CHALLENGES AFFECTING DELIVERY OF QUALITY CUSTOMER SERVICE BY GENERAL INSURANCE COMPANIES IN KENYA

MICHAEL KARIUKI NDEGWA

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DECLARATION

This research project report is my original work and has never been presented to any other University or Institution of higher learning.

MICHAEL KARIUKI NDEGWA

REG: D61/81097/2015

Signature ……………………. Date ………………….

This research project has been submitted to the University of Nairobi for examination with my approval as the student supervisor

SUPERVISOR: MR NYAMILA AMUGA

Signature ………………………… Date ……………………..

DEDICATION

This work is dedicated to my parents Christopher Ndegwa and Margaret Wanjiku for their financial and moral support, my fiancé Gladys Njeri for her encouragement, and to my sister Peris Ndegwa for their prayers throughout this project.

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LIST OF ABBREVIATIONS & ACRONYMS

CEB - Corporate Executive Board

EDT - Expectancy Disconfirmation Theory

CDT - Cognitive Dissonance theory

U/W - Underwriting

C - Claims

C/S - Customer Service

SERVQUAL – Service Quality framework

ABSTRACT

This study concerns challenges affecting delivery of quality customer service by general insurance companies in Kenya. The main objectives of the study were to establish the challenges affecting delivery of quality customer service by general insurance companies in Kenya and suggest solutions to the challenges affecting delivery of quality customer service in General Insurance companies in Kenya. The need for the study arose because Over the years, there have been numerous complaints from customers on the level of services being offered by general insurance companies in Kenya. In an industry where there is little in terms of product differentiation, offering quality customer service to customers is key to ensure survival and profitability in these companies. The researcher employed a descriptive research design with a population size of 40 general insurance companies in Kenya and a sample size of 20 of these companies. systematic random sampling was used to determine the sample size. Data was collected using a questionnaire that had four parts which had had closed, and open-ended questions. In data analysis the open-ended questions were analyzed using the content analysis technique while the closed-ended questions were analyzed using statistical package (SPSS) version 22.0. The findings indicated that the general insurance companies do not understand the quality of service that their customers need, the companies do not also have clear policies and procedures in place across their branches or various divisions on how to deliver quality service, there is no clear communication between the technical team, sales team, operations team and the marketing team about the services offered by the companies and the employees of the respective companies do not have the right attitude and mentality to deliver quality services. The researcher recommends that the general insurance companies get feedback from clients from various means on the quality of service that they want, that quality customer service should be included in the companies' strategies and ensure supervision of services being offered, that general insurance companies focus on creating policies and strategies, conducting trainings, automating services, as well as creating customer service chatters and that the companies should conducti trainings after identifying existing gaps, in order to ensure that the employees are well trained, knowledgeable and qualified in delivering customer service.

CHAPTER ONE

INTRODUCTION

1.1 Background of study

A customer is one who buys goods produced or services offered by a particular business. A customer can be an individual or a business (Numprasertchai, 2013). Customer service is the assistance a company offers to its clients in regards to purchasing, queries or issues on the products the company offers (Hyken, 2010). The assistance offered should be of high quality, helpful and professional and should be before, during and after the needs of the customer has been met. Quality customer service is going an extra mile in offering assistance to the client and in the process keeping the client totally happy and satisfied (Cleveland, 2017). Delivery of customer service involves designing of a system that creates values to organisations and frontline employees should be engaged to ensure that they deliver the top-notch customer experience. Challenges refer to various obstacles that hinder one or a business in achieving their set objectives.

The study was based on the service gap theory and the Kano theory. The Kano theory indicates that there are various threshold attributes to service. These are basically the service features that meets customer demands (Kano, 2014). The service gap theory is a framework which can help in the understanding of the causes that lead to the customer not being satisfied with the level of services being offered. The theory indicates that in order to meet customer expectations organizations must address five satisfaction gaps. The model was proposed in 1985 by A Leonard L. Berry. Parasuraman and Valarie Zeithaml (Expert Program Management, 2018).

General insurance is defined as short term insurance whose validity period is one year. It provides financial protection against loss or damage to property, accidental death or bodily injury and also

medical assistance (Investopedia, 2018). Customer service in General Insurance will simply involve assisting the client in purchasing the right insurance to suit their needs, interpreting the contract, referred to as a policy document, they are issued after purchasing insurance and assisting the client to place a claim. In an industry where there is little product differentiation, quality customer service that companies deliver to its clients can be a key differentiator and provide a competitive advantage to the company.

1.1.1 Delivery of customer service

Delivery of customer service involves creating a system that provides the customer with an awesome experience leading to repeat purchases from the customer (Failte Ireland, 2013). This involves looking at four key things within an organization which are; Service Culture which is the most critical and deals with controls put in place by the management to ensure that it maintains and also develops the social process which should be manifested very well during service delivery and which should add value to the customers. The second key thing is employee engagement which involves activities to do with the employee attitude, leadership that is driven by purpose and also the HR processes. The third is Service Quality which helps in achieving the purpose of the organization through looking and the organization strategies, performance management systems and processes (Vaughan, 2011).

The fourth key point is customer experience and it involves various aspects such as customer intelligence and continuous improvement of the various service and products offered. It is important for the organization to constantly keep evaluating the customer and how they perceive the delivery of service (Swinton, 2015). The most logical sequence in which to be able to

effectively create a system using the above four key point will involve first elaborating the organization service culture, then engaging the employee, and this will eventually lead to high quality service, and eventually the customer will have a great experience in terms of service.

1.1.2 Challenges affecting quality delivery

Failure to fully embrace technology in delivering quality services to customers is a key challenge affecting delivery of service. Most business operations are yet to be fully automated leading to customer having to use long channels to access services (Vishnoi, 2018). The modern 21st century customer wants to have access to various goods and services at the comfort of their desks or homes. In addition they have also embraced the various technologies which are simple and easy to use. It is therefore the responsibility of the business to ensure that they are able to meet the clients by ensuring the convenience of the customer in accessing their goods and services through embracing of technology (Lebed, 2018).

Businesses are also yet to fully embrace the use of social media. Social media forms a very powerful media through which businesses can be able to interact with customers, get real time feedback and offer their services and goods real time (Sopra Streria Consulting, 2017). Through social media, businesses can also be able to establish developing trends in customer tastes and preferences and align what they offer to their customers to this. Interacting with customers through social media will be able to create trust and loyalty to the customer as they will feel appreciated and their needs and requirements will be well taken care off.

Technical skills and product knowledge are other big challenges affecting businesses. Most of the employees will have minimal or no knowledge at all of the products or services that the business

offers. This becomes a big problem as the employees will not be able to fully assist the customer in their needs and requirements (Wilding, 2017). The customer will feel very frustrated and leave for the competitor. Poor communication is also another challenge businesses face. Poor communication will lead to more questions than answers on the part of the customer and their needs will not be met satisfactory.

1.1.3 Quality customer service

Service that is of high-quality results in repeat purchase while bad customer service will drive away customers. The ripple effect is that they will take everyone they know with them. Companies gain a competitive advantage when they offer service that is of high quality (Archakova, 2013). According to Lyndsay Swinton, on business management principals applicable in offering quality service is, it is expensive to on board a new customer as compared to the cost of retaining the existing customers. A customer who is satisfied will stay with the company longer, they will spend more and they will even in return deepen the relationship with the company. Quality customer service costs money and companies should be willing to invest to achieve the same (Swinton, 2015).

Understanding the customer needs and meeting them is another principle of quality customer service. This can be done through mystery shopping, feedback forms and through conducting surveys (Lovering, 2013). Other principles of quality customer service include proper processes and design, the service being offered should be the same throughout and improving relationships with fellow employees, as they are internal customers. Improving relationship with suppliers will assists greatly to deliver better service to the customers externally by reducing turnaround time. (Whitford, 2016).

1.1.4 General Insurance in Kenya

The insurance industry in Kenya is comprised of reinsurance companies, insurance companies, brokers and various providers such as medical insurance providers, motor assessors, loss adjusters, motor assessors, investigators and risk managers. The products and services being offered by these companies are similar meaning there is little in terms of product differentiation. The major current customer attraction to any of these companies is the branding and the capacity in terms of capital that these companies have.

