

**CHANGE MANAGEMENT PRACTICES AND SERVICE DELIVERY IN FAITH-
BASED HOSPITALS IN KIAMBU COUNTY, KENYA**

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D53/OL/NKU/25481/2018

**A RESEARCH PROJECT SUBMITTED TO SCHOOL OF BUSINESS IN PARTIAL
FULFILLMENT OF THE REQUIREMENTS FOR THE AWARD OF DEGREE OF
MASTER OF BUSINESS ADMINISTRATION (STRATEGIC MANAGEMENT
OPTION) OF KENYATTA UNIVERSITY**

DECEMBER, 2021

DECLARATION

Declaration

This research project is my original work and has never been presented for any degree or award of a diploma in Kenyatta University or any other university: -

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I confirm that in this research project has been submitted for examination with my approval as the university supervisor-;

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ACKNOWLEDGEMENT

I am greatly indebted by the guidance of my supervisor Dr. Abel Anyieni for the guidance in the development of this thesis. I sincerely appreciate the contribution of my dear wife Betty and my little daughters Eliannah and Ivannah who had to offer me company during my long nights as I put my ideas and thoughts together. I also acknowledge the insights, valued input and encouragement of the Master of Business Administration Kenyatta University Nakuru Campus class of 2018.

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OPERATIONAL DEFINITION OF TERMS

Change management	It is the collective terminology that encompasses all methodologies to prepare, plan, support, and help one, group and the entire organizations in making and instituting organizational change
Communication:	It is the act of conveying message from one person, department or group to another through the use of mutually understood signs, symbols
Organizational Culture	It refers to norms, values and belief of an organization developed over time
Faith-based organization	These are the organization that are wholly or partially owned and controlled by faith organizations
Quality service delivery	It refers to rendering of services the meets the standards of the consumer as effectively and as quickly as possible to the intended recipient.
Stakeholder engagement	It refers to the consultative process between the faith-based organizations and those who are affected or affects the activity of an enterprise
Change Management Practices	It involves making adjustments to the culture, structure, human capital, strategy and the organization's management to attain the goals of the organization.

**Organizational
Leadership**

It is the authority figure in institutions that strategically guides and manages all aspects of an organization to attain success of its projects and programs.

ABBREVIATIONS AND ACRONYMS

AIDs	Acquired Immunodeficiency Syndrome
FBO	Faith-Based Hospitals
HIV	Human Immunodeficiency Virus
KH	Kijabe Hospital
NACOSTI	National Council for Science Technology and Innovation
NGO	Non-Governmental Organizations
NHIF	National Hospital Insurance Fund
SERVQUAL	Service Quality
SPSS	Statistical Package for Social Sciences

ABSTRACT

Organizations operate in a fairly dynamic macro and micro business environment having a lot of unpredictability and in many ways marred with pressure for competitiveness hence need to adopt to the changes to survive and thrive. Organizations put in place several varying practices as change management practices. Quality service delivery is a vital element and a crucial objective and goal for every organization. The reason is that, it is solely through quality service delivery that a firm is has the ability to tell whether there is any progress and growth. This study determined the effect of change management practice on quality service delivery in Faith-Based Hospitals in Kiambu County, Kenya. The study specific objectives included; to determine the effect of leadership on quality service delivery in Faith-Based Hospitals, to assess the effect of organizational culture on quality service delivery in Faith-Based Hospitals, to establish the effect of communication on quality service delivery in Faith-Based Hospitals and to explore the effect of stakeholders' engagement on quality service delivery in Faith-Based Hospitals in Kiambu County, Kenya. The study was grounded on discourse-based theory of organizational change, three step change theory and SERVQUAL model theory. Descriptive design was employed and targeted 214 managers and the sample size was 139 respondents who participated in the study. The researcher applied stratified sampling technique by grouping the respondents as per their position at work. The study used questionnaires to collect data which were pilot tested to ensure their validity and reliability. Structured questionnaire was useful in collection of data and they were distributed using a drop and pick basis by first obtaining research permit. All the collected data was then entered into SPSS version 25 and descriptive and regression analysis was conducted where 0.628 or 62.8% of quality service delivery in the faith-based hospitals was due to change management practices. The link between the practices and quality of service delivery is significant and positive with R value of 0.793. The study also found out that organizational leadership and organizational communication had positive but insignificant effect to quality-of-service delivery based on the p-values. The study conclusions show that organizational leadership positively affected quality of service delivery. This was linked to style of leadership employed, the voting process for areas of disagreement and getting suggestions and inputs from staffs that led to minimal effect on service quality. On organizational culture, the study concluded that elements like corporate culture, result-oriented culture, friendly working environment and adherence to policies and rules positively and significantly affected quality of service delivery. The study also concluded that organizational communication through elements like communication channels, modes, giving feedback and notifying employees had positive but insignificant effect to quality-of-service delivery. The study also concluded that stakeholder engagement positively and significantly affected quality of service delivery. Stakeholder engagement is an aspect of stakeholder participation and involvement in making work plans and decisions and conducting stakeholder analysis to align interests and goals. In general, change management practices led to improved quality of service delivered, hence the study recommends that organizations use change management practices and especially organizational culture and stakeholder engagement that are seeking to improve the quality of the service delivery. This is in terms of reliable services, quick responses and effective handling customer complaints

CHAPTER ONE

INTRODUCTION

The chapter introduces the study elements by presenting background information on the dependent objective of quality service delivery as affected by the independent objective on change management practices. Then it has the statement of problem, objectives and significance, scope and limitations of the study.

1.1 Background of the Study

The main challenge that is faced by every organization whether public or private is how to survive in a continuously dynamic business environments that arises as a result of competition that has get intensified by globalization. As argue by to Shahzad, Luqman, Khan and Shabbir (2015) the long run survival of service industry depends on how well it satisfies customer which is a critical indicator of firm performance. As a result of rising increased consumerism, every organization is expected to perform in order to deliver value to its clients.

Quality service delivery is imperative in the continuous growth and survival of every organization. Service delivery is composed of real outcome of a firm which is measured using the projected aims and objectives (Ebongkeng, 2018). Service delivery refers to rendering of services as effectively and as quickly as possible to the intended recipient. It implies to the extent of excellence on the part of the organization in which it is interchangeably applied to measure firm performance. Managers therefore ought to comprehend the activities they assume the lead to creating value and which ones do no create value. Organizations have achieved and maintained competitive advantage through delivering service to clients, (Kariuki, 2015).

Service delivery is composed of measurable results which is a measure of the extent to which firms deviate from its intended objectives and set strategies (Juel, 2019). Service delivery can be understood by knowing the extent to which a firm realizes its goals. Measuring the level of service delivery is a crucial part for the leadership of the firm as it rates the extent to which the management plays its stewardship role and in absence of status of service delivery in the organization, it makes it tedious for the top management to know the direction the organization is heading to and the changes to be introduced into the organization, (Manzoor, Wei, Nurunnabi, Subhan, Shah & Fallatah, 2019). Service delivery is a complex thing as it encompasses many measures which are inside it such as being long term or short term and/or being financial or non-financial, (Ebongkeng, 2018).

Globally, studies have been conducted on service delivery. For instance, in Pakistan, Hussain, Sial, Usman, Hwang, Jiang and Shafiq (2019) investigated the factors that affect satisfaction of a patient in public sector hospitals. The study finding showed that laboratory, and pharmacy services, has a positive and significant impact for satisfaction among the patients. It also revealed that communication between the doctor and patients and hospital environment and its facilities had little effect on satisfying patients. In North Karnataka, Kashyap (2016) investigated the factors influencing the performance of primary health centers. It discovered that there are systemic and contextual challenges affecting service delivery in the primary health care which included the inadequate training of personnel, infrastructural shortages, and high number of patients. In India, Chatterjee, Nayak, Mahakud and Chatterjee (2019) did an investigation on the elderly population and their choice of healthcare sources as either the private or public services. The choice was informed by the quality of service delivered in terms of timeliness and quick delivery of services, variety of the services and appropriateness so as

to meet the needs of the customers/clients. Manzoor, *et al.* (2019) discovered that transformational leadership fully predicted improved firm performance. It can be explained that this type of leadership, work outputs, and corporate social responsibility plays significant role in the organization as they are directly reflecting the firm's output in financial and non-financial metrics.

Regionally, research on service delivery in Africa, include a study conducted in Ghana by Enuameh, Okawa, Asante, Kikuchi, Mahama, Ansah and Yeji (2016) found that the place of residence of the patient, owning health insurance, social status and economic situation affected service delivery in Ghana. Bamfo and Dogbe (2017) established that choosing between public or private hospital was significantly affected by the quality of services offered by the hospital, information sharing from one patient to another, the category of ailment and National Health Insurance Scheme (NHIS). For people who are influenced by the quality of services offered, then most opted for private health service providers. It was concluded in a study conducted by Muhammed, Raji, Ibimidu, Joseph and Kehinde (2017). that, distance is not a barrier and do not hinder the service deliver by health care facilities in Nigeria. It was further noted that there is an increasing trend of the utilization of private health facilities in Nigeria.

In Kenya, a study performed by Hussein (2018) service delivery was defined as accomplishment of objectives by processing inputs to outputs. It is all concerned with effectiveness and efficiency in the economy. It accumulates all the associations about minimization of cost and attaining the desired outcome. The inadequacy of performance is regarded as the means by which the need for change in an organization is felt. The deficiency in performance may be associated with a drop in profit margin, or a reduction in the market share calling for more effort to enhance performance and be sustainable. Immediately the

management succumb to these conditions, crisis meetings shall be held to identify strategies which will help to overcome the situation. Once this has happened, it is a time to implement change in the organization. While acting to bring change, the organizational performance shall be the point of reference. Performance takes a number of perspectives; first, it maybe financial in which return on asset, profit margin, return on investment and on the other side, it may be non-financial measures where market share, customer satisfaction, sustainability, employee performance is used, (Kacperczyk, Beckman & Moliterno, 2015).

Omondi (2016) study was on service delivery and its influencing factors for service delivery in hospitals in Nairobi County. It was found out that management of public hospitals in Nairobi County have a bigger influence on the extent of service delivery which manifest through decision making. It was further discovered that, public hospitals in Nairobi County have not fully been embraced. The inadequacy of drug supply was also established as the major source of low level of service delivery. Kariuki (2015) in the study on strategy change management and its strategies that influence delivery of services in financial institutions in Kenya, it was argued that poor management of change and non-compliance with desired ethical standards affects service delivery in Kenyan financial institution. It was also recommended that, managers to embrace innovations if they are to improve service delivery to its customers. Customer perceives delivery of service on fast their inquiries were addressed and the level of satisfaction the received from those responses. In another study, Githiri (2015) argues that employee motivation and the level of technology that a firm adopts are significant factor determining the extent of customer quality service delivery.

In a study that was conducted by KPMG in 2019, it was discovered that service delivery in health sector has failed to meet the expectation and has been on a continuous deteriorating

because of a number of reasons such as skills, resources, high labor turnover of health care workers and changes introduced that fail to be fully implemented. The Faith-Based hospitals in Kenya are committed to providing equitable, affordable and quality health care as envisioned to complement public health sector in Kenya. To attain this level of quality service delivery, faith-based hospitals have initiated changes in their systems aimed at achieving their objective. The guarantee therefore of achieving this milestone is questionable (Sousa, Scheffler, Nyoni and Boerma, 2013).

1.1.1 Quality Service Delivery

Quality service delivery by a firm may be explained through how well a firm achieves its goals and as a result managers ought to know how well they are performing in order to assess the type of changes to be introduced. Hussein (2018) defined quality service delivery as effective rendering of services to the clients in a manner that meets industry standards of quality. It is also about timely delivery of these and there should not be instances of low quality of the services. In the service sector, quality will determine if the customers will be satisfied with the services and encourage repeat business and loyalty to the company and the brand.

Service delivery is measured by its reliability in meeting the needs of the customers and the market when and where needed. It must also be responsive to the needs and tastes of the customers and be able to cater to the preference of the consumer. Ebongkeng (2018) shared that when customers get exactly what they desired, it speaks to the high standards of the establishment and company. Meeting the needs of the market leads to customer satisfaction in the services provided and the positively leaning towards a single company or service provider. To enhance quality of the service delivered, the present study focused on change management practices to deliver to the stated element. The quality-of-service delivery in the Faith-Based

Hospitals in Kiambu County as affected by the practices of change management. The quality of services is linked to reliability, responsiveness, customer satisfaction and quality of services rendered.

1.1.2 Change Management Practices

Change management is defined as the processes and procedures which are undertaken by an organization while seeking to attain some predetermined goals and objectives and are therefore concerned with overcoming the ever-changing environment to make sure that the organization is not adversely affected by its actions, (Cameron & Green, 2019). Koitie, et al, 2015 defined change management as making the direction, structure and organizational abilities up to date. The success of any organization is dependent on how best is it managing changes in its daily endeavors. As argued by to Aljohan (2016) change management plays and imperative in an organization since it purposes at the effective institution of new idea and activities to a work set up while ensuring that there is a proper relationship between organizational roles. With good management of change, an improved level of performance will be witnessed. Management of change management tries to strengthen the capacity of an organization in order to move towards the vision. Change management may be confronted by a number of encounters such as untimely communications, implementer's incompetence and inadequacy of resources (Burke, 2017).

According to Ngonga (2019) change management practices involves the designing of organization culture, structure, strategy and organizational management. Koitie (2015) covered the strategic change management practices as it influences financial performance. It was argued that changed management practices involves stakeholder involvement, leadership, communication and employee participation. Milimu (2016) argued that change management

practices involve application of technology, involvement of stakeholders, employees' trainings and rewarding, partnering with the government and cultural management. In another study by Hussein (2018) change management practices encompassed elements like strategic alliances, re-engineering of products and culture for learning and development. Lastly, a study was performed by Kimutai (2017) and argued that change management practice includes capacity development and stakeholder engagement.

