THE EFFECTIVENESS OF ELECTRONIC PAYMENT SYSTEM ON REVENUE PERFORMANCE IN KENYA’S HOTEL INDUSTRY: A CASE OF SAROVA HOTELS

BY

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UNITED STATES INTERNATIONAL UNIVERSITY- AFRICA

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A Research Project Report Submitted to the Chandaria School of Business in Partial Fulfillment of the Requirement for the Award of the Degree of Master of Organizational Development (MOD)

UNITED STATES INTERNATIONAL UNIVERSITY - AFRICA

SUMMER 2020
STUDENT’S DECLARATION

I, the undersigned, declare that this is my original work and has not been submitted to any other college, institution or university other than the United States International University- Africa in Nairobi for academic credit.

Signed: ___________________________ Date: ___________________________

Yula Kajune (ID: 610667)

This project proposal has been presented for examination with my approval as the appointed supervisor.

Signed: ___________________________ Date: ___________________________

Dr. Mary Mutisya

Signed: ___________________________ Date: ___________________________

Dean, Chandaria School of Business
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ABSTRACT

The general objective of this study was to establish the effects of e-payment system on revenue performance. This study was guided by the following objectives; to establish the benefits of e-payment system on revenue performance of Sarova Hotels, to understand the challenges of e-payment system on revenue performance of Sarova Hotels and to determine the effect of e-payment strategies on revenue performance at Sarova Hotels. This study adopted descriptive research design to integrate various elements used in carrying out this study. Population of the study consisted of 65 respondents at Sarova Hotels. Sampling frame was obtained from human resource office at Sarova. Stratified sampling technique was deployed in the study. A sample size of 65 respondents was studied. A questionnaire was used for data collection and both descriptive and inferential statistics were deployed.

This study aimed to establish the benefits of e-payment system on revenue performance. The findings revealed that there exists a significant relationship between e-payment benefits and revenue performance, r (0.427); p-value < 0.01. The findings also revealed that e-payment benefits accounts for (16.7%) variability in revenue performance.

The second specific objective of the study sought to determine the effect of e-payment challenges on revenue performance. The findings revealed that there exists a significant relationship between e-payment challenges and revenue performance, r (0.403); p-value < 0.01. Since the p-value < 0.05. The findings also revealed that e-payment challenges accounts for (14.6%) variability in revenue performance.

The third specific objective aimed to determine the effect of e-payment strategies on revenue performance. The findings revealed that there exists a significant relationship between e-payment strategies and revenue performance, r (0.461); p-value < 0.05. The findings also revealed that e-payment strategies accounts for (19.7%) variability in revenue performance.

This study concludes that e-payment technology enhances convenience. This is crucial for the hotel to influence more sales from various markets since it allows customers to pay for services at their own comfort. This study concludes that there is a relationship between electronic payment challenges and revenue performance in the organization. This study also concludes that partnership with various payment agents or partners to facilitate payments for the hotel is essential since the partners have reliable and effective
payments systems that are used across the world, therefore, this partnership will be crucial. This study concludes that e-payment technology enhances convenience. This is crucial for the hotel to influence more sales from various markets since it allows customers to make payment of services at their own comfort. This study also concludes that electronic payment technology is essential for the hotel to have a global presence in terms of market expansion. This study concludes that electronic payment enhances cost reduction in the organization.

This study recommends online receipting mechanism that should be adopted throughout the entire organization allowing effective payment process that will generate more revenues for the hotel. Therefore, Sarova Panafric should offer a secure option; highly protected from fraud for customers to make payments electronically. This study recommends that Sarova hotel should also offer security guidelines and instructions that will protect customers when making electronic payments in the hotel. This study has established a significant relationship between electronic payment strategies and revenue performance. Therefore, this study recommends that the hotel should integrate payments into the booking engine to allow an effective payment process for customers to take place. This study recommends that Sarova Hotels should offer multiple payment options to customers including: - PayPal, Skrill, iPay, PesaPal, Jambo Pay, among others
ACKNOWLEDGEMENT

I would like to acknowledge Dr. Mary Mutisya for her supervision and making this project a success.
DEDICATION

I dedicate this project to my family for their love, care and support through the whole journey. To our Great Creator for his mercy and grace as He made it possible.
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<th>Description</th>
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<tr>
<td>ANOVA</td>
<td>Analysis of Variance</td>
</tr>
<tr>
<td>ATM</td>
<td>Automated Teller Machine</td>
</tr>
<tr>
<td>EFT</td>
<td>Electronic Funds Transfer</td>
</tr>
<tr>
<td>EPS</td>
<td>Electronic Payment System</td>
</tr>
<tr>
<td>ICT</td>
<td>Information Communications and Technology</td>
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<tr>
<td>IT</td>
<td>Information Technology</td>
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<tr>
<td>SET</td>
<td>Secure Electronic Transfer</td>
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<tr>
<td>SSL</td>
<td>Secure Socket Lauer</td>
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<td>SPSS</td>
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CHAPTER ONE

1.0 INTRODUCTION

1.1 Background of the Study

Realization of effective and efficient retail payment system is dependent on among others; choice of payment method for consumers and businesses; convenience, reliability and security of the payment method, service quality, the level and structure of fees charged by financial institutions; taste and demographic; and technological advances which have improved the speed, convenience and flexibility of different payment systems (Zekos, 2014). E-payment is therefore considered convenient, safe as well as a secure method for payment of bills and other transactions by electronic means like card, telephone, the Internet, Electronic Fund Transfer. Electronic payment are alternatives to consumers when it comes to paying bills and debts by cash, cheque and money order (Urumsah, 2015).

The economy of the world is dependent on the payment systems hence the need to adopt a payment that is secure, convenient and affordable and that is able to be the foundation for the development of any economy (Azam, 2015). Prior to the emergence of modern banking system, commodities were exchanged for commodities in a process commonly known as barter system. This invariably resulted to the creation of markets and specialization. Nonetheless, the flexibility of the barter system is pegged entirely on mutual coincidence of wants. The transaction in a barter system occurs when each party must be able to supply what the other party demands. The other issues that arose as a result of barter trade include; absence of common measure of value, lack of divisibility and problem of storing wealth. Consequently, money sprung forth to expedite exchange by greasing the market mechanism, which before relied on the barter system. The advent of money assisted in minimizing transaction costs (Lok, 2015).

Nonetheless, the introduction of information technology and the internet, payment systems have given rise to a new direction as electronic money is slowly substituting paper money as well as coins (Nguyen & Gopalaswamy, 2018). Andrieu (2016), acknowledges that bank notes and coins are slowly running out given the various modes of payment for transactions are viable systems perceived as better alternatives across the world. For instance, Nigeria’s quest for transitioning from cash to cashless economy has
been on the front burner. This is based on the principle that, for Nigeria to be among the world leading economies in the world, by 2020 electronic payment systems must be fully embraced. The transition of business from the ancient where there was need for physical contact to that of e-commerce is due to globalization and emerging technology (Esoimeme, 2018).

The growth of e-commerce has necessitated the significance of transferring money online otherwise referred to as e-payments, these entails exchange of money and information online without any direct involvement with the recipients. Electronic payments are received through direct online debit or credit card payments, or electronic bill payments, mediated debit or credit, electronic bill payments and stored-value money (Otusanya & Lauwo, 2019). The ancient e-payment systems are seen to have many restrictions which prohibits consumers from accepting them. With these, there are factors that relate to lack of security, trust, usability, transaction costs being high, risks are perceived to be high and there in, there is a lack of any perceived advantage.

The use of e-payment has been developed to aid individual customers and companies in addition to the banks to mitigate some of the glitches innate in the settlement and payment process. The e-payment system makes it possible for customers to pay their bills without having to physically move to the bank’s locations (Wheelock & Wilson, 2017). It also makes it easier to access their account information and transfer money to other accounts at the comfort of their homes. The options available to people when making electronic payments include: cheques, Electronic Funds Transfer (EFT), Automated Teller Machine (ATM), cards (debit, credit and smart), Electronic Purses/Wallets, Mobile Banking and Money Transfer Services, Telephone Banking, Personal Computer Banking, Digitized 'E-Cash' Systems, Electronic Cheque, Online/Internet Payments and Digital Person to Person (P2P) Payments. P2P exchange entails digital financial instrument like encrypted credit card numbers, electronic cheques, or digital cash backed by a bank or an intermediary, or by a legal tender (Pogodaeva & Baburina, 2018).

Performance is deemed as the heart of strategic thinking for every manager of hotels hoping to define and measure performance (Cao & Wang, 2014). The most critical question lingering in the business sector is why certain hotels post impressive performance while others dwindle in their performance, this has attributed to a research
on the drivers of organizational performance as noted by Moser (2015) thus making the study to dwell on the drivers of outstanding performance in some hotels.

Adewoye (2013), notes that performance measurement is one of the notable tools that accelerate firms when it comes to monitoring performance, identifying the areas in need of attention, promote motivation, refining communication as well as solidification accountability. A firm needs changes to conform to the information systems capabilities to gain competitive edge (Asongu, 2015). It is presumed that in order for a company to be successful for it to record high returns and recognize propellers of performance from the top to the bottom of the company.

Sarova Hotels is a leading group in the hospitality business running hotels, resorts and game lodges in Kenya. The hotels boast of over a thousand rooms in seven hotels and lodges catering for both leisure and business travelers. For the leisure traveler, Sarova offers a host of diverse experiences including wildlife game drives, balloon rides, water sports, health clubs, a spa and traditional and contemporary entertainment. For the visiting business executive, Sarova hotels provide up-to-date business facilities through their state of the art conferencing product – The Motivator- a complete conference solution (Sarova, 2019).

1.2 Statement of the Problem

The world is increasingly becoming technological hence the adoption of e-payment of systems by business. The e-payment platform has presented an interest area of study for many scholars for example, Egesa & Esau (2016) studied E-Service and Devolution: Use of ICT Application on customer service delivery in Machakos County Government, Kenya. Gathumbi (2015) also studied factors affecting electronic payment adoption by Matatu Owners Saccos in Nairobi City County and Morawczynki (2010) studied the adoption, usage and outcomes of mobile money services with a key focus on M-Pesa services. This points to limit study on the influence of e-payment service on revenue performance in hotel industry in Kenya more so at Sarova Hotels hence the study gap.

Sarova Hotels like any other business is not left behind in technological advancements so as to tap on new opportunities. The influx in the use of e-payments modes like credit/debit cards by customers has herald benefits as well as challenges such as an upsurge in fraud cases by customers thus denying companies revenue. For instance,
Sarova Hotels has witnessed a number of upsets like customers making fraudulent payments from valid but stolen cards and booking agencies falsifying payments. This study therefore seeks to establish the influence of E-payment on the revenue performance of hotel industry in Kenya with specific focus being Sarova Hotels. This will be achieved by establishing the benefits of e-payment system on revenue performance of Sarova Hotels; understanding the challenges of e-payment system on revenue performance of Sarova Hotels; to find out ways to enhance e-payment at Sarova Hotels.

