

**SOCIAL MEDIA, DIGITALIZATION AND QUALITY SERVICE DELIVERY BY
INSURANCE COMPANIES IN KENYA.**

RUTH JEPTOO KIPKOSGEI

**A RESEARCH PROJECT SUBMITTED IN PARTIAL FULFILMENT OF THE
REQUIREMENTS FOR THE AWARD OF DEGREE OF MASTER OF BUSINESS
ADMINISTRATION, FACULTY OF BUSINESS AND MANAGEMENT SCIENCES,
UNIVERSITY OF NAIROBI**

2022

DECLARATION

I certify that this is my original work and has not been submitted to a facility or academic institution.

Signed: *Ruth Jeptoo* Date: 12/06/2022

Ruth Jeptoo

D61/7169/2017

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



Signed: _____ Date: 7/12/2022

Dr. Caren Angima

Senior Lecturer, Department of Business Administration

University of Nairobi

ACKNOWLEDGEMENTS

I give thanks to the Almighty God for granting me favour, knowledge and good health that has enabled me to complete this research work. I acknowledge my supervisors Dr. Caren Angima for patience, their continued support s and professional guidance and availability. May God bless you. My sincere gratitude also goes to my family and friends for the massive support and understanding accorded during this time.

TABLE OF CONTENT

DECLARATION	ii
ACKNOWLEDGEMENTS	iii
LIST OF TABLES	vii
ABBREVIATIONS AND ACRONYMS	viii
ABSTRACT	ix
CHAPTER ONE	1
INTRODUCTION	1
1.1 Background of the Study.....	1
1.1.1 Concept of Digitalization	2
1.1.2 Social Media	3
1.1.3 Quality Service Delivery.....	3
1.1.4 Insurance Companies in Kenya	4
1.2 Research Problem.....	6
1.4 Value of the Study	7
CHAPTER TWO: LITERATURE REVIEW	9
2.1 Introduction	9
2.2 Theoretical Foundation.....	9
2.2.2 Service Quality SERVQUAL Model.....	10
2.3 Components of a Digital Strategy	10
2.4 Measure of Service Delivery	11
2.5 Digitalization and Quality Service Delivery.....	12
2.6 Empirical Review and Knowledge Gaps.....	13
CHAPTER THREE: RESEARCH METHODOLOGY	15

3.1 Introduction	15
3.2 Research Design	15
3.3 Population of the Study	15
3.4 Data Collection	15
3.5 Data Analysis.....	16
CHAPTER FOUR: DATA ANALYSIS, RESULTS AND INTERPRETATION AND DISCUSSION	17
4.1 Introduction	17
4.2 Response Rate	17
4.3 Demographic Data.....	17
4.3.1 Years of Service.....	17
4.3.2 Years of Operation.....	18
4.3.3 Number of Branches within the Organization	18
4.3.4 Average Sales Volume for the Last (3yrs).....	19
4.3.5 Marketing Channels	19
4.3.6 Service Delivery.....	20
4.4 Digitalization and Social media.....	20
4.5 Quality of Service.....	21
4.6 Relationship between Social Media, Digitalization on Quality Service Delivery.....	23
CHAPTER FIVE: SUMMARY, CONCLUSIONS, LIMITATION AND RECOMMENDATIONS	27
5.1 Introduction	27
5.2 Summary of Findings	27
5.3 Conclusion.....	27
5.4 Recommendation of the Study	28

5.5 Limitation of Study	28
5.6 Implications for Policy and Practice.....	29
5.7 Suggestions for Further Research	29
REFERENCES	31
APPENDICES	36
APPENDIX I: Questionnaire.....	36
APPENDIX II: Registered Insurance Company in Kenya.....	40

LIST OF TABLES

Table 4.1	Year of Service.....	17
Table 4.2	Year of Operation.....	18
Table 4.3	Number of Branches	19
Table 4.4	Sale Volume.....	19
Table 4.5	Service Delivery Rating.....	20
Table 4.6	Digitalization and Social Media.....	22
Table 4.7	Quality Service Delivery.....	23
Table 4.8	Relationship between Social media, Digitalization on Quality Service Delivery.....	24

ABBREVIATIONS AND ACRONYMS

TAM:	Technology Acceptance Model
IRA:	Insurance Regulatory Authority
IoT:	Internet of Things
GWP:	Gross Written Premium
AKI:	Association of Kenya Insurer
ICT:	Information Communication Technology
SPSS:	Statistical Package for the Social Sciences
SERVQUAL:	Service Quality

ABSTRACT

Digitalization is of key importance in insurance companies as it has revolutionized the means of service delivery which has led to positive outcomes on customer engagement and business productivity. This study aimed to examine the connection of social media and digitalization on quality service delivery by insurance companies in Kenya. The research was based on technology acceptance model (TAM) and SERVQUAL model. These models were used to understand the use, adoption and acceptance of social media in insurance companies. To accurately analyze the association between research variables, the study used a descriptive cross-sectional survey research design. The 56 insurance companies registered in Kenya as of the IRA 2020 report comprised the study's sample. Due to the small number of insurance firms, a census was employed. In this study, questionnaires were used as a data gathering tool. Finally, the data was analyzed using descriptive statistics through the use of SPSS software. The data analyzed was interpreted and presented in bar charts, frequency tables and pie charts. The findings of the study showed that social media and digitalization have a positive impact on the quality of service delivery on the insurance companies. Also, quality service delivery incorporated tangibility, responsiveness, reliability, assurance and empathy which has helped to achieve seamless operations and quality service delivery. The study also suggests that further studies should be conducted to assess how social media and digitalization have affected various company aspects across the service industry.

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

Insurance industries are currently experiencing a transformational change steered by technological advancement (Molloy & Ronnie, 2021). In the past, insurance companies used brokers and agents as distribution channels to deliver their services (Eling & Lehmann, 2017). According to insurance regulatory authority of Kenya, services are still delivered through agents and brokers. However, living in this digital era of automation, digital transformation and social media are streamlining service delivery by allowing customers to serve themselves in underwriting, servicing, and claim processes (Cappiello, 2020). For this reason, digitalization is of key importance in insurance companies as it uses technologies to improve or create the existing business models, business culture and customer experience (Ebert & Duarte, 2018). Similarly, social media platforms such as Twitter, Facebook and Instagram have been instrumental to organizations. In particular these platforms have facilitated a shift from the traditional models based on isolation to new models based on engagement and interaction. Digitalization has widely effected not only on the performance of knowledge on the workers but also on their mobility, efficiency, coexistent and effectiveness. Digitalization is also linked with business management, strategies and processes that affect how service is delivered. Quality service delivery is equated to effective and high –caliber service that is customer centric. There is an opportunity for insurance companies to take advantage of the millions of social media users and mobile phone users to merge it with insurance companies to enhance service delivery (Ram & Liu, 2018).

This research is anchored on technology acceptance model (TAM) theory whose focal point is on how people can collaborate with organizations to accept and use technology. Its intent is on fashioning the user and showing them how they can accept and embrace new technology. This theory is used to predict and to determine acceptance of technology, its ease of use and the usefulness as defined by (Davis, Bagozzi & Warshaw, 1989). The study is also based on Service Quality SERVQUAL model theory. This model sheds light on the interaction between a user and an organization through social media. It empowers businesses to learn about their customers, meet

their needs, retain them, and increase growth in sales. Finally, it helps organizations to be customer-centric hence improving efficiency.

Digital technology is necessary for the growth of any business organization. It enables businesses to enhance their business processes which in turn drive up profitable business models. For instance, insurance companies are shifting to adopt holistic business models, form closer interaction with customers and redesign products and services. The integration of social media and digitalization into its operation enhances growth and better service delivery. However, the biggest challenge that insurance companies in Kenya are facing is adapting to the conditions such as demand for new services and products; new customer expectation based on digital interaction and improving customer experience in service delivery.

1.1.1 Concept of Digitalization

Digital technology is an integral part in digitization that is driving change in the business models and provides new revenue. The changing aspect that has brought improvement through using technology and digitized data to engage with people to address their needs refers to digitalization (Łyskawa, et.al, 2019).The digitalization process employs the use of big data, internet of things (IoT), chatbots, telematics, insurtech, and the artificial intelligence (AI) (Hoyer et al., 2020).This application improves the business process from human-driven to software driven. It allows business to process, store and transmit information efficiently and directly to customers. Digitalization is an important aspect in any organization that creates agile environment that engage clients and deliver information quickly. It enhances accessibility and dissemination of information to customers across a wide range of channels. Digitization also unlocks the potential of creating new streams of income through stimulating activities such as crowd sourcing and blogging, influencing new audience and creating dialogue with potential customers (Cripps et al., 2020).