These General Insurance companies in Kenya face various challenges some of which include lack of innovative products, lack of confidence in the insurance companies by customers, lack of proper strategies, failure to embrace technology, lack of technical expertise, poor customer service among others. This can be narrowed down to failure by the insurance companies in understanding the customer need well. The insurance companies will understand the needs of the customer and provide products that meet these needs by offering quality service to customers. This will help in boosting the confidence of the customers have in insurance and in the process raise the level of insurance penetration in Kenya (Insurers, 2017).

At the end of 2017 there were 40 approved insurance companies that offer general insurance in Kenya as per the attached appendix 3 (Ira, 2016). Most of these companies offer similar products with little or no differentiation among them. Over the years, there have been numerous complaints from customers on the level of services being offered. This is evidence by the numerous social media posts by customers and through the complaint desk of the IRA, which is the insurance regulator in Kenya. Other sectors operating in the financial service space have advanced and are

now offering quality services to their customers but the general insurance companies are still dragging behind (Ira, 2016).

1.2 Research Problem

The relaxion in regulations by the regulator, stiff competition and technology advancing at a faster rate has combined to put a lot of pressure on companies to ensure they keep focusing on the customer to deliver services that are of high quality (Walker , 2006). In literature, offering service that is of high quality has been established to provide a competitive advantage to companies. In this era of globalization and markets being highly competitive, having a competitive advantage is very key. For general insurance companies to survive and grow in Kenya currently depends on their customers. In addition, these companies have experienced a lot of dissatisfaction and loss of revenue caused by offering poor customer service. The result is the need to draw more attention to customer and redefine quality service from the perspective of the customer. It is therefore critical to identify what are the "challenges affecting delivery of quality customer service" (author, 2019) and suggest the possible solutions to these challenges.

Nguyen (2014) research on "measuring customer satisfaction on perceived service quality" and Sharmin (2012) research on, "Moon Travel Limited's customer satisfaction" had various recommendations which included how the environment of offering service can be improved and how staff can be trained to improve their customer service skills. Having loyal customers who are satisfied is highly correlated according to Shahin &Abandi (2011). The relationship is in having trust in the service, being motivated by the service and being emotionally attached to the service. Delivering quality service is essential and also vital when it comes to competition according to Shahin and Samea (2010) while they were making arguments that were critical to the model of

gaps in quality service. They also indicated that the reliable and most efficient model to use to be able to identify problems affecting quality and how efficiency can be improved is the model of gaps in offering quality service.

Research on quality service offered to customer has been done by various scholars. In Kenya Wanjohi (2002) in his research focused on planning that is strategic employed by Kenyan insurance companies and expressed concern on the external and internal customers when it comes to the strategic focus. A study was done on the customer strategies used by Kenya insurance companies by Ogolla (2005). A study on the management strategies used by the insurance companies operating in Kenya as done by Swalehe (2005). These two studies only concentrated on the formulation of strategy but there was little research done on the quality of service issued and their satisfaction. A study done on the providers of internet services in Nairobi seeking to establish the relationship between satisfaction of the customer and the practices management are using was done by Mwangi (2010). The study concluded that for customer relations to be enhanced the management must be proactive.

"The researcher is not aware of any research that has been done to determine the various factors affecting the quality of customer service in general insurance companies in Kenya and this study is intended to fill this gap. The study is aimed at addressing the research question; what are the challenges affecting delivery of quality customer service in general insurance companies in Kenya?" (author, 2019)

1.3 Research Objectives

The objectives of the study were to:-

i. Establish the challenges affecting the delivery of quality customer service in General Insurance companies in Kenya

ii. To determine solutions to the challenges affecting delivery of quality customer service in General Insurance companies in Kenya

1.4 Value of the study

"The study will be important to the current and potential scholars who have an interest in the area of insurance and especially general insurance. Those intending to study the area of general insurance will get useful insights and suggestions for further studies on how best to offer services to customers" (author, 2019). "The study was able to identify the various factors affecting delivery of quality customer service in general insurance and this will be beneficial to the various insurance companies as the findings will assist in developing the appropriate strategies that will enhance the services offered to customers" (author, 2019). The study will also be useful to other various stakeholders who include among others various financiers and investors investing in the insurance industry as quality customer service will translate to deep insurance penetration and in return increase their revenue.

The government will also benefit from the findings of this study as it will enable formulation of various national regulations and policies through the mandated regulatory. This will provide a critical drive force to increase insurance penetration through building the trust the customer has to the insurance. The study will assist in policy formulation that will assist in the start of the

formulation of a framework that is legal and in regulatory targeting to assist the general insurance

industry to establish an environment that is focused on the customer.

CHAPTER TWO
LITERATURE REVIEW

2.1 Introduction

This chapter focused on the theories relating to quality service. In particular, the study covered literature related to the study as studied by other scholars. The literature was reviewed in two streams. First, literature on quality service and its measurement is reviewed. Then, literature relating to challenges in quality service is reviewed.

2.2 Theoretical Foundation

This study is based on two theories namely; Service gap theory and the Kano theory. These two theories focus on the various issue that surrounding customer service

2.2.1 The Kano Theory

Japanese professor Noriaki Kano together with his colleagues developed The Kano model in the year 1984. The model was developed for providing the manufacturer with the necessary guidelines that they require for the development of a life cycle of a (Ullman, 1997). The model is used to determine customer expectations in regard to a product or service in addition to being used in the analysis of the needs of the customer and determination of the requirements of a product. The primary focus on the needs of the customer is derived from the product quality properties. Customers have different meaning and priorities that is attached to their needs. The response of the customer and also the level at which their expectations are met is divided into three categories (Verduyn, 2013).

The first category is the basic needs which is also referred to as the must be requirements. The various requirements falling under this category are very critical and which when they are met

there is no special delight on the side of the customer since the requirements are just performing at the basic level or they are just performing at their neutral (Shahin, 2003). However in the event that these requirements are not met, then the customer will be disappointment and there is a high likelihood that the product or the service will not be sold (Cleveland, 2017).

The second category is referred to as the performance needs. The performance needs are those which the customer themselves can be able to define while at the same time the manufacture or the provider of a given service can be able to discuss them. The rule that apply to these needs is known as, "more is better" rule. Needs under this category are the ones that bring about differentiation in terms of the various products and also in terms of the services that are being offered by various product or service providers (Elwood, 2013). It is the needs falling under this category which when they are met they bring about competitive advantage. The various products and services falling under this category provide answers to questions to price, performance and features of the of service.

The third category under which the response of the customer falls under is referred to as attractive or delight needs. The needs under this category are those which are known as unspoken needs and they are those which the customer cannot be in a position to define (Expert Program Management, 2018). This category of needs, in most cases, the customer will not be expected at all by the customer hence if the service or product being offered does not meet these needs, then the customer in most cases will be neutral. The delight and excitement of the customer will come when the their needs are met by the service (Gunning, 2000).

The three categories mentioned above may be used in defining the various products or service requirements. The second category provides competitive advantage hence key focus should be taken on the performance of a given service (Herzberg, 1959). This is the level at which the features and the properties of the service must be right to ensure that the services being offered are very attractive and also very competitive. The wow effect of a given service is defined on the third category and it is paramount that each service have at least one or two features which delights the customer hence differentiating the services from the competitor (Hyken, 2010).

The Kano model can be used in benchmarking and defining the basic quality of the services being offered against other services being offered by competitors. The model is at times referred to as a two dimensional quality model (Kano, 2014). The customer in this case sees the kano model as a simple definition of the various services that they encounter and which they view to be either basic, good or to be excellent. However, it becomes a bit complex when trying to understand the delight of customer as it varies from one culture to another, from one location to another and also it varies in terms of values. Another important factor to be considered is time since the features that provide delight to the customer changes over time (Brown, 2014).

In determining the properties and features of a service, understanding operation strategy use of Kano model is important. The model strategies suggests that our services should have excellent design features while the operational approach would involve personal contact with the client. In utilizing the Kano model determine the services quality, the outcome should be happiness for the customer must always be redefined (Butori & De Bruyn, 2013). The market definition should be relevant for the market duration of the product. Efficiently applying Kano model the business might be able get loyalty from the customer and lead to growth of buyers of the product.