The current study investigates change management practices which shall be broken down into leadership, organizational culture, communication and stakeholder engagement. These variables are considered suitable for this study because of the impact they have on quality service delivery and the extent to which they contribute to change management. On leadership, it plays a key role in ensuring that successful change management is achieved in any organization. The leaders are also tasked with delivering on the mandate of the organization and successful completion and handing over of projects. Organizational leadership considers the leadership styles that include inspirational, transformational and transactional leadership that if adopted improves outcomes of the organization. Faith-Based hospital have put in place leadership structure in an attempt to lead the implementation of change management. Yazdanifard (2015) discovered that leadership is among the key factors which facilitate positive change to any organization. In the absence of leadership in an organization, change will not be instituted and desired direction will not be achieved and may otherwise lead to negative change.

Organizational culture is about the practices and behaviors that form the identity of an organization. The culture is an aspect of consistency of behaviors, adapting to the changes in the environment and inclusivity and participation by all stakeholders. The people must put all

their efforts together to realize the overall organizational goal. The selection of organizational culture as one of change management practices is informed by the fact that, change involves the bringing of a different culture to the organization. Therefore, for successful change management, culture must be observed as well as aligning change to organizational culture. Mibey (2018) discovered that the measures of organizational culture were strongly and positively correlated with firm performance and also speaks of self-perception of the people within the organization.

The other study variable is on communication and it is an important aspect in managing changes in organizations. Communication looks at the channels employed as they should convey information in the right context to the people to implement the changes. It is also about communication tools and how they can effectively bring about the expected changes. Communication can be effective by the simplicity of the information and the information content being appropriate (Wang, 2017). This study analyses communication being one of the measures of change management practices since communication play a key role in ensuring that information regarding changes in Faith-Based hospitals are passed to those whom they are expected to implement. Wachira and Anyieni (2017) noted a positive effect between communication and firm performance.

On stakeholder engagement, this study considers the aspect of participation of all employees in different organizational activities. It is also about awareness of the agenda and pathway adopted to attain the firm's goal and this can be done in consultative meetings with all the stakeholders. Engagement is also about inclusion of all stakeholders in the decision-making process (Wanjiru, 2016). It is therefore vital in Faith-Based hospital as is a way of ensuring that changes brought are accepted by all parties whom actions of the firm are affected or affects

them. This makes stakeholder engagement a suitable measure of change management practices. Conner (2017) looked stakeholder engagement and organizational financial productivity and value addition and creation in United State. The study established that successful employee engagement come alongside with positive influence on businesses performance.

Yazdanifard (2015) on the relationship between effective leadership styles may facilitate positive change in the organization. The study discovered that leadership is among the key factors while positive change to any organization. In the absence of leadership in an organization, change will not be instituted and desired direction will not be achieved and may otherwise lead to negative change. Leadership style do not influence organizational employee performance, but also helps in giving clear direction to them in line with vision and mission. In a different study Mwau (2016) covered corporate cultural aspects and firm financial outputs by considering KPLC and to improve on firms' performance, corporate culture has to be supportive and as well as being compatible with intentional strategies and daily running of firms' activities of the employees and as a result emphasis has not to be laid on firms' that only lead to improved performance but in addition should be advocated for a corporate culture which supports the general welfare of the workers. In another study by Gochhayat, Giri and Suar (2017), it was discovered that a strong and deep culture work well and effective as compared to the one that has a weak culture.

Mugo (2016) argued in the article on impact of communication on organization performance of multi-cultural work teams in Great Britain Kenya and it was a case study format. The study found out that communication in multicultural team varies and as such task to ensure there is effective communication are decoded by every employee in various cultural difference at the

same time. The communication is applicable in all facets of business without regard to cultural dispensation. Ineffective communication is widely known to cripple firms' operations resulting in unacceptable and low performance in workplace. Additionally, there is complexity in multicultural setting which asks for a corresponding structure that ensure there is a common method and understanding.

1.1.3 Faith-Based Hospital in Kiambu County

Faith-Based hospitals in Kiambu County have historical existence with the first one being in 1915 being a small clinic which was only operating as an outpatient. Majority of the Faith-Based hospitals in Kiambu County are head quartered in the county. The county has five major faith-based hospitals namely; AIC Kijabe Mission Hospital, PCEA Kikuyu Mission hospital, Nazareth Mission Hospital and Cure International. The hospitals have been in operation for several decades. Others have over one hundred years of operation. The hospitals have expanded from its initial outpatient status to being inpatient with the present date capacity of 663 beds in all the faith-based hospitals combined. They have assisted many people across the country and witnessed an incredible growth over the last number of years. The hospitals are mission driven with part of the objectives being the gospel ministry. The hospitals have undergone several changes over the past years from being a small clinic operating as outpatient to becoming multiple clinics and changing status to inpatient hospital and establishing satellite branches.

Wandera (2016) did a study on perception of clients on healthcare quality for in-patients in public but faith-based hospitals within the counties of Nairobi and Kiambu. It was found out that faith-based hospitals had almost full compliance to the ministry of health quality standards which was higher than the compliance by the public hospitals. Additionally patients in Faith-

Based hospitals had a positive perception on service quality whereas those in public hospitals had negative perception.

1.2 Statement of the Problem

Faith-Based hospitals have continuously face challenges which have hampered the provision of quality service delivery. For instance Nyongesa, Ombaka and Onyango (2015) evaluated the health care quality service provision and found out that customer level of satisfaction is determined by a number of factors such as drug availability, cost of treatment, the in fractural issues, adequacy of qualified staff, reliability and reduced morbidity and mortality. Faith-Based hospitals in Kenya are key players in the economic growth and development in the country. With market dynamics, consumerism, government policies, trade unions, change in the approach of the mission agencies among other changes triggers, the hospitals have been exposed to other realities and has experienced continued struggle to match the past success. Recently, one of the hospitals experienced the very first trade union pressure when the nurses downed their tools an experience that had not been seen before. This has resulted in poor service delivery to the patients who have been relying on those Faith-Based hospitals, (MOH, 2018).

Scant literature exists on the impact of change management practices on quality service delivery in Faith-Based hospitals. Studies that have been conducted on change management practices have failed to address this gap in knowledge. For instance, Ngonga (2019) carried out a study to analyze the impact of change management practices on performance of small and medium enterprises in Kenya. Change management practices was measured using organization culture, organization structure, strategy and organizational management. The study created contextual gaps as it covered SMEs in Kenya. Milimu (2016) investigated the

influences of change management practices on performance of Pinnacle projects in Kenya. The study measured change management practices as the use of technology, involvement of stakeholders, employees' trainings and rewarding, partnering with the government and cultural management. Conceptualization of the practices is different to the present study. Koitie (2015) used stakeholder involvement, leadership, communication and employee participation as the study variables while conducting a study on change management practices. The gap is in concept as service delivery is not mentioned or linked to change management practices.

The mentioned challenges in the healthcare sector in terms of delivery of services and the gaps highlighted in the reviewed studies bring out the need for further research. This study tried to fill the gaps by determining the effect that change management practices have on quality-of-service delivery.

1.3 Objective of the Study

1.3.1 General Objective of the Study

This study sought to investigate the effect of change management practices and quality service delivery in Faith Based Hospitals in Kiambu County.

1.3.2 Specific Objectives of the Study

The specific objective of the study;

- i. To determine the effect of organizational leadership on quality service delivery in Faith Based Hospitals in Kiambu County.
- ii. To examine the effect of organizational culture on quality service delivery in Faith Based Hospitals in Kiambu County.

- iii. To find out the effect of communication on quality service delivery in Faith Based Hospitals in Kiambu County.
- iv. To assess the effect of stakeholder engagement on quality service delivery in Faith Based Hospitals in Kiambu County.

1.4 Research Questions

- i. What is the effect of organizational leadership on quality service delivery in Faith Based Hospitals in Kiambu County?
- ii. What is the effect of organizational culture on quality service delivery in Faith Based Hospitals in Kiambu County?
- iii. What is the effect of communication on quality service delivery in Faith Based Hospitals in Kiambu County?
- iv. What is the effect of stakeholder engagement on quality service delivery in Faith Based Hospitals in Kiambu County?

1.5 Significance of the Study

This project findings and recommendations is of significance and beneficial to several parties; First, the Faith-Based Hospitals in Kenya and across and beyond upon realizing effect of change management on quality service delivery. This is imperative since the survival and growth of every organization is pegged on how well it is rendering service to its beneficiaries.

Secondly, researchers and academia are likely to benefit from this current research. First and foremost, the study will provide the grounds upon which they will base their studies on through a way of citations to fortify their claims on either change management and/or service delivery.

Additionally, the researcher proposed research areas related to this current study in which

upcoming researchers may perform further investigated. Academia on the other hand is another category of potential beneficiaries of this piece of work proposed.

The findings of this study may be incorporated in the body of knowledge while developing curriculum to be taught in Kenyan universities and colleges and even across the globe. Policy makers on the other hand are likely to benefit from this study. The policy makers will get posted to issues affecting organizational performance. When developing policies that will bring change to the organization, they will be in a position to predict the possible outcome on performance which is critical in every organization.

1.6 Study Scope

This proposed thesis was done in Faith-Based hospitals in Kenya evidence from Kiambu County. Kiambu County is selected to represent all the faith-based organizations in Kenya. The study was on the investigation of the relationship between change management practices and organizational quality service delivery. Change management practices are measures as organizational leadership, organizational culture, communication and stakeholder engagement while quality service delivery shall consider only the non-financial measures of performance.

1.7 Limitation of the study

This proposed study suffered from the following limitations; first there was a few non-response in which the respondent became reluctant to respond to questionnaire. The reason was because of the sensitivity of the information and fear victimization or failure to comprehend the questionnaires due to different fields of expertise and in some other cases I experienced non-return of the respondents questionnaires for analysis. The effect of this

limitation meant therefore that, the selected sample size reduced and subsequently affected the generalizability of the research findings. However, to overcome this limitations, the researcher accompanied the questionnaire with an introductory letter explaining the purpose of research and that it was treated with utmost confidentiality. Secondly, the researcher ensured that the structuring of the questionnaire is such that every respondent is capable of comprehending and lastly, the researcher made sure sample size selected is big enough to provide for non-response.

1.8 Organization of the Study

The project was structured in chapters, apart from the preliminaries and appendices. The first chapter comprised of background of the study, problem statement, study objectives, questions appertaining to the study, the study's significance, the scope of the study and the major limitations facing the conducting of the study. The second chapter captured the literature, specifically the theoretical review, the empirical literature review, the research gaps drawn from the empirical literature review and the conceptual framework. The chapter of the proposal dealt majorly with the research methodology, capturing the research design, the target population of the study, the sampling framework and sample size selection, data collection instruments and procedure of collecting data, data analysis and finally ethical research considerations upheld while carrying out data collection. Chapter four presented the findings after the analysis was conducted and its discussion. The last chapter-chapter five captured the summary of findings, the conclusions and recommendations made for policy, practice and research.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

It discussed the theories in which theories the study was anchored on and linked to the study, past study relevant to this proposed study to identify methodology, understand the topic better and account for what has already been done to avoid repetition and identify gap in knowledge which needs to be filled, conceptual framework of the perceived relationship between variables and finally the research gap to be filled.

2.2 Theoretical Review

The section reviews and discusses discourse-based theory of organization change, dynamic conservatism and three step theories of change.

2.2.1 Discourse-based Theory of Organizational Change

The Discourse-Based theory was advanced by Grant and Marshak (2009). The theory argues that, change in the organization takes place in five different distinct stages; Meta, macro. Meso, micro and intrapsychic. The Intrapsychic level of change refers to a situation in which discourse has a possibility of manifesting into a form of stories within the organization and interpolated philosophies in which individual narrate to the colleagues. Intrapsychic also refers to the mental and intellectual models and graphics. Micro level discourses emphasis in details the dialect applied by an individual. Above an individual effort at the micro-level of discourse, there is a potentiality of considering meso level discourse to discover interpersonal relationship. At meso level discourse discursive interactions will affect the activities and

individual behavior inside a particular setting such as organization, department level, (Hunter, 2012).

Discourses at Macro level may be seen as the totaling and amalgamation of meso discourse level in the organizations. At this level, the collaborations like dialogues and messages amalgamate to turning to foremost reasoning, organizational practices and joint societal point of view inside the organization. At meta discourse level is explained as discourses that are taken account of and consequently adopted at an individual level and throughout organizational spheres. However, many standards may be applied while addressing this kind of situation and nonetheless refer to the same kind of discourse, (Cooren, Cornelissen, and Clark,2011). The message inside every kind of discourse is connected and are well-versed by discourses and other level's message.

This proposed study's variables; communication, stakeholder engagement and culture are grounded on this theory. Furthermore, for change management to be successful, communication plays a vital role in Faith-Based hospital while connecting peoples' understanding which is regarded in the theory as discourse or disconnect making the theory suitable to support communication variable. Culture changes from one generation to the other. The changes in culture yields discourse between one time and the other and therefore the suitability of the variable being grounded on the discourse-based theory. Additionally, stakeholder engagement comes in when the faith-based hospital incorporates the ideas of different actors who are well diverse and should be united into uniform in order to minimize or get rid of discourses.

2.2.2 Three-Step Change Theory

The three-step change theory was advanced by Kurt Lewin (1951). Lewin viewed the employee individual behavior being the equilibrium of forces pushing to different and opposite sides. The theory argues that, the compelling energies are responsible for change in the organization as they compel employees to required direction. Restrictive forces impede change since they compel the workers to the opposing side. Lewin discussed these forces therefore in three step model in which it facilitates forces shifting into a planned change. Lewin's first step is to remove the existing status quo which is considered to be at balance in the process he referred to as unfreezing. This step is important as it overcomes the anxieties of individual worker. This step may be achieved by the application of a number of methods. Reducing the restrictive forces, the adversely influence the motion from the current status into the planned and required state and lastly, having an adequate amalgamation of the two above discussed methods. Among the activities involved in unfreezing step are; participant motivation by making them ready for change, making them see the need for changing from the current state to a better by creating a sense of urgency and actively involving employees to brainstorming the possible problems and providing alternative ways of getting change implemented, (Lewin, 1951).