Ndung'u, (2018), indicated that digitization in the Kenyan financial sector has influenced development and inclusion of clients through the development of mobile phone-based financial services, retail electronic payment, and integration of the market with other sectors of the economy. In addition, digitization has enabled the development of sustainable business models that enhance productivity, growth, and job creation in all economies as a result, other African countries are

adopting and pushing for digitization frontier. Globally, insurers aim to improve the insurance outcome in terms of performance, innovative products, enhanced customer service delivery and better premium rates. New trends such as personalized products and usage-based insurance digitization is no longer an option. On the other hand, digitalization is utilization of digital platforms to achieve a business model in an organization. This has enhanced the connectivity of service and products to the customers through processes pertinent to a particular industry. Recently Covid 19 pandemic has presented uncertainties and challenges which has stimulated the full-scale digitization of the different industries (Tønnessen, Dhir&Flåten, 2021).

1.1.2 Social Media

Social media platforms facilitate exchange of ideas, thoughts and information that can be developed and implemented. Platforms such as twitter, face book, LinkedIn and Instagram have helped organizations to move from the traditional models based on isolation to a new model based on engagement and interaction. Gupta et al. (2021) agrees that companies are now able to bring together social media and business to provide unparalleled branding and build its revenue through social media posts and ads. In the modern world, social media offers business from various sectors a platform through which they can engage with clients, competitors, and partners and receive feedback immediately. Incorporating social media requires the organization to state the reason, define target audience and facilitate constant maintenance.

This platform will vary depending on the organizations' goal which include increasing awareness, web traffic and improving customer service. According to Alalwan et al. (2017), tools of social media are affective in facilitating interactive ability and co-creation through various aspect of an organization such as customer involvement, communication and customer relationship management. Pillars such as marketing, sales and customers service, underwriting and claims processes of insurance industry affect the market and forces organization to redesign their business model. As a result, utilization of social media channels has enhanced their communication, exchange and delivery by offering value to the organization.

1.1.3 Quality Service Delivery

Service quality is evaluation of how firms, companies or organization delivery service to its customers in relation to customers expectation. Customer service is a vital component for loyalty,

retention and satisfaction in any organization. This is because it can either win or burst the company's reputation. Given that customers are willing to remunerate for getting seamless services, this therefore enables them complete business on the spot. Customer service is the synergy between service or product provider and clients. Modern technology and artificial intelligence have enhanced the customer service where client can have access to self-service. This has enable consumers to use mobile apps to purchase on demand insurance such as travel, home and car insurance when it requires coverage and is in use and at risk (Balasubramanian, Libarikian, & McElhaney, 2018).

Customer service is the foundation of any successful organization. For businesses to compete effectively, they ought to build around how to improve their customer experience. This is achieved through building structures on all point of customer interaction according to the organization culture and need for digitization. Customer-centric organization align their customers' process, foresee issues or problems and focuses on taking preventive measures to prevent them from escalating to create and enhance customer experience. This experience involves sensory, cognitive and social aspects that is vital in customer service in relation to digitalization (Hoyer et al., 2020). Finally, customer service in insurance companies entails retaining customers by actively improving the approach to tackle the customers' need and propel positive experience during and along customer's expedition. Madhani, (2017), concluded that in this highly competitive era, organizations need to develop dynamic capabilities of resilience, responsiveness, realignment and reliability to enhance customer value proposition.

1.1.4 Insurance Companies in Kenya

Insurance is among the most competitive businesses that equally face various challenges. These challenges include replication of products, uncertainty, and decrease in loyalty by the client and advancement in technology (Catlin & Lorenz 2017). Kenya has a total of 56 licensed insurance companies comprising of 32 general insurer, 18 long term insurer, 6 composite insurer and 5 reinsurer that are competing for a limited market depicted by low insurance penetration of below 3%. According to the insurance regulatory authority (IRA) report (2019), Covid 19 pandemic has impacted negatively on the insurance business. This has led to lower demand for insurance products, premium reduction, low penetration and increase in claims. Similarly, it has caused

insurance companies to incorporate more technology such as social media in their day-to-day activities.

According to association of Kenya insurers (2019), the gross written premium (GWP) was 231.3 billion. This projected an increase of 7.03% from the last year despite the decrease in penetration to 2.37% compared to the previous year. In addition, AKI emphasizes on the localization of global trends such as customer centric, digital transformation, changing of business models and automation. In order to stay relevant as a company, incorporating digital transformation approach will help in successful positioning of the business. This will help them thrive and remain strong in the middle of external factors and also traverse for a new reality. Digital economy blueprint framework of the vision (2030) aims to build a nation whose industries are digitally-enabled through employing technology, social media, and information and communication technology. This will enhance customer service delivery and improve productivity. Insurance companies are embracing the digitization by streamlining the customer experience and allowing customer to serve themselves in underwriting, servicing and claim processes. An illustration of this is the recent roll out of digital certificates by AKI that has been implemented by all insurance companies in Kenya when issuing motor insurance certificate.

Insurance being a service-based industry, quality is an important aspect of customer perception. Customer service is the support given to the client before and after using the product or service provided. In today's digital era customer service goes beyond the traditional model, it incorporates technology such as social media and mails. This has enabled the insurance companies to grow the services by reducing the cost, streamlining procedures and enhancing their operations. In insurance companies, social media and technology has been used to share information about their organization in order to build the customer relationship based on trust and exchange of information. According to social media association of the consumer's affairs and market regulation body, customers are able to use these platforms to gather information on insurance products, make informed decision and obtain information on next step regarding making claims.

1.2 Research Problem

Digitalization continues to advance at an accelerated speed which improves the ability to collect and analyze information. This transformation is visible in various elements of an organization such as structure, business model, product/services, business process, skills and channels used for interaction with the customers (Rungi, 2019). Data is obtained from personal, social and business activities that occurs across various digital platforms such as social media. This attempts to solve the challenges of the entities by improving the customers' journey and ensure better connection through service deliver (Singh et al., 2020). Today insurance companies are incorporating technology for engaging with existing customer intensely and also bringing on board new customers.

Customers embrace digitization for various reasons which include convenience and security depending on the mode of digitization. In addition, the shift toward digitization and social media is more than just enthusiasm due to the customers' expectation of efficiency. The aim is to use social media and incorporate digitization so as to increase productivity, nurture customer interaction and enhance service delivery (Stanković&Tomić, 2020). The study showcased the possibilities that digitalization adds value to the insurance companies. However, these did not determine its influence on service delivery. To identify the effects of social media and digitalization, firms have to consider the adoption of digital technology, reforms of structures, value creation, and insurance processes.

Kimani (2017), in his research on the effects of implementing information communication technology (ICT) on service delivery, concluded that the automated online insurance application process and its usability were efficient. He noted that for effective service delivery adoption of ICT is necessary. This study however, failed to project other advantages of digitization apart from communication. This gap serves as a stepping stone to investigate the effect of digitization in terms of processing, storing and communication of information in relation to service delivery. The study on innovative strategies in insurance companies by Karanja (2009), recommended that technology plays a vital part in delivery of customer service, predictive analytics, developing new products and business. This in turns helps companies to secure competitive advantage and develop insight to meet customers' needs better. The study failed to capture the role of social media in insurance industry. This gap therefore forms a basis of study to investigate the effect social media has on innovative strategy on service delivery in insurance industry.

Advances in communication and information technology linked with social media has converted the business landscape in operation beyond national boundaries. The study by Katsikeas, Leonidou & Zeriti (2019) indicated that digitalized technologies are pivotal for an organization to achieve sustainable competitive advantage. This has transformed the world become a global village through the interaction between customers and the organization despite the distance. The insurance outlook report (2020/21) of East Africa done by Deloitte stated that with the ongoing era of the Covid 19 pandemic, digitization of insurance systems would change the marketing approach towards helping companies to become customer-centric. This will help to improve end-to-end process efficiencies and customize product and services while making the available over multiple platform, on demand and in real time. There exist relationship between quality of service, social media and digitization a gap that this study intends to determine. This research therefore, aimed to respond to the research question; what is the connection between social media, digitalization, and quality service delivery by insurance companies in Kenya?

