

**EFFECT OF TOP MANAGEMENT TEAM CHANGES ON  
SERVICE DELIVERY AT TELKOM KENYA**

**BY  
CATHERINE CHEROTICH TANUI**

**A RESEARCH PROJECT REPORT SUBMITTED IN PARTIAL  
FULFILMENT OF THE REQUIREMENTS FOR THE AWARD OF  
THE DEGREE OF MASTER OF BUSINESS ADMINISTRATION,  
SCHOOL OF BUSINESS, UNIVERSITY OF NAIROBI**

**DECEMBER 2018**

**DECLARATION**

This research project is my original work and has not been submitted for a degree course in this, or any other university.

Signature..... Date.....

**CATHERINE C. TANUI**

**D61/87146/2016**

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

Signature..... Date.....

**DR. KENNEDY OGOLLAH**

**DEPARTMENT OF BUSINESS ADMINISTRATION,**

**SCHOOL OF BUSINESS,**

**UNIVERSITY OF NAIROBI**

## **DEDICATION**

This research project is dedicated to my family for their love and support.

## **ACKNOWLEDGEMENT**

This study has been accomplished through the support and encouragement from various persons to who I am greatly in debt. First, my gratitude to the Almighty God for it is by his amazing grace that I was able to undertake and complete my studies. To Him I give glory and honour.

My special thanks to my supervisor, Dr. Kennedy Ogollah for shaping this project into a meaningful form, his consistent and insightful reviews, guidance and encouragement. It would have been difficult to accomplish this without his patience and understanding. My gratitude goes to my family, parents, colleagues for their invaluable support, encouragement and the understanding that they accorded me.

To all I say, May the Lord God richly bless you.

# TABLE OF CONTENT

<b>DECLARATION</b> .....	ii
<b>DEDICATION</b> .....	iii
<b>ACKNOWLEDGEMENT</b> .....	iv
<b>ABBREVIATION AND ACRONYMS</b> .....	viii
<b>ABSTRACT</b> .....	ix
<b>CHAPTER ONE: INTRODUCTION</b> .....	1
1.1 Background of the Study .....	1
1.1.1 Top Management Team .....	2
1.1.2 Service Delivery .....	3
1.1.3 Telkom Kenya Limited .....	4
1.2 Research Problem .....	5
1.3 Research Objective .....	7
1.4 Value of the Study .....	7
<b>CHAPTER TWO: LITERATURE REVIEW</b> .....	8
2.1 Introduction .....	8
2.2 Theoretical Review .....	8
2.2.1 Nudge Theory .....	8
2.2.2 Kotter’s Change Management Theory .....	9
2.2.3 Lewin’s Change Management Model .....	11
2.2.4 McKinsey’s 7-S Model .....	12
2.3 Top Management Team Changes and Service Delivery .....	13
2.4 Empirical Review and Research Gaps .....	15

<b>CHAPTER THREE:RESEARCH METHODOLOGY.....</b>	<b>18</b>
3.1 Introduction .....	18
3.2 Research Design .....	18
3.3 Data Collection.....	19
3.4 Data Analysis .....	19
<b>CHAPTER FOUR:DATA ANALYSIS, RESULTS AND DISCUSSION.....</b>	<b>20</b>
4.1 Introduction .....	20
4.2 Demographic Information.....	20
4.2.1 Level of Education .....	20
4.2.2 Number of Working Years in the Industry.....	21
4.2.3 Retaining A Particular Position for Years.....	21
4.3 Duties and Responsibilities of Top Managers.....	22
4.4 Aspects of Change Management .....	22
4.5 The Responsibility of Effecting Change in Management.....	23
4.6 Effects of Change Management On Customer Demands .....	24
4.7 Effects of Change Management On Alignment of Resources Within the.....	24
4.8 Effects of Change Management on Service Delivery.....	25
4.9 Effect of Change Management on Staff Productivity.....	26
4.9.1 Employee Performance .....	27
4.9.2 New Management and Restructuring.....	27
4.9.3 Change Management Through Training .....	28
4.10 Adherence to Government and Other Compliance Regulations .....	29

4.11 Impact of Change Management to the Business Operations.....	29
4.11.1 Competitive Advantage .....	29
4.11.2 Technological Shift as an Outcome of Change Management .....	30
4.11.3 Efficient Service Provision.....	30
4.12 Risk Management.....	31
4.12.1 Importance of Risk Management.....	31
4.12.2 Responding to Risks.....	32
4.13 Dealing with Setbacks That Disrupt Change Management .....	32
4.13.1 Engaging Employees in Decision Making .....	32
4.14 Discussion of the Findings .....	33
<b>CHAPTER FIVE:SUMMARY, CONCLUSIONS AND RECOMMENDATIONS..</b>	<b>37</b>
5.1 Introduction .....	37
5.2 Summary of the Findings.....	37
5.3 Conclusions .....	40
5.4 Recommendations of the Study.....	41
5.5 Limitation of the Study .....	41
5.6 Recommendation for further Research.....	42
<b>REFERENCES .....</b>	<b>43</b>
<b>APPENDICES .....</b>	<b>46</b>
<b>APPENDIX I:</b> Introduction Letter .....	46
<b>APPENDIX II:</b> Acceptance Letter.....	47
<b>APPENDIX III:</b> Interview Guide .....	48

## **ABBREVIATION AND ACRONYMS**

**7-S** Structure, Skills, Strategy, Style, Systems, and Shared Values

**CEO** Chief Executive Officer

**GB** Giga Byte

**IT** Information Technology

**MTN** Mobile Telecommunication Network

**PhD** Doctor of Philosophy

**SMS** Short Messaging Service

**U. K** United Kingdom

**U.S** United States



## ABSTRACT

This study sought to underscore the impact of top management team changes on service delivery at Telkom Kenya. The study adopted a case study design. An interview guide was utilized in the collection of data from the departmental heads of the company in question. Data gathered was analyzed by way of content analysis. The findings of the study revealed that the managerial positions are occupied with people who have attained the highest education levels. For example, PhDs. Education level of individuals is a measure of the skills a person has. The managerial position is occupied with people who have reached the doctorate position because their advanced skills are highly needed in the company. Difficult tasks are done by management, tasks like communication and brand management, management of sales and the management of special projects for the organization which are essential for competitive advantage and stability of the organization. Change management in Telkom Kenya has enabled it to provide quality services and have its customers' needs at the focal point. It has been able to address issues of customer satisfaction in relation to their competitive advantage. Some strategies adopted include: addressing issues of reduced service disruption and system downtime. Conducting routine performance checks on their systems in a bid to help prevent system disruptions. Resolving network issues such as system downtime and network outages. For employees at Telkom Kenya, training that came as a result of change management improved their overall performance. Through training of employees there is an overall effect in the performance of the organization. Training in Telkom Kenya not only targeted the employees of but also the top management. This therefore enhanced change management because different programs strengthened the skills and knowledge of the entire workforce making it easy for Telkom employees to be effective in their execution of tasks and strategies. Change in the management has enabled Telkom to restructure its company in terms of all department which has enabled it to improve in its performance. Management change has enabled Telkom Kenya, to manage all the risks that might occur in the process of implementation the strategies hence its survival by formulating policies which will address the competitive threats. The study recommended that Telkom Kenya should make it a smooth transition when effecting changes and therefore prepare their employees weigh in advance before the actual period when the change is set to take place. Early notification given to the employees in due time will enable them make structural adjustments and also prepare them psychologically. This will give them enough time to adjust to the particular situation the organization is going through. It will also be beneficial for Telkom Kenya to conduct rigorous interviews and training their employees this would help them avert the need to lay off managers and other members of staff due to incompetence and redundancy in the phase of stiff competition that would result to massive pressure to control the market share.

## **CHAPTER ONE**

### **INTRODUCTION**

This section relates to the subject of top management team changes and service delivery at Telkom Kenya. It presented background of the study, discussion of top management team changes and service delivery. It further, discussed the research problem, research objective and value of the research study.

