

**INFLUENCE OF HUMAN RESOURCE CHANGE MANAGEMENT
PRACTICES, ON SERVICE DELIVERY IN WATER AND SEWERAGE
COMPANIES IN MOUNT KENYA REGION, KENYA**

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**A Thesis Submitted in Partial Fulfillment of The Requirements of The Award of
Master of Business Administration (Human Resource Management) Of Kenya
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DECLARATION

This thesis is my original work and has not been presented for a degree or any other award in any other university.

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DEDICATION

I dedicate this thesis to my family for the unwavering support that they accorded me in undertaking this challenging task.

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ABSTRACT

Customers of water service companies anticipate the delivery of high-quality, dependable water services. However, water provision at the utility level was obscured by a number of inefficiencies that hinder the delivery of efficient services. This study aimed to ascertain the impact of human resource change management practises on water and sewerage companies' service delivery in the Mount Kenya Region. The objectives of the study were to assess the influence of employee involvement on service delivery, determine the influence of employee counselling on service delivery, establish the influence of employee empowerment on service delivery and determine the influence of communication strategy on service delivery. This research was grounded in Kurt Lewin's Three-Step Theory, John Kotter's Eight-Step Change Process, and SERVQUAL. The study utilised both descriptive survey and experimental research designs. The study's target population consisted of employees of water and sewerage companies in the Mt Kenya Region. 381 employees and 384 customers drawn from 28 companies. To capture data, a semi-structured questionnaire was used. Statistical Package for Social Science was utilised to perform descriptive and inferential analyses on the data. The study found that there was a strong positive correlation ($r=0.856$) between human resource change management practices on service delivery in water and sewerage companies in Mount Kenya Region. Results showed that employee involvement ($p=0.047$), employee empowerment ($p=0.002$) and communication strategy ($p=0.000$) were significant. The study concluded that human resource change management practices have a significant and positive influence on service delivery in water and sewerage companies in Mount Kenya Region. The researcher recommended that water and sewerage companies should implement an employee assistance programs which will provided employees with professional support and counselling services to help them cope with work-related challenges such as stress and burnout. Future studies would benefit by supplementing with quantitative data with qualitative data.

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ABBREVIATIONS AND ACRONYMS

KeMU	Kenya Methodist University
KMT	Kenya Markets Trust
MAWASCO	Mathira Water and Sewerage Company
NACOSTI	National Commission for Science, Technology and Innovation
NAROWASCO	Naromoru Water & Sanitation Company Limited
NYEWASCO	Nyeri Water and Sewerage Company
OMWASCO	Othaya Mukurueni Water and Sanitation Company
SEM	Structural Equation and Modelling
SMEs	Small and Medium-sized Enterprises
SPSS	Statistical Package for Social Sciences
STEM	Structural Equation Modelling
TEAWASCO	Tetu Aberdare Water and Sanitation Company
TSC	Teachers Service Commission
WAREB	Water Services Regulatory Board
WASPA	Water Service Providers Association
WSP	Water Service Provider

CHAPTER ONE

INTRODUCTION

1.0 Introduction

The chapter presents a background coverage of the subject matter and justifies why it is necessary to undertake the study. It encompasses the background of the study, statement of the problem and research purpose. It as well covers the objectives of the study, research questions, justification, limitations and delimitations. Other parts include, the significance of the study, assumptions and operational definition of terms.

1.1 Background of the Study

In order to outperform their competitors, companies in the industry must constantly strive to establish, maintain, and strengthen strong customer relationships given the intense competition among service providers in today's global market (Araigua & Wanjira, 2020). The process of supplying residents with utilities, such as housing, water, electricity, and land, is sometimes referred to as "service delivery". To ensure that outcomes are generated, it depends on the decisions made, the resources available, and the personnel on hand. For a considerable amount of time, public entities have been attacked for their ineffectiveness and inefficiency in providing services (Ontiri, 2018).

State firms throughout the globe have been delivering subpar services. Ratings for government schools and the rural police force have slightly improved from 46.7% and 42.2% in the sixth round, respectively, according to a research by Gumah et al. (2020). Furthermore, a decrease in the inefficiency ratings of the public healthcare and police systems has been seen. Van den Bekerom et al. (2021) claim that while this tendency varies within service sectors and is concentrated among customers who prefer private service

delivery, consumers penalise public companies more severely than private organisations for bad performance information. In Sub-Saharan Africa (SSA), service delivery remains a significant issue. According to an Afrobarometer research from 2019, Africans are more likely to see advancements than declines in the way that important public services are provided by the state. Research conducted in Kenya by Eregae et al. (2019), Wanyanga (2019), and Namasaka et al. (2020) revealed inadequate service provision by parastatals and county governments, among other organisations.

Service delivery has been proven to be impacted by change management. When companies effectively manage strategic change, the quality of services they provide to clients is improved (Mulinge, 2021). Kiplagat (2016) said that the Kenyan Ministry of Foreign Affairs used management practices including communication, stakeholder involvement, leadership, and employee participation in the change process to enhance service delivery. Mudanya (2018) demonstrated that ERP adoption was positively and statistically significantly correlated with strategic vision, strategic leadership, open lines of communication, and employee empowerment.

1.1.1 Human Resource Change Management Practices

Organizations time and again have been faced with the desire to change for them to achieve a competitive edge or to remain in business (Palmucci, 2023). Globally, due to complex and dynamic environment, organizations have been forced to apply various change strategies which may involve; change of technology, organizational structure, operations, restructuring among others. Once the organizations have enacted change, it needs to formulate practices that will ensure that the changes are sustained and employees' performance improved (Stone et al., 2020).

According to Hayes (2022) all strategies and techniques for assisting teams, people, and organisations in implementing organisational change are included in the field of change management. It incorporates a methodical strategy that aids in managing changes in the environment, an organisation, or a person. According to Hayes (2018), adjusting to change, managing change, and implementing change are all aspects of change management in an organisation. Therefore, a proactive strategy should lay out, execute, and assess change processes and include both internal and external dynamics. Lewis (2019) contends that the major management changes that must occur in order to gain competitive advantage and subsequently high performance are the focus of change management.

Human resource change management encompasses the systematic and strategic approach to the planning, execution, and administration of organisational changes that have an impact on the workforce. The process encompasses the use of several tactics and methodologies to effectively support change, mitigate resistance, and enhance employee involvement during the transitional period. This includes managing and implementing changes to the organization's culture, policies, personnel, and staff. Change management practices should be proactive and planned, rather than reactive and ad hoc. This includes developing a change management plan to anticipate and prepare for potential changes, as well as creating a communication plan to ensure that employees are informed and involved in the changes. Additionally, HR change management should include methods for measuring the success of the changes and identifying areas for improvement (Troost, 2020).

Employee counselling, employee participation, employee empowerment, leadership, communication methods, organisation learning, and monitoring and control are the approaches to change management that Bloom (2020) summarises. Employee counselling is the practise of providing support and assistance to workers so they can cope with the

difficulties and disruptions brought on by the introduction of change. Employee counselling, according to Mishra et al. (2021), is a workforce intervention for organisations that use a problem-solving strategy to address current issues. Change brings its own disruptions, which may result in decreased production due to stress-related ineptitude and inefficiency. Thus, employee counselling aids in reducing the negative effects of stress on both a personal and organisational level. It provides a helpful opportunity for workers to resolve concerns in a supportive and completely confidential setting. Zhenjing (2022) argues that delivering information, taking direct action, educating and coaching, advocating, and offering workers feedback and guidance on changing situations are all essential components of a sound employee counselling framework.

Employee counselling is supported by Joseph et al. (2018) as the newest cutting-edge technique provided by businesses with a view to attracting and keeping a quality workforce. Employee counselling is a crucial change management technique that helps workers solve specific interpersonal, psychological, and decision-making issues and helps them improve in both their professional and personal lives (Attridge & Dickens, 2022). According to Hayes (2018), counselling fosters employee change and consequently aids in the growth of an organisation. Giving therapy may be quite helpful in reducing the impacts of critical event stress and problems connected to one's mental health at work. Counselling provides workers with advice on how to successfully fulfil deadlines, job loads, and goals. Additionally, it promotes increased accountability, a healthy work-life balance, and better relationships with coworkers or subordinates.

To stand out as an effective tool in change management, employee counselling needs to be anchored on a certain criterion (Hayes, 2018). The counseling centers and counsellors engaged should be sufficient. Modern ways of delivering counseling services should as well be entrenched. The counselling program implementation plan should also be well

informed. The management should also be in support of the program and offer necessary support. The professional profiles of counselors engaged should also be rich enough to ensure they have the capacity to handle employee issues which are in some cases quite complex (Mishra et al., 2021).

Employee engagement is a change management strategy that businesses have embraced to give workers a substantial voice in choices that affect them directly (Heckscher, 2018). Employee involvement offers many significant advantages, such as enhanced morale, heightened productivity, strengthened interpersonal dynamics among colleagues, and the cultivation of new thought processes. Garcia et al. (2019) believe that the involvement of workers contributes to the establishment of a conducive environment whereby employees possess the ability to exert control over decisions and actions that impact their job.

Besides increased ownership and commitment, high levels of employee involvement helps in retaining the best employees, and fostering an environment where the workforce is motivated and committed to organizational mandate (Shedid, 2019). Among the methods that can be utilized to cultivate employee involvement in the organization include; establishment of suggestion systems, promotion of work teams, continuous improvement meetings and periodic discussions. Enhancement of reward and recognition systems, flattened organizational structure and increased delegation also helps to promote employee involvement (Berry & Kato, 2018).

According to Torach (2018), empowering workers means providing them with discretion over certain aspects of their work. This approach facilitates decision-making at the organisational level, granting authority to workers situated at lower hierarchical tiers who possess a heightened comprehension of the complexities and intricacies associated with the difficulties and concerns encountered. There are many theoretical angles that give

various perspectives on employee empowerment. These include the psychological strategy, critical viewpoint, and sociostructural perspective. The socio-structural perspective argues for new organisational policies, processes, and structures, or the reform of existing ones, to give employees more say in their work. The psychological approach posits that individuals may enhance their personal efficacy by being offered chances to cultivate their feeling of purpose, competence, independence, and impact. The critical perspective presents a contrasting viewpoint to the concept of employee empowerment, contending that endeavours to cultivate empowerment may inadvertently result in the exertion of more covert mechanisms of control over workers (Shedid, 2019).

Effective communication, according to Deszca et al. (2019), is the smooth transfer of information within an organisation to ensure that the intended message is correctly understood. The communication plan has to represent the organization's mission, vision, and objectives. The communication plan considers the organisational stakeholders, level within the organisation, communication channels, measurability of effectiveness, and timeliness. Information may be shared by written, spoken, or any other channel (Lewis, 2019). Every successful communication strategy includes a well-considered plan for attaining the intended outcomes. Goals, audience, strategy, and media are the four essential components of every communication plan (Hayes, 2018).

The crucial role that communication plays in the process of transformation is emphasised by Cameron and Green (2019). Managers of internal communications play a crucial part in guiding teams and people through organisational transformation successfully. Most importantly, the author asserts that without the proper communications, workers get doubtful and unfavourable. Employee awareness of the advantages of the change or even the overall goal is aided through communication (Franklin, 2021). As a result, the change implementation process will be favourably impacted by the efficient execution of the

communication strategies and the accurate identification, measurement, and communication of the anticipated benefits of the change.

1.1.2 Service Delivery

Services, in contrast to tangible items, are the intangible building blocks of our economy (Lewis, 2019). The ownership of a service cannot be transferred as it can with a physical commodity. What sets them apart is this crucial aspect. According to Ismail and Yunan (2016), service quality is a measurement of how well a company meets the expectations of its clients. The services sector confronts several difficulties, including fierce global competition, shifting consumer behaviour, a shortage of skills, and rising complexity, according to Afthanorhan et al. (2019).

According to Garcia et al. (2019), service delivery is a facet of business that clarifies the value exchanged between a service provider and a receiver (such as information or a finished task). According to Shittu (2020), service delivery is the degree to which the services provided by the following sectors either fully satisfy or beyond the expectations of the people who receive them. By standardising business activities and customer interactions, service delivery procedures often seek to improve value for the client. The majority of businesses today use service delivery as a stand-in for customer satisfaction, claims Bhutta (2019).

Institutional service delivery is affected by a number of factors. The inadequate provision of services in the study conducted by Kalonda and Govender (2021) was ascribed to many variables, including deficient leadership, insufficient proficiency in service delivery, financial challenges, corrupt practises, and inadequate strategic management. Kekez (2018) identifies several factors that contribute to substandard service delivery. These factors encompass political manipulation, corruption, insufficient transparency and

accountability, inadequate citizen participation, ineffective human resource policies, challenges in change management, limited employee capacity, and deficiencies in planning, monitoring, and evaluation. Kerubo and Muturi's (2019) study found that in Kenyan county administrations, staff qualifications were a statistically significant descriptor of the degree of service delivery.