The product or the service importance is the frequently asked questions in customer satisfaction surveys. The information from customer surveys is used to establish attributes the customers value and their relationship (Di Paula, 1999; Smith & Wright, 2004). Satisfaction dimensions are established by comparing the derived and stated importance which is a challenge when analysing customer surveys (Fontenot et al., 2007; Grigoroudis & Spyridaki, 2003; Moliner et al., 2007; Tarn, 2004; Trif, 2013). The service and the products Correlation performance ratings is critical. Satisfaction criteria ratings of the company may include the overall satisfaction of a product or service. The higher the correlation with the overall customer satisfaction. The company should lay emphasis to have improved performance (Di Paula, 1999; Matzler et al., 1996; McElroy, 1989).

2.2.2 The Service Gap Theory

The model analyses the activities undertaken by the organisation that has effect on perception of quality. Additionally, the model looks at the interaction between these activities and is able to identify the link in activities critical to the organization that impacts the satisfaction level. Gaps or discrepancies are used to describe these links. A hurdle that is significant in achieving the level of satisfaction service quality is referred to as a gap (Ghobadian et al., 1994). "Service quality is a function of the differences between expectation and performance along the quality dimensions" Parasuraman et al. (1985). The model of quality service was developed through analysis of the gap.

According to (Seth and Deshmaukh, 2005) gaps can be summarized to; expectation of the Customer which is the gap in management; which is the mismatch of the customer expectations and the management perception on quality service. Management perception arises in specifying the quality of service; this arises as a result of difference in standards of delivering quality service.

Service delivery gap arises due to quality service specification-; which analyses difference in specifications of the quality and actual service delivered, i.e. performance gap in service (Matthew Dixon, 2010). Service delivery which results from a gap in external communication which is a result of whether promises match delivery the service delivered and the communication to consumers concerning the service delivered are the same. The last gap is the expected service visa vi the perceived service gap; this gap arises when there is a mis match in the expectation from the customer and the service perception. The gap depends on the above four gaps from the marketer's side in terms of service.

SERVQUAL provides scale for measure for Gap 5. Parasuraman et al. (1985) states items used in evaluating the quality of service which are tangible, reliability, responsiveness, credibility, courtesy, security, accessibility, communicating to the customer and understanding the customer. These items are summarised to five. According to (Van Iwaarden et al., 2003; Shahin, 2006) these five factors are Tangibles to facilities that are physical, such as equipment and also personnel appearance and also the reliability to deliver in a manner that is accurate and also dependable therefore helping the customer promptly, providing guarantee that includes credibility, security, competence, courtesy, knowledge and employees courtesy providing confidence to the customer. (Sopra Streria Consulting, 2017).

The SERVQUAL involves the use of questionnaire to evaluate critical five dimensions of service in a summary of 22 questions, which looks at both expectation and the performance through a scale of seven point referred to as Likert. This calculates the gap in expectations and perceptions of the customer by using the equation (service quality= P – E). The 'P' stands for perception of the

customer towards the service or performance while 'E' in the equation denotes expectations between the service that should be delivered and the actual service (Lewis and Booms, 1983; Parasuraman et al., 1985). Should the outcome from the equation be negative, it means dissatisfaction has occurred, otherwise there is an achievement in quality service. (Zahari et al., 2008) referred this equation is to as gap analysis which evaluates gap 5.

SERVQUAL is a research instrument that is multi-dimensional, designed for the purpose of capturing the expectations of the end user and their service perceptions along the defined dimensions representing service quality (Fripp, 2002). The model tries to explain that the prior expectation of the consumer identified through the provided service received and it is centred along the expectancy-disconfirmation paradigm. The model was proposed by ; Valarie Zeithaml, A. Parasuraman and Leonard L. Berry in the year 1988 to help in evaluating the quality in the service industry.

The values supported by the instrument helps framework of conceptual used create a scale that is the questionnaire. The efficiency of the instrument is applied in cultural and context settings (Vaughan, 2011). It is the most used scale of measurement in the context of quality service. The designed instrument captures both the respondent perception and expectation using the stated dimensions hence evaluating the quality of the service offered. The instrument has 22 items that are paired in expectation items perceptions, structured into items aligned to consumer (Whitford, 2016).

In SERVQUAL instrument used for research, the five dimensions in regard to service quality form items that are individual. The instrument is used to determine and analyse the possible problems

leading to poor quality in service (Ullman, 1997). The expectancy-confirmation model suggests the perceptions of the consumers is based on service delivered to meets their expectations. When the expectations of the customer are higher compared to service perceptions, then quality is low. Where perceptions exceed the expectations the quality is high. Gaps that lead to a poor quality experience by the customer are identifying by applying the model of quality service. (Archakova, 2013).

2.3 Challenges affecting quality service

The challenges that affect quality services can be identified using the service gap model. As stated above there are five gaps that exist lead to lead to various challenges affecting quality service. Some of the challenges that lead to the knowledge gap are like conducting insufficient market research which imply that the company will not understand the customer need hence providing them with the wrong services (Failte Ireland, 2013). Communication breakdown and bureaucracy also lead to a knowledge gap as information does not flow in the right way to the right people. The ripple effect of this is that the services being offered differ in terms of the service that is expected in the targeted market and also in terms of the perception of the management (Failte Ireland, 2013).

The challenges that lead to a gap in terms of standards include lack of commitment on the part of the management, the employees having a poor perception in terms for the services being offered through the company, the goals of the organization not being set accurately hence lack of direction in the entire organization and the operation in terms of offering serving to the customers not being standardized hence the lack of minimal measure of standards (Lovering, 2013).

2.4 The Knowledge Gap

Grönroos (2007) undertook a study on service quality in Boston which looks at a model which compares the expectations customer to the offered services and the experience for the service they have received prior. In summary service quality is then anchored on two items. The number one item the technical quality and number two is the outcome. The next item in this case will be the functionality in quality which refers to the way the service is to be delivered or how it was also delivered. The limitation of this empirical study is that it employed Nordic Model in measuring quality of the service and satisfaction of the customer which is argued that it lacks accurate measurement due to its vagueness (Rust & Oliver (1994).

A model that shows how the mental picture based on the quality of service was presented by Bloemer, et al, (1997) and showed how the satisfaction of the customer has an influence on the loyalty of customer. The research found at and showed that the mental picture which in this case is indirect while the quality of the service has an influence on the loyalty. Service quality also influences loyalty through satisfaction in a directly and indirectly. The study also portrayed that the market position and being reliable are very important as they affect loyalty. The limitation of this study is that it looks at only aspect that is the branding perceptions of the customer to the quality combined with satisfaction of the service which is not the case with the modern customer who wants a more personalized quality service.

Mburu (2013) on the determinants of satisfaction through the empirical analysis of the customer and also its connection that is has on the quality of service offered by the banking sector in Kenya concluded the customer satisfaction is also determined by various factors such as quality of service, pricing, 19 relationship and through the value of the person offering the service.

Musyoka (2013) in his study that is related to satisfaction and the quality of the service across the Libraries in Public universities in Kenya is to be documented that students preferred libraries that offered better services than the libraries that offered poor services. In addition more than 70% of the respondents valued libraries that focused on continuous improvement of service quality and were more likely to visit that library again.

Jalal, et al, (2012) in research relating to the quality of service from the angle of satisfaction in libraries in the Malaysian university identified that all the five dimensions has a significant bearing on the quality of service. The five dimensions are assurance, tangibles, responsiveness, empathy and assurance. Wanjau et al, (2012) assessed satisfaction of the customer for quality of service offered in the Kenyan sector of public health and found out that; low adoption of technology, communication channels that ineffective, funds that are not sufficient, and the capacity of employees being low significantly determined service quality that is affecting customer satisfaction in the services they received from public health sector in Kenya.

Ruyteret al. (1997) employed SERVQUAL, model to study the service of healthcare of chiropractic care in Indian Health Centre, to establish existing relationship between customer satisfaction and the services offered. He found that quality of service is the main factor leading to the satisfaction of the customer. Brady et al, (2001) in his study related to the relationship between service quality and the satisfaction of customers in while eating in various fast-food restaurants that are located in America and across Latin America. They study in this case concluded a relationship exists between satisfaction and the quality of service offered which in this case is based on different cultural backgrounds.