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

The management of an organizations by the top management teams in regards to service delivery involves fundamental organizational renewal as well as growth measures construed for the purpose of enhancing the manner in which an entity delivers its services to the public. This therefore puts the top management teams in the limelight to re-orient themselves in an effort to establish new approaches, and behaviors that suits the change process geared towards improving the delivery of services (Buchanan & Boddy, 2015).

This research relied on different theories, that is, Nudge theory that is credited to Cass Sunstein and Richard Thaler. The primary principle is the encouraging or nudging an individual and moving them to change. Kotter's change management theory designed by John Kotter in 1985 is associated with the responses of an organizations employees in regards to matters of change. Lewin's change management model that was designed in 1950. It states the main stages of a change process that include: unfreezing, changing, and freezing in a change process (Connely, 2016). McKinsey's 7-7-S framework (1980) and provides seven steps in the management of a change process that include strategy, systems, structure, shared values, skills, style and staff members.

The company later on faced a downturn in the corporate environment that saw its top management devise a strategy aimed at rebranding the firm. Through a change strategy, the top management of Telkom Kenya deployed creative thinking and innovative approaches that were driven towards enhancing the firm's service delivery methods in the competitive business environment. Top management changes therefore involve efforts that are established to restructure an organizations department that is affected in order to improve and increase efficiency.

### **1.1.1 Top Management Team**

Gill (2014), considers top management teams as individuals who are solely responsible and accountable for the operations of an organization under their watch. Top management teams on the other hand as established by Hofer and Schendel (2013), are teams granted the powers to enforce accountability in an organization by incorporating rewards and punishments to managers in accordance to their performance. On the other hand, Johnson and Scholes (2012), posits that top management teams remain responsible for a broad array of corporate strategy, objectives, and policies.

The achievement of these changes among the top management teams of organization requires the inclusion of innovative thinking, thus revealing how top management teams can manage strategic changes in service delivery given the dynamism of the sector (Dupois, Boucher & Clarel, 2016). Some of the evident strategies incorporated by top management teams in a change process aimed at increasing the level of service delivery within an organization lie in the use of their powers to harness the process among employees who may show resistance.

The top management teams equally deploy their experiences and skills in establishing new approaches, attitudes, and behaviors that suits the change process geared towards improving the delivery of services (Johnson & Scholes, 2012). Conflicts are bound to arise in a change process, thus establishing strategies that may be used by top management teams in addressing such issues in a change process. Top management change therefore establishes the efforts of teams to transform part or the whole organization.

### **1.1.2 Service Delivery**

According to Kazmi (2012), service delivery entails components of a firm that define the manner in which different processes interact between the clients and the service providers in which the client finds value or loses as a result of the interaction. This indicates that a good service delivery method enhances the delivery of products to clients and increases the value. Schindler and Cooper (2013), considers service delivery as a set of activities that are undertaken within a business environment to perform a service. Van de Ven, and Poole (2015), alleges that service delivery reflects a firm's coordinated activities and actions aimed at delivering effective services and products. There is a section of indicators that top management teams in organizations can utilize in tracking the progress in a firm's service delivery, efforts that are pegged on the need to increase the performance of an organizations department.

Good governance and accountability may be used as an indicator in measuring the success of service delivery in an organization. Customer satisfaction remains crucial in determining an organizations success in the delivery of its services in the market. Van de Ven and Poole (2015), also alleges that the quality of products may be used as an analytical underpinning of an institutions strategy.

### **1.1.3 Telkom Kenya Limited**

Telkom Kenya limited was formed in the year 1999 for telecommunications under the Companies Act. It was intended to provide incorporated communications resolutions in Kenya including; the most extensive kind of voices as well as data services and network facilities for both residential and business clients. In 2008, Telkom Kenya Limited gave 51% shares to France Telkom under brand title Orange (Telkom Kenya Limited, 2012). In Kenya, Telkom is recognized as the only incorporated telecommunication service provider with services like mobile, internet services and fixed network. Currently, the Telkom Kenya Limited has over two thousand staff.

Telkom Kenya has been employing several changes so as to improve effectiveness and remain competitive within the telecommunication sector. Those changes include; acquisition, strategic changes, restructuring, downsizing as well as structural changes. All these changes have been achieved through change planning, use of consultants. Telkom Kenya has changed its strategic structure, number of employees, its strategic focus as well as its management positioning (Telkom Kenya Limited, 2012).

These changes have been made due to market liberation, customer demands and technological advancements. However, there are several challenges that were experienced by Telkom Kenya during the implementation the changes. Those challenges include; limited resources, lack of a well-established plan, vitality of the industry, politics and resistance by employees.

## **1.2 Research Problem**

Currently, it is essential to note that the need for change in service delivery has heightened due to competition, technological advancements, market liberalization, and the changing and varied demands of customers. Often, companies find themselves in situations that need change in order to remain relevant, profitable, and to survive within the market (Dupois, Boucher & Clarel, 2016). Top management team changes remain part and parcel of the change processes within the corporate world. The top management teams of organizations affect service delivery in the organizations through the inclusion of creative thinking and innovative processes aimed at increasing the delivery of services. These changes therefore, require the top management teams to aim at improving service delivery.

The telecommunication industry in Kenya mainly exists within a dynamic environment that is marred by a series of challenges. Currently, the sector has several players in the market that include Telkom Kenya, Airtel, Safaricom, MTN, Jamii Telecom, Liquid and many more upcoming which are mainly regulated by the Communication Authority of Kenya. In 2013, Telkom Kenya, formerly known as Orange increased its share capital by 70% and engaged in a deal that saw the firm sell its shares to London-based Private equity firm over an undisclosed amount of money (Michira, 2016).

International research studies have been conducted in relation to the topic. Coulson-Thomas (2013), in a research study on top management strategies in improving their delivery of services in the U.S. The study revealed that the success of such changes lies in the need to major on firm's weaknesses and leverage these limitations with the firm's strengths alleging that the managers understand a firm better.

Isem, McKinsey and Wilson (2014) in a research study on corporate change and top executive managements involvement in the change process revealed the inclusion of proactive measures to increase their performances. Green (2015) in a research study on corporate change found that strategic change helps top management teams within organizations to initiative innovative visions and roadmaps that may be used by the firms in increasing their service delivery. Cisco (2016) in a research study on change committees and their contributions in a change process revealed that changes may only occur when change initiators review the need for change.

A study on the factors that mainly influence the implementation of change management teams in the telecommunication industry and revealed the challenges faced by firms in improving their service delivery (Kamau, 2012). Lusweti (2014), studied the retention of top management teams in the telecommunication industry revealed the manner in which firms may find it challenging to improve their service delivery due to the lack of proper management teams. Mathu (2016) on public targeting approach in enhancing public relations within the telecommunication industry revealed the essence of an effective service delivery process in the retention of loyal clients.

Another study on the effect of globalization on the telecommunication operators such as Telkom Kenya and revealed the importance of service delivery in remaining relevant and competitive in the corporate environment Chebbet (2017). This therefore posits that there is a knowledge gap that this study sought to bridge primarily by conducting a study on the effects of top management team changes on service delivery at Telkom Kenya. The study therefore answered this research question: What are the effects of top management team changes on service delivery at Telkom Kenya?

### **1.3 Research Objective**

This study sought to underscore the effects of top management team changes on service delivery at Telkom Kenya.

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

The study provided a guideline on how other telecommunication organizations should manage their companies. Therefore, helped the administration with knowledge on how to implement strategic change without affecting the quality of the workforce. The findings also assisted the management in different ways since it helps them to understand the various effects of change on the overall performance of the company.

Secondly, the research was valuable to the administrators since it helped them in the process of coming up with management policies. It provided valuable information on the different management practices which have been accepted by the players within the telecommunication industry. It similarly enabled them evaluate as well as enhance contribution of top management team to realization of service delivery as appropriate.

The study was significant to the researchers since it may contribute to both practical and theoretical knowledge on the various effects of change in the industry. Scholars and academicians found it crucial as it may improve their knowledge in this particular area. It also helped the researchers who intend to improve their knowledge in this field. The knowledge acquired from this study can serve as a foundation for planning as well as a point of references for students who wish to advance their studies within the field of strategic change.



## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.1 Introduction**

In this section, a series of theories that include Nudge theory and Kotter's change management theory. The models covered include Lewin's change management model, McKinsey's 7-S framework and Kotter's change management model in supporting the research study's topic. In precision, the chapter provided a review of the study's theories, a review of its empirical studies, and a conceptual framework.

#### **2.2 Theoretical Review**

This section drew different theories and concepts to analyze change management in addressing service delivery. Theories play a significant role in expounding and finding depth to support the statement. The theories as well as models that support this study include: the Nudge theory, Kotter's change management theory, and Lewin's change management model.

##### **2.2.1 Nudge Theory**

Nudge Theory or Nudge is a theory that is applied in behavioral science, economics, as well as political theory however can be adopted by change management in enterprises. Nudge theory is majorly credited to Cass Sunstein and Richard Thaler. The primary principle is the encouraging or nudging an individual and moving them to change. Nudge theory among others is valuable in discovering and comprehending present effects but similarly enlightening them to either eradicate them or change them to a degree where positives could possibly start to be resulting (Mason, 2008).

It is key to take a note of the fact that there are a number of unnecessary ‘nudges’ about which could either be thoughtful or could simply be unintended. This theory majorly tries to work upon the management and the comprehending of the several effects on behavior of human that result in changing individuals. It deals with the pattern of choices that directs people’s inclinations and determining the choices that they make. This theory asserts that choices ought to be conceived in such a manner that it could be consistent with the manner in which individuals’ reason as well as make decisions (Michie& West, 2013).

Related to other concepts, Nudge Concept is more complicated in its approach with a fundamental difference from other means of transforming. This theory removes conventional change approaches for instance punishment application and direct orders. Among the key advantages of this theory is that it considers the dissimilarity in frame of mind, thoughts, as well as knowledge of individuals and similarly puts into consideration the reality of the state of affairs and the aspects of nature and behavior of human. It theory therefore is relevant to the study due to the fact that reduces resistance from organizations employees and also relatively well adopted in a number of enterprises (Hansen & Jespersen, 2013).

### **2.2.2 Kotter’s Change Management Theory**

Kotter’s change management theory was designed by John Kotter in 1985. Kotter’s change management theory is segmented into eight stages, with each of the stages focusing on key features and principles that are associated with the responses of an organizations employees in regards to matters of change. Kotter alleges that leaders who have the capacity to successfully transform an organization ensure that eight of the proponents listed in this theory are done in a right way.

According to Kotter (1985) change efforts help organizations to improve on their processes within a competitive market, pointing to the failures and disappointments of several organizations as a result of resistances by leaders within organizations to make transitions in the change process. According to this theory, one of the greatest mistakes made by top management leaders when trying to effectuate change within an organization is plunging ahead without the establishment the higher needs and sense of urgency for the change process in fellow employees and managers. The thought that change could happen to an organization at any time remains one of the main reasons why many organizations fail to institute organizational change (Pearce & Robinson, 2013). One of the weaknesses presented in this model however lies in the fact that the theory supports the fact that change may take several years, an aspect that has seen several organizations abort the change process given the length and duration it takes to attain.

It is however interesting to note that the theory manages to bring on board a series of change models and the manner in which organizations can make transitions in the eight step process provided. Organizations therefore need to adhere to the eight steps and processes provided in order to achieve a change process, efforts that aid in developing a culture of change that is accepted by employees within an organization (Pearce & Robinson, 2013). Having mentioned this, it is crucial to determine that the modifications of this theory are not mentioned in literatures. However, literature suggests that this theory has a connection with other proponents construed from other theories such as that of Kotter on change management.

### **2.2.3 Lewin's Change Management Model**

Lewin's change management model was designed in 1950. According to Lewin's change management model, there are three main stages of a change process that are underpinned that include: unfreezing, changing, and freezing in a change process (Connely, 2016). Lewin's three stage model of change often refers to as unfreeze, change, and freeze theory. According to the model, the unfreezing stage remains one of the significant stages in the current corporate world that needs changes. This phase gives an explanation of the need to get ready for the process of change, thus involving the need to ensure that the top management and leadership of an organization completely understands the change process, its necessity.

In the second stage, Kurt Lewin expounds on the need for top managers within an organization to be aware that change is not an event but a process. In this stage, Lewin induces the idea of a transition in a journey that would make a reaction to the process of change (Van de Ven, & Poole, 2015). However, the use of role models and allowing employees and the top managers to design and develop their solutions to some of the challenges inhibited in an organization helps in the change process.

Kurt Lewin then incorporates the last process of change which is the freezing known to many researchers and the refreezing stage. As established, this stage maintains the need to ensure stability when changes are achieved and made within a firm, thus making the process a norm. One of the major weaknesses cited in the theory remains in the fact that the second stage tends to be the most complicated, often resulting into conflicts among the top management teams of an organization and employees.

However, one of the strengths cited by Van de Ven, and Poole (2015) is evident in the manner in which the theory makes it simple for top managers to grasp the understanding of change processes within an organization. The model therefore remains relevant for organizations in this age and time in as much as other modifications of this model such as Kotter's change management model uses similar concepts deduced from this theory.

#### **2.2.4 McKinsey's 7-S Model**

McKinsey's 7-S framework was designed by McKinsey's company in 1980. McKinsey's 7 S model remains one of the fewer models developed with the intent of providing seven steps in the management of a change process that include strategy, systems, structure, shared values, skills, style and staff members (Moss, 2014). Since its inception, the model is widely utilized by academic practitioners as a strategic planning tool given its capacity to present emphasis on human resources as opposed to the traditional mass production tangibility state of capital, equipment's and infrastructures as key proponents in determining an organizations performance.

The primary goal of McKinsey's 7-S model lies in determining the manner in which the 7-S of the company that include structure, skills, strategy, style, systems, and shared values may be aligned together with the intent of achieving efficiency within an organization. According to Moss (2014) they 7 key elements as provided in this model are interconnected, thus implying that a change in one of these areas may impact the whole organization towards functioning effectively. One of the strengths of this model therefore lies in its capacity to help firms achieve an agile organizational structure, thus helping in the mechanization of systems and organizational processes that help in eliminating time-consuming as well as repetitive tasks within a system.

With the integration of software systems in this model, organizations are in a position to identify their weaknesses, efforts that help in making improvements of their working processes. However, one of the weaknesses presented in this model just like in any other model lies in the challenge posed by communication in between different units that would prevent the implementation of an arbitrary decision (Thompson, 2012). Given that problems with communication, coordination, and the control of an organization are eminent in this theory due to its complexity, it is therefore recommended that the top management team take continuous records of data through the use of IT systems to control and effectively supervise organizational activities.

### **2.3 Top Management Team Changes and Service Delivery**

In the processes of managing change within an organization at a strategic level, companies that have achieved success have revealed the need for a dedicated team of top management leaders endowed with the capacity to harness some of the external forces that bear on an organization through their own internal strengths. To avoid a poor management of a change process within an organization, Pfeffer and Salancik (2015), suggests the need to ensure that the top management team of a firm is involved in cultivating a change process given the fact that they fully have an understanding of where an organization is and where it seeks to head.

The top management leaders therefore operate through the use of the highest ethical standards by harnessing the manner in which employees function across units in a flexible way and employ their skills in achieving firm's goals. Given this, it is therefore evident that a change in the top management team would result in the loss of bearing, thus resulting into dismal performances. Therefore, provides that the change in a firm's top management team would affect the service delivery (Shleifer & Vishny, 2013).

Stenzel and Stenzel (2012), therefore alleges that in order to overcome the capacity to these barriers of change, organizations need to create a motivational boost on in their top management teams given the fact that they have a mastery of the change process required for an organization that would accelerate the slope of their service delivery or decelerate this process. In other words, the change in an organization's top management team would imply that an organization lacks the appropriate support it needs to maintain its service delivery and personal performance standards.