1.3 Objective of the Study

The objective of this study was to examine the connection of social media and digitalization with quality service delivery by insurance companies in Kenya.

1.4 Value of the Study

Traditional insurance models need to be reinvented to enable the company stay competitive in the long run. For insurance companies to remain profitable in the market, they have to evolve in all sectors of the company and to incorporate technology. This study will enable insurance companies improve how they work by incorporating technology in manual tasks and traditional operation. Automation, digital transformation and social media are streamlining service delivery by allowing customers to serve themselves in underwriting, servicing and claim processes. Insurance companies will also benefit by putting into practice the outcomes of the study. These will assist them to recognize opportunities to expand their business by improving their use of social media and digitization. Organizations can use the findings to develop strategies on various aspects of the company that need to be enhanced and put into practice. These strategies will not only implement

technology but also enhance end to end experience of service and as a consequence achieve their business objective.

Theoretically, researchers will need to further study on how digital transformation and social media has provided opportunities to leverage business through proliferation of information and communication technology ICT in the Kenyan insurance companies. It will also assist researchers who might be interested to further their research and also give them insight on how digitalization has affected the service delivery in the Kenyan insurance companies.

This study may assist the bodies governing insurance in Kenya such as IRA and AKI, to develop policies within the industry that will oversee electronic business transformation. In addition, it will contribute towards developing policies that govern digital transformation in the insurance companies.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This section presents past researches carried out by various researchers and authors. It will investigate the theories that under pins the theoretical framework, study, research gaps and empirical reviews.

2.2 Theoretical Foundation

These are concepts and theories developed by various academic scholars and their correlation to the subject matter. Technology acceptance model (TAM) and service quality SERVQUAL will be discussed to understand their contribution to the effects of digitization and social media on service delivery.

2.2.1 Technology Acceptance (TAM) Theory

Technology acceptance (TAM) is an information technology theory by (Davis et al., 1989). This theory has been the most influential model of technology acceptance. It entails two main approaches that emphasizes on the use of new technology which includes the usefulness and ease of use. This theory is widely used to understand the adoption of technology which is influenced by usefulness of technology and attitude towards using the system. This theory has also developed over the years and further improvements have been made by various researchers. For example, (Director, 2013) criticizes the limited explanation, lack of practical values and the predictive power of this model. However, the limitation cannot overshadow the benefits of the theory that has been used by scholars worldwide in studies related to information system. The model will help to explain how digitalization and social media are utilized and its effect on service delivery.

Rauniar et al's (2014) study showed that TAM model is meaningful in understanding the use and acceptance of social media. This study demonstrated that user engagement on social media and other social platforms are of importance in business strategies. To date, TAM has been

incorporated in various studies to evaluate and explain the use of technology within business organization. The experience of using technology and the willingness of the organization are relevant variables to show the perceived ease of use and anticipated usefulness (Alambaigi & Ahangari, 2016).

2.2.2 Service Quality SERVQUAL Model

SERVQUAL is a model used by the organization to capture consumer's expectation and perception of a service. It was invented by Parasuraman et al., (1988) and became the indicator of quality-of-service delivery over time. It elaborates on various components such as reliability, assurance, tangibility, empathy and responsiveness. Communication is of key importance amidst service providers and customers in order to produce quality delivery on service. Parasuraman et al., (1985) pinpointed the gaps that affects the quality of service being delivered. He also concluded that quality service delivery is pivotal in any organization.

Service quality is a vital component for any business or organization. Provided that the customers receive splendid services, great levels of satisfaction would be witnessed among clients and vice versa. SERVQUAL model was established for service businesses and retail with the purpose of finding out how the customers appraise business in terms of the services offered (Parasuraman et al., 1988). The theory helped organizations have a competitive edge and have a clear knowledge of quality of their service. Despite the growing prevalence and application of SERVQUAL, this model has been criticized that the five-dimension containing service quality is contextualized and is not universal (ChingangNde & Lukong 2010). Regardless of the criticisms, the SERVQUAL model helps this research work towards measuring the quality-of-service delivery in insurance companies after the adoption of social media and digitalization.

2.3 Components of a Digital Strategy

Digital strategy isn't a choice at the moment, it is a vital component in helping business expand and flourish in today's complex digital world (Yeow, Soh & Hansen, 2018). Every organization has a unique digital strategy in terms of a combining of information technology and business strategies. There are various components in regards to the digital strategy and it depends on industry and the type of business. Digital strategy cuts across three dimension the product, the

environment and the organization. Product entails business' value which brings out the value of using digital solution such as enhancing operation and improving customer experience. Here the firm is keen on aesthetics, customers' engagement segmentation and usability. Next component is on digital technology that is applied as fragment of digital solution such as social media and internet of things is the environment. At this stage the company identifies the channels to be used and scan through the user behavior on different channel to incorporate the right one. Lastly, is the strategy management where by policies are put in place to aid the adoption of digital solution (Al-Ali et al, 2020).The components are categorized into two for the organization to have seamless digital strategic alignment. The first category is about evaluation of the business and organization and configuration of proper strategies. The second category is implementation, strengthening the strategies and learning by experience (Yeow, Soh& Hansen, 2018).

Organizations are using digital tools to serve customers. These components help to ensure online presence through use of organization website and social media such facebook, twitter and LinkedIn. This enables the organization to establish interaction with customers, market the services and product directly to the client and sell online (Adner, Puranam& Zhu 2019). Through this service deliver will improve and as a result the business will flourish. Digital strategy helps to streamline not only customer experience but also that of the employees, suppliers and stakeholders.

2.4 Measure of Service Delivery

In this study SERVQUAL model will be used to estimate the quality-of-service delivery within the service industry, insurance in particular. The model has been implemented in other sectors to measure the quality of service in banking industry and health service. Given that each service industry is unique in various aspects, five dimension of service quality will be used in measuring quality of service. These five dimensions include empathy, tangibility, assurance reliability and responsiveness (Prakosoet al., 2017). Reliability denotes the capacity of the firm to accord customer's service accurately and dependably. It measures the accuracy of using technology and its ability to provide what has been promised by the organization. Assurance entails the capability of the company to deliver trust and confidence to its clients. These means keeping customers knowledgeable and give feedback to all the questions presented by the customer. It measures the competences and knowledge in conveying confidence and trust in customer towards the service firm (Mujinga, 2019).

Empathy implies how the organization understands its customer's disputes and work toward solving and giving individualized attention (Prakosoet al., 2017). Tangibility refers to how the company looks and feels for example the logo. Here the service delivery is measured through the functional facilities and communication channel used by the organization to render its services. Responsiveness measures the ability of the organization to offer prompt services to their customers. The use of social media and digital technology in this case should be able to save time of the client while providing timeliness and prompt services (Mustafa et al., 2020). To measure the effects of digitalization and social media on service delivery factors such as efficiency, privacy, the functionality of the system, system availability, convenience, customization, and fulfillment will be considered in measuring the service delivered (Hizam & Ahmed, 2019).

2.5 Digitalization and Quality Service Delivery

Digital technology helps to improve communication of information and enhance efficiency that ultimately improve quality of service delivery. Through digital platforms particularly social media have different aspects of service delivery (Attaran et al., 2019). Excellence in service delivery requires focus on incorporating digitalization which creates agility in any organization. Digitalization has a visible influence on the success of any organization's service delivery (Rochmansjah & Karno, 2020). In today's digital world, customers' journey is enhanced by employing the right technology to build a robust customer engagement. According to Deloitte report (2013) service organizations need to start grasping the opportunity presented by digitalization. This will help in the monitoring and will help to drive relationship-build between the organization and the customer. This report also stated that digitalization improves customer services in acquiring and retaining customers.

According to Xavier's study on digitalization of public service delivery he found out that in order for public service to remain relevant and steer economic growth, it has to digitalize its services. He also noted that the application of social media and internet is essential for delivery service and thus provides affordable services. He concluded that digitalization is important in ensuring that public service delivery is top-notch and efficient through interaction of the state and its citizens.

Organizations from all sectors are embracing technology in order to optimize their businesses. Luogaa et.al (2019) studies client centered care through optimization of health sector business process in Tanzania. The authors noted that digitalization is important in providing better healthcare. This study revealed that the support of digitalization will empower client tracking, health education, continuity care, adherence to guidelines, and sharing of health data at point of delivery. All these sum up to providing quality services delivery.

