

**INFLUENCE OF STRATEGIC CHANGE MANAGEMENT PRACTICES ON  
QUALITY SERVICE DELIVERY AT KENINDIA ASSURANCE COMPANY  
LIMITED**

**BY**

**JAMES MWANGI GITHAE**

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REQUIREMENTS FOR THE AWARD OF THE DEGREE OF MASTER OF  
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## **DECLARATION**

I James Mwangi Githae, hereby declare that this Research Project entitled Influence of Strategic Change Management Practices on Quality Service Delivery at Kenindia Assurance Company Limited is my original work and has not been submitted for examination in any other university.

Signature: \_\_\_\_\_ Date: \_\_\_\_\_

James Mwangi Githae  
Reg. No. D61/79200/2012  
MBA (Strategic Management)

## **SUPERVISOR'S APPROVAL**

This MBA Research Project prepared by James Mwangi Githae titled Influence of Strategic Change Management Practices on Quality Service Delivery at Kenindia Assurance Company Limited has been submitted for examination with my approval as the university Supervisor.

Signature: \_\_\_\_\_ Date: \_\_\_\_\_

DR JAMES GATHUNGU. (PhD), CPS (K)  
SENIOR LECTURER  
DEPARTMENT OF BUSINESS ADMINISTRATION  
SCHOOL OF BUSINESS  
UNIVERSITY OF NAIROBI

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## **ACRONYMS & ABBREVIATIONS**

<b>DMADV:</b>	Define, Measure, Analyse, Design and Validate
<b>DMAIC:</b>	Defining, Measuring, Analysing, Improving and Controlling
<b>IRA:</b>	Insurance Regulatory Authority
<b>ISO</b>	International Standards Organisation
<b>SERVQUAL:</b>	Service Quality

## ABSTRACT

The research paper was meant to conduct an investigation on the influence of strategic change management practices on quality service delivery Kenindia Assurance Company. This was necessitated by the fact that change management has become a major issue for most private entities, particularly in the insurance sector. Nevertheless, as a result of ineffective change management practices, the change concept has not taken root among management and staff, thus affecting quality service delivery to the people. This study therefore aimed to establish the influence of communication of change on quality service delivery Kenindia Assurance Company; explore the influence of participation in change process on quality service delivery Kenindia Assurance Company; and assess the influence of management direction to change on quality service delivery Kenindia Assurance Company. It was based on the change management theory. It employed descriptive research design, targeting 206 staff and top managers at Kenindia Assurance Company. Simple random sampling was used to select 136 staff from which only 106 returned fully filled questionnaires. Questionnaires administered on the staff and management were the data collection instruments from which reliability through Cronbach's coefficient Alpha formula and validity of the instruments were measured. Descriptive method was used in data analysis, correlation and regression analysis then presented in tables. The results show that communication of change process; Participation in change process; and management direction of change; all had significant influence on quality service delivery at Kenindia Assurance Company. The study therefore recommends that: Kenindia Assurance Company management should create workable strategies to effectively communicate change efforts to staff. Buy-in should be sought by ensuring that all channels of communication are used to communicate to staff for quality service delivery. They can do this through seminars, workshops, regular staff meetings among others. They should fully involve staff in change process to improve on quality service delivery. Such participation should be structured in a way that staff voices are heard clearly and opinions considered appropriately. Kenindia Assurance Company management should offer clear direction, devoid of manipulation but direct and consistent to ensure quality service delivery.

# **CHAPTER ONE:**

## **INTRODUCTION**

### **1.1 Background of the Study**

Strategic change practices is slowly becoming important in business growth further, the link between quality service delivery and service delivery in organizations is touted as important enough to drive both growth and generally, the competitiveness of the business players. Change is a common factor in any institution or organization and managing it becomes the constant factor (Bass, 2000). Most leaders and managers are required to be conversant with change management as a basic skill, it is only in very rare working environment where change management is not important. (Fullan, 1991).

The study is anchored on the ISO certification model, Juran Triology model and the Gap Model. According to the ISO certification model in this globalization age, both firms and competitors are putting a lot of pressure on the firms to keep on creating and innovating new products while insisting on upgrading the existing ones in order to maintain customer satisfaction (Hardy, 2010). Further, Juran (1967) with the Juran Triology model gives emphasis that we have to strike a balance in the way we give attention to the important tools that we put into use so as to enhance quality. He also talked about the need to understand the tools of management and the maximum use of statistical and graphical methods in accomplishing quality leadership. Parasuraman et al, (1985) provides the proposal that service quality is the perfect differentiating factor between performance and expectation in line with quality. By use of the gap analysis model, they came up with the service quality model.

Over the years the insurance sector in Kenya has undergone a myriad of changes, there have been a significant number of new players into the industry, mergers and acquisitions in the industry and financial institutions such as bank and micro-finance are going into the insurance business either as brokers or as new insurance companies all this changes have affected the former dominant players in the industry. Kenindia Assurance Company Limited is one of the organizations that has been adversely affected by these changes and has reported a drop in the market share over the recent past. This has necessitated management to make change in the way the organization is run and in service delivery to its stakeholders in an attempt to regain market share and grow.

### **1.1.1 Strategic Change Management Practises**

A well thought of plan of action that is meant to achieve a very specific goal over a given span of time defines a Strategy. Strategy is always all about gaining an added advantage or being ready to gain over the adversaries as well as exploitation of all emerging possibilities in the market. This is because the future is uncertain. Strategy involves making choices of ones priorities in the market hence filling the gap existing in the market. Strategy creation and implementation leads to change that requires to be managed. (Nauheimer, 2010).

Rose and Lawton, (2009) specifically observes that changes taking place in private organisations arise as a result of the need for providing efficient service, enhancing economies, effectiveness in service delivery, evaluation of the performance and an ethical code of conduct in the market. Change is a very continuous action especially to managers who have the ability to affect the market sphere. This makes them to embrace creativity in a daily basis hence changing how thing work in each and every time they discover a gap.

Hardy, (2010) affirms that for any organization to remain competitive in the market, all recently formed organizations should maintain uniqueness and highest level of superiority in every scope of their operations. This includes: using high level of technology, changing the working spheres, production of high quality of goods and services, changing approaches in; controlling, organizing, staffing and directing. These critical changes can only be possible through cultivation of the culture of creativity and innovativeness. Nauheimer, (2010) describes the change management practices as the technique, process and tools used to manage people as a way of enhancing change to achieve the desired results.

### **1.1.2 Quality Service Delivery**

In the economics field, a service is a commodity that is intangible. Similarly, all services are also not tangible hence also called economic goods (Kanter, 2014). The delivery of a high level of the quality service is an economic good where the buyer of the service is usually not the owner of the service unless under the contract. Such kind of benefits that are derived from provision of a service is the evidence that holds the buyer responsible to pay. The private sectors are the society that includes the nation, and a region that pays through remission of taxes to the government tax collection body (Coe, 2000).

By mobilization of the resources, skills, experience and ingenuities required service providers contribute to the economy without necessarily restricting themselves to limitations of carrying bulky inventory as well as raw material hence improving the quality of the service good produced (Pendlebury et al, 2008). Engaging professionals is very advantageous as people involved in service delivery are not required to upgrade during the time of stiff competition. According to Anders and Michael (2013), servicers are categorized according to their characteristics.

### **1.1.3 Insurance Industry in Kenya**

The Kenyan insurance firms dates back to the colonial period in the 1930s. Institutions that set up business in Kenya were branches of British insurance companies. In 1963 when the country gained independence these institutions became fully fledged insurance companies registered in Kenya to offer both life and general insurance services. The industry is controlled by the body called Insurance Regulatory Authority (IRA).The body was established under the Insurance Act of 2007 Cap 486, to aid in regulation and supervision of the Kenyan insurance industry.

In recent years the industry has recorded tremendous growth and according to the annual report released by Insurance Regulatory Authority in 2017 there were 55 licensed insurance companies in the country. The gross direct premiums as of 2015 stood at 172 billion shillings representing a growth of 10% from the previous year. However, despite of the high turnover registered by the industry the penetration of insurance measured against the country's Gross Domestic Product stood at a mere 2.8%.

### **1.1.4 Kenindia Assurance Company Limited**

Kenindia Assurance Company is a composite insurance company situate in Kenya. In early 1978, insurance companies from India that operated in Kenya came together and formed a very vibrant joint venture. The merger got both financial and moral support from the leading experienced business people in Kenya. This led to the formation Kenindia Assurance Company. Henceforth, it has grew to become one of the leading insurance companies in Kenya. However, over the years new competitors have come into the market and the company has slightly lost its market share and as a result of this, in the year 2014 the company made a raft of measures to reverse this and attempt to regain its market share. As a result of these changes introduced in the company there is no

investigation done on how change management practices have impacted on the quality service delivery.

## **1.2 Research Problem**

Strategic change practices have become a major issue in the private sector. It affects human resources, resource mobilization, expansion efforts, financial management and overall service delivery. However, it has been argued that due to ineffective change management practices, the change concept has not taken root among management and staff thus affecting service delivery to the people. There is still negative resistance to change among staff, lack of communication of change, lack of management direction of the change process and lack of participation or collaboration by private sector stakeholders, all in a bid to spur service delivery in a changing environment (Armstrong, 2014). The main reason why people form organizations is to enable them focus their energy and even resources to their main goal: provision of the quality product and service to their clients. As a result of the forces that demands radical change, change becomes an important part of the organization and market place.

Change is one of the factors that are currently facing the Kenyan insurance sector mainly due to the changing environment that requires more accountability, transparency, quality management all leading to quality service delivery. Kenindia Assurance Company Limited was a leading insurer in the sector but over the years it had fallen back and in order to remain as a dominant organization in the sector change in service delivery was inevitable.