On the other hand, Shleifer and Vishny (2013), alleges that several organizations mainly miss enjoying the benefits of service excellence as a result of their presumptions that it is the sole responsibility of their staff members to achieve and enhance the delivery of effective services in their departments. This therefore proves the failure of organizations to recognize that their service excellence remains an aspect that is fully entrenched on an established culture across the organization, achieved through the hiring and retaining top management teams who have the understanding of their positions within the organization. This therefore implies that the top management teams are directly involved in the achievement of a firm's service excellence since this remains at the core of their strategic pillars.

Top management teams constantly communicate their commitment to service excellence in an effort to inspire living examples of what it means for an organization to achieve this goal by looking for opportunities to improve on their service delivery. A change in a firm's top management would therefore impact a firm's service excellence. Service delivery is what enhances the competitive advantage for any organization, therefore should be addressed.

## **2.4 Empirical Review and Research Gaps**

Coulson-Thomas (2013), in a literature review research study designed to diagnose the changing organizational cultures based on competing values framework in Boston revealed that the top management teams of organizations play a significant role in enhancing the service delivery of an organization, alleging that the managers understanding a firm better. On the other hand, the researcher pointed that changes made on a firm's management teams would elicit a mixed reaction among the employees, thus affecting their performance as well as that of the firm. In a nutshell, the study concludes that top management teams changes may hamper the service delivery of a firm.

Isem, McKinsey and Wilson (2014), in a research study on corporate change and top executive managements involvement in the change process revealed that close to 40% of organizations undergoing changes achieve success upon the inclusion of proactive measures to increase their performances. Given this, a change in the top management team would result in the loss of bearing and track of what a firm needs to achieve. This provides that the change in a firm's top management team would affect the service delivery of a firm. The study concludes by supporting the view that a change in the top management team of a firm has an adverse effect on the delivery of services. Green (2015), in a case study research on corporate change found that strategic change helps top management teams within organizations to initiative innovative visions and roadmaps. These roadmaps may be used by the firms in increasing their service delivery and success in the business environment.



According to the findings of the study, top managers and leaders within an organization provide appropriate support that may enable employees to maintain their performance standards. However, when a change in the management team occurs, the shaping the people's belief by the inclusion of a new team would take a significant time. This would result in the exertion of much efforts to integrate these transitions. In summary, the research revealed that changes in leadership and top management teams of an organization may affect the emotional wellness of employees, an aspect that may intern affect their performance.

Fakhar, Ayesha and Lalarukh (2016), conducted a qualitative research study on the impact of change management on an organizations performance. The study used a sample population of 50 respondents who mainly included top management team leaders in U.K. The findings of the study revealed that the top management teams of organizations have a significant role within an organization. The top management teams are directly involved in the achievement of a firm's service excellence since these remain at the core of their strategic pillars and a change in the leadership team would adversely affect the operations of an organization.

Kamau (2013), conducted a quantitative research study on leadership and management of strategic change at Equity Bank Ltd Kenya. The study collected data through interviews that were taken through the process of analysis. The findings of the study revealed that the effectiveness of an organizations service delivery to the public lies in effective top management teams who employ effective leadership styles in achieving their goals.

The study therefore concluded by alleging that top management teams build organizational cultures that continually expand the capabilities of employees in achieving their goals, thus a change in the top management would result in a challenge for an organization. Lusweti (2014), on the other hand conducted a descriptive research study with the intent of studying strategic change management practices within Teachers Service Commission-Kenya. The research study collected data from 150 respondents, among them being the top management teams of organizations.

Effective management and leadership therefore sustains the performance of an organization, this enhancing a firms growth. In summary, the study revealed that a change in the top management team of an organization would result into challenges for a firm especially in ensuring a culture of change is accepted and viewed as positive. On the other hand, customer satisfaction remains crucial in determining success in the delivery of its services in the market.

Mathu (2016), in a case study research on the management of change at Zain Kenya utilized this organization as its casing point. Following an analysis of Zain Kenya. The researcher revealed the essence of top leadership teams in achieving success in an organizations service delivery. The findings established that good governance and accountability may be used as an indicator in measuring the success of service delivery in an organization.

## **CHAPTER THREE**

### **RESEARCH METHODOLOGY**

#### **3.1 Introduction**

This chapter defined the technique which was used to gather information that was used in responding to the various research questions. It gave a summary of the research strategy, a report of the research devices and a clear description of the various procedures used during data collection. It also explained how collected information was analysed.

#### **3.2 Research Design**

Research design ensured that the obtained data was sufficient in answering the first question(s) as explicitly as possible (Mugenda, 2010). Kothari (2004), indicates that a sound research design ought to yield maximum information and give prospects for bearing in mind various aspects of the problem. The nature and the context of the study defines a research design because a sound design for a certain research could be unsuitable for another research.

The study adopted a case study design to carry out a comprehensive, detailed study. The case study was basically qualitative in nature, leading to a description of behavior or experience. The case study research was not used to establish the cause and effect, nor determine generalizable truths or make predictions. Instead the focus was on investigation as well description of the phenomenon. This study adopted a case study design because it is narrowly concentrated, offers a high detail level, and can integrate both objective and subjective data to realize a comprehensive understanding (Creswell, 2013).

### **3.3 Data Collection**

This study made use of interview guide in the collection of data from the departmental heads of the company in question. This include: finance, enterprise division, marketing, courier services, human resource department, Information and technology department and legal. The interview guide was administered using drop and pick later method. A period of two weeks was given for data collection period after which those who would not have completed will be given one more week for completion.

The interview guide allowed the researcher direct the conversation toward the topic and issue of concern. It similarly helped the researcher know what to ask about, in what sequence, how to pose your questions, as well as how to establish follow-ups. Interview guide also gave direction regarding what to do or say afterward, after the interviewee has responded to the final question.

### **3.4 Data Analysis**

Data gathered was analyzed by way of content analysis. Content analysis involved replication as well as valid inferences which was made by way of interpreting as well as coding textual material. By analytically evaluating texts such as documents, graphics and verbal communication, qualitative data was changed into quantitative data (Neuendorf, 2016).

Content analysis was used by the researcher for rigorous investigation of numerous significant qualitative data collected. On the study subject of interest, content analysis was valuable as it helped the researcher to systematically evaluate the text including oral communication. It was also important in recovery as well as examination of the degrees of organizational behaviors, stakeholder perceptions, and societal trends (Stemler, 2001).

## **CHAPTER FOUR**

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

#### **4.1 Introduction**

This chapter presents the data findings from the field, its analysis and interpretations. The data was guided by an interviewer's guide. The guide was used by the researcher to direct the conversation towards the topic of concern, then content analysis was done. The data findings were for the purposes of understanding the effects of top management team changes on service delivery at Telkom Kenya.

#### **4.2 Demographic Information**

Interviewers were asked to indicate their level of education, the number of years they had worked for the telecommunication industry and the key responsibilities they had at the organization. This include: finance, enterprise division, marketing, courier services, human resource department, Information and technology department and legal. The respondents had the necessary knowledge and experience to provide relevant information since they had worked for average of 5 years.

##### **4.2.1 Level of Education**

From the findings it was evident that the top management team of Telkom Kenya was comprised of highly educated individuals who were also at the peak of their careers in terms the positions they held. From the interviews conducted it was evident that all the staff holding managerial positions at were in their senior positions and had acquired an average of master's degree and others PhD. This shows that the company's management team was a group of people with a functional educational background.

According to Bray et al. (1997) education in a University should support a student's career assuming that the level of education acquired gives one a chance of getting a job. The level of education of an individual also reflects their cognitive ability and their skill thus higher education is related to fast processing of information and the ability to distinguish various situations (Schroder et al.1967). Change management directly influences the crown of a company's top management team in turn the top management team influences the knowledge that runs the firm and stirs it towards better decisions. It therefore comes out clearly from the findings that the educational background of the top management results to better value of the company. Knowledge that is obtained through formal education has enabled company managers to carry out operational tasks and also put in place strategies that can offer their company a competitive advantage from the rest of the firms.