2.6 Empirical Review and Knowledge Gaps

Bouwman, Reuver and Nikou's (2021) study on business model innovation and the impact of digitalization concluded that, impact of new technologies is highly relevant. According to the study, the use of social media and digital technology has an influence on the performance and outcomes of business model. The authors found that understanding digitalization of business has a huge influence on the performance and business model of the firm. However, the research failed to capture organizations that do not engage in business model innovation that would have otherwise provided comparable results. This study will seek to investigate from the study population the effects of digitalization on business model in relation to how services are being delivered.

The difference amidst the actual service conveyance and service delivery plans is caused by ineffective collaboration, inappropriate workflow to convey service. This gap on the service delivery can be filled through use of digital platforms to better the structure insurance offerings, monitor outcomes, and manage cost. And can be achieved by empowering employees and providing appropriate technology and devices. Muinga et al., (2020) conducted an analysis on digital health systems in Kenyan public hospitals. The aim was to provide information to decision-makers concerning digital health. The study indicated that the intersection between healthcare and technology known as digital health is essential in promoting quality, efficient and safe care. It gave an overview on implementation of digital health in Kenyan hospitals and its impact on service delivery. However, it also noted that survey from interviews does not reflect all effects of digital health as more positive response was reported and challenges were downplayed. The findings on this study will ensure that both positive and negative effects are captured through the questionnaires to produce unbiased outcomes.

Waking'a & Ouma (2017) evaluated the influence of strategy implementation on the performance of digital media industry in Kenya. This research incorporated a descriptive research design whose objective was to evaluate the extent to which inventive digital ad tools affect sales of digital media and to determine the impact of online market on sales output. He recommended that adopting innovation for media industry encourages creativity and ensure efficiency on the process of service delivery. It established that online based news platform leverages on the social platforms to drive traffic to the news page. However, the researcher advised that a similar investigation should be tackled in other industries to determine the effects of adopting technology on the different industries. This research study will be based on the 56 registered insurance companies in Kenya.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter describes the methodologies to be applied by the researcher. To address the research objective, it outlines the techniques employed by the researcher such: as research design, target population, methods of data collection, and data analysis.

3.2 Research Design

Descriptive research design was used as a blueprint for collection, analysis, and discussion of data. So as to satisfy the objective of the study, descriptive cross-sectional survey was useful in the study to determine and give comprehensive outlook on the research problem. Descriptive research employs wide range of research method to explore one or more variable to systematically and accurately describe the situation or phenomenon (JilchaSileyew, 2020).

According to Atmowardoyo (2018), descriptive research design is the most applicable method for this study as it aims to investigate the effects of social media platforms and digitization on service delivery in the Kenyan insurance companies. It helped obtain data overview of whether insurance industry has been impacted by digital transformation and social media as it provided an understanding as to why and how.

3.3 Population of the Study

Population is a complete set unit with similar characteristic that a researcher uses to draw conclusion about the study. The population of this study was 56 registered insurance companies as per the insurance regulatory authority report 2022. The population was a census due to the small number.

3.4 Data Collection

Questionnaires was used to gather primary data that helped rationalize the research question and fulfill the objective of the research which was to determine the connection of social media and digitalization on quality service delivery by insurance companies in Kenya. This questionnaire

contained both open-ended questions and closed-ended questions. Open-ended question allowed the respondent to answer without restriction. The researcher was able to gather information from respondents, who provided qualitative and in-depth customer data. These provided the researcher with unbiased information about the effect of digitization and social media on quality service delivery.

Closed -ended question restricted the responded to make choices from the multiple answer stated in the questionnaires. The respondents in this study were customer service manager or the customer service representative. They are expected to have extensive knowledge on how digitalization and social media has affected their day-to-day operation in delivering insurance services to the customers. Electronic mail approaches was adopted to distribute questionnaires to the various insurance companies. The electronic mail method was easily accessible, cost effective and fast. It also helped the researcher get a ready transcribed data that is easier to share and analyze. This enabled the researcher to minimize time for data collection.

3.5 Data Analysis

The research utilized statistical package for the social sciences (SPSS) software to evaluate the closed-ended questions whereas the content analysis was used to analyze the open-ended questions. Researcher used descriptive analysis to determine the connection of social media and digitalization on quality service delivery by insurance companies in Kenya. Descriptive analysis entails conversion of a multitude of raw data into meaningful information presented in charts and tables with percentages and frequency distribution (Gupta et al., 2019). These assisted the researcher to easily interpret and derive the obtained statistical information through collecting, cleaning and analyzing the data set to produce suitable output. The findings were presented using tables and figures to facilitate the observation of relationship, compare datasets and give a clear visualization of the research at a glimpse.

CHAPTER FOUR

DATA ANALYSIS, RESULTS AND INTERPRETATION AND DISCUSSION

4.1 Introduction

This section outlines the outcomes and findings gathered from the information provided by the respondents. This research work had one objectives which was, to determine the connection of social media and digitalization on quality service delivery by insurance companies in Kenya. This section provides an outline of the study, data analysis and findings.

4.2 Response Rate

56 questionnaires were issued to customer service manager or customer service representative of the corresponding companies. The study's response rate was 79% where 44 questionnaires in total were completed. Mugenda and Mugenda (2003) indicate that the proportion of response above 70% is rated very well, 60% good and of 50% is considered adequate. Therefore 44 completed survey provided sufficient information needed by this study.

4.3 Demographic Data

The overall information about the completed questionnaires is shown in this section. This includes the organization years of operation, sale volume, number of branches, marketing channels, anticipated purchase, service delivery and respondent's year of service in the organization. These factors were taken into consideration due to the significant input they provide to the study.

4.3.1 Years of Service

Table 4.1 reveals the respondents' findings on their years of service.

Table 4.1 Years of Service

	Frequency	Percent
2-5	13	29.5
6-9	17	38.6
+10	14	31.8
Total	44	100.0

Source: Research Findings (2022)

Findings reflected in Table 4.1 shows that 38.6% of the respondents were employed in their companies for over 6-9 years. Also, 31.8% had served their companies for more than 10years while 29.5% of the respondents had worked in their companies for 2-5 years. These findings show respondents were well conversant and with their years of experience, they had an in-depth understanding of giving reliable information that was pertinent for analysis and discussions.

4.3.2 Years of Operation

Table 4.2 provides the respondents' findings with regards to organization years of operation. The study findings show that 72.7 percent of the organization has been in operation between 26-50 years, 22.7 percent of the organization has operated above 51 years, and the remaining 4.5 percent of the organization has operated between 11-25 years. Based on the year of operation this research determined how these organizations have used social media and implemented digitalization in service delivery.

Table 4.2 Years of Operation

	Frequency	Percentage
11-25	2	4.5
26-50	32	72.7
+51	10	22.7
Total	44	100.0

Source: Research Findings (2022)

4.3.3 Number of Branches within the Organization

The table below, indicates the number of branches each organization has as per the filled questionnaires. The results shows that 86.4% has between 11-25 branches followed by 11.4% that have 0-10 branches and the remaining 2.3% have 26-50 branches. This indicated that most of the organizations have a large number of customer base. Branch offices actively encourage customers to use digital channels. Additionally, it is essential to the customer experience as a location where customers may transact business and address issues, improving the level of service provided by the organization.

Table 4.3 Number of Branches

	Frequency	Percentage
0-10	5	11.4
11-25	38	86.4
26-50	1	2.3
Total	44	100.0

Source: Research Findings (2022)

4.3.4 Average Sales Volume for the Last (3yrs)

According to table 4.4 the results indicated that average sales volume within the last 3 years was 79.5% was above 6.5 million and 20.5% was between 4.5-5.5 million. The results showed how the organization's sales performed while the existing method of service delivery was used. Knowing how these firms can use social media and digitalization on their service delivery to boost sales volume is helpful.

Table 4.4 Sales Volume

		Frequency	Percent
Valid	4.5m-5.5m	9	20.5
	+6.5m	35	79.5
	Total	44	100.0

Source: Research Findings (2022)

4.3.5 Marketing Channels

This study showed that different companies used different marketing channels for their products and services to reach their customers. These channels included social media, bancassurance, company's website, agents' billboards advertisement, direct sale as marketing channels to deliver their services. Additionally, there are other marketing channels that were used such as events, referrals, intermediaries, agency, advertisements, television, marketers, training and corporate social responsibilities. This information helps the business to assess success and adjust its marketing strategy as necessary. Utilizing efficient digital marketing techniques helps to increase

the likelihood that their advertising campaigns will be seen by consumers, which will have a positive impact on their bottom line.