1.3 General Objective

The general objective of this study was to establish the effects of e-payment system on revenue performance on Kenya’s Hotel Industry, the case of Sarova Hotels.

1.4 Specific Objectives

1.4.1 To establish the benefits of e-payment system on revenue performance of Sarova Hotels.

1.4.2 To understand the challenges of e-payment system on revenue performance of Sarova Hotels.

1.4.3 To determine the effect of e-payment strategies on revenue performance at Sarova Hotels.

1.5 Justification of the Study

This study sought to establish the effects of e-payment system on revenue performance of hotel industry in Kenya with focus on Sarova Hotels. The study will be of significance to a number of stakeholders such as hotel management, the regulator, hotel employees, scholars and academicians as well as hotel employees.

1.5.1 The Regulator

The regulator would use the study findings in policy formulation more so when it comes to e-payment systems by the industry stakeholders. This will go a long way in cushioning the industry players from losses occasioned by such malpractices.

1.5.2 Hotel Management

Hotel management will need the results of the study to make informed decision when it comes to the adoption and use of e-payment system platforms within their jurisdictions.
This will be vital when deciding on the tender types and crafting the ultimate payment policy.

1.5.3 Hotel employees

The results finding will be of great importance to the employees more so the service department when it comes to payment management and having the experience to detect fraudulent payment by their customers.

1.5.4 Scholars and Academicians

This study will provide the current and potential scholars and academicians with the knowledge bank to refer to when studying the effects of e-payment on revenue performance.

1.6 Scope of the Study

This study is confined to establishing the effects of e-payment on revenue performance of hotel industry in Kenya. This survey will be performed at Sarova Hotels and will target employees drawn from different cadres that is, top management, accounts/revenue department, e-commerce and service staff. This research will be conducted between June 2019 and April, 2020.

1.7 Definition of Terms

1.7.1 E-payment System

According to Altendorf and Schreiber (2015), e-payment system as an electronic payment system by means of direct credit, electronic transfer of credit card details or other electronic means contrary to payment by either cheque or cash.

1.7.2 Revenue

In accounting, revenue is referred to as the income one gets after the sale of goods and services to their consumers. This is in their normal activities as a business.(Barnes & Corbitt, 2013).

1.8 Chapter Summary

From this first chapter, it has highlighted the study’s background, stated the problem, given the general objectives, given the specific objectives, justified the study, given the study’s scope and defined the terms. The coming chapter presents literature review based on the research objectives guiding the study. Chapter two presents the literature
review of the study. Chapter three covers the research methodology that is used in conducting the study. Chapter four covers results and findings of the study and chapter five covers the discussion, conclusion and recommendations of the study.
CHAPTER TWO

2.0 LITERATURE REVIEW

2.1 Introduction

This chapter presents a critical review of the empirical and theoretical literature on the influence of e-payment on revenue performance. It presents literature on the benefits of e-payment on revenue performance, challenges of e-payment on revenue payment and strategies to enhance e-payment.

2.2 Benefits of E-Payment on Revenue Performance

The notable benefits highlighted include: global customer presence and convenience, cost reduction and internal revenue control mechanisms.

2.2.1 Global customer presence and Convenience

(Wonglimpiyarat, 2017) reckons that investment in electronic payment system is not in vain. The hospitality institutions and banks which both fall under service industry being able to realize global reach where they are no longer limited to clients who can reach them physically. This culminates into high revenue stream. Exchange of emails and other electronic messages to customers ensure better customer service since complaints and inquiries are quickly handled. The service industry is also spared office space booking and hiring shop assistants hence low capital cost. Mass customization is also possible through online transaction systems (Greenwood, 2014). Frequent customer communication makes it possible to come up with mass customize products or services with reduced time to market reach. It is also easy to pick on a specific target group and direct marketing towards them. Thus it is possible to have add-on services to basic services, or add-on options to products that they are supporting (Kaushik & Rahman, 2014).

Likewise, customers enjoy convenience given that they need not visit service institutions like hotels physically in order to seek service instead they can place their orders online and pay electronically. This saves a lot of time. Furthermore, the institutions would be available 24/7. The internet and World Wide Web are communication media containing a lot of financial related information (Idun & Aboagye, Bank competition, financial
innovations and economic growth in Ghana, 2014). Some sites, like Amazon.com, carry product reviews and mode of payment that could help customers get a better picture of themselves and what they need. Competitive pricing has benefited customers because many charges on online transactions were dropped. The various financial bouquet offered to customers can easily be customized to meet customers’ individual needs as compared to physical products (Rozario, 2016).

2.2.2 Cost Reduction

For any business to be a success, it must effectively manage its cost. Economically, an online payment system makes sense with regards to designing, building, running, maintaining as well as upgrading it, besides its acceptance and widespread use by the consumers (Mullan, Bradley, & Loane, 2017). All these are reflected in the cost of transaction, where costs incurred by seller and buyer in a transaction are kept at minimal. This includes both direct and indirect costs; atomic exchange-EPS must involve consumers paying money or something equivalent in value of a transaction; user reach- which refers to the range of users to whom an EPS is accessible, whether countries or ages; value mobility- EPS token circulation is limited to the community authorized by the issuing company, the token may be valued by large number of parties at different places and passed along as gift or exchanged for currency in equal value; and financial risk - where concern is on level of security for online transactions, potential damages or loses that may be incurred. Thus the sharing of risks must be spelt out clearly in an EPS (Torres, 2018).

Social needs are also necessary for consumers to develop both trust and acceptance of the e-payment system. Anonymity is a social aspect meant to protect the privacy of consumers and to prevent companies or financial institutions from tracing users purchasing preferences or behavior (Asongu, 2015). The EPS should also be user friendly, that is, it should be simple and easy to use especially in micropayment. Mobility of the system is critical so that it can be shared and used anywhere and not tied up in a personal computer. Again, the operational features should be such that the customer and merchant should not have a pre-existing business relationship before transacting. The system should support impulse buying. Ideally, the three above dimensions are together bound by the government regulations which govern online business transactions. Some of the concerns associated with such regulations include: -
digital signatures recognition, digital funds transfers traceability and validity, electronic commerce contracts, online technical standards, customs and taxation, international agreements among others. This is because every country has its own set of policies that EPS must conform to. The issues raised above, thus, need a good attention for any form of on-line system to be quite effective (Cao & Wang, 2014).

2.2.3 Internal Revenue Control Mechanisms

Charles, Seth and Damoe (2017), indicate that internal control is the means by which management obtains the information, protection and controls for the successful operation of a business enterprise. The author further acknowledges that internal controls comprise the plans of the organization and all the coordinate methods and measures accepted within a business to safeguard its assets, check the accuracy and reliability of its accounting data, promote operational efficiency and encourage adherence to prescribed management policies. This help the organization seal the revenue loopholes that might otherwise be exploited by staff and other intruders hence boosting its revenue collections resulting in positive performance (Makanyeza, 2017). When customers perceive that they have more control over a service encounter, they are more likely to be satisfied with that encounter. E-payment gives customers more control over how their time is spent and also gives them more control over their credit or debit card. As one operator stated: “Our guests want to be able to have control over their payment method and when they want to leave the restaurant without having to hunt down the server (Adewoye, 2013).

2.3 Challenges of E-Payment on Revenue Performance

Technology acceptance theory is regarded as an information systems theory that models how users come to accept and make use of technology (Gao, Li, & Luo, 2015). The actual use of the system is the end-point where everyone is supposed to be able to do with technology and at this stage a behavioral intention is formed which is the main factors that lead individuals to use technology. The behavioral intention is influenced by the attitude which is the general impression of the technology. The theory suggests that when users are presented with new technology a number of factors influence their decision on how and when they will use it. These factors include; Perceived usefulness is among the key factors that influence the use of technology, perceived usefulness is regarded as the degree to which an individual believes that using a particular system would improve his or her performance (Ratten, 2014). It implies whether or not
someone perceives that technology to be useful for what they want to do. Perceived ease of use is another factor that influences the use of technology. It is seen as the percentage to which a person is of the belief that the use of a particular system would be effortless. If the technology is easy to use, then the barriers are conquered and when it is not easy the interface is complicated and no one has a positive attitude towards it (Donmez-Turan, 2019).

2.3.1 Staff Resistance to Change

Resistance to change is not something new as most people often resist whenever something new comes up and employees of the hotel industry are no exception. Shankar, Jresat and Hassan (2018) note that change requires creation of a new system, which in turn always demands leadership. According to Mwiti (2018), the need for managers to recognize the origin of resistance so as to develop strategies to mitigate same so that it cannot hamper the growth of the organization. The author further notes that individual resistance to change is the easiest for managers to identify. Due to victimization, resistance to change and fear is developed in employees. This is attributed by some of the employees becoming negative when for example, there is job loss. Retraining on a new system for example, Opera, the fear of layoffs, or the challenges that occur when a new structure is put in place complicates the success in implementing the payment method.

There is failure of employee’s recognizing the positive impact that will come into the organization with this new development. Their main concern shall be their current circumstances and would rather have the status quo and would not be considerate of the greater good for the organization. (Esoimeme, 2018). There is a feeling of insecurity in the individuals due to this organizational change. This feeling is manifested in the employee churn and there tends to be increased absenteeism which in turn negatively impacts the organizations revenues. In very extreme cases, individuals can take steps like sabotage to prevent this change from materialising. Due to the proposed organizational change, some employees tend to develop work habits impacted by this change in the organization. For the advancement of the organization, habits must be in order from the onset. Bad habits are hard to break. Finally, the organization as a whole may resist change (Matevu & Kerongo, 2015).
Organizations may also experience power stagnation especially when there is change of power from certain individuals to other individuals, there may be a power struggle between those losing power and the ones gaining power (Otusanya & Lauwo, 2019). The proposed change may make some individual’s goals more difficult while some individuals achieve their goals more easily. Large organizations with a divisional structure may falter as divisions fail to recognize the benefit of change to the entire organization hence hurting their performance. Organizations with tall hierarchies or strict organizational reporting tend to resist change as individuals within the organization are not encouraged to find their own solutions. Finally, change that cuts against the grain of the organization’s existing culture or values will find little acceptance from those entrenched in it (Wonglimpiyarat, 2017).

2.3.2 Security Concern

The use of e-payment has made it possible for airlines, railway networks, car hire firms, hotels and restaurants to adopt payment by plastic cards, and this also applies to retailers and other merchant outlets, thus reducing the need for consumers to carry cash in the local currency or traveler's cheques (Tiwari & Stephan, 2017). Nonetheless, the apparent ubiquity of acceptance of plastic cards throughout the world, there are large differences between countries in the holding and usage of plastic payment cards and nowhere is this better demonstrated than in Europe (Esoimeme, 2018). However, security in e-payments is regarded as the biggest challenge. This has emanated from the lack of direct engagement with the recipient of the information and money being done online.

