequivocally concurred with the announcement that utilization of Value Added Network which gives a chance to trade information with countless accomplices utilizing a solitary correspondence interface justified the organization's execution, 24(26.1%) concurred, 12(13.0%) emphatically deviated, 11(12.0%) of the respondents were undecided and 6(6.5%) of the respondents couldn't help contradicting the announcement. The discoveries proposed that the respondents practically concurred (Mean=3.78) that utilization of Value Added Network which gives a chance to trade information with an expansive number of exchanging accomplices utilizing a solitary correspondence interface justified the organization's performance. This suggests that when Value Added Network which gives a chance to trade information with a substantial number of exchanging accomplices utilizing a solitary correspondence interface is utilized, the organization's execution will be justified. This backings the discoveries of Liang (2000) that no uncertainty the present pattern in EDI usage is moving far from conventional systems, Value Added Networks (VANs), to the Internet, on the grounds that the Internet can give bring down system benefit charges, bigger size of client gatherings and more accessible system administrations.
In conclusion, 35(38.0%) of the respondents firmly concurred with the announcement that utilization of direct interface that furnishes customers with coordinate association guaranteed the organization's execution, 32(34.8%) concurred, 14(15.2%) unequivocally deviated, 9(9.8%) differ and 2(2.2%) of the respondents were undecided on the announcement. It is shown that the respondents had a tendency to concur (Mean=3.71) that utilization of direct interface that furnishes customers with coordinate association guaranteed the organization's execution. This infers when coordinate associate that furnishes customers with coordinate association is utilized the organization's execution is guaranteed. This is in accordance with the discoveries of Scheier (2003) that the key advantages of EDI through the Internet, bring down cost and interoperable gauges, have turned out to be progressively regular in specialist writing.

4.4 Inferential statistics analysis for the examination of E-business and its effects on organizational performance at Eldoret Water and Sanitation Company

To test the speculations, the examination embraced numerous straight relapse as the most fitting factual strategies. The investigation, in this way, opens with the test for presumption of the for various direct relapse examination.

4.4.1 Assumptions for various relapse examination

The accompanying suppositions for appropriation of different relapse examination were tried; linearity presumption and multicollinearity. Additionally, collinearity, tests were done utilizing resilience and Variance Inflation Factor (VIF) insights. For this model, as
appeared in Table 4.13, VIF estimates are all underneath 10 and resilience measurements are on the whole well over 0.1 and we can reason that there is no Collinearity inside our information.

4.4.1.1 Assumption of linearity

Pearson's item minute connection coefficients were utilized to test linearity supposition. The motivation behind utilizing relationship was to distinguish the determinants that give best forecasts to leading relapse investigation. The between relationships among the factors are appeared in Table 4.10.

<table>
<thead>
<tr>
<th>Table 4. 10: Linearity assumption test</th>
</tr>
</thead>
<tbody>
<tr>
<td>Correlations</td>
</tr>
<tr>
<td>Organizational performance</td>
</tr>
<tr>
<td>Pearson Correlation</td>
</tr>
<tr>
<td>Sig. (2-tailed)</td>
</tr>
<tr>
<td>Online advertising</td>
</tr>
<tr>
<td>Pearson Correlation</td>
</tr>
<tr>
<td>Sig. (2-tailed)</td>
</tr>
<tr>
<td>Online positioning</td>
</tr>
<tr>
<td>Pearson Correlation</td>
</tr>
<tr>
<td>Sig. (2-tailed)</td>
</tr>
<tr>
<td>E-Payment</td>
</tr>
<tr>
<td>Pearson Correlation</td>
</tr>
<tr>
<td>Sig. (2-tailed)</td>
</tr>
<tr>
<td>E-Data Interchange</td>
</tr>
<tr>
<td>Pearson Correlation</td>
</tr>
<tr>
<td>Sig. (2-tailed)</td>
</tr>
<tr>
<td>E-Payment</td>
</tr>
<tr>
<td>Sig. (2-tailed)</td>
</tr>
<tr>
<td>1</td>
</tr>
</tbody>
</table>
As shown in Table 4.10, there is a significant relationship between online advertising 
($r=.727^{**}$), online positioning ($r=.737^{**}$), E-Payment ($r=.718^{**}$) and E-Data Interchange 
($r=.636^{**}$) and organizational performance. This implies that the linearity assumption was therefore, satisfied. After the assumptions, the study examined the E-business and its effects on organizational performance at Eldoret Water and Sanitation Company.