According to Lewin (1951), the next step in change process is molding the individual employee behavior. Here, it is important to transit the target system to a new status. A number of activities which help in moving from one state to the other are involved here; urging individuals to accept that the current situation does not benefit anyone and more benefits would be realized if a different state was in place and therefore there is need to move to a better one, working as a team for a quest for new situation and providing necessary information to employee to make them accept and become soldiers of change. The last step of change according Lewin is

refreezing. This last step occurs once the change has been instituted and implemented so as to be sustainable over time. If this step is not implemented; Lewin argues that there are high chances the individual will go back to the old status quo rendering changes steps so far undertaken useless. The reason for refreezing is the stabilization of the new instituted change through the equilibrium of the moving and the stopping forces. Reinforcing new pattern is the action applied to implement this step, (Lewin,1951).

This proposed study's independent variable of leadership is anchored on this theory. Throughout the Lewin's change step, strong leadership is needed to make sure that employees are not left behind and role modeling is played. Through to the process, the steps of change require that employees are shown that the current status of service delivery in the organization is not beneficial to either the organization or the employees themselves and therefore there is need to have a better state of performance.

2.2.3 SERVQUAL model theory

The Service Quality Model otherwise known as SERVQUAL model was advanced by the American marketing experts Parasuraman, Zeithaml and Berry (1985). This model is multi-dimension scale which was developed in order to evaluate the perception of the client regarding the level of service quality in service and retail businesses (Parasuraman et. al., 1988). It is further argued that the model represents quality of service being an incongruity and links the expectations and perceptions of the customers and the quality of service they receive. The delivered service should answer the on-customer's expectations and what they perceive as good services. The model further argues that the use of perception and not actual service received makes this model a measure of an attitude which is related to, but not the same as,

satisfaction. It is designed to capture consumer expectations and perceptions of a service delivery.

Parasuraman et. al., (1988) sub-divide SERVQUAL model into a number of constructs as follows. The first component of SERVQUAL model is reliability which refers to the ability to provide service dependably as well as accurately. Customers always want to rely on their service providers and always believe that they should receive services they want without fail. The model argues that it is extremely important to be reliable than to have shiny and flashy uniforms. The second dimension of this model is responsiveness which refers to the willingness to assist help and respond to customer need quickly, rapidly, promptly, and instantly. The service providers receive benefit for initiating their internal response strategy by applying things such as returning of phone calls, emails and responding on-site. The third component is the assurance which relate to the ability of staff to stimulate confidence and trust on the customer. Service providers are perceived as experts of the service they are delivering. SERVQUAL model argues that it is of great importance to communicate the expertise that service provider has to the customers. If a service provider is highly skilled, but customers fail to see it, their confidence becomes lower.

The fourth component of the model is empathy which relates to the extent to which individualized caring service is given. It argues that services can be performed completely to specifications and customers may not feel provider employees care about them during delivery. The last component is the tangibles which takes into account the physical facilities, staff appearance, equipment among others. Although people may consider tangible a least important dimension, it matters a lot in service delivery perception. The providers of services want to

make certain their employees' appearance, equipment, uniforms and work areas to look pretty good. It is a method to capture and measure the service quality experienced by customers, (Parasuraman et. al., 1988). The study dependent variable quality service delivery is anchored on this theory. The theory is relevant to this study since it highlights the important tenets of measuring quality service delivery in service industry and more importantly in faith-based hospitals.

2.3 Empirical Literature

This part reviews past research conducted by past authors on the related subject and identifies the gap in knowledge in which this proposed research attempts to answer.

2.3.1 Organizational Leadership and Quality Service Delivery

Miloloza (2018) conducted a research to evaluate the effect of leadership styles on the financial performance of Croatian enterprises. The study concluded that, democratic kind of leadership was the most applicable in majority of Croatian enterprises, succeeded by the authoritarian. A number of small enterprises are effective financially when democratic style is present. Any business in the phase of stagnation is more prosperous in the presence of all the styles of leadership are amalgamated in exercise. Hurduzeu (2015) and Rashidi (2018) researched on the effect of organizational change on organizational performance. The study had used leadership as one of the variables and found a positive and valid linkage between the two aspects.

Mwangangi (2017) performed research to assess how corporate governance affected by leadership practices and the organizational performance that was in financial terms. It specifically attempted to assess the impact of leadership structures, leadership composition,

leadership independence and stakeholders' ownership and ownership concentration on financial performance of the listed firms. Sixty-two listed firms in national securities exchange were used and applied stratified sampling according to the sector to which a firm belongs. The study used primary data. The study concluded that corporate leadership composition and ownership concentration had the highest and positive contribution, among the other variables assessed. Leadership has a significant role that plays in firms' performance and therefore considered critical if one want to succeed.

Datche (2015) while determining the association that exists between transformational leadership and firms' financial performance. The study took ninety government agencies in Kenya. Descriptive design was employed and adopted primary data which was collected using open and closed ended questionnaires and subsequently analyzed. The study findings were that transformational leadership has a significantly effect on firm's performance. An idealized influence of leader however was found to be having a negative effect. Employee engagement had a partial mediating effect on the relationship of and transformational leadership and firms' performance.

Mwithi (2016) did a study to discover the correlation that exists amid leadership competencies and firm's performance in state corporations in Kenya. The cross-sectional research design was adopted and data collection period spanned for a period of five years from 2011 to 2015. The population of the study was the state corporations in Kenya which the targeted to respond to questionnaire. Primary data sources were utilized through the use of questionnaires that had open and closed-end questionnaires which were distributed on drop and pick basis and where respondent delayed, a reminder text was sent. It was discovered that competencies of leaders are positively related with firm performance. Additionally, self-awareness leadership and

social skills leadership competencies were significantly and positively correlated to non-financial performance. Yazdanifard (2015) on the relationship between effective leadership styles may facilitate positive change in the organization. The study discovered that leadership is among the key factors while positive change to any organization. In the absence of leadership in an organization, change will not be instituted and desired direction will not be achieved and may otherwise lead to negative change. Leadership style do not influence organizational employee performance, but also helps in giving clear direction to them in line with vision and mission. In a different study and a number of studies were conducted in developed world; others majored on leadership which is among the measures of change management practices. This proposed study shall use four measures of change management practice; leadership, organizational culture, communication and stakeholder management and additionally shall be conducted in Kenya which is a developing country posed with different policies and approaches.

2.3.2 Organizational Culture and Quality Service Delivery

Miloloza (2018) did a study which aimed at examining the measurement, conceptualization and assess the various concepts of organization culture and organizational financial and non-performance in Malaysia. A question was posted; does corporate culture have any significant effect on firm performance in Malaysia? The study therefore assessed the effect of organizational culture and financial and non-financial performance of top firms. Company financial performance was measured with the help of ROA and EPS were acquired through the annual reports of 2013. The study found out that even though there was a noteworthy difference the background of the respondent and the nature of the companies, there was no fact giving the differences of the culture of firms perceived by the respondents. All the measure of culture

takes for the study affected the firm financial performance. In a similar study it was discovered that, there exist a positive and significant relationship between corporate culture and organizational innovativeness, (Hafit, *et al.*, 2015).

Mibey (2018) investigation was on assessing the elements of corporate culture on organizational financial performance in Kenyan airline. The study used descriptive design and collected data from its original sources and the researcher developed to cover both open and closed ended questions. It targeted the management employee working at their head office who were 874 in number and employed random sampling method to attain the sample of ninety-one respondents. It was therefore discovered that the measures of organizational culture were strongly and positively correlated with firm performance.

Ogare (2017) to determine the role that corporate culture plays in firm performance in public firms in Kenya. The research used specifically examined role of involvement culture, consistency culture and mission culture influence firm performance of public firms in country. The researcher targeted the thirty-four state corporations which are purely commercial and targeted population of employees who were working in various departments in the organization. It is used origin data and employed the structured questionnaires. The findings which were gotten from analysis and showed that corporate culture is significant in performance of any organization. The study found out that corporate culture plays a key role in firm financial performance.

Mwau (2016) study was on corporate culture and financial performance for KPLC with the aim of improving on firms' performance, corporate culture has to be supportive and as well as being compatible with intentional strategies and daily running of firms' activities of the

employees and as a result emphasis has not to be laid on firms' that only lead to improved performance but in addition should be advocated for a corporate culture which supports the general welfare of the workers. In another study by Gochhayat, Giri and Suar (2017), it was discovered that a strong and deep culture work well and effective as compared to the one that has a weak culture.

However, studies reviewed under this section may lack generalizability to mission-based non-profit making organization since some of the studies were carried out in developed world while the few carried out in Kenya focused on state corporation and also majored on only one measure of change management practices.

2.3.3 Communication and Quality Service Delivery

Anamallah and Hashim (2018) communication occurs in every organization and on daily life as long as people are meeting whether face to face or otherwise. Akhbari, *et al.* (2019) argues that communication refers to the basis of human activity and is present in every aspect of life. Communication messages may be passed through a number of channels such as mails, memos, word of mouth and voice calls. Wang (2017) conducted a study to assess the social-emotional-oriented communication and its effect on job-related performance while improving obligation in the organization in republic of China. A descriptive research design was employed and distributed semi-structured questionnaire to a sample of 69 employees who worked in a Chinese devolved unit of government. It was found out that work-oriented communication can be measured using a number of measures such as employee's suspected amount of the firm's info, development of policies and satisfaction of workers with responses made by ma managers and the upward reaction and employee's suspected amount of vertical communication with

management. Nonetheless, the finding did not show any effect of horizontal social-emotional-related communication.

Akhbari, *et al.* (2019) on the impact of business communication on firm's financial and non-financial performance in Nigerian companies. Correlational research design was employed. The study targeted medium and small enterprises in Nigeria where a sample of 100 manufacturing firms was selected. The data collected was then analyzed and then it was discovered that an effective communication is put emphasis on to a workable extent in the sampled firms. Additionally, it was established that the extent to which effective business communication is practiced were closely associated with the size of the firm since most small sized firms did not even have a communication channel in place which confirmed the effectiveness of business communication channels.

Mugo (2016) argued in the research on impact of communication on organization performance of case study for the multi-cultural work teams in Great Britain Kenya. The study found out that communication in multicultural team varies and as such task to ensure there is effective communication are decoded by every employee in various cultural difference at the same time. The communication is applicable in all facets of business without regard to cultural dispensation. Ineffective communication is widely known to cripple firms' operations resulting in unacceptable and low performance in workplace. Additionally, there is complexity in multicultural setting which asks for a corresponding structure that ensure there is a common method and understanding.

Wachira and Anyieni (2017) did assessed the impact of change management practices on performance of teachers' service commission. It aimed at investigating the impact of

communication on performance. The population of teachers' service commission senior staff who were working at the headquarters and county offices were targeted. The study applied simple random sampling to obtain a sample eighty respondent whom the questionnaire was distributed to. Data was analyzed using SPSS and produced descriptive and inferential statistics. The study concluded that there is a noteworthy positive effect of communication of performance of teachers' service commission. It was established that if communication is improved, performance respond positively. A recommendation was made for the organization to improve the network of communication to enhance effectiveness. Communication is an effective tool in duty delegation and raising grievance by employees. Insufficient communication is the prime ingredients for change management and is therefore worth putting measures that ensures that there is effective communication in place (Wainaina & Anyieni, 2017). However, this study focused on only one variable among the variable of change management practices. If all the variables are investigated simultaneously, different findings may be obtained and therefore this study seeks to investigate more variables simultaneously.

2.3.4 Stakeholder Engagement and Quality Service Delivery

Conner (2017) determined the stakeholder engagement and organizational outcome and value addition and creation in United State. The study established that successful employee engagement come alongside with positive influence on businesses performance. The factors that were discovered to have influence on employee engagement included though not limited to people, communication, work, rewards, opportunities and quality of life. The study further established that a bigger portion of workers engage through rational which shows how good workers comprehend their responsibility, emotional which tells the degree of passion with

employee with their organization and motivational upon which the willingness of employees gives above the expectations.

Kenyoru (2015) assessed the existing linkage of stakeholder engagement and corporate financial performance in Kenya Power. The study targeted a population of seven hundred and eighteen respondents which composed of employees and customers where a sample of two hundred and fifteen which was obtained using stratified sampling. Both primary and secondary data was utilized for the study. Primary data was collected by administering questionnaire while secondary data was obtained from the published data of the company. The findings of the study showed that customers as well as employees strategies of involvement are significantly contributing to organizational performance. Recognition of customer showed the highest in organizational performance.

Lopatta, Jaeschke and Chen (2017) did research to examine to effect of stakeholder engagement and corporate social responsibility. Descriptive research design was adopted. It was found out that in reality, the relationship is majorly an organic process as dictated by stakeholder management model; however, the model gives an important start point. In a similar study Nthina (2015) it was argued that stakeholders play an imperative role in enhancing organization performance done through decision making. stakeholder engagement in business' process of strategic management which leads to clarity in organizational direction, raised capability to efficiently interact with market instability, coherence in firm's decision making, operative communication channels, improved organizational coordination of activities, improved efficiency in operation as well as and increased worker performance, improved management of cost by the organization, enhanced product and service quality, production of

new products and services, a raised level of output, improved utilization of resources and increased ability to deal with ever rising market place competition.

Wanjiru (2016) did research on the impact of stakeholder involvement on non-financial performance of rehabilitation of street children project in Nairobi city County. The research was descriptive in nature and targeted five rehabilitation centers in Nairobi with a target respondent of seventy upon which semi structured questionnaires was distributed. The findings of the study established that, the initial stage of any project encompasses a number of stakeholder examination and analysis and implementation which in line with needs analysis, interests potentially impact the rehabilitation programs. Additionally, effective and efficiency budgeting enhances decision making process and generates innovations via stakeholder involvement affects performance. In another study Agwu (2019) asserts that it is importance to conduct the stakeholder analysis as it is strongly related to organizational performance and was also established that achievements of a firm set objectives are dependent upon how well an organization selects the right kind of key stakeholders.