With the use of debit or credit cards online there occurs critical security issues. These cards are used over open networks that when you may log into like a hotels wireless network, it notifies you that you are in an unprotected network. When on these open networks, encryption mechanisms like the very most often used Secure Socket Lauer (SSL) as name suggests, offers a platform where a hacker is unable to intercept on the card holders credit card number. It also prevents eavesdroppers from accessing the account details (Vaidya, 2015). There are several other schemes that withhold card numbers from the enterprise the card holder wants to make payment. This provides the security of the card holder protecting them from their card details being availed to the
merchant databases and hence reduction of fraudulent incidents by the merchant. Nonetheless, these are common occurrences.

Another factor that does indeed affect customers’ confidence to make payments online is the perceived risks. With this, customers’ greatest fear is to have their information in the wrong hands. When their credit card details matched with their personal details are lost to hackers, this gets customers anxious about e-payments (Mallat, 2014). In addition, according to Lee (2015), ninety five per cent of online users declined to give their personal details on websites and forty percent confirmed they never make up details that are fabricated on website to avoid availing their own personal details. For any e-commerce transaction to take place, there needs to be trust. To overcome this security issues, there needs to be trust and utmost privacy, hence there needs to be a key assurance seal on the web. Sad as it is, these web assurance seals failed to gain the popularity they should have and they definitely have been misunderstood by the consumers as eliciting product quality. However, it should be noted that consumers do not incorporate them into their purchasing decisions (Shankar, Jreisat, & Hassan, 2018).

Online fraud and other security issues are a menace to existence of electronic payment system (EPS). The concern is on: confidentiality: disclosure to unauthorized persons; operations access control: to prevent illegal access of data; integrity: keeping message information original; data origin authentication: proving the source of data; non-repudiation: non-denial of involvement in transaction for legal purposes (Azam, 2015). With the usage of existing payment systems, privacy issues occur. In cases that have been noted, users’ identities are stolen. Hackers broke into websites databases and are able to get the customers information. These fraudsters try to use this stolen information to get new credit or bank accounts by purporting to be the card owner (Moser, 2015). These and many other issues with the current payment modes like the credit cards, deem them unsuitable for online payment transactions. Electronic documents are difficult to discern the original from a copy hence posing a security concern. Online transaction security is addressed by two main protocols, that is; secure electronic transaction (SET) and secure socket layer (SSL) protocols. The two protocols secure an end to end guaranteed communication medium between parties. The other risks with e-payment lies in banks over reliance on IT that has opened doors for attacks by hackers through packet/ address spoofing, stealth diagnosis, sniffers, sweepers and backdoors. Some
customers get frustrated with these incidences which result in distrust of the payment method hence low public acceptability (Pogodaeva & Baburina, 2018).

2.3.3 Management Response to Customer Reviews

As the effects of customer online reviews to hotel performance have been extensively researched, and the growth in popularity of websites providing review platform, the practice of publicly responding to customer reviews becomes an alternative reputation management strategy taken by managers (Wonglimpiyarat, 2017). Barnes and Corbitt (2013), have pointed out that the lack of interaction between hotels and customers on social media may make hotels lose the chance to build loyalty and to earn future business. It is interesting to note that another study found out that the presence of hotel managers’ responses to guests’ review has a negative impact on purchasing intentions and hotels’, revenue per available room, a performance indicator widely used in hospitality industry.

The presence of management responses to customer reviews has a negative effect on purchasing intention. It may be explained that most management responses tend to immediately follow negative consumer reviews about service complaints. Another reason could be the management responses do not effectively address consumer concerns (Asongu, 2015). Barnes and Corbitt (2013), use experiment to investigate the effects of management response on customer inferences of trust and concern. They find that the provision of online response enhanced inferences that potential customers take about the hotel’s trustworthiness and cares about customers. The research also finds that using a human voice and a timely response yielded favorable customer inferences. A hotel’s use of management responses may also improve its online reputation.

2.4 Strategies Adopted to enhance E-Payment

The innovation diffusion theory sometimes known as diffusion of information theory focuses on how members of a social construct adopt new innovations and how they make informed decisions towards them (Brancheau & Wetherbe, 2009). This theory is also regarded as the premise demarcation of how new technological and other advancements spread all over societies and cultures, right from its introduction to broader adoption. The innovation diffusion theory seeks to explain how and why new ideas as well as practices are adopted, with timelines potentially spread out over long periods (Inman, 2000).
According to Redmond (2003), the way in which innovations are communicated to various parts of the society and the subjective opinions associated with the innovations are crucial factors in how quickly diffusion or spreading occurs. There are four main components that influence the adoption of an innovation; these include the innovation itself, channel of communication, time and the social system.

The adoption of new idea, behavior or product that is the innovation does not happen simultaneously in a social system rather it is a process whereby some individuals are more apt to adopt the innovation than others (Lee, Hsieh, & Hsu, 2011). Scholars have found that individuals who adopt an innovation early have different attributes than individuals who adopt an innovation later. When launching an innovation to a target market or population, is crucial to acknowledge the attributes of the target population that will help or hinder adoption of the innovation.

According to Azam (2015), the established adopter categories are five. Whereas most of the general population fall mainly in the categories in the middle, it is vital to understand the target population’s attributes. There strategies used to appeal to the different adopter categories when promoting an innovation. The first category is innovators these are individuals who want to be the first to try the innovation. This category are very interested in new things or ideas. They are enterprising and venturesome. With them, they are risk takers and are the first to come up with fresh new ideas. With this in mind, little to no effort is required to be put to appeal to them. (Mihajan, Muller, & Srivastava, 2010).

The early adopters fall in the second category. With these ones, they are the opinion leaders. They enjoy being the leaders while embracing the opportunities that bring change. These early adopters are aware of the need to change and adopt new ideas easily. They really do not need to be convinced with any information for them to change. The next category being the third, are the early majority. These are rarely leaders, they however, adopt to new ideas before average people in society do. They are more interested in seeing the evidence that the innovation works before they are willing to adopt. In the fourth category, this consists of the late majority. These are cynical of change. They will adopt to new developed innovations only when the majority have tried, tested and proven. They only accept it by the number of people have successfully adopted the innovation. In the last category are the laggards. These are the traditional and most conservative ones. They are bound to traditions and making them change their mentality
is close to impossible. They are the most suspicious, skeptical, and doubtful which makes them the hardest to onboard in any change or new innovations in any organization. Promotion strategies include fear appeals, statistics and pressure from individuals in the other adopter groups (Chatterjee & Eliashberg, 2010).

2.4.1 Online Receipting

The incorporation of technology on online receipting process has contributed to a positive effect on organization performance more so in developed countries. Unlike the traditional receipting process, an online receipting is a value-added service that allows a reliable online communication between the sender and the recipients (Dasgupta, 2014). A certified receipting process has to guarantee the following aspects. First, the validity of the origin and the receipt exchange must not be denied and both the sender and the recipient receive a confirmation in case the receipt is delivered successfully or if the delivery fails (Barnes & Corbitt, 2013).

Moreover, the correctness and the unmodified status of the content have to be assured. The both parties, the sender as well as the recipient, should be identified so that the restricted access of the transferred receipt can be ensured for them only. The main goal of a certified receipt service is not only to enable a reliable online payment, but also to make the electronic communication between two parties easier compared to the physical receipting (Azam, 2015). Since only identified and authenticated users are able to use this service, the recipient has the certainty that the online payment is legitimate and not an abusive phishing attempt. This communication includes not only the exchange of receipt messages, but also the transfer of documents. This service is useful for organizations, private citizens, or authorities, when making online payment (Al-Hawar, 2014).

Tiwari and Stephen (2017), investigated automation of revenue collection in Washington DC. A total of sixty-three factories out of the sixty-five managed participated in this study. Primary data was collected from production managers inquiring into the impact of online receipting process on customer satisfaction. The study found that the adoption of technology on online receipting process has showed a positive impact on organization performance in developed countries. Compared to the traditional receipting process, an online receipting is a value-added service that allows a
reliable online communication between the sender and the recipients. The study recommended that the validity of the origin and the receipt exchange must not be denied and both the sender and Impeding Mechanisms for Adopting a New Technology the recipient receive a confirmation in case the receipt is delivered successfully or if the delivery fails (Zekos, 2014).

2.4.2 Online Brand Image

The continued growth of the internet affects the role of brand and the way hotel companies manage their brand image is changing. In order to remain competitive in the market, many hotels have developed information technology in order to gain the benefit of high conversion rates and lower distribution costs (Asongu, 2015). From the perspective of consumers, IT-based systems are used as information distributors and reservation facilitators, which allow them to make bookings at a fraction of time, cost and inconvenience of traditional methods. The Internet and web help companies to provide the right information efficiently, at the right time to the right individuals (Andrieu, 2016).

Online brand image is built from scratch. It is a situation where pure online retailer or online company that starts its business online, as opposed to ‘bricks and clicks’ counterpart companies who can leverage their offline brand awareness. Some examples include Amazon international electronic commerce company, the world’s largest online retailer, and some new small hotels that launch their own hotel website to create brand awareness and brand image thus boosting their revenue streams (Moser, 2015). Online brand image is built as another channel for multichannel shoppers. It is where the company extends its offline operation to online contexts such as, in the hotel industry, customers can view a hotel’s product and service online then book the hotel online or offline (Mallat, 2014). In this case, customers respond to a brand’s marketing activity according to the brand’s image or associations that they have formed from their past experience with the brand thus influencing their purchase decision. Therefore, in order to boost and sustain a positive halo effect from the existing offline brand image, the website performance should perform well in order to ensure that customers have positive online brand experience in order to boost revenue (Barnes & Corbitt, 2013).
2.4.3 Partnership with E-Payment Agents

Partnership refers to a formal association involving two commercial firms, often formalized by one or more corporate contracts, which cannot form a legal partnership or, agency, or trade affiliate relationship. Often two institutions form a strategic alliance if each owns one or more business resources that will help the other, that each other does not want to generate internally (Barnes & Corbitt, 2013). A strategic partnership involves many forms of legitimate accords between two-a bilateral alliance or more, or a network partnership parties that have agreed to share finances, skills, data and other resources while pursuing common goals. Strategic alliances normally focus on two areas including revenue increase through access to intellectual property like technology, content, product brands, image, payment techniques and clients such as entry into new population segment or geographic markets; Sharing costs and risks like cost reduction using print production, sharing network or new launch on risky platforms of mobile and TV (Singh & Srivastava, 2018). Potential partners need to look for shared trait and a common vision and the organization ought to help the vision of sides, have a similar fervor and enthusiasm for what they do and how they need to develop. Unquestionably everybody accompanies distinctive qualities and shortcomings, be that as it may, the best organizations work on the grounds that the vision and qualities are shared and also energy and excitement. These can help the association through any staying focuses in transactions as the best organizations work most easily when every gathering's qualities shore up the association with make lifted and shared achievement (Pogodaeva & Baburina, 2018). A key organization alliance includes no less than two collaborator firms that remain lawfully autonomous after the union is shaped, share benefits and administrative control over the execution of allotted undertakings and make proceeding with commitments in at least one vital territories, for example, innovation or items. These three criteria infer that key organizations alliances make reliance between independent financial units, conveying new benefits to the partners as impalpable resources, and committing them to make proceeding with commitments to their association. The types of the vital collaboration are provider relationship, transitional client relationship, end client relationship, vital clients, key organizations together, joint wander, and inner cooperating (Charles, Seth, & Darmoe, 2017).
2.5 Chapter Summary

This above has presented in detail the literature on the works of other scholars on how e-payment influences revenue performance. In the next chapter, the research methodology that includes the research design, population of the study, the sampling technique then the data collection methods and then the data analysis. Chapter three covers the research methodology. Chapter four presents results and findings and chapter five covers the discussion, conclusion and recommendations.
CHAPTER THREE

3.0 RESEARCH METHODOLOGY

3.1 Introduction

This section entails research methodology adopted in the study. Here, an outline of the research design, its population and sampling, design, the collection of data methods, procedures in carrying out the research, analysis of data methods and chapter summary.