4.4.2 Examination of the effectiveness of the E-business on the organizational performance

Multiple linear regression analysis was used to test the formulated hypotheses. First, the model summary was analyzed to establish the strength of the conceptualized online advertising, online positioning, E-payment and E-Data Interchange in predicting organizational performance.

Table 4.11: Model Summary

<table>
<thead>
<tr>
<th>Model Summary^b</th>
</tr>
</thead>
<tbody>
<tr>
<td>Model</td>
</tr>
<tr>
<td>-------</td>
</tr>
<tr>
<td>1</td>
</tr>
</tbody>
</table>

a. Predictors: (Constant), E-Data Interchange, Online positioning, E-Payment, 
Online advertising 

b. Dependent Variable: Organizational performance

Source (Researcher, 2017)
Results presented in Table 4.11 reveal that the online advertising, online positioning, E-payment and E-Data Interchange explains 80.8% of the variation in organizational performance (Adjusted R Square = 0.808). Therefore, the remaining 29.2% is explained by other determinants of E-business not considered in the study. Second, the ANOVA output was examined to check whether the proposed model was viable.
Table 4.12: Analysis of Variance (ANOVA)

ANOVAa

<table>
<thead>
<tr>
<th>Model</th>
<th>Sum of Squares</th>
<th>df</th>
<th>Mean Square</th>
<th>F</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Regression</td>
<td>35.071</td>
<td>4</td>
<td>8.768</td>
<td>96.495</td>
<td>.000</td>
</tr>
<tr>
<td>Residual</td>
<td>7.905</td>
<td>87</td>
<td>.091</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>42.976</td>
<td>91</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

a. Dependent Variable: Organizational performance
b. Predictors: (Constant), E-Data Interchange, Online positioning, E-Payment, Online advertising

Source (Researcher, 2017)

Results shown in Table 4.12 reveal that the F-statistic was highly significant (F=96.495p<0.05), this shows that the model was valid.

Table 4.13: Regression coefficients

Coefficientsa

<table>
<thead>
<tr>
<th>Model</th>
<th>Unstandardized Coefficients</th>
<th>Standardized Coefficients</th>
<th>t</th>
<th>Sig.</th>
<th>Collinearity Statistics</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>B</td>
<td>Std. Error</td>
<td>Beta</td>
<td></td>
<td>Tolerance</td>
</tr>
<tr>
<td>(Constant)</td>
<td>.291</td>
<td>.194</td>
<td></td>
<td>1.497</td>
<td>.138</td>
</tr>
<tr>
<td>Online advertising</td>
<td>.237</td>
<td>.057</td>
<td>.264</td>
<td>4.169</td>
<td>.000</td>
</tr>
<tr>
<td>Online positioning</td>
<td>.297</td>
<td>.042</td>
<td>.393</td>
<td>7.087</td>
<td>.000</td>
</tr>
<tr>
<td>E-Payment</td>
<td>.250</td>
<td>.042</td>
<td>.340</td>
<td>5.961</td>
<td>.000</td>
</tr>
<tr>
<td>E-Data Interchange</td>
<td>.133</td>
<td>.056</td>
<td>.143</td>
<td>2.378</td>
<td>.020</td>
</tr>
</tbody>
</table>

a. Dependent Variable: Organizational performance

Source (Researcher, 2017)
Consequences of the relapse coefficients exhibited in Table 4.13 demonstrates that the appraisals of $\beta$ esteems and give an individual commitment of every indicator to the model. The $\beta$ esteem educates us concerning the connection between E-business with every indicator. The $\beta$ esteem for web based promoting (.264), web based situating (.393), E-installment (.340) and E-information Interchange (.143) were certain. Accordingly, from the outcomes the model was then indicated as:-

$$y=\beta_1 x_1+\beta_2 x_2+\beta_3 x_3+\beta_4 x_4+\epsilon...$$

Authoritative performance= .264 web based promoting +.393online situating +.340E-installment +.143E-Data Interchange

The coefficients for each of the factors shows the measure of progress one could expect in hierarchical performance given a one-unit change in the estimation of that variable, given that every one of the factors in the model are institutionalized basing on the institutionalized coefficients. Results uncover institutionalized relapse coefficient for web based promoting ($\square_{1}=0.264$), infers that an expansion of 1 standard deviation in internet publicizing is probably going to bring about a 0.264 standard deviations increment in hierarchical execution.
Besides, institutionalized relapse coefficient for web based situating ($\sigma_2=0.393$), infers that an expansion of 1 standard deviation in web based situating is probably going to bring about a 0.393 standard deviations increment in hierarchical execution. In like manner, institutionalized relapse coefficient for e-installment ($\sigma_3=0.340$), infers that an expansion of 1 standard deviation in e-installment is probably going to bring about a 0.340 standard deviations increment in hierarchical execution. In conclusion, institutionalized relapse coefficient for e-information trade ($\sigma_4=0.143$), infers that an expansion of 1 standard deviation in e-information exchange is probably going to bring about a 0.143 standard deviations increment in hierarchical execution.

