

**INFLUENCE OF CHANGE MANAGEMENT STRATEGIES ON
SERVICE DELIVERY AMONG LOGISTICS FIRMS IN NAIROBI
COUNTY, KENYA**

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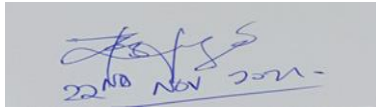
**A RESEARCH PROJECT PRESENTED IN PARTIAL
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NAIROBI**

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DECLARATION

I hereby declare that this research project is my original work and has not been presented in any other institution.

Signature:

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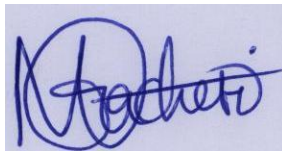
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This research project has been submitted for examination with my approval as the University supervisor.

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DEDICATION

I dedicate this research project to my beloved Dad – Jostone Mulinge Kimanyi who went to be with the Lord on 14th September 2021. Those we love don't go away, they walk beside us every day unseen, unheard but always with us in our hearts. We love and miss

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I thank God for His care, love and provision throughout the course period.

To my Project supervisor - Dr. Mercy Munjuri, thank you for always guiding, correcting and ensuring my project was on point. for her guidance, inspirational comments, and observations throughout this process. You sacrificed your precious time to go through my work over and over again despite many academic obligations.

To the University of Nairobi fellow students and professors who have assisted, guided contributed to my success – Asanteni sana!

To my immediate family - Roselyne, Cassie, Mercy – Thank you! For your relentless support and undying love.

To my dear Mum, Stella Maris Mulinge – You always trusted in me as I chased my dreams. Special regards for your love, care and patience. You were an inspiration and source of encouragement.

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ABBREVIATIONS AND ACRONYMS

GDP	Gross Domestic Product
HR	Human Resource
WHO	World Health Organization

ABSTRACT

The management of strategic change undertaken by companies improves service delivery quality and impact. In order to minimize environmental change, institutions continue to restructure their methods. Organizations want to maintain their strategy and structure because they are resistant to change. Organizational transformation finds better options to use skills and resource to boost the company's productive capacity and increase stakeholder return. The study's overall goal was to determine the impact of change management methods on service delivery in Nairobi County, Kenya, for logistics companies. Porter's theory and the Service Quality Theory were used in this research.. Cross-sectional design was adopted in this study. This research focused on 100 logistics companies in Nairobi. The survey's intended audience consisted of company presidents and CEOs. Multiple linear regressions and correlation analyses were used to conduct a thorough evaluation. According to the findings, logistics companies have adopted a significant amount of diversification and innovation strategy but only a small amount of differentiation and focus strategy. The research found a link between service delivery and change management practices. There is a strong correlation between change management tactics and the quality of service, hence the study model used is important. According to the findings of the research, the firm should have policies and processes that encourage significant employee involvement, comprehension, and dedication to the company's vision, purpose, and goals.

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

Shifting demographics, changing economies, fluctuating customer tastes, government reorganization, and dynamic competition companies have little option but to select which way to go in the developing technological world. Organizational change, like living things, is unavoidable. In order to stay relevant, a company must adapt to and realign with changes in its external environment, as well as the industry in which it works (De Wit & Meyer 2010). It is possible to raise the company's productivity and return on investment via organizational change. A firm's service performance is greatly influenced by the adoption of strategic management principles, according to Niwagba (2013). Service delivery suffers as a result of change management (Baker, 2007).

The research was guided by porter's theory and the idea of service quality. The size and type of competition is governed by the dynamics of the industry according to Michael Porter: purchaser power in negotiations, the danger of alternative goods, jockeying amongst present competitors, negotiating power among suppliers and the threat to future competitors (Porter, 1985). Gronoroos (1982) proposed the idea of service excellence. The idea states that a process of consumer choice making may be described by many methods such as psychodynamic, compartmental, cognitive and humanistic perspectives.

Logistics firms across the world are considered key agents in the growth and development of market economies and occupy a central position in the financial system

of any nation. Nevertheless, the surrounding in which Logistics firms across the globe operate has been volatile, and very versatile. Continued competition across other Logistics firms institutions and the entry of players in every industry sector forces the introduction of various response strategies that focus on raising the performance to attain competition top notch (Ndegwa, 2019). Logistics firms all around the world are going through a period of significant policy and culture change, and not all of the current players will be able to survive (Ochieng & Kwasira, 2017).

1.1.1 Change Management Strategies

As a means of coping with change, Dzwigol, Shcherbak, Semikina, Vinichenko and Vasiuta (2019) defined strategic change management as working collaboratively to achieve the necessary organizational changes. Moran and Brightman (2000) have described strategic change management techniques as a means to continually evaluate and recreate a company's purpose, to re-align systems and competencies in order to meet both external and internal needs in a dynamic environment. Hill and Jones (2011) have identified the strategic change management techniques as a means to continuously examine and recreate the purpose of an enterprise, re-align systems and competencies to deal with both external and inherent dynamic demands.

Planned changes are needed to make an organisation more effective and sustainable. Member unwillingness in an organisation is predicted because possible risks to its future are anticipated.

Many variables contribute to the effective implementation of organizational reforms. One such element is the willingness to adapt. Willingness is shown in the members' intents,

attitudes and convictions about how much change is needed and how organizations may effectively make such changes. This is the rationale for either refusing or endorsing a change attempt (Bruch, Gerber and Maier 2005). According to studies, there are seven areas of preparation for change. Change efforts, acceptance, mutual trust and respect, the objective for change, management support, and a perception of attempts to change are all included in this list of considerations (Gill, 2002).

In addition, Kotter (2014) outlined the potential of numerous variables affecting change depending on the subject and circumstances. In general, these elements may be found in three categories: first radiant reasons, second psychological causes, and third social causes. Certain social groups and employees have ambitions to keep to the current condition, desire to maintain official and informal relations, convergent views on employees and the members of the society, values of social groups contrary to proposed change standards and policies and enclosures of power that conflict with the changing situation are major causes of change. Change that is not agreeable to the whole group generates opposition amongst people, mostly out of fear.

Lines (2004), has performed worldwide benchmarking research and found that effective change management is significantly associated with successful financial and schedule outcomes. The paybacks of such companies include the assessment of the entire effects of change, a minimum of change time and low chance of unsuccessful change, and do not limit them to the planning and rationalization of current and new injections.

Nonetheless, these advantages are provided to companies who utilize or select the most appropriate or compatible change management methods. Some companies have made

organizational changes in ways that other companies can replicate. Changes in an organisation is only called successful when it is feasible, thus the need to understand various change management methods and to choose the most feasible for the company (Rukunga,2003).

1.1.2 Service Delivery

When you work in an agency where confrontations with clients are regular, responding to complaints is never simple. This is especially true. Conflict management training should be given to all front-line employees when possible. The tone of a complaint isn't usually combative. However, despite the fact that complaints have a bad connotation, they may give valuable feedback from customers if the business is able to rectify the situation. Customers should be encouraged to communicate their concerns and ideas. Complaints are, in fact, being used by a growing number of government agencies to collect information and make improvements (Elke et al. 2007).

Meeting or exceeding all agreed-upon deadlines is the definition of responsive service delivery. Human resources policies and strategies that seek to inspire and enable workers to effectively deliver on customer-oriented commitments will lead to a shift towards the provision of high-quality service by the company's people (Wilson, Zeithaml, Bitner, and Gremler,2008). For a service-oriented workforce to thrive, firms need to employ the appropriate people, train them to give exceptional service, provide the necessary support mechanisms, and keep the best people on board. Efforts will be made to meet or exceed deadlines. Customers and coworkers should be made aware of any delays as soon as they become aware of them.

The term service delivery refers to each time a product or service is offered to consumers, regardless of whether or not it is provided (Ahmad,2005). 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. Danaher and Mattsson (2016) alleges that service delivery reflects a firm's coordinated activities and actions aimed at delivering effective services and products.