4.3.6 Service Delivery

This part examined the organization's service delivery in terms of knowledge, degree of service, and quality of customer service

Table 4.5 Service Delivery Rating

	Knowledge of client service delivery in the insurance industry	Quality customer service delivery in the organization	Current level of customer service delivery
Mean	3.57	3.64	3.59
Std. Deviation	.925	.650	.542

Source: Research Findings (2022)

Table 4.5 shows that service delivery is at (M=3.6, SD=0.7057) which indicated that the insurance companies have moderate service delivery. Rate of knowledge of clients service delivery was at (M=3.57, SD=0.925), rate of quality customer service delivery (M=3.64, SD=0.650) and current level of customer service delivery (M=3.59, SD=0.542). These suggested that the average level of service provided by insurance companies may be enhanced through automation, which would make it more comfortable for clients seeking quick and straightforward solutions. Insurance organizations must pay attention to and comprehend service culture, customer service, staff engagement, and service quality in order to provide the best customer experience through service delivery.

4.4 Digitalization and Social media

The Table 4.6 indicates a summary of the findings stating that social media and digitalization led to better quality service in the organization. The overall findings indicated that social media and digitalization has been moderately incorporated in the insurance companies in Kenya (M=3.97, SD=0.550). The respondents noted that use of social media led to better quality service (M=3.95,

SD=0.714) but there is need for alteration or advancement of the methods used to assess and evaluate the impact of services delivery (M=4.18, SD=0.540). The study also stipulated that insurance companies are digitally savvy (M=3.89, SD=0.538) and that they have a website/app that is mobile friendly and delivers a seamless customer experience across devices (M=3.86, SD=0.409). This finding suggested that insurance businesses' usage of social media and digitization results in the provision of high-quality services to its clients. It also noted that businesses who comprehend social media marketing's potential in the digital age and know how to use it successfully will be able to stay up with the rapid pace of digitalization.

Table 4.6 Digitalization and Social Media

	Impact of social media on quality of service in your business	The need for alteration of existing methods or for the advancement of new ones	Existence of mobile friendly website/app that deliver a seamless customer experience	Digitally savviness
Mean	3.95	4.18	3.86	3.89
Std. Deviation	.714	.540	.409	.538

Source: Research Findings (2022)

4.5 Quality of Service

The objective was to examine how customers' perceived service quality in registered insurance companies in Kenya. Using descriptive statistics to gauge consumers' perceptions of service quality, this study evaluated the effectiveness of service delivery.

Table 4.7

	Mean	Std. Deviation
Responsiveness		
Digital platform is optimized to provide prompt services	3.59	0.658
Information is easily accessible to clients through our social media platforms	3.86	0.510
Reliability		
Our firm deliver services at the time needed or agreed upon	4.25	0.534
Accurate and correct information is provided to our customers	4.11	0.493
Insurance services are offered promptly as need by the customer	3.75	0.576
Services offered are performed correctly on the first instance	4.07	0.545
Empathy		
Our firm provides personalized attention to its customers	3.98	0.590
Our company understand the specific needs of its customers	4.14	0.632
Our company offers convenient operating hours to all customers	4.09	0.563
Assurance		
The knowledge required to answer our customers' questions is offered by our company	4.20	0.509
Our company offer privacy and confidential transaction of service to the customers	4.34	0.479
Tangibility		
Our company has up-to-date technology that is used to provides services	3.86	0.554
Materials associated with the service are visually appealing	4.00	0.482
Overall Mean and Standard Deviation	4.02	0.548

Source: Research Findings (2022)

The table above indicated that digital platforms for insurance companies are optimized to provide prompt service to their client (M=3.59, SD =0.658) and that clients can access information easily through the social media platform (M=3.86 SD=0.510). Responsiveness outlines the willingness to assist customers and deliver quick and efficient services. The responsive components mean was 3.725 suggesting that insurance companies are listening to their customers and are working towards meeting their needs. The research study concluded that responsiveness is an important aspect in delivering quality service in the insurance companies in Kenya.

Study established that the mean of reliability aspect was (M=4.045, SD=0.537). This indicated that firms are able to deliver services upon agreed time (M=4.025, SD=0.534), accurate information was provide to the customers (M=4.11, SD=0.493) and that insurance services are offered promptly (M=3.75, SD=0.576) and correctly at first instance (M=4.07, SD=0.545). The implication is that insurance companies can perform their services accurately and dependably. Hence this has enabled the organizations to deliver effective and timely services.

The study illustrated that empathy aspect averaged at (M=4.07, SD=0.595) this portrayed that insurance companies understands customer's needs (M=4.14, SD=0.632), offer personalized attention (M=3.98, SD=0.590) and convenient operating hours to their customers (M=4.09, SD=0.563). The study affirmed that empathy aspect of quality service delivery is offered by the insurance companies through individualized attention provided by the firm to its clients. In this case use of technological interface assist the organizations to personalize the services offered and provide proactive information at the convenience of the customer.

The findings on assurance reflected that the organizations provide the necessary information about the services it offers (M=4.20, SD=0.509), and it also ensures that every transaction its customers do is private (M=4.34, SD=0.479). This demonstrated how insurance firms have made assurance possible by fostering a sense of confidence and trust among their clients. This can improve the customer's perception of the firm's ability to offer quality services.

The table indicated the companies have up-to-date technology that enable them to provide services (M=3.86, SD=0.554). Similarly, the study outlined that the materials associated with service delivery are visually appealing (M=4.00, SD=0.482). The study demonstrated that tangibility aspect summed up to a (M=4.01, SD=0.548) in the insurance companies. This led to the conclusion that offering quality services in the sector depends greatly on the appearance of communication materials, equipment, and employees.

4.6 Relationship between Social Media, Digitalization on Quality Service Delivery

Table 4.8

	N	Minimum	Maximum	Mean	Std. Deviation
Use of social media led to better quality service	44	3	5	3.95	.714
Alteration of existing methods or advancement of new methods	44	2	5	4.18	.540
Website/app that deliver seamless customer experience	44	3	5	3.86	.409
Digital savviness	44	3	5	3.89	.538
Optimized digital platform that provides prompt services	44	2	5	3.59	.658
Accessibility of information through social media platforms	44	3	5	3.86	.510
Timely delivery of services	44	3	5	4.25	.534
Accuracy and correctness of information	44	3	5	4.11	.493
Prompt delivery of insurance services	44	3	5	3.75	.576
Correctly performed services offered at first instance	44	3	5	4.07	.545
Provision of personalized attention	44	3	5	3.98	.590
The company understands the specific needs of its customers	44	3	5	4.14	.632
The company offers convenient operating hours	44	3	5	4.09	.563
The company offers knowledge for customers' questions	44	3	5	4.20	.509
Private and confidential transaction services are offered to customers	44	4	5	4.34	.479
Availability of up-to-date technology	44	3	5	3.86	.554
Visually appealing materials	44	3	5	4.00	.482

Source: Research Findings (2022)

The table shows that the respondents were in agreement that social media and digitalization affects the quality of service being offered by the insurance companies. This is visible as; use of social media led to better quality service in your business (M=3.95, SD=0.714), need for alteration of existing methods or advancement of new ones to assess and evaluate the impact of services delivery (M=4.18, SD=0.540), website/app that is mobile friendly & delivers a seamless customer experience (M=3.86, SD=0.409), digitally savvy (M=3.89, SD=0.538), digital platform optimizes services to our customers (M=3.59, SD=0.656), Information accessible to clients through social media platforms (M=3.86, SD=0.510), deliver services at the time needed or agreed upon (M=4.25, SD=0.534), accurate information (M=4.11, SD=0.493), services are offered promptly (M=3.75, SD=0.576), Services performed correctly (M=4.07, SD=0.545), personalized attention (M=3.98,SD =0.590), understanding of specific needs (M=4.14, SD=0.632), convenient hours of operating (M=4.09,SD =0.563), knowledge on service offered (M=4.20, SD=0.509), privacy and confidential transaction(M=4.34,SD =0.479),up-to-date technology(M=3.86,SD =0.554) and visually appealing service (M=4.00,SD =0.482). These data provide an overall mean and standard deviation of (M=4.01, SD=0.549). This implied that service delivery improves when social media and digitalization is incorporated in the daily operations of the organization. Hence there exist a connection between service delivery, social media and digitalization.