T-test was utilized to distinguish whether the indicators were making a noteworthy commitment to the model. At the point when the t-test related with $t$ esteem is huge then the indicator is making a noteworthy commitment to the model. The littler the estimation of importance (the bigger the estimation of $t$) which means more prominent is the supporter of that indicator. The outcomes demonstrate that web based promoting ($t=4.169$, $P<.05$), internet situating ($t=7.087$, $P<.05$), e-installment ($t=5.961$, $P<.05$) and e-information trade ($t=2.378$, $P<.05$). These discoveries demonstrated that online advertising, online situating, e-installment and e-information trade as indicators, which altogether influence hierarchical execution. In this manner, these outcomes suggest that internet situating is most ($t=7.087$, $P<.05$) imperative indicator for authoritative execution.

4.4.3 Hypothesis testing
**H01:** There is no statistically significant effect of online advertising on organization performance at Eldoret Water and Sanitation Company

Multiple regression analysis demonstrated that a noteworthy \((p= .000; \alpha = 0.05)\) impact of web based promoting on association execution at Eldoret Water and Sanitation Company, Kenya. Along these lines the invalid theory, "that there is no factually huge impact of internet publicizing on association execution at Eldoret Water and Sanitation Company, Kenya", was rejected \((p<0.05)\). This suggests there is a noteworthy impact of online publicizing on association execution at Eldoret Water and Sanitation Company, Kenya. This backings the discoveries of Hitt, and Jackson, (2003) that there is a noteworthy impact of web based promoting on association execution.

**H02:** There is no statistically significant effect of online positioning on organization performance at Eldoret Water and Sanitation Company

Multiple regression analysis demonstrated that a huge \((p= .000; \alpha = 0.05)\) impact of internet situating on association execution at Eldoret Water and Sanitation Company, Kenya. Along these lines the invalid speculation, "that there is no measurably noteworthy impact of web based situating on association execution at Eldoret Water and Sanitation Company, Kenya", was rejected \((p<0.05)\). This infers there is a critical impact of web based situating on association execution at Eldoret Water and Sanitation Company, Kenya. This is in accordance with the discoveries of Benjamin and Wigand (2004) that there is a critical impact of web based situating on association execution.

**H03:** There is no statistically significant effect of E-payment on organization performance at Eldoret Water and Sanitation Company
Multiple regression analysis demonstrated that a huge (p= .000; α = 0.05) impact of E-installment on association execution at Eldoret Water and Sanitation Company, Kenya. Hence the invalid speculation, "that there is no measurably critical impact of E-installment on association execution at Eldoret Water and Sanitation Company, Kenya", was rejected (p<0.05). This infers there is a noteworthy impact of E-installment on association execution at Eldoret Water and Sanitation Company, Kenya. This backings the finding of Lopez, Peon and Ordas (2005) that there is a huge impact of E-installment on association execution.

**H04:** There is no statistically significant effect of E-Data Interchange on organization performance at Eldoret Water and Sanitation Company

Multiple regression analysis demonstrated that a critical (p= .020; α = 0.05) impact of E-Data Interchange on association execution at Eldoret Water and Sanitation Company, Kenya. Along these lines the invalid theory, "that there is no measurably noteworthy impact of E-Data Interchange on association execution at Eldoret Water and Sanitation Company, Kenya", was rejected (p<0.05). This suggests there is a critical impact of E-Data Interchange on association execution at Eldoret Water and Sanitation Company, Kenya. This is in accordance with the discoveries of Lipchitz, R. (2000) that there is a critical impact of E-Data Interchange on association execution.
CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Summary of the findings

5.1.1 Effectiveness of online advertising on organization performance.

On the effects of online advertising on organizational performance, the respondents tended to agree with the statement that use of blog advertising, brought a flood of traffic to online business very quickly, thus, enhanced organization performance. Similarly, the respondents almost agreed with the statement that adverts displayed on the social media promoted the products when people visited the company websites, thus, enhanced organization performance. On whether the use of online newsletters’ advertising ensured wider reach to the corporate, the respondents almost agreed. Lastly, the respondents almost agreed with the statement that use of web banners’ advertising targeted large community, therefore, ensured enhanced organization performance. The multiple linear regression analysis revealed a significant effect of online advertising on organization performance at Eldoret Water and Sanitation Company, Kenya.