#### **4.2.2 Number of Working Years in the Industry**

Most of the top management team members had worked with Telkom for averagely eight plus more years. Working for any company for so many years has an effect on the overall performance of the tasks the individual is given to perform. Many years of experience has always been equated to the mastery of the skills required to initiate and perform tasks effectively.

#### **4.2.3 Retaining a Particular Position for Years**

Occupancy of a manager in a particular docket enhances their skill and sharpens their expertise on the areas of interest. The top managers were able to maintain their positions because of their commitment to the achievement of the goals of the company thus more involvement in important facets of the organization producing benefits to the company and sharpening the efficiency of the services provided.

### **4.3 Duties and Responsibilities of Top Managers**

Some of the responsibilities and duties performed by these top managers included; controlling and overseeing the entire operations of a firm. Communication and brand management, management of sales and the management of special projects for the organization. The tasks performed by all top managers were different showing that the managers had an array of different skills giving Telkom Kenya a touch of diversity when it came to level of expertise.

When a company has its top management comprised of people who have skills and expertise in different sectors the company acquires a competitive edge over its competitors. Findings show that Telkom Kenya top managers are experts in diverse fields including sales, communication and advertising, brand management and the launch of various special projects. Diverse backgrounds and experience are suitable in different situations and enables top managers to meet the needs of their companies. Diverse skills are therefore necessary because every company has changing demands from time to time and through the diverse expertise of their top management these needs can be met.

### **4.4 Aspects of Change Management**

The top managers interviewed were able to give in their response on the issue of change of management at the levels of a shared service or that which was outsourced. It came out clearly that for shared services, the organization would be able to pull resources together. This in turn helped them to avail resources that were out of their reach and helped them in achieving customer centricity.

For outsourced change management, companies were able to cut down costs in a bid to focus all their remaining resources towards the provision of high quality services to customers. In addition, outsourcing change management presented the organization with the opportunity to reap skilled expertise, improve efficiency and reduce turnaround time. A number of functions have also been reduced with the introduction of change management and the recognition of employees as a driving force to making great customers experience is a big consideration in change management.

#### **4.5 The Responsibility of Effecting Change in Management**

The results also show that the CEO of the company is the one who is majorly involved in effecting the change of different people at the change management program. A report documented in 2016 shows that the process of change when being conducted by one person needs to be accompanied by a myriad of steps such as engagement or direct communication with the employees. To direct the steps towards change, coaching employees through the change to make it easy for them to assume to their new roles and finally to identify and manage resistance. These changes therefore, require the top management teams to aim at improving service delivery within organizations to remain competitive.

Through working with a defined framework and a set of tools that enable CEOs to effect top management, managers are bound to see better outcomes for their organizations, employees and themselves. Different models are usually employed to ensure effective transition and desired outcomes. The need to effect organizational change management is attributed to the massive positive outcomes that is accrued in terms of improved efficiency and customer satisfaction.



#### **4.6 Effects of Change Management On Customer Demands**

Change in management brings about change in the way an organization carries out its business enabling it to be more customers centric. A company experiences change as a result if its own shift from the normal way of conducting business this can affect the customer's needs and attitudes either positively or negatively. Change in a positive direction result to a company being customer centric in Telkom Kenya this has resulted to improved efficiency.

Effectiveness in the company's operations has enabled it to tailor its products to service provision which in turn reduces the amount of time required for a provision of service. Effectively attending to customer needs are some of the advantages accrued in change management. At the staff level, customers receive more warm care and dedication. The initiative to roll out fiber to the building was due to the processes, systems and trained personnel within the organization.

#### **4.7 Effects of Change Management On Alignment of Resources Within the Organization**

Change management has been key indicator in revolutionizing the way a company operates and serve customers. New processes, systems and personnel both internal and outsourced play a major role in helping an organization concentrate its resources from the vast fiber network to the base stations and employees towards achieving the goals and vision of the organization.

Telkom Kenya's management team ensure that the staff readily embrace the changes by conducting numerous trainings, workshops, employee engagements. They further ensure that new management and restructuring all work towards improving employee's skills, morale and encourage their productivity. Staff productivity is also boosted by change management when employees in the organization receive proper remuneration for their services.

#### **4.8 Effects of Change Management on Service Delivery**

Change management at Telkom has led to reduced service disruption and system downtime. The company through its management has been keen to ensure that their organization conducts routine performance checks on their systems in a bid to help prevent system disruptions. The effort of Telkom towards solving network issues such as system downtime and network outages before -hand has led to the overall improvement in the customer satisfaction index.

The customer satisfaction index has therefore grown up due to less downtime and the improvement of existing infrastructure. The implementation of rigorous modes of advertising encouraged by the top management to reach their target audience has also enabled the organization achieve some of their objectives which is mainly to improve service delivery. According to Onwuchuruba (2002), service delivery depends on product price offers, distribution system and the promotional programs employed by an organization to appeal to its customers. Internally Telkom Kenya equips its employees through numerous trainings, workshops, improved processes, better systems, coupled with competent managers and strategies. All these efforts have brought about reduction of services disruption and system downtimes.

The migration of medium used to offer service has also improved service. Service delivery at Telkom has therefore focused more on offering new experiences and adding value to their day to day customers. Telkom currently offers in their new offered bundle proposition 25GB data at the cost of 2499 a month with unlimited calls and 800 off-net minutes and SMS. These offers are presented in a bid to improve service delivery to the Cosmopolitan professionals and also a move to enable the company respond to the market needs.

Change management has enhanced proper service delivery ensuring that there is a smooth process of interaction between clients and service providers. Change management at Telkom Kenya has also facilitated the coordination of different activities that have improved service delivery, the efficiency of services and products to clients. A major improvement by the company has been through the initiation of the growing mobile coverage of 3G and 4G to improve service delivery in the phase of internet connectivity.

#### **4.9 Effect of Change Management on Staff Productivity**

Change management enhances the motivation of the entire work force and makes it them more efficient. Telkom Kenya's management team affirm that the company conducts numerous trainings, workshops, employee engagements; new management and restructuring all work towards improving employee's skills, morale and encourage their productivity. Staff productivity is also boosted by change management when employees in the organization receive proper remuneration for their services.

#### **4.9.1 Employee Performance**

Employee performance involves the overall attitude of employees towards work related conditions and the overall aspects of the entire job. According to Senge (1990), employee performance is more of a response to a specific job. Employee performance is enacted through change management and serves as a predictor of the overall organizational commitment. When employees are satisfied with their jobs as result of change management, they are more willing to provide customers with excellent service which may surpass their expectations and in a positive shift change the attitude of customers towards a product. In contrast when employees are not satisfied with their jobs they are likely to get occupational stress which renders them less productive (Skinner & Champion, 2008).

This encourages and promotes industry among employees whose overall performance improves enhancing the output of the company. Change management also comes about through promotion of workers to different ranks. Job promotion boosts the morale of employees in a company and encourages them to work smart in a bid to stay ahead of their competitors.

#### **4.9.2 New Management and Restructuring**

Top team management changes involved making adjustments in the structure of the organization. The adjustment which included reducing management levels, changing components of the organization through outsourcing some functions. The new structure streamlines firm management and systematically leverages synergies in the organization. A successful restructuring is determined by the new roles of employees in having access to resources.

When new changes are made in a company and restructuring is done the overall output and productivity of a company is affected either positively or negatively. The restructuring that was made by Telkom Kenya led to the company hiring new employees who came with new skills and experiences. These new skills that were enacted in the company through the new employees enhanced and boosted the organization overall output and gave it a competitive edge over other companies.

#### **4.9.3 Change Management Through Training**

According to the Lewin change model, change management is a smooth process, an event that requires smooth transition. Training facilitates the process of learning. Continuous learning through training improves the overall performance of the organization. Through training of employees there is an overall effect in the performance of the organization.

Training not only targets the employees of an organization but also the top management. Training therefore enhances change management because different programs strengthen the skills and knowledge of the entire workforce making them more effective in their execution of tasks and strategies. Training is entirely effective in change management also because it improves the ability of employees to perform their tasks and the knowledge acquired gives them a competitive edge in the market.