1.1.3 Logistics Industry in Kenya

Trade and transportation and logistics started at Kenya's coastal city of Mombasa through the Uganda railway. The expansion of business, transportation, and logistics in sub-Saharan Africa is often accompanied by this phenomenon, which endures even after road transport has supplanted train services. Cities and economic activity are concentrated in or around the Northern corridor at the moment. It is thus clear that in Kenya, transport and logistics are all about transporting products over the northern corridor. Ten million tons of products were transported via different modes of transportation, including trucks, rail, and pipelines, along the corridor by the World Bank in 2005 (World Bankm 2005).

Over the years, Kenya's transportation and logistics industry has seen a decline in performance, according to PwC (2015). In 2007, Kenya was rated 76th in the world, but presently it is placed 122nd out of 155. Customs, track & trace, and timeliness have all decreased since 2007, despite an increase in worldwide shipping, infrastructure, and

transportation and logistics expertise. Kenya's expenses are greater than those of other sub-Saharan nations, although import times are similar.

The majority of commerce in and from Uganda is being carried from and to Kenya via Mombasa's principal port. Goods would travel by car from port to port, with just a tiny proportion moving by rail. The railway line from Kenya to Uganda suffered numerous retrograde measures, including poor management, East African Community segmentations in the 1960s and government financing (Gachanja, 2017). The SGR was created by the Kenyan government, linking the Mombasa to the capital of Kenya, Nairobi. It will link Kenya to South Sudan, Rwanda and Uganda once completed. In addition to reducing travel costs and rationalizing trans-border transport operations, it will provide economic benefits for both Kenya and neighboring nations (Oluochi, 2018). In January 2018, SGR began commercial freight operations and averaged 14 freight trains per day between Nairobi and Mombasa with a maximum capacity of 20.

1.1.4 Logistics Firms in Nairobi County

The logistics business in Nairobi is diverse and includes companies specializing in delicate or perishable items, including as shipments of fresh fish to EU nations. Shipping services from the port go to locations all over the world. The port is well-equipped to handle a wide range of commodities, including a growing trade in containerized goods. It has 16 deep-water berths totalling more than 3,000 meters in length, with a ten-meter depth beside. It runs dry ports for the processing and storage of containerized goods and empty containers as well as huge storage facilities.

Logistics firms in Nairobi County contribute significantly to the country's economy in the following ways; provision of employment and income generation through multilateral trade (Datche, 2019). One of the worldwide logistics companies established in Nairobi Kenya over the past 5 years is DOB Equity, a leading Netherlands family office. It is investing up to 4 million dollars in Africa Logistics Properties Holding (ALP), a modern grade A warehouse developer and manager. DHL Worldwide Express is another global logistic firm that ventured into the Kenyan market back in 1979. In 2017, the revenues of DHL stood at €14 billion with African markets contributing 15% of this revenue. DHL is a perfect example that can be used to show how lucrative the Kenyan market is in terms of logistics business.

While launching the subsidiary, Nippon Express President Mr. Shigeru Umino announced that the company will establish a structure that meet the needs of the Kenyan customers and also those in East Africa, where sustained growth is anticipated. Additionally, he said that with the SGR linking Nairobi and Mombasa, logistics demand is likely to rise because of the decreased travel time and cost to interior locations from Mombasa Port. Industry leaders are represented by the Kenya International Freight and Warehousing Association. Development and regulation of the industry are under Ministry of Transportation control. Kenya ranks 122nd out of 155 nations in the World Bank's Logistics Performance Index, with a score of 2.43, which is only 45.9 percent of Singapore, the best-performing country.

1.2 Research Problem

The management of strategic change undertaken by companies improves service delivery quality and impact. In order to minimize environmental change, institutions continue to restructure their methods. Organizations want to maintain their strategy and structure because they are resistant to change (Baker,2007). Organizational change management is necessary in response to changing market circumstances, information systems, global economic and social values, demographics, and the political environment in which a company operates. Bowman and Asch (2007) argues that businesses have to adopt changing management techniques like downsizing and adopting new technologies quickly, effectively and with high levels of success to ensure they stay competitive and relevant in the long term. Change management methods are used to accomplish desired outcomes within a certain timeframe (Rukunga, 2003). Due to the increasing expenses and decreased flexibility of utilizing road transport, logistics companies in Nairobi, Kenya are looking for alternative means of transportation. The logistics business requires solutions that can withstand pressure from the government, the general public, rivals, consumers, and the supply chain itself.

As a result, several Kenyan logistics firms have had to shut their doors or downsize because of the competitive nature of the market (Netherlands-African Business Council, 2014). Credit management may be one of the reasons for the poor survival rates of these businesses. (Gichuru, 2012). There have been some beneficial effects, however, such as an increase in income, as a result of these new regulations. It's a very competitive sector since there are many logistics organizations, and they all strive to provide their consumers with the best products and services possible (Gill,2002) This industry has seen

a wide range of approaches to change management, some of which have been enormously successful while others have been total disasters.

There have been a lot of studies undertaken both nationally and internationally on strategic change management approaches. The impact of bureaucratic structure on organizational change in Indian banks was researched by Van (2014) in India. Change management has a favorable impact on the structure of a business, according to research. A study by Dauda, Akingbade, and Akinlabi (2010) indicated that strategic change management improved the performance of small-scale firms in Lagos, Nigeria. A cross-sectional survey was conducted. It was discovered that using strategic change management techniques increased organizational profitability and even market share. Ravi (2014) conducted research in Oman on the main failures in executing corporate transformation efforts in Oman banks due to a lack of adequate strategic planning. Using regression analysis, it was discovered that Oman Banks' inability to use strategic change management techniques resulted in a significant drop in performance.

According to Wanjiru and Njeru (2014), Kenyan commercial banks' financial performance is influenced by strategy shift. Following this study, banks must focus on creating long-term strategies to remain relevant and competitive in a rapidly changing world. They must also be smart in addressing future environmental and industrial problems. Odundo, (2007) has carried out a case study on Kenya Revenue Authority's change management methods. KRA's transformation program included departmental restructuring in order to unify a number of critical operational domains and to improve efficiency, according to the findings of the study. Kenya's major pharmaceutical

enterprises were studied by Mwangi (2013) for their change management strategies and competitive advantages.

The management of 47 pharmaceutical businesses in Kenya were surveyed using a descriptive survey and questionnaires. He observed that organizations may gain a competitive advantage by changing management. Many studies have focused on strategic change management. However, there is limited literature concerning the direct association between strategic change management and how it influences service delivery. One of the major gaps that most researchers point out in terms of the effect of strategic change management on service delivery is that it has been treated in more broad terms in the literature, with little in-depth examination. As a result, this study will answer the following research question: What effect does strategic change management have on service delivery in logistics enterprises in Nairobi County, Kenya?

1.3 Research Objective

The study's goal was to examine the impact of change management practices on service delivery in Kenyan logistics companies.

1.4 Value of the Study

Filling information gaps and paving the way for future research are two goals of this study's results. Furthermore, the study's results will have a positive impact on both practice and theory. The findings also will be a crucial factor in the designing, planning and adoption of change management practices.

Policymakers may use this report as a reference in their efforts to establish regulations, regulate and manage state businesses in the nation, especially in the field of management. In the change management process, commercial state businesses will be able to make change management choices that are correct and take into consideration the specific possible risks and rewards that are involved in decision making, as well as the anticipated economic implications.

Finally, this research study benefited policy makers and the logistics Industry players at large. The knowledge and understanding of change management is important in realizing business performance objectives. The research guided the policy development process which may be unsuccessful in attaining policy goals, if founded on the incorrect premise.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

The research and practical studies in the topic of strategically modifying practices in service delivery are discussed extensively in the literature. The chapter discusses the research gap in strategic changing management techniques in the service of organisations.

2.2 Theoretical Foundation

A total of two theories was used in this investigation, namely, Porter's theory and the Service Quality Theory.

