

**INFLUENCE OF CHANGE MANAGEMENT PRACTICES ON
QUALITY SERVICE DELIVERY AT KENYA POWER AND
LIGHTING COMPANY; A SURVEY OF UASIN GISHU
COUNTY, KENYA**

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DECLARATION

This research project is my original work and it has not been presented for any award in any other university.

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Declaration by the Supervisor

This research project has been submitted for examination with my approval as the university supervisor.

Sign.....

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DEDICATION

The research is dedicated to my husband Hosea Chumba who has given willingly undying support and motivation to do this important work.

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LIST OF ABBREVIATIONS AND ACRONYMS

KPLC – Kenya Power and Lighting Company

PMI - Plus, Minus Interesting

SPSS – Statistical Package for Social Sciences

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ABSTRACT

The purpose of the research is to find out the influence of change management practices on quality service delivery at Kenya Power and Lighting Company. This is dictated by the fact that change management has become a major subject in the parastatals spectrum. However, due to unproductive change management practices, the change idea has not taken root among management and staff, thus affecting quality service delivery to the people. This study therefore aims to establish the influence of communication of change on quality service delivery; explore the influence of participation in change process on quality service delivery; and assess the influence of management direction to change on quality service delivery; and find out the influence of resistance to change on quality service delivery. It was based on the change management theory. Descriptive survey research design was employed, targeting staff and top managers KPLC in Uasin Gishu County. Census method was selected staff. Questionnaires administered on the staff and management was the data collection instruments. To test the reliability of the instruments, Cronbach's coefficient Alpha formula was used; while validity of the instruments was used to measure by two experts at University of Nairobi reviewing the instruments. Data was analyzed using descriptive, correlation and regression analysis then presented in tables. The results showed that communication of change process ($\beta=.173$, $t=2.661$, $p<0.004$); Participation in change process ($\beta=.324$, $t=4.473$, $p<0.001$); and management direction of change ($\beta=.352$, $t=5.209$, $p<0.001$); all had significant influence on quality service delivery at Kenya Power and Lighting Company. The study therefore recommends that: Kenya Power and Lighting 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. Kenya Power and Lighting 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

Recent research specifies that the role of well-functioning public institutions towards justifiable national development far overshadow the influences of the two other recognized factors namely the quality of policy and topography (Ackerman, 2012 & Beeker, 2014). Within the collective pressures of globalization, subcontracting, regionalization of decision-making, democratization, amplified participation by civil society and speedy technological progress, the significance and place of the state and its establishments is undergoing unceasing revision and re-alignment (Coe, 2010).

In this setting, the significance of upholding demand driven and well-organized institutions which can hold and continuously generate successive groups of performance-oriented leaders and managers become a central feature for positive delivery of quality public services that are vital to the pursuit of national development objectives (Appelbaum, St Pierre & Glavas, 2008). And as Mariotti, (2010) has asserted, change management becomes a feature that firmly holds the mantle for effective service delivery in a changing public service.

Nelson and Quick, (2010) observed that change in organizations is unavoidable, nevertheless, change is a steady progression that can be managed, and additionally adds that organizational adaptiveness, receptiveness and elasticity are chief characteristics that regulate competitiveness, top-notch service delivery and organizational survival. As far as Krantz, (2008) is concerned, former tactics to organizing and getting work accomplished are becoming outmoded. He further asserts that this is an inevitable truth of all businesses all over the world and leaves room for just two possibilities: “change or be change”!

Rose and Lawton, (2009) on their part, assert that changes in parastatals like Kenya Power and Lighting Company (KPLC), ascend out of the necessity for service competence, economy, efficacy, performance assessment, ethics and market concerns. Increasing demand for services and hopes of quality of those services have placed heightened pressure on managers and their companies, portraying change as an unceasing episode in the life-span of parastatals.

According to Armstrong, (2014) the course begins with an awareness of the necessity for change. An examination of the state of affairs and the forces that have created it leads to a finding of their distinguishing characteristics and an implication of the course in which action needs to be undertaken. Conceivable causes of action can be acknowledged and assessed and a choice made of the favored action. Organizational development techniques help to device the required organizational changes in a way that is satisfactory to employees and that augments the effectiveness of the organization, intensifies productivity, encourages employees and raises job satisfaction.

According to Kanter, (2014) creating change in an organization is never a walk in the park. Vision is required at the onset, staff's opinion on the matter of change need to be asked and considered and they also need to be involved in decision making and the management machine has to match the necessities of the change programme. The change has to be appropriately resourced in human form, managerial costs and technological standings, all of which must be paid for so as to acquire the benefits that are sought after. Hardy, (2005) proclaims that to remain competitive, contemporary organizations must aim at exceptionality and dominance in all provinces of their operations, know-how, work processes, goods and services, tactics in the numerous management functions of scheduling, organizing, enrolment, directing and supervisory function. These changes are only conceivable via imaginative and innovative thinking.

Nauheimer, (2005) labeled change management practices as the process, apparatuses and methods to manage the people-side of change processes, to accomplish the required results and to appreciate the change efficiently within the individual change agent, the inner circle, and the broader system.

Hofer and Schendel, (2013) contemplated effective change management as a process, which is concerned with essential organizational regeneration and growth with development of strategies, systems and structures essential to successfully manage the strategy formulation process. What organizational change eventually necessitates is that, people develop not just fresh and useful skills and knowledge, but a complete fresh way of seeing things. It puts them on a pedestal of complete internal re-orientation for their businesses.

Nevertheless, there are studies that hypothesize that change management in the public service has not assembled the needed impetus as their private corporate counterparts. Appelbaum *et al*, (2013) argues that conservative change management practices that work successfully in corporate contexts have limited influence in Government engagements. The entire tempo, motivation and setting of the Government sector are dissimilar and need heightened sensitivity and groundwork on the part of the Change Management agents (Appelbaum *et al*, 2013; Meyer & Botha, 2010). The communication strategy, workshop proposal and implementation, client sponsor assignation and follow-up techniques must take into effect a different reality.

Nichols, (2010) noted that corporate and government administrations are both exposed to financial, technological and societal forces. Until now, the inferences of change – its reception and process of reception differ considerably. In commercially-driven businesses, some instinctively understand matters like survival, the need to adapt and be uninterruptedly relevant

through nonstop training; this is not factual for those who work in the Government sector. Frequently, these changes are dictated by legislative action, which seldom happens.

Conversely though, studies highlight that there is an influence of change management on service delivery in the public service and overall organizational performance (Govender *et al*, 2005; Tosi *et al*, 2009; Stewart & Kriyas, 2005). Such an influence has however been quoted to be substantial if appropriate change management practices like suitable communication, collaboration and participation by staff among others are used, if bottlenecks to such change are efficiently alleviated and if change management is efficiently and completely implemented (Becker, 2014; Weiss, 2011).

Krantz, (2008) notes that certain features of change management in the public service, to help catalyze quality service delivery have been carried into practice but some have demonstrated difficulty in the implementation stage. Tosi *et al*,(2009) contend that partially, however, the form of public service management is changing and that, whereas part of the changes reinforce it, others generate major difficulties because they comprise of the adoption of models premised on the private sector and often over-simplified private sector paradigms - without consideration to the distinguishing purpose, circumstances and tasks of the public sector.

Hardy,(2005) further asserts that the problem with public institutions and their struggle in managing change originates from unsuccessful, or lack of it, of change management practices which encompass deficiency of communication of change, absence of staff participation and collaboration, resistance to change by staff, unproductive direction to change by management in the public service, non-alleviating strategies to curb the ever present barriers to change management and deficiency of effective change management implementation in the sector.