Lee (2013), notes that it is important for companies to train their employees in particular time frames in order for them to keep up with the changing trends so as to maintain their lead as the best brand. He points out that at one time, Nokia was the leading company in the world in cell phone brand and that failure to improve their skills and make changes to adapt to new trends and needs of the market, it dropped from this envied position.

#### **4.10 Adherence to Government and Other Compliance Regulations**

Change management at Telkom Kenya has improved the efficiency and quality of work done within the organization. The company has put sufficient effort to hire qualified employees among other activities such as training and equipping the workers. This has enabled the organization to comply with different regulations set by the government and has assisted the company to have a high quality output.

Change management has improved the quality of work done through the employment of new staff. Quality work enhances a company's capability to deliver efficient services. By the company provisioning quality services to its customers it is able to comply to the different standards set for it.

#### **4.11 Impact of Change Management to the Business Operations**

Change management at Telkom Kenya has had a positive impact on the business operations of the organization. Through change management the company's overall performance has improved. Improved efficiency in the area of service provision has been achieved by embracing the shift in technological advancement which has helped remove redundant managers and hiring new employees who are tech savvy.

##### **4.11.1 Competitive Advantage**

For a company to achieve a competitive advantage more emphasis is placed on the personnel of the organization because they constitute the overall asset of the organization and they play an immense role in the achievement of organizational success. Change management at Telkom Kenya has enabled the company to employ highly talented and trained personnel. The efforts of these employees have increased the efficiency of the services provided giving them a competitive advantage of other telecommunication industries.

Telkom Kenya has also aligned their employees according to their expertise in different field this has increased the analysis of different situations by employing their skills thus reducing the actual time required to wait for a service. The employees with these new skills have been able to produce quality work has come out as a result change management thus high output. Change management has also given Telkom Kenya market shares in the telecommunication industry and enabled it to compete favorably with other service providers.

#### **4.11.2 Technological Shift as an Outcome of Change Management**

Technology is an essential part of any business. Information technology provides company managers with precise information that is useful in planning, monitoring and controlling the business. Through the use of computers software and network information companies have become more flexible and the time required to deliver services to customers has been reduced. Technology has also helped to boost access to information which helps companies to change the way they compete. It allowed the integration of factors such as payroll which is a cost effective way to ensure that employees have access to payroll documents. It has enabled the elimination of clerical tasks from human resource section

#### **4.11.3 Efficient Service Provision**

When a company effects change that directly touches on a product it directly affects the efficiency of service provision and the overall customer satisfaction. Satisfaction levels depends on the attitude of employees towards efficiently serving their customers. When change management is positively embraced by employees they are able to embrace the company's objectives and goals hence providing quality services to the customers enhancing the smooth operations of the organization.

Top management teams constantly communicate their commitment to service excellence. Change management has improved the quality of work done through the employment of new staff. Quality work enhances a company's capability to deliver efficient services. Providing quality services to the customers enhancing the smooth operations of the organization.

#### **4.12 Risk Management**

Change management in Telkom Kenya has played a major role in the improvement of risk management within the organization. A risk is an uncertain event that affects a company's performance and overall output. Risk management in a company setting is the ability to cover both threats and opportunities that may face the company. Risks need to be identified, assessed and controlled in order to take into account the nature of the risks. Change management has allowed Telkom Kenya to identify risks and emphasize on the need to adequately put measures in place.

##### **4.12.1 Importance of Risk Management**

Risk identification improves a company's preparedness and enables the company to put measures in place. These measures can shield the company in order for it to regain the smooth operation of its daily activities. When a company manages to spot risks before-hand it is required to assess the impact of the risk and inform project board members.

The project board members are informed in order to ascertain the likelihood of the event occurring and also to weigh the effect of the event to the daily activities of the company. Once the proximity of a risk has been estimated and the impact assessed, a company can enact a variety of focus based actions to reduce the likelihood of its occurrence. It enables a company to adequately put measures in place that can assist the company respond to risks at the point when they occur.



#### **4.12.2 Responding to Risks**

There are two known ways a company can respond to risks; proactive response and reactive response. Proactive response that is implemented regardless of the risk occurring and more often aimed at reducing the chances of the occurrence of the risk. Reactive response those which are implemented once the risk has occurred.

Change management is directly involved in the facilitation and selection of the type of response acquired by an organization. Change management at Telkom has improved the company's response to risks. This is because it has been able to put up measures to adequately respond to anticipated risk.

#### **4.13 Dealing with Setbacks That Disrupt Change Management**

Telkom Kenya deals with change management issues by engaging employees in forums, training, decision-making process and hiring employees with experience relating to the execution of change management strategies. Telkom Kenya has been able to deal with the setbacks of change management also by engaging their employees to find out their views. This has shown their employees that they value their opinions and in turn has promoted a strong working relationship thus helping to solve any issues that can disrupt change.

##### **4.13.1 Engaging Employees in Decision Making**

Telkom Kenya the top management pointed out that the company involves employees in decision making. When a company enters the face of making decision as they go through the faces of change, the decisions made greatly affects the employees. Bringing employees on board not only strengthen the relationship between but it also instills a sense of responsibility in the entire workforce.

Companies that make decisions whilst sidelining their employees may lose their trust. Involvement of the company's employees in the decision making process enhances transparency in the workplace and prepares them for the outcomes of the decision made. Employee relations also improve when the company explains the drastic changes that will take place to the customers before enacting them. This enables employees to make adjustments in advance and therefore gives a company smooth transition.

#### **4.14 Discussion of the Findings**

According to the study, the managerial position, comprises of people who have spent more years in the company. This is because of their gauged experience over time. Since they understand trends in the company over a given period of time, they have also crucial information that will assist the researcher. It was also noted that the managerial positions are occupied with people who have attained the highest education levels. For example, PhDs. Education level of individuals is a measure of the skills a person has. The managerial position is occupied with people who have reached the doctorate position because their advanced skills are highly needed in the company. Most individuals in the managerial department, retained some positions this is as a result of positive contribution in those particular area.

Difficult tasks are done by management, tasks like communication and brand management, management of sales and the management of special projects for the organization which are essential for competitive advantage and stability of the organization. Putting customers at the top point, Telkom Kenya has come up with ways of addressing their customers' needs. As a result of frequent competition in the telecommunication industry, Telkom Kenya had to adopt change management strategies for the purpose of customer satisfaction.

The adoption of change management strategies by Telkom Kenya has improved its overall performance in the telecommunication industry. Change management in Telkom Kenya has enabled it to provide quality services and have its customers' needs at the focal point. This finding is in agreement with the Nudge theory which is majorly credited to Cass Sunstein and Richard Thaler. The primary principle is the encouraging an individual and moving them to change. It is valuable in discovering and comprehending present effects but similarly enlightening them to either eradicate them or change them to a degree where positives could possibly start to be resulting.

The customer satisfaction is key to any business worldwide. As a result of adopting change management strategies, Telkom has been able to address issues of customer satisfaction in relation to their competitive advantage. Some strategies adopted include: addressing issues of reduced service disruption and system downtime. Conducting routine performance checks on their systems in a bid to help prevent system disruptions.

Overall performance of the company and businesses is as a result of change in management strategies. This is because of the advancement in technology which has resolved the issue of network and service coverage also by hiring of employees who are technologically skilled and have business and management skills for performance. Training of employees, exposure to forums and involvement in decision making are strategies adopted by Telkom to improve employee commitment to the company hence its performance. This is in agreement with Kotter's (1985), change management theory which argue that change efforts help organizations to improve on their processes within a competitive market, pointing to the failures and disappointments of several firms as a result of resistances by leaders within firms to make transitions in the change process.