The studies covered under this section were carried out in developed world having different culture and approach to change management. Additionally, the studies only concentrated on only one variable of change management practices; stakeholder management. The impact is that, the way one variable behaves when studied alone differ from when incorporated with another variable. This proposed study will therefore incorporate four measures on change management and shall be conducted in Kenya.

2.4 Summary of Literature and Research Gap

Table 2.1: Research Gap

Researcher	Aim of the study	Study outcome	Research Gaps	Filling the gaps in research
Adan & Muathe (2018)	To analyzed the relationship between strategic change management and performance of Non-Governmental Organizations in Mandera County.	It was found that, there is a strong and positive relationship existed between change management and organizational performance.	The study was focused on Non-Governmental Organizations and particularly in Mandera County. The study may have been affected by regional specific factors	The current study was conducted in Kenya to shed more light on the association of the two variables
Daniel (2019)	Assessing change management impact on organizational financial performance	It was found that change management practices were all positively and significantly correlated to financial performance	The study concentrated on financial measures of performance and further that the study was carried out in developed country where policies differ from those on developing country	The current study was restricted itself to non-financial measures of performance and was conducted in developing country.
Akhbari, <i>et al.</i> (2019)	The impact of business communication on firm's financial and non-financial performance in Nigerian companies	It was discovered that an effective communication is put emphasis on to a workable extent in the sampled firms.	The study context was Nigerian Companies	The focus of the present study was on Kenyan background and the quality-of-service delivery.
Ngonga (2019)	To analyze the impact of change management and performance SMEs in Kenya.	The study established a positive and significant relationship between change management and	It was done in small and medium enterprises which are profit making organization and therefore change management	This study addressed the gap in knowledge by focusing on change management

		performance of Small and Medium Enterprises	practices may differ from those which are non-profit making	and in non-profit making organizations and particularly Faith-Based Hospitals
Mibey (2018)	On assessing the elements of corporate culture on organizational financial performance in Kenyan airline	The measures of organizational culture were strongly and positively correlated with firm performance	The context was Kenyan airline and concept was on financial performance	To fill the gaps the study covered the healthcare sector and the practices was linked to service delivery quality
Miloloza (2018)	The effect of leadership styles on the financial performance of Croatian enterprises.	Democratic leadership was the most applicable style used in most of enterprises; then authoritarian and democratic style that affected the SMEs financially.	The study created contextual gaps as it was done in SMEs and in Croatia	The study filled the gap by linking organizational leadership to quality of service delivery in Faith-Based Hospitals
Wanjiru (2016)	Assessing stakeholder involvement and non-financial performance of rehabilitation of street children project in Nairobi city County	The study established that, the initial stage of any project encompasses a number of stakeholder examination and analysis and implementation which in line with needs analysis, interests potentially impact the rehabilitation programs.	The study focused on county government in Kenya upon which stakeholder involvement is compulsory and that stakeholder involvement is one of the measures of change management as perceived in the current study	The current study focused on a faith-based organization where stakeholder engagement is not compulsory to be undertaken and further incorporated other measures of change management

Datche (2015)	The association that exists between transformational leadership and firms' financial performance	Transformational leadership has a significantly effect on firm's performance	The conceptualization of performance was in financial terms as influenced by transformational leadership	The presented study considered performance in the hospitals in terms of service delivery
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2.5 Conceptual Framework

Conceptual framework refers to a mental map that research has on the perceived relationship between some items. It helps to understand the directional relationship at a glance (Avella, 2016). The conceptual framework for this proposed study is presented on Figure 2.1. It presents the relationship between the independent variable; change management practices and the dependent variable, quality service delivery. The study independence variable is measured using, organizational leadership, organizational culture, communication and stakeholder management.

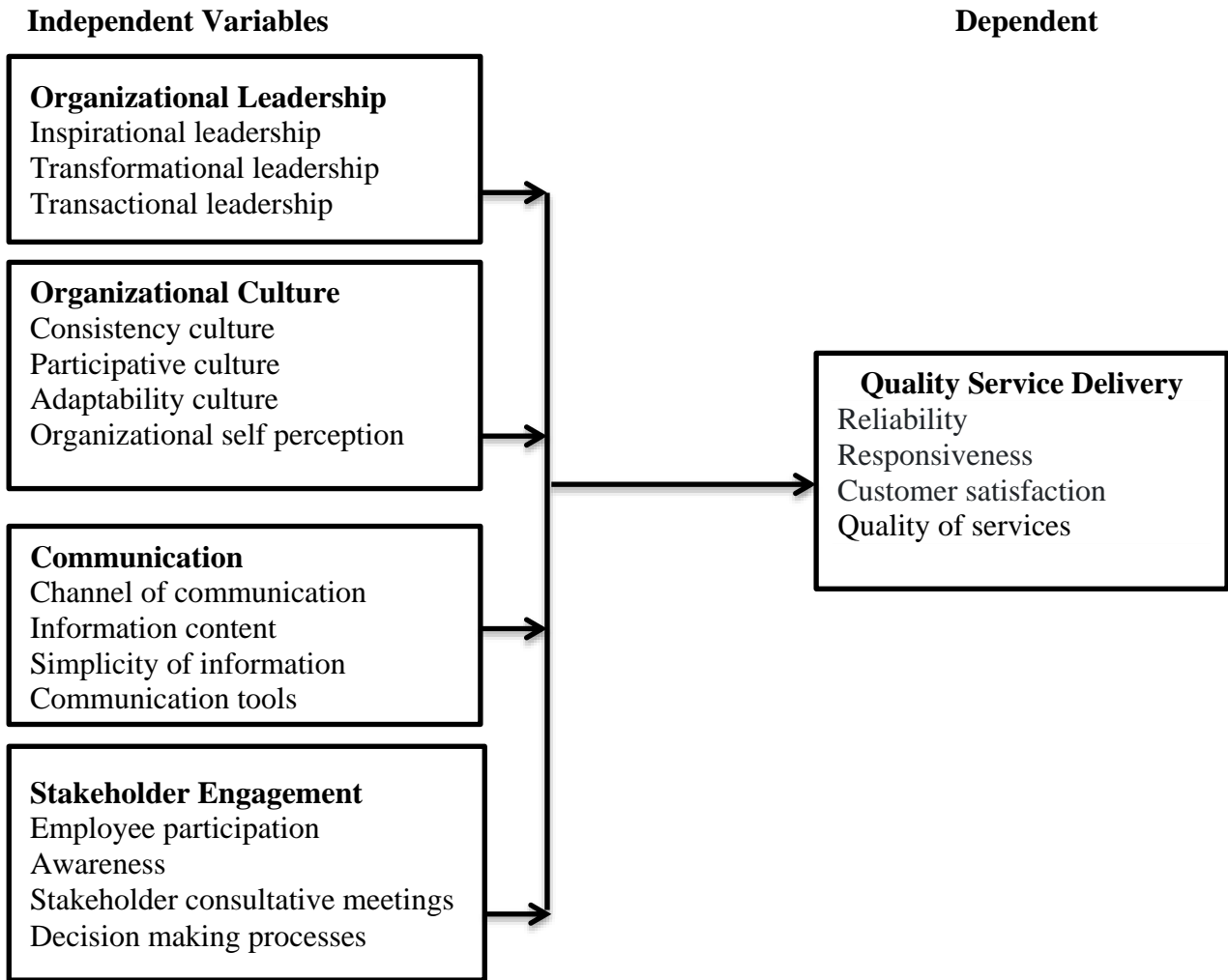


Figure 2.1: Conceptual Framework

Source: Author, (2021)

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter covers research design, the study target population, sample size and sampling design. The instrument for data collection, analysis of data and presentation and ethical issues in research.

3.2 Research Design

It refers to comprehensive plan that the researcher selects to incorporate the dissimilar elements in research in a and logical mannaer in order to ensure that research problem is properly addressed, (McKenney & Reeves, 2018). This study adopted descriptive research design. This design is preferred when describing the characteristics of a given population or situation that is being examined, it enables the researcher to get have a comprehensive investigation and understanding of given phenomenon the way they are in the current condition (Avella, 2016). Descriptive research design was preferred in this study since it facilitated the process of gathering data on the current state of affairs and thoroughly depicting traits of the population of study. In this kind of research design, the whole problem was broken down into sub variables and objectives are subsequently formulated to give room for collection of data and subsequent analysis necessary to respond to the predetermined objectives of the study, (Ghauri, Gronhaug & Strange, 2020).

3.3 Target Population

Target population as noted by Quinlan *et al.* (2019) is the complete set of phenomena that has common observable characteristic and in which the researcher is interested. The target respondents for this study were employees working in senior, middle level and lower-level management in faith-based hospitals in Kiambu County. More specifically, the target respondents were clinical heads, finance and admin heads, allied health heads support services heads, divisional directors and ward coordinators. The selection of these categories of employees is informed by the fact that they are the one in charge of strategic direction of the hospitals and are therefore having information helpful in the attainment of research objectives. According to Humphries (2017) source list refers to the list that contains all the elements of population of interest. The source list for this study was the human resource records. According to human resource record of various faith-based hospital of January 2020 the number of employees in the targeted category were 214 broken down as follows:

Table 3.1: Target Population

	Clinical heads	Finance and Admin Heads	Allied health heads	Support Services Heads	Divisional directors	Ward coordinator	Total
AIC Kijabe Hospital	10	11	12	18	8	15	74
AIC Cure International	8	8	8	11	7	10	52
Nazareth Mission Hospital	6	7	8	6	4	9	40
PCEA Kikuyu Hospital	6	8	9	8	6	11	48
Total	30	34	37	43	25	45	214

Source; Human Resource Records (various faith-based hospitals), (2020)

3.4 Sampling Technique and Sample Size

The stratified sampling method was used such that the targeted population was placed in groups as per the hospital they were working and they were also grouped as per the role they handled in the hospital. The study employed the Yamane (1967) formula in obtaining the sample size of 139 respondents for the current study. The formula is as shown below here:

Yamane, 1967) as illustrated below:

$$n = N / (1 + Ne^2)$$

n = is the desired sample size (when population is less than 10,000)

N = is the target population

e = is the acceptable margin of error estimated at 0.05 (at 95% confidence interval)

$$\begin{aligned} \text{Therefore, Sample size (n)} &= 214 / (1+214(0.0025)) \\ &= 214 / 1.535 \end{aligned}$$

n=139 respondents

3.5 Data Collection Instrument

The project research used primary data and as noted by Ghauri, Gronhaug and Strange (2020), who defined primary data as the information that is collected from first-hand sources from a person who was there when an event happened (Gelman, *et al*, 2013). The data was collected with the aid of questionnaire that had both open-ended and closed-ended questions. Questionnaire is preferred since it give sufficient information within a short period of time and also convenient in administration and subsequent analysis (Cohn, 2019). The questionnaire was designed and arranged in sections, such that there was a section on general information of the respondents, the independent variables and the dependent variable of the study.

3.6 Pilot Study

Harriss, MacSween and Atkinson (2017) argued that, piloting a study is necessary while checking the research instrument reliability. The current study undertook a pilot test for purposes of removing ambiguous statements in the questionnaire. It also gave the researcher a glimpse of feasibility of the research (Bell, Whitehead & Julious, 2018).

A pilot study was conducted in Nakuru County, St. Mary's Mission Hospital. The choice of this facility is due to the fact it is in the same sector to those considered for the study. Mugenda and Mugenda (2003) asserts that a pilot study participants can be 1-10% as such that the study will use 10 respondents who were randomly selected. The results were then checked and edited before conducting the final study.

3.6.1 Validity

Dikko (2016) defines validity to the extent to which tested samples correspond to what it is supposed to test. Construct validity, content validity and criterion validity are measures of how much the content corresponds to a particular concept. It is advised that a professional in a certain area should be used to help evaluate content validity, (Goldberg, *et al.*, 2016). Among the reasons for this is that while measuring the content validity, it needs a certain degree of subjectivity. To ascertain the criteria related validity, the outcomes were compared to the predictive responses. Construct validity was measured through the correlation coefficients generated through the SPSS version 21 software. Validity was also ensured by involving of the lecturer and counter checked with research experts.

3.6.2 Reliability

Reliability is defined as the capability of data collection technique to yield steady outcome in repeated trials. Similar results show that the instrument is reliable (Bowling, 2014). Lora, Lewis, Eskridge, Stanek and Ritter (2010) advocate for use of Cronbach's Alpha test and thus, to ascertain the reliability of data collection instrument, it can be done using internal consistency. In the research, a similar instrument is administered to a similar group in a similar context. The questionnaire was pre-tested to get the reliability using the study and as a result; a pilot study was carried out using similar but smaller respondents in the same context and subsequently analyzed. According to Trizano and Alvarado (2016) a coefficient of 0.70 and above is acceptable as appropriate for any social science study below this is low. Research instrument that shows a Cronbach's alpha of below 0.7 shall be rejected and will not be included in data analysis since it is not reliable.

The reliability results are as shown in Table 3.3

Table 3. 2: Reliability Results

Variable	No. of Items	Cronbach Alpha	Comment
Organizational Leadership	10	0.741	Reliable
Organizational Culture	10	0.811	Reliable
Organizational Communication	11	0.702	Reliable
Stakeholder Engagement	10	0.723	Reliable
Quality of Service Delivery	9	0.800	Reliable
Overall	50	0.755	Reliable

Source: Pilot Test Results (2021).

The pilot test results show that all the Cronbach Alpha test results are above 0.7 with the indication that the instrument is reliable and fit for use in the current study. These findings are in line with the standard set by Trizano and Alvarado (2016) revealing that alpha test results of 0.7 and above are an indication of reliable study instrument.

3.7 Data Collection Procedure

Collection of data is defined as the assembling of relevant information that is related to a particular agenda and for a specific purpose. This research utilized primary data. Data was collected through the administration of questionnaire through a drop and pick basis. The questionnaires were dropped with the respondent and later picked. In the event that the respondent delayed to return back the questionnaire a reminder visitation, call or message was made in order increase response rates.