3.2 Research Design

Cooper and Schindler (2014), describes research design as the glue that holds a study together. The work of a design involves structuring the research, showing all the key areas of the research project; that is, samples, measures, treatments or programs and methods of assignment; this goes along in answering the research questions. In this study, descriptive research (qualitative and quantitative) was adopted. This selection was justified as it helps to address the effects of electronic payment on revenue performance. The use of descriptive survey design was applied in this study for it enables the researcher to systematically and accurately describe the population, or situation or the phenomenon without in one way or another manipulating or influencing the environment in which the study is being done.

3.3 Population and Sampling Design

3.3.1 Population

Cooper & Schindler (2014) defines a population as being the total collection of essentials scholar would make inferences. Likewise, Altendorf and Schreiber (2015), refer to a population as a group of individuals or otherwise objects with similar observable characteristics. The target population of this study constituted top management, account/revenue staff, e-commerce staff and the service staff who interact with the customers on day to day basis.
Table 3.1: Population

<table>
<thead>
<tr>
<th>Category</th>
<th>Target Population</th>
<th>Percent (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Top Management</td>
<td>10</td>
<td>15</td>
</tr>
<tr>
<td>Middle Level</td>
<td>25</td>
<td>38</td>
</tr>
<tr>
<td>Lower Level Management</td>
<td>30</td>
<td>47</td>
</tr>
<tr>
<td>Total</td>
<td>65</td>
<td>100</td>
</tr>
</tbody>
</table>

3.3.2 Sampling Design

3.3.2.1 Sampling Frame

Cooper and Schindler (2014), define a sampling frame as an unbiased list of the population upon which the researcher can make a selection from. The sample of this study was collected from top management, account/revenue staff, e-commerce staff and the service staff of Sarova. Sampling frame was obtained from the human resource office at Sarova Panafirc.

3.3.2.2 Sampling Technique

Salimath (2014), defines sampling technique as the process of selecting a number of individuals for a study as a representation of entire population under study. The technique used for sampling the data in this study shall be the stratified cluster random sampling. The choice of this sampling technique is based on the ability of populations to be divided into several mutually exclusive subpopulations, or strata hence inferences on the specific groups of the population is made (Cooper & Schindler, 2014). Stratified sampling technique was deployed since the population itself is stratified in nature. The strata consisted of top level managers, middle level managers and lower level managers.

3.3.2.3 Sampling Size

Cooper and Schindler (2014), describes a sample as a small representative unit or group resulting from the study population. For a sample to be regard as good it should demonstrate a true representative of the population that generates a marginal sampling error seen as viable, economical, orderly, whose results can be applicable universally with a reasonable level of confidence. Since, the population of the study is too small, a
census was used since the entire population was studied. The entire population of 65 respondents was studied.

### 3.4 Data Collection Methods

Data collection is the process of putting together raw and unprocessed information that can be processed into meaningful information, following the scientific process of data analysis (Cooper & Schindler, 2014). Primary data was the base of this study using structured questionnaires. The questionnaire had four sections, whereby the first sections contained demographic details of the respondents, the second section had questions on the benefits of e-payment system on revenue performance, third section had questions on e-payment challenges on revenue performance and fourth section contained questions on e-payment strategies and revenue performance.

### 3.5 Research Procedures

After successful completion of the proposal, approval and authorization was sought after from the supervisor for data collection to commence. Once this approval was granted, an Institutional Review Board (IRB) letter was obtained. This was received from the research office to enable the researcher to make an application for research permit from National Commission of Science Technology and Innovation (NACOSTI). Once the research permit was granted a pilot test was carried out to determine validity and reliability of the study instrument. The study instrument was found to be reliable since a cronbach’s alpha of 0.7 was determined making it reliable for the study. Questionnaire were then distributed to the target respondents using a drop and pick method to ensure a higher response rate is obtained. Then all questionnaires were obtained from the respondents and handled to the researcher for data analysis.

**Table 3. 2: Pilot Test Results**

<table>
<thead>
<tr>
<th>Variables</th>
<th>No of Items</th>
<th>Alpha Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>E-payment Systems</td>
<td>9</td>
<td>0.902</td>
</tr>
<tr>
<td>E-payment system challenges</td>
<td>8</td>
<td>0.892</td>
</tr>
<tr>
<td>E-payment Strategies</td>
<td>8</td>
<td>0.861</td>
</tr>
</tbody>
</table>
3.6 Data Analysis Methods

Robinson (2018), describes data analysis as the process and procedure adopted to make logical deductions from the data sets. A meaningful data is analyzed in a way that it is easy to be understood by any rational person. The collected data was cleaned so that errors are corrected or omitted. The analysis of the raw data using Statistical Package for Social Sciences (SPSS). Inferential statistics involved both correlation and regression analysis to show relationship between effects of electronic payment (independent variables) and revenue performance (dependent variable). To analyze the frequencies and percentages, the researcher used descriptive statistics. Inferential statistics were used to analyze correlation and regression analysis to establish the relationship that exists between the study variables. These findings were represented using figures and tables.

3.7 Chapter Summary

In this chapter, the research methodology used in this study was described. Details of the research design, population of the study, the design sampling, procedure of the research, collection of data methods used and how the data was analyzed. In the next chapter, it outlines the study’s results and findings while chapter five covers the discussion, conclusion and recommendations.
CHAPTER FOUR

4.0 RESULTS AND FINDINGS

4.1 Introduction

For this study, the data showing demographics included; gender of the respondent, age brackets of the respondents, work department and the number of years the respondents have worked for the organization. The following is the presentation of the findings:

4.2 Response Rate and Demographic Information

4.2.1 Response Rate

This study had a response rate of 83%, accounting for 54 questionnaires out of 65 that were administered to the respondents. The remaining 17% accounted for 11 questionnaire that were not dully filled. Altogether, the response rate was 83%. With this 83%, it is sufficient for successful data analysis for it is above the 50% response rate that is regarded as sufficient to do data analysis.

![Response Rate Chart]

Figure 4.1: Response Rate

4.2.2 Demographic Information

This section presents the demographic details of the respondents including gender of the respondents, age of the respondents, work department, and years in service.
4.2.2.1 Respondents Gender

This study sought to determine the gender of the respondents involved in the study, 44% of the respondents were female and 56% were male as shown in Figure 4.2. With this we can conclude that this Sarova Hotel has a diverse gender representation.

![Gender Distribution Chart]

Figure 4. 2: Respondents Gender

4.2.2.2 Respondents Age

Determination of the age of respondents was sought in this study. The findings show that 10% of the respondents aged above 56 years, 25% were between 48 and 55 years, 35% were aged between 34-41 years, 26% were between 26-33 years of age and then the minority at 4% of the respondents were aged between 18-25 years as shown in Figure 4.3. From this we can infer that this study has a diverse age representation.

![Age Distribution Bar Chart]

Figure 4. 3: Respondents Age
4.2.2.4 Work Department

This study sought to determine work department of the respondents, 6% work in customer care department, 7% work in ICT, 13% work in sales, 24% work in Management, 11% work in Finance and 39% work in Marketing department as shown in Figure 4.4. From this findings, this means they are well versed with information and details required for this pertinent study.

Figure 4. 4: Work Department

4.2.2.5 Years in Service

Respondents were kindly asked to give an indication of the number of years they have worked in the organization, 13% of them had worked for a less than 1 year, 11% of them had worked for 10 years and above, 15%of them had worked between 7-9 years, 32% had worked for between 4-6 years, and 29% had worked for between 2-3 years as shown in Figure 4.5. This implies that the respondents had adequate experience on the information required in this study.

Figure 4. 5: Years in Service
4.3 Benefits of E-Payment on Revenue Performance

This study sought to determine the benefits of electronic payment on revenue performance. The subsequent results and findings are shown as follows:

4.3.1 E-payment Technology

Respondents were requested to show an indication on whether e-payment technology is essential in creating global customer presence, only 4% of the respondents strongly disagreed, another 4% disagreed, then 40% strongly agreed and the majority being 52% agreed as shown in Figure 4.6. This implies that e-payment technology is essential in creating global customer presence.

![Figure 4.6: E-payment Technology](image)

4.3.2 Convenience

After asking the respondents to indicate whether e-payment technology creates convenience among customers, 4% did strongly disagree, a minority of 2% disagreed, 4% had no opinion and were neutral, 31% strongly agreed and then the majority 59% agreed as shown Figure 4.7. This implies that electronic payment technology creates convenience among customers.
Figure 4. 7: Convenience

4.3.3 Revenue Streams

When the respondents were asked to indicate whether revenue streams are created from various geographical locations through electronic payment, 5% of the respondents strongly disagreed, 6% disagreed, 43% strongly agreed and 46% agreed as shown in Figure 4.9. This implies that revenue streams are created from various geographical locations.

Figure 4. 8: Revenue Streams
4.3.4 Customer Service Delivery

When the respondents were asked to indicate whether electronic payment is crucial for customer service delivery, 6% disagreed, 46% agreed and 48% strongly agreed as shown in Figure 4.9. This implies that electronic payment is crucial for customer service delivery.

![Bar Chart](image)

**Figure 4.9: Customer Service Delivery**

4.3.5 Competitive Position

When the respondents were asked to indicate whether electronic payment is essential in building a competitive position for the hotel to attract potential customers, 5% disagreed, 6% were neutral, 37% agreed and 54% strongly agreed as shown in Figure 4.10. This implies that electronic payment is essential in building a competitive position for the hotel to attract potential customers.
4.3.6 Cost Reduction

When trying to establish whether electronic payment is essential for reducing cost of operations in the hotel, only 3% of the respondents strongly disagreed, 4% did indeed disagree, 4% were not sure so they were neutral, 39% agreed and majority which was half of the respondents representing 50% of respondents strongly agreed. This implies that electronic payment technology is essential for cost reduction in the hotel.

4.3.7 Internal Revenue Control Mechanisms

When the respondents were asked to indicate whether electronic payment technology allows the hotel to create internal revenue control mechanisms that are crucial for sustainability, 4% disagreed, 4% neutral, 39% strongly agreed and 53% agreed as shown
in Figure 4.12. This implies that electronic payment technology allows the hotel to create internal revenue control mechanisms that are crucial for sustainability.