Numerous researches have been done to establish influence of change management in the organization. Armstrong (2014) did a survey study in USA by making use of different

methodologies including regression analysis to check the factors affecting change management practices on business performance and found out that practices like communication of change and participation had a positive effect on business performance. His study did not however consider influence of strategic change practices on quality service delivery. Nelson & Quick, (2010) on their part did a correlational study in Sweden and found a correlation between management direction to change and communication coupled with resistance to change variable and business performance. Again, the study missed out on studying quality service delivery. Rose & Lawton, (2009) in their descriptive survey targeting 181 staffers in the private sector of Norway found that strategic change is important to improve customer satisfaction their study did not consider quality service delivery with its attendant variables.

It is not also clear from literature available from Hardy (2010) concerning the impact of strategic change management practices on quality services delivered particularly in the private sector governance with its unique culture and ways of operation. Chemjor, (2015) study on the National hospital Insurance Fund (NHIF) focused on the influence of performance after restructuring of the institution and not necessarily on the effect on quality service delivery. Milimu, (2016) study on Pinnacle business also focused on the relationship between strategic change management practices and the profitability of the organization without focusing on the quality of service delivered. Further, the literature available does not exhaustively consider management direction to change and participation in change process. Therefore this research is aimed at filling the above gaps.

To understand the issues of change practices and how they influence quality service delivery it is important to do a thorough investigation. This study is therefore necessary to look into the matter



considering the problems of change practices affecting quality service delivery at Kenindia Assurance Limited in Kenya. This scholarly work is aimed at finding out how the communication of change influence quality service delivery by Kenindia Assurance limited; what is the influence of participation in change process on quality service delivery by Kenindia Assurance limited; and how does management direction to change influence quality service delivery by Kenindia Assurance limited?

### **1.3 Research Objectives**

- i. To determine the impact of communication of change on quality service delivery at Kenindia Assurance Limited.
- ii. To explore the effect of participation in change process on quality service delivery at Kenindia Assurance Limited.
- iii. To assess the effect of management direction to change on quality service delivery at Kenindia Assurance Limited.

### **1.4 Value of the Study**

The research will be helpful to academicians to make additions to the knowledge on the certification theories of quality service delivery and quality in a bid to improve on the overall performance of the businesses. It will also assist academicians in the future as they seek to add more knowledge on the topic evaluate the present limitations.

The research will be important in the private sector management as they will know the issues involved in proper management of change for effective service delivery. Secondly, it will benefit private sector staff with knowledge on change management, their role and place of engagement in

the spectrum of change. Change management has become a major issue in the private sector. It affects human resource, resource mobilization, expansion efforts, financial management and overall service delivery.

The study will also help in the review and ignition of various policy in line with strategic change and service delivery to improve how the concepts are operationalized. It will assist regulator in the insurance industry in Kenya in formulating policies that will be encourage quality service delivery to the customers in the industry.

## **CHAPTER TWO: LITERATURE REVIEW**

### **2.1 Introduction**

This section, presents the; theories as well as empirical review of the change management practices and quality service delivery. It will explore the various aspects of change that include strategic change management, quality service delivery, communication of change, participation in the change process and direction towards change.

### **2.2 Theoretical Foundation**

There are number of models that have been advanced on influences of strategic change management on quality service delivery that include ISO certification, Juran trilogy models, model, Gap model, Lewin Three step model and Kotter's model. This study is anchored on the ISO certification model, Juran Trilogy model and the Gap Model.

#### **2.2.1 International Standards Organization Model**

In this globalization age, firms have been receiving a lot of pressure from consumers as well as competitors to provide a continuous innovation of new as well as upgrading the existing products and services this also involve production of goods and services that are of high quality (Hardy, 2010). The firms that need to stay in competition should invest a lot in infrastructure. The firms should also enhance process standardization to maximize on the reduced trading barriers. Therefore, the ISO organization pursues to make the facilitation of exchange of goods and promote standardization hence this facilitates the global exchange of good and services as well as cooperating in the different fields that include technological, scientific, economic and intellectual economic activities (Heracleous, 2012). The quality of leaders have been very influential in

contributing to the quality management theory.(Crosby, 1979; Deming, 1982; Juran 1986, 1988).Cost and degree of differentiation has been brought about by introduction of quality management in the company.

The International Organization for Standardization 9000 standards series is a set of standards of quality systems that has been prescribed to be of good and quality practices, without giving the direction or procedures that a company will follow to achieve them. Currently, most of the countries have embraced ISO 9000 and have used them for international certification of the systems. Different researchers from different countries have been able to analyze the relationship between performance and ISO 9000. Many literatures have been able to describes and even evaluate the ISO 9000 and it has concluded that it brings an added advantage to the market (Withers and Ebrahim pour, 2000). Although the research does not depict that ISO 9000 can lead to the improvement of service delivery, it has concluded that it is possible to bring about an efficient service delivery. On the other hand, descriptive statistics lacks the demonstration of the causal links and therefore the evidence provided is very weak. The research was purely based on the performance measures that are self-rated hence it is not the most objective method of providing assessment to make a determination concerning the influence of ISO 9000 on the quality of the service delivery. Due to this weakness the statistical for data analysis is used in analysis of the relationship between ISO 9000 and quality service delivery.

### **2.2.2 Juran Trilogy Model**

Juran (1967) posits that we have to provide a balance between the responsiveness we seek and the crucial quality management tools we use to gain the progressive management skills. He also wrote about the importance of understanding and practicing tools of management and ways of using the

statistical and graphical tools as a way of achieving high level of creative leadership. The Juran Trilogy Model is basically made up of only three most crucial tools of managing quality that have to work together in order to help organizations actualize the full potential paybacks of managing quality hence this enhance pursuit of Quality Leadership (Juran, 1967). Juran's Trilogy provides a representation of the notions of Quality Improvement and Quality Planning, improving and controlling quality. In the basic Six Sigma language, the processes of quality planning are known as Define, Measure, Analyse Design and Validate (DMADV) and Defining, Measuring, Analyzing, Improving and Controlling (DMAIC). Juran therefore gave the full process to be a universal one. These processes are used significantly in almost all firms all over the globe for very many decades.

The application of the Trilogy processes in a firm usually starts with managing quality (Juran, 1967). This is because the economic costs of producing products or services of poor quality have a very significant negative financial effect on an organization especially when very well expressed. Improvement of quality requires that we identify viable "projects" for improvement of the process (Hill and Jones, 2001). We therefore define the process problem, and then follow it by the diagnostic journey that is meant to help in discovery of the root major causes, then we fully complete the remedial journey to aid in the application of the above remedies, and finally we use the process of Quality Control to hold the gains. One should be able to note that the Quality Control process is the very last step and it helps in identification of the key process of control measures that are directly related to meeting of the customer needs and process requirements (Kanter, 2014). The application Control Plan helps to define how the above measures are well monitored, managed and maintained.

### **2.2.3 Gap Model**

Parasuraman et al (1985), posits that quality service is a function of the changes between performance and expectation. This is within the realm of the quality dimensions. They then formed the service quality model based on the gap analysis. This exploratory research was then redefined with the subsequent scale that was named SERVQUAL which was used to measure the perception of the customers on service quality (Parasuraman et al, 1988).

Using this method, the ten magnitudes of quality service were reduced to five lengths, this includes: responsiveness, reliability, assurance (security, credibility, communiqué, aptitude, gallantry) tangibles, and understanding that captures admittance as well as indulgence or being able to use SERVQUAL was revised in the year 1991 by replacement of the word “should” by the word “would” and later in 1994 by reduction of the total number of items to 21 while maintaining the five dimensional structure. In addition to the empirical research, the authors then characterized and even further outlined the four gaps defined in their research of 1985. This later led to the extension of quality service model whereby most factors involved communication and even control processes that were implemented in organizations to manage employees (Parasuraman et al., 1988).

### **2.3 Change Management Concept**

Johnson and Scholes (2013) provides the definition of change management as very cautious and harmonized actions taken to enhance the transformation of an organization that can lead to overcoming of the environmental challenges in order to achieve its set goals. Hence organizations are intensively undertaking their strategic changes to enhance alignment of their fundamental strategies of their business activities to the surrounding environment. This therefore helps in the matching of the firms in question to the environment. According to Jones, (2001), management

tend to migrate from the present level of operations to new state of operations to increase competitive advantage in the market. Implementation of change always starts with understanding those obstacles before initiating the process of change.

Kanter,(2014) on his part posits that, change management specifically needs tuning into the required favorable environment, challenging the prevailing expectations, crafting a worthy vision that can aid change, using the tactful minds to be able to acquire, maintain the same momentum, combining the emergent developments and never losing the ability to pursue the overall goal. In the first -changing world economy, this was well noted by Johnson and Scholes (2013) who said that the firms must find means of developing key competencies as old comparative advantages gained are quickly eroding owing to rapid environmental changes. Rose and Lawton (2013), found out that changes in the commercial banks came up as a result of the need to feel gaps existing in the market. These gaps include need for efficiency service delivery, high need for effectiveness, the need for openness and transparency, the need for flawless service delivery. The rising in demand for services and the extreme expectation for managers makes change to be a continuous process.

Strategic change management is a series of steps, practices and even decisions that are executed by an organization's members to be able to actualize their intentions strategically,(Hardy, 2010). Therefore it enables firms to attain their highest bearing, competence and avoid as many interlude and negative values as possible. According to Hardy (2010), the management of the strategic change involves management of both recounting and non-linear processes that are very dynamic during the effective implementation of the strategies. It involves change or alignment in terms of

policy, the systems, the styles of leadership among others in order to be able to realize maximum strategic change.