3.8 Data Analysis and Presentation

Once the data for research had been gathered, data editing and data coding was done to identify anomaly and errors. Data analysis explained by Christensen, Johnson, Turner, and Christensen, (2018) to be the process in which data collected is cleansed, altering, and molding data to ascertain imperative evidence for business decision-making. Once data has been analyzed, it was then presented. According to Smith (2015) presentation of data refers to the organization of data in text, graph and table format putting data in an eye-catching and expedient manner in order to for logical and statistical conclusion to be made from the data collected for easy interpreted. The findings were presented in tables and graphs as the data computed from the statistical software.

The researcher conducted descriptive analysis by obtaining means and standard deviations and regression analysis to show how the study variables were related and the strength of the relationship. Prins (2018) describes that an empirical model signifies a presentation of variables in an equation which tends to describe a given situation. The following empirical model was applied in this study:

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

Where;

Y is the quality service delivery

$\beta_0, \beta_1, \beta_2, \beta_3$ and β_4 are the coefficients of the regression equation.

X_1 is leadership

X_2 is culture

X_3 is communication

X_4 is stakeholder engagement

ε is the error term

3.9 Ethical Consideration

Artal and Rubinfeld (2017) defined ethics as the norms best in conducting research that research should observe. To ensure that high ethical standard is upheld, the researcher obtained informed consent from the respondent. The researcher used introductory letter that was made to explain why the research is being conducted and that the responses shall be made

confidential. To help in assuring that ethical standard were upheld, the researcher obtained a research permit from NACOSTI.

CHAPTER FOUR

RESEARCH FINDINGS AND DISCUSSIONS

4.1 Introduction

The chapter presents the findings of the study and each section discusses results from analyzing the research instrument, the questionnaire. The descriptive analysis and inferential statistics that were conducted by the researcher, its findings are shown in the subsequent sections.

4.2 Response Rate

From the 139 questionnaires administered to respondents 93 were returned having been dully filled representing a response rate of 66.9%.

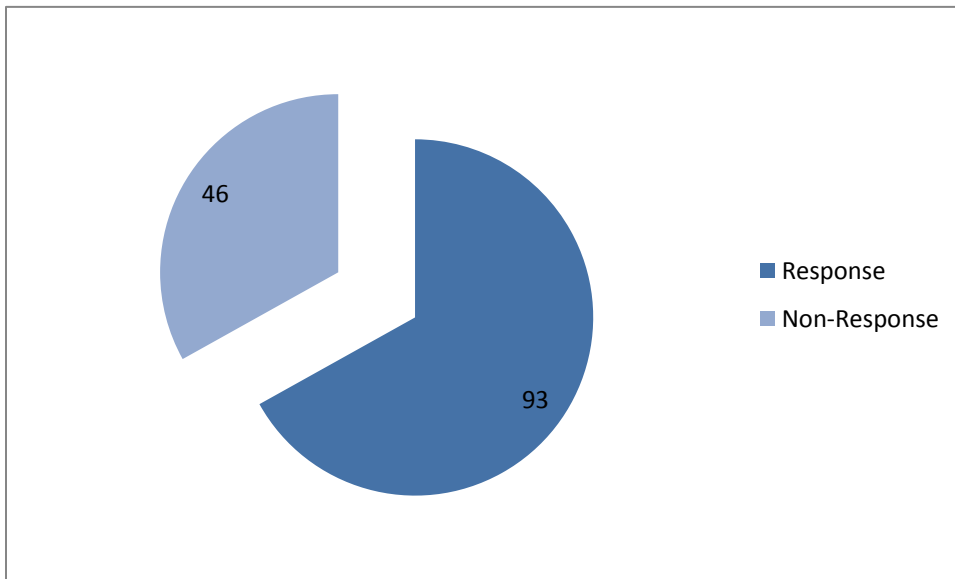


Figure 4.1: Response Rate

The results show that the response rate was 66.9% which is an indication that the response is good enough for generalization of findings. As Mugenda and Mugenda (2003) noted that 60 - 70% is good and 70% and above is excellent.

4.3 General Information

The section presents general information to better understand the respondents who took part in this study. The next sections share on facility, the years worked, highest qualification status and position held at the hospital.

4.3.1 Facility

The respondents were asked to indicate the facility in which they worked and the results are as shown in figure 4.2

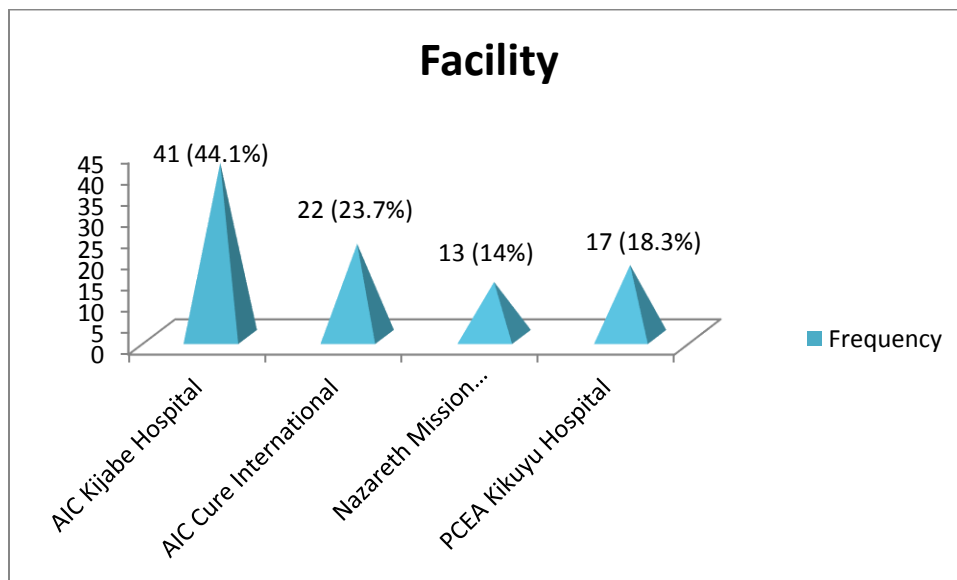


Figure 4.2: Facility

The Figure 4.2 indicate that the highest number of respondents at 44.1% worked at AIC Kijabe hospital; this was followed by those working at AIC Cure International with 23.7%, PCEA Kikuyu hospital had 18.3% of the respondent and Nazareth Mission hospital had 14% of the total number of respondents. The results show that respondents were drawn from the four mission hospitals found in Kiambu County.

4.3.1 Number of years working in the current department

The respondents shared the length of years that they have been working in the present department and Figure 4.3 shows it.

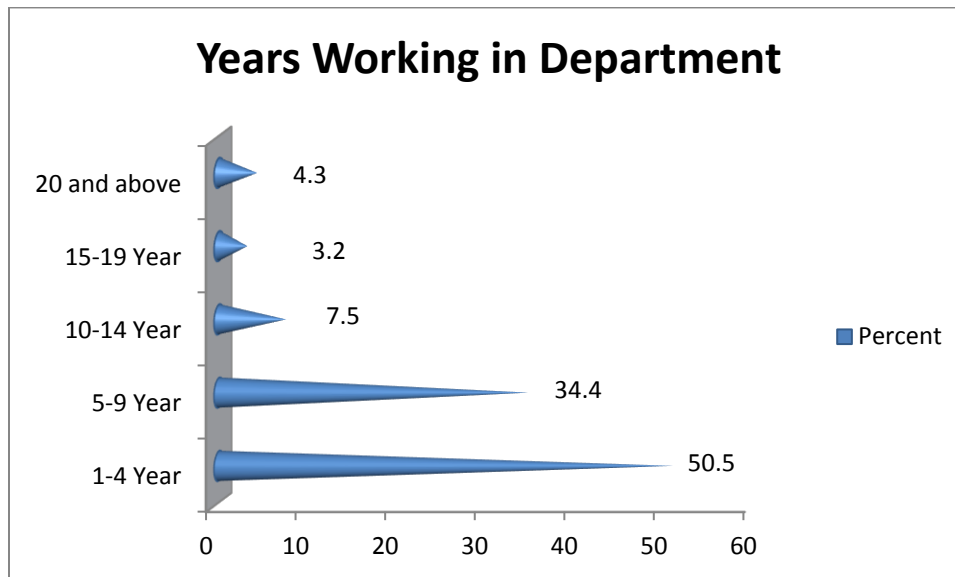


Figure 4.3: Number of years working the current department

The results show that most of them had worked in the present department for 1-4 years at accounting for 50.5% of all respondents. This was followed by those who had worked for a 5-to-9-year period at 34.4% while those who had worked for 15-19% were the least with only a percentage of 3.2%. The results are indication that the respondents have worked long enough in their departments and can give information that is valuable to the study.

4.3.3 Highest Qualification

The respondents were asked to indicate their highest qualifications and the results are presented here.

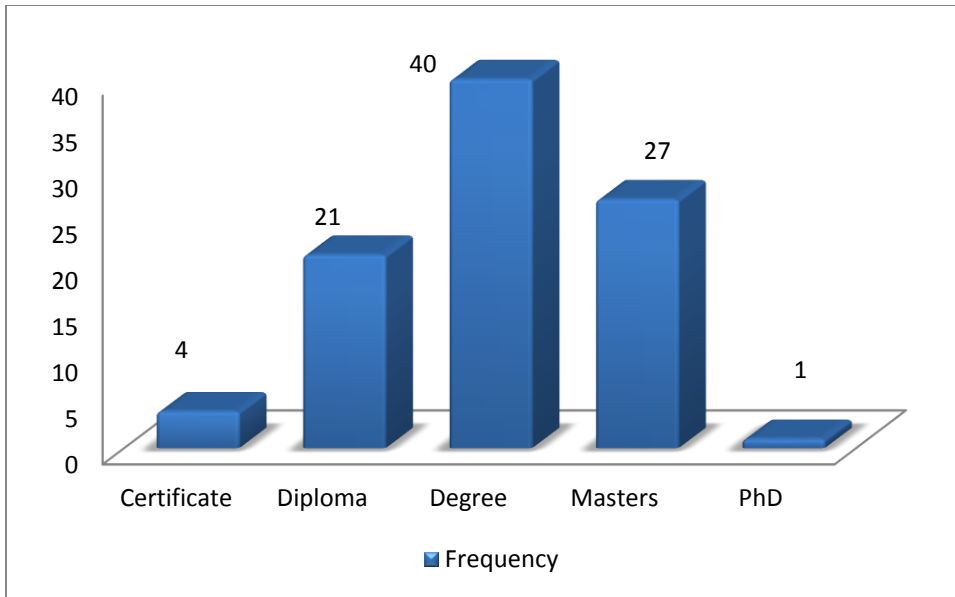


Figure 4.4: Highest Qualification

Figure 4.4. revealed that study participants were literate and could read, understand and respond to the questionnaire, based on the findings such that 40 respondents had degrees, 27 had a masters' degree, 21 had diplomas, 4 respondents were certificate holders and 1 respondent had PhD qualifications. The information obtained was valuable to respond to the research questions.

4.3.4 Level Occupied in the Organization

The study participants were asked to state the position they occupied at their organization. The study results are shown in Figure 4.5

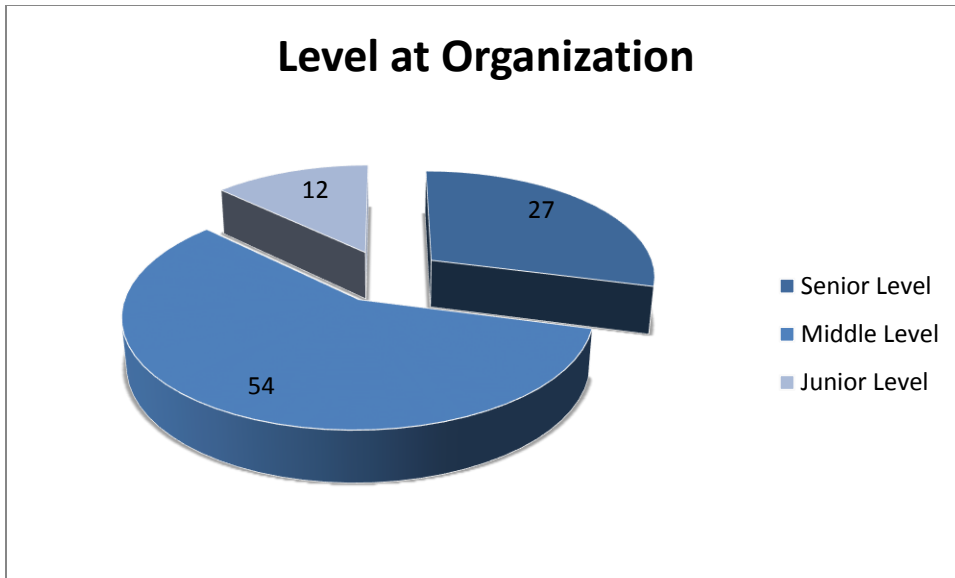


Figure 4.5: Level Occupied in the Organization

The results show that the participants who are in senior management were 27 which is 29%; middle level management accounted for 58.1% with 54 respondents and 12 junior staffers participated in the study and that is 12.9% of the respondents. The results show that all levels of management in the hospitals was represented and participated in the study and shared their views that gave variability of the responses making findings rich and robust. The varieties and richness of the responses is useful in forming conclusions and recommendations.

4.4 Descriptive Statistics

The researcher conducted descriptive analysis and the findings are presented in these sections.