1.1.3 Water Service Providers

Water that is predictable, sufficient in quantity, and of high quality is essential for a country's economic and social development. The Kenyan constitution guarantees everyone the right to adequate amounts of clean water and access to latrines. The most recent big change in the water industry was the Water Act of 2016, which was signed into law in April of that year. Water services are presently provided by the counties that oversee the WSPs, as stated by the Water Services Regulatory Board (Water Services Regulatory Board [WASREB], 2022).

There are many participants in the water and sewerage subsector, and they all play significant roles in the industry. A non-profit State Corporation called WASREB was founded in March 2003 as a part of broad changes to the water industry. The institution's job is to supervise how plans and procedures for providing water and sewage services are put into action. The ownership of WSPs has been transferred to the Counties, who will now provide services. In 2002, the Water Service Providers Association (WASPA) was founded. Its members are water firms that were established as a result of the Water Act's passage in 2002 to offer water and sanitation services throughout the nation (Water Service Providers Association [WASPA], 2022). Water supply businesses are required to provide their clients with effective and efficient water and sewerage in the proper amount and quality at all times.

Water distribution and sewerage firms have emerged and expanded as a result of population increase and fast urbanisation. For a combined service area of 22 million people, or 46% of Kenya's expected 48 million inhabitants, 88 regulated water service providers are in operation (KMT, 2021). Nyeri Water and Sanitation Company (NYEWASCO) was named the top performing water company in Kenya by WASREB (2021) for the fourteenth consecutive year.

1.2 Statement of the Problem

It is impossible to overstate the value of providing high-quality services. Every organisation or company has efficient service delivery as one of its major goals. Making sure the services given meet the shifting requirements of the populace and benefit the general public is a crucial component of providing public services (Ali et al., 2021). Enhancing the efficacy and efficiency of how institutions provide services to people is the main goal of service delivery polishing (Bhutta, 2019). Customers demand high-quality, dependable water services that are supplied via resilient infrastructure in an affordable, effective way that reflects the standards of customer care anticipated in a contemporary economy. According to Motieri and Minja (2019), involving employees can boost morale and reduce resistance to change, making the transition smoother and increasing the likelihood of successful implementation. Employee counselling is crucial during times of significant change as it provides support, reduces anxiety, and helps employees cope with the challenges that arise. Empowered employees can make real-time decisions to address service issues promptly. In addition, proper communication ensures that employees are aware of service delivery standards and customer expectations (Hasanaj, 2019; Sheded, 2019).

The effective provision of services is hampered by certain inefficiencies in the water delivered at the utility level (KMT, 2021). Despite the Kenyan government's efforts to increase water coverage throughout the country to support the country's unimpeded economic expansion, recent data suggests that the speed of improvement in the country's water supply is unlikely to support the long-term development goals of the country. As a result, just 55% of Kenyans have access to clean, safe drinking water. According to Chepyegon and Kamiya (2018) and Kanda et al. (2018), the main issues that WSPs deal with are excessive costs associated with non-revenue water, low connection metering, inefficient revenue collection, high operating and maintenance costs, issues with governance, insufficient funding, and subpar service quality. Customer satisfaction surveys carried out by WSPs in the Mount Kenya area provide results that fall short of the 80% aim. For example, Tetu Aberdares Water and Sanitation Company (TEAWASCO) reported a 40.5% customer satisfaction rating. According to a Nyeri Water and Sanitation Company Limited (NYEWASCO, 2022) poll conducted in Nyeri, the majority of participants (66.2%) expressed discomfort with the water pricing. According to a 2020 customer satisfaction survey conducted by Mathira Water and Sanitation Company Limited (MAWASCO), inadequate customer service was the reason for the dissatisfied consumers. Results from other businesses revealed concerns about water restriction and water reading approximations. This indicates poor customer support. This puts in jeopardy the internationally accepted human rights to adequate sanitation and clean drinking water.

Several studies have been carried out in the water service industry as a whole. Ndege (2018) examined the function of the Client-Service Charter at the Kirinyaga Water and Sanitation Company as part of an effort to evaluate the quality of public service delivery by public organisations in Kenya. To better understand the root reasons of the difficulties in managing Kenya's water sector, Chepyegon and Kamiya (2018) reviewed the available

literature, papers, studies, and other data. The main gap in the available studies is that studies on human resource change management practices are scarce. Moreover, these studies have provided conflicting results on the influence of change management. Methodologically, the vast majority of studies have focused on performance as the dependent variable. This study therefore focused on service delivery.

1.3 Purpose of the Study

The purpose of the study was to determine the influence of human resource change management practices on service delivery in water and sewerage companies in Mount Kenya Region

1.4 Research Objectives

- i) To assess the influence of employee involvement on service delivery in water and sewerage companies in Mount Kenya Region.
- ii) To determine the influence of employee counselling on service delivery in water and sewerage companies in Mount Kenya Region.
- iii) To establish the influence of employee empowerment on service delivery in water and sewerage companies in Mount Kenya Region.
- iv) To determine the influence of communication strategy on service delivery in water and sewerage companies in Mount Kenya Region.

1.5 Hypotheses

H₀₁ Employee involvement has no significant influence on service delivery in water and sewerage companies in Mount Kenya Region.

- H₀₂ Employee counselling has no significant influence on service delivery in water and sewerage companies in Mount Kenya Region.
- H₀₃ Employee empowerment has no significant influence on service delivery in water and sewerage companies in Mount Kenya Region.
- H₀₄ Communication strategy have no significant influence on service delivery in water and sewerage companies in Mount Kenya Region.

1.6 Justification of the Study

Everyone has the right to adequate, appropriate, readily available, inexpensive, physically accessible water for personal and family usage. Water and sanitation services must be supplied by public, or state-owned, organisations in order to comply with the right to water. Poor management and coordination of these services leads to misperceptions of service quality, customer complaints, employee turnover, low sales, and dissatisfied clients. Insufficient service delivery and poor government services have led to resource depletion, a dearth of employment opportunities, and widespread job losses, resulting in subpar living conditions. By undermining basic inequities that violate people's access to public services and aggravating already existing discrimination, it violates the human right to equal access to those parts of society that are most marginalised and underrepresented.

Human resource change management practices can significantly influence service delivery. By involving employees in decision-making, providing counselling support during change, empowering them to take appropriate actions, and ensuring effective communication, these organizations can enhance service quality, customer satisfaction, and overall operational efficiency. As a result, the companies are better equipped to tackle challenges and achieve their service delivery objectives in a sustainable manner. Owing to

the significance of the water service sector to the economy, the study will contribute to offering creative solutions on revamping the sector. The study will greatly benefit various state holders who include; the management of state corporations, the government, scholars and researchers. The study will expand existing knowledge about human resource change management and service delivery. The study will also establish various ways to improve service delivery in these companies.

1.7 Limitations of the Study

The study targeted organization and sought very sensitive information and therefore anticipated the challenge of non-response situation. The researcher anticipated that the companies may be hesitant to disclose information required by the research in fear of disclosing any state corporation information to the public that can be misused and cause negative impacts. The study planned to overcome the challenge of non-response by acquiring authorizations and necessary research permits from the National Commission for Science, Technology and Innovation (NACOSTI) and also from Kenya Methodist University (KeMU). The authorization documents issued assured the respondents that the information acquired was purely\ used for academic goals and was not disclosed for any other purposes.

The researcher also anticipated the challenge of respondents lacking time to fill the questionnaire. This challenge was anticipated due to the tight work schedule of the targeted respondents. The study planned to overcome this challenge by adopting the drop and pick method to deliver the questionnaire. The drop and pick method enabled the respondents to fill the questionnaire at their own convenience hence addressing the response rate.

1.8 Delimitation of the Study

According to the study influence of human resource change management practices compromised of; employee involvement, employee counselling, and employee empowerment and communication strategies. The study targeted all the water service companies in Mount Kenya Region. Employees and customers of these companies were the respondents in the study. The research used a questionnaire with both the open and close ended questions in order to acquire detailed information to solve the complex situation of change management and service delivery.

1.9 Scope of the Study

Human resource change management practices selected for this study included employee involvement, communication strategies, employee empowerment and employee counselling. Water and sewerage companies in Mt Kenya Region were the units of observation while their employees are the units of analysis. Data was collected using a questionnaire. The study period was the 2021-2022 financial year.

1.10 Significance of the Study

Scholars and academicians will benefit from the study as it will expand existing knowledge. They will learn more on the theories related to human resource change management as well as gaps identified and filled by the study. The study will also form basis for development of curriculum for training professionals in the field of study. The researchers will also benefit from the study as it will form the benchmark for further research. The researchers will identify the gaps existing in the study and also fill them. The management will also acquire skills and knowledge on change management in order to improve employees' performance. The human resource department will learn more on

employee involvement, employee counselling, and employee empowerment and communication strategies as change management dimensions and how they can effectively be adopted to improve service delivery. The study will also be of great importance to the government in setting labour laws.

1.11 Assumptions of the Study

In carrying out this study, the researcher assumed that employee involvement, employee counselling, and employee empowerment and communication strategies were important factors of change management in an organization. It was assumed that human resource change management is a key determinant of service delivery in organization. It was also assumed that the respondents gave accurate and true information during data collection and the data interpretation will have impact on change management and employee performance in an organization.

1.12 Operational Definition of Terms

Human resource change management

Refers to the process of managing people and organizational structures during periods of transformation or restructuring within an organization (Palmucci, 2023). Application of a structured process and set of tools for leading employees to achieve a desired outcome.

Human resource change Management practices

Involves communications, training, workforce restructuring, and other processes to ensure that the changes are handled smoothly while minimizing disruption to operations. Its goal is to help employees adapt to changes and ultimately improve their job performance. (Hayes, 2018). This study focused on human resource change management practices

namely employee involvement, communication strategies, employee empowerment and employee counselling.

Communication

Refers to the exchange of information between individuals or groups within an organization to enable effective decision-making, effective problem-solving, and the ability to coordinate actions (Lewis, 2019). In this study, communication referred to the process of sharing information within and outside of the water service company.

Communication Strategy

Communication is a fundamental aspect of change management; it encompasses all the means through which ideas are conveyed orally, in writing, or via any other media (Malek & Yazdanifard, 2022). In this study it referred to the plan for how water and sewerage companies in Mount Kenya Region share information with their target audience.

Employee Counselling

A plan of action that helps staff members solve specific interpersonal, psychological, and decision-making issues so they may achieve greater success in both their professional and personal lives (Joseph et al., 2018). In this study it referred to the process used by water and sewerage companies in Mount Kenya Region to help employees improve their performance by providing support, guidance, and feedback.

Employee Empowerment

A policy that gives staff members some discretion and autonomy in making decisions about their own organisational duties (Shedid, 2019). In this study it referred to methods used by water and sewerage companies in Mount Kenya Region to give employees more

responsibility and control over their work, allowing them to make decisions and act without having to wait for approval from their manager.

Employee Involvement

A change management philosophy adopted by firms to accord employees a key stake in decisions that have a significant bearing on their jobs (Hussain et al., 2018). In this study it referred to how water and sewerage companies in Mount Kenya Region encourage employees to actively participate in decision-making and problem-solving processes within the organization.

Service delivery

The process of promptly and effectively delivering services to clients or consumers (Bhutta, 2019). In this study, it included the extent to which water and sewerage companies in Mount Kenya Region fulfil their mandate of provision of reliable and safe water.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

The review of literature covers an objective perusal and appraisal of existing knowledge on the subject matter. The contents of existing theories, books and past studies are put in context to understand what is known and what remains to be handled. The objective of the literature review is the identification of research gaps which would interest the researcher in the current study. Precisely, the literature review covers the theoretical review, empirical review, and summary of knowledge gaps. Last and most importantly, the chapter develops a conceptual framework that defines the precincts of the current study, guided by the knowledge gaps identified through the pieces of existing knowledge reviewed.

2.2 Theoretical Literature

Service delivery is a critical aspect of any business or organization, encompassing the processes and activities involved in providing a product or service to customers (Djan & Adawiyyah, 2021). It is not just about fulfilling a transaction; rather, it involves creating an experience that leaves a lasting impression on the customer. One key determinant of successful service delivery is customer satisfaction, a metric that reflects the customer's perception of the quality and value of the service received (Awara et al. 2022). Service delivery involves the entire journey a customer takes, from initial contact to post-service interactions. This journey encompasses various touchpoints, including communication, efficiency, and the quality of the product or service. Effective service delivery goes beyond fulfilling basic needs; it involves meeting or exceeding customer expectations. This

process is dynamic and requires a continuous commitment to improvement and adaptation to evolving customer needs and market trends (Libo-on, 2021).