Numerous studies have been done on change management and its effect on organizational performance, often on nonspecific terms, and chiefly in the private sector (Armstrong, 2014; Nelson & Quick, 2005; Rose & Lawton, 2009). Few, if any, have been done on the influence of change management practices on quality service delivery particularly in the parastatals like KPLC with its unique culture and ways of operation. This study therefore hoped to fill the gap.

1.2 Statement of the Problem

Change management has become a key subject in parastatals as it influences human resources, resource deployment, growth efforts, financial management and general service delivery. KPLC has over the past ten years experienced notable changes in technological innovations, organizational structure, and human resource capabilities among others. However, the extent to which KPLC has adopted to these changes and how their effort to embrace change has influenced their service delivery remains significantly uninvestigated. Further, though, Kantz, (2008) contends that because of unproductive change management practices, the change idea has not taken root among management and staff thus affecting service delivery to the people. Moreover, there seems to still be negative resistance to change among some staff with substantial influence, absence of communication of change, absence of management direction of the change process and deficiency of participation or collaboration by public service stakeholders.

One of the primary reasons people create companies is to focus attention and forces on a particular goal – this goal being the offering of quality products and/or services to clients and customers. As a result of forces requiring change, organizations are obligated to change so as to continue their survival, making change inevitable and part of the organization's life cycle (Weiss, 2011). This is a determinant that is presently facing the Kenyan parastatals mainly due to

the changing environment that necessitates more culpability, transparency, quality management all leading to quality service delivery.

This study intended to fill the gap that exists on the influence of change management practices on quality service delivery particularly in KPLC Uasin Gishu County offices. This is because there was little on change management in the public service as opposed to the private sector.

1.3 Purpose of the study

The study major purpose was to establish the influence of change management practices on quality service delivery in KPLC

1.4 Research Objectives

The study was guided by the following research objectives.

1. To establish how communication of change influence quality service delivery in KPLC
2. To explore how participation in change process influence quality service delivery in KPLC
3. To determine how management direction to change influence quality service delivery in KPLC
4. To assess the extent to which resistance to change influence quality service delivery in KPLC

1.4 Hypotheses

The study was guided by the following research hypothesis

H₀₁: Communication of change has no statistically significant influence on quality service delivery in KPLC

H₀₂: Participation in change process has no statistically significant influence on quality service delivery in KPLC

H₀₃: Management direction to change has no statistically significant influence on quality service delivery in KPLC

H₀₄: Resistance change has no statistically significant influence on quality service delivery in KPLC

1.5 Significance of the Study

This study may be significant to the management of KPLC as they will know the issues involved in proper management of change for effective service delivery. Secondly, it may benefit KPLC staff with knowledge on change management, their role and place of engagement in the specter of change. Thirdly, the study may benefit the line Ministries in charge of the public service as information from this study will help them initiate and review change management policy. Finally, the study may be helpful to fellow academicians to add the findings of this study to their body of knowledge.

1.6 Limitations of the Study

This study was limited to KPLC and as a result the study may not necessarily be generalized to other organizations that have not enacted particular changes like KPLC.

1.7 Basic Assumptions of the Study

This study assumed that the organization under study, that is KPLC, understood the change concept and that they had enacted substantial changes to warrant the present study. It is also assumed that the staff at KPLC offered dependable and relevant information on their perception of change, the change management practices used and their input on the influence of such practices to quality service delivery.

1.8 Delimitation of the Study

The study focused on the influence of change management practices on quality service delivery in KPLC. It particularly surveyed the KPLC offices in Uasin Gishu Sub County. It targeted the heads of department and staff. The study was done between the months of March, 2017 and January 2018.

1.9 Definition of Significant Terms Used in the Study

Quality Service Delivery- Refers to the effective component of the imperceptible equivalent of economic goods categorized by their reliability, tangibility, responsiveness, empathy and assurance based on the SERVEQUAL model.

Change management- Refers to the thoughtful and synchronized actions taken to renovate an organization to overwhelm environmental challenges so as to achieve its goals.

Communication of Change- refers to the dissemination of information about the requirements and the ramifications of change for an organization.

Participation in Change Process- Refers to the addition of staff in the idea generation, design, application and review of the changes taking shape in the organization.

Management Direction of change- Refers to management effort to lead staff towards the anticipated change process. More or less walking the staff through the transition process via authority exercised by managers.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter assesses and explores what other authors have written in regard to the thoughts of quality service delivery, and change management practices. Correspondingly, it reviews specific literature on the independent variables and offers the theories pertinent to the study and the conceptual framework.

2.2 Conceptual Review

2.2.1 The Concept of Quality Service Delivery

A significant proportion of administration is the quality and attainable quality of indispensable administrations, for example, social insurance, security and foremost training (Hofer and Schendel, 2008). Administrations envelop an essential component of the implicit understanding. Free to quality administrations infers that a general public is very much driven and allows the political authority to obtain proceeded with help for its program (Nauheimer, 2005).

Tough, (2005) declares that differing bunches in the public arena have various dreams about what comprises "quality" benefit conveyance. In the training section, clients (guardians and students) envision minimal effort, straightforward entry, secure; top notch discovering that expands their kids' and their future life choices. Arrangement creators and political pioneers want to convey social welfares requiring little to no effort, with high attention esteem and political prizes. The suppliers (instructors) are progressively worried about actually widely inclusive educational module, gigantic pay rates, regard and security. Thus, the adequacy of administration conveyance – and thus, the legitimacy of the political request – is dependent upon tending to restricting objectives and desires in a way that satisfy, even conciliate the partners. The result

could conceivably envelop the state giving administrations straightforwardly, as long as the administrations are in truth disseminated. In financial aspects, an administration is assigned as an immaterial ware and all the more accurately, administrations are an impalpable journalist of monetary products (Kanter, 2014).

By establishing and masterminding the appropriate dimension of assets, expertise, imaginativeness, and experience for usage of explicit advantages for administration clients, specialist co-ops add to an economy denied of the impediments of conveying inventory(stock) or the need to stress themselves over cumbersome crude materials, (Pendlebury et al,2008). On the other hand, their interest in know-how necessitates solid administration advertising and headway despite rivalry. Administrations can be rethought regarding their nonspecific key attributes as referenced by Anders and Michael (2013):

Elusiveness Services are immaterial and deficient: fundamentally, such administrations are immaculate, ungripped, never took care of, smelled, tasted nor took a gander at. Thus, there is neither inert nor requirement for transportation, putting away or keeping of administrations. Also, an administration can be (re)sold or controlled by someone, however it can't be given over from the specialist organization to the administration sponsor. Solely, the administration conveyance can be exceptionally made to a specialist co-op who must create and render the administration at the discrete demand of an approved administration promoter.

Perishability-Services are short-lived in two structures; the administration relevant assets, procedures and structures are dispensed for administration conveyance amid a specific period in time. On the off chance that the chose or arranged administration buyer does not request the administration, for instance, a vacant seat on a transport never can be utilized and evaluated in

the wake of separating; when the administration has been completely given to the asking for administration client, this exact administration irreversibly vanishes as it has been used by the administration purchaser.

Indistinguishability The specialist co-op is significant for administration conveyance as he should promptly create and offer the support of the requesting administration purchaser. In numerous occasions the administration conveyance is actualized routinely however the specialist co-op should preparatorily distribute assets and frameworks, and enthusiastically keep up appropriate administration conveyance status and capabilities (Coe, 2010). In addition, the administration buyer is connected from administration conveyance as he is engaged with it from requesting it up to expending the given advantages.

Concurrence Services are some sort of stallion and expended all through a similar timeframe. When the administration buyer has requested the administration (conveyance), the exact administration must be created from starting with no deferral and opposition and the administration purchaser instantly expends the rendered advantages for playing out his up and coming action or undertaking (Ackerman, 2013).