4.4.1 Organizational Leadership

The findings from descriptive analysis on organizational leadership are presented in Table 4.1

Table 4.1: Organizational Leadership

Organizational Leadership	Mean	SD %	D %	N %	A %	SA %	SD
I retain the final decision-making authority within my team	3.56	8.6	10.8	20.4	36.6	23.7	1.21
My team members and I vote whenever there is disagreement to give way forward	3.10	19.4	19.4	15.1	24.7	21.5	1.44
I don't consider the suggestions and decision made by my team member since I am the one in authority	1.45	75.3	12.9	5.4	4.3	2.2	.93
For a major decision to be made, approval from each member must be sought for	3.15	12.9	20.4	21.5	29.0	16.1	1.28
I always ask for ideas and input on decisions regarding a plan or a project	4.11	0	0	20.4	48.4	31.2	.71
I ever incorporate the ideas of other workers when deciding on what to do and how it is to be done although I retain the final decision making	3.58	6.5	8.6	17.2	55.9	11.2	1.02
To pass information to my team, I always send email, memos and very rare is meeting held and my team members are therefore expected to act of the communication passed	3.69	7.5	15.1	12.9	30.1	34.4	1.29
I always believe that input from employs can help improve the department performance and as such, no decision is made without consulting	3.87	3.2	9.7	20.4	30.1	36.6	1.11
I believe that the style of leadership is strongly related to service delivery and as such I always opt for positive leadership style to enhance firm performance	4.46	3.2	0	2.2	36.6	58.1	0.82
The organizational leadership of the organization exemplifies nurturing and mentoring	3.78	2.2	8.6	14.0	59.1	16.1	0.89
Overall Score	3.47	13.88	10.55	14.95	35.58	25.11	1.07

Table 4.1 shows that the team members voted on the sections that there were disagreements to give direction on the way forward, it had the highest variation with a standard deviation of 1.44 and a mean score of 3.10. From the respondents 29% of them agreed and another 16.1%

strongly agreed to the truthfulness of the statement. The results also show that 58.1% of the respondents strongly agreed and 36.6% agreed that the leadership style is strongly related to service delivery as such, the respondents adopted the positive leadership style as a way to improve their performance. On the statement on organizational leadership that exemplified nurturing and mentorship, the mean score was 3.78 and standard deviation 0.89 and 16.1% strongly agreed and 59.1% agreed with the statement.

On the statement on asking for ideas and inputs on decisions that look at the project and its plans, none of the respondents disagreed with the statement and 48.4% agreed to it and 31.2% had a strong agreement it. The mean was 4.11 and standard deviation obtained was 0.71. Majority of the respondents strongly disagreed at 75.3% and another 12.9% of the respondents disagreed on the statement on considering the suggestions of team members since the person was in a position of authority. The statement had a mean of 1.45 and variation of 0.93.

On retaining the authority to make the final decision, the variation was 1.21 for the standard deviation and its mean score was 3.56. There were 36.6% of the respondents who agreed and 23.7% strongly agreed to the statement, while 20.4% were neutral and another combined respondent or 19.4% disagreed with the statement. On the statement of seeking the approval from all members when making a major decision, the agreement or disagreement levels were spread out. 12.9% strongly disagreed, 20.4% disagreed, 21.5% were neutral neither leaning to either side, 29.0% agreed and 16.1% strongly agreed with that statement. Its variance was at 1.28 with means of 3.15.

The statement on passing information to the team such that they team can act as per the communication received had a high variation with the standard deviation at 1.29 and mean

score of 3.69. The respondents agreed at 30.1% and those who strongly agreed were 34.4%, 12.9% were neutral while 15.1% disagreed to the statement and 7.5% strongly disagreed that they passed on information.

The findings showed that 36.6% strongly agreed and 30.1% agreed that input from employees helps in improving departmental performance. Another 3.2% of the respondents strongly disagreed and 9.7% did not agree that employee inputs led to high performance of the department. Its mean was 3.87 and standard deviation was 1.11. The respondents also agreed to different extents on the statement on incorporating the ideas of other workers on what and how to do things, but the final decision was there to make. The variation was high at 1.02 and mean was 3.58; almost 66% had a positive response with 11.2% strongly agreeing and 55.9% agreeing to the statement. A merger 7.5% disagreed to a strong extent, 15.1% disagreed and 12.9% were neutral.

The overall mean score for statements on organizational leadership and its effect on quality service delivery was 3.47 and there was a high variation in the responses such that the standard deviation was 1.07. In general, many respondents agreed with the statements on organizational leadership at 35.58% and strongly agreeing at 25.11% that organizational leadership affected the quality-of-service delivery in the Faith-Based hospitals. These findings are similar to what Hurduzeu (2015) and Rashidi (2018) revealed that leadership led to improved organizational performance. At the same time, Datche (2015) found out that engaging employees in the decision making led to improved firm performance. While Mwithi (2016) shared that decisive and competent leader positively related to firm performance. Furthermore, Yazdanifard (2015) share that leadership is associated with the main factors leading to positive changes in the firm and the absence of leadership is likely to cause changes not to be affected, the changes going

in undesired directions and failure to achieve the organizational aims. The leadership style gives clear direction that aligns to the vision and mission, and its attained is based on leaders communicating the plan and strategy for effective implementation that will improve firm performance with elements like high service quality is delivered to the customers and the markets.

4.4.2 Organizational Culture

The results of the descriptive analysis on organizational culture are as shown in Table 4.2

Table 4.2: Organizational Culture

Organizational Culture	Mean	SD	D	N	A	SA	SD
		%	%	%	%	%	
The organization is very personal place and is like an extended family where people share a lot with other members	3.91	3.2	4.3	25.8	31.2	35.5	1.03
The factors holding the organization together are the rule, regulations and policies	4.03	1.1	10.8	15.1	30.1	43.0	1.05
The organization emphasizes human resource development, high trust, openness and participation	3.89	2.2	10.8	20.4	29.0	37.6	1.09
The organization relate success with the winning in the market place	3.73	0	17.2	22.6	30.1	30.1	1.07
Work environment is friendly, dynamic and creative place to work	4.05	4.3	21.5	36.6	35.5	2.2	1.02
The management of the organization are risk takers and always try new thing to yield high returns to our organization	3.63	1.1	15.1	23.7	39.8	20.4	1.00
Our organization has a results-oriented culture in which success is measured by how well a job is done	4.00	0	5.4	10.8	62.4	21.5	0.73
The management has a demanding culture that strive to ensure that work is done as per the stipulated rules and regulations	3.91	5.4	8.6	11.8	37.6	36.6	1.14
Our culture is that which values customer satisfaction and as such customer satisfaction play a key role in the firm	4.22	2.2	1.1	18.3	30.1	48.4	0.93

There strong and positive impact on corporate culture and organizational performance	4.01	0	8.6	9.7	53.8	28.0	0.85
Overall Score	3.93	1.95	10.34	19.48	37.96	30.33	0.99

Survey Data (2021)

Table 4.2 presents the findings from the descriptive analysis, such that at the highest mean was on the statement on culture that values customer satisfaction such that customer satisfaction is an important role to the firm. The mean was 4.22 and standard deviation was 0.93 while almost half of the respondents strongly agreed to the statement 48.4% and another 30.1% agreed to it. A minimal number of the respondents disagreed such that only 2.2% strongly disagreed and 1.1% agreed and a further 18.3% were neutral. The statement with highest variation was on management of the firm having a demanding culture that ensured all the work was done as per the stipulated work policies, rules and regulations. The standard deviation was at 1.14 and mean score of 3.91, the respondents who strongly agreed to the statement were 36.6% and 37.6% agreed to it, 11.8% were neutral and 8.6% and 5.4% disagreed with the statement with the latter being to a greater extent.

On the statement on corporate culture being strong and having a positive impact to performance was strongly agreed by 28% and agreed by 53.8% of the respondents of the study. The 8.6% disagreed and 9.7% were on the fence such that they were neutral. There were 35.5% of respondents who strongly agreed that the organization was personal and felt like an extension of the family. 31.2% of the respondents agreed to it, 25.8% were neutral meaning that sometimes it felt personal and like a family and other times it was more work-oriented. Some 4.3% disagreed and 3.2% strongly disagreed on the workplace condition and atmosphere. Its variances were also high at 1.03 for standard deviation and 3.91 for the mean of that statement.

The variation was also high at 1.07 SD on the statement that the organization related success to winning the market place with 60.2% of the respondents agreeing and strongly agreeing to the statement. None of the respondents strongly disagreed and 17.2% disagreed and the attained mean score was 3.73. On the statement on firm making emphasis on human resource development, high trust, openness and participation that had a mean of 3.89 and variation of 1.09. A lot of the respondents agreed to the statement with 37.6% strongly agreeing, 29% agreeing and 20.4% being neutral. Only 10.8% has a contrary opinion and 2.2% opinion was very strong. The respondents agreed that the management of the firm were risk takers such that 20.4% strongly agreed and 39.8% just agreed with statement. The mean was 3.63 and variations were found to be 1.00.

On the statement of the work environment being friendly, dynamic and creative, most of the respondents were neutral at 36.6% which means that there were some gray areas in the working environment. Its mean score was 4.05 and standard deviation of 1.02. At the time, a majority of the respondents showed agreement 30.1% and strong agreement 43% that the rules, regulations and policies were the elements that were holding the organization together. The variation in the responses was high with a standard deviation of 1.05 while the mean was 4.03. The highest number of respondents at 62.4% agreed that the organization had a result-oriented culture such that success was based on measurement of doing a job well. Another 21.5% strongly agreed and this led to mean score of 4.00 and variation was at 0.73.

The aggregate score was such that 68.29% of the respondents held positive responses on organizational culture effect on quality service delivery in these faith-based hospitals. The overall mean score of organizational culture was at 3.93 and the variation of the responses was held at 0.99 for the standard deviation. These findings are similar to what Hafitet *al.* (2015)

revealed that corporate culture adopted in organizations led to its innovativeness. At the same time, Ogare (2017) noted that corporate culture had positive influence on performance of firms. While Mibey (2018) shares that organizational culture that aligns to results of work done is strongly correlated to performance in a positive manner. Similarly, Mwau (2016) argues for corporate culture that supports the general welfare of the employees as opposed to money-making concerns only. In the study by Gochhayat, Giri and Suar (2017), the researchers share that a strong and deep culture works effectively and well to attain the set organizational goals.

4.4.3 Organizational Communication

The section presents the results based on descriptive analysis on organizational communication. This is as shared in Table 4.3

Table 4.3: Organizational Communication

Organizational Communication	Mean	SD	D	N	A	SA	SD
		%	%	%	%	%	
There are procedures put in place for notifying employees	4.18	2.2	2.2	6.5	53.8	35.5	0.82
Employees always provide to communication officers their preferred models when receiving organizational communications regarding changes	3.41	7.5	9.7	31.2	37.6	14.0	1.08
Communication channel applied has been the key item that ensures resistance to change is reduced to a manageable extent	3.89	0	5.4	22.6	49.5	22.6	0.81
The mode of communication in place is effective and efficient in passing organizational communication	4.17	3.3	6.5	19.4	33.3	37.7	1.03
The channel of internal communication has impact on employee engagement	4.14	3.2	0	15.1	43.0	38.7	0.90

The channel of communication applied in the organization allows the employees to communicate back to the management to air their views and concerns	3.55	2.2	15.1	29.0	33.3	20.4	1.04
The current channel of feedback from employees at the organization are effective in assessing needs for changing communication methods	3.67	0	5.4	36.6	44.1	14.0	0.78
The method of communication used are free from barriers and as such full information reaches the desired person for action to ease the resistance to change	3.57	2.2	10.8	25.8	50.5	10.8	0.90
Poor communication method is a source of resistance to change in the organization	4.19	4.3	7.5	6.5	28.0	53.8	1.12
My organization is concerned with improving communication channel	4.12	2.2	0	18.3	43.0	36.6	0.85
Communication barriers in my organization are addressed by responding to employee feedback	3.68	4.3	10.8	17.2	48.4	19.4	1.04
Overall Score	3.87	2.85	6.67	20.74	42.22	27.59	0.94

Survey Data (2021)

Table 4.3 shows the descriptive analysis results for organizational communication. Poor communication was a source of resistance to change had the highest mean of 4.19 and an equally high variation with standard deviation of 1.12. 53.8% of the respondents strongly agreed with this statement and 28% of the respondents also agreed to it. There were communication barriers that were addressed by responding to the feedback from the employees whose variation was high at 1.04 and the mean score was 3.68; majority of the respondents agreed to it at 48.4% and 19.4% had a strong agreement with the statement. Only 4.3% strongly disagreed and 10.8% of the respondents disagreed with the statement.

A high percentage of the respondents at 79.6% held positive responses on the statement that the organization was making improvements on the communication channel. The statement had a mean of 4.12 and variation of the responses was at 0.85. On the statement of the

communication mode being effective to pass organizational information, there were 37.7% of the respondents who strongly agreed to it, 33.3% agreed with the statement, 19.4% had neutral responses, 6.5% disagreed and 3.3% strongly disagreement. The variation of the responses was at 1.03 for its standard deviation while the mean score was at 4.17.

The respondents agreed that the channel of internal communication impacted on their engagement with means of 4.14 and standard deviation of 0.90. 38.7% strongly agreed and 43% agreed with the statement. 15.1% were neutral and only 3.2% strongly disagreed with this statement. Similarly, a high number of the respondents agreed the communication channel applied was the key to managing and reducing resistance to change. Those who agreed were 49.5% of the total respondents and 22.6% strongly agreed with this statement. The mean score attained was 3.89 and standard deviation 0.81.

The procedures put in place for notifying employees was strongly agreed by 35.5% and agreed by 53.8% of the study respondents such that its mean score was 4.18 and variation in responses was at 0.82. On the statement on employees giving communication officers the ideal model for communicating any changes in the firm had a high variation in the responses at standard deviation of 1.08 and mean score of 3.41. There 7.5% of respondents who strongly disagreed and 9.7% disagreed with the statement; 31.2% of the respondents were neutral and 37.6% and 14% agreed and strongly agreed respectively with this statement.

On communication method being free from barriers such that full information reaches the desired people and worked to ease resistance to changes, more than 60% of the respondents agreed to the statement with 10.8% of them strongly agreeing. While 44.1% agreed and 14% of the respondents strongly agreed that the current feedback channels used by the employees

is effective in assessing needs for communication methods changes. None of the respondents strongly disagreed and only 5.4% disagreed while 36.6% were neutral to the statement. It had means of 3.67 and SD of 0.78

The communication channel applied in the organization allowed the employees to air their views and concerns and share with the management had large variances with the standard deviation was 1.04 and mean score of 3.55. There were 15.1% of the respondents who disagreed and 2.2% had strong negative opinion on the statement while on the contrary 33.3% agreed and 20.4% strongly agreed with this statement.