Customer satisfaction is the emotional response customers have after experiencing a service. It is not just about meeting expectations; it is about creating an experience that delights customers and fosters loyalty (Swallehe, 2021). Satisfied customers are more likely to become repeat customers, recommend the service to others, and maintain long-term relationships with the business. In contrast, dissatisfied customers can have a detrimental impact on a business, not only through lost revenue but also through negative word-of-mouth and damage to the brand's reputation (Bungatang & Reynel, 2021). Customer satisfaction is directly linked to customer loyalty. Satisfied customers are more likely to stay loyal to a brand, making repeat purchases and becoming advocates for the business. This loyalty contributes to long-term revenue and sustainability. Satisfied customers are inclined to share their positive experiences with friends, family, and colleagues. Word-of-mouth remains a powerful marketing tool, and positive recommendations from satisfied customers can attract new clientele, further enhancing the perceived value of the service (Hafiz & Alam, 2016).

A positive customer experience contributes to a positive brand reputation. According to Uzir et al. (2021), brands that consistently deliver satisfying experiences build trust and credibility in the market. A strong reputation can attract new customers and reinforce the loyalty of existing ones. In today's competitive business landscape, where products and services may be similar, customer satisfaction becomes a key differentiator (Djan & Adawiyah, 2021). A business that consistently exceeds customer expectations gains a competitive edge, attracting and retaining customers in a crowded market. High levels of customer satisfaction can lead to reduced customer churn. When customers are happy with a service, they are less likely to switch to a competitor, reducing the costs associated with

acquiring new customers to replace those lost. Monitoring and responding to customer satisfaction feedback provide valuable insights for continuous improvement. Understanding customer preferences and addressing pain points enables businesses to adapt and evolve, ensuring sustained relevance and competitiveness (Libo-on, 2021). Businesses and organizations must prioritize customer satisfaction as a strategic goal, understanding its profound impact on customer loyalty, positive word-of-mouth, brand reputation, competitive advantage, reduced customer churn, and continuous improvement. By consistently exceeding customer expectations, businesses not only enhance their perceived service delivery but also cultivate enduring relationships that contribute to long-term success and sustainability in the marketplace (Ismail & Yunan, 2016).

The provision of water and sewerage services is a vital component of urban infrastructure, impacting the health, well-being, and quality of life for communities. Efficient service delivery in this context extends beyond the basic provision of water and sanitation; it encompasses a comprehensive approach that addresses reliability, accessibility, and the overall customer experience (Mussie, 2022). Water and sewerage services involve the management, treatment, and distribution of clean water for consumption, as well as the collection and treatment of wastewater. In the context of service delivery, ensuring the uninterrupted flow of clean water to households and the proper disposal of wastewater are fundamental objectives (Ohwo & Agusomu, 2018). The effectiveness of service delivery in this sector is influenced by various factors, including infrastructure maintenance, water quality, accessibility, and regulatory compliance. In the context of water and sewerage services, customer satisfaction is a key performance indicator that reflects the community's perception of the provided services. According to Denantes and Donoso (2021), meeting or exceeding water quality standards and ensuring reliable service delivery directly impact customer satisfaction. Regular maintenance, prompt repairs, and adherence to regulatory

requirements contribute to a positive customer experience. Effective communication with customers about service interruptions, planned maintenance, or water quality issues also fosters transparency. This openness contributes to customer understanding and cooperation during challenging situations (Salleh & Othman, 2019).

Change management in human resource is an important concept that helps to ensure successful organizational transformation. It involves the process of assessing, controlling, and implementing change within a business or organization (Franklin, 2021). It also includes developing plans for how to handle any potential resistance from employees who may be reluctant to accept changes. According to Stone et al. (2020), Change management can help organizations identify areas where they need improvement and create strategies for making those improvements while minimizing disruption caused by the transition period.

At its core, effective change management in human resource requires leaders to have a clear vision of what needs changing and why it should be done so that employees understand the purpose behind each step taken towards achieving this goal. This means having a well-defined plan with specific goals outlined along with methods for measuring progress throughout each stage of implementation as well as identifying any risks associated with introducing new processes or procedures into existing systems (Trost, 2020). Additionally, communication between leadership and staff must remain open during all stages of transition so everyone involved understands their role in making sure these changes are successful over time rather than just short-term fixes that don't address underlying issues causing problems within an organization's operations structure. Ultimately, when applied properly through thoughtful planning backed up by strong communication practices among all stakeholders involved in change initiatives at different levels across an organization's hierarchy—from top executives down through individual

team members—change management can provide businesses with greater flexibility when adapting quickly enough without sacrificing long-term results due to lack of proper preparation beforehand (Palmucci et al., 2023)

Change management practices in human resources include communication and consultation, training and development, performance management, incentives and rewards, leadership support, employee participation and engagement, and continuous improvement (Stone et al., 2020; Trost, 2020). By implementing these practices, HR departments can facilitate a smooth transition, minimize resistance from employees and promote a positive working environment for their employees.

Employee engagement, as defined by Hussain et al. (2018), is achieved when workers are given regular opportunities to weigh in on decisions that directly impact their work. It aspires to increase members' voice in matters affecting the company's efficiency and employees' well-being. According to Cameron and Green (2019), it is suggested that organisations should adopt employee engagement as a strategy for change management in order to stimulate workers' involvement in decision-making processes that would have a substantial impact on their work. Employee involvement offers many significant advantages, including enhanced morale, heightened productivity, strengthened interpersonal dynamics among colleagues, and the promotion of creative and forward-thinking ideas. According to Heckscher (2018), employee participation fosters a climate in which employees may influence the choices and behaviours that have an effect on their work.

Besides increased ownership and commitment, high levels of employee involvement helps in retaining the best employees, and fostering an environment where the workforce is motivated and committed to organizational mandate (Garcia et al., 2019). Among the

methods that can be utilized to cultivate employee involvement in the organization include; establishment of suggestion systems, promotion of work teams, continuous improvement meetings and periodic discussions. Enhancement of reward and recognition systems, flattened organizational structure and increased delegation also helps to promote employee involvement (Berry & Kato, 2018). However, promoting employee engagement has faced criticism because of claims that doing so runs the danger of obfuscating the boundary between management and employees. Opponents also point out that employee engagement systems have additional channels of communication and the possibility for inconsistent decision-making (Lewis, 2019).

Many businesses have signed agreements to provide counselling services to their personnel in response to the demands of the modern workplace, the difficulties in establishing a good work-life balance, and the financial implications associated with employee mental health issues (Deszca, 2019). The supervisor's assistance to the subordinates in examining their performance and other workplace behaviour in order to enhance their performance is referred to as counselling. Employee counselling is supported by Kappel (2018) as the newest cutting-edge tool provided by businesses with a view to attracting and keeping a quality staff. Employee counselling, a crucial change management tactic, helps staff members discover answers to specific interpersonal, psychological, and decision-making issues and helps them improve their performance in both their professional and personal lives (Lewis, 2019). Counselling facilitates employee change and consequently aids in the growth of an organisation. Giving therapy may be quite helpful in reducing the impacts of critical event stress and problems connected to one's mental health at work. Counselling provides workers with advice on how to successfully fulfil deadlines, job loads, and goals. Additionally, it promotes increased accountability, a healthy work-life balance, and better relationships with coworkers or subordinates. To

stand out as an effective tool in change management, employee counselling needs to be anchored on a certain criterion. The counselling centers and counsellors engaged should be sufficient. Modern ways of delivering counselling services should as well be entrenched. The counselling program implementation plan should also be well informed. The management should also be in support of the program and offer necessary support. The professional profiles of counselors engaged should also be rich enough to ensure they have the capacity to handle employee issues which are in some cases quite complex (Perwez & Ramasehan, 2016).

The degree to which an organisation permits its employees to make choices and take action in their job is indicative of its level of employee empowerment. This may include assuming leadership roles in smaller organisational units that get less oversight from higher-level executives, actively participating in initiatives aimed at enhancing operational efficiency, and overseeing the implementation and administration of novel systems and methodologies. Gryphon (202) argues that in order to empower employees, businesses must provide workers discretion over how they go about accomplishing particular goals. Therefore, choices may be made at a more granular level of the company, where workers have a more nuanced understanding of the challenges and opportunities confronting the business.

Different perspectives on employee empowerment are presented by a variety of theoretical methods (Mishra et al., 2021). These include the psychological strategy, critical viewpoint, and sociostructural perspective. The socio-structural viewpoint makes a case for the creation of new organisational policies, procedures, and structures as well as their redesign in order to offer workers control, authority, and influence over their job. The psychological approach posits that individuals may enhance their personal efficacy by being given chances to cultivate their feeling of purpose, competence, self-governance, and impact.

The critical perspective presents a contrasting viewpoint to the concept of employee empowerment, asserting that endeavours to cultivate empowerment might potentially result in more stringent, if less apparent, forms of control over workers (Hanaysha, 2022).

Information exchange both within and outside of a company is referred to as business communication. Information may be shared by written, spoken, or any other channel (Lewis, 2019). Every successful communication strategy includes a well-considered plan for attaining the intended outcomes. A communication plan consists of four essential components: objectives, audience, approach, and media. Hayes (2018). Employees of an organisation must carefully follow the principles of successful service delivery by using effective communication skills in order to achieve the organization's primary aim of effective service delivery (Rasul & Rogger, 2018).

The crucial role that communication plays in the process of transformation is emphasised by Cameron and Green (2019). Managers of internal communications play a crucial part in guiding teams and people through organisational transformation successfully. Most importantly, the author asserts that without the proper communications, workers get doubtful and unfavourable. Employee awareness of the advantages of the change or even the overall goal is aided through communication (Malek & Yazdanifard, 2022). As a result, the change implementation process will be favourably impacted by the efficient execution of the communication strategies and the accurate identification, measurement, and communication of the anticipated benefits of the change.

The use of human resource change management practises may have a substantial impact on the provision of services. Kekez (2018) posits that the use of these practises may facilitate the development of a more proficient and productive workforce inside organisations. Consequently, this can result in enhanced service quality, reduced

expenditures, and heightened customer satisfaction. The implementation of change management practises has the potential to cultivate a corporate environment characterised by cooperation and trust. This, in turn, may enhance communication and collaboration among workers, so facilitating the efficient and effective delivery of services (Bhutta, 2019). Finally, change management practices can help to ensure that employees are invested in their roles and motivated to contribute to organizational success, which can lead to better service delivery.

2.3 Theoretical Review

This section covers the theories to guide the current study. Theories that have explained the concept of change management and performance are appraised in depth. The theories included Kurt Lewin Three Step Theory, Kotter's Eight Step Process of Change and SERVQUAL which are considered relevant to the study.

2.3.1 Kurt Lewin Three Step Theory

Kurt Lewin Three Step of Change Theory was developed by Lewin and presents three key steps in the process of introducing change. Endrejat and Burnes (2022) assert that the process of change entails developing the knowledge that highlights the need of change. Consolidating the new conduct as the organisational standard comes next, followed by deliberate attempts to move the organisation towards the new, desired level of behaviour. Unfreezing, altering, and refreezing are the three phases of change mentioned above (Muldoon, 2020). A framework for comprehending and enacting change in the water and sewerage firms in the Mount Kenya Region is provided by the Kurt Lewin Three-Step Change Model. The model may assist in identifying the crucial milestones in the change process, the difficulties that the firms can have, as well as serve as a manual for ensuring that the changes are long-lasting.

This model provides an easy-to-understand and practical foundation for learning about the metamorphosis. The paradigm is still widely utilised and serves as the basis for a number of cutting-edge transformation models. Unfreezing entails removing barriers to change and maximising the potential of a change endeavour, according to Hussain et al. (2018). The Mount Kenya Region's water and sewerage firms must address the need for change in their HR change management practises in the context of this research, which may involve evaluating present practises and identifying areas for improvement.

Creating a perspective of the need for change and accepting change is the goal of the second stage, the moving stage. Effectively, organisational leaders should actively implement the new system's refreezing phase with all workers as change agents (Burnes, 2020). This would include implementing new or enhanced HR change management practises in the context of this research. Employee education, communication with them about the changes, and problem-solving are likely to be part of the implementation process.

The leadership of the organisation must instil a feeling of urgency, forge a strong steering coalition, and develop the change vision during the unfreezing period (Muldoon, 2020). In the moving stage, management shares the vision, encourages individuals to take action, and establishes a structure to ensure near-term success. The water and sewerage firms in the Mount Kenya Region would need to institutionalise the new HR change management practises and make sure they are incorporated into the corporate culture in the setting of this research. Finally, the company institutionalises new strategies and consolidates improvements as it refreezes.

2.3.2 Kotter's Eight Step Process of Change

The first proposition of this idea was put out by Kotter, whereby he outlines a comprehensive eight-step approach for achieving successful change management. The

strategies included in this framework are the cultivation of a transformative culture inside the organisation, the establishment of a compelling sense of immediacy, the formation of a cohesive leadership group, the formulation of a clear and inspiring vision for change, the effective dissemination of this vision, and the empowerment of relevant stakeholders (Galli, 2019; Haas et al., 2020).