5.1.2 Effectiveness of online positioning on organization performance.

On the effects of online positioning on organization performance, the respondents were undecided on whether the online demographic-related positioning strategy assured the organization performance. Similarly, the respondents almost agreed with the statement that the online competitive positioning strategy guaranteed the organization performance. On whether online quality positioning strategy warranted the organization performance, the
respondents almost agreed. Lastly, the respondents almost agreed with the statement that the online value positioning strategy ensured the organization performance. The multiple linear regression analysis revealed a significant effect of online positioning on organization performance at Eldoret Water and Sanitation Company, Kenya.

5.1.3 Effectiveness of E-Payment on organizational performance.

On the effects of E-Payment on organization performance, the respondents tended to agree with the statement that use of Visa card services was more convenient, therefore, facilitated transactions for businesses, which later improved the organization performance. Similarly, the respondents tended to agree with the statement that use of M-PESA pay bill services ensured intermediate reflection of payments, hence, improved the organization performance. On whether use of agency banking services lowered costs for businesses, the respondents tended to agree. Lastly, the respondents tended to agree with the statement that use of automatic bank-to-vendor payment boosted customer’s trust in payment, thus, enhanced the organization performance. The multiple linear regression analysis revealed a significant effect of E-Payment on organization performance at Eldoret Water and Sanitation Company, Kenya.

5.1.4 Effectiveness of E-Data Interchange on organization performance.

On the effects of E-Data Interchange on organizational performance, the respondents tended to agree with the statement that use of Third Party Service Provider to transmit data guaranteed the company’s performance. Similarly, the respondents almost agreed with the statement that use of Customer Internet Gateway to provide clients with a method to transmit and receive data over the internet ensured the company’s performance. On
whether use of Value Added Network which provides an opportunity to exchange data with a large number of trading partners using a single communication interface warranted company’s performance, the respondents almost agreed. Lastly, the respondents tended to agree with the statement that use of direct connect that provides clients with direct connection assured the company’s performance. The multiple regression linear analysis revealed a significant effect of E-Data Interchange on organization performance at Eldoret Water and Sanitation Company, Kenya.

5.2 Conclusion

In regard to the literature review, findings and discussions, the study concluded that E-business such as online advertising, online positioning, E-Payment and E-Data Interchange effect organizational performance at Eldoret water and Sanitation Company, Kenya. Therefore, through adoption of online advertising, online positioning, E-Payment and E-Data Interchange, then, the organizational performance is enhance. On the effects of online advertising on organizational performance, it is concluded that online advertising has a significant effect on organization performance. Hence, when blog advertising, social media, online newsletters’ advertising, web banners’ advertising are adopted, then, the organizational performance is enhance.

On the effects of online positioning on organizational performance, it is concluded that online positioning has a significant effect on organization performance. Thus, through demographic-related positioning strategy, online competitive positioning strategy, online quality positioning strategy and online value positioning strategy, the organizational performance is guaranteed. Additionally, it is concluded that E-Payment has a significant
effect on organization performance. This is because, when Visa card services, M-PESA pay bill services, agency banking services and automatic bank-to-vendor payment is used, then the organizational performance is enhanced. Lastly, it is concluded that E-Data Interchange has a significant effect on organization performance. Therefore, when Third Party Service Provider, Customer Internet Gateway, Value Added Network and direct connect are adopted, then, the organizational performance is enhanced.

5.3 Policy Recommendations

From the findings, conclusions and the direction from the literature review, it was clear that E-business such as online advertising, online positioning, E-Payment and E-Data Interchange effect organizational performance at Eldoret water and Sanitation Company, Kenya. The study therefore, suggests the following recommendation to enhance organizational performance:

The organizations should adopt and manage their online advertisements to support large amounts of information which will enhance their performance; incorporate online positioning in their marketing so as to attract customers hence increase the market share; use online payments as they are cheap and convenient to customers; enhance the use of Electronic data Interchange in their e-businesses to improve their information sharing thus enhance organizational performance.