The overall score showed that organizational communication was agreed with many of the respondents at 42.22% that it affected quality of service delivery and 27.59% strongly agreed on its effect. Very few respondents strongly disagreed at 2.85% on the effect of organizational communication to quality of the service delivered in the Faith-Based hospitals. But notably 20.74% of the respondents were neutral on the effect between the two variables and the mean score of variables was 3.87 while variations in the responses was at 0.94 as most responses ranged from neutral to strongly agree on the Likert scale.

The study findings are also shared by the researchers Wachira and Anyieni (2017) who looked at change management at the Kenyan teachers' service commission and share that if communication is improved then performance will accordingly respond by also improving. Thus, organizations are encouraged to improve network communication to enhance efficiency and effectiveness. At the same time, Mugo (2016) who looked at impact of communication to firm performance and further revealed that ineffective communication will cripple the operations of the firm that will result in unacceptable and poor performance at the working

area. Just like Wachira and Anyieni (2017) revealed that communication is a good tool to help in delegating duties, raising concerns and grievances and addressing the challenges that one is facing at the workplace.

The findings also concur with what Wang (2017) revealed, that communication in an organization can be measured based on the satisfaction levels of the workers in having a channel to react to concerns through upward trend and responsiveness of the management team. While Akhbari *et al.* (2019) advocate for presence of communication channel even for small firms due to its benefits in improving productivity at the firm level. There is need for proper communication channels despite the size and operations of the firm, since it works to deliver information on how work will be done and actions to be taken.

4.4.4 Stakeholder Engagement

The findings from descriptive analysis on stakeholder engagement is presented in Table 4.4

Table 4.4: Stakeholder Engagement

Stakeholder Engagement	Mean	SD	D	N	A	SA	SD
		%	%	%	%	%	
There is a policy in place for stakeholders' involvement in organizational decision making	3.71	0	12.9	19.4	51.6	16.1	0.89
Employee job satisfaction is higher when employees feel involved in organizational plans and decision making	4.31	2.2	1.1	9.7	37.6	49.5	0.85
Stakeholder analysis is carefully carried out to who gets affected by the actions on the organization in order to involve the right stakeholder	3.76	0	8.6	28.0	41.9	21.5	0.89
Engaging all the stakeholders helps in arriving and workable plans and every is bound by the decisions	4.08	0	4.3	17.2	45.2	33.3	0.82

External stakeholders are given chance to participate in issues affecting our organization	3.74	0	8.6	31.2	37.6	22.6	0.90
Internal and external stakeholders are involved in all facets of organizational issues	3.55	1.1	9.7	35.5	40.9	12.9	0.87
Involving stakeholders in decision making process helps in reducing resistance to change hence improved service delivery	3.99	1.1	6.5	6.5	64.5	21.5	0.80
Input from stakeholders have been beneficial and has led to improved service delivery	4.10	0	3.2	10.8	59.1	26.9	0.70
Stakeholder involvement has been purely for the purpose of improving service delivery	3.84	3.2	1.1	22.6	54.8	18.3	0.85
Initiative has been embraced by staff, management, implementing partners, senior leadership, and other stakeholders to institute change in our organization	3.72	2.2	3.2	33.3	43.0	18.3	0.87
Overall Score	3.88	0.98	5.92	21.42	47.62	24.09	0.84
Survey Data (2021)							

Table 4.4 shows the results of stakeholder engagement and at the highest mean of 4.31 on the statement that the employee job satisfaction was higher when they are involved and engaged in planning and decision making at the organization. Its standard deviation was 0.85 and 49.5% of the respondents strongly agreed and 37.6% agreed with this statement. On the statement of stakeholders input was beneficial by improving service delivery with 59.1% agreeing, 26.9% strongly agreeing and 22.6% being neutral to the statement. The mean was 4.10 and standard deviation for the responses at 0.70. Majority of the respondents agreed at 45.2% and 33.3% strongly agreed with the statement that stakeholder engagement led to workable plans that bound everyone to that decision.

On the statement on stakeholder involvement was for main purpose of improving service delivery, a majority of the respondents agreed with it at 54.8% and 18.3% held strong positive opinion on the statement. Variation of the responses was at 0.85 and its mean score was 3.84. The respondents also agreed that initiatives were embraced by all stakeholders to make changes

in the organization, such that 43% respondents agreed, 18.3% strongly agreed and 33.3% were neutral.

There were 64.5% of the respondents who agreed that stakeholder involvement in decision making reduced resistance to change and also improved service delivery. Another 21.5% strongly agreed with this statement and the mean score was 3.99 and deviations of the responses were at 0.80. On the statement of external stakeholders being given an opportunity to participate in the study, the results show that mean was 3.74 and standard deviation was held at 0.90. Only 8.6% respondents disagreed, 31.2% were neutral and 37.6% agreed and another 22.6% strongly agreed to this statement. Similarly, 40.9% had agreements and 12.9% had very strong agreement on involvement of both the internal and external stakeholders in all facets of the organizational issues.

On the statement of the organization having a policy for stakeholder involvement in decision making, majority of the respondents at 51.6% agreed and 16.1% strongly agreed with the statement. There were 12.9% of the respondents who disagreed with this statement that garnered 3.71 mean and SD of 0.89. The study respondents agreed to a tune of 41.9% and strong agreements from 21.5% of the respondents on conducting stakeholder analysis in order to get the right stakeholder. The response variations were at 0.89 and the mean score was at 3.76.

In general, 47.62% and 24.09% of the respondents agreed and strongly agreed respectively that stakeholder engagement affected quality of service delivery in the faith-based hospitals within Kiambu County. The aggregate mean was 3.88 and SD found to be 0.84 implying that the response variations was low and it ranged from neutral to strongly agree with the variable. Few

respondents held strong contrary opinions at 0.98% and 5.92% of stakeholder engagement effects on quality-of-service delivery.

The findings on stakeholder engagement as discussed before are in line with what Conner (2017) shared that engagement of employees as part of the stakeholders positively influences business performance. Kenyoru (2015) revealing that adoption of customers and employee involvement strategy has a significant contribution to organizational performance. While Nthina (2015) argues that involving stakeholders in decision making plays an imperative role in enhancing organization performance.

Furthermore, Conner (2017) revealed that engagement in decision making process increased the responsibility, emotional and passion rates of employees. Wanjiru (2016) share that there is value in conducting stakeholder analysis to align their needs and interests of the organization and improve decision making and innovativeness. Agwu (2019) also asserts that it is important to conduct the stakeholder analysis as it is strongly related to organizational performance. These researchers all share the value and importance of engaging different stakeholders in organizational operations and decision making for positive results.

4.4.5 Quality Service Delivery

The results of the descriptive analysis on quality service delivery in the hospitals is as shown in Table 4.5

Table 4.5: Quality Service Delivery

	Mean	SD	D	N	A	SA	SD
Quality Service Delivery		%	%	%	%	%	

Customer are satisfied on the service rendered to them	3.74	1.1	3.2	29.0	53.8	12.9	0.76
New changes introduced by our organization as a way of responding to customer demands and have fully been implemented	3.73	3.2	7.5	14.0	63.4	11.8	0.88
Our hospital is one of the organizations which have reported good and ever improving service delivery to customers	4.01	0	2.2	19.4	53.8	24.7	0.73
The hospital offers reliable services and emphasizes on its clients	4.12	2.2	1.1	10.8	54.8	31.2	0.80
Customer satisfaction has been increased tremendously due to new products and services introduced	3.88	0	3.2	21.5	59.1	16.1	0.70
Service delivery of has tremendously improved due to adoption of new technology	4.10	2.2	1.1	11.8	54.8	30.1	0.80
Our organization responds quickly to customers' demands	3.82	2.2	6.5	20.4	49.5	21.5	0.92
Our organization product and service quality has improved due to innovations put in place	3.87	2.2	5.4	16.1	55.9	20.4	0.87
Customer complaint are recorded properly and immediately responded to improve on quality service delivery	3.66	5.4	7.5	23.7	43.0	20.4	1.05
Overall Score	3.88	2.05	4.18	18.52	54.23	21.01	0.83

Survey Data (2021)

The results on quality-of-service delivery are seen in this table showing that majority at 63.4% approved the newly introduced changes by the organization were based on responses to customer demands. The 11.8% respondents also strongly agreed and 14% were neutral such that the mean was at 3.73 and SD was at 0.88. The bulk of the respondents at 53.8% agreed and 24.7% of them strongly agreed that hospital had report good service delivery that was always improving. Its mean score was 4.01 and standard deviation held at 0.73

On the statement of customer satisfaction with the service rendered to them, 29% of the respondents were neutral, 53.8% agreed and 12.9% held strong positive view on the statement. The variation in the responses was at 0.76 and its mean score was at 3.74. A combination of

83% of the respondents agreed and strongly agreed that the hospital offered reliable services to its clients such that mean score was at 4.12.

A majority of the respondents at 54.8% agreed while 30.1% strongly agreed that service delivery had greatly improved based by the fact that the hospital had adopted new technology. The variation in responses was at 0.80 since some 11.8% were neutral and 3.3% gave negative responses on the statement. When it comes to customer satisfaction increasing due to introduction of new products and services, 75.2% of the responses had positive responses on this and 21.5% neither agreed nor disagreed with the statement and 3.2% of the respondents disagreed. The mean score reached was 3.88 and standard deviation was at 0.70

With high variations in the responses at 0.92 for its standard deviation on the stamen of the organization quickly responding to customer needs. The spread of the respondent's answer was such that 2.2% strong disagreed, 6.5% disagreed, 20.5% were neutral, 49.5% of the respondents agreed and 21.5% strongly agreed that there were quick responses to customer needs.

At the highest variation of the responses such that the standard deviation was 1.05 on the statement on customer complaints being properly recorded, attended to immediately for improved quality service delivery. Most of the respondents agreed at 43% and 20.4% strongly agreed with the statement, while some 23.7% of the respondents were neutral. A few of the respondents at 7.5% disagreed and while some 5.4% of them strongly disagreed. On the statement on innovations that lead to product and service quality in the organizations, there were 55.9% of the respondents who agreed with that statement and 20.4% strongly agreed with

it. Some 2.2% and 5.4% of the respondents strongly disagreed and disagreed respectively to the statement and this led to means of 3.87 and deviation of 0.87.

The aggregate scores indicate that 54.23% respondents agreed on quality-of-service delivery at the faith-based hospitals and 21.01% held strong convictions and agreement on these statements. Some 18.52% of the respondents held neutral responses to the service delivery quality statements. As such, the variations in responses were at 0.83 since the ranges circled around neutral, agree and strong agreements with the statements on quality-of-service delivery in these hospitals based within Kiambu County.

These findings were echoed by Omondi (2016) who revealed that the managers and their decision-making powers influenced services in hospitals and its quality. At the same time Kacperczyk, *et al.* (2015) shared that organizational performance is linked to customer satisfaction with the services delivered. While Bamfo and Dogbe (2017) established that patients who made decisions based on quality services likely attended private hospitals that have shown increased quality service delivery.

Similarly to Hussain, *et al.* (2019) shared that presence of physical facilities, improved patient satisfaction and in this case the patients are the customer. At the same time, Hussein (2018) noted that service delivery is linked to accomplishment of objectives through availing processing inputs. Githiri (2015) mention that use of new technologies as adopted by firms is linked to delivery of quality services to the customers. While Kariuki (2015) found out that customers perceive high quality service based on quick responses to inquiries and high-quality service delivery.

4.5 Regression Results

The researcher performed regression analysis to determine how change management practices affect the quality of services delivered in the faith-based hospitals. The sections present the model summary, ANOVA and regression of coefficient findings.

4.5.1 Model Summary

Table 4. 6: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.793 ^a	.628	.611	3.41461

a. Predictors: (Constant), Organizational Leadership, Organizational Culture, Organizational Communication, Stakeholder Engagement Survey Data (2021)

Table 4.6 shows that coefficient of correlation is at 0.793 such that there is positive and strong correlation between the variables. The results also show that the adjusted coefficient of determination is at 0.628 which is translated to mean that variations in quality service delivery can be traced back to independent variables of change management practices. These findings are indication that 62.8% of quality service delivery in the faith-based hospitals is based due to change management practices of organizational leadership, organizational culture, organizational communication and stakeholder engagement. The residual effect of 37. 2% can be explained by other change management practices that are outside the scope of the current study.

The relationship between change management practices and quality of service delivery is significant and positive with R value of 0.793 showing there is a relationship between the independent and dependent study variables.

4.5.2 Analysis of Variance

The researcher conducted ANOVA test at 0.05 significance for comparisons of F calculated and critical and results are seen in Table 4.7

Table 4.7: ANOVA

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	1734.434	4	433.608	37.189	.000 ^b
	Residual	1026.039	88	11.660		
	Total	2760.473	92			

a. Dependent Variable: Quality Service Delivery

predictors: (Constant), Stakeholder Engagement, Organizational Leadership, Organizational Culture, Organizational Communication Survey Data (2021)

Table 4.7 shows the ANOVA test results that have been calculated at 0,05 significance level. The F calculated is at 37.189 and F critical is at 2.475. These results show that the overall model is a good fit and significant since $F_{\text{calculated}} > \text{than } F_{\text{critical}}$ ($37.189 > 2.4745$). Further results are such that p-values are at 0.000 which is less that the set standard level of 0.05. This is an indication that at least one practice under change management practices has a significant effect to quality-of-service delivery in the faith-based hospitals.