According to Armstrong (2014), change management is viewed as a process that does an assessment of major businesses and industries that enhance healthy competition. This increases the number of competitors and sets effective strategies that to meet potential competitors. Assessment of each and every strategy annually, or even quarterly, helps to determine how well it has been implemented and to establish whether it has succeeded or it needs to be replaced by a new strategy to meet changed situations in the current business environment. The new technological, economic, social and political environment increases the competitive nature of the business organization. Hence, management of strategic change is viewed as how to create environments that makes positive change to the natural way of life.

## **2.4 Quality Service Delivery**

A service is defined as intangible monetary commodity (Kanter, 2014). Services are economic intangible goods hence the service holder is entitled to payment before he or she delivers the service. The buyer of the service does not easily obtain the ownership of the type of the service purchased unless it is through the contracts. Therefore such kind of a service is only advantageous to the buyer when he or she has self-evidence that the owner will deliver the service .the private sector comprises of individuals, the nations, the region or even the state that are actively involved in tax payment and remittance to the tax authority (Coe, 2000).

The services are usually delivered by simply encompassing and organizing the appropriate required level of the available resources, experience and skills that effect specific benefits to the



consumers who are in need of such kind of services. The providers of the service usually carry out the service provision as a way of participating in economy building. They participate in the economy without any restriction or any concern of carrying with them raw materials that are very bulky to carry. (Pendlebury et al, 2008). Moreover, their expertise in the field of investment requires consistent marketing of their services and constant upgrade especially during the time of competition. As mentioned by Anders and Michael (2013), the services can easily be categorized depending on their key generic characteristics.

In two regards, services are perishable. These are; the relevant service resources, systems and processes are keenly assigned for the purpose of delivery of quality service processes and systems are assigned for service delivery during the specific period of time without interference. If the rescheduled or designated consumers of services does not provide a bid for the service, for example, after the departure the empty seat in the plane cannot any longer be utilized after the plane has departed; After the service has been rendered completely to the consumers of the service who have requested, immediately after the service has been consumed, it is rendered as expired as it is owned by the service contractor. The providers of the services are very indispensable for the delivery of the service as he or she must promptly generate and render the quality service to the individual consumer requesting service. In the most cases the execution of services are done automatically but the service providers must to assign resources as well as systems and actively keep up with the most appropriate service delivery (Coe, 2000).

Additionally, the service consumers are very inseparable from the service delivery. This is because he is well involved in it from requesting it up to consuming the benefits rendered. The services are the type of the horse that is usually consumed during a particular period of time. Where the

consumer of the service has requested the service, it must then be generated right from the scratch without neither delay nor friction, then immediately consumed; the rendered benefits gotten from the execution of the upcoming activities as well as tasks are issued. (Ackerman, 2006).

Each and every service is very unique. This is because it is generated at one time though in a different consumption period. The circumstance and the period of service generation depends with the configuration of the assigned resources from one delivery to another while the consumer requests for the same service. Services that lack homogeneity are called heterogeneous service hence they are modified to fit different group of consumers. The characteristics for each service are retractable and the provision of the consistent service and its conception, it makes the delivery of the service a big challenge in most of the cases. (Ackerman, 2006). The marketing of the service needs a lot of creativity visualization to evoke the image of the concrete minds of the consumers (Govender et al, 2010).one of the disadvantage of the service is that, it is very difficult for the customer to taste the service before he or she allows it to be rendered. Therefore this makes it very difficult for the pre-taste to be done before the final solution is given (Young, 2000).

## **2.5 Summary of empirical studies and knowledge gaps**

Hofer and Schendel, (2008) extensively considers an effective change management as a mere process, which specifically deals with the basic renewal of organization and growth with development of different strategies and commitments. There are research findings that hypothesize that change management in the public sector has not yet gathered the structures needed and the systems are necessary to manage effectively the process of strategic management. However momentum has been gained as the private corporate counterparts fully implements the change management as explained by Appelbaum *et al*, (2008). The book argues that conservative change

management practices that can be able to work effectively in the setting of the public sector which have a very limited effect in the engagement of the private sector. The whole of the rhythm, both motivation and environment that is associated with the private sector are very different and require very high level of sensitivity and even preparation on the part of the Change Management agents.

This research is going to intellectualize change management construct in the private sector. Nichols (2000), he found out that both corporate and government sectors are very much exposed to the social, economic and technological forces. Yet, the impacts of change, its reception and the whole process of acceptance usually differ considerably with the private sector. Further, the quality service delivery models rely on statistical analysis and utilization of the business ratio approach intensively. This has been criticized intensively by intellectuals in the field as being inadequate and unsubstantial (Klofsten 2010).

In selecting the parameters for the intended model, this study will try to distance itself from the classical methodology and instead, it will look deep into very relevant structures that can be able to deliver value additions apart from the ones given in the previous traditional report concerning accountancy. SERVEQUAL measures will only be the classical approach this research paper will base on. Essentially, numerous researches have been done on change management and its upshot on organizational performance, often on standard terms, and mainly in the public sector (Armstrong, 2014; Nelson & Quick, 2010; Rose & Lawton, 2009; Chemjor, (2015). Few, if any, have been done on the influence of change management practices on quality service delivery particularly in the private sector with its unique culture and ways of operation. This study therefore hopes to fill the gap.

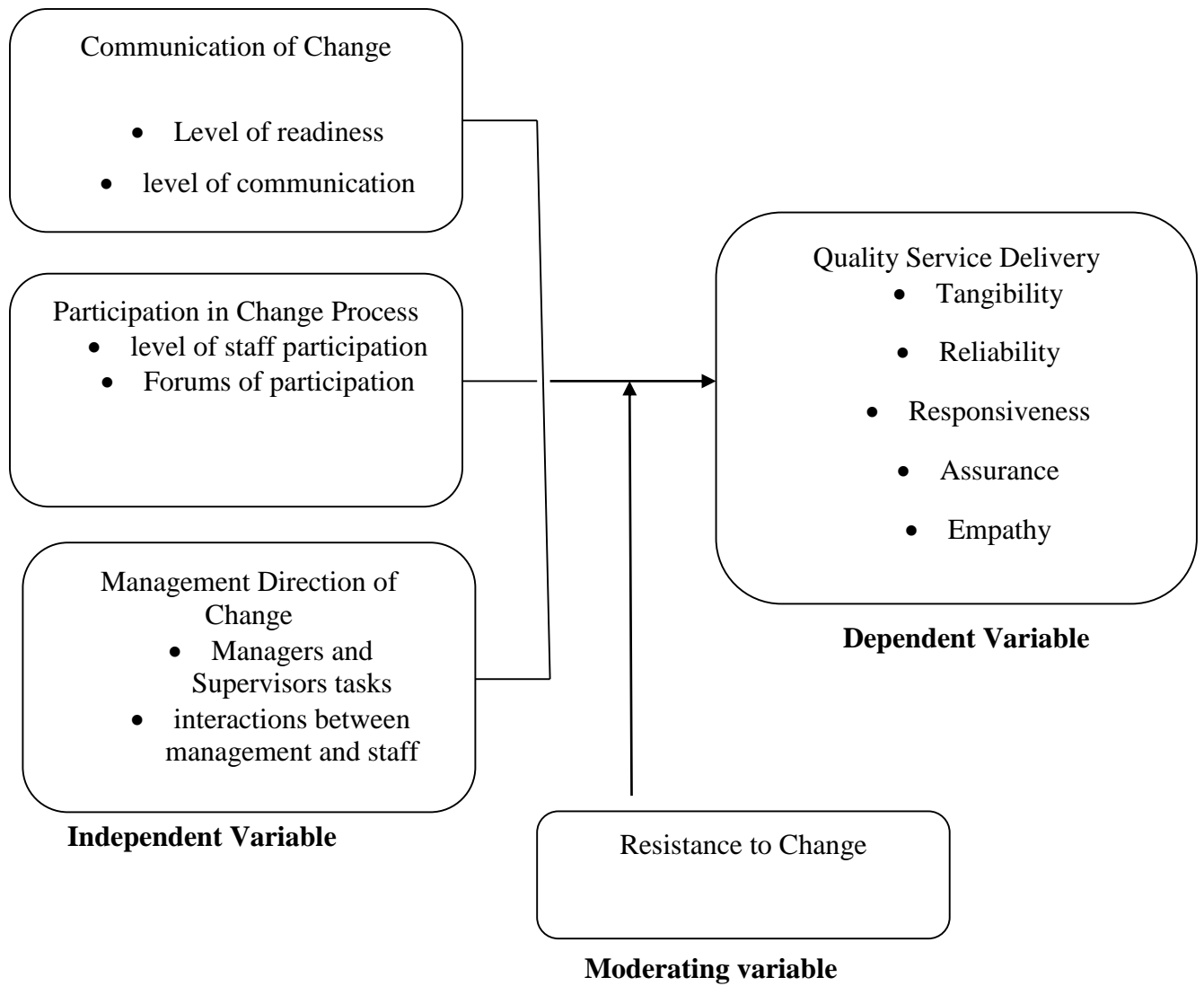
**Table 2.1 Summary of Empirical studies and knowledge gaps**

<b>STUDY</b>	<b>STUDY FOCUS</b>	<b>METHODOL OGY</b>	<b>MAIN FINDING</b>	<b>KNOWLEDGE GAPS</b>
Nelson and Quick (2010)	Management direction of change and communication coupled with resistance to change variable and business performance	This was a survey done in Sweden.	The study found a correlation between management direction of change and communication coupled with resistance to change.	The study did not consider the influence of strategic change practises on quality service delivery
Rose & Lawton (2009)	Relationship between strategic change and customer satisfaction	Survey targeting the private sector in Norway	Strategic change is an important factor to improve customer satisfaction and experience.	The study did not consider quality service delivery as a variable
Chemjor (2016)	Influence of performance after the restructuring of the National Hospital Insurance Fund	Case study data collected by use of interview guide.	Restructuring of the National Hospital Insurance Fund improved the performance of the institution by streamlining operations.	The study did not consider the influence of change on quality service delivery.
Milimu (2016)	Relationship between strategic change management and profitability of an organisations at Pinnacle Business	Case study data collected by use of interview guide  Data analysed by use of regression analysis.	The study reported improvement in the profitability after strategic change management was done at the business.	The study did not consider the influence of strategic change management on Quality service delivery
Armstrong (2014)	Factors affecting change management practises on business performance	This was a survey done in the United States.	Communication of change and participation have a positive effect on business performance	The study did not consider the influence of strategic change practises on quality service delivery

**Source Researcher (2017)**

## 2.6 Conceptual Model

### Change Management Practice



**Figure 2.1: the conceptual model.**

**Source: Researcher (2017)**

## **CHAPTER THREE:**

### **RESEARCH METHODOLOGY**

#### **3.0 Introduction**

This chapter will specifically examine the appropriate methodologies that were applied in the research right from research design to the population targeted for the sampling process. The chapter also lays down the methods for data collection. It also puts down the reliability as well as validity tests together tools for data analysis that were used together with ethical considerations.