4.7 Discussion of Findings

This section presents the discussions of the study findings conducted on social media, digitalization and service delivery by insurance companies in Kenya. These findings demonstrate that respondents were knowledgeable and that, given their years of experience, they had a thorough understanding of how to provide accurate information that was relevant for evaluation. This study findings also noted how these organizations have used social media and incorporated digital technology into service delivery based on the number of years they have been in operation. Additionally, the results demonstrated that the majority of the businesses had a substantial customer base in terms of the number of branches that actively encourage their customers to use digital media. According to the study, employing efficient digital marketing techniques will increase the possibility that they will be seen by clients, which will increase their sales.

The findings on service delivery indicated that insurance companies offer service to their customer on an average level. It also indicated that digitalization and social media is moderately incorporated in the insurance companies in Kenya. Additionally, this study showed that the five aspects of quality service delivery is important when delivering service to the customers. The finding of this study reinforced that in order for the insurance companies to provide quality service delivery they have to use social media and incorporate digitalization to give seamless, efficient and efficient used social media and implemented digitalization in service delivery effective services to its customers. Sebastian et al. (2020) echoed these findings by stating that established businesses need to adopt new organizational frameworks and procedures if they want to succeed in the digital age. In addition, the authors also stated that companies also require a digital services platform, which we define as the business and technological tools that speed up the creation and use of digital innovations.

CHAPTER FIVE

SUMMARY, CONCLUSIONS, LIMITATION AND RECOMMENDATIONS

5.1 Introduction

This chapter includes a presentation of research summary, conclusion, and the established recommendations.

5.2 Summary of Findings

The study's goal, which was to look at the connection of social media and digitalization on quality service delivery by insurance firms in Kenya. To achieve this objective the study was directed by five-dimension of service quality model, perceived ease of use and usefulness of technology in the insurance companies. Descriptive cross-sectional survey was adopted in the study to determine and give comprehensive outlook. According to the Insurance Regulatory Authority 2020 report, the study's sample included 56 registered insurance businesses. The data was collected through questionnaires where by 44 out of the 56 issued were suitable filled and delivered to the researcher.

This research established insurance companies in Kenya are digitally savvy and they use social media as their marketing channels. However they need advancement and alteration of the existing models of service delivery in order to improve its quality. The study indicated that measurement of the service quality dimension which is reliability, responsiveness, tangibility, assurance and empathy is important in assisting organizations in increasing their service quality.

5.3 Conclusion

The research concluded that there exists a connection between social media, digitalization and quality service delivery in the insurance companies. The study showed that social media and digitalization provides various platforms that assist insurance companies to improve customer interaction which in turn improves service delivery. It also revealed that use of social media and user friendly websites or app led to better quality and seamless customer service experience provided by the insurance company. In addition, the study indicated that there is need for advancement of new and alteration of existing models in order to impact the delivery of service.

The study also concludes that quality service delivery is achieved through five dimensions which include responsiveness, tangibility, assurance, reliability and empathy. These indicate that responsive of company included optimized digital platforms and accessibility of information, tangibility entails visual appealing services and up to date technology, assurance involves knowledge to offer services and privacy, reliability includes accurate information and prompt service delivery and lastly empathy entails offering convenient operating hour and personalized attention to the customers. In conclusion social media and digitalization has a relationship to quality of service delivery in insurance firms in Kenya.

5.4 Recommendation of the Study

Based on the above findings, the study makes several recommendation based on the discussions and conclusions of this study. The study indicated that service delivery in the insurance companies is at an average level and in order to improve, the insurance organizations in Kenya should optimize on digitalization and use social media platforms such Twitter, Instagram, Facebook and LinkedIn to help improve customer engagement and enhance service delivery to a wide range of customers.

Secondly, the insurance companies should ensure the advancement of new methods and alteration of existing methods of service delivery in the organizations. This can be achieved through automation of services in order to streamline the delivery of services and allow customers to participate in the process. In relation to providing quality service delivery, the study recommends that companies should emphasize on tangibility, responsiveness, empathy, assurance and reliability. These aspects have consistently been ranked as most vital for service quality in any industry. It will also shift the way insurance companies currently approach service delivery. In addition, companies are recommended to come up with policies and regulations on technology and innovation in insurance industry which will regulate approaches that facilitate delivery of their services.

5.5 Limitation of Study

The study did not include the organizations' customers as the respondents of the study. Hence further research should consider including customers feedback in regards to social media and digitalization and how it affects the quality of service delivery. In addition, research should be

done to determine the factors affecting the implementation of digitalization and usage of social media in delivering service in the insurance industry.

The respondents of the research were apprehensive while responding to the questionnaire as they were afraid that the information was going to be used by their competitors to gain competitive advantage. The researcher assured them it was solely obtained for education purposes only. Time constrain was another factor as balancing the time for conducting research and performing other duties.

5.6 Implications for Policy and Practice

Insurance companies have a significant impact on the national economic growth. They lay groundwork that inspire greater investors' confidence and promote policy makers to shape and rules and regulation that govern service delivery. From this study, it is evident that quality service dimension is paramount especially in regards to customers satisfaction. It is necessary for insurance firms to offer quality services to customers. This will increase customer satisfaction and in return increase sales volume of insurance companies.

Policy makers such as Insurance Regulatory Authority (IRA) and Association of Kenya Insurers (AKI) can use these findings to monitor and perform oversight roles that will improve service operations of insurance companies. Policy makers are advised to lessen the restrictions that act as barriers to the insurance companies. This will enable efficient adoption of digitalization and social media in their service delivery. Finally, others stakeholders including consumers, shareholders and employees can benefit from this information by offering insight regarding improvement in service delivery in their respective insurance companies.

5.7 Suggestions for Further Research

The research was conducted on the Kenyan insurance companies, this implies the same can be conducted on other organization within the service industry such as banking and health care organizations. A comparative analysis should be performed within the service industry in order to

outline the universal dimension of quality service. There is also need for future studies to incorporate other partners in the insurance value chain such as reinsurance companies, intermediaries, agents, brokerage and bancassurance to determine the quality of service delivery offered by them to its customers.

The study also recommended that further studies need to be made on the opportunities provided by social media and digitalization and how it has leveraged businesses through proliferation of information and communication technology ICT in the Kenyan insurance companies. Finally, scholars and researches should identify the research gaps that will give guidance to carry out studies related to the topic of study.

REFERENCES

- Adner, R., Puranam, P., & Zhu, F. (2019). What is different about digital strategy? From quantitative to qualitative change. *Strategy Science*, 4(4), 253-261.
- Alalwan, A., Rana, N., Dwivedi, Y., & Algharabat, R. (2017). Social media in marketing: A review and analysis of the existing literature. *Telematics and informatics*, 34(7), 1177-1190. doi: 10.1016/j.tele.2017.05.008
- Alambaigi, A., & Ahangari, I. (2016). Technology acceptance model (TAM) as a predictor model for explaining agricultural experts' behavior in acceptance of ICT. *International Journal of Agricultural Management and Development (IJAMAD)*, 6, 235-247.
- Al-Ali, A. G., Phaal, R., & Sull, D. (2020). Deep Learning Framework for Measuring the Digital Strategy of Companies from Earnings Calls.
- Atmowardoyo, H. (2018). Research Methods in TEFL Studies: Descriptive Research, Case Study, Error Analysis, and R & D. *Journal of Language Teaching and Research*, 9(1), 197. <https://doi.org/10.17507/jltr.0901.25>
- Attaran, M., Attaran, S., & Kirkland, D. (2019). The Need for Digital Workplace. *International Journal of Enterprise Information Systems*, 15(1), 1-23. <https://doi.org/10.4018/ijeis.2019010101>
- Balasubramanian, R., Libarikian, A., & McElhaney, D. (2018). Insurance 2030—the impact of AI on the future of insurance. McKinsey & Company
- Bouwman, H., de Reuver, M., & Nikou, S. (2021). *The impact of Digitalization on Business Models: How IT Artefacts, Social Media, and Big Data Force Firms to Innovate Their Business Model*. Econstor.eu. Retrieved 11 September 2021, from <https://www.econstor.eu/handle/10419/168475>.
- Cappiello, A. (2020). The digital revolution of Insurance Business Models. *American Journal of Economics and Business Administration*, 12(1), 1-13. doi: 10.3844/ajebasp.2020.1.13
- ChingangNde, D., & Lukong, P. (2010). Using the SERVQUAL Model to assess Service Quality and Customer Satisfaction.: An Empirical Study of Grocery Stores in Umeå <https://www.diva-portal.org/smash/get/diva2:327600/fulltext01.pdf>
- Cripps, H., Singh, A., Mejtoft, T., & Salo, J. (2020). The use of twitter for innovation in business markets. *Marketing intelligence & planning*, 38(5), 587-601

