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# ENHANCING MANAGEMENT EFFICIENCY IN TRANSPORT AGENCIES: THE IMPACT OF SERVICE INNOVATION, CORPORATE IMAGE, AND TECHNOLOGY ACCEPTANCE

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## Abstract

This study investigates the factors driving management efficiency in Western Thailand's transport agencies. Using a quantitative approach and validated questionnaires, data were collected from 380 transport service users and analyzed via structural equation modeling (SEM). Results reveal a strong model fit, with service innovation, corporate image, and technology acceptance significantly influencing management efficiency. The corporate image exhibited the most substantial impact, underscoring the importance of public trust and credibility. While technology acceptance positively affects efficiency, its influence is less pronounced, highlighting potential security and digital literacy concerns. These findings suggest that transport agencies should prioritize enhancing service delivery and citizen satisfaction. This study offers valuable insights for public agencies seeking to optimize service delivery, foster public trust, and drive sustainable development within the public transport sector.

Keywords: Management Efficiency, Service Innovation, Corporate Image, Technology Acceptance, Public Transport

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# Introduction

In the present digital era, government agencies play a critical role in providing services to the public by utilizing digital technology to enhance efficiency and transparency in the delivery of services. The Department of Land Transport (DLT) has set a strategic direction to emphasize using Big Data and digital technologies to regulate and manage road transport systems and offer appropriate, modern, and efficient public services. This is particularly relevant for the transport offices responsible for facilitating public transportation and providing services such as vehicle registration and tax, driving licenses, and vehicle inspections. In order to improve service efficiency, government agencies must develop Service Innovation that enhances service quality and effectively meets the needs of the public (Djellal & Gallouj, 2019).

The development of applications for booking appointments or providing real-time traffic information can help reduce processing time and offer convenience to the public. Research in Thailand has revealed that service innovations influence the public's acceptance and decision to use services, for example, innovations related to the acceptance of the Car Parking application in the Bangkok area (Khumrahong, 2019). Service innovation is a key factor in improving the efficiency of public sector organizations, especially in an era where technology significantly impacts working processes and public service delivery (Osborne, 2020). Adopting digital technology in service delivery can help reduce processing time, increase convenience, and lower transaction costs for the public. Developing service innovations improves work processes' efficiency and ensures that citizens receive fast, high-quality services (Damanpour, 1991). Examples of service innovations used in the transport office include online appointment booking systems, digital fee payment channels, and real-time service information through the department's application. These innovations help reduce the burden of travel, waiting times, and increase transparency in government operations (Parasuraman et al., 1988).

However, the success of service innovation depends on other factors such as the organization's corporate image and public acceptance of technology. Corporate image is crucial to public perception and satisfaction with government agencies. A good corporate image can build customer trust and promote long-term service usage (Dowling, 2016). Organizations with a positive image gain public trust, enabling them to implement policies and develop service systems more effectively. Factors influencing the corporate image of the transport office include transparency in operations, service quality, and effective communication with the public (Balmer & Greyser, 2006). Using digital technology to provide organized services can help enhance the agency's image as a modern, responsible entity towards the public.

Technology acceptance is another crucial factor influencing the efficiency of public service delivery. Even though government agencies may develop modern service innovations, their effectiveness is limited if the public cannot access or lacks confidence in using these systems (Venkatesh et al., 2012). Key factors affecting technology acceptance include Perceived Usefulness, Perceived Ease of Use, and Security and Privacy Concerns (Davis, 1989). The Department of Land Transport can increase public acceptance of digital services by enhancing awareness and confidence through clear guidance, technical support, and developing secure systems.

This study examines the influence of service innovation, corporate image, and technology acceptance on the efficiency of public service delivery at the Department of Land Transport in Nakhon Pathom Province. The findings will provide insights for public agencies to improve service delivery, strengthen public trust, and enhance citizen satisfaction, ultimately leading to the sustainable development of the public transport system.

# **Literature Review**

## **Service Innovation**

Service innovation is a crucial concept for developing both business and government organizations. It enhances operational efficiency, meets user needs, and strengthens an organization's competitiveness. One of the widely recognized theoretical frameworks on service innovation is the Four-Dimensional Model of Service Innovation proposed by Hertog (2000), which consists of the following dimensions:

Service Concept: The first dimension of service innovation involves developing new service concepts or approaches. These may arise from understanding customer needs, analyzing user behavior, or integrating data from various sources to create service models that better meet demands (Hertog, 2000). The Department of Land Transport has applied this concept by developing the "Mobile Tax Renewal Service", which enables vehicle owners to pay their road tax without visiting the office in person. This reduces transaction time and enhances convenience for service users (Department of Land Transport, 2020).