Lastly, the policy makers, government IT departments and other interested actors in the field of IT and internet security should develop a framework that ensures effective formulation and implementation towards internet security and sustainable E-business in Kenya.
5.4 Recommendation for further studies

Further study should be narrowed down to the effect of each (online advertising, online positioning, E-Payment and E-Data Interchange) on organizational performance.

A pre-test study should be carried on sampled customers to determine the effect of online advertising, online positioning, E-Payment and E-Data Interchange on organizational performance.
REFERENCE


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Appendix I: Introduction Letter

PeninahJepkemoi Komen
P.O Box 220-30700
ITEN.

TO WHOM IT MAY CONCERN

My name is PeninahJepkemoi Komen. I am a post graduate student at Kisii University and carrying out a research on the E-business and its effects on organizational performance at Eldoret water and Sanitation Company, Kenya. Being one of the respondents; you have been selected to participate in this study. The information that you will give will be treated with utmost confidentiality and be used for academic purposes. Fill in your responses in the spaces provided in each of the questionnaire items.

Yours faithfully

PeninahJepkemoi Komen
Appendix II: Research Questionnaire

SECTION A: DEMOGRAPHIC INFORMATION

(Please tick your answers in the boxes provided)

1. Indicate your gender
   - Male
   - Female

2. Indicate your age
   - Below 21 years
   - 21-30 years
   - 31-40 years
   - 41-50 years
   - 51-60 years

3. Indicate your level of education
   - Primary
   - Secondary
   - Tertiary College
   - University

4. Indicate your working experience
   - Below 5 years
   - 5-9 years
   - 10-14 years
   - 15-19 years
   - Above 19 years
SECTION B

CATEGORY I: ONLINE ADVERTISING

Please circle the number that represents the frequency of adoption of items of online advertising. Use the scale provided: **1=strongly disagree, 2=Disagree, 3=Undecided, 4= Agree and 5= strongly agree**

<table>
<thead>
<tr>
<th>Statements</th>
<th>1</th>
<th>2</th>
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</thead>
<tbody>
<tr>
<td>Use of blog advertising, bring a flood of traffic to online business very quickly, thus, organization performance</td>
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<tr>
<td>Adverts displayed on the social media promote the products when people visit the company websites, thus, enhanced organization performance</td>
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<td>Use of online newsletters’ advertising ensures wider reach to the corporate through, thus, organization performance</td>
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<tr>
<td>Use of web banners’ advertising target large community, therefore, ensures enhanced organization performance</td>
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</table>
**CATEGORY II: ONLINE POSITIONING**

Please circle the number that represents the frequency of adoption of items of online positioning. Use the scale provided: 1=**strongly disagree**, 2=**Disagree**, 3=**Undecided**, 4= **Agree** and 5= **strongly agree**

<table>
<thead>
<tr>
<th>Statements</th>
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<th>2</th>
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<tbody>
<tr>
<td>The online demographic-related positioning strategy assures the organization performance</td>
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<td>The online competitive positioning strategy guarantees the organization performance</td>
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<td>The online quality positioning strategy warrants the organization performance</td>
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<tr>
<td>The online value positioning strategy ensures the organization performance</td>
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</tbody>
</table>
**CATEGORY III: E-PAYMENT**

Please circle the number that represents the frequency of adoption of items of E-Payment.

Use the scale provided: 1=**strongly disagree**, 2=**Disagree**, 3=**Undecided**, 4= **Agree** and 5= **strongly agree**

<table>
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<th>Statements</th>
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<tbody>
<tr>
<td>Use of Visa card services facilitates transactions for businesses,</td>
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<td>hence, improves the organization performance</td>
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<tr>
<td>Use of M-PESA pay bill services ensures intermediate reflection</td>
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<td>of payments, hence, improves the organization performance</td>
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<tr>
<td>Use of agency banking services lowers costs for businesses,</td>
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<td>hence, improves the organization performance</td>
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<tr>
<td>Use of automatic bank-to-vendor payment boosts customer’s</td>
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<td>trust in payment, thus, enhances the organization performance</td>
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</table>
**CATEGORY IV: E-DATA INTERCHANGE**

Please circle the number that represents the frequency of adoption of items of E-Data Interchange. Use the scale provided: 1=strongly disagree, 2=Disagree, 3=Undecided, 4= Agree and 5= strongly agree