Inconstancy Each administration is uncommon. It is one-time created, rendered and exhausted and can never be decisively repetitive as the point in time, area, conditions, circumstances, present setups as well as distributed assets are not at all like the following conveyance, regardless of whether a similar administration purchaser wants a similar administration. Numerous administrations are seen as differed or lacking homogeneousness and are naturally adjusted for each administration purchaser or each new condition (consumers).

Every one of these physiognomies is adjustable as such and their unavoidable happenstance confounds the steady administration starting point and makes benefit conveyance an issue in every single case (Anders and Michael, 2013). Fitting administration showcasing requires imaginative envisioning to successfully stimulate a substantial picture in the administration buyer's brain (Govender et al, 2005). From the administration shopper's perspective, these highlights make it troublesome, or even implausible, to assess or analyze benefits before encountering the administration conveyance (Young, 2010).

The age and conveyance of administrations to numerous individuals is exceptionally hazardous (Beeker, 2014). This can be viewed as tricky and normal for erratic administration quality. The two information sources and yields to the techniques included offering administrations are exceptionally flexible, just like the relationship between these systems, making it dangerous to keep up dependable administration quality. Mariotti, (2008) has battled that for some administrations there is work power as administrations ordinarily involve significant human movement, rather than an exactly established process; exceptions incorporate utilities. Human asset the executives is huge as the human power is regularly the main achievement marker in administration economies (Coe, 2010; Weiss, 2011 and Van Tonder, 2014). There exists buyer interest as most administration arrangement requires an abnormal state of coordinated effort between administration shopper and specialist co-op. There is a client put together association commenced with respect to making long haul business affiliations.

Van Tonder,(2014) contends that the conveyance of an administration traditionally includes six elements: 1) the capable specialist organization and his administration providers (that is, the client). 2) Gear used to give the administration (for instance vehicles, money registers,

specialized machines, PC devices); 3) the physical shape (for example structures, leaving zones, holding up spaces). 4) The requesting administration purchaser. 5) Other clients at the administration conveyance put. 6) Customer contact.

The administration meeting is alluded to as the whole exercises associated with the administration conveyance system. Some administration chiefs utilize the expression "critical point in time" to infer that characterizing spot or point in a correct administration experience where associations are most extreme (Kantz, 2008).

Numerous business scholars consider benefit conveyance as an execution or action (Kantz, 2008; Anders and Michael, 2013). The site of the administration conveyance is referenced to as the point and the items that empower the administration procedure are alluded to as props. A content is an order of practices pursued by each one of those tangled in the business, not forgetting the client(s). Some administration dramatizations are solidly scripted, others are essentially slapped together. Job correspondence happens when every on-screen character pursues a content that supplements with the jobs acted by alternate performers (Kantz, 2008; Anders and Michael, 2013).

In some administration businesses, especially medicinal services, question assurance, and social administrations, a predominant thought is the possibility of the caseload, which alludes to the aggregate of patients, customers, complainants, or inquirers that a given worker is presently responsible for (Kantz, 2008; Anders and Michael, 2013). Day by day, in every one of those ranges, workers must adjust the necessities of any individual body of evidence against the wants of all other present cases and in addition their very own wants.

2.2.2 Change Management concept

Johnson and Scholes (2013) define change management as the thoughtful and synchronized actions taken to renovate an organization to overcome environmental problems so as to accomplish its goals. Thus, organizations are commissioning strategic changes so as to bring into line their business strategies to the environment thus connecting the resources and activities of an organization to that environment. Hill and Jones, (2011) on a supplementary consider change management as a transition from a current state to a future state that intensifies competitive advantage. They further recommend the following in considering the issues of change management; establishing the need to change, establishing the impediments to change, implementing the change and lastly appraising the change.

Kanter,(2014) on his part asserts that, change management needed aligning it to the environment, provoking assumptions, fashioning a vision, utilizing diplomatic skills to get satisfactory responses(this shapes coalitions of backers), keeping actions progressing by handling interventions and resistance, upholding the momentum, integrating up-and-coming developments and never losing sight of the general objective. In an ever-changing world financial state, Johnson and Scholes (2013), contend that organizations must look for ways for functioning by developing new capabilities as old advantages and proficiencies gained are quickly battered owing to environmental alterations. Rose and Lawton (2013), note that changes in the commercial banks for instance, ascended out of the necessity for competence, economy, effectiveness, performance assessment, ethics and market issues. The rising claim for services and the expectation for high-end quality of those services have put real pressure on managers and their companies, portraying change as a nonstop episode in the life-span of businesses.

On the other hand, strategic change management is defined as activities, procedures and decisions that are implemented by an organization's members to comprehend their strategic meanings, (Hardy, 2005). This helps establishments to accomplish the highest power, efficiency and have the least disruption and undesirable consequences. According to Hardy (2005), handling strategic change is about handling the telling non-linear dynamic processes during strategy application. It comprises of change or configuration in policy, structures, styles, standards, staff and skills of an organization to comprehend a strategy.

Armstrong (2014), interprets strategic change management as a method that evaluates the business and the industries in which the corporation is involved; measures its competitors and sets objectives and strategies to meet all prevailing and possible competitors; and then reconsiders each strategy yearly or three-monthly or frequently to establish how it has been implemented and if it has prospered or requires replacement by a fresh strategy to meet altered circumstances, innovative technology, new competitors, a robust economic environment., or a clear social, monetary, or political environment. Thus, management of strategic change is looked at as how to innovate new conditions that makes practical change as a natural way of life.

Change in organizations is still, never attained without resistance to the changes. Resistance to change is characterized in many forms or features. Resistance to change can also originate from top management or even low unit employees. Forces that arouse resistance to change include habits, self-satisfaction, loss of personal connection or rewards, uncertainty and fear of ineptitude (Scott, 2014). This resistance to change needs to be handled in an appropriate manner. The changing condition needs to be handled in a manner that can guarantee that the new envisioned vision and mission are accomplished with minimum disturbance to the organization.

2.3 Empirical review

2.3.1 Communication of Change and Quality Service Delivery

The board needs to elucidate the reasons for and methods for change to vanquish the help of everybody in the organization. Bowman and Asch (2007), discoveries demonstrates that a change methodology of guidance and correspondence is commenced on the suspicion that if individuals are offered the reason for change, they will see the need for it and subsequently purchase in to it. This might be profitable when obstruction, introduced on deficient or loose data, is foreseen.

Openness is of the utmost importance for the administration conveyance achievement of most all organizations. What's more, when change is going on in an organization, correspondence is considerably progressively imperative to execute that change effectively (Bennebroek-Gravenhorst, Elving and Werkman,2013; Elving 2005; Elving and Hansma,2008; Schweiger and Denisi,1991). All things considered, one test for some, contemporary associations is that change isn't always conveyed proficiently (Burke, 2008; Cummings and Worley, 2009; Fernandez and Rainey, 2013).

Useless correspondence amid hierarchical change is passed on to contrarily impact the manner in which an association works and disperses its capacities. For example, inefficient change correspondence can prompt protection from the change, talks and support exaggeration of the negative highlights connected with the change and produce poor administration conveyance (Smelzer and Zener, 1992) combined with going about as a general negative impact on organization execution (Keyton, 2005). The reason for this examination is to explore successful change correspondence in the working environment and how it impacts quality administration conveyance in a parastatal like KPLC.