1) Client Interface: This dimension concerns how organizations design service processes to create a positive user experience, including improving service accessibility to be more convenient, fast, and efficient (Hertog, 2000). An example is the implementation of an online queue reservation system by the Department of Land Transport. This system allows citizens to book appointments in advance, reducing congestion and organizing service processes (Digital Government Development Agency, 2021).

2) Service Delivery System: This dimension involves developing service delivery by improving technology systems, software development, and automation to minimize service errors (Hertog, 2000). A notable example is using GPS tracking systems to monitor public transportation. This enhances passenger safety, reduces traffic violations, and enables more efficient route management (Department of Land Transport, 2022).

3) Technological Options: This dimension relates to technological changes and external factors that affect service delivery, such as government policy shifts, digital advancements, and evolving consumer behaviors in response to technological trends (Hertog, 2000). One example is the development of the DLT QR License application, which allows users to present a digital driver's license instead of a physical one. This aligns with the transition towards a digital government (Digital Government Development Agency, 2021).

Hertog's (2000) four-dimensional service innovation framework is a guideline for organizations to develop and improve their services efficiently. The service concept dimension focuses on creating new service ideas, while the client interface dimension emphasizes designing convenient and fast service channels. The service delivery system dimension enhances service quality through technology, and the technological options dimension involves adapting to technological trends and policy changes. These concepts can be applied to the Department of Land Transport to improve service efficiency and enhance public satisfaction. Hertog's (2000) Four-Dimensional Model offers a foundational view of service innovation but remains organization-centric, underemphasizing user co-creation, ecosystem collaboration, and institutional dynamics crucial to modern public sector services. Thailand's Department of Land Transport (DLT) applications demonstrate efficiency gains through structured innovation, yet reveal limited user participation and adaptive feedback mechanisms. Compared to Service-Dominant Logic and Open Innovation models, Hertog's framework inadequately addresses the relational, policy, and ecosystem complexities inherent in government innovation. This study seeks to extend the model by integrating citizen engagement, institutional constraints, and dynamic capabilities to capture better the realities of service innovation in public sector contexts.

#### **Corporate Image**

Kotler & Keller (2021) emphasize the concept of corporate image, focusing on how consumers or the public perceive an organization based on their experiences, beliefs, and impressions. The key components of corporate image can be categorized into the following aspects:

1) Corporate Identity: This refers to the unique characteristics or attributes that distinguish an organization from others, such as its logo, corporate colors, slogan, or organizational culture. These elements help create brand recognition and differentiation in the eves of consumers.

2) Reputation: This reflects the public's perception of an organization's credibility, capability, and integrity. A strong reputation fosters trust and customer loyalty.

3) Physical Environment: This involves the tangible aspects customers experience when engaging with the organization, such as interior design, cleanliness, and overall atmosphere. These factors influence customers' first impressions.

4) Service Delivery: This refers to an organization's processes and methods to provide customer services. High-quality, responsive service enhances a positive corporate image.

5) Interpersonal Communication: This encompasses communication styles and interactions between employees and customers. Friendly, polite, and attentive staff behavior can create a strong positive impression and reinforce the organization's image.

In summary, effectively managing and developing these key components can strengthen an organization's corporate image, contributing to its long-term success and sustainability. Corporate image, traditionally framed by Kotler & Keller (2021) as the public's perception based on corporate identity, reputation, physical environment, service delivery, and interpersonal communication, has long been central to marketing strategy. However, more dynamic models, such as Balmer and Greyser's AC<sup>3</sup>ID Test and Hatch and Schultz's (2003) cultural alignment model, critique Kotler's linear and outward-facing approach by emphasizing the internal authenticity, stakeholder co-creation, and contextual variability of image formation. Contemporary challenges—such as digital transformation, segmented stakeholder perceptions, and crisis communication—highlight critical gaps in Kotler's framework. This study extends traditional models by incorporating interactive, participatory, and digital dimensions, proposing a view of corporate image as an emergent construct shaped by institutional strategies and user experiences, particularly within public sector and service-oriented organizations.