<table>
<thead>
<tr>
<th>Statements</th>
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</thead>
<tbody>
<tr>
<td>Use of Third Party Service Provider to transmit data guarantees the company’s performance</td>
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<tr>
<td>Use of Customer Internet Gateway to provide clients with a method to transmit and receive data over the internet ensures the company’s performance</td>
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<tr>
<td>Use of Value Added Network which provides an opportunity to exchange data with a large number of trading partners using a single communication interface warrants the company’s performance</td>
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<tr>
<td>Use of direct connect that provides clients with direct connection assures the company’s performance</td>
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</table>
CATEGORY IV: PERFORMANCE OF THE ORGANIZATION

Please circle the number that represents the frequency of adoption of items of performance of the organization. Use the scale provided: 1=strongly disagree, 2=Disagree, 3=Undecided, 4= Agree and 5= strongly agree

<table>
<thead>
<tr>
<th>Statements</th>
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<tbody>
<tr>
<td>The speed of the response in the organization increased because of E-business strategy</td>
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<tr>
<td>The revenue collected over a given period of time in the organization increased because of E-business strategy</td>
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<td>Share price of the organization increased because of E-business strategy</td>
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<tr>
<td>The number of customers that receive the services in the organization increased because of E-business strategy</td>
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</table>

Thanks for devoting your time to attend to this questionnaire.
Appendix III: Research Permit Letter

10 May, 2017

TO WHOM IT MAY CONCERN

Dear Sir / Madam,

RE: RESEARCH DATA COLLECTION PERMIT.

PENINAIH JEPKEMOI KOMEN REG. NO: CBM12/10449/14

The above named is a bonafide student of Kisii university- Eldoret Campus pursuing a Masters Degree Course in Business Administration (Strategic Management Option) in the School of Business & Economics.

She is working on her research entitled “Effectiveness of E-Business strategy on Organizational Growth, a case Study of Eldoret Water & Sanitation Company” in partial fulfilment for the requirement of the Award of Masters in Business Administration (Strategic Management Option)

We are kindly requesting your office to provide her with the permit to proceed to the field for data collection and completion of her research.

Please do not hesitate to call the undersigned for any verification.

Any assistance extended to her is highly appreciated.

Yours faithfully,

[Signature]

Dr. Charles O. Ochilo (0720986185)
DEPUTY DIRECTOR – ACADEMIC AFFAIRS
Appendix IV: Research Permit

CONDITIONS
1. The License is valid for the proposed research, research site specified period.
2. Both the Licence and any rights thereunder are non-transferable.
3. Upon request of the Commission, the Licensee shall submit a progress report.
4. The Licensee shall report to the County Director of Education and County Governor in the area of research before commencement of the research.
5. Excavation, filming and collection of specimens are subject to further permissions from relevant Government agencies.
6. This Licence does not give authority to transfer research materials.
7. The Licensee shall submit two (2) hard copies and upload a soft copy of their final report.
8. The Commission reserves the right to modify the conditions of this Licence including its cancellation without prior notice.

Serial No.A 16433
CONDITIONS: see back page

THIS IS TO CERTIFY THAT:
MS. PENINAH JEPKEMOI KOMEN
of KISII UNIVERSITY, 6434-30100
ITEN, has been permitted to conduct
research in Elgeyo-Marakwet, Embu
Counties

on the topic: EFFECTIVENESS OF
E-BUSINESS STRATEGY ON
ORGANIZATIONAL GROWTH AT ELDORET
WATER AND SANITATION COMPANY,
KENYA

for the period ending:
14th November, 2018

Applicant’s
Signature

Permit No : NACOSTI/P/17/39592/20004
Date Of Issue : 14th November, 2017
Fee Reveved :Ksh 1000

National Commission for Science,
Technology & Innovation
EFFECTIVENESS OF E-BUSINESS STRATEGY ON ORGANIZATIONAL PERFORMANCE AT ELDORET WATER AND SANITATION COMPANY, KENYA PENINAH JEPKEMOI KOMEN

ORIGINALITY REPORT

19% SIMILARITY INDEX

INTERNET SOURCES 11%
PUBLICATIONS 1%
STUDENT PAPERS 14%

PRIMARY SOURCES

1 Submitted to Mount Kenya University
   Student Paper

2 Submitted to Kenyatta University
   Student Paper

3 www.aibuma.org
   Internet Source

4 www.growingscience.com
   Internet Source

5 Submitted to University of East London
   Student Paper