2.2.1 Porter's Theory

Porter's theory, which is one of the study's anchor hypotheses, was created in 1980 by Michael Porter. According to the theory of competitive advantage, the source of competitive advantage varies from industry to industry and even within industries. Porters (1980) stated that an organization may establish an impregnable position in the market by working alone or in concert with other organizations in the same industry to outperform the competition (Thompson, Strickland, and Gamble, 2007). The competitive advantage concept was coined by Day in 1984. He said that a company's strategy might help it retain its market position. Competitive advantage was confirmed in 1984 by Porter who emphasized the four major sorts of advantages that a business may have in order to achieve long-term sustainability.

Porter's Michael Generic competitive tactics include cost management, distinctiveness and emphasis. In cost management, a company becomes the low-cost manufacturer in its industry. This may involve achieving economy of scale, patented software, favouring access to raw resources and other considerations. If a business can achieve an overall cost lead and sustain it will be more than average manufacturer in its industry if it is able to manage prices at or near to average industries. (Porter, 1985).

Differential strategy implies competing based on how a company can do things a different way from its rivals. Competitive advantage may be gained by offering items and services at the lowest feasible cost, according to the low-cost approach. Targeting a small market sector or focusing on a particular product or service is a niche approach. All of

this need significant attention to achieve a competitive edge (Papulova & Papulova, 2006; Porter, 2004).

This theory provides a suitable framework for the study of innovation strategies and competitive advantages in telecom businesses in Kenya. The biggest shortcoming of the Five Forces Model, according to Barney (1991), is that it offers just a list of variables that may be beneficial or inappropriate to an organisation. This tool, like other scenarios like the Swot Analysis framework, is just the beginning of a comprehensive examination of organisation's performance.

2.2.2 Service Quality Theory

Parasuraman, et al. (1988) advanced their service quality model after adopting Churchill (1979) framework which had been used to develop marketing constructs measures. They utilized focus groups that identified 10 correlated service quality dimensions. 97 items were generated from the dimensions. Every item was converted into two statements in order to measure perceptions and expectations. Using a seven-point scale of strongly agree (7) to strongly disagree (1), a sample of service users scored each item. Following Lovelock's (1983) categorization, the questionnaire was used to measure customers' perceptions of service quality. The 97-item tool was finalized and concluded by concentrating on the questions purely isolating between respondents having different perceptions while pointing out dimensions of the scale that determine the reliability of its components.

Previous studies show that customers' perception of quality is affected by multiple factors and their perception of quality is not one-dimensional. Service quality dimensions

were identified through a study by Parasuraman, Berry and Zeithmal (2008). Their study classified service quality dimensions into five categories which apply across different service contexts namely assurance, reliability, empathy, responsiveness and tangibility. The five factors; tangibles, assurance, reliability, empathy and responsiveness are acronymed RATER by Buttle (1996). Parasuraman,

Technical and functional qualities do not take place in a vacuum and therefore the image of the firm is equally important. Customers' perceptions of a company and its resources are the primary focus of the image component, which is critical to most service businesses (Parasuraman et al. 1985). Technical and functional aspects make up the bulk of the firm's services, which are seen and perceived by clients. Other factors that influence image are either external or internal factors. Marketing operations such as advertising, pricing, and public relations are examples of internal elements, whereas external influences include the company's traditions, philosophy, and word-of-mouth. This concept connects service quality and client happiness in this study. It has also been criticized for focusing on the service delivery and not addressing the service-encounter outcomes of the notion (Gronroos, 1990).

2.3 Change Management Strategies

Many variables contribute to the effective execution of organizational reforms. One such element is willingness to adapt. Willingness is shown in members' intents, attitude and convictions as to the extent to which adjustments are desired and their ability to make such changes effectively. Several strategic change management approaches are discussed by Lines (2004). Such options are differentiation strategy, organization culture, coaching and feedback, communication change, and training needs.

2.3.1 Differentiation Strategy

Product differentiation is a marketing approach that gives unique items a competitive advantage over similar products (Porter, 1985). Distinguishing your goods and services from those offered by other businesses in your industry is a key component of a differentiation strategy. This includes changing the product's longevity, functionality, brand image, and after-sales support.

This value addition to the customer's product or service will help the organization to develop core competency in this area of distinction, erecting barriers to other rivals' imitation of their products and ensuring a competitive edge. Differentiation is the process of adapting a product to meet the needs of a certain customer (McCracken, 2002). This is an organization's ability to produce items or services that the consumer perceives to be superior to, and more valuable than, the competitors. This method works effectively with smart marketing to get people to respond to the superiority of the product's distinctive qualities.

2.3.2 Diversification strategies

There is a need for firms to align their operations, products and service in a way that they obtain a favourable position in the market.

This can be done through diversification. Diversification is a process that ensures a firm has a variety of products and can access to larger markets. Diversification if successful is crucial since it aims at ensuring that organisational performance is enhanced and sustained at all time relative to that of competitors (Pamulu, 2010). According to Thompson and Strickland (1993) diversification strategies involves a wide range of activities such as development of products, new markets, formation of alliances,

acquisition of newer version of technologies, acquisitions, distribution of products produced by foreign manufactures, issuance of licences of new technological tools and introduction of new service lines. As stated by Machel (1997), there are three kinds of diversification strategies.

Concentric, Horizontal, and Conglomerate are the three types. Strategies that aim to generate new goods or services in order to expand the market by attracting new clients are known as "concentric diversification." The products are related to the current products and therefore it involves formation of newer versions through synergies enabled technologically or commercially.

2.3.3 Focus Strategy

To gain a cost advantage or a distinguishing advantage, the focus method narrows its attention to a certain market segment. The company focuses on a niche market and provides customized solutions. For starters, it's important to focus only on the market group you're trying to reach. Product differentiation is necessary for companies that want to implement a focus strategy. They may either please their consumers with high-quality goods or cut their costs, or both (Porter, 1998). Different organizations may adopt the method and peel off sub-fragments that they can better serve, and it may be straightforward for a broad market cost leader to alter, keeping in mind the ultimate goal of competing in the marketplace. In addition, changes in the objective market and imitation also pose a great risk (Pearce and Robinson, 1997).

2.3.4 Innovation Strategy

Innovation is termed as effective development, application and utilization of fresh or structurally enhanced services, products, organisational forms, technology or process (Hartley, 2006). Innovation strategies, according to Hansen and Birkinshaw (2007), are the deliberate and active planning, execution, and control of actions that lead to innovation.

Further, innovation strategies can be described as the manner in which an organization directs its resources for a given period of time and obtains capabilities that impacts the performance of innovation. This includes organization behaviours and economic perspective which is concerned with internal operations. It is also acknowledged that organizations form associations with other organizations and trade, cooperate as well as compete with one another. Also important to note is the operations of individuals within an organization which are known to affect the innovation process too.

2.4 Measures of Service Delivery

The term service delivery refers to each time a product or service is made available to consumers, regardless of whether or not it is really provided (Ahmad,2005). 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. Danaher and Mattsson (2016) 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 (Verhoef & Lemonk, 2015).

Customer satisfaction is attained when the expectations on quality of a service are more after the service delivery. Kiragu (2015) speaks of ex-ante and ex-post expectations whereby; ex-ante expectations are anticipations about a service before encounter and ex-post perception is the reality after experiencing the service. Ex-ante expectations are created after an initial encounter with a service or is acquired through promises in advertisement, advocacy, word of mouth or references. Ex-post perception is the reality about the service and occurs after using the service at least more than once. Quality service delivery occurs through keeping of promise and maintaining consistence in service delivery. Consistency in quality service delivery leads to positioning of the service in customer's mind and loyalty to the brand (Danaher &. 2004).

The capacity of an employee to demonstrate real care and concern for consumers establishes empathy. For empathy to be successful, the employee must demonstrate it on a regular basis. Delays in the supply of service will lead to a loss of meaning in services and thus a service must be provided in good time before the customer gets irritated. As a result, excellent service is synonymous with operating within a certain range of tolerance. It will be deemed excellent service provided if the service operates as anticipated and planned (Ahmad, 2005).