Grönroos (1983) further establishes that the various analyses of the study in this resulted in three conclusions. The first conclusion is that the perception of the customer determines satisfaction which in this case results from the comparison customer expectations before they receive the various service and in this the experience from receiving the actual service. Where expectations were to be met in terms of quality the service level is termed satisfactory. They can also in this case be exceeded when considering the level of more than satisfactory. The second conclusion the evaluation mostly depends on the processed of the service and outcome received. The last conclusion is, there is existence of two types of quality of service: regular service where quality service is offered and problems are handled.

Westerbrook, and Newman, (2003) conducted a study of shoppers dissatisfaction in American shopping malls. They found that the concept of quality service to be offered should be designed from the view of the customer, since customers values that are different, assessment that is different, and circumstances that are different such as age, culture, gender, cost, timing etc. Parasuramanet al, (1991) documented that the quality of service is perceived extrinsically based on the experience of the customer the perception of the customer after receiving the services intended.

In summary the study cited above are primarily focused on the quality of services which are tangible and hence their limitations towards the service quality offered in insurance. Services offered in general insurance companies are usually intangible services as it is usually concerned with the sale of a promise.

CHAPTER THREE
RESEARCH METHODOLOGY

3.1 Introduction

The section concentrated on the procedure of how the area of the study was embraced and the targeted population. The sample size and the procedure of sampling that was applied in the study are discussed. Further the instrument for collecting data that was used in carrying out the research was also looked at. Data collection procedures are laid out. In conclusion the researcher laid down the techniques used in data analysis for the collected data.

3.2 Research Design

Research design is a plan in its basic form that shows a summary of the activities which were necessary for the research project to be executed. In order to successfully tackle the research problem, the study applied the used of a research design referred to as descriptive. Cooper and Schindler (2003) explained that in order to determine where the study was conducted, to establish how it was done and what is entailed in the study, descriptive research designed is used. This method was applied in this study in order for the findings to be summarized across the general insurance companies in Kenya. An extensive investigation was done by using this method in order to find out the suitable solution to solve the current research problem.

3.3 Target Population

The population of the study will be the 40 general insurance companies licenced to operate in Kenya as per the attached appendix. These insurance companies are comprised of both composite companies and pure general insurance companies. The general insurance companies vary in terms of the various operations that they employ to run their business. Majority of these

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companies are locally owned while a minority are owned by foreign multinational companies. These companies have common departments that interact directly with the customer. These departments are three in total and they include the customer service, underwriting and claims department.

3.4 Sample Size and Sampling Procedures

The sampling method used in this study was random sampling. Random sampling was chosen because it is a subset of the statistical population and that each member that belongs to the subset had an equal chance or probability of being selected. There are five types of random sampling which are cluster sampling, stratified sampling, simple random sampling, multistage sampling and systematic random sampling. Systematic random sampling was used for this study. Through this technique, the 40 general insurance companies operating in Kenya we listed in alphabetical order and numbers assigned to them. The targeted sample was 20 insurance companies. To achieve this, from the listed list, insurance companies with even numbers were selected. The selected sample was a true representation of the population of study.

3.4 Data Collection

Data collection is the process through which the researcher can collect the relevant data that is to be used for the study. This data collected can be in primary or secondary format. For this project research, the data that was considered and used is the primary data. Questionnaires which had closed, and open-ended questions were used to collect this primary data. The close ended questions were used for the purpose of obtaining varied responses in order to have ratings of the various attributes and in order to reduce the possibility of the respondents having related

responses. The questionnaire comprised of four parts. The first section contained general questions for the purpose of establishing the respondent background details.

The subsequent section was to find out the challenges affecting delivery of quality customer service. The third part was to tackle the second objective of classifying the impact of employee motivation and finally the last part of the questionnaire was based on the effects of technology on customer service delivery. The questionnaires were distributed to the three departments of customer service, underwriting and claims departments of the 20 sampled insurance companies. One employee from each of these department answered a questionnaire. The result is that we had 60 respondents. The questionnaires were distributed to the respondents via emails and they were received back through the same channel.

3.5 Data Analysis

Data analysis is the process through which data is categorized, manipulated and summarized for the purpose of getting answers to the research questions according to Kothari (2004). Data analysis was done to obtain meaningful information from the data collected. The researcher checked the submitted questionnaire to make sure they had been filled correctly. The open-ended questions were analysed using the content analysis technique. The closed-ended questions were analysed using the statistical technique through the statistical package for social scientists (SPSS) version 22.0. The software was selected because its ability to analyse survey data and because it is friendly to use. Basic features of the study were described using descriptive and inferential statistics. This involved using of table of frequency distribution and percentages, and through use of analysis of variance (ANOVA) to establish the existing relationships among various variables and identify their relationships.

CHAPTER FOUR

DATA ANALYSIS, PRESENTATION, AND INTEPRETATION OF RESULTS

4.1 Introduction

The chapter gives the analysis of data, data presentation, its interpretation and discusses the findings. It looks at the challenges affecting delivery of quality customer service by Kenyan general insurance companies (Author, 2019). "The chapter is in multiple sections; the respondents demographic characteristics and the objectives of the study to: establish the challenges affecting the delivery of quality customer service in general insurance companies in Kenya, and to determine solutions to the challenges affecting delivery of quality customer service in the general insurance companies in Kenya" (author, 2019).

4.2 Characteristics of Demographic Statistics

"Analysis of demographic characteristics of the respondents revealed that the respondents were drawn from 20 insurance companies in Kenya" (author, 2019). "Further, all the respondents dealt with clients directly. The respondents were equally drawn from the Claims, Customer Service, and Underwriting departments of the selected companies. Additional analysis showed that the respondents have worked for an average of 2.45 years (SD = 1.064), a minimum of one year and a maximum of 5 years in their respective companies. Moreover, the respondents have worked in the insurance industry for an average of 3.18 years (SD = 1.2), a minimum of one year, and a maximum of 5 years" (author, 2019).

4.3 Challenges that Affect the Delivery of High-level Customer Service

"Descriptive analysis was utilized to find out the challenges affecting the delivery of quality customer service in general insurance companies in Kenya. The respondents were asked to respond

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to questions regarding several gaps noticed in the companies. The gaps are: knowledge gap, standards gap, delivery gap and communication gap" (author, 2019). The results are as shown in the sub-sections below:

4.3.1 Knowledge Gap Relating to General Insurance Companies Located in Kenya

"The section below shows findings relating to the knowledge gap in the general insurance companies located in Kenya" (author, 2019). "The respondents were asked to respond to three statements on the knowledge gap in their respective companies. The statements were given scores to measure the degree in which they agree or disagree with the statements. The scores were 1 to represent strongly disagree, 2 for disagree, 3 for neutral, 4 for agree, and 5 for strongly agree. The means of the scores were then given for each statement, as well as the frequencies and percentage of responses per score" (Author, 2019). The results are provided in table 4.1.

Table 4.1: Descriptive statistics for the knowledge gap

In the table below, the following abbreviations have been used to show the level at which the respondents agreed to the statements and the total number under each level.

SD -Strongly Disagree, D – Disagree, N – Neutral, A – Agree, SA – Strongly Agree

Knowledge Gap	SD	D	N	A	SA	MEAN
"The company has done adequate research on their customer needs" (author, 2019)	0	45	15	0	0	**2.25**
"The company understands the quality of service that their customers want" (author, 2019)	0	2	41	17	0	**3.25**
"The company management is committed to delivering quality service" (author, 2019)	0	0	0	60	0	**4.00**

Source: Author, (2019)

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"Results in table 4.1 show that 45 of the respondents disagree with the statement that the company has done adequate research on their customer needs, while 15 of them neither agreed nor disagreed with the statement. The study results suggested that the respondents disagreed (Mean = 2.25) that the companies have done adequate research on their customer needs. Further, the results revealed that 2 of the respondents disagreed with the statement that the company understands the quality of service that their customers want, 41 were neutral about the statement, while 17 of them agreed with the statement" (Author, 2019). "The results suggested that the respondents neither agreed nor disagreed (Mean = 3.25) that the companies understand the quality of service that their customers want. Moreover, the results showed that 60 that is, all the respondents agreed with the statement that the companies' management is committed to delivering quality service. The results therefore showed that the respondents agreed (Mean = 4.00) that the companies' management are committed to delivering quality services" (Author, 2019).