Figure 4. 12: Internal Revenue Control Mechanisms

4.3.7 Secure Payment Option

On the question whether electronic payment provides customers with a secure payment option, 43% strongly agreed and 57% agreed as shown in Figure 4.13. This implies that electronic payment provides customers with a secure payment option.

Figure 4. 13: Secure Payment Option
4.3.8 Efficiency

On the question whether electronic payment is essential in creating efficiency when handling payment of service in the hotel, 4% disagreed, 4% neutral, 39% agreed and 53% strongly agreed as shown in Figure 4.14. This implies that electronic payment is essential in creating efficiency when handling payment of service in the hotel.

![Figure 4.14: Efficiency](image)

4.3.9 Correlation between E-Payment Benefits and Revenue Performance

A correlation analysis was done for this study to see the relationship that existed between the independent variables and dependent variables. This is necessary to undertake the investigation of the research problem. Correlational analysis is a statistical method used in evaluating the strength of the relationship between two quantitative variables. A high correlation implies that two or more variables have a strong relationship with each other while a weak one implies that the variables are hardly related.

From the table 4.1, it shows the findings that revealed that indeed there is truly a significant relationship between e-commerce benefits and revenue performance where $r = (0.427)$; whereas $p$-value $< 0.01$. Since the $p$-value $< 0.05$, it implies that the relationship between e-commerce benefits is statistically significant. In addition this means that there is a positive relationship between e-commerce benefits and revenue performance.
Table 4.1: Correlation between E-Payment Benefits and Revenue Performance

<table>
<thead>
<tr>
<th>Variable</th>
<th>E-payment Benefits</th>
<th>Revenue Performance</th>
</tr>
</thead>
<tbody>
<tr>
<td>E-payment Benefits</td>
<td>Pearson Correlation</td>
<td>1</td>
</tr>
<tr>
<td>Sig. (2-tailed)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>N</td>
<td>54</td>
<td></td>
</tr>
<tr>
<td>Revenue Performance</td>
<td>Pearson Correlation</td>
<td>.427**</td>
</tr>
<tr>
<td>Sig. (2-tailed)</td>
<td>.001</td>
<td></td>
</tr>
<tr>
<td>N</td>
<td>54</td>
<td>54</td>
</tr>
</tbody>
</table>

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

4.3.10 Regression Test for E-payment Benefits and Revenue Performance

Regression analysis was conducted in order to determine the underlying relationship between the independent variable e-payment benefits and the dependent variable revenue performance.

The results in Table 4.2 shows the model summary derived from the regression test for e-payment benefits and revenue performance. The computations deduced an adjusted $R^2$ value of (0.167). This implies that e-payment benefits accounts for (16.7%) variability in revenue performance and 83.3% variability is attributed to factors outside the regression model.

Table 4.2: Regression Test for E-payment Benefits and Revenue Performance

<table>
<thead>
<tr>
<th>Model</th>
<th>R</th>
<th>R Square</th>
<th>Adjusted R Square</th>
<th>Std. Error of the Estimate</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>.427a</td>
<td>.182</td>
<td>.167</td>
<td>.23115</td>
</tr>
</tbody>
</table>

a. Predictors: (Constant), E-payment Benefits

The ANOVA test findings presented in Table 4.3, show that the Fisher statistic value is 11.602 with a p-value of 0.000. This indicates that; $F (1, 52) = 11.602$, $p = 0.000$ (p-value< 0.01). This means that there exists a substantial variance between e-payment benefits and revenue performance.
Table 4.3: ANOVA for E-payment Benefits and Revenue Performance

<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>.620</td>
<td>1</td>
<td>.620</td>
<td>11.602</td>
<td>.001b</td>
</tr>
<tr>
<td>Residual</td>
<td>2.778</td>
<td>52</td>
<td>.053</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>3.398</td>
<td>53</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

a. Dependent Variable: Revenue Performance
b. Predictors: (Constant), E-payment Benefits

Table 4.4 presents variable coefficients of the study variable, it shows a beta coefficient for the variables calculated as, constant (β0) = 2.990 and beta for e-payment benefits (β1) = 0.305. The p-value for e-payment benefits has been revealed as 0.000 (p = 0.000, p-value < 0.01.

The regression equation was established as follows:

Y (Revenue Performance) = 2.990 + 0.305X1

The findings imply that there exists a significant association between e-payment benefits and revenue performance. The findings imply that for every unit change in e-payment benefits, there will be a 0.305 unit change in revenue performance.

<table>
<thead>
<tr>
<th>Model</th>
<th>Unstandardized Coefficients</th>
<th>Standardized Coefficients</th>
<th>t</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>B</td>
<td>Std. Error</td>
<td>Beta</td>
<td></td>
</tr>
<tr>
<td>1 (Constant)</td>
<td>2.990</td>
<td>.386</td>
<td>7.749</td>
<td>.000</td>
</tr>
<tr>
<td>E-payment Benefits</td>
<td>.305</td>
<td>.090</td>
<td>.427</td>
<td>3.406</td>
</tr>
</tbody>
</table>

a. Dependent Variable: Revenue Performance

4.4 Challenges of E-Payment on Revenue Performance

This study sought to determine challenges of electronic payment on revenue performance. The findings are presented as follows:

4.4.1 Staff Resistance to Change

On the question whether staff resistance to change is a challenge in adopting electronic payment, 6% of the respondents disagreed, 4% were neutral, 48% agreed and 42%
strongly agreed as shown in Table 4.1. This implies that staff resistance to change is a challenge in adopting electronic payment.

**Table 4. 4: Staff Resistance to Change**

<table>
<thead>
<tr>
<th>Scale</th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Disagree</td>
<td>3</td>
<td>6.0</td>
</tr>
<tr>
<td>Neutral</td>
<td>2</td>
<td>4.0</td>
</tr>
<tr>
<td>Agree</td>
<td>26</td>
<td>48.0</td>
</tr>
<tr>
<td>Strongly Agree</td>
<td>23</td>
<td>42.0</td>
</tr>
<tr>
<td>Total</td>
<td>54</td>
<td>100.0</td>
</tr>
</tbody>
</table>

4.4.2 Insecurity

When the respondents were asked to indicate whether insecurity is a challenge hindering electronic payments, 4% disagreed, 2% neutral, 41% agreed and 53% strongly agreed as shown in Table 4.2. This implies that insecurity is challenge hindering electronic payments.

**Table 4. 5: Insecurity**

<table>
<thead>
<tr>
<th>Scale</th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Disagree</td>
<td>2</td>
<td>4.0</td>
</tr>
<tr>
<td>Neutral</td>
<td>1</td>
<td>2.0</td>
</tr>
<tr>
<td>Agree</td>
<td>22</td>
<td>41.0</td>
</tr>
<tr>
<td>Strongly Agree</td>
<td>29</td>
<td>53.0</td>
</tr>
<tr>
<td>Total</td>
<td>54</td>
<td>100.0</td>
</tr>
</tbody>
</table>

4.4.3 Security Concerns

On the question whether security concerns is a challenge in adopting electronic payment technology, 44% agreed and 56% strongly agreed as shown in Figure 4.15. It implies that security concern is a challenge in adopting electronic payment technology.
4.4.4 Confidence in Electronic Payment

After the respondents were requested to specify whether perceived risk affects confidence in electronic payment, only 3% strongly disagreed, 4% disagreed, 41% strongly agreed and the majority 52% agreed as shown in Figure 4.16. This implies that perceived risk affects confidence in electronic payment.

4.4.5 Trust Issues

The respondents after being asked to indicate whether trust issues is a challenge for customers in undertaking e-commerce transactions, interestingly, 4% disagreed, another 4% were neutral, then a majority of 55% of the respondents agreed and then 37% strongly
agreed as shown in Table 4.3. This implies that trust issues is a challenge for customers in undertaking e-commerce transactions.

**Table 4. 6: Trust Issues**

<table>
<thead>
<tr>
<th>Scale</th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Disagree</td>
<td>2</td>
<td>4.0</td>
</tr>
<tr>
<td>Neutral</td>
<td>2</td>
<td>4.0</td>
</tr>
<tr>
<td>Agree</td>
<td>30</td>
<td>55.0</td>
</tr>
<tr>
<td>Strongly Agree</td>
<td>20</td>
<td>37.0</td>
</tr>
<tr>
<td>Total</td>
<td>54</td>
<td>100.0</td>
</tr>
</tbody>
</table>

**4.4.6 Online Fraud**

After asking the respondents whether online fraud is a challenge that affects generation of revenue, only 2% disagreed, then 4% were neutral, 46% agreed and at 48% of the respondents strongly agreed as shown in Figure 4.17. This implies that online fraud is a challenge affecting revenue generation.

![Figure 4. 17: Online Fraud](image)

**4.4.7 Security Concern and Customer Preference**

When the respondents were asked to indicate whether security concerns affect customer preference of online payment transaction, 4% disagreed, 4% neutral, 46% agreed and 46% strongly agreed as shown in Figure 4.18. This implies that security concerns affect customer preference of online payment transaction.
4.8 Correlation between E-payment Challenges and Revenue Performance

From this study, it was revealed that there is indeed a significant relationship that exists between e-payment challenge and revenue performance, \( r = 0.403 \) and the value of \( p < 0.01 \). Since the p-value < 0.05, it implies that the relationship between e-payment challenge and revenue performance is statistically significant. This means that there is a relationship between e-payment challenges and revenue performance.

<table>
<thead>
<tr>
<th>Variable</th>
<th>E-payment Challenges</th>
<th>Revenue Performance</th>
</tr>
</thead>
<tbody>
<tr>
<td>E-payment Challenges</td>
<td>Pearson Correlation</td>
<td>1</td>
</tr>
<tr>
<td></td>
<td>Sig. (2-tailed)</td>
<td></td>
</tr>
<tr>
<td></td>
<td>N</td>
<td>54</td>
</tr>
<tr>
<td>Revenue Performance</td>
<td>Pearson Correlation</td>
<td>.403**</td>
</tr>
<tr>
<td></td>
<td>Sig. (2-tailed)</td>
<td>.003</td>
</tr>
<tr>
<td></td>
<td>N</td>
<td>54</td>
</tr>
</tbody>
</table>

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

4.4.9 Regression Test for E-payment Challenges and Revenue Performance

Regression analysis was conducted in order to determine the underlying relationship between the independent variable e-payment challenges and the dependent variable revenue performance. The results in Table 4.8 shows the model summary derived from the regression test for e-payment challenges and revenue performance. The computations deduced an adjusted R square value of (0.146). This implies that e-payment challenges
accounts for (14.6%) variability in revenue performance and 85.4% variability is attributed to factors outside the regression model.