Despite the criticalness of correspondence to compelling authoritative change and quality administration conveyance, how researchers and specialists conjecture powerful change correspondence has gotten inadequate consideration in the writing. Moreover, since the correspondence procedure impacts on above all else aspects of progress running from the possibility that is imparted to the correspondence rehearses connected to new employment obligations, earlier endeavors to deal with viable change correspondence have slanted more to concentrate on a few features of progress and not others. For example, change correspondence has been marked as far as topics (Lewis, Stephens, Schmisser, and Weir, 2013), universality on corporate culture (Keyton,2005), desires and capacities (Elving and Hansma,2008; Frahm and Brown,2005; Heracleous,2002), highlights or measurements of the change procedure (Bennebroek et al,2013; Dawson,2013), and how to deal with the change procedure (Elving,2005; Fernandez and Rainey,2013), yet little on its impact on administration conveyance in people in general administration or parastatals.

Some would contend that agent change correspondence happens when representatives emphatically embrace the foreseen change or changes (Robertson, Roberts, and Porras, 2013). Others would be induced to evaluate compelling change correspondence as the level of ability workers feel concerning the change (Elving, 2005). Correspondence is the conductor by means of which authoritative individuals use to achieve the foreseen results including quality administration conveyance.

Correspondence scholastics (Cushman and King,1995; Dawson,2013; Salem,1999) suggest that few highlights or attributes are connected to change correspondence. Principally, change includes contrasts in at least two thoughts as time goes. At that point, as has been referenced beforehand, change is standardizing. Thirdly, change has disparate requests as concerns the

importance and setting. Fourthly, there can be inside or outer stimulants or 'triggers' of progress (Salem, 1999). Outer boosts incorporate "government law and directions, internationalization of commercial centers and the globalization of business, boss political and social procedures, development and creativity in innovation, hierarchical development and extension, combined with varieties in business cycles" (Dawson,2013, p.15). Inside upgrades may include enhancement in inner innovation, individuals, administrative frameworks, or changes in an essential undertaking (Dawson, 2013). Fifth, the adaptation of the framework is changed dependent on change.

6th, change occurs in moving stages among development and assortment. At last, change has complex dimensions including appearance, deviation, upheaval, and combination. Similarly, change correspondence can be gotten from three dichotomous degrees: Internal-External, Formal-Informal, and additionally Verbal-Nonverbal (Salem, 1999).

As concerns change correspondence inside an organization, one circle is the place of directors or the executives in communicating data with respect to change. Elving and Hansma,(2008), controlled a meeting research among the board and representatives during the time spent authoritative change. The hugest reasoning from this examination was that the achievement of the telecom and adjustment of association change suggestively relied upon open and illuminating aptitudes of chiefs at all stages. Also, it is imperative that chiefs go about as good examples for the change procedure consistently as that guarantees efficiency (Heracleous,2002). While pioneers appear to be aware of rapid change inside his or her organization (Bolden and Gosling, 2013), conveying that change is expressively testing (Lewis, 2010). Bennebroek-Gravenhorst, et al, (2013) found that not exclusively did the job and motivations behind administration have an enormous power on the contribution of the workforce to the up and coming change yet

additionally the scattering of data and reliable correspondence about the certainty of the change and the objectives and course of the change were essential.

As concerns the essentials of progress correspondence, Frahm and Brown (2005), found that authoritative individuals have opposing desires and abilities with respect to change correspondence. For instance, transformative or huge scale change involves or assumes a dialogic approach (that is, enlarged, reliable correspondence) from a talented communicator (ability). For change correspondence to be genuine, these desires and abilities should relate. In addition, the change correspondence can be gotten from three different sources: an administration arrangement, a worker edge, or an integrative point. Ultimately, change is on a range from routine to non-routine for both the beneficiary of the change and the originator of the change. In the event that conceivable, the board should endeavor to see changes from a perceiver perspective and change correspondence to that perspective (Clampitt, 2011).

Hierarchical change can likewise alter an association's ethos, and authoritative culture can infringe on how fruitful the authoritative change is connected or comprehended. Fundamentals like progressive structure, harmony of the association, and contact of new individuals as concerns existing specialists all can adjust authoritative change. As an occasion, an organization utilizes new workers to staff a previously non-existent third move. These new representatives can possibly change the authoritative culture and receipt of the hierarchical change (Keyton, 2005).

Lewis, (2010) spread the requirement for contextual analyses to genuinely understand change correspondence. Four different kinds of organizations (University Services, Outreach Education, VA healing facility, and Messaging Technology) who were applying quality enhancement plans were examined by means of member perception, crude information, endorsed meetings, and study polls. Producing vision, maintaining purchase in to mission, sense-production and

criticism, making authenticity, and conveying objective achievement apparently was fundamental [themes] to maintaining responsibility to these change plans. In a portion of the cases (University Services, Outreach Education), a nonappearance of association and arranging showed itself to endorse to trouble in maintaining an unmistakable delineation, in the brains of representatives, of the motivation objectives and a certainty that they were being practiced. The others (VA Hospital, Messaging Technology) boundless unique arranging was existent, yet little was accomplished to invigorate intrigue and estimation of the program as time slipped by. Dissatisfactions in correspondence prompted these deferred as well as fizzled projects of progress.

However, another overview think about was done on a European based pharmaceutical business who had established a new self-guided group inside its hierarchical structure. Before this new group, the business, advancement, and generation offices dealt with all issues unmistakably. Amid a domain of progress for this business in the mid-1980s, its items were being viewed as obsolete. To endeavor to check this, the pharmaceutical organization actualized the self-guided group establishing center dimension representatives from each of the three divisions to oversee matters concerning their pharmaceuticals. This group had the capacity to increase the viability, the propriety, and the appropriate treatment of issues and changes interior and outside of the organization (Knowles, 2015).

2.3.2 Participation in the change Process and Quality Service Delivery

Dennis and Michale, (2008) fight that to rise responsibility for choice and change process, and flood promise to it, is fundamental to include the individuals who were affected by the change to take an interest in perceiving key issues, setting the vital program, the vital basic leadership

process or booking of the key change. This prompts more advantageous nature of choices than could have generally been practiced.

The change specialist holds control of the change procedure however assigns specific obligations to gatherings or groups. The change go-between could assign specific establishments of the change procedure, for instance, thought age, information gathering, intensive arranging or the improvement of reason for change to extend groups of taskforces. These groups at that point get associated with the change procedure and see their efforts working towards the change procedure. This is significant in that it not just incorporates staff members of the organization in thought age yet in addition in the usage of goals. The change specialist intercedes where the procedure loses bearing as the individual still holds control of the general change process (Dennis and Michale, 2008).

In an investigation performed by Coe (2010) in an instruction setting, school pioneers conceded that, likewise with any class of students, there was considerable variety in the inclusion, premium and confidence of their staff individuals when it came to re-conceptualize the learning set up. They comprehended that it was unfeasible to anticipate that all educators should wind up included to a similar degree thus booked a learning plan that engaged instructors to take an interest in an assorted variety of ways. For instance, numerous pioneers initially worked with a little ingested center of staff and relied upon on the "progressively outstretching influence" and the enthusiasm of this gathering to sully others. They revived intrigued staff to be at sessions in the Core Learning Program and after that found that other staff progressed toward becoming pulled in once they had taken a gander at or caught wind of the benefits of the arrangement from their partners and totally took an interest in the change procedure. At an ongoing Review

Meeting of a school band, the four principals were concurred in their elucidation that where the Project was initially respected with some criticism by staff, as another case of "being done to" by the framework, it quickly turned into a looked for after arrangement as they were incorporated - to the extent that educators were going after spots in the Core Learning Program.