4.3.2 Standards Gap Featured in General Insurance Companies Found in Kenya

"The section below exhibits results relating to the standards gap featured in the general insurance companies found in Kenya" (author, 2019). "The respondents were asked to respond to four statements on the standards gap in their respective companies. The statements were given scores to measure the degree in which they agree or disagree with the statements. The scores were 1 to represent strongly disagree, 2 for disagree, 3 for neutral, 4 for agree, and 5 for strongly agree. The means of the scores were then given for each statement, as well as the frequencies and percentage of responses per score" (Author, 2019). The results are shown in table 4.2.

Table 4.2: Descriptive statistics for the standards gap

In the table below, the following abbreviations have been used to show the level at which the respondents agreed to the statements and the total number under each level.

SD -Strongly Disagree, D – Disagree, N – Neutral, A – Agree, SA – Strongly Agree

Standards Gap	SD	D	N	A	SA	MEAN
"The company has embedded delivery of quality service in their goals and in their overall company strategy" (author, 2019)	0	0	0	60	0	**4.00**
"The company has a proper task standardization among employees to ensure delivery of quality service" (author, 2019)	0	38	22	0	0	**2.37**
"The company has in place clear policies and procedures across its branches or various divisions on how to deliver quality service" (author, 2019)	0	38	22	0	0	**2.37**
"There is clear communication between the technical team, sales team, operations team and the marketing about the services offered by the company" (author, 2019)	0	38	22	0	0	**2.37**

Source: Author, (2019)

"The results in table 4.2 show that all the respondents- 60 agree with the statement that the companies have embedded delivery of quality service in their goals and in their overall company strategy. The study results suggested that the respondents agreed (Mean = 4.00) that the companies have embedded delivery of quality service in their goals and in their overall company strategy. Further, the results revealed that 38 of the respondents disagreed with the statement that the companies have proper task standardization among employees to ensure delivery of quality service, while 22 were neutral about the statement. The results suggested that the respondents

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disagreed (Mean = 2.37) that the companies have proper task standardization among employees to ensure delivery of quality service. Moreover, the results showed that 38 of the respondents disagreed with the statement that the companies have clear policies and procedures in place across their branches or various divisions on how to deliver quality service" (Author, 2019).

"The results therefore showed that the respondents disagreed (Mean = 2.37) that the companies have clear policies and procedures in place across their branches or various divisions on how to deliver quality service. Lastly, the results showed that 38 of the respondents disagreed with the statement that there is clear communication between the technical team, sales team, operations team and the marketing about the services offered by the companies, while 22 neither agreed nor disagreed with the statement. The results suggested that the respondents disagreed (Mean = 2.37) that there is clear communication between the technical team, sales team, operations team and the marketing about the services offered by the companies" (Author, 2019).

4.3.3 Delivery Gap

"The section below presents results on the delivery gap in the general insurance companies in Kenya. The respondents were asked to respond to five statements on the delivery gap in their respective companies. The statements were given scores to measure the degree in which they agree or disagree with the statements. The scores were 1 to represent strongly disagree, 2 for disagree, 3 for neutral, 4 for agree, and 5 for strongly agree. The means of the scores were then given for each statement, as well as the frequencies and percentage of responses per score" (Author, 2019). The results are presented in table 4.3.

Table 4.3: Descriptive statistics for the delivery gap

In the table below, the following abbreviations have been used to show the level at which the respondents agreed to the statements and the total number under each level.

SD -Strongly Disagree, D – Disagree, N – Neutral, A – Agree, SA – Strongly Agree

Delivery Gap	SD	D	N	A	SA	MEAN
"The company employees have the right attitude and mentality to deliver quality service" (author, 2019)	0	0	60	0	0	**3.00**
"There is a clear definition of roles among the employees dealing directly with customers" (author, 2019)	0	35	25	0	0	**2.42**
"The employees are well qualified and knowledgeable to deliver quality service to customers" (author, 2019)	0	0	29	31	0	**3.52**
"The company frequently trains their employees on how to deliver quality service to customers" (author, 2019)	0	0	60	0	0	**3.00**
"The company has automated most of its services to ensure quality delivery" (author, 2019)	0	60	0	0	0	**2.00**

Source: Author, (2019)

"The results in table 4.3 show that all the respondents- 60 neither agree nor disagree with the statement that company employees have the right attitude and mentality to deliver quality service. The study results therefore suggest that the respondents were unsure (Mean = 4.00) of whether the employees of the respective companies have the right attitude and mentality to deliver quality service. Further, the results revealed that 35 of the respondents disagreed with the statement that there is a clear definition of roles among the employees dealing directly with customers, while 25 were neutral about the statement" (Author, 2019). "The results suggested that the respondents

disagreed (Mean = 2.42) that there is a clear definition of roles among the employees dealing directly with customers. Moreover, the results showed that 29 of the respondents neither agreed nor disagreed with the statement that the employees are well qualified and knowledgeable to deliver quality service to customers, while 31 of them agreed with the statement. The results therefore showed that the respondents agreed (Mean = 3.52) that the employees are well qualified and knowledgeable to deliver quality service to customers. Moreover, the results showed that all the respondents- 60 were neutral about the statement that the companies frequently train their employees on how to deliver quality service to customers" (Author, 2019). "The results suggested that the respondents were unsure about the companies' frequent training of employees to deliver quality service to customers. Lastly, all the respondents- 60 disagreed with the statement that the companies have automated most of their services to ensure quality delivery. According to the respondents therefore, the companies have not automated most of their services to ensure quality service delivery (Mean = 2.00)" (Author, 2019).

4.3.4 Gap in Communication

"The section below presents results on the communication gap in the general insurance companies in Kenya. The respondents were asked to respond to three statements on the delivery gap in their respective companies. The statements were given scores to measure the degree in which they agree or disagree with the statements. The scores were 1 to represent strongly disagree, 2 for disagree, 3 for neutral, 4 for agree, and 5 for strongly agree. The means of the scores were then given for each statement, as well as the frequencies and percentage of responses per score. The results are as given in table 4.4" (Author, 2019.

Table 4.4: Descriptive statistics for the communication gap

In the table below, the following abbreviations have been used to show the level at which the respondents agreed to the statements and the total number under each level.

SD -Strongly Disagree, D – Disagree, N – Neutral, A – Agree, SA – Strongly Agree

Communication Gap	SD	D	N	A	SA	MEAN
"The company uses social media platforms to offer services to its customers" (author, 2019)	0	24	19	17	0	**2.88**
"There is proper supervision of the quality of services being given to customer" (author, 2019)	0	24	19	17	0	**2.88**
"The company has clear structure on how to escalate various complains raised by their customers and there is clear communication both vertically and horizontally" (author, 2019)	0	33	27	0	0	**2.45**

Source: Author, (2019)

"The results in table 4.4 indicate that 24 of the respondents disagree with the statement that the companies use social media platforms to offer services to their customers, 19 of them were neutral about the statement, while 17 of them agreed with the statement. The results therefore showed that the respondents neither agreed nor disagreed (Mean = 2.88) that their companies use social media to offer services to their customers" (Author, 2019). "Further, the results showed that 24 of the respondents disagreed with the statement that there is proper supervision of the quality of services being given to customers, 19 of them were neutral about the statement, while 17 of them agreed with the statement. Therefore, the respondents neither agreed nor disagreed (Mean = 2.88) that the

companies have proper supervision of the services being offered to customers" (Author, 2019). "Lastly, 33 of the respondents disagreed with the statement that the companies have clear structures on how to escalate various complains raised by their customers and there is clear communication both vertically and horizontally, while 27 were neutral about the statement. The results therefore suggest that the companies do not have clear structures (Mean = 2.45) on how to escalate various complains raised by their customers and there is no clear communication both vertically and horizontally" (Author, 2019).

4.4 Solutions that can apply to the Challenges that Affect Quality Customer Care Delvery

"Under this section, the study uses qualitative data analysis to suggest solutions to challenges affecting delivery of quality customer services in general insurance companies in Kenya. The respondents were asked to indicate how their respective companies are dealing with several challenges that mainly affect delivery of quality service in general insurance companies. The responses were recorded in open ended questions" (Author, 2019). "A review of the responses is as given below. The respondents were asked to indicate what their companies are doing to understand their customers' needs and the level of quality services they want. According to the respondents, the companies ask for direct feedback from clients, they use social media to engage clients, they commission surveys, they use reports provided by the regulator, and employ experienced and knowledgeable staff in customer service" (Author, 2019).