**Table 4. 8: Regression Test for E-payment Challenges and Revenue Performance**

<table>
<thead>
<tr>
<th>Model</th>
<th>R</th>
<th>R Square</th>
<th>Adjusted R Square</th>
<th>Std. Error of the Estimate</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>.403(^a)</td>
<td>.162</td>
<td>.146</td>
<td>.23400</td>
</tr>
</tbody>
</table>

a. Predictors: (Constant), E-payment Challenges

The ANOVA test findings presented in Table 4.3, show that the Fisher statistic value is 10.061 with a p-value of 0.000. This indicates that; F (1, 52) = 10.061, p = 0.000 (p-value< 0.01). This means that there exists a substantial variance between e-payment challenges and revenue performance.

**Table 4. 9: ANOVA for E-payment Challenges and Revenue Performance**

<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>1</td>
<td>Regression</td>
<td>.551</td>
<td>1</td>
<td>.551</td>
<td>10.061</td>
</tr>
<tr>
<td></td>
<td>Residual</td>
<td>2.847</td>
<td>52</td>
<td>.055</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Total</td>
<td>3.398</td>
<td>53</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

a. Dependent Variable: Revenue Performance
b. Predictors: (Constant), E-payment Challenges

Table 4.4 presents variable coefficients of the study variable, it shows a beta coefficient for the variables calculated as, constant (β0) = 2.574 and beta for e-payment challenges (β1) = 0.395. The p-value for e-payment benefits has been revealed as 0.000 (p = 0.000, p-value < 0.01. The regression equation was established as follows:

\[ Y (\text{Revenue Performance}) = 2.574 + 0.395X1 \]

The findings imply that there exists a significant association between e-payment challenges and revenue performance. The findings imply that for every unit change in e-payment challenges, there will be a 0.395 unit change in revenue performance.
Table 4.10: Coefficient Table for E-payment Challenges and Revenue Performance

<table>
<thead>
<tr>
<th>Model</th>
<th>Unstandardized Coefficients</th>
<th>Standardized Coefficients</th>
<th>t</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>B</td>
<td>Std. Error</td>
<td>Beta</td>
<td></td>
</tr>
<tr>
<td>1 (Constant)</td>
<td>2.574</td>
<td>.545</td>
<td>4.721</td>
<td>.000</td>
</tr>
<tr>
<td>E-payment Challenges</td>
<td>.395</td>
<td>.125</td>
<td>.403</td>
<td>3.172</td>
</tr>
</tbody>
</table>

a. Dependent Variable: Revenue Performance

4.5 E-payment Strategies and Revenue Generation

This study sought to determine the effect of e-payment strategies on revenue generation. The findings are presented as follows:

4.5.1 Online Receipting and Customer Attraction

When the respondents were asked to indicate whether online receipting is essential for customer attraction in the hotel, 41% strongly agreed and 59% agreed as shown in Figure 4.19. It implies that online receipting is essential for customer attraction in the hotel.

Figure 4.19: Online Receipting and Customer Attraction

4.5.2 Online Brand Image

After asking the respondents to give their opinion on whether online brand image influences online generation, 4% strongly disagreed, then another 4% disagreed, the ones who agreed were represented by 44% of the population and then the majority at 48%
strongly agreed as shown in Table 4.4. This implies that online brand image influences revenue generation.

**Table 4.11: Online Brand Image**

<table>
<thead>
<tr>
<th>Scale</th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly Disagree</td>
<td>2</td>
<td>4.0</td>
</tr>
<tr>
<td>Disagree</td>
<td>2</td>
<td>4.0</td>
</tr>
<tr>
<td>Agree</td>
<td>24</td>
<td>44.0</td>
</tr>
<tr>
<td>Strongly Agree</td>
<td>26</td>
<td>48.0</td>
</tr>
<tr>
<td>Total</td>
<td>54</td>
<td>100.0</td>
</tr>
</tbody>
</table>

4.5.3 Competitive Advantage

When the respondents were asked on their opinion on whether online brand image enhances competitive advantage, only 4% disagreed, the majority who represented 52% of the population agreed and then 44% strongly agreed as shown in Figure 4.20. This implies that indeed online brand image enhances competitive advantage.

![Figure 4.20: Competitive Advantage](image)

4.5.4 Partnership and Convenience

When the respondents were asked to indicate whether partnership with electronic payment agents creates convenience for customers, 4% disagreed, 6% neutral, 48% agreed and 42% strongly agreed as shown in Table 4.5. It implies that partnership with electronic payment agents creates convenience for customers.
Table 4. 12: Partnership and Convenience

<table>
<thead>
<tr>
<th>Scale</th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Disagree</td>
<td>2</td>
<td>4.0</td>
</tr>
<tr>
<td>Neutral</td>
<td>3</td>
<td>6.0</td>
</tr>
<tr>
<td>Agree</td>
<td>26</td>
<td>48.0</td>
</tr>
<tr>
<td>Strongly Agree</td>
<td>23</td>
<td>42.0</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>54</strong></td>
<td><strong>100.0</strong></td>
</tr>
</tbody>
</table>

4.5.5 Online Transaction

Respondents when asked to give their take on whether partnering with electronic payment enhances online transactions; 4% of the population are the ones who disagreed, while 6% strongly disagreed, then 31% agreed and the rest who were the majority at 59% of the population strongly agreed as shown in Figure 4.21. This implies that partnering with electronic payment enhances online transaction.

![Figure 4. 21: Online Transaction](image)

4.5.6 Revenue Streams

On the questions whether partnering up with electronic agents enhances revenue streams, 4% strongly agreed, 6% disagreed, 31% agreed and 59% strongly agreed as shown in Table 4.5. This implies that partnering up with electronic agents enhances revenue streams.
Table 4. 13: Revenue Streams

<table>
<thead>
<tr>
<th>Scale</th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly Disagree</td>
<td>2</td>
<td>4.0</td>
</tr>
<tr>
<td>Disagree</td>
<td>3</td>
<td>6.0</td>
</tr>
<tr>
<td>Agree</td>
<td>17</td>
<td>31.0</td>
</tr>
<tr>
<td>Strongly Agree</td>
<td>32</td>
<td>59.0</td>
</tr>
<tr>
<td>Total</td>
<td>54</td>
<td>100.0</td>
</tr>
</tbody>
</table>

4.5.7 Correlation between E-payment Strategies and Revenue Performance

The findings revealed that there exists a significant relationship between e-payment strategies and revenue performance, \( r (0.461); \) p-value < 0.05. It implies that the relationship between e-payment strategies and revenue performance is statistically significant. This means that e-payment strategies influence revenue performance.

Table 4. 14: Correlation between E-payment Strategies and Revenue Performance

<table>
<thead>
<tr>
<th>Correlations</th>
<th>E-payment Strategies</th>
<th>Revenue Performance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Variable</td>
<td>Pearson Correlation</td>
<td>N</td>
</tr>
<tr>
<td>E-payment Strategies</td>
<td>1</td>
<td>54</td>
</tr>
<tr>
<td>Sig. (2-tailed)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>N</td>
<td>54</td>
<td></td>
</tr>
<tr>
<td>Revenue Performance</td>
<td>.461**</td>
<td>1</td>
</tr>
<tr>
<td>Sig. (2-tailed)</td>
<td>.000</td>
<td></td>
</tr>
<tr>
<td>N</td>
<td>54</td>
<td>54</td>
</tr>
</tbody>
</table>

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

4.5.8 Regression Test for E-payment Strategies and Revenue Performance

Regression analysis was conducted in order to determine the underlying relationship between the independent variable e-payment strategies and the dependent variable revenue performance.

The results in Table 4.15 shows the model summary derived from the regression test for e-payment strategies and revenue performance. The computations deduced an adjusted \( R^2 \) square value of (0.197). This implies that e-payment strategies accounts for (19.7%) variability in revenue performance and 80.3% variability is attributed to factors outside the regression model.
Table 4.15: Regression Test for E-payment Strategies and Revenue Performance

<table>
<thead>
<tr>
<th>Model</th>
<th>R</th>
<th>R Square</th>
<th>Adjusted R Square</th>
<th>Std. Error of the Estimate</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>.461a</td>
<td>.212</td>
<td>.197</td>
<td>.22688</td>
</tr>
</tbody>
</table>

a. Predictors: (Constant), E-payment Strategies

The ANOVA test findings presented in Table 4.16, show that the Fisher statistic value is 14.018 with a p-value of 0.000. This indicates that; F (1, 52) = 14.018, p = 0.000 (p-value < 0.01). This means that there exists a substantial variance between e-payment strategies and revenue performance.

Table 4.16: ANOVA for E-payment Strategies and Revenue Performance

<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>1</td>
<td>Regression</td>
<td>.722</td>
<td>1</td>
<td>.722</td>
<td>14.018</td>
</tr>
<tr>
<td></td>
<td>Residual</td>
<td>2.677</td>
<td>52</td>
<td>.051</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Total</td>
<td>3.398</td>
<td>53</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

a. Dependent Variable: Revenue Performance
b. Predictors: (Constant), E-payment strategies

Table 4.17 presents variable coefficients of the study variable, it shows a beta coefficient for the variables calculated as, constant (β0) = 2.957 and beta for e-payment strategies (β1) = 0.312. The p-value for e-payment strategies has been revealed as 0.000 (p = 0.000, p-value < 0.01).

The regression equation was established as follows:

Y (Revenue Performance) = 2.957 + 0.312X1

The findings imply that there exists a significant association between e-payment strategies and revenue performance. The findings imply that for every unit change in e-payment strategies, there will be a 0.312 unit change in revenue performance.
Table 4.17: Coefficient Table for E-payment Strategies and Revenue Performance

<table>
<thead>
<tr>
<th>Model</th>
<th>Coefficients(^a)</th>
<th>Unstandardized Coefficients</th>
<th>Standardized Coefficients</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>B</td>
<td>Std. Error</td>
</tr>
<tr>
<td>1 (Constant)</td>
<td></td>
<td>2.957</td>
<td>.360</td>
</tr>
<tr>
<td>E-payment Strategies</td>
<td></td>
<td>.312</td>
<td>.083</td>
</tr>
</tbody>
</table>

a. Dependent Variable: Revenue Performance

4.6 Chapter Summary

This chapter showed the results and findings from data collected from the respondents. This study revealed that there exists a significant relationship between e-payment benefits and revenue generation. The findings also revealed a significant relationship between e-payment challenges and revenue performance and lastly a significant relationship between e-payment strategies and revenue performance. In the next and final chapter, there is the discussion, conclusion and recommendations of this study.
CHAPTER FIVE
5.0 SUMMARY, DISCUSSION, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

In this chapter, there is the summary of the findings, then followed by the discussion, then conclusion which will then be followed by this study’s recommendations. The first section presents the summary of the findings, second section presents the discussion, third section presents conclusion and finally fourth section presents the recommendations in line with the specific objectives.

5.2 Summary of the Findings

The general objective of this study was to establish the effects of e-payment system on revenue performance of hotel industry in Kenya with focus on Sarova Hotels. For this study, the specific objectives that were used as guidance were; to establish the benefits of e-payment system on revenue performance of Sarova Hotels, to understand the challenges of e-payment system on revenue performance of Sarova Hotels and to determine the effect of e-payment strategies on revenue performance at Sarova Hotels.