The assurance depends on the employee's capacity to trust and trust the client. This is based on the knowledge and skill of the employee to make pleasant and courteous

communication. Four components of this component are: competency, customer compliance, efficient communication and attitudes. For services to be seen as a services, it should include all characteristics that meet the expectations of consumers. It should be classified as high service with all its main operational features and all quantifiable aspects (Fogli, 2006).

2.5 Change Management Strategies and Service Delivery

Strategic change management and service delivery in public enterprises in the United Kingdom were examined by Meier and Boyne in 2017. In the United Kingdom, the study discovered a clear correlation between strategic change management and public service performance. As a result, the study's findings cannot be generalized since they were carried out in a different situation. Strategic change management approaches in Indonesia's construction industry were examined by Kariuki, (2014). It has been shown that a company's service delivery is influenced by changes in communication. Transmission of knowledge and shared understanding is aided through communication. For strategic change to be effective firms need to have proper communication channel hence better service delivery to clients.

Yunus (2014) conducted a study of small businesses in Lagos, Nigeria, and their strategic change management methodologies and service performance. According to a research, strategic change management has an effect on the stock values of small enterprises. The findings revealed that strategic change management implementation had a positive connection to service delivery to firm. For the impact to be felt, the research suggested that suitable communication training and coaching and alternatives have to fit. As a result of this training, firms may provide better services to their customers. An

employee's ability to provide high-quality services to customers may help determine the amount of training the person needs to be successful. An individual worker or team's understanding of what they are expected to do and their ability to stay focused on their various tasks is facilitated by performance, according to Carnall(2014).

2.6 Empirical Review and Knowledge Gaps

Nkara (2014) carried out the Independent Electoral and Boundaries Commission of Kenya's assessment on changing management practices. The research was conducted in Kenya and its findings showed that the Commission effectively implemented the changes, using technology and appropriate personnel while executing the changes. Some of the methods implemented were communication to employees by leaders, retention of workers and recruiting. In its conclusions, the research indicates that the need for change should push companies to react properly and avoid becoming de-motivational, since the achievements of the previous become clear when the company achieves its targets. The study was based on qualitative tools and case study. The above study will be quantitative in nature.

Kaurai (2016) performed a research on the impact of Kenya National Road Authority's strategic change management methods on its performance. Institutional performance in Kenya was significantly improved by improvements in management approaches, according to studies. However, uncertainty, demands on resistive adjustments, and a drift in approach were some of the challenges that were brought to light throughout the session. The above study will be quantitative in nature.

Using a case study of Safaricom Ltd. in Nairobi, Musau (2012) examined the approaches used and the challenges faced while managing change there. The research used a case study technique in order to perform an exhaustive investigation.

The research listed the main criteria for an effective transformation program and the difficulties it faced. The study's setting was safaricom and not logistics businesses and analysis was carried out utilizing qualitative analysis therefore contextual and methodological deficiencies. Strategic change management in the Brazilian banking sector was explored by Tracey, Vonderembse, and Lim (2010). An exploratory study conducted among 121 organizations utilizing a canonical correlation technique found that strategic change management improves operational efficiency, flexibility, pioneering potential, innovation, and managerial capacity. The context for this study was financial sector and also employed exploratory study design as opposed to cross sectional survey.

In India, Kuncoro and Suriani (2018) examined how change management affected rabbit meat merchants' competitive advantage. Questionnaires were employed for collecting of data from 110 merchants where the Structural Equation Modelling with Partial Least Square was applied for analysis. The results revealed that communication positively and substantially improved firms' competitiveness. Additionally, communication had a significant and direct influence on market driving while market driving significantly and positively influenced sustainable competitiveness. The study's context was rabbit meat merchants and not logistics firm and analysis was carried out using factor analysis thus contextual and methodological gaps.

In the County of Nairobi's ICT sector, researchers Laban and Deya (2019) examined the impact of strategy shift on the organization's performance. Researchers gathered data from study participants by administering a standardized questionnaire. Study findings demonstrated a strong correlation between ICT business performance and coaching/training interventions.

Matokho and Anyieni (2018) also performed cross-sectional research to see how strategic change management affects the financial performance of Kenyan banks. Strategic change management reduces operating costs while boosting bank market share in Kenya, according to the results of this research. This research is related to the current research on the competitive advantage that strategic change management provides to banks. However, it overlooks the competitive benefits that effective change management may provided

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This section discusses how the research was conducted. Information regarding the research methodology, demographic being studied, data collecting and data analysis may be found in this chapter. The techniques for analyzing and presenting the data collected are also discussed.

3.2 Research Design

Descriptive cross-sectional research was used to assess how outsourcing affected operational performance. Accurate and exact descriptions of occurrences in a well-planned and meticulous way are necessary for the design to be acceptable. Descriptive research designs help in the identification of the where, what, who, when and how of phenomena. Using the descriptive research technique, researchers were able to establish how the numerous independent variables were linked to the study's primary dependent variable.

3.3 Population of the Study

To draw conclusions about a set of items by comparing their shared traits is the definition of a population (Kothari 2003). According to a report by Kenya's tax authorities, the study's intended audience consisted of 75 logistics enterprises in Nairobi (2020). A survey of 75 logistics companies was conducted for the research.

3.4 Data Collection

The research relied on information gathered via the distribution of a questionnaire to participants.. The first section of the questionnaire collects data about the organization's characteristics. Second, was change management, followed by service delivery. A good questionnaire is a critical method to come up with a wide variety of information from a large sample size which is easier to analyze (Kothari, 2011). Operations managers, warehouse managers, and supply chain managers, or their equivalents, were consulted for this information, as they are regarded to be aware about change management.

3.5 Data Analysis

A review of the questionnaire's most important data will be conducted. SPSS will be used to perform descriptive and inferential statistics on the data after it is coded. Questionnaires was revised for consistency after data collection to be considered complete. Editing, tabulation, and coding were used to clean up the data and identify any discrepancies in the replies, as well as to enter particular numerical numbers for future analysis. As a part of the analysis of the data, we will employ descriptive statistics, which comprise measures of central tendency (mean) and variability (variance and standard deviation). Data was displayed as graphs in addition to pie and bar charts. In the multiple linear regression model illustrated below, a correlation was discovered between the variables:

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + e$$

Where:

Y = Service Delivery

β_1 to β_3 are the regression coefficients

β_0 = Constant Term X_1 = Differentiation Strategy X_2 = Diversification strategy

X_3 = Focus Strategy X_4 = Innovation Strategy E = Error term

CHAPTER FOUR

DATA ANALYSIS, PRESENTATION AND DISCUSSION

4.1 Introduction

According to this chapter, statistical analysis and discussions on the influence of change management strategies on service delivery in Nairobi County, Kenya, are provided.

4.2 Response Rate

In the course of administering 75 surveys, 70 were returned for data processing, with a response rate of 93.33%. The findings support Mugenda and Mugenda's (2013) assertion that rates higher than 50% are acceptable in analyses. Similarly, Babbie (2010) deems a return rate of 60% to be acceptable, and a return rate of 70 to be exceptional. The findings were sufficient for data analysis. As a result of the adequate response rate, the researcher proceeded with analyses of data.

4.3 Organizational Characteristics

This section is dedicated to firm's basic details. The data aided in comprehending the company' background details under consideration. It requested information on the company's time of operation, number of employees and ownership structure.

4.3.1 Period of operation

The duration of operation of the logistics was given by respondents as specified in Table 4.1.

Table 4. 1: Period of Operation

Years	Frequency	Percent
Below 10 years	20	28.57
Between 10 and 20 years	45	64.29
Over 20 years	5	7.14
Total	70	100.0

Source: Field Data (2021)

In Table 4.5, 64.29 percent of logistics companies have been in business between 10 and 20 years, with 28.57 percent under 10 years, and 7.14 percent over 20 years in existence. The results show that most of the logistics companies in Kenya are well established and have a good grasp of the market in Kenya.