#### **Technology Acceptance**

The acceptance of technology is a crucial factor influencing the successful adoption of technology in the public sector. No matter how advanced digital platforms and services may be, if citizens cannot access them or lack confidence in the technology, their efficiency cannot be fully realized (Venkatesh et al., 2012). Key dimensions influencing technology acceptance include perceived usefulness, ease of use, and attitude towards usage. The perspectives of Al-Jabri & Sohail (2012), along with other academicians, provide a detailed understanding of these factors:

1) Perceived Usefulness: Al-Jabri & Sohail (2012) studied the acceptance of mobile banking services and found that perceived usefulness significantly influences users' intention to use mobile banking. Similarly, Liébana-Cabanillas et al. (2014) compared factors affecting the acceptance of mobile payment technology and confirmed that perceived usefulness plays a vital role in consumers' intention to adopt mobile payment systems.

2) Perceived Ease of Use: The ease of use of a technology significantly affects users' willingness to adopt online services. Igbaria et al. (1995) found that ease of use positively influences users' perception of enjoyment and usefulness when interacting with computer systems. If a system is designed to be user-friendly and free from complexity, it strongly motivates consumers to adopt technology.

3) Attitude Toward Using: A user's attitude towards a system is a key determinant of their intention to use it. Park et al. (2012) found that attitude is the most influential factor in users' willingness to adopt mobile learning systems. Similarly, Suki & Suki (2011) studied consumer intentions to use 3G mobile services and concluded that attitude significantly impacts consumers' decisions to use such services.

Academic studies indicate that perceived usefulness, ease of use, and attitude toward usage influence consumer acceptance and intention to use technology. Therefore, when designing and developing new technologies or services, these factors should be considered to enhance consumer adoption and usability. The successful adoption of digital technology in the public sector depends on system functionality and citizen acceptance. The Technology (UTAUT2) identify perceived usefulness, ease of use, and attitude toward use as core determinants of user intention. These frameworks have been validated across various sectors; however, they have been criticized for neglecting contextual factors critical to public sector innovation, such as institutional trust, digital literacy, and policy environment.

While empirical studies confirm the importance of perceived usefulness, ease of use, and user attitude, their applicability to public services remains uncertain, particularly where citizen choice is limited. Existing research also reveals gaps, including limited integration with public administration theory, insufficient focus on digital equity, and underexplored policy design and institutional factors.

This study addresses these gaps by contextualizing TAM within public sector digital transformation, focusing on transportation services. It proposes an expanded, context-sensitive model incorporating institutional trust, public values, usability, and citizen perceptions to explain technology acceptance in government services better.

#### **Service Efficiency**

Millett (1954) proposed a concept regarding the efficiency of public sector service delivery, emphasizing citizen satisfaction through several key principles: Equitable Service - Ensuring fairness in service delivery by treating all citizens equally, without discrimination or exclusion. Everyone receives services according to the same standard, promoting justice in public administration. Timely Service - Providing services promptly is essential. The effectiveness of public sector performance is compromised if services are not delivered on time, which can negatively impact citizen satisfaction. Ample Service - Ensuring services are available in sufficient quantity and appropriately located. Equity and timeliness lose significance if the availability of services is inadequate or if their locations are inconvenient, potentially leading to unfairness for service recipients. Satisfactory Service - Public satisfaction with government services is assessed based on equity, timeliness, and sufficiency. If agencies can meet citizens' needs in these aspects, it leads to greater satisfaction and trust in public services.

Millett's framework highlights the importance of fair, timely, and sufficient service delivery. It strongly focuses on ensuring citizen satisfaction, which is a key factor in evaluating the efficiency of the public service delivery sector.

According to the literature review on Service Innovation, Corporate Image, and Technology Acceptance, these three factors are interrelated and directly influence service efficiency. This forms the conceptual framework for a structural model describing the relationships between latent variables, consisting of Latent Independent Variables, including SI (Service Innovation), IM (Corporate Image), and IT (Technology Acceptance). The Latent Dependent Variable is EFF (Service Efficiency).