4.5.3 Regression Coefficients and Significance

The researcher performed the regression coefficient to understand how each element under change management practices affected the quality-of-service delivery in the faith-based hospitals. The generated coefficients are as seen in table 4.8

Table 4.8: Regression Coefficients and Significance

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		

(Constant)	4.516	2.635		1.714	.090
Organizational Leadership	.060	.094	.059	.636	.526
Organizational Culture	.297	.100	.349	2.959	.004
Organizational Communication	.168	.099	.204	1.699	.093
Stakeholder Engagement	.245	.098	.269	2.495	.014

a. Dependent Variable: Quality Service Delivery Survey Data (2021)

The resultant equation takes this format:

$$Y = 4.516 + .060 X_1 + .297 X_2 + .168 X_3 + .245 X_4$$

Where Y is the quality service delivery, X₁ is organizational leadership, X₂ is organizational culture, X₃ is organizational communication and X₄ is stakeholder engagement.

The results shown on Table 4.8 reveal that holding all variables constant mean that the quality-of-service delivery will be at 4.516. A unit increase of organizational leadership such that all other change management practices are held constant, the quality-of-service delivery in the faith-based hospitals will be at 0.060. Where there is a unit increment in organizational culture and other elements are constant, the quality-of-service delivery at the hospitals will be 0.297. A unit increase in organizational communication will lead to quality-of-service delivery in the hospitals at 0.168 while the other factors are constant and a unit increase of stakeholder engagement and the other factors are held constant will yield quality of service delivery in these hospitals to be at 0.245.

The p-values for organizational leadership are at 0.526 > than 0.05 an indication that organizational leadership positively but insignificantly affects quality of service delivery in the faith-based hospitals in Kiambu County. The findings are contrary to what Hurduzeu (2015) and Rashidi (2018) found that leadership positively and significantly led to organizational performance; Mwithi (2016) also found out that competencies of leaders are positively related

with firm performance and only social skills of the leadership competencies were significant and positively correlated to non-financial performance. While Datche (2015) found out that idealized influence of the organizational leaders negatively affected performance of the organizational.

The other p-value of organizational culture is at $0.04 < 0.05$ showing that organizational culture affected quality service delivery in these faith-based hospitals in Kiambu County in a positive and significant manner. This is similar to the findings that Hafit, *et al.* (2015) found an existence of positive link between the corporate culture and innovativeness of the organization. Mibey (2018) also shares those measures of organizational culture had a strong and positive correlation to firm performance and Ogare (2017) realized that corporate culture significantly affected performance of organizations and corporate culture was crucial in relating the two elements.

On organizational communication, the p-values are at $0.093 > 0.05$ an indication that organizational communication has a positive but insignificant effect to quality service delivery in the faith-based hospitals in Kiambu County. Wang (2017) similarly found that horizontal social-emotional-related communication had no effect to organizational performance. While Akhbari *et al.* (2019) noted that small firms did not have communication channels in place hence difficult to measure the strength of the interrelationship. On the other hand, Wachira and Anyieni (2017) found a noteworthy positive effect impact for communication and TSC performance.

The p-values for stakeholder engagement are at $0.014 < 0.05$ showing that stakeholder engagement is positively and significantly affects the quality service delivery for the faith-

based hospitals in Kiambu County. This is similar to what Kenyoru (2015) shared that customer and employee involvement strategies significantly contributed to organizational performance. At the same time, Agwu (2019) asserted that conducting stakeholder analysis is strongly related to organizational performance.

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

The chapter presented the research findings in summary form. The chapter is divided into four sections that include a findings, conclusions and recommendations for practice and policy and suggested areas for future research

5.2 Summary of Findings

The focus of the current study was on change management practices effect on quality service delivery in Faith-Based Hospitals in Kiambu County. The study covered organizational leadership, organizational culture, organizational communication and stakeholder engagement as the elements of practices for managing changes. Descriptive research design was employed and collected primary data from staff working in the four faith-based hospitals based within Kiambu County.

On organizational leadership, it was found that organizational leadership positively but insignificant affected the quality-of-service delivery in the faith-based hospitals. This was based on the p-values obtained during the regression analysis that was conducted. Organizational leadership aspects like authority to make decisions, voting on areas of disagreements and getting inputs from team members before making the final decision led to improve quality service delivery but at a low extent.

The study also found out that organizational culture had a positive and significant effect to quality service delivery in these faith-based hospitals in Kiambu County as based on the p-

values. Some aspects of organizational culture included the rules, policies and regulations that brought staff together, working in a friendly environment, having a results-oriented culture, corporate culture and where the workplace is like an extended family which led to improved quality of the services delivered to the patients in these hospitals.

The p-values obtained on organizational communication led to the establishment that the aspect had a positive but insignificant effect to quality service delivery in the faith-based hospitals in Kiambu County. Organizational communication with elements like communication channel, mode of communication, giving feedback, communication methods employed and procedures used to inform and notify employees led to improved quality of service delivered. The effect of the elements on organizational communication were minimal to improving quality service delivery.

The study also established that stakeholder engagement positively and significantly affected the quality-of-service delivery in these faith-based hospitals. This is based on the p-values obtained from the regression analysis that was conducted. Under stakeholder engagement, the study covered aspects like stakeholder involvement in decision making, stakeholder analysis done for engaging them, inclusion of internal and external stakeholders and their input on the change management process and revealed a positive influence on service quality that is delivered to the patients in the faith-based hospitals in Kiambu County.

5.3 Conclusions

It was concluded that organizational leadership positively affected the quality-of-service delivery in the faith-based hospitals in Kiambu County. The respondents agreed that voting on areas of disagreements, getting suggestions and inputs from employees at the hospital led to

improved service quality delivery. The respondents also mentioned that leadership style geared towards service delivery and a leadership that exemplifies nurturing and mentoring improved the quality of services delivery. Although the effect of organizational leadership was to a small extent in influencing the quality service delivery.

There were conclusions that organizational culture affected the quality of service delivered in these faith-based hospitals in Kiambu County in a positive and significant way. The study participants responded and agreed that strong corporate culture and results-oriented culture improved quality of the services delivered. The respondents also agreed that having a friendly working environment and the work colleagues feeling like family and adhering to the set rules, policies and work regulations led to improved service quality in these faith-based hospitals.

The study also concluded that organizational communication positively and insignificantly affected the quality-of-service delivery in the faith-based hospitals in Kiambu County. The respondents were in agreement that effective communication channel, mode of communication and channels that allow staff to give feedback led to little resistance in change management and also resulted in high quality service delivery. The respondents also agreed that there was a procedure for notifying employees of any changes and the internal communication channels ensured that both senior managers and employees could converse. These elements of organizational communication had a little effect on the overall quality of service delivery in the faith-based hospitals in Kiambu County.

The study concluded that stakeholder engagement had a positive and significant effect on quality-of-service delivery. The respondents were in agreement that inclusion of stakeholders in the decision-making process, engaging the stakeholders to develop work plans and

participation of both internal and external stakeholders in organizational matters led to improved quality of service delivery. The respondents also agreed on the importance of conducting a stakeholder analysis to ensure the interests and goals align to that of the organization and both parties must work to improve service delivery. The change management process was easier through initiating policies on how the stakeholders are included and the extent of their participation and involvement and in the end, it improved the quality-of-service delivery in these faith-based hospitals in Kiambu County.

5.4 Recommendations for Policy and Practice

The study results show that change management practices led to improved quality of service delivery in these faith-based hospitals in Kiambu County. The change management practices included organizational leadership, organizational culture, organizational communication and stakeholder engagement all positively influenced service delivery quality; although organizational leadership and organizational communication was to an insignificant effect. Therefore the study recommends that for organizations to improve quality of service delivery they should look into change management practices and especially organizational culture and stakeholder engagement. Other service-based organizations seeking to improve the quality of the services they deliver can look into adopting change management practices.

The study recommends that other organizations seeking to improve the quality-of-service delivery consider organizational culture. These organizations should look into having an effective corporate culture and result-oriented culture that will spur its staff to deliver high quality services to their clients. The management of these other organizations' needs to develop a friendly working environment and have rules and regulations that state clearly the expectations from each staffer.

This study also recommends to the other organizations to employ stakeholder engagement to improve their service delivery quality. The stakeholders both internal and external must participate in making decisions, development of work plans and formulation of policies that will lead to high quality of service delivery.

5.5 Suggestions for Further Research

The present study covered the faith-based hospitals in Kiambu County and as such the findings may not apply to other types of hospitals and in other counties. This is due to differences in backgrounds as such the study suggests conducting a similar study but on private hospitals, university-linked hospitals and public hospitals. There is also need to look at faith-based hospitals in other counties like Kakamega or Kilifi Counties. The study also suggests doing similar studies based on other service-based organizations in other sectors like education, financial and hospitality sectors and Other studies should therefore be conducted in the public hospitals in Kiambu to establish whether similar results will be obtained .

The study results for the adjusted coefficient of determination were 0.628 meaning that 62.8% of the variations on the quality-of-service delivery in these faith-based hospitals can be traced back to change management practices. The residual effect of 37.2% of other practices that account for quality service delivery was not explained in the present study and as such it can be the focus for future studies and future researches.

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APPENDICES

Appendix I: Introduction Letter

SECTION A: INTRODUCTION

I am conducting research to satisfy the course requirement on the title: “**Change Management Practices and Service Delivery in Faith-Based Hospitals in Kiambu County**”. I shall be grateful you taking bit of your time to respond to this questionnaire to aid in completing this study. Your responses are voluntary and confidentiality is assured and shall be used for solely this research unless authorized by you to be used otherwise. As a result, including your name on the questionnaire is made optional. Give response to as many questions as possible and to the best of your knowledge.

Yours Faithfully

Isaac Kipkemei Kenge

Appendix II: Questionnaire

SECTION B: GENERAL INFORMATION

1. Name(optional).....Department.....
2. Kindly indicate the number of years you have worked in the current department:
 1-4 [] 5-9 [] 10-14 [] 15-19 []
 20 and above []
3. What is your highest qualification?
 Certificate [] Diploma [] Degree [] Masters [] PhD []
4. Kindly indicate the level the you occupy in your organization
 Senior staff [] Middle level staff [] Junior Staff []

Kindly respond to the following statements regarding organizational leadership, corporate culture, communication and quality service delivery in a scale of 1-5 where 1- Strongly Disagree, 2- Disagree, 3- Neutral, 4- Agree and 5- Strongly Agree

SECTION C: ORGANIZATIONAL LEADERSHIP

Statement	1	2	3	4	5
I retain the final decision making authority within my team					
My team members and I vote whenever there is disagreement to give way forward					
I don't consider the suggestions and decision made by my team member since I am the one in authority					

For a major decision to be made, approval from each member must be sought for					
I always ask for ideas and input on decisions regarding a plan or a project					
I ever incorporate the ideas of other workers when deciding on what to do and how it is to be done although I retain the final decision making.					
To pass information to my team, I always send email, memos and very rare is meeting held and my team members are therefore expected to act of the communication passed					
I always believe that input from employs can help improve the department performance and as such, no decision is made without consulting					
I believe that the style of leadership is strongly related to service delivery and as such I always opt for positive leadership style to enhance firm performance					
The organizational leadership of the organization exemplifies nurturing and mentoring					

SECTION D: CORPORATE CULTURE

Statement	1	2	3	4	5
The organization is very personal place and is like an extended family where people share a lot with other members					
The factors holding the organization together are the rule, regulations and policies					

The organization emphasizes human resource development, high trust, openness and participation					
The organization relate success with the winning in the market place					
Work environment is friendly, dynamic and creative place to work					
The management of the organization are risk takers and always try new thing to yield high returns to our organization					
Our organization has a results oriented culture in which success is measured by how well a job is done					
The management has a demanding culture that strive to ensure that work is done as per the stipulated rules and regulations					
Our culture is that which values customer satisfaction and as such customer satisfaction play a key role in the firm					
The a strong and positive impact on corporate culture and organizational performance					

SECTION E: ORGANIZATIONAL COMMUNICATION

Statement	1	2	3	4	5
There are procedures put in place for notifying employees					
Employees always provide to communication officers their preferred models when receiving organizational communications regarding changes					

Communication channel applied has been the key item that ensures resistant to change is reduced to a manageable extent					
The mode of communication in place is effective and efficient in passing organizational communication					
The channel of internal communication has impact on employee engagement					
The channel of communication applied in the organization allows the employees to communicate back to the management to air their views and concerns					
The current channel of feedback from employees at the organization are effective in assessing needs for changing communication methods					
The method of communication used are free from barriers and as such full information reaches the desired person for action to ease the resistance to change					
Poor communication method is a source of resistance to change in the organization					
My organization is concerned with improving communication channel					
Communication barriers in my organization are addressed by responding to employee feedback					

SECTION F: STAKEHOLDER ENGAGEMENT

Statement	1	2	3	4	5
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There is a policy in place for stakeholders' involvement in organizational decision making					
Employee job satisfaction is higher when employees feel involved in organizational plans and decision making					
Stakeholder analysis is carefully carried out to who gets affected by the actions on the organization in order to involve the right stakeholder					
Engaging all the stakeholders helps in arriving and workable plans and every is bound by the decisions					
External stakeholders are given chance to participate in issues affecting our organization					
Internal and external stakeholders are involved in all facets of organizational issues					
Involving stakeholders in decision making process helps in reducing resistance to change hence improved service delivery					
Input from stakeholders have been beneficial and has led to improved service delivery					
Stakeholder involvement has been purely for the purpose of improving service delivery					
Initiative has been embraced by staff, management, implementing partners, senior leadership, and other stakeholders to institute change in our organization					

SECTION G: QUALITY SERVICE DELIVERY

Kindly respond to the following statements regarding service delivery

Statement	1	2	3	4	5
Customer are satisfied on the service rendered to them					
New changes introduced by our organization as a way of responding to customer demands and have fully been implemented					
Our hospital is one of the organizations which have reported good and ever improving service delivery to customers					
The hospital offers reliable services and emphasizes on its clients					
Customer satisfaction has been increased tremendously due to new products and services introduced					
Service delivery of has tremendously improved due to adoption of new technology					
Our organization responds quickly to customers' demands					
Our organization product and service quality has improved due to innovations put in place					
Customer complaint are recorded properly and immediately responded to improve on quality service delivery					