#### **3.1 Research Design**

The scholarly work aims at adopting both qualitative and quantitative methodology while incorporating descriptive survey research design which is well structured to examine a range of logical units or sub-units of analysis found within organizations Kothari (2014). Morris and Wood (1991) demonstrate the importance of descriptive design of analysis especially when the intention is gaining the bigger understanding of the research context and the enactment process. Basically, it is used in answering descriptive research questions: What exactly is happening? How is it happening? Why is that thing happening? Further, Kothari (2014) argues that descriptive allows for both qualitative and quantitative data and consequent analysis. Quantitative analysis was used through questionnaires to get numerical data that described the phenomena of strategic change and quality service delivery.

#### **3.2 Data Collection**

The use of questionnaires was the main instrument of collecting raw information. The Respondents were the primary source of data. This research will also make use of five-point Likert scale of

questionnaires to collect the raw information from the staff drawn from Kenindia Assurance. To measure quality service, the researcher employed the SERVQUAL model developed by Parasuraman, Zeithaml and Berry (1988). Questionnaire is basically defined as the research tool that is used for gathering of data over a large sample (Kombo 2006). It is the most appropriate and efficient research methodology as it allows the researchers to present the collected information from a relatively large sample in a different background; the findings remains very confidential, the methodology save time and minimizes the opportunity for bias as it is presented in the paper format.

Reliability was used to determine whether the instruments of measurement provide the consistent results (Kothari, 2014). In order to determine the reliability of data, the Cronbach's coefficient alpha model was put into use. High number of items in the instrument shows high chances of obtaining a consistent estimate of the reliability of the data (Kothari, 2014). The formula used is

the standard alpha coefficient formula. 
$$\alpha = \frac{N \cdot \bar{c}}{\bar{v} + (N - 1) \cdot \bar{c}}$$

Where N is equal to the number of the items, c-bar is equal to the average inter-item covariance among the items while v-bar is equal to the average variance.

Validity specifically shows the degree to which instruments are able to measure what they are supposed to measure (Kothari, 2014). For the present study, the content validity was the most crucial to put into use. This is because of its apprehensiveness with the depth of the content covered by the instrument hence leading to drawing of conclusive remarks. Joppa, (2000) further argues, that the validity of the content also refers to which extent to which a measure represents each and every facet of a given construct. In order to ascertain the content and Validity of the instruments, an experienced expert on the same topic from the University of Nairobi will intensively examine

the content of the instruments and independently advise the researcher concerning the validity of the content. Thereafter, their advice played a very crucial role in revising the instrument.

### **3.3 Data Analysis Techniques**

The percentage form was used to revise the descriptive analysis of the quantitative data. Frequencies as well as mean will also be used as a reference method to ascertain the accuracy of the results. Table method was used to do the descriptive analysis because they gave a good systematic method of analysis hence making it easily visual and easy to understand. Quality Service Delivery was measured using the SERVQUAL Scale, gotten from differentiating the perceptions and expectations. Both correlation and regression analysis were applied to come up with the relationship existing between the dependent and independent variables.



## **CHAPTER FOUR:**

### **DATA ANALYSIS, RESULTS AND DISCUSSION**

#### **4.1 Introduction**

This section succinctly highlights the features of analysis of data, presentation, interpretation as well as discussion that constitute the results of the present study. This chapter is sectioned thus: response rate; general characteristics of the Kenindia assurance staff; Quality service delivery; influence of communication of change on quality service delivery; influence of participation in change process on quality service delivery; influence of management direction to change on quality service delivery in Kenindia Assurance Company plus both the correlation and regression analysis.

#### **4.2 Response Rate**

The study sampled 136 staff out of the 206 target population. From the completed questionnaires, only 106 questionnaires were returned duly filled constituting a 77.9% return and response rate which is a percentage that is acceptable.

#### **4.3 General Characteristics of the Respondents**

The research work was informed by Kenindia Assurance staff members that is critical in determining the influence of change management practices on quality service delivery at Kenindia Assurance Company. There were 106 respondents comprising management, head office and branch staff members. All the targeted respondents gave their responses in all questions asked. Respondents were requested to provide information regarding their background and work experience.

### 4.3.1 Gender and Age Distribution of Respondents

The Kenindia Assurance Company employees were asked to give data on their gender and age. The response is as seen in table 4.1.

**Table 4.1 Gender of Respondents \* Age of Respondents Cross tabulation**

		Age of Respondents					Total	
		18-25 years	26-35 years	36-45 years	46-55 years	Over 55 Years		
Gender of Respondents	Male	Count	3	7	40	7	3	60
		Percent within Age of Respondents	49.9	31.0	63.0	75.1	80.0	56.8
		Percent of Total	3.7	5.7	38.6	5.8	3.0	56.8
	Female	Count	3	15	23	3	1	46
		Percent within Age of Respondents	49.9	69.0	36.7	25.1	19.0	43.2
		Percent of Total	3.7	14.2	22.5	2.0	0.8	43.2
Total		Count	6	22	63	10	4	106
		Percent within Age of Respondents	100.0	100.0	100.0	100.0	100.0	100.0
		Percent of Total	7.4	19.9	61.1	7.8	3.8	100.0

**Source: Field Data (2017)**

From table 4.1, it is clear that majority of the Kenindia Assurance staff members was male at 56.8% whereas just 43.2% were of female gender. This suggests a slightly male subjected Kenindia Assurance workforce. Nevertheless, it should be asserted here that the female staff were significant with only 13.6% difference. This is a constructive implication and is agreed by Ackerman, (2006) who argued that many private entities, in which insurance and assurance businesses are a part, in developing countries have significant female presence in their workforce, a situation that 15 years or so ago was not nearly the case.

On the ages, majority at 61.1% were aged between 36-45 years, this is a signal that majority of Kenindia Assurance Company staff were passably exposed to the construct of change management practices, having projected the impression from their ages that they were established enough in their ages to grasp the issues involved in change management practices towards quality service delivery.

### 4.3.2 Level of Education and Work Experience

The Importance of education and experience cannot be ignored particularly in a study of this nature; both play a role in the gaining of qualified skills and experiences for proper work (Bolden & Gosling, 2006). See Table 4.2 for the results.

**Table 4.2 Highest Level of Education Attained \* Number of Years Worked Cross tabulation**

			Number of Years Worked				Total
			Below 2 years	2-5 years	5-10 years	Above 10 years	
Highest Level of Education Attained	Certificate	Count	1	3	3	1	8
		Percent within Number of Years Worked	8.2	5.8	10.2	7.0	7.2
		Percent of Total	.9	2.7	2.7	.9	7.2
	Diploma	Count	1	10	6	3	20
		Percent within Number of Years Worked	8.2	19.5	20.6	21.3	18.8
		Percent of Total	.9	9.5	5.6	2.7	18.8
	Degree Only	Count	8	29	15	8	60
		Percent within Number of Years Worked	66.8	57.0	51.8	57.2	56.7
		Percent of Total	7.6	27.5	14.3	7.6	56.7
	Degree Plus Diploma (PGD)	Count	1	6	4	1	12
		Percent within Number of Years Worked	8.2	11.7	13.7	7.0	11.2
		Percent of Total	.9	5.6	3.7	.9	11.2
	Masters	Count	1	3	1	1	6
		Percent within Number of Years Worked	8.2	5.8	3.3	7.0	5.6
		Percent of Total	.9	2.8	.9	.9	5.6
Total	Count	12	51	29	14	106	
	Percent within Number of Years Worked	100.0	100.0	100.0	100.0	100.0	
	Percent of Total	11.2	48.2	27.3	13.0	100.0	

Source: Field Data (2017)

From table 4.2 it is clear that majority at 56.7% had first degree certificate as far as their education was concerned, this was then succeeded by 18.8% who had diploma certificates, 11.2% had post graduate diploma holders, 7.2% were certificate holders and just 5.6% were Master's degree holders. This suggests that there had been efforts by the Kenindia Assurance staff to get higher certificates proportionate to their furtherance of their education. Consequently, the Kenindia Assurance staff with First Degree and above were more conversant with the issues of insurance in comparison to the one with qualifications below first degrees. Also, we can deduce that the Kenindia Assurance staff had a mission to supplement their studies and consequently developed into a more suitable and skillful staff adaptive to the changes in the market. In addition, the result showing that majority of the Kenindia Assurance Company staff had degree qualification and above shows clearly that they were competent enough to dependably answer queries as regards about influence of strategic change management practices on quality service delivery at Kenindia Assurance Company.