Hargreaves, (2014) gives highpoints on the criticalness of making openings for individual voices to be heard in agreeable exercises, while Fullan (1997) attests that "change every now and again reverse discharges since we neglect to comprehend from the individuals who can't help contradicting us" (p. 8). He holds that "opposition" to change can be enormously instructive. All things considered, look into has presented that up to 50% of educators in quickly changing schools feel that they are feeble to air their worries or express unique thoughts (Peters et al, 2013).

Pioneers named a scope of techniques they used to ensure that all staff individuals' voices could be considered. These incorporated conceptualizing gatherings in workforce gatherings, staff studies and the usage of correct reasoning instruments like the De Bono's 6 caps, and PMI (Plus, Minus Interesting) to research their schools' support in the Project and advance joint possession. In a school, all staff appeared to a "mindfulness raising" meeting by an advisor which delivered a significant hostile reaction from a few instructors. The school pioneers chose to have the advisor come back to meet with this group of educators so they could uncover their worries (Coe, 2010). Therefore, both the expert and the staff individuals felt that they had appreciated the precarious issues from the opportunity to additionally talk about principle regions of difference. An extra case of allowing all voices to be heard occurred in the Practicums when a few areas assembled boards of educators to uncover both their positive and negative understandings of the Project.

This "imperfections and everything" approach was dependably referenced in the Practicum reaction by members as animating, and enabling them to interface all the more convincingly to their very own school.

2.3.3 Direction towards change and Quality Service Delivery

Becker, (2014) battles that, bearing includes the utilization of individual administrative specialist to dispatch a reasonable future system on how change was to occur. Bearing is ordinarily a best down administration of key change and might be connected to energetic vision or key purpose progressed by somebody reported as the pioneer in the organization (Senge, 1990).

This incorporates commitment of progress or the conveying of declarations about change. It is the conspicuous utilization of intensity and might be fundamental if the organizations are experiencing an emergency. This bravura might be helpful in emergency conditions or rapid transformational change (Wendell and Cecil, 2011). Other administration bearing to change methodologies include utilization of capacity to authorize change. Change can be connected in conditions where the implementers hold some type of intensity. Bowman and Asch, (2007), saw that control methodologies are used in conditions where the change must be connected quickly and a couple of assets are reachable for projects of instruction or transaction. Power is best utilized when the commitment of those affected isn't basic for usage of the change, or when little obstruction is likely. Change appliers can likewise utilize control techniques and as Bowman and Asch, (2007) propose such a system can be used to motivate others in the organization to feel amped up for change. This procedure can be utilized either through support, urging, commitment and even impulse. Transaction techniques are valuable when it is clear there will be washouts as a result of a change and where failures are likely to stand up to.

These styles are not proportionally selective and some of them or every one of them might be used in the meantime or in a similar organization. Bowman and Asch (2007) prescribe that by and large it might be appropriate to utilize at least two procedures simultaneously, with differing change targets like administration conveyance.

Authoritative change has been named straightforwardly as a progressive procedure where people and their organizations travel through discrete stages. One of the first to mark this procedure was Lewin, (1947), who named change as a three-arrange process that contained an unfreezing, traveling, and solidifying stage. All through the unfreezing stage, people and organizations end up roused to change. The traveling stage involves making the fundamental change. The solidifying stage is accomplished when the change ends up interminable. Ackerman, (2013) fights that administration heading must ponder the phases to be genuine in along these lines enhancing administration conveyance.

Others have articulated the procedure in a practically identical manner. Beeker, (2014), for instance, names the procedure as endings, advances, combined with new beginnings. Armenakis, Harris and Field et al (1999), in advancing a model to consolidate hypothesis and research, held all the more reliably to Lewin's epic portrayal, re-considering change a three-organize process that involves preparation, appropriation, together with systematization. Holt, Armenakis, Harris and Field et al (2007) outlined that availability happens "when the setting, structure and authoritative individuals' mentalities and observations are to such an extent that workers are agreeable to a moving toward change" (p. 290). "At the point when the hierarchical individuals temporarily alter their demeanors and practices to emulate the desires for the change" (Holt et al., 2007, p.290) the organization is viewed as in the appropriation arrange. The organization change is viewed as in the systematization stage "when the change forms into an enduring piece of

representatives' conduct" (Holt et al., 2007, p.290). Plainly, pioneers are worried about appreciating the advantages connected to any change as quickly and successfully as possible, regardless of the phases that people and companies travel through and ought to include heading in meeting these goals which likewise contain quality administration conveyance.

2.4 Theoretical Framework

This study was premised on the Change management theory as espoused by Bass, (2010). This theory specifies that change is a mutual and communal factor in any institution or organization and handling it becomes the continual factor. Change management is an elementary skill in which most company influencers and managers need to be knowledgeable. There are very few working surroundings where change management is not significant (Fullan, 1991). Deal and Patterson, (1990) offered the following values that need to be adhered to when dealing with change management and change articulation. When leaders and managers are planning to handle change, they said, they are required to distinguish that different people respond differently to change, everybody has essential needs that have to be met, change habitually involves a loss, and persons undergo the "loss curve," expectations need to be handled convincingly and fears have to be worked on conclusively.

Govender *et al*, (2005) contended that when bearing in mind the aspects of change management theory in the framework of public service organizations, the following characteristics must be taken into account. 1) Give people full and proper information - be open and truthful about the facts, but don't give overoptimistic conjecture. Basically, meet their honesty needs, but not in a way that set impracticable prospects. 2) For large groups, generate a communication strategy that guarantees information is disseminated professionally and expansively to everybody (don't let the grapevine take over). That is, tell all and sundry at the same time. Nevertheless, follow this

up with personal interviews to generate a personal strategy for handling the change. This helps to identify and deal suitably with the individual response to change. Give people selections to make, and be truthful about the possible outcomes of those options. That is, accommodate their control and inclusion desires. Give people time to offer their opinions, and back their decision making, providing training, counseling or information as suitable, to help them through the loss curve.

More, where the change includes a loss, recognize, what was or might substitute that loss – loss was easier to survive through if there is something to substitute it for. This helped appease potential doubts and qualms. Keep detecting good management practice, such as making time for casual conversation and feedback (inasmuch as the pressure might look like it is reasonable to let such things slip - during problematic change, such practices are even more significant). This theory therefore becomes relevant to the study as it offers pointers to the variables inherent in the present study of communication of change, participation and inclusion, resistance to change and management direction towards the change process.