"Further, the respondents were asked to state what actions are being taken their companies' management to ensure that delivery of quality service is embedded in the companies' strategies and ensure there is proper supervision of the services being offered. The respondents indicated that their respective companies strive to create policies and strategies, conduct trainings, automate their

services, as well as create customer service chatters" (Author, 2019). "Additionally, the respondents were asked to indicate what the companies are doing to ensure that there is proper task standardization among employees and clear policies and procedures to deliver quality service. The findings indicated that the companies focus on restructuring and hiring consultants to streamline and design job descriptions" (Author, 2019).

"Moreover, the respondents were tasked with indicating how their companies are ensuring there is proper communication among the various departments dealing directly with customers. The respondents revealed that the companies are standardizing operations and streamlining the organization processes. On how the companies are dealing with the challenges of technology and the use of social media, the respondents indicated that the companies are revamping and investing more in their IT departments, as well as training the staff on how to efficiently use social media" (Author, 2019). "Lastly, the respondents indicated what their companies are doing to ensure that the employees are qualified, knowledgeable, have defined roles and well trained to deliver quality service. The results revealed that the management of general insurance companies are identifying the existing gaps and challenges, as well as conducting more trainings on customer service" (Author, 2019).

CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSIONS, AND RECOMMENDATIONS

"This section details the summary, conclusions as well as recommendations of the research study from the findings presented in chapter 4" (author, 2019).

5.1 Summary Findings

"This section of the study details the summary of results as per the goals of the study. The summary is as shown below." (author, 2019)

5.1.1 Challenges that Affect the Delivery of High-level Customer Service

"The findings of the study revealed that the respondents believe that the companies have not done adequate research on their customer needs. Further, the findings revealed that the respondents were unsure on whether general insurance companies in Kenya understand the quality of service that their customers want. However, the findings suggested that the companies' management are committed to delivering quality services" (Author, 2019). "Additionally, it was evident that the companies have embedded delivery of quality service in their goals and in their overall company strategy. From the respondents' views, it was evident that the companies have proper task standardization among employees to ensure delivery of quality service" (Author, 2019).

"Findings also revealed that the companies do not have clear policies and procedures in place across their branches or various divisions on how to deliver quality service. In addition, the respondents felt that there is no clear communication between the technical team, sales team, operations team and the marketing team about the services offered by the companies" (Author, 2019). "From the findings, it was not clear whether the employees of the respective companies have the right attitude and mentality to deliver quality services. Further, the findings suggested that there is no clear definition of roles among the employees dealing directly with customers" (Author, 2019).

"On qualifications of employees, the findings showed that employees are well qualified and knowledgeable to deliver quality service to customers. Additionally, the findings revealed that the general insurance companies have not automated most of their services to ensure quality service delivery. According to the study findings, it was not clear whether the general insurance companies use social media to offer services to their customers, nor was it clear whether the companies have proper supervision of the services being offered to customers" (Author, 2019). "Lastly, findings suggested that the companies do not have clear structures on how to escalate various complains raised by their customers and there is no clear communication both vertically and horizontally" (Author, 2019).

5.1.2 Solutions that Apply to the Challenges that Affect the Delivery of High-level Customer Service

"The findings revealed that in order to understand the needs of customers and the quality of services they need, general insurance companies get feedback from clients from various means such as social media, the commission surveys to get information, use reports from insurance

regulators, and also invest in employing experienced and knowledgeable staff in customer service "(Author, 2019). "In a bid to ensure that delivery of quality customer service is included in the companies' strategies and ensure supervision of services being offered, findings showed that general insurance companies focus on creating policies and strategies, conducting trainings, automating services, as well as creating customer service chatters" (Author, 2019).

"Further, it was evident that the general insurance companies put attention on restructuring and hiring consultants to streamline and design job descriptions, in order to ensure tasks' standardization among employees and promote clear policies and procedures to deliver quality customer service. The findings also suggested that the general insurance companies are standardizing operations and streamlining their processes in order to ensure that there is clear communication among the departments that directly deal with customers" (Author, 2019). "In addition, findings revealed that general insurance companies are increasingly investing in IT and training employees on how to effectively use social media, in a bid to deal with challenges of technology and social media. The companies are also conducting trainings after identifying existing gaps, in order to ensure that the employees are well trained, knowledgeable and qualified in delivering customer service" (Author, 2019).

5.2 Conclusions

"It is concluded that the management of general insurance companies in Kenya are committed to delivering quality customer services, and that the companies have embedded delivery of quality service in their goals and in their overall company strategy, as well as ensuring proper tasks standardization among employees. Additionally, employees in general insurance companies are

well qualified and knowledgeable to deliver quality service to customers" (Author, 2019). "However, it is not clear whether general insurance companies understand the quality of service that customers want. Further, the companies do not have clear policies and procedures in place across their branches or various divisions on how to deliver quality services. Moreover, the companies have not automated most of their services to ensure quality service delivery, neither do they have clear structures on how to escalate various complains raised by their customers" (Author, 2019).

"Conclusively, general insurance companies have come up with several solutions to challenges affecting delivery of customer service, in a bid to ensure quality customer service delivery. The companies are focusing on engaging clients through means such as social media and surveys, in order to get feedback about service delivery. The companies are also investing in experienced and knowledgeable customer service staff, conducting trainings of staff, as well as creating customer service chatters" (Author, 2019). "Further, the companies are also focused on ensuring proper communication among departments by standardizing their operations and streamlining their processes. To reduce challenges in social media and technology, general insurance companies are investing more in IT, as well as training employees on social media" (Author, 2019).

5.3 Recommendations

"From the conclusions, the study holds the following standings" (author, 2019):

i. "General insurance companies should device more effective ways of interacting with customers, in order to understand the quality of services that the customers require (Author, 2019)" (author, 2019).

ii.   "The general insurance companies should also invest in automation of their services, such as devising automated ways of escalating complains from their customers" (Author, 2019).

iii.   "General insurance companies should install clear policies and procedures on delivery of quality customer service across all their branches and divisions" (Author, 2019).

iv.   "For further research, a study should be conducted including more general insurance departments other than the three departments (customer service, claims, underwriting) considered in this study" (Author, 2019).

v.   "An additional research should also be conducted in other insurance sectors such as medical insurance, agriculture insurance, and marine insurance, to find out challenges inhibiting delivery of quality customer service" (Author, 2019).

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APPENDICES

Appendix 1: Letter of Introduction

Michael Kariuki Ndegwa

University of Nairobi

P.O.Box 30197

Nairobi

Dear Respondent,

RE: REQUEST TO COLLECT DATA FOR MY MBA PROJECT

I am a post graduate student at University of Nairobi pursuing a degree in Masters of Business Administration.

I'm carrying out a study on **"CHALLENGES AFFECTING DELIVERY OF QUALITY CUSTOMER SERVICE BY GENERAL INSURANCE COMPANIES IN KENYA."** The study focuses on general insurance companies in Kenya.

This is purely for academic research as it is a pre-requisite for my course work. Information collected will be treated as confidential. I kindly request you to assist in filling the questionnaire with the required information.

Thank youin advance.