4.3.2 Number of Employees

The number of workers at the company was elicited from the survey participants. Respondents' replies are shown in Table 4.2.

Table 4.2: Number of Employees

Employees	Frequency	Percentage
Below 150 workers	20	28.57
Between 151 and 500 workers	40	57.14
Over 500 workers	10	14.29
Total	70	100.0

Source: Field Data (2021)

Table 4.2 depicts that most of logistics firms have employees between 151 to 500 workers at 57.14%, below 150 workers at 28.57% and lastly over 500 workers at 14.29%.

4.3.3 Ownership Structure

Ownership of the businesses was requested from respondents. Table 4.3 depicts responses as gathered from respondents.

Table 4.3: Ownership Structure

Years	Frequency	Percent
Sole Proprietorship	10	14.29
Partnership	20	28.57
Private company	35	50
Publicly listed	5	7.14
Total	70	100.0

Source: Field Data (2021)

Table 4.3 depicts most of logistics firms are privately owned at 50%, followed by partnership at 28.57%, sole proprietorship at 14.29% and lastly publicly listed 7.14%.

This implies that most the logistics firms they are privately owned.

4.4 Change Management Strategies

The independent variables of this research were change management strategies. It was essential to determine the opinions of respondents on their organization's change management strategies. The change management strategies have been assessed at a 5-point scale of Likert and the responses are required to either agree on "Not at all," "little degree" and "moderate degree" or "large degree", "very large degree". For each question, the most favorable answer was given 5 points, followed by 4, 3, 2, and 1 for the least positive. This research utilized a mean value of 4.0-5.0 for large, 3.0-4.0 for moderate, 2.0-3.0 small, and 1.0-2.0 for did not agree. Logistics firms change management strategies were evaluated using a total of 20 statements.

4.4.1 Differentiation Strategy

For each assertion, In order to gauge their degree of agreement with the statement, the participants were asked to rate it from 1 to 5. Table 4.4 depicts the outcome.

Table 4.4: Differentiation Strategy

Statement	N	Mean	Std. Dev
Customer loyalty is strong because the company delivers a unique service.	70	4.23	1.17
.The variety offered by the firm has increased reliability of our services in the industry	70	3.45	0.98

The uniqueness of our brands enhances product choice by customers	70	3.43	1.19
The variety offered by the firm has increased reliability of our service in the industry	70	3.90	0.89
Good communication channels to ensure customer acquisition and retention	70	3.11	1.07
Composite Statistics	70	3.62	1.06

Source: Field Data (2021)

By Mean 4.23 and SD Deviation 1.17, the company delivers a unique service that leads to great client loyalty. The variety offered by the firm has increased reliability of our service in the industry, which show an average difference of 3.90 and 0.89. In addition, The variety offered by the firm has increased reliability of our services in the industry having a 3.45 as mean and a 0.98 as standard deviations. The uniqueness of our brands enhances product choice by customers having 3.43 as mean 1.19 as standard deviation. Finally, Good communication channels to ensure customer acquisition and retention, having a 3.23 as mean and a 1.07 as standard deviations. Many logistics companies have adopted a differentiation strategy to a considerable degree, according to the overall mean of 3.62.

4.4.2 Diversification Strategy

Participants were given with five statements about diversification strategy and asked to indicate their level of agreement with each statement. Table 4.5 depicts the outcome.

Table 4. 5: Diversification Strategy

Statement	N	Mean	Std Dev
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Your business practices credit diversification, in which loans are made to individuals in many sectors of the economy.	70	4.24	.504
Your business diversifies its bank loan portfolio to meet the demands of various customers.	70	4.34	.505
Your business's distribution network is regionally diverse, resulting in a greater market share.	70	4.23	.798
The senior leadership establishes and communicates with workers the company objectives.	70	4.53	.547
Employees are receptive to organizational change provided managers provide appropriate feedback.	70	4.26	.611
Composite Statistics	70	4.32	.652

Source: Field Data (2021)

With an average of 4.53 and an SD of 0.547, senior management creates and communicates the company's goals to employees, as shown in Table 4.5. The firm's bank loan portfolio having 4.34 as mean 0.505 as standard deviation to fulfill the different needs of its clients. An average of 4.26 and a wide range of 611 indicate that employees are prepared to accept organizational change provided managers give them the proper feedback, loans are made to persons who work in a variety of different sector with a mean of 4.26 and a standard deviation of 0.798, according to the organization. Finally, the company's distribution network is spread out over the country, increasing its market

share by an average of 4.23 and 0.504 percent. The total mean was 4.32, indicating that many logistics firms make extensive use of differentiation strategies.

4.4.2 Focus Strategy

Five statements concerning the focus method were given to participants, and they were asked to rate their level of agreement. Table 4.6 depicts the outcome.

Table 4.6: Focus Strategy

Statement	N	Mean	Std. dev
Focus on selling Products/Services to a particular market niche.	70	4.24	0.95
Devotion of resources for maintaining market leadership in this niche.	70	3.53	1.06
Creating brand loyalty thus charging premium prices.	70	3.43	0.99
Efficient and effective service for the narrow strategic market.	70	3.07	1.02
The services tailored to the market needs	70	3.39	1.05
Composite mean	70	3.53	1.01

Source: Field Data (2021)

Focus on selling Products/Services to a particular market niche having a 4.24 as mean and a 0.95 as standard deviations as depicted in Table 4.6. Having a 3.73 as mean and a 1.06 as standard deviations, Devotion of resources for maintaining market leadership in this niche having a 3.53 as mean and a 0.99 as standard deviations as espoused by survey

data. Creating brand loyalty thus charging premium prices. The services tailored to the market needs having a 3.39 as mean and a 1.05 as standard deviations, Efficient and effective service for the narrow strategic market with a mean of 3.07 and 1.05 as standard deviations. Overall, the mean was 3.53 which imply that many logistics firm oil in Kenya embraced focus strategy to moderate extent.

4.4.4 Innovation Strategy

According to five assertions about innovation strategy, participants were asked to assess their degree of agreement. Table 4.7 depicts the outcome.

Table 4.7: Innovation Strategy

Statement	N	Mean	Std.dev
The organization introduces new or significantly improved products.	70	4.20	0.89
Customers' preferences and tastes vary, therefore the company adjusts its goods accordingly.	70	3.70	1.08
Customers' tastes and preferences vary, therefore the company adjusts its offerings accordingly.	70	4.30.	0.92
The company introduces new or substantially better techniques for production or production of products or services	70	4.11	1.10
The organization renovates the methods of promoting existing and/or new services	70	3.80	0.99

provided

Composite Statistics	70	4.02	0.99
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Source: Field Data (2021)

Table 4.7, customers' tastes and preferences vary, therefore the company adjusts its offerings accordingly as shown by 4.30 as mean 0.92 as std deviation. The organization introduces new or significantly improved products having a 4.20 as mean and a 0.89 as standard deviations while the company introduces new or substantially better techniques for production or production of products or services having a 4.11 as mean and a 1.10 as standard deviations. The organization renovates the methods of promoting existing and/or new services provided a mean 3.80 and a std deviation of 0.99. Customers' preferences and tastes vary, therefore the company adjusts its goods accordingly with a 3.70 as mean and a 1.08 as standard deviations. Overall, the mean was 4.02 which imply that focus strategy influence service delivery to a great extent.

4.5 Service Delivery

Under this research, service delivery was a dependent variable. The respondents' opinions on the service delivery of their logistics firms had to be established. The following analysis has been adopted to distinguish the extent: mean value of 4.0<35.0 to a large, a moderate extent of 3.0<4.0, a small extent of 2.0<3.0 and an average score of 1.0<2.0 to a small degree. 10 statements were used to evaluate service delivery among logistics.

4.5.1 Responsiveness

Three assertions about responsiveness were presented to participants, and they were asked to score their level of agreement with each.