Telkom Kenya top management facilitate change by involving employees in decision making. When a company enters the face of making decision as they go through the faces of change, the decisions made greatly affects the employees. Involvement of the company's employees enhances transparency in the workplace and prepares them for the outcomes of the decision made. Employee relations also improve when the company explains the drastic changes that will take place to the customers before enacting them. This enables employees to make adjustments in advance and therefore gives a company smooth transition. This is in agreement Lewin's change management model (1950). Lewin's three stage model, the unfreezing stage remains one of the significant stages in the current corporate world that needs changes. This phase gives an explanation of the need to get ready for the process of change, thus involving the need to ensure that the top leadership of a firm completely understands the change process, its necessity.

For employees at Telkom Kenya, training that came as a result of change management improved their overall performance. Through training of employees there is an overall effect in the performance of the organization. Training in Telkom Kenya not only targeted the employees of but also the top management. This therefore, enhanced change management because different programs strengthened the skills and knowledge of the entire workforce making it easy for Telkom employees to be effective in their execution of tasks and strategies. This is in agreement with the findings of studies done by Lusweti (2014) on studying strategic change management practices within Teachers Service Commission-Kenya. Green (2015) in a case study research on corporate change found that strategic change helps top management teams within organizations to initiative innovative visions and roadmaps.

According to the findings of the study, top managers and leaders within an organization provide appropriate support that may enable employees to maintain their performance standards. Change in the management has enabled Telkom to restructure its company in terms of all department which has enabled it to improve in its performance. Management change has enabled Telkom Kenya, to manage all the risks that might occur in the process of implementation the strategies hence its survival by formulating policies which will address the competitive threats.

The organization respond to risks through; proactive response and reactive response. Proactive response that is implemented regardless of the risk occurring and more often aimed at reducing the chances of the occurrence of the risk. Reactive response those which are implemented once the risk has occurred. Change management at Telkom has improved the company's response to risks. This is because it has been able to put up measures to adequately respond to anticipated risk. This is an agreement with research conducted by Isem, McKinsey and Wilson (2014), on corporate change and top executive managements involvement in the change process revealed that close to 40% of organizations undergoing changes achieve success upon the inclusion of proactive measures to increase their performances. The study concludes by supporting the view that a change in the top management team of a firm has an adverse effect on the delivery of services.

## **CHAPTER FIVE**

### **SUMMARY, CONCLUSION AND RECOMMENDATIONS**

#### **5.1 Introduction**

This chapter sought to summarize the research finding and also present the conclusions. It further presented recommendations and limitations derived from the study. The conclusions are derived from the study which sought to find out the effect of top change management on the service delivery at Telkom Kenya.

#### **5.2 Summary of the Findings**

The adoption of change management strategies by Telkom Kenya has improved its overall performance in the telecommunication industry. The telecommunication industry is a very competitive business and at the focal point is customer satisfaction. Change management in Telkom Kenya has enables it to provide quality services and have its customers' needs at the focal point. The management team at Telkom Kenya had attained a higher level education which included masters and PhD this was useful and effective in helping the managers make conclusive decisions that would positively affect the company's output.

The level of seniority of the different manager at Telkom Kenya was also measured and it occurred that most of the managers at Telkom Kenya had held their similar position averagely for more than four years. The diverse skills that the different top managers at Telkom Kenya had enabled them to delegate different responsibilities and tasks to employees relating to the fields of Communication and brand management, sales and special projects for the organization. The tasks performed by all top managers were different showing that the managers had an array of different skills giving Telkom Kenya a touch of diversity.

Change management in Telkom has enabled the company to meet customer demands. Through change management Telkom Kenya has become more customer centric and putting the needs of the customer first resulting to improved efficiency. Effectiveness in the Telkom Kenya operations has enabled it to tailor its products to meet the needs of the customer.

Change management at Telkom has also reduced the amount of time taken by the company's employees to provide services to their customer. Effectively attending to customer needs by Telkom Kenya has accrued the company massive advantages and high output as a result of change management. Customers have also been able to receive more warm care and friendly services from the company. Hence, Telkom Kenya has a positive effect on overall performance of the company and business operations. Improved efficiency in the area of service provision has been achieved by embracing the shift in technological advancement which has helped remove redundant managers and hiring new employees who are tech savvy. The employees with these new skills have been able to produce quality work has come out as a result change management thus high output.

Telkom Kenya deals with change management issues by engaging employees in forums, training and decision-making process. Telkom also hires employees with relevant experience in the execution tasks so as to reduce conflict within the organization when change is adopted. Telkom through has been able the company to deal with the setbacks of change management by engaging their employees to find out their views. This has shown their employees that they value their opinions and in turn has promoted a strong working relationship which has helped in solving any issues that can disrupt change management.

At Telkom Kenya, change management has also boosted Staff productivity. This encourages and promotes industry among employees whose overall performance improves enhancing the output of the company. Change management brings on board promotion of workers to different ranks. By promoting their employees their morale is boosted and they are able to work effectively. The employees at Telkom are thus encouraged to work smart in a bid to stay ahead of their organizations competitors. When Telkom embraced changes and restructuring the overall output and productivity of their company was affect positively affected. Change management in Telkom Kenya has plays a major role in the improvement of risk management within the organization.

Change management at Telkom Kenya also involved the training of employees in order to make them able to perform the tasks they were given in the case of a new position effectively. This therefore enhanced change management because different programs strengthened the skills and knowledge of the entire workforce making it easy for Telkom employees to be effective in their execution of tasks and strategies. Training employees by Telkom made change management effective also because it improved the ability of employees to perform their tasks. The knowledge that was acquired by the employees enabled them to perform efficient work gives the company a competitive edge in the market.



### **5.3 Conclusion**

In conclusion change management is a process that is inevitable to any company that wants to attain meaningful achievement, make progress and acquire a large market share. Through change management companies have continued to get a competitive edge and to get control over the market. Competitive edge is achieved especially when the change comes with strategies that help the company to cater customers' demands and give their needs first priority. Change management increases efficiency in service provision and as a result customers are able to enjoy a variety of services which make them loyal to the company and hence will be rewarding the company with huge profits.

In many occasions change management also boosts staff productivity however for a company to ensure harmony at the time of change their employees should be trained early in advance. Through training the company will prepare their employees for the changes that will take place and therefore enhance a smooth transition. Change management also prepares an organization to works towards early assessment of risks. This will enhance early preparedness and readiness by an organization so that even before the risk occurs its benefits and threats are weighed in advance. This will help the organization to stay a-float even when the particular risk occurs.

#### **5.4 Recommendations of the Study**

The following recommendations were made based on the findings of the study:

Telkom Kenya should make it a smooth transition when effecting changes and therefore prepare their employees weigh in advance before the actual period when the change is set to take place. Early notification given to the employees in due time will enable them make structural adjustments and also prepare them psychologically. This will give them enough time to adjust to the particular situation the organization is going through.

It will also beneficial for Telkom Kenya to conduct rigorous interviews and training their employees. Interviews and training would help them avert the need to lay off managers and other members of staff due to incompetence and redundancy. In the phase of stiff competition that would result to massive pressure to control the market share.

#### **5.5 Limitation of the Study**

The data gathered fails to show the effect of change management on other aspects that are important in an organization. Aspects such as the reaction of customers towards the changes employed by a company. Another aspect is their overall attitude towards the outcomes that follow therein.

As much as change management affects employees and the overall output of the company there also needs to be an effort to reach out to customers. Reaching out customers enable them to find out their reaction towards. It also enables the introduction of new strategies by a company to appeal to them.

## **5.6 Recommendation for Further Research**

Change management may have an impact on the products reception by a customer. Sometimes change may also be too rapid and expensive that instead of meeting the needs of the customers it disadvantages them and renders them incapable of utilizing the services improved or changed through change management. An example is like when a telecommunication adopts a new strategy such as the migration to fast internet speed whereas their customers are not equipped with gadgets that can use that innovation.

Thus a study can be conducted to find out the effect on change management on customer's level of preparedness to receive the outcome. The objective would be to establish the effect of change management on customer level of preparedness to receive income. The focus can be on the industry or a particular organization.