An open, honest, and persuading conversation regarding what is occurring with respect to firm rivals must be had in order to demonstrate the need for change and create a feeling of urgency, which constitute the beginning stages. According to Laig and Abocejo (2021), the more individuals talking about the need for change that is being advocated, the more urgency will be generated. According to Haas et al. (2020), the second phase of building a strong coalition should ideally comprise persuading stakeholders that change is required. This works best when there is solid leadership and demonstrable backing from important figures inside the company. Throughout your organisation, effective change leaders who don't always adhere to the established corporate hierarchy must be identified as part of the process. Effectively driving organisational change requires the formation of a coalition including influential people who get their authority from several sources, such as their work positions, reputation, domain knowledge, and political significance (Evans, 2020).

The third phase comprises developing a change vision and change values. All parties may better understand the necessity for the suggested change with a clear vision. The dissemination of the vision to diverse stakeholders is the fourth phase. According to Alhaderi (2021), the vision must be consistently and effectively articulated, as well as integrated into every aspect of the organisation. The fifth stage involves removing barriers and giving stakeholders the tools they need to manage the transformation. By removing obstacles, you empower the individuals who will carry out your vision and advance the transformation (Haas et al., 2020). The sixth phase is achieving quick victories, noting

progress, and being energised. Giving the business a taste of success early in the transition process is basically what it involves.

Step seven involves making the modification permanent or widespread. If you want to make a difference in the long run, Laig and Abocejo (2021) say that your first triumphs are only the beginning. Therefore, the firm must keep pushing forward in the direction of its ultimate goal. Making consistent progress and building momentum are key elements of this stage. In the eighth and final stage, you'll establish the new norms as part of the company's ethos. According to Alhaderi (2021), if you want to make a real difference, you have to start from the top. During this phase, the organization's culture is adjusted to accommodate the new norms. The model will be essential for evaluating a number of research goals, including employee participation, communication techniques, employee empowerment, and employee counselling.

The model's eight stages may be applied as follows: Establishing a feeling of urgency in the first phase entails highlighting the detrimental effects of the current HR change management practises on service delivery. Creating a coalition of interested parties to lead the reform effort is the second phase. Making a clear vision and plan for the new HR change management practises is the third phase. The fourth phase is to explain the new practises' vision to all stakeholders. The final phase is giving workers and other stakeholders the authority to put the new practises into practise. Finding early victories that show the value of the new practises is the sixth phase. Consolidating successes and adjusting the new procedures is the seventh phase. To guarantee the longevity of the new strategies, the last stage is to integrate them into the corporate culture of the water and sewerage firms. The water and sewerage corporations may establish a culture of continuous improvement by utilising this model to pinpoint the crucial milestones in the change process.

2.3.3 SERVQUAL

The model was developed by Zeithaml, et al. in 1985 and has since been widely adopted by researchers and practitioners (Ocampo et al., 2019). According to Mahmoodi et al. (2019), the SERVQUAL model is widely used in service marketing and management research to understand and analyse customers' expectations and perceptions of service quality, and to identify areas for improvement in service delivery. It is used to compare service expectations against actual service performance to identify gaps, and can help firms develop effective strategies to improve their customer service and overall service quality (Prentkovskis et al., 2018; Stefano et al., 2015).

According to the SERVQUAL model, tangibles, dependability, responsiveness, assurance, and empathy are the five characteristics of service quality that have the greatest impact on customer satisfaction (Ocampo et al., 2019). The physical appearance of the service environment, including that of the buildings, tools, and staff, is referred to as the first dimension, or tangibles. The capacity of the service provider to provide reliable and accurate services is described by the second factor, dependability. The ability of the service provider to provide quick and beneficial service is referred to as the third dimension, or responsiveness. The fourth dimension, assurance, is concerned with the skill and expertise of the service provider as well as their capacity to foster patrons' trust and confidence. Empathy is the fifth and final component, and it describes how much the service provider shows consideration for the client's requirements and gives them individualised attention (Maghsoodi et al., 2019; Prentkovskis et al., 2018). Customers may evaluate service quality based on how effectively the service provider satisfies each of these criteria, according to Stefano et al. (2015).

The SERVQUAL model, which offers a framework for gauging customer satisfaction with service quality, is very pertinent to this research. The SERVQUAL model may assist the researcher in evaluating the efficacy of these practises in fulfilling customer expectations and enhancing service quality since the study's goal is to ascertain the impact of human resource change management practises on service delivery in water and sewerage businesses. The researcher will be able to use this to find gaps in service delivery and create plans to raise service standards. Additionally, the SERVQUAL model will be used by the researcher to assess how well human resource change management techniques have improved service quality since they might have an influence on service delivery.

2.4 Empirical Review

This section takes note of existing work regarding past studies on the subject matter; change management and service delivery. In essence the review helps determine what has been done and what is yet to be covered in past studies. The aim of the review was the establishment of existing research gaps which would interest the researcher in the current study.

2.4.1 Employee Involvement and Service Delivery

Besides increased ownership and commitment, high levels of employee involvement helps in retaining the best employees, and fostering an environment where the workforce is motivated and committed to organizational mandate (Shedid, 2019). Among the methods that can be utilized to cultivate employee involvement in the organization include; establishment of suggestion systems, promotion of work teams, continuous improvement meetings and periodic discussions. Enhancement of reward and recognition systems, flattened organizational structure and increased delegation also helps to promote employee involvement (Berry & Kato, 2018).

Kasaya and Munjuri (2018) studied how employee involvement in the Kenyan medical research industry affected output. Employees of the Kenya Medical Research Institute in the Kisumu region were the focus of the study. Descriptive survey methodology was used for this study. All 867 employees were considered potential participants. Using a combination of a random selection strategy and Fisher's scientific method, 174 employees were selected as the sample. There were uses of both descriptive and inferential statistics in the investigation. Employee engagement was shown to have a positive and statistically significant effect on performance. Methodological gaps are discovered on the necessity to include several organisations outside the case study approach to increase the generalizability of results and the credibility of conclusions. Nyandia (2020) conducted study on the effect of employee participation on service efficiency in small and medium accounting firms in Nairobi County. Employee participation has a significant and positive effect on service delivery, according to the study's authors. Employees are more dedicated to their work, businesses have highly motivated staffs, and a desire to go above and beyond for customers is widespread, according to the respondents. Jackson's study from 2021 examined the relationship between employee enthusiasm and patient care at the University of Cape Coast Hospital. According to the study's findings, factors including high workload and a lack of job security have a negative impact on employee engagement, which in turn lowers service quality. Staff performance suffers when employees are disengaged, according to the study's findings.

Araigua and Wanjira (2020) examined the impact that a motivated workforce has on the quality of service provided to customers. There was a statistically significant correlation between autonomy and both customer service quality and employee engagement. Motieri and Minja (2019) looked on how employee involvement at the Nairobi Water and Sewerage Services Company affected service delivery. The results showed that there was

a statistically significant connection between employee enthusiasm and service quality. The findings showed a favourable association between direct involvement and higher quality service provision.

2.4.2 Employee Counselling and Service Delivery

Employee counselling is supported by Joseph et al. (2018) as the newest cutting-edge technique provided by businesses with a view to attracting and keeping a quality workforce. Employee counselling is a crucial change management technique that helps workers solve specific interpersonal, psychological, and decision-making issues and helps them improve in both their professional and personal lives (Attridge & Dickens, 2022). According to Hayes (2018), counselling fosters employee change and consequently aids in the growth of an organisation. Giving therapy may be quite helpful in reducing the impacts of critical event stress and problems connected to one's mental health at work. Counselling provides workers with advice on how to successfully fulfil deadlines, job loads, and goals. Additionally, it promotes increased accountability, a healthy work-life balance, and better relationships with coworkers or subordinates.

Joseph et al. (2018) conducted a research that carefully evaluated the evidence that was accessible from business and organisational psychology databases as well as grey literature sources. The criteria for inclusion were satisfied by a total of 17 research looking at the effects of EAPs. This analysis concluded that using EAPs improved employee outcomes overall, particularly by raising levels of presenteeism and functioning. The most frequent topic of investigation, absenteeism, had contradictory outcomes. A preferable measure to use for evaluating the efficacy of an EAP is presenteeism, which showed a larger impact size and more improvement than absenteeism. More recently, Attridge and Dickens (2022) investigated client evaluations and comments appraising their experience, estimated the

possible cost savings associated with selected outcomes, and tried to evaluate the efficacy of short counselling. Following counselling, there were significant decreases in risk for all outcomes. Improvements in productivity at work were connected with improvements in health. The majority of instances (82%) said their experience was beneficial and good.

2.4.3 Employee Empowerment and Service Delivery

Employee engagement is a change management strategy that businesses have embraced to give workers a substantial voice in choices that affect them directly (Heckscher, 2018). Employee involvement offers many significant advantages, such as enhanced morale, heightened productivity, strengthened interpersonal dynamics among colleagues, and the cultivation of new thought processes. Garcia et al. (2019) believe that the involvement of workers contributes to the establishment of a conducive environment whereby employees possess the ability to exert control over decisions and actions that impact their job.

A study was conducted on the topic of frontline employee empowerment and service quality in the UAE banking industry. Based on these findings, it is clear that bank employees in the United Arab Emirates do not feel sufficiently empowered to deal with customers or resolve problems on their own. Bank workers in the UAE believe that the current system of incentives and rewards needs to be revised. According to Shedid (2019), workers also reported feeling a lack of company loyalty and commitment. Employee empowerment as a management tool was studied in the hotel sector and its challenges in the Ghanaian city of Sunyani. All eight hotel managers and 96 percent of the staff members surveyed agreed that employee empowerment should be adopted at the selected hotels (Commey et al., 2016).

Torach (2018) released an investigation of the effects of staff empowerment on service delivery at NWSC in Kampala, Uganda. Results showed that all three factors—staff

engagement, employee autonomy, and psychological empowerment—had a substantial effect on service delivery in NWSC. The effects of employee empowerment on service delivery were studied by Araigua (2020) in Kenya. The research found that a favourable link existed between staff empowerment and delivering high-quality customer service. The results indicated a statistically significant correlation.

2.4.4 Communication Strategy and Service Delivery

The crucial role that communication plays in the process of transformation is emphasised by Cameron and Green (2019). Managers of internal communications play a crucial part in guiding teams and people through organisational transformation successfully. Most importantly, the author asserts that without the proper communications, workers get doubtful and unfavourable. Employee awareness of the advantages of the change or even the overall goal is aided through communication (Franklin, 2021). As a result, the change implementation process will be favourably impacted by the efficient execution of the communication strategies and the accurate identification, measurement, and communication of the anticipated benefits of the change.

Malek and Yazdanifard (2022) provided evidence that one of the most important tools for managing organisational transformation was communication. The author points out that reaching the objective of change management—which includes maximising the advantages of a project, programme, or initiative while lowering the risks of failure—is made easier by efficient communication. Thus effective communication ensures that all stakeholder efforts are well informed and are focused on the goal. The facets of effective communication are further defined to include information sharing, participation, compliance, and feedback.

Hasanaj (2019) studied the significance of change communication through a case study of the municipality of Vloranotes in Albania. The study used structured interviews of fifteen employees for three years. The target population comprised of all cadres of employees at the municipality. The research shows that good communication is essential to a transformation process's effectiveness. It's essential for outlining the goals of the change, boosting engagement, and convincing staff members to embrace it. Gaps arise in terms of the need of taking a local evaluation into consideration. Empirical gaps also arise on need to extend the analysis to establish the relationship between communication and service delivery.