On work experience, it is apparent that majority at 48.2% had worked for Kenindia Assurance Company for between 2-5 years, 27.3% for between 5-10 years, then 13.0% for above 10 years and finally, only 11.2% for less than 2 years. This suggests that many of the Kenindia Assurance staff were relatively experienced. The degree to which any staff is experience in an organization is important as Bowman and Asch, (2007) had asserted that the trustworthiness of the data generated from whatever study is based significantly on the years of respondents' work in the organization. Thus, the number of years in work offers a largely acceptable index for the validity and reliability of the data gathered. Their services, aptitude and knowledge has basically been acceptably and significantly tested over a significant period thus their discernment on the issue presently studies have been influenced by their experience, knowledge and aptitudes on the job.

#### 4.4 Dimensions of Quality Service Delivery

This part utilized the renowned SERVQUAL model to test the scores of expectations and perceptions of Kenindia Assurance Company. See Tables 4.3 and 4.4 for the results

**Table 4.3 Average SERVQUAL Scores of Staff Expectations and Perceptions**

Dimension	Item	Perception	Expectation	SERVQUAL Score
<b>Tangibility</b>	1. Excellent Kenindia Assurance possesses modern looking equipment	4.86	5.60	-.743
	2. Excellent Kenindia Assurance physical facilities are appealing visually	5.03	5.61	-.576
	3. Excellent Kenindia Assurance Company reception desk employees are immaculate in presence	4.87	5.47	-.598
	4. An excellent Kenindia Assurance Company receipts, cheques and comparable materials are appealing visually	5.55	5.56	-.012
<b>Reliability</b>	5. When an excellent Kenindia Assurance Company promises to act on something by a particular time, it acts	5.56	6.05	-.488
	6. As soon as customers have challenges employees in an excellent Kenindia Assurance Company are sympathetic and reassuring promptly	5.41	6.01	-.620
	7. An excellent Kenindia Assurance Company does its service right the very first time	5.44	6.14	-.691
	8. An excellent Kenindia Assurance Company offers its services at the right time	5.36	6.02	-.664
	9. An excellent Kenindia Assurance Company maintains an error-free records	5.62	6.26	-.633
<b>Responsiveness</b>	10. Employees in an excellent Kenindia Assurance Company tell precisely when the services will be completed	5.44	5.97	-.532
	11. Employees in an excellent Kenindia Assurance Company give swift services.	5.25	5.87	-.611
	12. Employees in an excellent Kenindia Assurance Company are always eager to assist customers	5.03	5.62	-.589
	13. Employees in an excellent Kenindia Assurance Company are never too busy to answer to Customers' needs	5.06	5.49	-.426
<b>Assurance</b>	14. Employees in an excellent Kenindia Assurance Company impart assurance in customers	5.33	5.95	-.625
	15. Employees in an excellent Kenindia Assurance Company offer sufficient trust to customers	5.49	6.90	-.598
	16. Employees in an excellent Kenindia Assurance Company consistently respect customers.	5.51	6.10	-.589
	17. Employees in an excellent Kenindia Assurance Company have essential knowledge to answer customers' queries.	5.20	5.90	-.698

Source: Field Data (2017)

Dimension	Item	Perception	Expectation	SERVQUAL Score
Empathy	18. An excellent Kenindia Assurance Company gives customers personalized attention	4.86	5.73	-.858
	19. An excellent Kenindia Assurance Company has working hours appropriate for all clients	4.46	5.18	-.717
	20. An excellent Kenindia Assurance Company has employees who offer customers personal Courtesy	4.44	5.37	-.929
	21. An excellent Kenindia Assurance Company has customer's best interest always	4.54	5.39	-.854
	22. The employees of an excellent Kenindia Assurance Company appreciate customer specific issues	4.52	5.34	-.823

**Source: Field Data (2017)**

The SERVEQUAL model presents 22 pairs of assertions intended to suit the five dimensions of quality service. A seven-point scale bordering from “strongly agree” (7) then to “strongly disagree” (1) attends each assertion. The “strongly agree” end of measure is intended to correlate to high expectations coupled also to high perceptions. Acceptable service quality happens in the event the expectations are achieved (or surpassed) and a service gap occurs in the event the expectations are not achieved or below the mark. The gap score for each assertion in the scale is considered as the score of the perception minus the score attendant to the expectation. A positive (+) gap score suggests that expectations have been achieved or surpassed whereas a negative (-) score suggests that the expectations are below the achievable score (Parasuraman *et al.*, 1988).

By making observations in Table 4.3 it is evidently apparent that all the SERVQUAL scores indicate negative signs implying clearly that expectations are superior to perception and as a result, the quality of service is less than acceptable and achievable, thus a service quality gap is the end result here. This result is agreed to in literature by Juran *et al.*, (1988) and Heracleous, (2002) together with Hardy (2005) who asserted that service gaps is a common fixture in organizations that clearly have not put in significant emphasis and effort on their operations and thus negative SERVQUAL scores become the common result. Simply put, it is clear that there is a service quality gap that is undesirable at Kenindia Assurance Company.

**Table 4.4: SERVQUAL Scores of Quality Dimensions**

Dimensions	N	SERVQUAL Scores (Average)	Sig. (p)	Relative Importance (Weights) of Quality Dimensions stated by Staff (%)	Weighted SERVQUAL Score
Tangibles	106	-.63000	.006	15.77290	-0.12334
Reliability	106	-.61020	.000	26.62948	-0.16035
Responsiveness	106	-.53050	.000	19.18326	-0.11809
Assurance	106	-.61850	.004	19.27490	-0.13642
Empathy	106	-.82720	.002	14.13944	-0.13774
Total un-weighted SERVQUAL score		-.64328			
Total weighted SERVQUAL score					-0.65097

**Source: Field Data (2017)**

Table 4.4 highlights the total SERVQUAL scores offered in line with the five dimensions of tangibility, reliability, responsiveness, assurance and empathy. Based on the measured quality variables, empathy posts the highest negative SERVQUAL scores at -.82720. Applicably, in comparison with other dimensions, acceptable level of empathic situation is lower.

Further, based on the Kenindia Assurance staff rating of the service quality dimensions has shown in Table 4.4 and specifically about the quality improvement, the most improved and significant dimension to which highest rating 26.62948 (26.63 percent) is allocated is the reliability factor. Then assurance and responsiveness follow each other with empathy being the least important dimension as expected. Also, this is agreed to in literature (Appelbaum *et al*, 2008; Bennebroek-Gravenhorst *et al*, 2006) who in their studies observed that empathy posted the lowest negative rating in companies because they argued, empathy was categorized more by emotional and demonstrative needs to which the staffers were reluctant to engross themselves in when it came to customer interaction.

#### 4.5 Influence of Communication of Change on Quality Service Delivery

The first objective sought to establish the influence of communication of change on quality service delivery. The result is as seen in Table 4.5

**Table 4.5 Influence of Communication of Change on Quality Service Delivery**

	Strongly Agree		Agree		Neutral		Disagree		Strongly Disagree		Mean	StD
	C	P	C	P	C	P	C	P	C	P		
Management effectively explains the reasons for and means of strategic change to win the support of everyone in the organization	6	5.8	23	21.6	5	4.8	66	62.0	6	5.8	2.71	1.15
Employees have successfully adopted the proposed change or changes and has improved service delivery.	7	6.7	25	23.5	5	4.8	64	60.3	5	4.8	2.77	.812
The level of readiness employees feel regarding the change is high and has created quality service delivery	8	7.6	27	25.6	9	8.4	56	52.3	6	5.8	2.97	.932
Supervisors or management are not effective in disseminating information concerning change.	11	10.4	58	54.7	7	6.7	23	21.5	7	6.7	2.99	.752
Change is not always communicated effectively thus negatively affecting quality service delivery	7	6.7	52	49.1	8	7.6	27	25.3	12	11.3	3.36	.800

**Key:**

C is the count

P is the percent

**Source: Field Data (2017)**



From table 4.5, 67.8% disagreed with the assertion that management effectively explained the reasons for and means of strategic change to win the support of everyone in the organization. Here, just 27.4% agreed and 4.8% were undecided. This implies that there was no buy-in by staff when change was communicated and thus such change was often unsupported. Bowman and Asch, (2007) while supporting the need for management communication of change pointed out that a change strategy of education and good communication is premised on the idea that in the event people are offered a tangible rationale for change, they will automatically see the importance for change and embrace it. This is important when resistance, grounded on inadequate and inaccurate evidence, is expected.

When the respondents were asked if employees had successfully adopted the proposed change or changes and had then improved service delivery, 65.1% disagreed, 30.2% agreed and 4.7% were neutral. This suggests that consequent to lack of buy-in, any changes proposed were not adopted and this had eventually curtailed quality service delivery. Unproductive communication in the life of organizational change and inadequate change adoption options is stated to negatively influence the manner in which organizations function and delivers its services. For instance, unsuccessful change communication can go as far as creating a high resistance to the change and endorse the negative aspects linked to the change and then lead to poor service delivery (Smelzer & Zener, 1992) and also act as general undesirable influence on quality service delivery (Keyton, 2010).

When the respondents were asked whether the level of readiness employees felt regarding the change was high and had created quality service delivery, 58.1% disagreed, 33.5% agreed and 8.4% were neutral. This gives an indication that employees felt unprepared in the face of changes

and this consequently negatively influenced quality service delivery. Elving, (2005) had appraised effective change communication as the degree to which readiness of the employees is felt as regards to the change process. He asserted that, communication is the conduit through which organizational members utilize to get to the positive outcomes desired and also comprising of quality service delivery and when staff is unprepared, the service inevitably dipped in quality.