- Davis, F., Bagozzi, R., & Warshaw, P. (1989). User acceptance of computer technology: A comparison of two theoretical models. *Management Science*, 35(8), 982-1003.
- Di Gangi, P. M., & Wasko, M. M. (2016). Social media engagement theory: Exploring the influence of user engagement on social media usage. *Journal of Organizational and End User Computing (JOEUC)*, 28(2), 53-73.
- Director, M. B. (2013). Understanding the evolution of Technology acceptance model. *International Journal*, 1(6)
- Ebert, C., & Duarte, C. (2018). Digital Transformation. *Institute of Electrical and Electronics Engineers IEEE Software*, 35(4), 16-21. doi: 10.1109/ms.2018.2801537
- Eling, M., & Lehmann, M. (2017). The Impact of Digitalization on the Insurance Value Chain and the Insurability of Risks. *The Geneva Papers on Risk and Insurance - Issues and Practice*, 43(3), 359-396. doi: 10.1057/s41288-017-0073-0
- Gupta, S., Nawaz, N., Tripathi, A., Muneer, S., & Ahmad, N. (2021). Using social media as a medium for CSR communication, to induce consumer–brand relationship in the banking sector of a developing economy. *Sustainability*, 13(7),
- Gupta, A., Mishra, P., Pandey, C., Singh, U., Sahu, C., & Keshri, A. (2019). Descriptive statistics and normality tests for statistical data. *Annals of Cardiac Anaesthesia*, 22(1), 67. doi: 10.4103/aca.aca_157_18
- Hizam, S., & Ahmed, W. (2019). A Conceptual Paper on SERVQUAL-Framework for Assessing Quality of Internet of Things (IoT) Services. *International Journal of Financial Research*, 10(5), 387. doi: 10.5430/ijfr.v10n5p387
- Hoyer, W., Kroschke, M., Schmitt, B., Kraume, K., & Shankar, V. (2020). Transforming the customer experience through new technologies. *Journal of interactive marketing*, 51, 57-71.
- Hoong, V. (2013). The digital transformation of customer services: our point of view. Deloitte, 2013.
- Insurance Industry Annual Report 2020 Association of Kenya Insurers (AKI). Nairobi: Insurance Regulatory Authority.

- JilchaSileyew, K. (2020). Research design and methodology. *Cyberspace*. Doi: 10.5772/intechopen.85731
- Karanja, S. W. (2009). *Innovation strategies adopted by insurance companies in Kenya Unpublished Master's thesis, University of Nairobi*, Retrieved 22 June 2022, from <http://erepository.uonbi.ac.ke/handle/11295/13335>
- Katsikeas, C., Leonidou, L., & Zeriti, A. (2019). Revisiting international marketing strategy in a digital era. *International Marketing Review*, 37(3), 405-424. doi: 10.1108/imr-02-2019-0080
- Kimani, M. (2017). *Effects of information communication technology strategy implementation on the customer service delivery in the insurance industry in Kenya*
- Lapão, L. V. (2019). The future of healthcare: the impact of digitalization on healthcare services performance. In *The Internet and Health in Brazil* (pp. 435-449). Springer, Cham.
- Luogaa, O., Edenb, T., James, K., & Kapologwe, N. (2019). Optimization of health sector business process towards client centered care. Opportunities in PHC digitalization in Tanzania. In *in Africa Conference* (p. 75).
- Łyskawa, K., Kędra, A., Klapkiv, L., & Klapkiv, J. (2019, May). Digitalization in insurance companies. In *International Scientific Conference: Contemporary Issues In Business, Management And Economics Engineering* (pp. 9-10).
- Madhani, P. M. (2017). Customer-focused supply chain strategy: Developing business value-added framework. *IUP Journal of supply chain management*, 14(4), 7-22.
- Catlin, T. and Lorenz, J. (2017). *Digital disruption in insurance: Cutting through the noise*. Mckinsey.com:
<https://www.mckinsey.com/~media/mckinsey/industries/financial%20services/our%20insights/time%20for%20insurance%20companies%20to%20face%20digital%20reality/digital-disruption-in-insurance.ashx>
- Molloy, L., & Ronnie, L. (2021). Sustaining the life insurance industry in the Fourth Industrial Revolution. *South African Actuarial Journal*, 20(1), 81-107.
<https://doi.org/10.4314/saaj.v20i1.4>

- Muinga, N., Magare, S., Monda, J., English, M., Fraser, H., Powell, J., & Paton, C. (2020). Digital health Systems in Kenyan Public Hospitals: a mixed-methods survey. *BMC medical informatics and decision making*, 20(1), 1-14.
- Mujinga, M. (2019, March). Retail banking service quality measurement: SERVQUAL gap analysis. In *2019 Conference on Information Communications Technology and Society (ICTAS)* (pp. 1-6). IEEE
- Naqvi, M. H., Asim, D. M., & Manzoor, S. (2020). Analyzing the impact of supply chain agility on customer satisfaction through responsiveness and innovation. *Cenraps Journal of Social Sciences*, 2(1), 26-40. <https://doi.org/10.46291/cenraps.v2i1.8>
- Ndung'u, N. S. (2018). Next steps for the digital revolution in Africa: Inclusive growth and job creation lessons from Kenya.
- Niraula, P., & Kautish, S. (2019). Study of the digital transformation adoption in the insurance sector of Nepal. *LBEF Research journal of science, technology and management*, 1(1), 43-60.
- Parasuraman, A., Zeithaml, V. A., & Berry, L. (1988). SERVQUAL: A multiple-item scale for measuring consumer perceptions of service quality. 1988, 64(1), 12-40.
- Musyoka, K., & CHIRCHIR, M. K. (2013). Service quality and library user satisfaction among universities in Kenya. *Unpublished Master's thesis, University of Nairobi, Kenya.*
- Mugenda, O. M., & Mugenda, A. G. (2003). *Research methods: Quantitative and Qualitative Approaches. Nairobi; African Centre for Technology Studies.*
- Parasuraman, A., Zeithaml, V. A., & Berry, L. L. (1985). 17. Mohammad, AAS and SYM Alhamadani, 2011. A conceptual model of service quality and its Service quality perspectives and Customer implications for future research. *Journal of Marketing, satisfaction in commercial banks working in Jordan*, 49, 41-50
- Payne, A., & Frow, P. (2005). A Strategic Framework for Customer Relationship Management. *Journal of marketing*, 69(4), 167-176.
- Prakoso, A. F., Nurul, R., Wulandari, A., Trisnawati, N., Fitrayati, D., Rachmawati, L., & Andriansyah, E. H. (2017). Reliability, Responsiveness, Assurance, Empathy, and Tangible: Still Can Satisfy the Customer. *International Journal of Business and Management Invention*, 6(3), 68-75