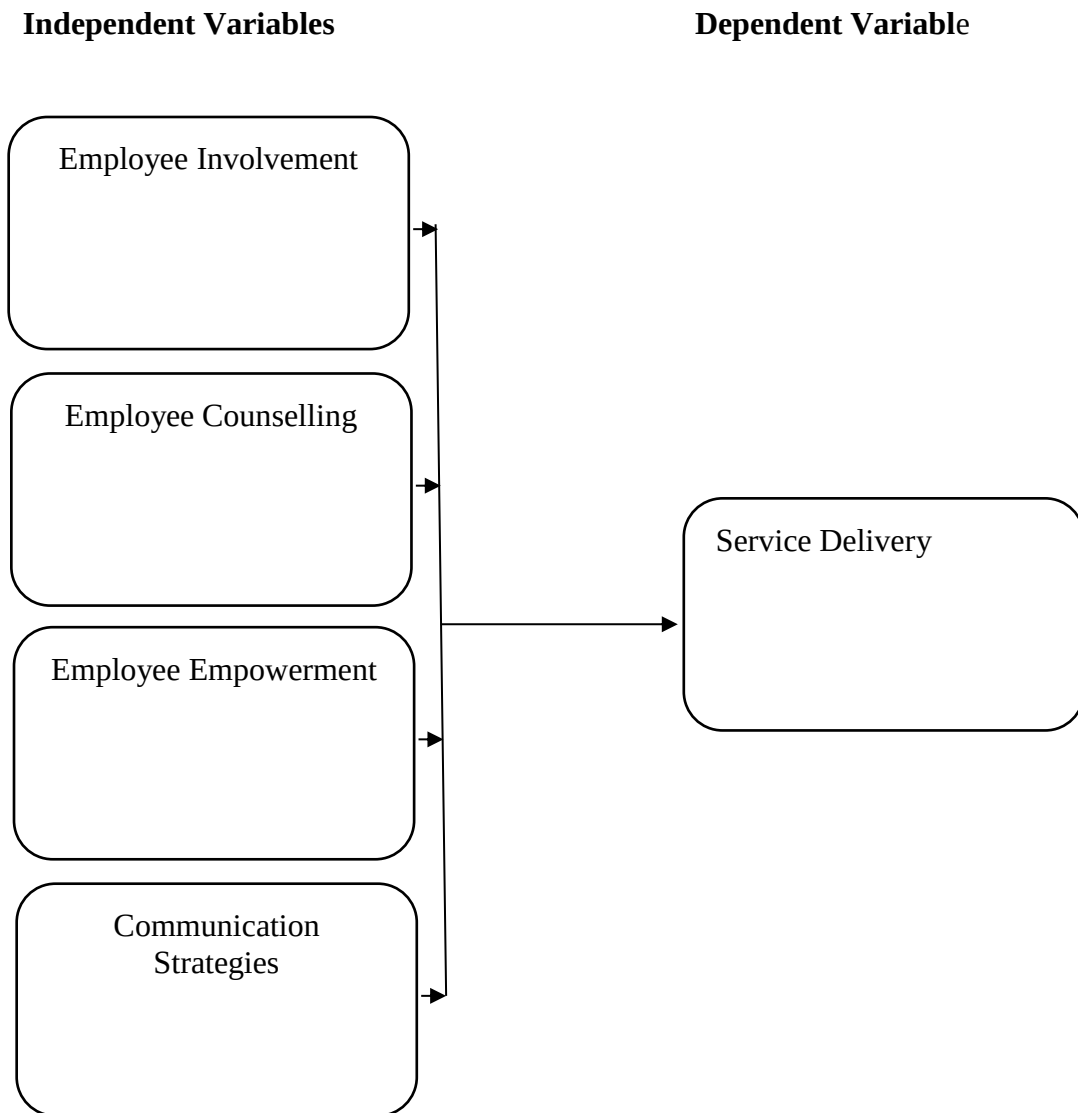
In a more recent study, Mutunga (2022), researchers looked at the role that communication plays in delivering high-quality care at mission hospitals in Kenya's Meru County. According to the research, communication significantly improved the quality of services provided in mission hospitals. All staff members of mission hospitals were encouraged to emphasise effective communication and customer care as a crucial factor in interacting with customers in order to maintain the delivery of high-quality services.

2.5 Conceptual Framework

The conceptual framework represents hypothesized relationships between the variables informing the study. The independent variables were the human resource change management practices and are four in number. These are; employee involvement, communication strategies, employee empowerment and employee counselling. The dependent variable was service delivery and will be indicated through measuring customer satisfaction.

Figure 2.1

Conceptual Framework



Source: Author (2023)

2.6 Operational Framework

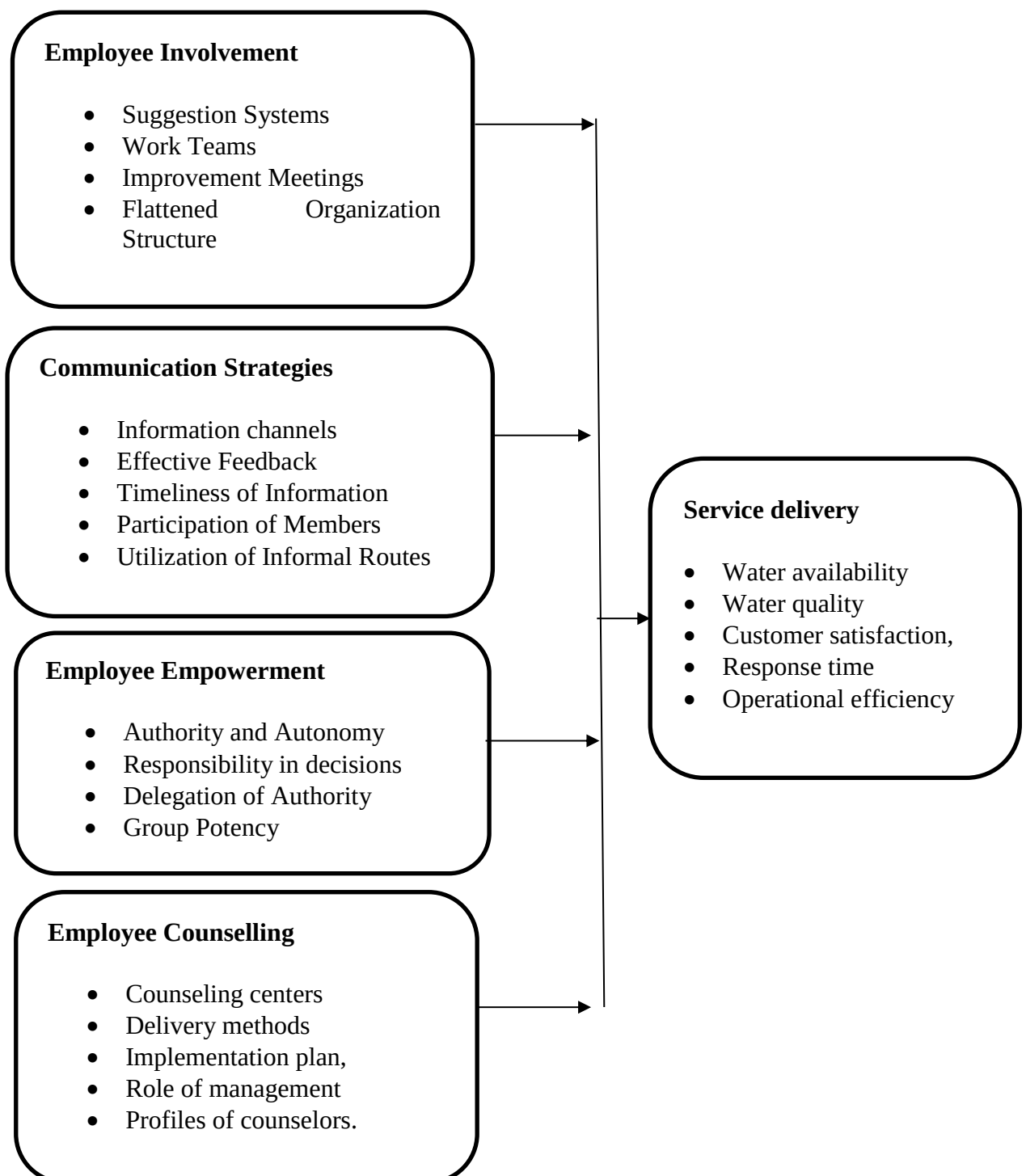
The operational framework shows the variables in the study as well as their indicators.

Figure 2.2

Operational Framework

Independent Variable

Dependent Variable



2.7 Summary of Literature Review and Knowledge Gaps

The study reviewed past literature; the contents of theory, books and empirical studies. The objective of the review was to understand what has been accomplished, work in progress and the uncovered areas with regard to the subject matter; change management and service delivery. The aim of the review was the establishment of existing research gaps which would interest the researcher in the current study. The gaps established through the review of existing literature include; contextual, conceptual, empirical and methodological gaps. Literature exposes conflicting stands with regard to the influence of change management on service delivery.

This presents empirical gaps on need to further compare and critique existing literature against new empirical evidence for better conclusion. Specifically, for employee empowerment as a change management concept, the socio-structural perspective, psychological approach, and the critical perspective presents different views that need to be researched further on. In particular, the latter presents a case against empowerment arguing that efforts to create empowerment may actually lead to more, albeit less-obvious, controls over employees. Empirically, gaps are further established on need to consider more change management variables which past studies have not adequately handled.

The knowledge gap in the studies reviewed has to do with the scarcity of studies on service delivery in public companies such as water and sewerage companies. In methodology, most past studies have considered a case study approach hence limiting the comparability of results across different organizational contexts. Contextual gaps arise on need to consider local based studies where empirical evidence is still scarce, noting that most past studies are concentrated in foreign settings. Conceptual gaps arise in that most past studies have

adopted a narrow scope in defining the concepts of change management for analysis purposes.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

Methods and procedures for collecting and analysing data on the subject matter; change management practises and service delivery in water and sewerage companies, are outlined in this chapter. The chapter covered the research design, population of interest, sampling, preparation of data collection instruments, data collection procedures, and data analysis techniques. In this chapter, variables are also operationalized. This chapter presents a framework for evaluating the impact of change management on service delivery.

3.2 Research Design

Research design is an outline of techniques adopted by a researcher to solve a research problem in a study (Hair et al., 2019). A descriptive survey research approach was used in the study. According to Eden et al. (2020), a descriptive survey research design explains the circumstances around the variables being examined. The suitability of the research design was evaluated in determining the correlation between the variables under investigation.: Change management; employee involvement, employee counselling, employee empowerment, communication strategies and service delivery. Descriptive survey research was a suitable method for this study due to its ability to collect a large amount of data on multiple variables, provide a standardized approach to data collection, and allow for the measurement of associations between variables (Bell et al. 2022; Ghauri et al., 2020).

3.3 Target Population

A target population consists of all individuals, units or items with similar characteristics as defined by the researcher (Eden et al., 2020). The focus of this research was on the water and sewerage firms operating in the Mt Kenya Region. The staff and consumers of these companies were the subjects of investigation. The Mt Kenya Region is home to a total of 28 water and sewerage businesses, as reported by WASREB in 2022. The complete roster of firms is provided in appendix 3. The survey included employees and consumers of these firms as respondents. The water and sewerage corporations in the Mt Kenya Region varied in size, resulting in differences in the number of staff and consumers. The total number of employees in these companies was estimated to be about 8,400 while the number of customers was over a million including both individuals and companies.

3.4 Sampling

3.4.1 Sample Size Determination of Employees

Slovin's formula was used to calculate the sample size

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

where “n” represents the sample size, “N” represents the population while e is the margin of error

Therefore, in a population of 8400 employees

$$n=8400/(1+8400*0.05^2)=381$$

The study used a sample of 381 respondents.

3.4.2 Sample Size Determination of Customers

In order to get a sample that accurately represents the customer community, the sample size was selected using the modified equations developed by Fisher. This formula is specifically suggested for populations that exceed 10,000.

$$n = \frac{z^2 p(1-p)}{d^2}$$

Where $z = 95\%$, $d = 0.05$, $p = 50\%$, $q = 1-p$

$$n = \frac{1.96 \times 1.96 \times 0.50 (1 - 0.50)}{0.05 \times 0.05} = 384$$

This sample size was then distributed disproportionally across the 28 companies.

3.4.3 Sampling Procedure

Lottery method was used to recruit respondents. The accomplishment was attained by the creation of an enumerated roster including all personnel and the corresponding count of operational accounts inside each organisation. Subsequently, the researcher used the random function inside Microsoft Excel to generate a numerical value equivalent to the predetermined sample size. This methodology was used to guarantee that the sample used in the research adheres to the principles of randomness and representativeness.

3.5 Instrumentation

Data collection was conducted using a semi-structured questionnaire as the chosen tool. The researcher had two distinct questionnaires, one designated for the personnel and the other intended for the clients. The questionnaire for the employees collected data on the independent variables which were the human resource change management practices

which include involvement, communication strategies, employee empowerment and employee counselling. The questionnaire for the customers collected data on the dependent variable service delivery and were indicated through measuring customer satisfaction. The use of a questionnaire enabled the researcher to gather primary data. Validity and reliability of research instrument was determined in the study.

3.5.1 Pretesting

A preliminary assessment was conducted in the research to evaluate the suitability of the questionnaire. Pretesting questionnaires include giving the survey instrument to a small sample of respondents who resemble the target demographic. This is done to evaluate the clarity, relevance, and appropriateness of the questions. The feedback from pretesting can help identify potential problems with the questionnaire and provide insights into the understanding of the questions by the target respondents (Eden et al. 2020; Ghauri et al., 2020). A pre-test was carried out in water and sewerage companies in the North rift region. A total of 26 employees and 38 customers drawn from 9 companies were involved in the pre-test. This was 10% of the main sample as recommended by Bougie and Sekaran (2019).

3.5.2 Validity of the Research Instrument

The study instrument's validity was assessed using expert opinion and pre-testing procedures. For expert opinion, the researcher sought guidance and corrections from the supervisor and other lecturer's at KeMU. Improvements were made on the instrument on the basis of their guidance until they were satisfied on the validity status of the instrument. Pretesting was also done to further ensure that the instrument as developed served effectively in meeting the research objectives as established. The manner in which the pre-

test respondents respond to questionnaire items improved further improvements, if need be, on the instrument.

3.5.3 Reliability of the Research Instrument

Reliability represents the level of consistency of the data collected through a research instrument. Reliability, according to Bougie and Sekaran (2019), is defined as "the extent to which a research instrument yields consistent results when administered repeatedly." The survey's reliability was examined using Cronbach's Alpha. Bell et al. (2022) consider a dependability coefficient of 0.70 or higher to be ideal.