Figure 1 Conceptual Framework

# **Research Methodology**

The research on the Role of Causal Factors Affecting the Management Efficiency of Transport Agencies in the Western Region is quantitative research utilizing a questionnaire assessed for validity using the Item Objective Congruence Index (IOC). The IOC was calculated using the standard formula to ensure the consistency and relevance of the questionnaire items. The research population consists of citizens using transport services in the western region. The appropriate sample size for Structural Equation Modeling (SEM) analysis was determined based on the recommendations of Comrey & Lee (1992) and calculations by Hair et al. (2010), resulting in a sample of 380 respondents. A simple random sampling method was employed for participant selection. Regarding the data analysis, the study used descriptive statistics, including frequency, percentage, mean, and standard deviation. Inferential statistics were applied to hypothesis testing. The relationships between independent variables were examined using Correlation Analysis to detect potential multicollinearity, a condition where independent variables are excessively correlated. While some correlation between independent variables is acceptable, it should not exceed 0.9 or approach 1, as this would indicate that two variables essentially measure the same construct. Inferential statistics were used to test the research hypotheses, particularly Structural Equation Modeling (SEM). Model fit was assessed using various goodness-of-fit indices to ensure alignment between the structural model and empirical data.

## **Research Results**

Most of the respondents were male (195 people, 51.3%), under the age of 35 years (147 people, 38.7%), with an education level below a bachelor's degree (192 people, 50.5%). Most respondents were married (200 people, 52.6%). Service Innovation (SI) Perception Levels consist of InfX (Information Systems):  $\bar{x} = 4.32$ , S.D. = 0.693, ProX (Service Processes):  $\bar{x} = 4.28$ , S.D. = 0.737, TechX (Technology):  $\bar{x} = 4.32$ , S.D. = 0.660, EnvX (Technological Environment):  $\bar{x} = 4.35$ , S.D. = 0.653. The Corporate Image (IM) Perception Levels consist of CorX (Organizational Identity):  $\bar{x} = 4.44$ , S.D. = 0.624, RepX (Organizational Reputation):  $\bar{x} = 4.33$ , S.D. = 0.697, PhyX (Physical Environment):  $\bar{x} = 4.35$ , S.D. = 0.697, SerX (Service Delivery):  $\bar{x} = 4.27$ , S.D. = 0.765, ContX (Interpersonal Communication):  $\bar{x} = 4.33$ , S.D. = 0.703, SimX (Ease of Use):  $\bar{x} = 4.34$ , S.D. = 0.688, and AttX (Attitude Toward Technology):  $\bar{x} = 4.35$ , S.D. = 0.680. The Service Efficiency (EFF) Perception Levels consist of EqualY (Service Equity):  $\bar{x} = 4.32$ , S.D. = 0.769, QuickY (Service Timeliness):  $\bar{x} = 4.38$ , S.D. = 0.693, ValueY (Service Value):  $\bar{x} = 4.39$ , S.D. = 0.720, and SatisY (User Satisfaction):  $\bar{x} = 4.34$ , S.D. = 0.744.



**Figure 2** Results of the Goodness-of-Fit Test for the Structural Equation Model of Causal Factors Affecting the Management Efficiency of Transport Agencies in the Western Region

With the Structural Equation Model (SEM) Analysis Statistics, the researcher analyzed the relationship model using statistical software and found that the modified model showed improved goodness-of-fit with the empirical data. This was determined based on the following fit indices:  $\chi 2 = 77.960$ , df = 60, GFI = 0.975, AGFI = 0.944, CFI = 0.998, NFI = 0.990, and RMSEA = 0.028. Since all indices meet the required thresholds and the p-value is greater than 0.05, the model is accepted as consistent with the empirical data. Key findings are: 1) Service Innovation (SI) positively affects Service Efficiency (EFF). Service innovation significantly enhances service efficiency, particularly in technology (TechX) and the technological environment (EnvX). Integrating technology, such as digital systems, online queue reservations, and real-time bus tracking, improves service quality. 2) Corporate Image (IM) impacts Service Efficiency most. Corporate image has the strongest influence on service efficiency (0.91). This suggests that public trust and credibility in the transport office are key factors in determining citizen satisfaction with the service. 3) Technology Acceptance (IT) moderately affects Service Efficiency. While technology acceptance influences service efficiency, but its impact is lower than other factors (0.29). This may indicate that the public is concerned about system security or lacks sufficient knowledge to utilize new technologies fully. The study found that corporate image has the highest influence on service efficiency, followed by service innovation and technology acceptance. To maximize service efficiency, government agencies such as transport offices should enhance service innovation by integrating digital technologies, strengthen corporate image to build trust and credibility among citizens, promote digital literacy, and increase public confidence in technology adoption. Public transport services can achieve optimal efficiency and citizen satisfaction by focusing on these areas.