- Rauniar, R., Rawski, G., Yang, J., & Johnson, B. (2014). Technology acceptance model (TAM) and social media usage: an empirical study on Facebook. *Journal of Enterprise Information Management*, 27(1), 6-30.
- Ram, J., & Liu, S. (2018). Social media driven innovations: an exploratory study in China. *Journal of Innovation Economics Management*, (3), 123-146. doi: 10.3917/jie.027.0123
- Rochmansjah, H., & Karno, K. (2020). The Digitalization of Public Service Assurance. *MIMBAR: Journal Social Dan Pembangunan*, 36(1), 43-52. doi: 10.29313/mimbar.v 36i1.5073
- Rungi, M. (2019, December). Digitalization: Size Doesn't Matter, Put Focus on Product-and-Service, Not on Process. In *2019 IEEE International Conference on Industrial Engineering and Engineering Management (IEEM)* (pp. 741-745). IEEE.
- Sebastian, I. M., Ross, J. W., Beath, C., Mocker, M., Moloney, K. G., & Fonstad, N. O. (2020). How big old companies navigate digital transformation. *Strategic Information Management*, 133–150. <https://doi.org/10.4324/9780429286797-6>
- Singh, J., Nambisan, S., Bridge, R., & Brock, J. (2020). One-Voice Strategy for Customer Engagement. *Journal of Service Research*, 24(1), 42-65. doi: 10.1177/1094670520910267
- Stanković, J., Stanković, J., & Tomić, Z. (2020). Digitalization and Sustainability-Opportunities and Challenges for Insurance Industry.
- Tønnessen, Ø, Dhir, A., & Flåtén, B. (2021). Digital knowledge sharing and creative performance: Work from home during the COVID-19 pandemic. *Technological Forecasting and Social Change*, 170, 120866. doi: 10.1016/j.techfore.2021.120866
- Waking'a, P., & Ouma, C. (2017). Effects of Strategy Implementation on the Performance of Digital Media Industry in Kenya. *International Journal of Innovative Research and Development*, vol 6 Issue 8. <https://doi.org/10.24940/ijird/2017/v6/i8/aug171108>
- Xavier, D. D. J. A. Digitalizing public service delivery, Malaysia. *Digitalization of public service delivery in Asia*, 101.
- Yeow, A., Soh, C., & Hansen, R. (2018). Aligning with new digital strategy: A dynamic capabilities approach. *The Journal of Strategic Information Systems*, 27(1), 43-58. doi: 10.1016/j.jsis.2017.09.001

APPENDICES

Appendix I: Questionnaire

INTRODUCTION

This questionnaire sets out to assess effects of social media and digitalization on quality service delivery of insurance companies in Nairobi.

INSTRUCTIONS

- Kindly tick the appropriate answers to the close-ended questions**
- Provide the appropriate answers to the open-ended questions.**

SECTION A:

DEMOGRAPHIC DATA

1. Name of your company (optional) _____
2. How long have you worked in the insurance industry?
Less than 2yrs [] 2-5yrs [] 6-9yrs [] 10yrs and above []
3. How long has your organization been in operations?
Less than 10yrs [] 11-25yrs [] 26-50yrs [] 51yrs and above []
4. How many branches does your organization has?
Less than 10 [] 11-25[] 26-50 [] 51 and above []
5. What is your organization average sale volume for the last 3 years? (In million ksh)
0.5m-1.5m [] 1.5m-2.5m [] 2.5m-3.5m [] 3.5m-4.5m [] 4.5m-5.5m [] 5.5m-6.5m []
Above 6.5m []
6. What is the total value of the products or services that you anticipate to purchase for your firm in the next 12 months?
7. Which marketing channels does your organization use to promote your business?

(Please check mark (√) in the applicable box). Where 5 = Great Extent, 4 = Good extent, 3 = Moderate Extent, 2 = little extent and 1 = No effect

SERVICE DELIVERY	1	2	3	4	5
4. How would you rate your knowledge of client service delivery in the insurance industry?					
5. Indicate the rate of quality customer service delivery in your organization					
6. What is the ranking with the current level of customer service delivery?					

SECTION B: DIGITALIZATION & SOCIAL MEDIA

Please indicate with a range of 1 – 5 where: 1 = strongly disagree, 2 = disagree; 3 = neutral, 4 = agree; 5 = strongly agree

	1	2	3	4	5
7. Has the use of social media led to better quality service in your business?					
8. Is there a need for alteration of existing methods or for the advancement of new ones to assess and evaluate the impact of services delivery?					
9. Does your organization have a website/app that is mobile friendly & delivers a seamless customer experience across devices?					
10. How digitally savvy is the firm or organization					

QUALITY OF SERVICE

Please, indicates the measure to which these statements resonate your facts of digital service by the insurance company and mark the number that precisely reflects how much you disagree or agree with the statement in reference to your experience, according to the following scale

Please specify on a span of 1 – 5 where: 1 = strongly disagree, 2 = disagree; 3 = neutral, 4 = agree; 5 = strongly agree

Responsiveness	1	2	3	4	5
Our digital platform is optimized to provide prompt services to our customers					
Information is easily accessible to clients through our social media platforms such as Facebook, Twitter, YouTube, Instagram					
Reliability	1	2	3	4	5
Our firm deliver services at the time needed or agreed upon					
The accurate and correct information is provided to our customers					
Insurance services are offered promptly as need by the customer					
Services offered are performed correctly on the first instance					
Empathy	1	2	3	4	5
Our firm provides personalized attention to its customers					
Our company understand the specific needs of its customers					
Our company offers convenient operating hours to all customers					
Assurance	1	2	3	4	5
The knowledge required to answer our customers' questions is offered by our company					
Our company offer privacy and confidential transaction of service to the customers					
Tangibles	1	2	3	4	5
Our company has up-to-date technology that is used to provides services					
Materials associated with the service are visually appealing					

Appendix II: Registered Insurance Company in Kenya

	NAME OF ORGANIZATION	TYPE OF COMPANY
1	AAR Insurance Company Ltd	General Insurance
2	ABSA Life Assurance Kenya Ltd	Life Insurance
3	Africa Merchant Assurance Ltd	General Insurance
4	AIG Kenya Insurance Company Ltd	General Insurance
5	Allianz Insurance Co of Kenya Ltd	General Insurance
6	APA Insurance Company Ltd	General Insurance
7	APA Life Assurance Ltd	Life Insurance
8	Britam General Insurance Kenya Ltd	General Insurance
9	Britam Life Assurance Kenya Ltd	Life Insurance
10	Capex Life Assurance Company Ltd	Life Insurance
11	CIC General Insurance Company Ltd	General Insurance
12	CIC Life Assurance Company Ltd	Life Insurance
13	Corporate Insurance Company Ltd	Composite
14	Directline Assurance Company Ltd	General Insurance
15	Fidelity Shield Insurance Company Ltd	General Insurance
16	First Assurance Company Ltd	General Insurance
17	GA Insurance Company Ltd	General Insurance
18	Geminia Insurance Company Ltd	General Insurance
19	Geminia Life Assurance Company Ltd	Life Insurance
20	Heritage Insurance Company Ltd	General Insurance
21	ICEA LION General Insurance Co Ltd	General Insurance
22	ICEA LION Life Assurance Co Ltd	Life Insurance
23	Intra Africa Assurance Company Ltd	General Insurance
24	Invesco Assurance Company Ltd	General Insurance
25	Jubilee General Insurance Company Ltd	General Insurance
26	Jubilee Health Insurance Company Ltd	General Insurance
27	Jubilee Life Assurance Company Ltd	Life Insurance
28	Kenindia Assurance Company Ltd	Composite

29	Kenya Orient Insurance Company Ltd	General Insurance
30	Kenya Orient Life Assurance Ltd	Life Insurance
31	Kenyan Alliance Insurance Company Ltd	Composite
32	Kuscco Mutual Assurance Kenya Ltd	Life Insurance
33	Liberty Life Assurance (K)Ltd	Life Insurance
34	Madison General Insurance Company Ltd	General Insurance
35	Madison Life Assurance	Life Insurance
36	Mayfair Insurance Company Ltd	General Insurance
37	Metropolitan Cannon General Insurance Ltd	General Insurance
38	Metropolitan Cannon Life Assurance Company Ltd	Life Insurance
39	MUA Insurance (K) Ltd	General Insurance
40	Occidental Insurance Company Ltd	General Insurance
41	Pacis Insurance Company Ltd	General Insurance
42	Pioneer General Insurance Company Ltd	General Insurance
43	Pioneer Life Assurance Company Ltd	Life Insurance
44	Prudential Assurance Company Ltd	Life Insurance
45	Resolution Insurance Company	General Insurance
46	Saham Assurance Company Ltd	Composite
47	Sanlam Life Insurance Ltd	Life Insurance
48	Sanlam General Insurance Company Ltd	General Insurance
49	Takaful Insurance of Africa Ltd	General Insurance
50	Tausi Assurance Company Ltd	General Insurance
51	The Monarch Insurance Company Ltd	Composite
52	Trident Insurance Company Ltd	General Insurance
53	UAP Insurance Company Ltd	General Insurance
54	UAP Life Assurance Company Ltd	Life Insurance
55	UAP Old Mutual Life Assurance Company Ltd	Life Insurance
56	Xplico Insurance Company Ltd	General Insurance

Source: IRA Report, 2020