3.6 Methods of Data Collection

During data collection, the research used the drop and pick approach to distribute the questionnaire. According to Bougie and Sekaran (2019), this method of data collection is preferred in research circumstances because it increases the rate of response and also ensures completion of research instruments in time. The drop and pick method was ideal for the current study considering that the target population was composed of a busy class of employees who may not get time to respond to the questionnaire in the researcher's presence. The drop and pick method allowed respondents to respond to the questionnaire at their own convenience. Further, the drop and pick is considered effectively appropriate as it enhances follow up after issuing the questionnaire.

The appropriate authorities, such as KeMU and NACOSTI, were consulted and granted permission to collect data from the respondents. This was critical in informing participants of the study's goals and assuring their privacy. An increase in response rates was achieved via the acquisition of authorizations and research permits from the aforementioned research bodies.

Ethical considerations and standards were highly observed during the entire period of the study. The researcher avoided plagiarism, harassment to respondents and also fabrication of data. According to Lo et al. (2020), ethical behaviour involves norms or standards that discriminate between right and wrong. Voluntary involvement, informed consent, and participant confidentiality are all examples of ethical research practises (Hair et al., 2019). The researcher avoided plagiarism by ensuring that the work is original and has not been copied from other authors. The necessary research authorisations and permits were further acquired from KeMU and NACOSTI to assure the respondents of the purely academic purpose of the study. A commitment letter by the researcher was also attached to assure respondents of confidentiality and conformity with research ethics. The reluctant respondents were not forced to give information against their own will. The study did not fabricate any data or falsify any information in the research. The information presented in the study represented a true and accurate reflection of the conditions as studied.

3.7 Data Analysis and Presentation

The Statistical Package for Social Scientists (SPSS) application was the main tool used to conduct the study. To accomplish the objectives of the research, the data was systematically arranged and categorised. The data was coded using the SPSS programme. Prior to delving into the core analysis, the data underwent a process of purification and diagnostic tests were conducted to verify whether the statistical techniques used satisfied the necessary assumptions. The research used both descriptive and inferential statistics to analyse the data. The descriptive statistics included data on frequency, percentage, mean, and standard deviation. Furthermore, a multiple regression analysis was performed. The research used the following regression model in the analysis as adopted from

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

Where,

Y = Service Delivery

X_1 = Employee Involvement

X_2 = Employee Counselling

X_3 = Employee Empowerment

X_4 = Communication Strategy

β_0 = regression intercept,

$\beta_1, \beta_2, \beta_3, \beta_4$, = coefficients while ε is the error term.

Regression results was used to test the hypotheses of the study. In testing hypothesis, t values were used whereby a t value of 2.0 and above was used to reject the null hypothesis. Prior to carrying out regression analysis, diagnostic tests were conducted. diagnostic tests in this study included test for normality, linearity, homoscedasticity and autocorrelation. The assumption that the data is ordinarily distributed is referred to as normality. The researcher used skewness and kurtosis to measure normality. In general, a data set is considered to be normally distributed if the skewness is between -1 and 1 and the kurtosis is between -2 and 2 (Fox, 2019). Linearity assumed that the dependent variable and each independent variable have a linear relationship. Using scatter graphs, the researchers visually examined linearity. If the data points exhibit a general alignment along a straight line, it indicates a linear correlation between the variables. While it is not certain that the

line will pass through every individual point, it is expected to have a mostly linear pattern (Senaviratna & Cooray, 2019).

The assumption of homoscedasticity states that there is no change in the variance of the residuals when one adjusts the independent variables. Using Levene's test, the researcher checked for homoscedasticity. Levene's test is a statistical test used to determine whether two or more groups have the same computed variance for a given variable. If the calculated p-value is more than the threshold for acceptance, the researcher cannot reject the null hypothesis that there are no statistically significant differences in the groups' variances (Darlington & Hayes, 2016).

Autocorrelation is the hypothesis that residuals are not correlated with one another. The researcher tested for autocorrelation using SPSS and the Durbin-Watson test. The Durbin-Watson test is a statistical technique for identifying autocorrelation in a regression analysis's residuals. The Durbin-Watson statistic may take on values between 0 and 4. Positive autocorrelation increases as the statistic approaches zero. There is more negative autocorrelation the closer it approaches approaching 4. Autocorrelation is absent when the value is 2 (Carroll & Ruppert, 2017). The p-values obtained from the regression analysis were used to evaluate the hypothesis. The statistical significance was established at a p-value of less than 0.05. The data was presented using tables and figures. The data visualisations included of pie charts, bar charts, and histograms. The tables included frequency distribution tables, tables including descriptive data, and other tables.

3.8 Ethical Considerations

The research received approval by KeMU. Consent to gather data was acquired from the administration of the involved firms. Participation in the research was optional, with only those who expressed their willingness being included. Participants were required to

provide verbal permission in order to confirm their involvement. The research ensured the anonymity of the respondents, hence no personal information such as names and contact details were gathered. The acquired data was handled with strict secrecy and was only available to the researcher and their supervisors. The data and research findings were only used for academic reasons.

CHAPTER FOUR

RESULTS AND DISCUSSION

4.1 Introduction

The results of this study are presented in this section. Included in this chapter is the response rate, demographic characteristics of the respondents, quantitative analysis of study variables and hypothesis testing results. Results are presented in tables and figures.

4.2.1 Response Rate

The survey included a total of 353 personnel and 384 consumers from Water and Sewerage firms in the Mt Kenya Region. The response rate is considered sufficiently high to warrant generalisation of the research findings. The basis for this judgement is that the response rate in this research exceeds the 70% threshold.

4.2.2 Reliability Results

Reliability of the instruments in the study was assessed using Cronbach alpha. The results are presented in table 4.1

Table 4.1

Reliability Results

	Number of items	Cronbach alpha
Employee involvement	6	0.819
Employee counselling	6	0.802
Employee empowerment	7	0.733
Communication strategy	6	0.791
Service delivery	8	0.701
Total	33	0.769

Results in table 4.1 shows that the Cronbach alpha for the instrument in the study was 0.769. The questionnaire is therefore deemed reliable because the coefficient is above 0.7 as recommended by Bell et al. (2022) and Bougie and Sekaran (2019).

4.2.3 Demographic Characteristics of the Respondents

4.2.3.1 Demographic Characteristics of the Employees

The results of demographic characteristics namely gender, role in the company, working experience and level of education are summarised in table 4.2.

Table 4.2***Demographic Characteristics of the Employees***

Indicate your gender	Female	135	38.2%
	Male	218	61.8%
Indicate your position in the organization	Low Level Management/Supervisor	68	19.3%
	Middle Level Management	216	61.2%
	Top Level Management	69	19.5%
Indicate the number of years worked in the company	0-5 years	208	58.9%
	11-15 years	77	21.8%
	6-10 years	68	19.3%
Indicate the highest level of education that you have completed	Degree	207	58.6%
	Diploma	77	21.8%
	Master's degree	69	19.5%

The survey found that a significant proportion (61.8%) of the participants identified as male. A majority of the participants (58.6%) had a bachelor's degree as their greatest educational attainment. According to the data shown in Table 4.2, a majority of individuals, namely 61.2%, held middle level management positions within their respective companies. The majority of respondents (58.9%) reported having a work experience of five years or less. The findings indicate that the sample was sufficiently representative in terms of work experience, educational level, and functions within the organisation, allowing for the gathering of accurate information.

4.2.3.1 Demographic Characteristics of Customers

A summary of the analysis of the demographic data collected is presented in table 4.3.

Table 4.3***Demographic Characteristics of Customers***

		n	%
Gender	Female	197	51.3%
	Male	187	48.7%
Age	18 – 20 years	9	2.3%
	21-30 years	93	24.2%
	31-40 years	146	38.0%
	41-50 years	109	28.4%
	51-60 years	27	7.0%
	6 – 10 years	92	24.0%
Length of time as a customer	0 – 5 years	65	16.9%
	11– 15 years	90	23.4%
	Above 15 years	137	35.7%
	6 – 10 years	92	24.0%
Education	Bachelor's Degree	143	37.2%
	Certificate	13	3.4%
	Diploma	84	21.9%
	Higher Diploma	63	16.4%
	Postgraduate degree	81	21.1%

The survey found that the majority (51.3%) of the respondents were female, while males accounted for 48.7% of the sample. According to the data shown in table 4.3, 38% of the individuals were in the age range of 31 to 40 years, while 28.4% belonged to the age group of 41 to 50 years. The findings indicate that 37.2% of individuals had a bachelor's degree, whereas 21.9% held a diploma. The data indicates that 35.7% of the participants had been patrons of their water business for more than 15 years, while 24% and 23.4% of the participants had been customers for a duration ranging from 6 to 10 years and 11 to 15 years, respectively. The findings indicate that a significant proportion of the participants in this research had been patrons of Water and Sewerage firms in the Mt Kenya Region for a considerable duration, hence equipping them with knowledge about the companies' service provision.

4.2 Employee Involvement

The researcher therefore assessed the level of employee involvement by posing 6 statements about involvement to the employees in the study to which they agreed or disagreed to using a 5-point Likert scale. Analysis of the responses is summarised in table 4.4

Table 4.4

Employee Involvement

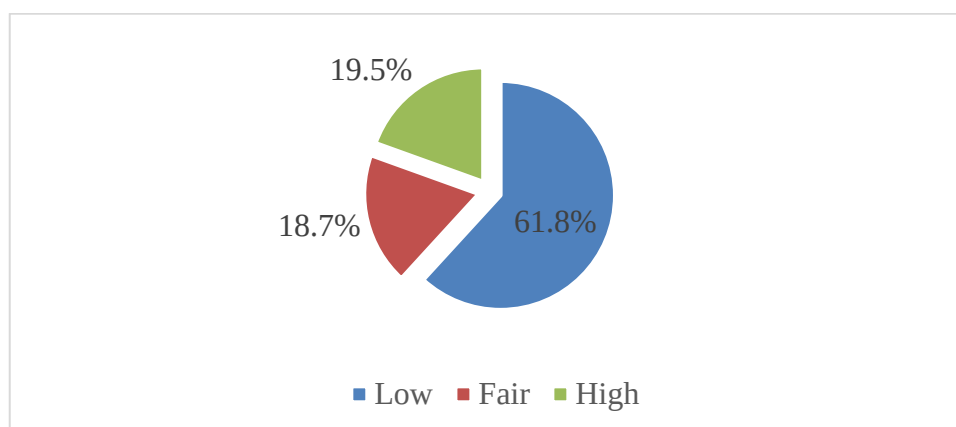
	Agree	Uncertain	Disagree
The organization has established an affective suggestion system to ensure that employee views are factored in change decisions.	42.5%	19.3%	38.2%
The organization promotes, supports and encourages work teams, through which opinions of stakeholders are embraced in change initiatives.	81.3%	0.0%	18.7%
The corporation holds regular continuous improvement meetings with employees to guide them on how to handle new roles and work effectively in light of change.	81.3%	0.0%	18.7%
The firm has a system that encourages dialogue to solve issues with employees as they emerge regarding change introduction.	61.8%	0.0%	38.2%
The organization has adopted a relatively flattened organization structure to enhance employees' creativity and innovativeness in handling change initiatives.	40.0%	21.8%	38.2%

Slightly below half (42.5%) of the respondents agreed that the organization has established an affective suggestion system to ensure that employee views are factored in change decisions. However, 38.2% disagreed. Majority (81.3%) of the respondents agreed that organization promotes, supports and encourages work teams, through which opinions of stakeholders are embraced in change initiatives. An equal number (81.3%) agreed that the corporation holds regular continuous improvement meetings with employees to guide

them on how to handle new roles and work effectively in light of change. Majority (61.8%) also agreed that the firm has a system that encourages dialogue to solve issues with employees as they emerge regarding change introduction. However, only 40% agreed that the organization has adopted a relatively flattened organization structure to enhance employees' creativity and innovativeness in handling change initiatives to which 38.2%. Respondents in the study were also asked to rate their satisfaction with the employee involvement in their company.

Figure 4.1 :

Respondents' Satisfaction with Employee Involvement



As shown in figure 4.1, 61.8% of the respondents indicated that their satisfaction with the employee involvement in their company was low. The findings indicate a moderate degree of agreement with the statements presented to the participants, implying a moderate level of employee engagement. This statement contradicts the findings of Nyandia (2020), which indicate that the participants expressed agreement with the high level of employee engagement, motivation inside businesses, and the willingness of workers to exceed expectations in delivering great customer service. Furthermore, it is in contrast with the conclusions made by Kasaya and Munjuri (2018), who found that managers effectively

communicated the organization's future intentions to the employees. Representative involvement has been identified as a crucial strategy for involving workers in effective job performance. The research also showed that while they lack control and autonomy to carry out their duties, teams at the institution take part in selecting how the job should be done. The differences may arise because they were carried out in different sectors.