2.5 Conceptual Framework

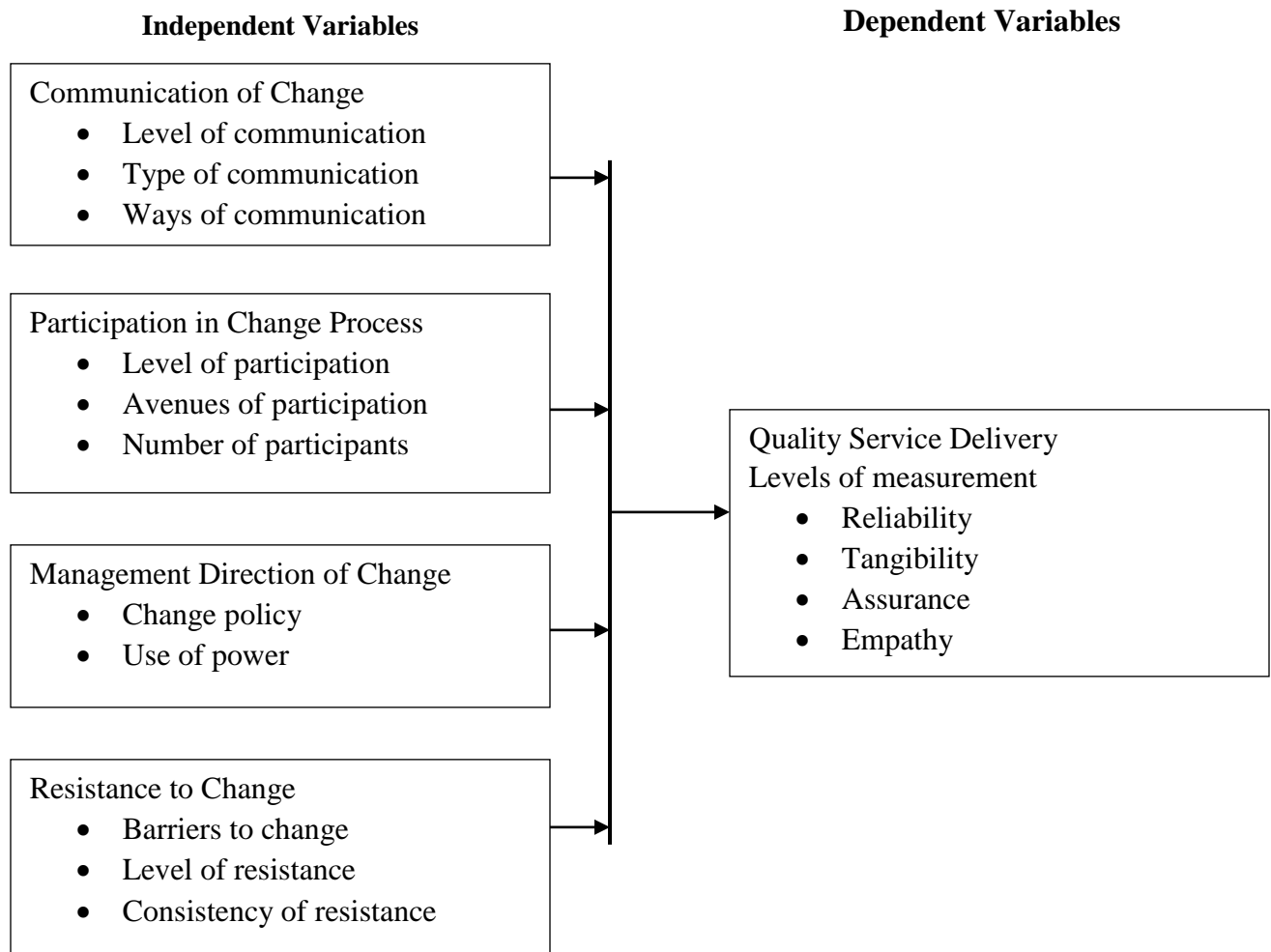


Figure 2.1: Conceptual framework

Source: Author (2017)

2.6 Research Gaps

Author	Title	Major findings	Gaps in the Study
Ackerman, L. (2013)	Development, Transition or Transformation: The Question of Change in Organizations	<ol style="list-style-type: none"> 1. Changes are inevitable in organizations 2. Such changes affect service delivery 	The interplay between change management practices and quality service delivery
Fernandez, S., & Rainey, H. G. (2013)	Managing successful organizational change in the public sector	<ol style="list-style-type: none"> 3. Changes in organizations disrupt management of compaies 4. Quality service delivery is complex to measure 	<p>The influence of participation in change process, communication and management of change on quality service delivery</p> <p>A thorough and elaborate measurement of quality service delivery using SERVEQUAL</p>
Lewis, L. K. (2010).	Communicating change: Four cases of quality programs	<ol style="list-style-type: none"> 5. There is a relationship between change management practices and quality service delivery 	<p>The influence of the specific change management practices on quality service delivery</p> <p>And inability to measure quality service delivery using SERVEQUAL that is comprehensive.</p> <p>Lack of theoretical framework anchor</p> <p>Lack of inferential analyses</p>
Weiss, J.W. (2011)	Organizational Behaviour and Change. Managing Diversity, Cross-Cultural Dynamics, and Ethics	<ol style="list-style-type: none"> 6. Change management is necessary for quality service delivery 	<p>The KPLC specific change management practices and how they influence quality service delivery</p> <p>Regressed results that tests the hypotheses fully for more elaborate and significant results</p>
Scott G.	Assuring Quality	<ol style="list-style-type: none"> 7. participation in 	

(2014)	and Effective Change Management in International Higher Education	change process, communication and management of change have a bearing on performance of organizations	Consideration of influence of participation in change process, communication and management of change on quality service delivery The link of Change management theory to quality service delivery
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CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

In this chapter the method used in conducting the study has been discussed. The research design, population and sampling procedures, data collection methods and instruments, as well as proposed data analysis methods.

3.2 Research Design

The investigation was using descriptive survey research design which, as per Kothari (2014), is composed to evaluate the happenings of occasions and inspect organizations in their present settings. Morris and Wood (1991) yielded to the imperative idea of graphic plan especially when the responsibility is the securing of a thorough comprehension of the setting and foundation in addition to the goings-on of the exploration and procedures being supported. Moreover, they battle that the structure has generous capacity to create answers to the inquiries of 'why?' and well 'what?' and 'how?'. Also, Kothari (2014) battles that unmistakable agrees to both quantitative and subjective information and resultant investigation. Quantitative examination was used through surveys to get arithmetical information that will clarify the wonders under investigation.

3.3 Target Population

The study was targeting the KPLC staff at Uasin Gishu County whose figures according to the KPLC staff members report (2017), stands at 133 staff and management working at the departments within the Company. It should be noted here that this is the regional office and as such plays an influential role in the functions of KPLC and thus the office is also impacted significantly by the changes enacted.

3.4 Sample Size and sampling Procedure

Since the target population was small and thus manageable, census method was used to sample the entire population of 133. This was acceptable to the study as it provided more reliable data will be retrieved and analyzed.

3.5 Research Instruments

Surveys were utilized for the information gathering instruments. The examination will use polls as information accumulation instruments. The analyst utilized a five-point likert scale surveys to accumulate the imperative information from the KPLC staff. To gauge the components of value benefit conveyance, the scientist used the SERVQUAL show set up by Parasuraman, Zeithaml and Berry (1988). Survey, is an exploration device that joins information over an extensive example (Kombo 2013) and is the most appropriate research instrument as it allows the specialist to accumulate data from a vast example with fluctuated foundation; the discoveries stay private, spare time and as they are available in paper organize there is no event for inclination

3.5.1 Reliability and Validity of the Instruments

Reliability alludes to how much the estimating instruments offer trustworthy outcomes (Kothari, 2014). To decide the unwavering quality of research instruments, the Cronbach's coefficient alpha model will be utilized utilizing the standard alpha coefficient recipe (Kothari,2014).

$$\alpha = \frac{N \cdot \bar{c}}{\bar{v} + (N - 1) \cdot \bar{c}}$$

here N speaks to what might be compared to the aggregate of things, c-bar speaks to the normal between thing covariance among the articles and v-bar is the proportionate to the normal fluctuation.

Validity assigns how much instruments measure what they are planned to gauge (Kothari, 2014). Content legitimacy, in view of the idea of this investigation, is most important for the present examination. This is on the grounds that it is intended to deliver itself to how appropriately the substance of the instrument tests the idea of items about which reasonings are to be finished up. To consequently decide content legitimacy of the instruments, a specialist on the point from University of Nairobi was assessing the substance of the instruments and advice the scientist on the substance legitimacy. The radiating input was utilized to audit the instruments.

3.6 Data Collection Procedure

The scientist anchored an exploration allow and approval letter from KPLC before continuing to the field for information accumulation. The scientist by and by visited the KPLC workplaces and regulate the surveys. The analyst later investigated and broke down applicable reports to decide their dependability.