## REFERENCES


- Achitsa, Y. (2013). *Leadership and management of strategic change at Equity Bank Ltd Kenya. Nairobi, KE: MBA Thesis University of Nairobi.*
- Cameron, K.S., & Quinn, R.E. (2013). *Diagnosing and changing organizational culture: based on competing values framework.* Revised Edition. Boston, MA: Jossey Bass.
- Caulson-Thomas C. (2012). *Transforming public service, a quicker and affordable route to high performance public organizations.* Policy Publications: Peterborough Ireland
- Chebett, J.K. (2017). *Effects of globalization on Telkom Operators: a case study at Telkom Kenya.* Unpublished research work. University of Nairobi, Kenya.
- Cisqo, B. (2016). *Managing change: A strategic approach to organizational dynamics,* 4rd Edition; Prentice Hall
- Connelly, M (2016). *Change management coach.* Retrieved from [https://www.change-management-coach.com/kurt\\_lewin.html](https://www.change-management-coach.com/kurt_lewin.html)
- Creswell, J. W. (2013). *Research design: Qualitative, quantitative, and mixed methods approaches.* Thousand Oaks, CA: Sage publications.
- Dasanayake, S. W., & Mahakalanda, I. (2014). A literature survey on organizational culture and innovation. *Global Business and Management Research* 5(12), 539-550.
- Donaldson, L. & Davis, J.H., (2015). Research on the effects of changes in the stewardship of Financial Institutions in Australia: CEO Governance and Shareholder Returns. *Australian Journal of Management*, 16(3)1- 49
- Dupois, B., & Clarel, M. (2016). A phenomenological study into the experiences of retrenchment. Vermont: Canada. *European Journal of Business Management*, 2 (1), 352-367
- Fakhar, R., Ayesha, P., & Lalarukh, T. (2016) Impact of Change management on Organization Performance. An Overview. *Interdisciplinary Journal of Contemporary Research Business*. 3(9).1- 47
- Gathai, N., & Kamingi, W. (2013). Analysis of factors that influence implementation of performance contracts in State Corporations: A case of Kenya Civil Authority. *International Journal of Humanities and Social Sciences*. 2(17) 1- 37
- Gill, J., & Johnson, P. (2014). *Research methods for managers.* Sage Publications Ltd: Reading England.

- Gregory, D, Lumpkin, T, & Taylor, L. (2005). *Strategic management: Creating competitive advantages* (2<sup>nd</sup> Edition). McGraw Hill Irwin: New York.
- Hansen, P. G., & Jespersen, A. M. (2013). Nudge and the manipulation of choice: A framework for the responsible use of the nudge approach to behaviour change in public policy. *European Journal of Risk Regulation*, 4(1), 3-28.
- Hofer, S., & Schendel N., (2013). *Executing Strategic Change: Understanding the Critical Management Elements that Lead to Success*. Prentice Hall.
- Isem J., Meaney, M. C., & Wilson, S. (2014). *Corporate transformation under pressure*. McKinsey Quarterly
- Johnson G., & Scholes, K., (2012). *Exploring corporate strategy; texts and cases*, Prentice Hall, New Delhi
- Kamau P., (2012). *Factors influencing implementation of strategic change in Academy of Management Review*, 20: 510–540.
- Kazmi, A. (2012). *Business policy and strategic management*, 2nd Edition Tata McGraw Hill.
- Kibisu, J. (2014). *Management of change at Zain Kenya*. Nairobi, KE: Unpublished MBA Thesis University of Nairobi.
- Kimaita, K. (2015). *Strategic change management practices within Teachers Service Commission-Kenya*. Nairobi, KE: MBA Thesis University of Nairobi.
- Lusweti, M., (2014). *Employee retention management practices in the telecommunication industry*. Unpublished MBA project, University of Nairobi.
- Mason, R. B. (2008). Management actions, attitudes to change and perceptions of the external environment: A complexity theory approach. *Journal of General Management*, 34(1), 37-53.
- Mathu S. (2016). *Public targeting technique in public relations in telecommunication industry in Kenya*. Unpublished MBA project, University of Nairobi.
- Michie, S., & West, R. (2013). Behaviour change theory and evidence: a presentation to Government. *Health Psychology Review*, 7(1), 1-22.
- Michira, M. (2016, June 15). New Telkom Kenya boss kicks off major changes in management. (Standard Digital). Retrieved from <https://www.standardmedia.co.ke/business/article/2000205269/new-telkom-boss-kicks-off-major-changes-in-management>
- Moss K, R. (2014). *The Change Masters –Corporate Entrepreneurs at Work*, Allen & Unwin

- Neuendorf, K. A. (2016). *The content analysis guidebook*. Thousand Oaks, CA: Sage Publishing.
- Pearce, J.A., & Robinson R.B. (2013). *Strategic management: Formulation, implementation and control*. Irwin/McGraw-Hill. 5th Edition.
- Pfeffer, J., & Salancik, G. (2015). *The external control of organizations: A resource dependency perspective of organizations*. New York: Harper & Row
- Robins, J. (2013). International journal of strategic management. The journal of the strategic planning society. Imprint: ELSEVIER. ISSN: 0024-6301.
- Schindler, D., & Cooper, P S (2013). *Business research methods*, (8th edn). New York. McGraw-Hill.
- Shleifer, A., & Vishny, R. W., (2013). A survey of corporate governance. *Journal of Finance*, 52, 737-783.
- Stemler, S. (2001). An overview of content analysis. *Practical assessment, research & evaluation*, 7(17), 137-146.
- Stenzel, J. & Stenzel, C., (2012). *From cost to performance management*. 1st Edition, John Wiley & Sons. New Jersey.
- Telkom Kenya Limited, Utility Bulletin (2012). Consulted From: <http://www.telkom.co.ke>.
- Thompson, J. L. (2012). *Strategic management: Awareness and change*. 3rd Edition, International Thompson Business Press.
- Van de Ven, A. H., & Poole, M. S. (2015). Explaining development and change in organizations. *Academy of Management Review*, 20: 510–540.

# APPENDICES

## APPENDIX I: Introduction Letter

  
**UNIVERSITY OF NAIROBI**  
**SCHOOL OF BUSINESS**

---

Telephone: 020-2099162  
Telegrams: "Varsity", Nairobi  
Telex: 22095 Varsity

P.O. Box 30197  
Nairobi, Kenya

DATE... 8<sup>th</sup> NOV 2018

**TO WHOM IT MAY CONCERN**

The bearer of this letter ... CATHERINE C. TANU I .....

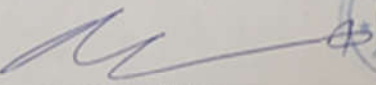
Registration No... NEI/87146/2016 .....


is a bona fide continuing student in the Master of Business Administration (MBA) degree program in this University.

He/she is required to submit as part of his/her coursework assessment a research project report on a management problem. We would like the students to do their projects on real problems affecting firms in Kenya. We would, therefore, appreciate your assistance to enable him/her collect data in your organization.

The results of the report will be used solely for academic purposes and a copy of the same will be availed to the interviewed organizations on request.

Thank you.

  
**PROF. JAMES M. NJIHIA**  
**DEAN, SCHOOL OF BUSINESS**

  
UNIVERSITY OF NAIROBI  
08 NOV 2018  
P.O. Box 30197 - 00100, NAIROBI

## APPENDIX II: Acceptance Letter





### **APPENDIX III: Interview Guide**

1. What is your highest level of education?
2. For how long have you been working in the telecommunication industry?
3. For how long have you been in your current position at the organization?
4. What are your key responsibilities in the organization?
5. Are there unique aspects to change management in a shared services or outsourcing initiative?
6. Who is responsible for change management program in your organization?
7. Has change management enabled the organization respond faster to customer demands?
8. Has change management in your organization helped to align existing resources within the organization?
9. Has change management in your organization led to reduced service disruptions and system downtime?
10. Has change management in your organization led to increased staff productivity?
11. Has change management in your organization led to adherence to government and other compliance regulations?
12. Has change management in your organization led to any positive impact on business operations?
13. Has change management in your organization led to improved risk management?
14. How does the management deal with issues and setbacks that threaten to disrupt change management schedule?