Yours Faithfully,

Michael Kariuki Ndegwa

Appendix 2: Questionnaire
SECTION A: BACKGROUND INFORMATION

(Please tick where appropriate)

1. What is the name of your company? ……………………………………………………

2. Which department do you work for? ………………………………………………….

3. Do you deal with customers directly?   Yes ( )   No ( )

4. How many years have you for your company?

  Less than 5 years **( )**   Between 5 to 10 **( )**   Between 11 to 14 **( )**   Over 15 **( )**

5. How many years have you worked in the insurance industry?

  Less than 5 years ( )   Between 5 to 10 ( )   Between 11 to 14 ( )   Over 15 ( )

SECTION B:
 (Please show how the following affect delivery of quality service in your company)

Statements	(1)Strongly Disagree	(2) Disagree	(3)Neutral	(4)Agree	(5)Strongly Agree
Knowledge Gap					
1. "The company has done adequate research on their customer needs" (author, 2019).					
2. "The company understands the quality of service that their customer want" (author, 2019)					
3. "The company management is committed to delivering quality service" (author, 2019)					
Standards Gap					
1. "The company has embedded delivery of quality service in their goals and also in their overall company strategy" (author, 2019)					
2. "The company has a proper task standardization among employees to ensure delivery of quality service" (author, 2019)					
3. "The company has in place clear policies and procedures across its branches or various divisions on how to deliver quality service" (author, 2019)					

Statements	(1)Strongly Disagree	(2) Disagree	(3)Neutral	(4)Agree	(5)Strongly Agree
4. "There is clear communication between the technical team, sales team, operations team and the marketing about the services offered by the company" (author, 2019).					
Delivery Gap					
1. "The company employees have the right attitude and mentality to deliver quality service" (author, 2019)					
2. "There is a clear definition of roles among the employees dealing directly with customers" (author, 2019)					
3. "The employees are well qualified and knowledgeable to deliver quality service to customers" (author, 2019)					
4. "The company frequently trains their employees on how to deliver quality service to customers" (author, 2019)					
5. "The company has automated most of its services to ensure quality delivery" (author, 2019)					
Communication Gap					
1. "The company uses social media platforms to offer services to its customers" (author, 2019)					
2. "There is proper supervision of the quality of services being given to customers" (author, 2019)					
3. "The company has clear structure on how to escalate various complains raised by their customers and there is clear communication both vertically and horizontally" (author, 2019)					

SECTION C:
(Please indicate how your company is dealing with the following, "challenges affecting delivery of quality service" (author, 2019)**)**

1. "What is your company doing to try understand its customers' needs and also the level of quality service they want" (author, 2019)?

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2. "What actions are being taken by your company management to ensure that delivery of quality service is embedded in the company strategy and also ensure there is proper supervision of the service being offered" (author, 2019)?

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3. "What is your company doing to ensure that there is proper task standardization among employees and clear policies and procedures to deliver quality service" (author, 2019)?

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4. "How is your company ensuring there is proper communication among the various departments dealing directly with customer?" (author, 2019)

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5. "How is your company dealing with the challenges of technology and also the use of social media?" (author, 2019)

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6. "What is your company doing to ensure that the employees are qualified, knowledgeable, have defined roles and well trained to deliver quality service?" (author, 2019)

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THANK YOU FOR YOUR SUPPORT

Appendix 3: List of General Insurance Companies in Kenya

	INSURANCE COMPANIES
1.	AAR Insurance Company Limited
2.	Africa Merchant Assurance Company Limited
3.	AIG Kenya Insurance Company Limited
4.	Allianz Insurance Company of Kenya Limited
5.	APA Insurance Limited
6.	Britam General Insurance Company (K) Limited
7.	Cannon Assurance Company Limited
8.	CIC General Insurance Company Limited
9.	Corporate Insurance Company Limited
10.	Directline Assurance Company Limited
11.	East Africa Reinsurance Company Limited
12.	Fidelity Shield Insurance Company Limited
13.	First Assurance Company Limited
14.	GA Insurance Limited
15.	Geminia Insurance Co. Limited
16.	ICEA Lion General Insurance Company Limited
17.	Intra Africa Assurance Company Limited
18.	Invesco Assurance Company Limited
19.	Kenindia Assurance Company Limited
20.	Kenya Orient Insurance Limited
21.	Madison Insurance Company Kenya Limited
22.	Mayfair Insurance Company Limited
23.	Occidental Insurance Company Limited
24.	Old Mutual Assurance Company Limited
25.	Pacis Insurance Company Limited
26.	Phoenix of East Africa Assurance Co. Limited

27.	Pioneer General Insurance Company Limited
28.	Pioneer Assurance Company Limited
29.	Resolution Insurance Company Limited
30.	Saham Assurance Company Kenya Limited
31.	Sanlam General Insurance Company Limited
32.	Takaful Insurance of Africa Limited
33.	Tausi Assurance Company Limited
34.	The Heritage Insurance Company Limited
35.	The Jubilee Insurance Company of Kenya Limited
36.	The Kenyan Alliance Insurance Company Limited
37.	The Monarch Insurance Company Limited
38.	Trident Insurance Company Limited
39.	UAP Insurance Company Limited
40.	Xplico Insurance Company Limited

SUMMARY DATA

1	"What is the name of your company" (author, 2019)	SANLAM			UAP OLD			BRITAM			CIC			ICEA		
2	"Which department do you work for?" (author, 2019)	U/W	C	C/S	U/W	C	C/S	U/W	C	C/S	U/W	C	C/S	U/W	C	C/S
3	"Do you deal with customers directly" (author, 2019)	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y
4	"How many years have you for your company" (author,	2	3	3	2	1	3	1	2	2	2	1	2	2	3	4
5	"How many years have you worked in the insurance industry" (author, 2019)	4	3	5	2	5	3	1	3	4	2	3	2	2	4	4
	Knowledge Gap															
6	"The company has done adequate research on their customer needs." (author, 2019)	2	2	2	2	2	2	3	2	2	3	2	2	2	2	3
7	"The company understands the quality of service that their customer want" (author, 2019)	4	4	3	3	4	3	4	3	4	3	4	4	4	4	4
8	"The company management is committed to delivering quality service" (author, 2019)	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4
	Standards Gap															
9	"The company has embedded delivery of quality service in their goals and also in their overall company strategy"	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4
10	"The company has a proper task standardization among employees to ensure delivery of quality	2	3	2	2	2	3	2	2	2	3	2	2	3	3	2
11	"The company has in place clear policies and procedures across its branches or various divisions on how to deliver quality service" (author, 2019)	2	3	2	2	2	3	2	2	2	3	2	2	3	3	2
12	"There is clear communication between the technical team, sales team, operations team and the marketing about the services offered by the company" (author, 2019)	2	3	2	2	2	3	2	2	2	3	2	2	3	3	2
	Delivery Gap															

#	Statement															
13	"The company employees have the right attitude and mentality to deliver quality service" (author, 2019)	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3
14	"There is a clear definition of roles among the employees dealing directly with customers" (author, 2019)	2	2	2	2	2	2	2	3	2	2	3	3	2	3	3
15	"The employees are well qualified and knowledgeable to deliver quality service to customers" (author, 2019)	4	3	3	3	4	4	4	4	3	4	3	4	4	3	4
16	"The company frequently trains their employees on how to deliver quality service to customers" (author, 2019)	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3
17	"The company has automated most of its services to ensure quality delivery" (author, 2019)	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2
	Communication Gap															
18	"The company uses social media platforms to offer services to its customers" (author, 2019)	4	4	4	4	4	4	4	4	4	4	4	4	4	3	4
19	"There is proper supervision of the quality of services being given to customers" (author, 2019)	4	4	4	4	4	4	4	4	4	4	4	4	4	3	4
20	"The company has clear structure on how to escalate various complains raised by their customers and there is clear communication both vertically and horizontally" (author, 2019)	2	3	2	3	2	2	3	3	2	3	3	3	3	3	3

	SUMMARY															
		AIG			TAUSI			KENYA ORIENT			JUBILEE			SAHAM		
1	"What is the name of your company" (author, 2019)															
2	"Which department do you work for?" (author, 2019)	U/W	C	C/S	U/W	C	C/S	U/W	C	C/S	U/W	C	C/S	U/W	C	C/S
3	"Do you deal with customers directly" (author, 2019)	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y
4	"How many years have you for your company" (author,	5	4	3	2	1	2	3	2	5	1	1	2	2	4	3
5	"How many years have you worked in the insurance	5	4	3	2	1	2	3	4	5	1	1	2	2	4	3
	Knowledge Gap															
6	"The company has done adequate research on their customer needs." (author, 2019)	3	3	3	2	2	2	2	2	2	3	3	2	2	2	2
7	"The company understands the quality of service that their customer want" (author, 2019)	3	3	4	4	4	3	3	3	3	4	3	3	3	3	3
8	"The company management is committed to delivering quality service" (author, 2019)	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4
	Standards Gap															
9	"The company has embedded delivery of quality service in their goals and also in their overall company strategy" (author, 2019) (author, 2019)	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4
10	"The company has a proper task standardization among employees to ensure delivery of quality" (author, 2019) (author, 2019)	3	2	2	2	2	2	3	2	3	3	2	2	2	2	3
11	"The company has in place clear policies and procedures across its branches or various divisions on how to deliver quality service" (author, 2019)	3	2	2	2	2	2	3	2	3	3	2	2	2	2	3
12	"There is clear communication between the technical team, sales team, operations team and the marketing about the services offered by the company" (author, 2019)	3	2	2	2	2	2	3	2	3	3	2	2	2	2	3
	Delivery Gap															
13	"The company employees have the right attitude and mentality to deliver quality service" (author, 2019)	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3