4.3 Employee Counselling

The researcher sought to establish the nature of employee counselling in the participating companies. This was done by posing 5 statements regarding counselling centres, delivery methods, Implementation plan, role of management and profiles of counsellors in order to measure employee counselling. A summary of the results is presented in table 4.5.

Table 4.5

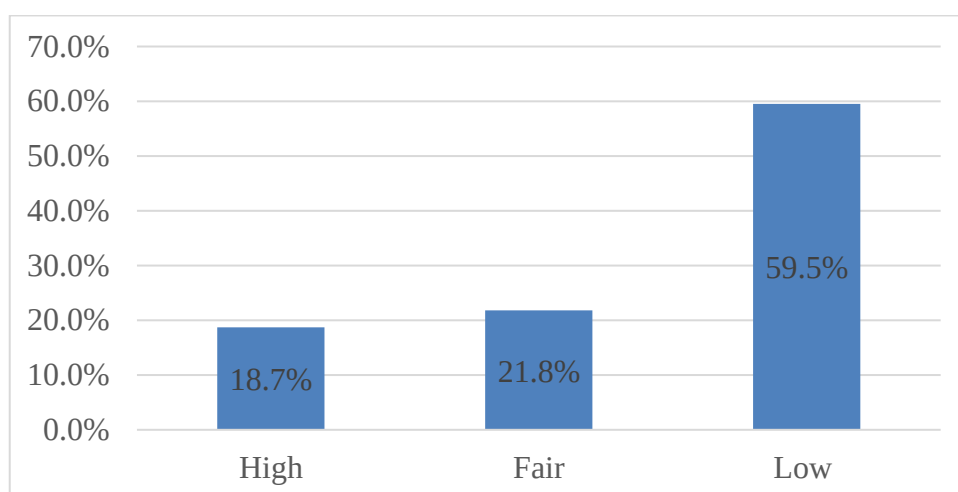
Employee Counselling

	Agree	Uncertain	Disagree
The organization has established sufficient numbers of counseling centers to ensure employees get prompt and efficient services in the context of changes happening in the firm.	0.00%	42.50%	57.50%
The corporation has adopted a variety of employee counselling delivery methods to give employees options for guidance when overwhelmed by changes being implemented.	0.00%	42.50%	57.50%
The implementation plan adopted by the firm is all inclusive, efficient and effective in handling employee issues.	21.80%	20.70%	57.50%
The management plays is committed to provide necessary resources to counselling programs aimed at promoting worker's psychological health in light of change being implemented.	0.00%	42.50%	57.50%
The professional profiles of counselors attached to the firm is rich which ensures quality counselling services to employees in the context of change.	21.80%	39.90%	38.20%

Most (57.5%) of the respondents disagreed that the organization has established sufficient numbers of counselling centres to ensure employees get prompt and efficient services in the context of changes happening in the firm. An equal number (57.5%) disagreed that the corporation has adopted a variety of employee counselling delivery methods to give employees options for guidance when overwhelmed by changes being implemented. Similarly, 57.5% disagreed that the implementation plan adopted by the firm is all inclusive, efficient and effective in handling employee issues. In addition, 57.5% disagreed that the management plays is committed to provide necessary resources to counselling programs aimed at promoting worker's psychological health in light of change being implemented. The results also show that 39.9% were uncertain and 38.2% disagreed that professional profiles of counsellors attached to the firm is rich which ensures quality counselling services to employees in the context of change. The respondents were also asked to rate their satisfaction with the employee counselling in this company.

Figure 4.2

Respondents' Satisfaction with Employee Counselling



Most (59.5%) of the respondents in the study rated their satisfaction with employee counselling as low. This shows that employee counselling in the study was poor and employees were subsequently dissatisfied with employee counselling services offered in the organisation. This finding is in contrast to the findings of Deszca (2019), who observed that numerous businesses have entered into agreements to offer counselling services to their employees in order to address the challenges of the contemporary work environment, the complexities of achieving a satisfactory work-life equilibrium, and the financial consequences linked to mental health concerns among employees. In contrast, Kathukya et al. (2022) found that the implementation of career coaching by Murang'a Water and Sanitation Company Limited (MUWASCO) had a beneficial impact on employee performance. However, this study was only conducted in one company.

4.4 Employee Empowerment

The researcher assessed the nature of employee empowerment. This was done by asking the respondents about authority and autonomy, responsibility in decisions, delegation of authority and group potency using a 5-point Likert scale. The result is displayed in table 4.6.

Table 4.6***Employee Empowerment***

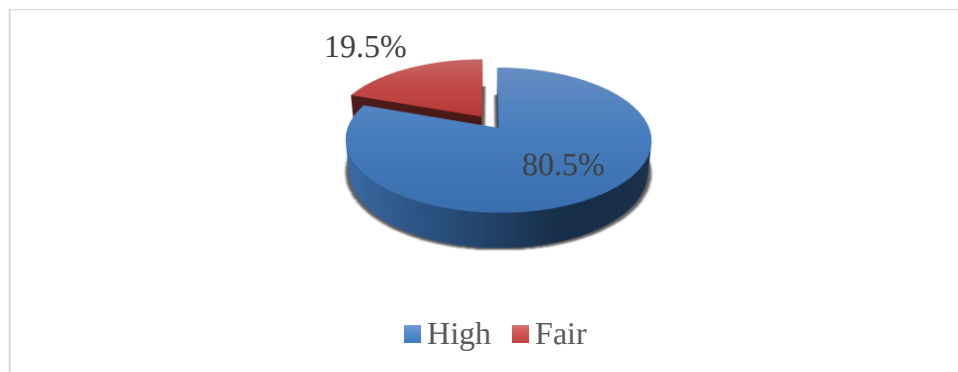
	Agree	Disagree
The organization allows employees a significant level of authority and autonomy in handling their assignments in light of organizational change.	78.2%	21.8%
The organization holds regular training and development to equip employees with skills to handle change initiatives as they are introduced.	81.3%	18.7%
The state corporation allows employees responsibility on decisions touching on their work areas and tasks.	59.5%	40.5%
The management of the corporation often delegates authority and superior roles to lower level staff to ensure they acquire hands on skills regarding changes being implemented.	80.7%	19.3%
The organization promotes a spirit of teamwork to ensure employees learn from peers on how to handle change initiatives.	100.0%	0.0%
The organization has established a regular job rotation framework among staff to equip them with an all-round experience regarding change being implemented.	81.3%	18.7%

Majority (78.2%) of the respondents agree that the organization allows employees a significant level of authority and autonomy in handling their assignments in light of organizational change. Similarly, 81.3% agreed that their organization holds regular training and development to equip employees with skills to handle change initiatives as they are introduced. Most (59.5%) of the respondents agreed that the company allows employees responsibility on decisions touching on their work areas and tasks. Majority (80.7%) also agreed that the management of the corporation often delegates authority and superior roles to lower level staff to ensure they acquire hands on skills regarding changes being implemented. The results show that all (100%) of the respondents indicated that the organization promotes a spirit of teamwork to ensure employees learn from peers on how to handle change initiatives. In addition, 81.3% agreed that organization has established a regular job rotation framework among staff to equip them with an all-round experience

regarding change being implemented. The respondents in the study were also asked to rate their satisfaction with the employee empowerment in their company. The result is displayed 4.3.

Figure 4.3

Respondents' Satisfaction with Employee Empowerment



Majority (80.5%) of the respondents rated their satisfaction with employee empowerment as high. These results demonstrate that employee empowerment was high in this sample and the respondents were satisfied with measures taken by their companies to increase their empowerment. The present study's results align with the findings of Shedid (2019), which indicate a dearth of employee empowerment within the banking sector of the United Arab Emirates. Specifically, bank personnel face constraints in terms of their autonomy in client interactions and problem-solving capabilities. The employees exhibited moderate levels of the antecedents of empowerment, namely knowledge and skill, trust, communication and information flow, and job clarity. The results are consistent with the findings of Commey et al. (2016), which indicated that the idea of employee empowerment is being applied in the chosen hotels. All eight managers, representing 100% of the sample, and 58 workers, representing 96% of the sample, agreed with this assertion.

4.5 Communication Strategy

The results on communication of the organisations are summarised in table 4.7.

Table 4.7

Communication Strategy

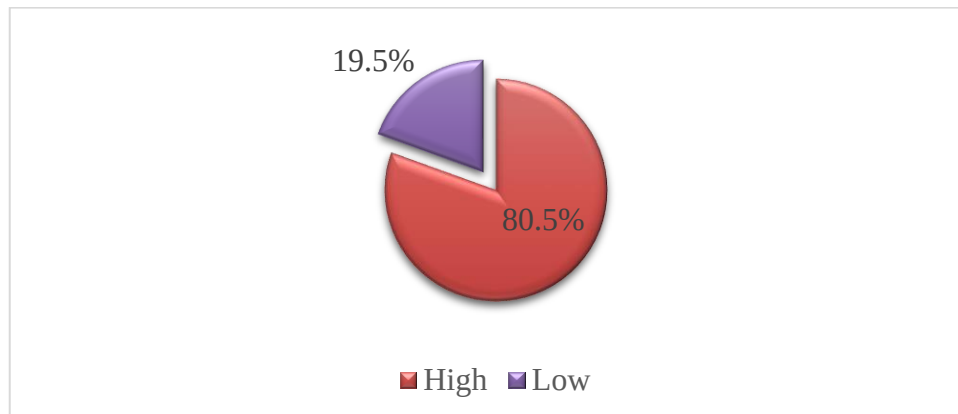
	Agree	Disagree
The organization exploits a variety of channels to ensure that information about change effectively reaches the employees.	61.8%	38.2%
The organization's management provides effective feedback on issues raised by employees regarding change initiatives being implemented.	61.8%	38.2%
The organization ensures timely relay of information to employees as and when new issues concerning change initiatives arise in the firm.	81.3%	18.7%
The employees and all stakeholders are part and parcel of the communication system utilized by the firm meaning that information regarding change flows in either direction.	61.8%	38.2%
The organization makes use of both formal and informal communication routes to ensure effective and efficient relay of information regarding change.	81.3%	18.7%

The majority of respondents (61.8%) said that their company uses a range of methods to make sure that workers are properly informed about changes. The management of their company, according to an identical percentage (61.8%), effectively responds to employee concerns about change efforts that are being carried out. The majority of respondents (81.3%) said that the company makes sure that staff members are informed promptly about any new concerns pertaining to change efforts that come up in the company. The majority (61.8%) also agreed that information about change flows in both directions since workers and other stakeholders are integral components of the communication system the company uses. Additionally, according to the findings, 81.3% of the respondents believed that the organisation uses both official and informal channels for communication in order to guarantee that information about changes is sent effectively and efficiently. Respondents

in the study were also asked to rate their satisfaction with the communication strategy in their organisation.

Figure 4.4

Respondents' Satisfaction with Employee Empowerment



Findings indicate that 80.5% of respondents expressed a high level of satisfaction with the communication strategy used in their company. The findings therefore indicate that the companies included in the research had a communication strategy and used several communication channels. The findings also indicated a significant level of contentment with the communication approach. The findings of this study align with the research conducted by Soyinka (2020), which identified that communication within Iroko TV adheres to the 7C's framework. This framework has proven to be beneficial in improving the efficiency and effectiveness of staff members. Specifically, employees have demonstrated increased productivity in fulfilling their responsibilities, maintaining regular communication, fostering a harmonious relationship between employers and employees, and promoting organisational values and ethical standards. The results of Bergman et al. (2016) align with this observation, as they also noted that meetings served not just as a

channel for top-down information dissemination, but also as a platform for workers to exert influence on decision-making processes and contribute to workplace growth.

4.6 Service Delivery

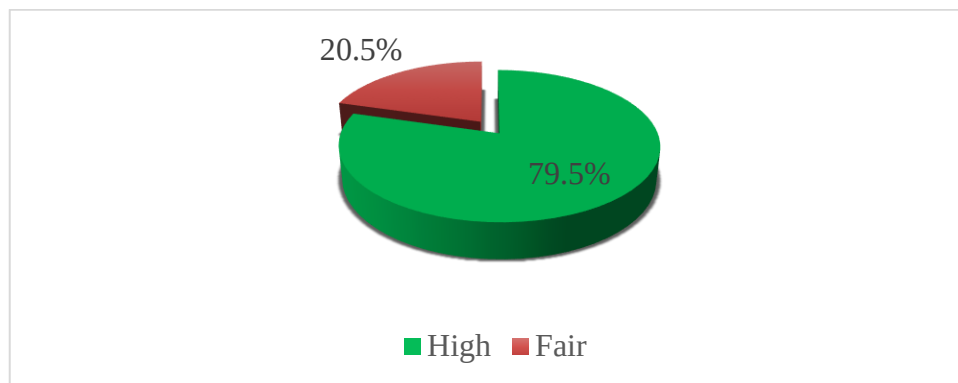
The researcher sought to assess the level of service delivery. The results are presented in this section.