#### **Conclusion and Discussion**

This study examined the relationships between Service Innovation (SI), Corporate Image (IM), and Technology Acceptance (IT) and their direct effects on Service Efficiency (EFF) in the

transport office. The Structural Equation Model (SEM) analysis revealed that Corporate Image (IM) had the most decisive influence on Service Efficiency (EFF), followed by Service Innovation (SI) and lastly, Technology Acceptance (IT). The findings indicate that Service Innovation (SI) positively affects Service Efficiency (EFF), with a significant path coefficient of 0.82. This suggests introducing new concepts and technologies in service delivery enhances speed, cost-effectiveness, and customer satisfaction. These findings agree with Hertog's (2000) framework, which divides service innovation into four dimensions: 1) Developing new service concepts, 2) Improving customer interaction with services, 3) Adopting technology to enhance efficiency, and 4) Implementing technological solutions to optimize service systems. The transport office has adopted several technological innovations, including DLT Smart Queue (online queue reservation system), DLT QR License (digital driver's license system), and GPS tracking for public transport vehicles. These innovations streamline service processes, reduce staff workload, and enhance transparency, ultimately benefiting the public by making services more accessible and efficient. The study found that Corporate Image (IM) had the highest impact on Service Efficiency (EFF), with a path coefficient of 0.91. This means that public trust and perceptions of credibility, transparency, and fairness significantly influence satisfaction with transport office services. These findings support Kotler & Keller (2021) concept of corporate image, which consists of five key components: 1) Organizational identity - Differentiation from other organizations, 2) Reputation - Public perception of the organization, 3) Physical environment - Office location and aesthetics, 4) Service quality and competency - Efficiency and reliability of service delivery, and 5) Customer interaction -Communication and engagement with the public. A clear service policy, transparent operations, and a modernized service environment contribute to higher public satisfaction and a stronger perception of reliability and trustworthiness in the transport office. Technology Acceptance (IT) had a lower impact on Service Efficiency (EFF) compared to the other factors, with a path coefficient of 0.29. This indicates that public acceptance and usage remain key challenges, while the transport office has adopted technology. This finding is linked to Davis' (1989) Technology Acceptance Model (TAM), which identifies two main factors influencing technology adoption: 1) Perceived usefulness - Whether technology improves service efficiency, and 2) Perceived ease of use - How easy it is for users to adopt new technology. If citizens perceive digital solutions, such as DLT Smart Queue and DLT QR License, as convenient and beneficial, they are more likely to adopt them. Conversely, complexity and unfamiliarity with new systems may reduce adoption rates. This study also aligns with Venkatesh et al. (2012), who expanded TAM by incorporating trust in technology and perceived security. These factors may act as barriers to the widespread adoption of digital services among certain user groups. This finding is linked to Khonglarp & Sansook (2022). This study examines the impact of service innovation capability on employee efficiency at the Provincial Electricity Authority in Phra Nakhon Si Ayutthaya, and the role of knowledge integration and technology acceptance in enhancing innovation capability. Results show that innovation capability improves efficiency through competency development, customer value perception, and digitization, while cross-sector collaboration has no significant effect. Knowledge integration and technology acceptance were found to strengthen service innovation capability. Furthermore, Chotechoei's (2018) findings indicate that quick response strategies, office information systems, relationship retention, transportation, relationship establishment, site selection, warehousing, and storage positively influence logistics management efficiency among SMEs in Thailand, based on a case study of logistics service providers. These results offer strategic insights for logistics providers and supporting government agencies to enhance industry development and strengthen the competitive capabilities of Thai logistics entrepreneurs in both domestic and international markets."

#### Recommendations

The implementation of technology in transport offices should be improved and optimized, such as expanding online services, developing automated systems, and reducing complexity. To strengthen corporate image, transparency in operations and decision-making, communication with the public, and the upgrade of service environments and optimization of service processes should be prioritized to enhance trust and engagement. Technology adoption should be increased by organizing training programs to educate the public on using digital services such as fee payments and application processes.

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