Table 4. 8: Responsiveness

Responsiveness	N	Mean	SD
The firm employees are happy and willing to serve customers	70	4.63	0.487
Service times are clearly communicated to consumers by employees.	70	4.45	0.493
The personnel are not overburdened with work to reply to user demands.	70	4.34	0.498
Mean	70	4.47	0.478

4.5.2 Reliability

Table 4.9 shows that participants were asked to rate their degree of agreement with three assertions concerning dependability.

Table 4.9 Reliability

Reliability		Mean	Stdev
The firm perform services right the first time	70	4.57	0.554
The firm delivers network services in a timely manner	70	4.56	0.528
The management delivers its services	70	4.56	0.555
Mean	70	4.54	0.551

From Table 4.9, Reliability was influenced by the firm perform services right the first time at mean of 4.57, standard deviation 0.554, followed by the firm delivers network

services in a timely manner at 4.56 as mean 0.528 as S.D. The management delivers its services were at 4.56 as mean and 0.555 as SD. The total mean was 4.54, which suggests that dependability has a significant impact on service delivery.

4.5.3 Assurance

As shown in Table 4.10, participants were asked to indicate their degree of agreement with three assurance statements.

Table 4.10 Assurance

Assurance		Mean	Stdev
Customers get trust as a result of the actions of the employees.	70	4.54	0.582
Customers are routinely treated with courtesy by the employees	70	4.53	0.583
The employees' behavior instills confidence in customers	70	4.53	0.557
Mean	70	4.49	0.586

From table 4.10 assurance was influenced by the employee behavior instill confidence in the customers at mean of 4.54, standard deviation 0.582, followed by the employee are consistently courteous to the customers at mean of 4.53, standard deviation 0.583. Lastly, the employees' behavior instills confidence in customers at mean of 4.53, standard deviation 0.557. The total mean was 4.49, which indicates that assurance has a significant impact on service delivery.

4.5.4 Empathy

Three statements regarding empathy were provided to each participant and they were asked to indicate their degree of agreement with each statement (Table 4.11).

Table 4.12 Empathy

Empathy		Mean	Stdev
The employees give customers individual attention	70	4.50	0.532
Services are tailored to meet the specific requirements of each customer	70	4.41	0.625
The operating hour are convenient to all customers	70	4.44	0.581
Mean	70	4.50	0.567

Empathy was influenced by employees give customers individual attention at mean of 4.50, standard deviation 0.532, followed by services are tailored to meet the specific requirements of each customer at mean of 4.41, standard deviation 0.625, The operating hour are convenient to all customers at mean of 4.44, standard deviation 0.567. The overall mean was 4.50 which signifies that reliability influence service delivery at significant extent. The aggregate mean was 4.53 that implies that logistics have adopted service delivery to great extent

4.6 Correlation Analysis

Analysis of correlations between study variables was carried out. Helped to establish the relationship between change management methods and service delivery. In this case, Table 4.12 demonstrates the outcomes of the analyse

Table 4.9: Pearson Product-Moment Correlations Results for Study Variables

1		DS	DIS	FS	IS	SD
DS-Differentiation Strategy	Pearson Correlation	1				
	Sig. (2-tailed)					
	N	70				
DIS-Diversification strategy	Pearson Correlation	.643*	1			
	Sig. (2-tailed)	.05				
	N	70	70			
FS-Focus Strategy	Pearson Correlation	.653**	.341*	1		
	Sig. (2-tailed)	.01	.05			
	N	70	70	70		
IS-Innovation Strategy	Pearson Correlation	.720**	.524**	.315*	1	
	Sig. (2-tailed)	.01	.01	.05		
	N	70	70	70	70	
SD-Service delivery	Pearson Correlation	.843**	.735**	.436*	.560**	1
	Sig. (2-tailed)	.01	.01	.03	.01	
	N	70	70	70	70	70

** . Correlation is significant at the 0.01 level (2-tailed).

* . Correlation is significant at the 0.05 level (2-tailed).

Source: Field Data (2021)

Differentiation approach and service delivery are demonstrated in Table 4.9 to have a positive Pearson's correlation value of $r=0.843$ Diversification strategy and service delivery have a Pearson's correlation value of 0.735 and a significance level of 0.001. The Pearson's correlation value of 0.436 and the significance level of 0.05 suggested a pretty strong positive link between the Focus method and service delivery. It is also worth

noting that Pearson's correlation between innovation strategy and service delivery is 0.56 and that the significance level of the correlation is 0.05.

4.7 Regression Analysis

Regression analyses were used to ascertain how logistics firms is supported by service delivery by utilizing the determination coefficient (r^2) and also to forecast the connection among variables by use of β coefficient. Multiple regression analyses were conducted to assess the proportion of the dependent variable (firm performance) that can be attributed to four predictor variables (differentiation strategy, diversification strategy, focus strategy, innovation strategy).

4.7.1 Model Summary

The impact of predictor factors on dependent variables were studied using multiple regressions. Table 4.10 summarizes the model.

Table 4.10: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.864 ^a	.746	.645	.542

Predictors: (Constant), differentiation strategy, diversification strategy, focus strategy, innovation strategy

Source: Field Data (2021)

In Table 4.13 at significance level of 0.005, the outcomes show that R and R^2 were 0.864 and 0.746 respectively. There is a robust association of change management strategies on service delivery as evident by $R=0.864$. A total of 74.6% of the variance in service

delivery can be traced back to elements in the model, while the remaining 25.4% can only be attributed to variables outside the model.

4.7.2 Goodness of Fit of the Model

Using the suitable regression model, the researcher conducted an analysis of variance (ANOVA). On the basis of Table 4.11,

Table 4.11: ANOVA

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	.222	4	.036	1.091	.012 ^b
	Residual	1.037	65	.033		
	Total	1.259	69			

a. Dependent Variable: Service Delivery

b. Predictors: (Constant), differentiation strategy, diversification strategy, focus strategy, innovation strategy

Source: Field Data (2021)

Table 4.11 shows the results of the ANOVA. The f statistic is 1.012 at a significance level of 5%, according to the Table in this document. P values of $0.018 < 0.05$ are

considered significant in this study. This suggests that change management factors have an important role in forecasting service performance.

4.7.3 Model Regression Coefficients

The presentation in Table 4.12 shows unstandardized coefficients, standardized coefficients, t statistics and significant values.

Table 4.12: Regression Coefficient

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	T	Sig.
1	(Constant)	2.234	.617		3.620	.000
	Differentiation strategy	.037	.073	.633	2.506	.000
	Diversification strategy	.145	.099	.203	3.464	.000
	Focus strategy	.158	.140	.279	2.285	.000
	Innovation Strategy	.144	.096	.299	2.500	.000

a. Dependent Variable: Service delivery

Source: Field Data (2021)

Table 4.10's regression coefficients reveal a link between logistics businesses in Kenya's strategic change management and their service delivery. Differentiation strategy posted $p=0.00 < 0.05$, diversification strategy to change posted $p=0.000 < 0.05$, focus strategy posted $p= 0.000 < 0.05$ and Innovation strategy posting $p=0.000 < 0.05$. This Significance test was conducted at $\alpha=0.000$ in which the significance exists when p records a value < 0.05 . The results show that the parameters of strategic change management possess a significant with service delivery of logistics firms in Kenya.

The linear model then stands to be;

$$Y=2.234 +0.037X_1 + 0.145X_2 + 0.158X_3 + 0.144X_4 + \epsilon$$

As per the findings, , the constant 2.234 indicates that there still some level of service delivery even in the absence of the driver variables, when all other independent factors are held constantly, increasing the differentiation strategy parameter in relation to strategic change management by a single unit will result to a 0.037 change in service delivery of logistics firms in Kenya, increasing diversification strategy parameter in relation to strategic change management by a single unit will result to a 0.145 change in service delivery, increasing focus strategy parameter in relation to service delivery of logistics firms in Kenya by a single unit will result to a 0.158 change in service delivery of logistics firms in Kenya in Kenya and finally increasing innovation strategy parameter

in relation to service delivery by a single unit will result in a 0.144 change in service delivery in logistics firms in Kenya.