3.7 Data Analysis Techniques

Quantitative information was breaking down utilizing unmistakable investigation in type of rates, frequencies and means. Information dissected spellbindingly was displayed in tables since they were realistic and offer a systematic record of examination in a straightforward course of action. The Social Package for Statistical science (SPSS), programming Version 22 was utilized in information investigation. Both connection and Regression examinations as inferential measurable apparatuses were utilized to test for connection between the free factors and the reliant variable.

Regression Model

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

Where the variables are defined as:

QSD- Quality Service Delivery

CC- Communication of Change

PC- Participation in Change process

DC- Direction to Change

e- Error term

3.8 Ethical considerations.

The researcher has a standing principle that:

The respondents were informed of the purpose of the research, duration, and benefits of the study. Privacy, confidentiality, and anonymity of the data collected will also be assured to the respondents.

3.9 Operational Definition of variable

Objectives	Variables	Measurements	Data Collection Tool	Measuring Scale	Type of Analysis	Tool of Analysis
1. influence of communication of change on quality service delivery in KPLC	Communication of change	<ul style="list-style-type: none"> • level of communication • Type of communication 	Questionnaires	Nominal, ordinal, interval and ratio Scales	Descriptive Analysis and Inferential Statistics.	SPSS
2. influence of participation in change process on quality service delivery in KPLC	participation in change process	<ul style="list-style-type: none"> • Level of participation • Avenues of participation • Number of participants 	Questionnaires	Nominal, ordinal, interval and ratio Scales	Descriptive Analysis and Inferential Statistics.	SPSS
3. influence of management direction to change on quality service delivery in KPLC	management direction to change	<ul style="list-style-type: none"> • change policy • implementation level of change process • 	Questionnaires	Nominal, ordinal, interval and ratio Scales	Descriptive Analysis and Inferential Statistics.	SPSS

4. Quality service delivery	Quality service delivery	<ul style="list-style-type: none"> • responsiveness • empathy • tangibility 	Questionnaires	Nominal, ordinal, interval and ratio Scales	Descriptive Analysis and Inferential Statistics.	SPSS
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3.10 Summary

Chapter three designates the nature of the study as descriptive so as to allow the researcher to learn more about the study problem. The study chapter also refers to the population of interest. Data collection method will be through questionnaires. Reliability of instruments measured using Cronbach coefficient alpha and the data analyzed using descriptive statistics, correlations and regression and presented in on tables, bar charts and line graphs.

CHAPTER FOUR

DATA ANALYSIS, PRESENTATION, INTERPRETATION AND DISCUSSION

4.1 Introduction

This chapter succinctly highlights the features of data analysis, presentation, interpretation and discussion that constitute the findings of the present study. This chapter is sectioned thus: response rate; general characteristics of the Kenya Power and Lighting Company 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 Kenya Power and Lighting Company plus both the correlation and regression analyses.

4.2 Response Rate

The employed the use of censuses which targeted a sample size of 133 of which 133 questionnaires were issued with a return of 106 that were fully filled and returned. This was a return rate of 79.6% which was acceptable for the study.

4.3 General Characteristics of the Respondents

The study was informed by key Kenya Power and Lighting Company staff that is critical in determining the influence of change management practices on quality service delivery Kenya Power and Lighting Company. There were 106 respondents comprising county staff. All the targeted respondents gave their responses in all questions asked. Respondents were asked to give general information regarding their background.

4.3.1 Gender and Age Distribution of Respondents

The Kenya Power and Lighting Company staff were asked to offer data on their gender and age distribution. 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
		% within Age of Respondents	49.9%	31.0%	63.0%	75.1%	80.0%	56.8%
		% of Total	3.7%	5.7%	38.6%	5.8%	3.0%	56.8%
	Female	Count	3	15	23	3	1	46
		% within Age of Respondents	49.9%	69.0%	36.7%	25.1%	19.0%	43.2%
		% of Total	3.7%	14.2%	22.5%	2.0%	.8%	43.2%
Total	Count	6	22	63	10	4	106	
	% within Age of Respondents	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	
	% of Total	7.4%	19.9%	61.1%	7.8%	3.8%	100.0%	

From table 4.1, it is clear that majority of the Kenya Power and Lighting Company staff was male at 56.8% whereas just 43.2% were of female gender. This suggests a slightly male subjected Kenya Power and Lighting Company 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 followed closely by 18.9% between 31-35 years, 7.4% between 18-25 years coupled lastly by 7.8% aged between 45-55 years and only 3.8% aged above the 55 year mark. This is a signal that majority of Kenya Power and Lighting 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). Additionally, the Kenya Power and Lighting Company staff had served for wide-ranging number of years at their work stations at diverse positions in the company. 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
		% within Number of Years Worked	8.2%	5.8%	10.2%	7.0%	7.2%
		% of Total	.9%	2.7%	2.7%	.9%	7.2%
Diploma	Count	1	10	6	3	20	
		% within Number of Years Worked	8.2%	19.5%	20.6%	21.3%	18.8%

	% of Total	.9%	9.5%	5.6%	2.7%	18.8%
Degree Only	Count	8	29	15	8	60
	% within Number of Years Worked	66.8%	57.0%	51.8%	57.2%	56.7%
	% of Total	7.6%	27.5%	14.3%	7.6%	56.7%
Degree Plus Diploma (PGD)	Count	1	6	4	1	12
	% within Number of Years Worked	8.2%	11.7%	13.7%	7.0%	11.2%
	% of Total	.9%	5.6%	3.7%	.9%	11.2%
Masters	Count	1	3	1	1	6
	% within Number of Years Worked	8.2%	5.8%	3.3%	7.0%	5.6%
	% of Total	.9%	2.8%	.9%	.9%	5.6%
Total	Count	12	51	29	14	106
	% within Number of Years Worked	100.0%	100.0%	100.0%	100.0%	100.0%
	% of Total	11.2%	48.2%	27.3%	13.0%	100.0%

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 Kenya Power and Lighting Company staff to get higher certificates proportionate to their furtherance of their education. Consequently, the Kenya Power and Lighting Company 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 Kenya Power and Lighting Company staff had a mission to supplement their studies and consequently developed into a more suitable and skillful staff adaptive to the changing necessities of the job market. Furthermore, the result showing that majority of the Kenya Power and Lighting 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 Kenya Power and Lighting Company.

On work experience, it is apparent that majority at 48.2% had worked for Kenya Power and Lighting 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 Kenya Power and Lighting Company 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 Kenya Power and Lighting 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
Tangibility	1. Excellent Kenya Power and Lighting Company possesses modern looking equipment	4.86	5.60	-.743
	2. Excellent Kenya Power and Lighting Company physical facilities are appealing visually	5.03	5.61	-.576
	3. Excellent Kenya Power and Lighting Company reception desk employees are immaculate in presence	4.87	5.47	-.598
	4. An excellent Kenya Power and Lighting Company receipts, cheques and comparable materials are appealing visually	5.55	5.56	-.012
Reliability	5. When an excellent Kenya Power and Lighting 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 Kenya Power and Lighting Company are sympathetic and reassuring promptly	5.41	6.01	-.620
	7. An excellent Kenya Power and Lighting Company does its service right the very first time	5.44	6.14	-.691
	8. An excellent Kenya Power and Lighting Company offers its services at the right time	5.36	6.02	-.664
	9. An excellent Kenya Power and Lighting Company maintains an error-free records	5.62	6.26	-.633