This study adopted descriptive research design to integrate various elements used in carrying out this study. Population of the study consisted of 65 respondents at Sarova Hotels. Sampling frame was obtained from human resource office at Sarova Panafric. The technique of Stratified sampling was used in this study. A sample size of 65 respondents was studied. For data collection, a questionnaire was used. When it came to the data analysis, both descriptive statistics and inferential statistics were used. Descriptive statistics was used for the purpose of analysing the percentages and the frequencies of the data. Correlation and regression analysis were done using the inferential statistics. To present research findings from respondents, tables and figures were used from a Statistical Package for Social Sciences (SPSS) software version 24.

This study aimed to establish the benefits of e-payment system on revenue performance. The findings revealed that there exists a significant relationship between e-payment benefits and revenue performance, r (0.427); p-value < 0.01. The findings also revealed that e-payment benefits accounts for (16.7%) variability in revenue performance. The second specific objective of the study sought to determine the effect of e-payment challenges on revenue performance. The findings revealed that there exists a significant relationship between e-payment challenges and revenue performance, r (0.403); p-value
< 0.01. Since the p-value < 0.05. The findings also revealed that e-payment challenges accounts for (14.6%) variability in revenue performance. The third specific objective aimed to determine the effect of e-payment strategies on revenue performance. The findings revealed that there exists a significant relationship between e-payment strategies and revenue performance, r (0.461); p-value < 0.05. The findings also revealed that e-payment strategies accounts for (19.7%) variability in revenue performance.

5.3 Discussion

5.3.1 Benefits of E-Payment on Revenue Performance

This study sought to determine the effect of e-payment benefits on revenue performance. The findings revealed a significant relationship between e-payment benefits and revenue performance. According to Wonglimpiyarat (2017) the investment in electronic payment system is not in vain. The hospitality institutions and banks which both fall under service industry being able to realize global reach where they are no longer limited to clients who can reach them physically. This culminates into high revenue stream. Greenwood (2014) argues that the exchange of emails and other electronic messages to customers ensure better customer service since complaints and inquiries are quickly handled. The service industry is also spared office space booking and hiring shop assistants hence low capital cost. Mass customization is also possible through online transaction systems. Kaushik and Rahman (2014) argue that frequent customer communication enables make it possible to come up with mass customized products or services with reduced time to market reach. It is also easy to pick on a specific target group and direct marketing towards them. Thus it is possible to have add-on services to basic services, or add-on options to products that they are supporting.

The findings show that electronic payment offers convenience to customers. These findings are in line with Idun and Aboagye (2014) customers enjoy convenience given that they need not to visit service institutions like hotels physically in order to seek service instead they can place their orders online and pay electronically. This saves a lot of time. Furthermore, the institutions would be available 24/7. According to Rozario (2016) the internet and World Wide Web are communication media containing a lot of financial related information. Some sites, like Amazon.com, carry product reviews and mode of payment that could help customers get a better picture of themselves and what
they need. Competitive pricing has benefitted customers because many charges on online transactions were dropped. The various financial bouquet offered to customers can easily be customized to meet customers’ individual needs as compared to physical products.

The findings also show that electronic payment enhances cost reduction. According to Mullan, Bradley and Loane (2017) for any business to be a success, it must effectively manage its cost. Economically, an online payment system makes sense with regards to designing, building, running, maintaining as well as upgrading it, besides its acceptance and widespread use by the consumers. All these are reflected in the cost of transaction, where costs incurred by seller and buyer in a transaction are kept at minimal. This includes both direct and indirect costs; atomic exchange-EPS must involve consumers paying money or something equivalent in value in a transaction; user reach- which refers to the range of users to whom an EPS is accessible, whether countries or ages; value mobility- EPS token circulation is limited to the community authorized by the issuing company, the token may be valued by large number of parties at different places and passed along as gift or exchanged for currency in equal value; and financial risk - where concern is on level of security for online transactions, potential damages or loses that may be incurred. Thus the sharing of risks must be spelt out clearly in an EPS (Torres, 2018).

In addition, social needs are also necessary for consumers to develop both trust and acceptance of the e-payment system. Anonymity is a social aspect meant to protect the privacy of consumers and to prevent companies or financial institutions from tracing users purchasing preferences or behavior (Asongu, 2015). The EPS should also be user friendly, that is, it should be simple and easy to use especially in micropayment. Mobility of the system is critical so that it can be shared and used anywhere and not tied up in a personal computer. Again, the operational features should be such that the customer and merchant should not have a pre-existing business relationship before transacting. The system should support impulse buying. Ideally, the three above dimensions are together bound by the government regulations which govern online business transactions. Some of the concerns associated with such regulations include: digital signatures recognition, digital funds transfers traceability and validity, electronic commerce contracts, online technical standards, customs and taxation, international agreements among others. This is because every country has its own set of policies that
EPS must conform to. The issues raised above, thus, need a good attention for any form of on-line system to be quite effective (Cao & Wang, 2014).

Charles, Seth and Damoe (2017), indicate that internal control is the means by which management obtains the information, protection and controls for the successful operation of a business enterprise. The author further acknowledges that internal controls comprise the plans of the organization and all the coordinate methods and measures accepted within a business to safeguard its assets, check the accuracy and reliability of its accounting data, promote operational efficiency and encourage adherence to prescribed management policies. This help the organization seal the revenue loopholes that might otherwise be exploited by staff and other intruders hence boosting its revenue collections resulting in positive performance (Makanyeza, 2017). When customers perceive that they have more control over a service encounter, they are more likely to be satisfied with that encounter. E-payment gives customers more control over how their time is spent and also gives them more control over their credit or debit card. As one operator stated: “Our guests want to be able to have control over their payment method and when they want to leave the restaurant without having to hunt down the server (Adewoye, 2013).

5.3.2 Challenges of E-Payment on Revenue Performance

The study aimed to determine the effect of e-payment challenges on revenue performance. The findings revealed the existence of a significant relationship between e-payment challenges and revenue performance. Shankae, Jresat and Hassan (2018) resistance to change is not something new as most people often resist whenever something new comes up and employees of the hotel industry as not exception. According to Mwiti (2018), the need for managers to recognize the origin of resistance so as to develop strategies to mitigate same so that it cannot hamper the growth of the organization. The author further notes that individual resistance to change is the easiest for managers to identify. Employees develop fear and resist organizational change due to victimization. Some of the employees attribute the change with negativity such as job loss. Fear of layoffs, retraining on system use or the challenges of a new structure by staff could complicate successful implementation of the payment method. Employees often fail to recognize the positive impact that change will have on the organization they are more concerned with their current circumstances than that of the organization (Esoimeme, 2018).
In addition Matevu and Kerongo (2015) the insecurity that individuals feel regarding organizational change can manifest itself in employee churn and increased absenteeism thus impacting negatively on the organizational revenue. In extreme cases, individuals may take steps to prevent the change from occurring. Some individuals tend to develop work habits that maybe impacted by the proposed organizational change. Bad habits are hard to break, but they must be in order for the organization to advance. Finally, the organization as a whole may resist change.

Organizations may also experience power stagnation especially when there is change of power from certain individuals to other individuals, there may be a power struggle between those losing power and the ones gaining power (Otusanya & Lauwo, 2019). The proposed change may make some individual’s goals more difficult while some individuals achieve their goals more easily. Large organizations with a divisional structure may falter as divisions fail to recognize the benefit of change to the entire organization hence hurting their performance. Organizations with tall hierarchies or strict organizational reporting tend to resist change as individuals within the organization are not encouraged to find their own solutions. Finally, change that cuts against the grain of the organization’s existing culture or values will find little acceptance from those entrenched in it (Wonglimpiyarat, 2017).

The findings show that security concerns affect the adoption of electronic commerce. These findings are in line with the findings with Tiwari and Stephan (2017) who argues that the use of e-payment has made it possible for airlines, railway networks, car hire firms, hotels and restaurants to adopt payment by plastic cards, and this also applies to retailers and other merchant outlets, thus reducing the need for consumers to carry cash in the local currency or traveler’s cheques. Esoimeme (2018) argues that nonetheless, the apparent ubiquity of acceptance of plastic cards throughout the world, there are large differences between countries in the holding and usage of plastic payment cards and nowhere is this better demonstrated than in Europe. However, one of the biggest challenges with regard to e-payments is noted to be security. This is due to the fact that money and information are exchanged online without any direct engagement with the recipients.
Additionally to that, Vaidya (2015) signposts that there are momentous security issue linked to the use of credit cards in an online setting. When using credit cards over open networks, encryption mechanisms, such as widely used Secure Socket Lauer (SSL), in principle can prevent a hacker or eavesdropper from intercepting the customer's credit card number. There are some schemes that even hide card numbers from the merchant, providing protection against intercepting the card details from merchant databases or against fraud by the merchant. Nevertheless, these incidents happen regularly.

The results show that perceived risk influences shopper confidence in using electronic payments. These outcomes are consistent with Mallat (2014) who contend that perceived risk is another significant factor that affects customer confidence in e-payments. The risk of losing personal information and credit card details going to the hands of hackers are still a major anxiety for users. Likewise, according to Lee (2015), 95 per cent of web users have refused to provide their personal information to websites and 40 per cent have claimed that they would fabricate their lost information. Trust in e-commerce transactions is another important element for online applications. In order to overcome issues of security, privacy and trust, there is a major emphasis on using web assurance seals. Unfortunately, these seals have not gained popularity and consumers have generally misunderstood them as causing product quality. However, it should be noted that consumers do not incorporate them into their purchasing decisions (Shankar, Jreisat, & Hassan, 2018).

According to Azam (2015) online fraud and other security issues are a menace to existence of electronic payment system (EPS). The concern is on: confidentiality: disclosure to unauthorized persons; operations access control: to prevent illegal access of data; integrity: keeping message information original; data origin authentication: proving the source of data; non-repudiation: non-denial of involvement in transaction for legal purposes. Confidentiality issues are also linked with the usage of existing compensation methods of payment. There are circumstances where users’ identities were stolen when hackers break into websites’ databases and obtain personal information of the customers. Impostors then attempt to use this data to exposed new credit and bank accounts using the pilfered identity (Moser, 2015). These and other problems with present payment systems, such as credit cards render them not very suitable for online disbursements of monies. Electronic documents are difficult to
discern the original from a copy hence posing a security concern. Online transaction security is addressed by two main protocols, i.e., secure electronic transaction (SET) and secure socket layer (SSL) protocols. The two protocols secure an end to end guaranteed communication medium between parties. The other risks with e-payment lies in banks over reliance on IT that has opened doors for attacks by hackers through packet/address spoofing, stealth diagnosis, sniffers, sweepers and backdoors. Some customers get frustrated with these incidences which result in distrust of the payment method hence low public acceptability (Pogodaeva & Baburina, 2018).