4.8 Discussion of Findings

Logistics companies in Nairobi have adopted a differentiation approach to some degree, according to research. In addition, the company's distinctive service generates strong customer loyalty, and the diversity supplied by the business has helped to improve the industry's trust in our services. Determining how your products and services vary from those of other organizations in the same sector is a differentiation strategy, according to Chandra (2014). Differentiation is the process of adapting a product to meet the needs of a certain customer.

Logistics companies have been shown to embrace diversification strategies to a significant degree. Following assertions were made: Firm employs bank loan portfolio diversity to meet the demands of diverse customers; credit diversification is used by a corporation when it lends money to people in diverse parts of the economy. The findings agree with Thompson and Strickland (1993) diversification strategies involves a wide range of activities such as development of products, new markets, formation of alliances, acquisition of newer version of technologies, acquisitions, distribution of products produced by foreign manufactures, issuance of licences of new technological tools and introduction of new service lines.

Logistics companies have been shown to employ focus approach to a modest amount. In support of this, the following remarks were made: concentration on selling

Products/Services to a specific market niche and efficient and effective service for the limited strategic market.

Pearce and Robinson, 1997, the focus approach focuses on a narrow market niche and aims to achieve either cost preference or distinction. The company focuses on a niche market and provides customized solutions. As a first step, it is important to focus only on and serve a certain market segment in order to increase market segment satisfaction.

Logistics companies have adopted an innovation approach to a large degree, according to research. Following statements, the business provides new or considerably enhanced items, and customers' preferences and tastes alter, therefore the corporation adapts its goods appropriately. The findings agree with Hansen and Birkinshaw (2007), are the deliberate and active planning, execution, and control of actions that lead to innovation. Further, innovation strategies can be described as the manner in which an organization directs its resources for a given period of time and obtains capabilities that impacts the performance of innovation.

According to the findings, strategic change management and service delivery have a positive correlation relationship. The effect of strategic change management and service delivery on Kenyan logistics enterprises was investigated using regression analysis. $R^2=0.695$ percent was determined to be a good predictor of the data, showing a good match to the coefficient of determination. The total regression model is statistically significant with a p-value of $0.018(<0.05)$. Strategic change management is linked to better service delivery, according to Racelis (2005).

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This chapter summarizes the findings and suggestions of the inquiry, which the researcher came to as a consequence of his or her study. This is in conformity with the study's goals.

5.2 Summary of the Findings

An investigation of the effects of change management approaches on service delivery in Kenyan logistics enterprises was the goal of this research. Most logistics companies have

been in business for over ten years and employ less than 500 workers, indicating that they are a source of employment. The goal of this research was to examine the influence of change management techniques on service delivery in Kenyan logistics organizations. Most logistics companies have been in business for over ten years and employ less than 500 workers, indicating that they are a source of employment. Most of the Logistics firms are privately owned.

It was established that Logistics firms have embraced differentiation strategy and innovation strategy to a great extent. This was backed up by the following statements: the firm creates new or considerably better goods, and devotes resources to retaining market leadership in this segment. The experiential activities of the products are interesting to customers and the features of your product are intriguing to customers.

According to the findings, logistics companies have used differentiation and focus strategies to a considerable level in their operations. The company's commitment to market leadership in this area and its distinctive service that delivers strong customer loyalty were cited as supporting this claim.

A connection exists between service delivery and change management strategies, according to the research results. The regression model used in this research was confirmed to be a decent predictor by the regression analysis. The p-value for the analysis of variance was less than 0.05, indicating that the model was statistically significant.

5.3 Conclusions of the Study

According to the findings, differentiation and innovation strategies have a significant impact on change management, whereas focus and diversity have a small impact. The

companies promotes cooperation across various departments so as to speed up the invention process and get more feedback from the product released. There is increasing investment in innovative technology.

Regarding this study concludes that differentiation strategy and innovation strategy positively affects service delivery. To guarantee client acquisition and retention, the company delivers a unique service that has a high level of customer loyalty and effective communication channels.

A significant correlation between change management and service delivery was found in the study, hence the research model utilized is critical.. In line with change management organizations recognizes the effort of employees who implement the change. The outcome of the study confirms to the porter's theory and the Service Quality Theory.

5.4 Recommendations of the Study

The report advises that the firm implement policies and processes that encourage high employee participation, comprehension, and dedication to the company's vision, purpose, and goals. For this reason, plan execution relies heavily on employee involvement.

The study also recommends the industry maps out specifically what aspects of change management are relevant to their industry and invest heavily into those aspects so as to competitive. Logistics firms in Kenya need to have structural reforms so that to be competitive in the Kenyan market. The investigation also recommends the industry maps out specifically what aspects of strategic change management are relevant to their industry and invest heavily into those aspects so as to see tangible improvement in their

firms' structure. A new research advises that Kenyan logistics companies adopt techniques to improve their organizational structure.

Diversification and focus strategy have a good and considerable impact on service delivery, according to the findings. Consequently, senior executives set the company's direction and communicate it to their workforce. The logistics firms should upscale resources in development and research so that their products are of a better quality and diversity.

5.5 Limitations of the study

However, since the research only looked at one aspect of an organization's service delivery, other important aspects including technology, human capital, strategy, and financial resources and organizational structures were left out. These factors contribute to the 31.6 % of an organization's service delivery and should be considered so as to improve the accuracy of the study.

Additionally, the study's target respondents were busy owing to significant workloads, and thus did not have sufficient time to complete the surveys when the researcher offered them. This was a big drawback to the research. However, to guarantee that respondents responded adequately to the questionnaire, the researcher employed the drop and pick later strategy, which allowed respondents to complete the questionnaire at their convenience.

5.6 Suggestions for Further Studies

A quantitative technique was used in this cross-sectional investigation. It was based completely on the thoughts and impressions of the respondents. The quantitative

approach of the study was regarded as the most appropriate method for addressing the issues due to the time and resource restrictions. As a result, similar study using qualitative methods is necessary in the future.

Only the influence of change management methods on the service delivery of Kenyan logistics companies was the focus of the research. Other sectors, such as financial institutions, should be studied to see whether the conclusions are comparable. Future studies should investigate qualities other than those examined in this study, according to the results of the current research.

In spite of the study's emphasis on change management, there are many other factors that have a role. Additional study into other relevant concerns, such as organizational leadership, corporate governance and organizational design, is suggested as a consequence of this work.

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APPENDICES

Appendix I: Introduction Letter

June 2021

Masters Student- MBA

University of Nairobi

RE: REQUEST FOR RESEARCH DATA

I am a student at the University of Nairobi where I am undertaking a degree in Masters of Business Administration. For my course work evaluation, I'm expected to write a research paper on the topic of **“INFLUENCE OF CHANGE MANAGEMENT STRATEGIES ON SERVICE DELIVERY AMONG LOGISTICS FIRMS IN NAIROBI COUNTY KENYA”**. To do so, your company is chosen to produce the necessary data for this research. This information is used only for academic purposes and is not included in the report by your name. The findings of the research will be made available to you upon request.

Your participation and help would be greatly appreciated.

Thank you in advance.

Alex

Masters Student – Researcher

University of Nairobi

Appendix II: Questionnaire

Data gathered in the survey are solely for academic reasons and will be used in part to carry out a Masters Research project in order to evaluate the “Influence of Strategic change management practices on Service delivery among Logistics firms in Nairobi county Kenya”. The data collected will be treated with the utmost discretion. There are six parts to.

Section One: Organizational Characteristics

Please tick the most appropriate

1. In which Logistics firm do you work? (Enter below)

2. For how long has the firm been in operation? (tick one)

Less than 4 years 4-8 years Above 8 years

3. How many employees are there in your firm (tick one)

Less than 300 301 - 600 Above 600

4. What is the ownership structure of your business organization?

Sole Proprietorship	<input type="checkbox"/>
Partnership	<input type="checkbox"/>
Private company	<input type="checkbox"/>
Public/Listed company	<input type="checkbox"/>
Other (Specify)	<input type="checkbox"/>

SECTION B: CHANGE MANAGEMENT STRATEGIES

Which of the following attributes of change management strategies is shown by your company, and to what degree do you agree with them? On a scale of 1 to 5, choose the most relevant response from the list of options. 1=No extent, 2=little extent, 3=Moderate extent 4=Great extent, 5=Very great extent.