On whether both management and supervisors were effective in disseminating information, 65.1% disagreed, 28.3% agreed and 6.6% were undecided. This shows that there was ineffective communication of change by management. As far as change communication within a company is concerned, one scope of concern is the place of supervisors or management in distributing information regarding change. Elving and Hansma, (2008) steered qualitative research using interviews involving management and employees in a company's strategic change. The significant conclusion from the seminal study was that the accomplishment of the broadcasting and integration of organization change meaningfully was contingent on communicative and educational skills of managers at all spheres of the organization. Consequently, it is noteworthy that managers play an important role as the harbingers of the change (Heracleous, 2002).

Finally, the respondents were asked if change was not always communicated effectively thus negatively affecting quality service delivery, 55.8% agreed, 36.6% disagreed and 7.6% were undecided. This gives an indication of lack of effective communication of change that would lead to quality service delivery. Communication has been touted as a common denominator when considering the success of service delivery in almost all firms. Thus, when change is happening in a company, communication becomes indispensable to implement that change successfully (Elving

& Hansma, 2008; Schweiger & Denisi, 1991). Nevertheless, one challenge for many contemporary organizations is that change is not often communicated efficiently (Burke, 2008; Cummings & Worley, 2009).

#### 4.6 Influence of Participation in Change Process on Quality Service Delivery

The second objective sought to explore the influence of participation in change process on quality service delivery. The result is as seen in Table 4.6

**Table 4.6 Influence of Participation in Change Process on Quality Service Delivery**

	Strongly Agree		Agree		Neutral		Disagree		Strongly Disagree		Mean	StD
	C	P	C	P	C	P	C	P	C	P		
Those who will be affected by the change are rarely involved in the change process thus negatively affecting quality service delivery	9	8.5	66	62.3	6	5.7	18	17.0	7	6.6	2.42	.612
Participation in change process leads to better quality of decisions than would have otherwise been achieved and has created quality service delivery	8	7.5	64	60.4	7	6.6	19	17.9	8	7.5	2.65	1.00
The change agent retains control of the change process but does not delegate certain tasks to teams or groups which has consequently negatively affected quality service delivery	7	6.6	60	56.6	8	7.5	22	20.8	9	8.5	2.53	.949

**Key:**

C is the count

P is the percent

**Source: Field Data (2017)**

	Strongly Agree		Agree		Neutral		Disagree		Strongly Disagree		Mean	StD
	C	P	C	P	C	P	C	P	C	P		
The management create opportunities for individual voices to be heard in collaborative change endeavours and has created quality service delivery	6	5.7	20	18.9	5	4.7	70	66.0	5	4.7	2.40	.849
There are strategies used to ensure that all staff members' voices can be heard to improve quality service delivery	8	7.5	20	18.9	7	6.6	67	63.2	4	3.8	2.62	1.05
Generally, we are never involved in the change process which has consequently negatively affected quality service delivery	6	5.7	63	59.4	8	7.5	19	17.9	10	9.4	2.72	.949

**Key:**

C is the count

P is the percent

**Source: Field Data (2017)**

From Table 4.6; 70.8% agreed that those who were affected by the change were rarely involved in the change process thus negatively affecting quality service delivery. Only 23.6% disagreed and 5.7% were neutral. This implies that there was a problem of non-participation in the change process by staff. Dennis and Michael, (2008) argue that to establish ownership of a choice through the change process, and established commitment to it, it is vital to include those who will be impacted directly by the change to participate in classifying strategic components in the change process, setting the tactical issues, the decision-making process or management of the strategic change process.

When asked if participation in change process led to better quality of decisions than would have otherwise been achieved and created quality service delivery, 67.9% agreed, 25.4% disagreed and 6.6% were neutral. This gives an indication of the relevance of participation in change process in creating quality service delivery. Hargreaves, (1994) creates a highpoint on the significance of generating openings for individual voices to be heard in cooperative activities whereas Fullan, (1997) highlights out that improvement frequently fail because people do not learn from the people who disagree with them.

On whether the change agent reserved control of the change process but did not delegate particular tasks to groups which had consequently negatively affected quality service delivery, 63.2% agreed, 29.3% disagreed and 7.5% were undecided. This gives an indication that change process was never delegated to groups thus hampering both participation and quality service delivery. The change agent reserves control of the change process but also gives tasks to others down or horizontal through the ranks to accomplish. The change agent can delegate particular activities in the process of change not limited to generation of ideas, collection of data, comprehensive planning or the expansion of basis for change to project taskforces. This is advantageous in so far as the involved members of the company are able to generate ideas and come up with workable solutions. The change agent arbitrates where the development loses its progressive energy as he still has the control of the entire process of change (Dennis & Michael, 2008). Dennis and Michael, (2008) asserted that when such delegation was absent, quality service delivery got hampered.

When the respondents were asked if the management fashioned opportunities for personal voices in the company to be heard in a cooperative change process and had created quality service

delivery, 70.7% disagreed, 24.6% agreed and 4.7% were undecided. This implies that the management at Kenindia Assurance was not collaborative. This result agrees with Coe,(2000), who asserted succinctly that participation to change process coupled with resultant quality service delivery was pegged on a collaborative strategy that offered opportunities for staff voices to be heard. When such collaboration is shelved by the management, staff was bound to suffer low morale which consequently affects their service delivery.

Finally, when asked if generally, staff was never involved in the change process which had consequently negatively affected quality service delivery, 65.1% agreed, 27.3% disagreed and 7.5% were undecided. This implies that, lack of participation in change process witnessed at Kenindia Assurance Company negatively affected quality service delivery.

#### **4.7 Influence of Management Direction to Change Process on Quality Service Delivery**

The third objective sought to assess the influence of management direction to change process on quality service delivery. The result is as seen in Table 4.7

**Table 4.7 Management Direction to Change Process on Quality Service Delivery**

	Strongly Agree		Agree		Neutral		Disagree		Strongly Disagree		Mean	StD
	C	P	C	P	C	P	C	P	C	P		
There is the use of personal managerial authority to establish a clear future strategy on how change will occur and has created quality service delivery	12	11.3	65	61.3	3	2.8	17	16.0	9	8.5	3.42	.712

**Key:**

C is the count

P is the percent

**Source: Field Data (2017)**

	Strongly Agree		Agree		Neutral		Disagree		Strongly Disagree		Mean	StD
	C	P	C	P	C	P	C	P	C	P		
Power strategies are used in situations where the change must be implemented quickly and a few resources are available for programmes of education or negotiation.	9	8.5	65	61.3	5	4.7	21	19.8	6	5.7	2.55	1.09
Change implementers use manipulation strategies to force us into accepting change which rarely helps quality service delivery.	9	8.5	66	62.3	5	4.7	19	17.9	7	6.6	2.03	.909
We are more directed than involved towards change thus negatively affecting quality service delivery	11	10.4	60	56.6	7	6.6	22	20.8	6	5.7	2.48	.809
Generally, there is no effective management direction to change which has consequently negatively affected quality service delivery	10	9.4	64	60.4	5	4.7	18	17.0	9	8.5	2.32	1.35

**Key:**

C is the count

P is the percent

**Source: Field Data (2017)**

From table 4.7, it is clear that majority at 72.6% agreed that there was the utilization of individual and concerted managerial authority to create a succinct future strategy on how change would happen and had created quality service delivery. Only 24.5% disagreed and 2.8% were undecided. This implies that managers at Kenindia Assurance Company exercised their authority to direct staff towards change. Such notable direction as asserted in literature is essential for change to be efficiently implemented. Beeker, (2004) observed that direction comprises the utilization of individual and concerted managerial authority to create a succinct future strategy on how change would happen. Direction is commonly a top-down management focus of the strategic change

process and is linked to a vibrant vision or strategic resolve advanced by an individual identified as the leader in the company (Senge, 1990).

When asked if power strategies were utilized in circumstances where the change had to be applied swiftly and a few funds were available for programmes of education or concession, 69.8% agreed, 25.5% disagreed and 4.7% were neutral. This implies that management exercised power often to offer change needs in situations of emergencies and shortages in resources. This comprises of actions that create obligation to change or the issuing of proclamations regarding change. It is the obvious exertion of power and may be essential if the company is under crisis. This panache may be useful in situations of deep crisis or swift and expansive transformational change (Wendell & Cecil, 2001).

When the respondents were asked if change implementers used manipulation activities to intimidate staff into getting compliant to the change which rarely helped quality service delivery, 70.8% agreed, 24.5% disagreed and 4.7% were undecided. This implies that manipulation as a management direction to change was being used at Kenindia Assurance Company. Change activators can also utilize manipulation mechanisms and as Bowman and Asch,(2007) recommended, such a way could be utilized with mixed results to get staff in the company to feel excited about change. On the other hand, negotiation strategies are valuable when it is clear that there are going to be losers consequent to the change and in the event losers are expected to significantly resist. Nevertheless, Bowman and Asch (2007) postulated that manipulation on its own seldom achieves desirable results thus the result here of negative influence of such manipulation on quality service delivery.



On whether staff at Kenindia Assurance Company was more directed than involved towards change thus negatively affecting quality service delivery, 67.0% agreed, 26.4% disagreed and 6.6% were undecided. This implies that direction was preferred at the expense of participation which did not work well for quality service delivery. Strategic organizational change has been labeled simply as a chronological process where persons, staff and their organizations pass through diverse phases. One of the first to describe this process was Lewin (1947), who defined change as unfreezing, moving, and freezing phases where at the unfreezing phase the staff is motivated to change and moves to make the necessary progression to change in the moving stage then freezes or makes the change permanent. Ackerman (2006) on his part noted that management direction should take into account the phases to be operative in accordingly improving service delivery and must be done coupled with participation so as to be efficient and successful.