### 5.3.3 E-payment Strategies and Revenue Performance

This study also sought to determine the effect of electronic payment strategies on revenue performance. The findings show that there exists a significant relationship between electronic payment strategies and revenue performance. According to Dasgupta (2014) the incorporation of technology on online receipting process has contributed to a positive impact on organizational performance more in developed nations. Unlike the tradition receipting process, the online receipting is a value-added service that allows a reliable online communication between the sender and recipients. A certified receipting process is essential for it to guarantee the following aspects. First, the validity of the origin and the receipt exchange must not be denied and both the sender and Impeding Mechanisms for Adopting a New Technology the recipient receives a confirmation in case the receipt is delivered successfully or if the delivery fails (Barnes & Corbitt, 2013). Moreover, the correctness and the unmodified status of the content have to be assured. Then both parties, the sender as well as the recipient, should be identified so that the restricted access of the transferred receipt can be ensured for them only. The main goal of a certified receipt service is not only to enable a reliable online payment, but also to make the electronic communication between two parties easier compared to the physical receipting (Azam, 2015). Since only identified and authenticated users are able to use this service, the recipient has the certainty that the online payment is legitimate and not an abusive phishing attempt. This communication includes not only the exchange of receipt messages, but also the transfer of documents. This service is useful for organizations, private citizens, or authorities, when making online payment (Al-Hawar, 2014).
Tiwari and Stephen (2017), investigated automation of revenue collection in Washington DC. A total of sixty-three factories out of the sixty-five managed participated in this study. Primary data was collected from production managers inquiring into the impact of online receipting process on customer satisfaction. The study found that the adoption of technology on online receipting process has showed a positive impact on organization performance in developed countries. Compared to the traditional receipting process, an online receipting is a value-added service that allows a reliable online communication between the sender and the recipients. The study recommended that the validity of the origin and the receipt exchange must not be denied and both the sender and Impeding Mechanisms for Adopting a New Technology the recipient receive a confirmation in case the receipt is delivered successfully or if the delivery fails (Zekos, 2014).

According to Brancheu and Wetherbe (2009), the innovation diffusion theory sometimes known as diffusion of information theory focuses on how members of a social construct adopt new innovations and how they make informed decisions towards them. This theory is also regarded as the premise demarcation of how new technological and other advancements spread all over societies and cultures, right from its introduction to broader adoption. The innovation diffusion theory seeks to explain how and why new ideas as well as practices are adopted, with timelines potentially spread out over long periods (Inman, 2000). According to Redmond (2003), the way in which innovations are communicated to various parts of the society and the subjective opinions associated with the innovations are crucial factors in how quickly diffusion or spreading occurs.

The findings also show that the continued growth of the internet affects the role of brand and the way hotel companies manage their brand image is changing. According to Asongu (2015) in order to remain competitive in the market, many hotels have developed information technology in order to gain the benefit of high conversion rates and lower distribution costs. Andrieu (2016) indicates that from the perspective of consumers, IT-based systems are used as information distributors and reservation facilitators, which allow them to make bookings at a fraction of time, cost and inconvenience of traditional methods. The Internet and web help companies to provide the right information efficiently, at the right time to the right individuals. According to Moser (2015) online brand image is built from scratch. It is a situation where pure online retailer or online company that starts its business online, as opposed to ‘bricks and
clicks’ counterpart companies who can leverage their offline brand awareness. Some examples include; Amazon international electronic commerce company, the world’s largest online retailer, and some new small hotels that launch their own hotel website to create brand awareness and brand image thus boosting their revenue streams.

5.4 Conclusion

5.4.1 Benefits of E-Payment on Revenue Performance

This study concludes that e-payment technology enhances convenience. This is crucial for the hotel to influence more sales from various markets since it allows customers to make payment of services at their own comfort. This study also concludes that electronic payment technology is essential for the hotel to have a global presence in terms of market expansion. This study concludes that electronic payment enhances cost reduction in the organization.

5.4.2 Challenges of E-Payment on Revenue Performance

This study concludes that there is a relationship between electronic payment challenges and revenue performance in the organization. The study concludes that security concerns affects the adoption of electronic payment services in the organization. Online fraud is perceived to be a risk for some customers when prompted to make transactions online. This study concludes that lack of confidence in electronic payment affects revenue performance since this limits sales from potential customers due to security concerns.

5.4.3 E-payment Strategies and Revenue Performance

This study concludes that paperless receipting online payment strategy provides convenience to customers as well as the organization. This study also concludes that partnership with various payment agents or partners to facilitate payments for the hotel is essential since the partners have reliable and effective payments systems that are used across the world, therefore, this partnership will be crucial.

5.5 Recommendations

5.5.1 Recommendation for Improvement

5.5.1.1 Benefits of E-Payment on Revenue Performance

This study recommends that online receipting services mechanism should be adopted throughout the entire organization to allow effective payment process that will generate
more revenues for the hotel chain. This study also recommends that Sarova Hotels should allow the use of various electronic payment systems that are used in major hotels in the world including union pay, master card, visa and mobile money services, therefore, the hotel will be able to enhance its revenues streams.

5.5.1.2 Challenges of E-Payment on Revenue Performance

Security concerns is a major concern for an effective adoption of electronic payment services and it has a serious impact on the company revenues. Therefore, Sarova Hotels should offer a secure option that is highly protected from fraud for customers to make payments electronically. This study recommends that Sarova Hotels should also offer security guidelines and instructions that will protect customers when making electronic payments in the hotel.

5.5.1.3 E-payment Strategies and Revenue Performance

This study has established a significant relationship between electronic payment strategies and revenue performance. Therefore, this study recommends that the hotel should integrate payments into the booking engine to allow an effective payment process for customers to take place. This study recommends that Sarova Hotels should offer multiple payment options to customers including: PayPal, Skrill, iPay, PesaPal, Jambo Pay, among others.

5.5.2 Recommendation for Future Studies

This study focused on the effects of electronic payment systems on revenue performance in the hotel industry. Future studies should investigate the effect of electronic payment systems on revenue performance in other industries including retail, health care industry, and transport industry.
REFERENCES


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APPENDICES

APPENDIX I: COVER LETTER

Dear Valued Respondent,

I am student at United States International University-Africa (USIU-A) conducting a study on the effect of e-payment system on revenue performance of hotel industry in Kenya with focus on Sarova Hotels. This is inPartial fulfillment of the requirements for the award of degree of Master of Organizational Development (MOD). Please spare about 5 minutes of your time to assist give your honest feedback with regard to the questions.

Please note that the responses given will be treated with utmost confidentiality and will only be used for academic purpose only, an anonymity of the respondent is also guaranteed.

Thank you in advance,

Yours sincerely,

Yula Kajune
APPENDIX II: QUESTIONNAIRE

SECTION I: General Information

Kindly answer the following questions to the best of your knowledge. Kindly tick (✔) in the box that represents your answer.

1. Kindly indicate your gender
   - Male [ ]
   - Female [ ]

2. Kindly indicate your age range
   - 18 – 25 years [ ]
   - 26 – 33 years [ ]
   - 34 – 41 Years [ ]
   - 48 – 55 Years [ ]
   - 56 and Above [ ]

3. What is your work department?
   - Management [ ]
   - Finance [ ]
   - Marketing [ ]
   - Customer Care [ ]
   - ICT [ ]
   - Sales [ ]

4. How many years have you worked for Sarova Hotel?
   - Less than 1 years [ ]
   - 1–3 Years [ ]
   - 4–6 Years [ ]
   - 7–9 Years [ ]
   - 10 and Above [ ]


**SECTION II: Benefits of E-Payment on Revenue Performance**

Kindly use the following Likert Scale to tick (✓) your answer: Strongly Disagree = 1, Disagree = 2, Neutral = 3, Agree = 4, Strongly Agree = 5)

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<td>5.</td>
<td>E-payment technology is essential in creating global customer presence in the hotel industry.</td>
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<td>6.</td>
<td>E-payment technology creates convenience among customers when interacting with the products and services offered by the organization.</td>
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<td>7.</td>
<td>Revenue streams are created from various geographical locations of the world through electronic payment systems used by the hotel.</td>
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<td>8.</td>
<td>Electronic payment is crucial for effective customer service delivery hence attracting more sales from customers.</td>
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<td>9.</td>
<td>Electronic payment is essential in creating competitive position for the hotel to attract potential customers.</td>
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<td>10.</td>
<td>Electronic payment is essential in reducing costs of operations in the firm.</td>
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<td>11.</td>
<td>Electronic payment technology allows the hotel to create internal revenue control mechanisms that are crucial for sustainability of the hotel.</td>
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<td>12.</td>
<td>E-payment provides customers with secure option of making payments of their reservations.</td>
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<td>13.</td>
<td>Electronic payment is crucial in creating efficiency when handling payment of services in the hotel.</td>
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SECTION III: Challenges of E-Payment on Revenue Performance

Kindly use the following Likert Scale to tick (✓) your answer: Strongly Disagree = 1, Disagree = 2, Neutral = 3, Agree = 4, Strongly Agree = 5

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<td>14.</td>
<td>Staff resistance change is a challenge in adopting electronic payment systems.</td>
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<td>15.</td>
<td>Insecurity is a challenge that hinders revenue generation through electronic payment.</td>
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<td>16.</td>
<td>Security concerns is a challenge for adopting electronic payment.</td>
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<td>17.</td>
<td>Perceived risk is an important factor that affects confidence in electronic payment.</td>
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<td>18.</td>
<td>Trust issues is a challenge for some customers to undertake e-commerce transactions.</td>
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<td>19.</td>
<td>Online fraud is a challenge affecting revenue generation coming from electronic payments.</td>
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<td>20.</td>
<td>Online fraud prevents customers from making online payments in the hotel.</td>
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### SECTION IV: E-payment Strategies and Revenue Performance

Kindly use the following Likert Scale to tick (✓) your answer: Strongly Disagree = 1, Disagree = 2, Neutral = 3, Agree = 4, Strongly Agree = 5

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<td>22.</td>
<td>Online receipting enhances sales generation in the hotel.</td>
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<td>23.</td>
<td>Online receipting enhances profitability in the hotel.</td>
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<td>24.</td>
<td>Online receipting is essential for attracting customers to interact with the hotel services.</td>
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<td>25.</td>
<td>Online brand image influences revenue generation in the hotel.</td>
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<td>26.</td>
<td>Online brand image is essential in creating competitive advantage.</td>
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<td>27.</td>
<td>Partnership with electronic payment agents creates convenience for customers.</td>
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<td>28.</td>
<td>Partnership with electronic payment agents enhances online transactions.</td>
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<td>29.</td>
<td>Partnership with electronic payment agents enhances revenue streams in the hotel.</td>
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Thank you for your honest feedback
This is to certify that Ms. Yuli Kajune Mnayo of United States International University Africa, has been licensed to conduct research in Nairobi on the topic: "THE EFFECTIVENESS OF ELECTRONIC PAYMENT SYSTEM ON REVENUE PERFORMANCE OF HOTEL INDUSTRY IN KENYA: A CASE OF SAROVA HOTELS for the period ending 16th March 2021.

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