Responsiveness	10. Employees in an excellent Kenya Power and Lighting Company tell precisely when the services will be completed	5.44	5.97	-.532
	11. Employees in an excellent Kenya Power and Lighting Company give swift services.	5.25	5.87	-.611
	12. Employees in an excellent Kenya Power and Lighting Company are always eager to assist customers	5.03	5.62	-.589
	13. Employees in an excellent Kenya Power and Lighting Company are never too busy to answer to Customers' needs	5.06	5.49	-.426
Assurance	14. Employees in an excellent Kenya Power and Lighting Company impart assurance in customers	5.33	5.95	-.625
	15. Employees in an excellent Kenya Power and Lighting Company offer sufficient trust to customers	5.49	6.90	-.598
	16. Employees in an excellent Kenya Power and Lighting Company consistently respect customers.	5.51	6.10	-.589
	17. Employees in an excellent Kenya Power and Lighting Company have essential knowledge to answer customers' queries.	5.20	5.90	-.698
Empathy	18. An excellent Kenya Power and Lighting Company gives customers personalized attention	4.86	5.73	-.858
	19. An excellent Kenya Power and Lighting Company has working hours appropriate for all	4.46	5.18	-.717

clients

20. An excellent Kenya Power and Lighting Company has employees who offer customers personal Courtesy	4.44	5.37	-.929
21. An excellent Kenya Power and Lighting Company has customer's best interest always	4.54	5.39	-.854
22. The employees of an excellent Kenya Power and Lighting Company appreciate customer specific issues	4.52	5.34	-.823

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).

Looking at the results as seen 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 Kenya Power and Lighting 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

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 Kenya Power and Lighting Company 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

	SA		A		N		D		SD		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

From table 4.5 it is clear that majority at 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 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.

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 resistance to the change and endorse overstatement of 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, 2005).

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 supervisors or management were effective in disseminating information concerning change, 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 between management and employees during company 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 organizations. Thus, when change is happening in a company, communication becomes even more 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

	SA		A		N		D		SD		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
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

From Table 4.6, it is evidently clear that majority at 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 Michale, (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 backfires 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 & Michale,2008). Dennis and Michale,(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 Kenya Power and Lighting Company 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 the public service in Kenya Power and Lighting Company negatively affected quality service delivery.

4.6 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

	SA		A		N		D		SD		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

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

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 Kenya Power and Lighting 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 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 Kenya Power and Lighting 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 Kenya Power and Lighting 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 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.

4.7 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
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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

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).

4.8 Regression Analysis Results

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

Table 4.9 Model Summary^b

Model	R	R Square	Adjusted R Square	Sts. Error of the Estimate
1	.852 ^a	.768	.743	.176

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

b. Dependent Variable: Quality Service Delivery

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^b

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

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

b. Dependent Variable: Quality Service Delivery

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		Sig.
		B	Std. Error	Beta	T	
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

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.

4.9 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 ₀₁ : Communication of change has no statistically significant effect on quality service delivery at Kenya Power and Lighting Company;	$\beta_1 = .173$ P=0.004	Rejected
H ₀₂ : Participation in change process has no statistically significant effect on quality service delivery at Kenya Power and Lighting Company	$B_2 = .324$ P=0.000	Rejected

H₀₃: Management Direction of change process has no statistically significant effect on quality service delivery at Kenya Power and Lighting Company B₂=-.352 P=0.000 Rejected

CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter contains a summary of findings, the conclusions drawn and the recommendations made thereof. It finally offers the suggestions for further research.

5.2 Summary of Findings

The first hypothesis stated that there is no significant influence of Communication of change on quality service delivery Kenya Power and Lighting 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 Kenya Power and Lighting Company. The second hypothesis stated that there is no significant influence of participation in change process on quality service delivery at Kenya Power and Lighting 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 Kenya Power and Lighting Company.

The third hypothesis stated that there is no significant influence of management direction of change process on quality service delivery at Kenya Power and Lighting 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

Based on the objectives and findings of the study, the following are the conclusions

Based 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 Kenya Power and Lighting Company.

Based 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 Kenya Power and Lighting 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 Kenya Power and Lighting Company.

5.4 Recommendations of the study

Based on the objectives and conclusions, this study recommends;

Kenya Power and Lighting 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.

Kenya Power and Lighting 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.

Kenya Power and Lighting Company management should offer clear direction devoid of manipulation but direct and consistent to ensure quality service delivery.

Kenya Power and Lighting 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 Suggestions for further research

This study proposes that further research be done in the following areas:

1. Influence of resistance to Change on quality service delivery in the private sector service.
2. Further 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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APPENDICES

APPENDIX 1 Questionnaire for Staff Members

Dear Respondent

This questionnaire seeks your opinion on influence of change management practices on service delivery at KPLC. This study forms part of the requirements for the researcher's Masters Degree in Project Planning and Management, Nairobi University. You should not write your name on the questionnaire. This guarantees anonymity plus honest and complete responses to all the questions are requested and will be highly appreciated. There is no "right" or "wrong" answers. The researcher is only interested in your opinion. The responses you give will be treated with utmost confidentiality.

Thank you for taking your time to complete this questionnaire.

Caroline Chumba

INTRODUCTION:

SECTION A

PART A: DEMOGRAPHIC DATA

Kindly indicate using [√] where applicable.

1. Please indicate your gender

Male ()

female ()

2. Please indicate your level of education

Certificate () Diploma () Degree & Diploma (PGD) () Masters ()

PhD ()

3. Please indicate your work experience

Less than 2 years () 2-5 years () 5-10 years () Over 10 years ()

4. 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

5. Please indicate the extent to your perception and expectation of quality service. Please indicate by ticking [√] your view. If perception is higher than expectation place a number at perception slot and vice versa. SA-Strongly Agree 5, A-Agree 4, U-Undecided 3, D-Disagree 2, SD-Strongly Disagree 1

Dimensions	Item	Perception	Expectation
Tangibles	Your public service has modern working equipment		
	Your public service's physical facilities are visually appealing		
	Your public service's reception desk employees are neat in appearance		
Reliability	When Your public service promises to do something by a certain time, it does so		
	When customers have problems, employees in Your public service will be sympathetic and reassuring		
	Your public service performs the service right, the first time		

	Your public service insists on error-free records		
Responsiveness	Employees tell customers exactly when the services will be performed		
	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 confidence in employees in this respect.		
	Employees always respect customers		
	Employees have necessary knowledge to answer customers' questions.		
Empathy	Your public service gives customers individual attention		
	Your public service has working hours suitable for all customers		
	Your public service has customer's best interest at heart		
	The employees understand customer specific needs		

SECTION C

INFLUENCE OF COMMUNICATION OF CHANGE ON QUALITY 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
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

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
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 endeavors 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: INFLUENCE OF MANAGEMENT DIRECTION TO CHANGE ON SERVICE DELIVERY

9. 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					

SECTION E

INFLUENCE OF RESISTANCE TO CHANGE ON SERVICE DELIVERY

10. 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
I have often resisted the changes enacted at KPLC					
My resistance in my opinion has negatively influenced service delivery					
There are efforts by the management to ensure there is less resistance to change and so far they have worked					
We are more directed than involved towards change thus the resistance to change is significant					
Generally, there is no effective resistance to change mitigating efforts which has consequently negatively affected quality service delivery					

INFLUENCE OF RISK MANAGEMENT PRACTICES ON PERFORMANCE OF ROADS CONSTRUCTION PROJECTS: CASE OF KENYA URBAN ROADS AUTHORITY, NORTH RIFT REGION, KENYA

ORIGINALITY REPORT

19%

SIMILARITY INDEX

12%

INTERNET SOURCES

1%

PUBLICATIONS

14%

STUDENT PAPERS

PRIMARY SOURCES

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2	article.sapub.org Internet Source	1%
3	Submitted to University of Nairobi Student Paper	1%
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