Finally, when asked if generally, there was no effective management direction to change which had consequently negatively affected quality service delivery, 69.8% agreed, 25.5% disagreed and 4.7% were undecided. This implies that there was no effective management direction to change. Coe, (2000) had mentioned that effective management direction was often best for consequent quality service delivery.

#### **4.8 Correlation Analysis**

Pearson's Correlation Analysis was conducted to check for the relationship between the variables. See Table 4.8 for the results.

**Table 4.8 Pearson correlation Results**

		Quality Service Delivery	Participation	Management Direction	Communication
Quality Service delivery	Pearson Correlation	1			
	Sig. (2-tailed)				
	N	106			
Participation	Pearson Correlation	.625**	1		
	Sig. (2-tailed)	.000			
	N	106	106		
Management Direction	Pearson Correlation	.548**	.400**	1	
	Sig. (2-tailed)	.000	.000		
	N	106	106	106	
Communication	Pearson Correlation	.721**	.358**	.501**	1
	Sig. (2-tailed)	.000	.005	.000	
	N	106	106	106	106

**Source: Field Data (2017)**

Pearson correlation analysis was done to inspect the relationship between the two notable variables in the study. The constructs were measured via summated scales from both the strategic change constructs and the quality service delivery constructs. In explaining the r-values, Wong and Hiew (2005), had observed that the correlation coefficient value ( $r$ ) that is scored from 0.10 to 0.29 is taken as weak, then from 0.30 to 0.49 is taken as a medium score whereas that from 0.50 to 1.0 is taken as strong an acceptable. Nevertheless, based on the study by Field (2005), correlation coefficient must not surpass 0.8, to keep away multicollinearity problems. Subsequently, the highest correlation coefficient for the present study is 0.721 which does not surpass 0.8, and hence there exist no multicollinearity problem in this research (Table 4.8).

All the independent variables had a positive correlation with the dependent variable with communication of change process having the highest correlation of ( $r=0.721$ ,  $p < 0.01$ ) followed by participation in change process with a correlation of ( $r=0.625$   $p < 0.01$ ) while Management direction to change had the least correlation of ( $r= 0.548$   $p < 0.01$ ). This shows that all the variables (communication, Participation and management) are statistically significant at the 99% confidence interval level 2-tailed and applicably have a positive relationship with the dependent variable (Quality service delivery).

#### 4.9 Regression Analysis Results

As a portion of the results analysis, Regression Analysis was done to test the hypotheses. The result is as seen on Tables 4.9, 4.10 and 4.11

**Table 4.9 Regression Model Summary**

Model	R	R Square	Adjusted R Square	Sts. Error of the Estimate
1	.852 <sup>a</sup>	.768	.743	.176

a. Predictors: (Constant), Management Direction, communication, Participation

b. Dependent Variable: Quality Service Delivery

#### Source: Field Data (2017)

From Table 4.9 it can be observed that the R value was .852 exhibiting a positive direction of the results. R is the correlation linking the observed and predicted scores that characterize the dependent variable. The values of R extend from -1 to 1 (Wong and Hiew, 2005). The symbol of R designates the direction of the relationship (positive or negative). The total unqualified value of R designates the strength, with superior unqualified values demonstrating stronger relationships. Hence, the R value at .852 shows a stronger relationship amid observed and predicted values in a

positive direction. The coefficient of determination  $R^2$  value was 0.743. This shows that 74.3 per cent of the alteration in dependent variable (Quality Service Delivery) was explained and predicted by independent variables (Management Direction, communication, Participation)

**Table 4.10 ANOVA Results**

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	244.703	5	63.096	84.301	.000 <sup>a</sup>
	Residual	12.801	231	.764		
	Total	257.504	236			

a. Predictors: (Constant), Management Direction, communication, Participation

b. Dependent Variable: Quality Service Delivery

**Source: Field Data (2017)**

The F-statistics produced (F =84.301.) was significant at 5 per cent level (Sig. F< 0.05), hence confirming the fitness of the model and consequently, there is statistically significant relationship between Management Direction, communication, Participation, and Quality Service Delivery.

**Table 4.11 Regression Coefficients**

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.727	.351	.287	7.108	.000
	Communication	.278	.074	.173	2.661	.004
	Participation	.284	.085	.324	4.473	.000
	Direction	.329	.069	.352	5.209	.000

a. Dependent Variable: Quality Service Delivery

**Source: Field Data (2017)**

From table 4.11, the t-value of constant produced (t = 7.108) was significant at .000 per cent level (Sig. F< 0.05), thus confirming the fitness of the model. Therefore, there is statistically significant

relationship between Management Direction, communication, Participation, and Quality Service Delivery.

#### 4.10 Summary of Hypotheses Testing Results

From: Regression Model

$$QSD = \beta_0 + \beta_1 (CC) + \beta_2 (PC) + \beta_3 (DC) + e$$

Thus,

$$QSD=2.717+ .163 (CC) + .314 (PC) + .342 (DC)$$

Thus,

**Table 4.12 Summary of Hypotheses Testing Results**

Hypotheses	Coefficient Values	Conclusion
H <sub>01</sub> : Communication of change has no statistically significant effect on quality service delivery at Kenindia Assurance Company;	$\beta_1=.173$ P=0.004	Rejected
H <sub>02</sub> : Participation in change process has no statistically significant effect on quality service delivery at Kenindia Assurance Company	$B_2=.324$ P=0.000	Rejected
H <sub>03</sub> : Management Direction of change process has no statistically significant effect on quality service delivery at Kenindia Assurance Company	$B_2=.352$ P=0.000	Rejected

**Source: Field Data (2017)**

#### **4.11 Discussion of Results**

On the first objective on the influence of communication of change on quality service delivery, the findings showed that management had not effectively explained the reasons for and means of strategic change to win the support of everyone in the organization. This lack of effective communication of change is agreed to in literature with Bowman and Asch, (2007) while supporting the need for management communication of change pointed out that a change strategy of education and communication is premised on the idea that in the event people are offered a tangible rationale for change, they will automatically see the necessity for change and consequently embrace it. This may be valuable when resistance, grounded on inadequate or inaccurate evidence, is expected. Unproductive communication in the life of organizational change and inadequate change adoption options is stated to negatively influence the manner in which organizations function and delivers its services. For instance, unsuccessful change communication can go as far as creating resistance to the change and endorse overstatement of the negative aspects linked to the change and then lead to poor service delivery (Smeltzer & Zener, 1992) and also act as general undesirable influence on quality service delivery (Keyton, 2005).

Even on the lack of level of readiness employees felt regarding the change; Elving, (2005) had appraised effective change communication as the degree to which readiness of the employees is felt as regards to the change process. He asserted that, communication is the conduit through which organizational members utilize to get to the positive outcomes desired and also comprising of quality service delivery and when staff is unprepared, the service inevitably dipped in quality. Overall, from the results, it has been shown that there was ineffective communication of change by management.

On the second objective that sought to explore the influence of participation in change process on quality service delivery; it was evidently clear that those who were affected by the change were rarely involved in the change process thus negatively affecting quality service delivery. This is agreed to in literature as Dennis and Michael, (2008) had argued that to establish ownership of a choice through the change process, and established commitment to it, it is vital to include those who will be impacted directly by the change to participate in classifying strategic components in the change process, setting the tactical issues, the decision-making process or management of the strategic change process. The results also showed that participation in change process led to better quality of decisions than would have otherwise been achieved and created quality service delivery a factor that Hargreaves, (1994) agreed to and noted that it creates a highpoint on the significance of generating openings for individual voices to be heard in cooperative activities whereas Fullan, (1997) highlights out that improvement frequently backfires because people do not learn from the people who disagree with them. On the idea that the change agent reserved control of the change process but did not delegate particular tasks to groups which had consequently negatively affected quality service delivery; this has also been discussed in literature. The change agent reserves control of the change process but also gives tasks to others down or horizontal through the ranks to accomplish. The change agent can delegate particular activities in the process of change not limited to generation of ideas, collection of data, comprehensive planning or the expansion of basis for change to project taskforces. (Dennis & Michael, 2008).

On the third objective that sought to assess the influence of management direction to change process on quality service delivery, the result showed that there was the utilization of individual and concerted managerial authority to create a succinct future strategy on how change would happen and had created quality service delivery. Such notable direction as asserted in literature is

essential for change to be efficiently implemented. Becker, (2014) observed that direction comprises the utilization of individual and concerted managerial authority to create a succinct future strategy on how change would happen. Direction is commonly a top-down management focus of the strategic change process and is linked to a vibrant vision or strategic resolve advanced by an individual identified as the leader in the company (Senge, 1990). On the result that power strategies were utilized in circumstances where the change had to be applied swiftly and a few funds were available for programmes of education or concession, there was the implication that management exercised power often to offer change needs in situations of emergencies and shortages in resources. This comprises of actions that create obligation to change or the issuing of proclamations regarding change. It is the obvious exertion of power that may be essential if the company is under crisis. This panache may be useful in situations of deep crisis or swift and expansive transformational change (Wendell & Cecil,2001).

When the respondents were asked if change implementers used manipulation activities to intimidate staff into getting compliant to the change which rarely helped quality service delivery there was significant agreement. Literature attests to this by noting that change activators can also utilize manipulation mechanisms and as Bowman and Asch,(2007) recommended, such a way could be utilized with mixed results to get staff in the company to feel excited about change. On the other hand, negotiation strategies are valuable when it is clear that there are going to be losers consequent to the change and in the event losers are expected to significantly resist.



## CHAPTER FIVE

### SUMMARY, CONCLUSION AND RECOMMENDATIONS

#### 5.1 Introduction

This section contains a summary of findings, the conclusions drawn and the recommendations made thereof. The conclusions are drawn from the objectives that the study sought to realize as well as the research findings. It finally offers the suggestions for further research.