Component	1	2	3	4	5
Differentiation Strategy					
The firm delivers a one-of-a-kind service that result in high levels of customer loyalty.					
.The variety offered by the firm has increased reliability of our services in the industry					
The uniqueness of our brands enhances product choice by customers					
The variety offered by the firm has increased reliability of our service in the industry					
Good communication channels to ensure customer acquisition and retention					
Diversification strategy	1	2	3	4	5
Credit diversification is used by your company, which means that loans are made to individuals who work in diverse areas of					

the economy.					
When it comes to meeting the demands of diverse customers, your company employs bank loans portfolios diversification.					
Due to geographical diversification in distribution, your company's market share is expanding as a result.					
The senior management develops and communicates the organization's strategic objectives to its personnel.					
Employees are more willing to accept organizational change when they get appropriate feedback from their supervisors.					
Focus Strategy					
. Focus on selling Products/Services to a particular market niche.					
Devotion of resources for maintaining market leadership in this niche.					
Creating brand loyalty thus charging premium prices.					
Efficient and effective service for the narrow strategic market.					
The services tailored to the market needs					
Innovation Strategy	1	2	3	4	5

The organization introduces new or significantly improved products.					
Customers' preferences and tastes vary, therefore the company adjusts its goods accordingly.					
Customers' tastes and preferences vary, therefore the company adjusts its offerings accordingly.					
The company introduces new or substantially better techniques for production or production of products or services					
The organization renovates the methods of promoting existing and/or new services provided					

Section 3: Service Delivery

On the following assertions about service delivery in your organization, how much do you agree with them? On a scale of 1 to 5, choose the most relevant response from the list of options. 1=No extent,2=little extent, 3=Moderate extent 4=Great extent,5=Very great extent.

Service Delivery	1	2	3	4	5
Responsiveness					
The personnel at the store are cheerful and eager to assist clients.					

Employees provide consumers with a specific time frame for when services will be done.					
Users' requests are not being ignored since the personnel are not overburdened.					
Customer emergency situations are welcome, and workers are ready to help.					
Reliability	1	2	3	4	5
The supermarket is dependable and consistent in resolving complaints or problems of customers					
The supermarket perform services right the first time					
The supermarket delivers network services in a timely manner					
The management delivers its services					
Assurance	1	2	3	4	5
To fix difficulties and answer queries, the support personnel is well-versed in the necessary abilities.					
Customers get trust as a result of the actions of the employees.					

Customers are routinely treated with courtesy by the employees.					
Confidence is built in customers through the workers' behavior.					
Empathy	1	2	3	4	5
Customers get personalized service from the employees.					
All of the employees are dedicated to ethics and actively support ethical conduct in the workplace.					
Services are tailored to meet the specific requirements of each customer.					
All customers find the operation hours to be convenient.					

Thank You

Appendix III: Logistics Firms in Nairobi County

- 1 Access Africa Logistics
- 2 Aeromarine Logistics (K) Ltd
- 3 Andy Forwarders Ltd
- 4 Alexandria Freight Forwarders Ltd
- 5 Allied Service and Logistics Group Ltd
- 6 Ameritans Freight International Ltd
- 7 Anthill Freight Ltd
- 8 APM Global Logistics (Kenya) Ltd
- 9 Aquero Cargo Ltd
- 10 Australian Unitech Freighters (K) Ltd
- 11 Bahari Forwarders Ltd
- 12 Bemacy Freighters Ltd
- 13 Best Fast Cargo Ltd
- 14 Best Freight Conveyors Ltd
- 15 Bestline Holdings & Logistics Ltd
- 16 Bollore Africa Logistics Ltd
- 17 BOSMAR Freight Services Ltd
- 18 Bridge Freighters & Forwarders International
- 19 Bridgeco International Ltd
- 20 Cargo Direct Shipping & Logistics
- 21 Chasefast Logistics Ltd

- 22 Concise Freighters Ltd
- 23 Continental Cargo Services (Kenya) Ltd
- 24 Cross Border Cargo Ltd (CBC)
- 25 CYKA Shipping & Logistics (EA) Ltd
- 26 Dynamic cargo-link International
- 27 East African Express Ltd
- 28 Endip Freighters Co Ltd
- 29 First World Movers & Freighters
- 30 Freightwings Cargo Systems Ltd
- 31 Gallion Logistics Ltd
- 32 Global Cargo Handlers & Logistics Ltd
- 33 Global Freight Logistics Ltd
- 34 Globeflight Worldwide Express (K) Ltd
- 35 Great Lakes Auto Tech Int'l Ltd
- 36 GTS Cargo Logistics
- 37 Hellmann Worldwide Logistics
- 38 Horiken Freighters
- 39 Jetline Cargo Services Ltd
- 40 Kelvis & Hannington International
- 41 Kenfreight (EA) Ltd
- 42 Kuenen & Nagel (K) Ltd
- 43 Liberty Freighters Ltd

- 44 Lloyd Cruise International Ltd
- 45 Lyken Freight Express Ltd
- 46 Megafreight International Co Ltd
- 47 Pejon Freight Movers Ltd
- 48 Pentagon Freight Forwarders Co Ltd
- 49 Predential Cargo Forwarders
- 50 Quiver International Ltd
- 51 Sheffield Cargo Logistics Ltd
- 52 Signet Freight Forwarders Co Ltd
- 53 Skyland Logistics Ltd
- 54 Sosare Freight Ltd
- 55 Swift Global Logistics (K) Ltd
- 56 Tradewise Logistics (K) Ltd
- 57 Transfreight Logistics Ltd
- 58 Unimark Freighters Ltd
- 59 Union Logistics Ltd
- 60 Ufanisi Freighters Ltd
- 61 Victoria International Logistics Ltd
- 62 Worldclass Freight Logistics Ltd
- 63 Agility Logistics Ltd
- 64 Andy Forwarders Services Ltd
- 65 Caramel Mount Freight Logistics Ltd

- 66 Clarion International Shipping & Logistics
- 67 CMA CGM Kenya Ltd
- 68 Diverse cargo marine Air C&F Service
- 69 Dynamite Logistics Ltd
- 70 East Africa Cargo Logistics Ltd
- 71 Freight Forwarders Kenya Ltd
- 72 Freightways Mombasa Ltd
- 73 Genius Clearing & forwarding Co Ltd
- 74 Global Fleet Management Solutions Ltd
- 75 Grainbulk Haulers Ltd
- 76 Hasaki Freight Conveyors Ltd
- 77 High Tech Freight Movers Ltd
- 78 Inter Freight East Africa Ltd
- 79 Inter Ocean (EA) Ltd
- 80 Inter-pol Freighters
- 81 Intra Speed Ltd|
- 82 Jamonit Freight (Kenya) Ltd
- 83 Kadmus Freight Logistics Ltd
- 84 Kampala-Juba Freighters Ltd
- 85 Kenya Logistics Network
- 86 Kensomfreight International Ltd
- 87 Letrack Integrated Logistics

- 88 Lyson logistics Ltd
- 89 Matrix Freight Logistics
- 90 Mitchell Cotts Freight Kenya
- 91 Reli Line Transporters Co Ltd
- 92 Safmarine
- 93 Sahel Freighters Ltd
- 94 Scan-sped Freighters Ltd
- 95 Sealink Cargo Handling EA
- 96 Signon Freight
- 97 Spedag Interfreight Kenya Ltd
- 98 Smiles Cargo Supply Chain Ltd
- 99 SS Freight Ltd
- 100 Speedex Logistics

Source: Kentrade report 2020