#	Statement															
14	"There is a clear definition of roles among the employees dealing directly with customers" (author,	3	3	3	2	3	2	3	2	2	2	2	2	3	2	2
15	"The employees are well qualified and knowledgeable to deliver quality service to customers" (author, 2019)	4	4	4	3	4	3	3	4	4	4	3	3	3	4	3
16	"The company frequently trains their employees on how to deliver quality service to customers" (author, 2019)	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3
17	"The company has automated most of its services to ensure quality delivery" (author, 2019)	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2
	Communication Gap															
18	"The company uses social media platforms to offer services to its customers" (author, 2019)	3	3	3	2	2	2	2	2	2	4	4	4	2	2	3
19	"There is proper supervision of the quality of services being given to customers" (author, 2019)	3	3	3	2	2	2	2	2	2	4	4	4	2	2	3
20	"The company has clear structure on how to escalate various complains raised by their customers and there is clear communication both vertically and horizontally" (author, 2019)	3	3	3	2	2	2	2	2	3	2	2	2	3	3	2

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	SUMMARY																
1	"What is the name of your company" (author, 2019)	AAR			RESOLUTION			MAYFAIR			ALLIANZ			FIDELITY		
2	"Which department do you work for?" (author, 2019)	U/W	C	C/S	U/W	C	C/S	U/W	C	C/S	U/W	C	C/S	U/W	C	C/S
3	"Do you deal with customers directly" (author, 2019)	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y
4	"How many years have you for your company" (author,	2	4	3	2	4	3	3	4	2	3	2	4	2	2	4
5	"How many years have you worked in the insurance industry" (author, 2019)	4	5	3	5	4	3	4	4	4	3	3	4	5	5	4
	Knowledge Gap															
6	"The company has done adequate research on their customer needs." (author, 2019)	2	2	2	2	2	2	3	3	2	3	2	2	2	2	2
7	"The company understands the quality of service that their customer want" (author, 2019)	3	2	3	3	3	3	3	3	3	4	3	3	3	3	3
8	"The company management is committed to delivering quality service" (author, 2019)	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4
	Standards Gap															
9	"The company has embedded delivery of quality service in their goals and also in their overall company" (author, 2019)	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4
10	"The company has a proper task standardization among employees to ensure delivery of quality service" (author, 2019)	2	3	2	3	2	2	2	2	2	3	3	3	2	2	3
11	"The company has in place clear policies and procedures across its branches or various divisions on how to deliver quality service" (author, 2019)	2	3	2	3	2	2	2	2	2	3	3	3	2	2	3
12	"There is clear communication between the technical team, sales team, operations team and the marketing about the services offered by the company" (author, 2019)	2	3	2	3	2	2	2	2	2	3	3	3	2	2	3
	Delivery Gap															
13	"The company employees have the right attitude and mentality to deliver quality service" (author, 2019)	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3

#	Statement															
14	"There is a clear definition of roles among the employees dealing directly with customers" (author, 2019)	2	3	3	2	3	2	2	2	3	2	2	3	2	2	3
15	"The employees are well qualified and knowledgeable to deliver quality service to customers" (author, 2019)	3	4	3	4	3	3	4	4	3	4	4	3	3	4	3
16	"The company frequently trains their employees on how to deliver quality service to customers" (author, 2019)	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3
17	"The company has automated most of its services to ensure quality delivery" (author, 2019)	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2
	Communication Gap															
18	"The company uses social media platforms to offer services to its customers" (author, 2019)	3	3	3	2	3	2	2	2	2	3	3	3	3	2	2
19	"There is proper supervision of the quality of services being given to customers" (author, 2019)	3	3	3	2	3	2	2	2	2	3	3	3	3	2	2
20	"The company has clear structure on how to escalate various complains raised by their customers and there is clear communication both vertically and horizontally" (author, 2019)	2	2	3	2	2	2	3	3	3	3	3	3	2	2	2

	SUMMARY	FIRST ASSURANC			HERITAGE			MADISON			OCCIDENTAL			PACIS		
1	"What is the name of your company" (author, 2019)															
2	"Which department do you work for?" (author, 2019)	U/W	C	C/S	U/W	C	C/S	U/W	C	C/S	U/W	C	C/S	U/W	C	C/S
3	"Do you deal with customers directly" (author, 2019)	Y	Y	Y	Y	Y	Y	Y	YES	YES	YES	YES	YES	YES	YES	YES
4	"How many years have you for your company" (author,	3	3	1	1	2	2	1	2	2	2	3	1	1	2	4
5	"How many years have you worked in the insurance industry" (author, 2019)	3	3	2	1	2	2	4	4	2	3	3	2	2	5	4
	Knowledge Gap															
6	"The company has done adequate research on their customer needs." (author, 2019)	3	2	2	3	3	3	2	2	2	2	2	2	2	2	2
7	"The company understands the quality of service that their customer want" (author, 2019)	3	3	3	4	4	3	3	2	3	3	3	3	3	3	3
8	"The company management is committed to delivering quality service" (author, 2019)	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4
	Standards Gap															
9	"The company has embedded delivery of quality service in their goals and also in their overall company"	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4
10	"The company has a proper task standardization among employees to ensure delivery of quality	2	3	2	3	3	2	2	2	2	3	2	2	3	2	3
11	"The company has in place clear policies and procedures across its branches or various divisions on how to deliver quality service" (author, 2019)	2	3	2	3	3	2	2	2	2	3	2	2	3	2	3
12	"There is clear communication between the technical team, sales team, operations team and the marketing about the services offered by the company" (author, 2019)	2	3	2	3	3	2	2	2	2	3	2	2	3	2	3
	Delivery Gap															
13	"The company employees have the right attitude and mentality to deliver quality service" (author,	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3

#	Statement															
14	"There is a clear definition of roles among the employees dealing directly with" (author,	3	3	3	3	2	3	3	2	3	2	2	2	3	2	2
15	"The employees are well qualified and knowledgeable to deliver quality service to customers" (author, 2019)	4	3	4	3	4	4	3	3	3	4	3	4	3	3	4
16	"The company frequently trains their employees on how to deliver quality service to customers" (author,	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3
17	"The company has automated most of its services to ensure quality delivery" (author, 2019)	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2
	Communication Gap															
18	"The company uses social media platforms to offer services to its customers" (author, 2019)	3	3	3	3	3	3	2	2	2	2	2	2	2	2	2
19	"There is proper supervision of the quality of services being given to customers" (author, 2019)	3	3	3	3	3	3	2	2	2	2	2	2	2	2	2
20	"The company has clear structure on how to escalate various complains raised by their customers and there is clear communication both vertically and horizontally" (author, 2019)	2	3	2	3	3	3	2	2	2	2	2	2	2	2	2

21	"What is your company doing to try understand its customers' needs and also the level of quality service they want" (author,	Asking for feedback from clients,
		using of social media
		commissioning surveys,
		using reports provided by the regulator
		"Employing experienced and knowledge staff in customer service" (author, 2019)
22	"What actions are being taken by your company management to ensure that delivery of quality service is embedded in the company strategy and also ensure there is proper supervision of the service being offered"	"Creating policies and strategies" (author, 2019)
		"Conducting trainings" (author, 2019)
		Automation
		creating customer service chatters
23	"What is your company doing to ensure that there is proper task standardization among employees and clear policies and procedures to deliver quality service" (author, 2019)	"Restructuring and hiring consultants to streamline and design job descriptions" (author, 2019)
24	"How is your company ensuring there is proper communication among the various departments dealing directly with customer" (author, 2019)	"Standardizing operations and streamlining the organization processes" (author, 2019)
25	"How is your company dealing with the challenges of technology and also the use of social media" (author, 2019)	"Revamping and in investing IT department," (author, 2019)
		Training on how to efficiently use the social media
26	"What is your company doing to ensure that the employees are qualified, knowledgeable, have defined roles and well trained to deliver quality service" (author, 2019)	"Identifying the existing gaps and challenges and Conducting more training" (author, 2019)