#### 5.2 Summary of the study

The first hypothesis stated that there is no significant influence of Communication of change on quality service delivery at Kenindia Assurance Company. On this communication of change process had the highest correlation of ( $r=0.721$ ,  $p< 0.01$ ) and regression results ( $\beta=.173$ ,  $t=2.661$ ,  $p<0.004$ ). This is an indication that Communication of change had a statistically significant effect on quality service delivery Kenindia Assurance Company.

The second hypothesis stated that there is no significant influence of participation in change process on quality service delivery at Kenindia Assurance Company. On this participation in change process had a correlation of ( $r=0.625$   $p< 0.01$ ) and regression results ( $\beta=.324$ ,  $t=4.473$ ,  $p<0.001$ ). This is an indication that participation in change process had a statistically significant effect on quality service delivery at Kenindia Assurance Company.

The third hypothesis stated that there is no significant influence of management direction of change process on quality service delivery at Kenindia Assurance Company. On this management

direction of change process had the least correlation of ( $r= 0.548$   $p< 0.01$ ) and regression results ( $\beta=.352$ ,  $t=5.209$ ,  $p<0.001$ ).

### **5.3 Conclusion of the study**

On the first objective, management had not effectively explained the reasons for and means of strategic change to win the support of everyone in the organization. Employees had not successfully adopted the proposed change or changes and had then not improved service delivery. The level of readiness employees felt regarding the change was low and had not effectively created quality service delivery. Further, supervisors or management were not effective in disseminating information concerning change and finally, change was not always communicated effectively thus negatively affecting quality service delivery. It can therefore be concluded that Communication of change was a significant influence on quality service delivery at Kenindia Assurance Company.

On the second objective, the staff who were affected by the change were rarely involved in the change process thus negatively affecting quality service delivery. Participation in change process led to better quality of decisions than would have otherwise been achieved and created quality service delivery. The change agents retained control of the change process but did not delegate certain tasks to teams or groups which had consequently negatively affected quality service delivery. The management had not created opportunities for individual voices to be heard in collaborative change endeavours and had then not created quality service delivery. There were further, no effective strategies used to ensure that all staff members' voices could be heard to improve quality service delivery. Finally, staff was never involved in the change process which had consequently negatively affected quality service delivery. It can therefore be concluded that

participation in change process was a significant influence on quality service delivery at Kenindia Assurance Company.

Based on the third objective, there was the use of personal managerial authority to establish a clear future strategy on how change would occur and had created quality service delivery. Moreover, power strategies were used in situations where the change had to be implemented quickly and a few resources were available for programmes of education or negotiation. Change implementers used manipulation strategies to force staff into accepting change which rarely helped quality service delivery. Further, staff was more directed than involved towards change thus negatively affecting quality service delivery. Finally, there was no effective management direction to change which had consequently negatively affected quality service delivery. It can therefore be concluded that management direction of change process was a significant influence on quality service delivery at Kenindia Assurance Company.

#### **5.4 Recommendations of the study**

Kenindia Assurance Company management should create workable strategies to effectively communicate change efforts to staff. Buy-ins should be sought by ensuring that all channels of communication are used to communicate to staff for quality service delivery. They can do this through workshops, seminars, impromptu staff meetings among others.

Kenindia Assurance Company management should fully involve staff in change process to improve quality service delivery. Such participation should be structured in a way that staff voices are heard clearly and opinions considered appropriately. Such involvement includes participation of staff at the idea generation stage through to implementation and monitoring and evaluation.

Kenindia Assurance Company management should offer clear direction devoid of manipulation but direct and consistent to ensure quality service delivery. Kenindia Assurance Company management should offer in-service training to staff to, apart from improving quality service delivery, also equip them on best change management practices and strategies.

### **5.5 Limitations of the study**

The main limitation of this study is that it is a case study focusing on only one institution – Kenindia Assurance Company Limited. As such, the findings and conclusions are limited to this institution and do not provide a comprehensive outlook of the influences of strategic change in the insurance industry as a whole. The limitation notwithstanding, the findings form important learning points for institutions seeking to implement strategic change and for academicians wishing to study the subject.

### **5.6 Suggestions for further research**

This study proposes that further research be done on the Influence of resistance to Change on quality service delivery in the private sector service. This study further proposes that research should be done on barriers to change process and how they impact on quality service delivery in the private sector.

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# APPENCIES

## APPENDIX 1: QUESTIONNAIRE

Dear Respondent

I am an MBA Finalist student at the University of Nairobi, in partial Fulfillment for the award of the MBA degree. I am undertaking a study entitled 'INFLUENCES OF STRATEGIC CHANGE MANAGEMENT PRACTICES ON QUALITY SERVICE DELIVERY AT KENINDIA ASSURANCE COMPANY LIMITED'.

Kindly complete this questionnaire by ticking or fulfilling provided spaces. The information you provide will be treated with utmost confidentiality and used for academic purposes only.

Assessment of Quality service delivery of Kenindia Assurance Company after the Business process re-engineering process

### INTRODUCTION:

#### SECTION A

#### PART A: DEMOGRAPHIC DATA

1. Please indicate your gender

Male

female

2. Please indicate your work experience

Less than 2 years

2-5 years

5-10 years

Over 10 years

3. Please indicate your age (years)

Less than 25 years

25-35 years

36-45 years

46-55 years

Over 55 years

## SECTION B

### QUALITY SERVICE DELIVERY

4. Please indicate the extent to your perception and expectation of quality service. Please indicate by ticking [] your view. If perception is higher than expectation tick at the perception slot and vice versa.

Dimensions	Item	Perception	Expectation
Tangibles	Kenindia Assurance has modern working equipment		
	Kenindia Assurance's physical facilities are visually appealing		
	Kenindia Assurance's customer service desk employees are neat in appearance		
Reliability	When Kenindia Assurance promises to do something by a certain time, it does so		
	When customers have problems, employees in your company will be sympathetic and reassuring		
	Kenindia Assurance performs the service right the first time.		
	Kenindia Assurance insists on error-free records		
Responsiveness	Employees tell customers exactly when the services will be delivered.		
	Employees give customers prompt services.		
	Employees are always willing to help customers		

	Employees are never too busy to respond to customers' questions		
Assurance	Employees instill confidence in customers		
	Employees provide sufficient trust to customers placing.		
	Employees always respect customers		
	Employees have necessary knowledge to answer customers' questions.		
Empathy	Kenindia Assurance gives customers individual attention		
	Kenindia Assurance has working hours suitable for all customers		
	Kenindia Assurance has customer's best interest at heart		
	The employees understand customer specific needs		

**SECTION C**

**INFLUENCE OF COMMUNICATION OF CHANGE ON QUALITY SERVICE DELIVERY**

5. Please indicate the extent to which you agree or disagree with the following statements. Please indicate by ticking [√] your view.

SA-Strongly Agree, A-Agree, U-Undecided, D-Disagree, SD-Strongly Disagree

	SA	A	U	D	SD
Management effectively explains the reasons for and means of strategic change to win the support of everyone in the organization					
Communication is viewed as central to the quality service delivery success of most all organizations					

Employees have successfully adopted the proposed change or changes and has improved service delivery					
The level of readiness employees feel regarding the change is high and has created quality service delivery					
Supervisors or management are not effective in disseminating information concerning change.					
Change is not always communicated effectively thus negatively affecting quality service delivery					

## SECTION D

### PARTICIPATION IN THE CHANGE PROCESS AND SERVICE DELIVERY

6. Please indicate the extent to which you agree or disagree with the following statements. Please indicate by ticking [√] your view.

SA-Strongly Agree, A-Agree, U-Undecided, D-Disagree, SD-Strongly Disagree

	SA	A	U	D	SD
Those who will be affected by the change are rarely involved in the change process thus negatively affecting quality service delivery					
Participation in change process leads to better quality of decisions than would have otherwise been achieved and has created quality service delivery					
The change agent retains control of the change process but does not delegate certain tasks to teams or groups which has consequently negatively affected quality service delivery					
The management create opportunities for individual voices to be heard in collaborative change endeavours and has created quality service delivery					

There are strategies used to ensure that all staff members' voices can be heard to improve quality service delivery					
Generally, we are never involved in the change process which has consequently negatively affected quality service delivery					

## SECTION E

### MANAGEMENT DIRECTION TO CHANGE ON SERVICE DELIVERY

7. Please indicate the extent to which you agree or disagree with the following statements. Please indicate by ticking [√] your view.

SA-Strongly Agree, A-Agree, U-Undecided, D-Disagree, SD-Strongly Disagree

	SA	A	U	D	SD
There is the use of personal managerial authority to establish a clear future strategy on how change will occur and has created quality service delivery					
Power strategies are used in situations where the change must be implemented quickly and a few resources are available for programmes of education or negotiation.					
Change implementers use manipulation strategies to force us into accepting change which rarely helps quality service delivery.					
We are more directed than involved towards change thus negatively affecting quality service delivery					
Generally, there is no effective management direction to change which has consequently negatively affected quality service delivery					

## **APPENDIX 2: Letter of Introduction**

James Mwangi Githae

**November 2017**

**Dear Sir/Madam**

I am a student at the University of Nairobi studying Masters of Business Administration. I am conducting a management research on Influence of strategic change management practices on quality service delivery at Kenindia Assurance Company Limited

In order to undertake the research, you have been selected to be one of the respondents. This is therefore to request for your assistance in collecting information to facilitate carrying out of the research study. The information you will provide will be treated with confidentiality and will only be used for academic purpose.

Thank you

**APPENDIX 3: Authority to do research**