4.6.1 Employees Rating of Service Delivery

Employees in this study were asked to rate the service delivery in their company. The result is displayed in figure 4.5.

Figure 4.5

Employees Rating of Service Delivery



Majority (79.5%) of the respondents indicated that the service delivery in their company was high.

4.6.2 Customer Satisfaction

A summary of the results on customer satisfaction is presented in table 4.8.

Table 4.8***Customer Satisfaction***

	Agree	Uncertain	Disagree
The water delivered by the company is safe for consumption.	82.3%	8.3%	9.3%
The water supply is consistent and reliable.	71.6%	6.0%	22.4%
The water pressure is sufficient for our customer's needs	75.0%	15.6%	9.4%
The company provides adequate sewerage services to the residents in their area of operation.	41.6%	28.6%	29.7%
The company responds quickly to customer complaints and service requests.	43.7%	9.6%	46.6%
The company is transparent in their operations and communicates effectively with customers.	57.3%	18.8%	23.9%
The company's staff are knowledgeable and helpful when dealing with customers.	58.1%	16.7%	25.3%
Overall, I am satisfied with the overall service provided by the company.	64.4%	12.8%	22.9%

The company's water was deemed safe for ingestion by the majority (82.3%) of the respondents. The majority of respondents (71.6%) concurred that the water supply was consistently dependable. Likewise, 75% of respondents agreed that the water pressure met their requirements. Nevertheless, a mere 41.6% of respondents expressed agreement with the company's provision of satisfactory sewage services to people within its operational jurisdiction, while 29.7% voiced disagreement. By contrast, 46.6% of respondents express dissatisfaction with the company's promptness in addressing customer complaints and service requests, while 43.7% acknowledge the company's responsiveness. Most (53.7%) of the respondents think that the organisation is transparent in their operations and communicates well with clients. Likewise, 58.1% of respondents expressed agreement with the company's workforce possessing both expertise and helpfulness in client interactions. In all, 64.4% of the participants expressed satisfaction with the company's overall service. The results of Lyimo's (2022) research indicate a noteworthy correlation between the dependability of water supply and sanitation services and the level of customer satisfaction. The findings of Ong et al. (2023) indicate that many factors contribute to overall satisfaction with water services. These factors include the availability

of inexpensive water service, the provision of correct water bills, timely completion of repairs and installations, occasional water outages, and the presence of competent and professional workers. However, this outcome contrasts with the results of a mixed-methods research conducted in four districts of Malawi, which indicated that the performance in terms of both technical and financial aspects is lacking under community administration. According to Chowns (2015), there is a lack of regular maintenance, resulting in infrequent upkeep. Additionally, repairs are characterised by sluggishness and inadequate quality. Moreover, user committees have challenges in their ability to accumulate and save finances.

4.7 Inferential Statistics

4.7.1 Diagnostic Tests

Diagnostic tests in this study included test for normality, linearity, homoscedasticity and autocorrelation. The results are presented in this section.

4.3.1.1 Test of Normality

To test normality of the data in the study, skewness and kurtosis were tested. Generally, a skewness value between -1 and 1 and a kurtosis value between -2 and 2 indicate that the data is normally distributed. The results are presented in table 4.9

Table 4.9

Skewness and Kurtosis of Data

Variable	Skewness	Kurtosis
Employee Involvement	0.466	0.639
Employee Counselling	0.527	1.218
Employee Empowerment	0.279	1.415
Communication Strategy	0.487	1.159
Service Delivery	0.378	1.065

Looking at the values for the variables in table 4.9, it appears that all the variables have skewness and kurtosis values within the normal range (-2 and +2). Therefore, based on this information, the researcher concluded that the data was normally distributed.

4.3.1.2 Linearity

A scatter plot was used to assess the linearity of data.

Figure 4.6

Linearity

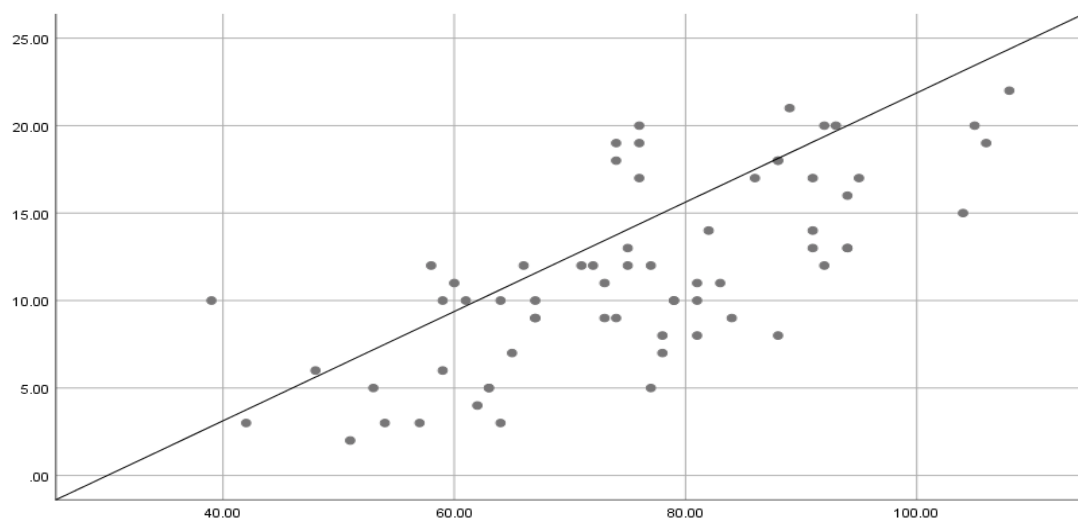


Figure 4.1 illustrates a linear relationship. This means that the points on the scatterplot closely resemble a straight line.

4.3.1.3 Multicollinearity

Variance inflation factor (VIF) was computed to assess the multicollinearity in the data. The results are presented in table 4.10.

Table 4.10

Tolerance and VIF Values

Variable	Tolerance	VIF
Employee Involvement	0.928	1.078
Employee Counselling	0.974	1.026
Employee Empowerment	0.916	1.091
Communication Strategy	0.961	1.041

Results in table 4.10 demonstrate that all the variables have tolerance values well above 0.1 and VIF values well below 10, which suggests that there is no significant multicollinearity among the predictors. Therefore, it is safe to conclude that the predictors in this study are not highly correlated and can be included in the regression model without concerns about multicollinearity.

4.3.1.4 Homoscedasticity

To test the assumption of homoscedasticity, the Levene test was done. The result is presented in table 4.11.

Table 4.11***Levene's Test***

	Levene			
	Statistic	df1	df2	Sig.
Service Delivery Based on Mean	1.010	11	46	.452
Based on Median	.465	11	46	.915
Based on Median and with adjusted df	.465	11	18.886	.903
Based on trimmed mean	.943	11	46	.510

Based on the Levene test statistic values in table 4.11, all the three test statistics (based on mean, median, and trimmed mean) show p-values greater than 0.05, which suggests that there is not enough evidence to reject the null hypothesis of equal variances. Therefore, in this case, it is safe to assume that the variances of the groups are equal.

4.3.1.5 Autocorrelation

To assess the presence of autocorrelation, Durbin Watson test was computed. The results are presented in table 4.12.

Table 4.12***Durbin Watson Test***

Model	R	R Square	Adjusted Square	RStd. Error of the Estimate	Durbin-Watson
1	.956a	.913	.912	1.40255	2.051

The DW value table 4.12 (2.05) falls between 1.5 and 2.5 is generally considered acceptable. This means that there is a low likelihood of the presence of autocorrelation in the residuals.

4.7.2 Correlation Analysis

The correlation values for the study variables are shown in table 4.13

Table 4.13***Correlation Analysis***

Variable	R
Employee Involvement	0.772
Employee Counselling	0.438
Employee Empowerment	0.697
Communication Strategy	0.986

The results show that there was a strong positive correlation ($r=0.772$) between employee involvement and service delivery. However, there was a weak but positive correlation ($r=0.438$) between employee counselling and service delivery. There was a strong positive

correlation ($r=0.697$) between employee empowerment on service delivery. There was also a strong positive correlation ($r=0.987$) between communication strategy and service delivery.

4.7.3 Multiple Regression Analysis

In order to test the null hypothesis, regression analysis was carried out. This was done by generating a score of each of the 4 independent variables and the dependent variables and then conducting multiple linear regression using SPSS. The results are presented in this section.

4.7.3.1 Model Summary

The model summary in table 4.14 provides an overview of how well the regression model fits the data and provides information about the goodness-of-fit metrics.

Table 4.14

Model Summary

				Std. Error of the
Model	R	R Square	Adjusted R Square	Estimate
1	.956 ^a	.913	.912	1.40255

The results show that there was a strong positive correlation ($r=0.856$) between human resource change management practices and service delivery. According to the results, 73% of the service delivery can be attributed to human resource change management practices.

4.7.3.2 Analysis of Variance (ANOVA)

ANOVA results in table 4.15 play a crucial role in assessing the overall significance and goodness of fit of the regression model.

Table 4.15:***ANOVA Output***

		Sum	of			
Model		Squares	df	Mean Square	F	Sig.
1	Regression	912.890	6	152.148	3.641	.002 ^b
	Residual	14458.781	346	41.788		
	Total	15371.671	352			

The result shows that the F value is significant ($p=0.002$) at 95% confidence interval. This means that the model of the study is significant in predicting the service delivery. This finding is in support of Kekez (2018) who indicated that human resource change management practices can help organizations to create a more efficient and effective workforce, which can lead to improved service quality, decreased costs, and improved customer satisfaction. It agrees with Bhutta (2019) that change management practices can also help to foster a culture of collaboration and trust within the organization, which can lead to better communication and collaboration between employees, making it easier to deliver services quickly and effectively. It also agrees with Stone et al. (2020) who indicated that change management can help organizations identify areas where they need improvement and create strategies for making those improvements while minimizing disruption caused by the transition period.

4.7.3.3 Model Coefficients Table

The model coefficients in table 4.16 provides information about the estimated coefficients of the predictor variables in the regression model.

Table 4.16***Model Coefficients Table***

Model	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta	t	Sig.
1(Constant)	0.093	.180		0.516	.303
Involvement	.075	.038	.474	1.992	.047
Counselling	.011	.011	.015	.927	.355
Empowerment	.074	.024	.333	3.088	.002
Communication	.769	.040	.967	19.073	.000

The p values in the table show that employee involvement ($p=0.047$), employee empowerment ($p=0.002$) and communication strategy ($p=0.000$) are significant. However, employee counselling ($p=0.355$) was not significant. The unstandardized coefficients in the table can be used to solve the model of the study.

$$Y = 0.093 + 0.075 X_1 + 0.011 X_2 + 0.074 X_3 + 0.769 X_4 + \varepsilon$$

The findings of the new model indicate that in the absence of effective human resource change management practises, the level of service delivery would be very low, specifically measuring at 0.093. The newly developed model demonstrates that the beta coefficients associated with all variables have a positive sign, indicating that each variable has a beneficial impact on service delivery. The beta coefficient for the Communication Strategy variable was found to be 0.769, indicating that a one-unit increase in communication strategy is associated with a 0.769 unit increase in service delivery. This finding indicates that the implementation of effective communication strategies has paramount significance in human resource change management practises, with subsequent importance placed on employee participation, employee empowerment, and employee counselling.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This chapter provides a concise overview of the study's results, a comprehensive conclusion, practical advice, and ideas for further research and study. The primary objective of this section is to serve as a reminder to the reader of the key results presented in the preceding chapters. Additionally, it seeks to provide a concise summary of the interpretations made based on these findings. Furthermore, it strives to demonstrate the potential impact of the study on the existing knowledge of the subject and its practical implications.

5.2 Summary

The objectives of the study were to assess the influence of employee involvement on service delivery, determine the influence of employee counselling on service delivery, establish the influence of employee empowerment on service delivery and determine the influence of communication strategy on service delivery. The independent variables were the human resource change management practices: employee involvement, communication strategies, employee empowerment and employee counselling. The dependent variable was service delivery and was indicated through measuring customer satisfaction.

The study was anchored in Kurt Lewin Three Step Theory, Kotter's Eight Step Process of Change and SERVQUAL theories. The water and sewerage firms in the Mt Kenya Region were observed, while their staff and customers were analysed. The research surveyed both the employees and consumers of these organisations. The survey included a total of 353

personnel and 384 consumers from Water and Sewerage firms in the Mt Kenya Region. Data collection was conducted using a semi-structured questionnaire as the chosen tool. The research used both descriptive and inferential statistics to analyse the data.

The study found that there was a strong positive correlation ($r=0.856$) between human resource change management practices and service delivery. According to the results, 73% of the service delivery can be attributed to human resource change management practices. Results showed that employee involvement ($p=0.047$), employee empowerment ($p=0.002$) and communication strategy ($p=0.000$) were significant. Communication Strategy had the largest beta coefficient ($\beta =0.769$) which means that a unit change in communication strategy would result in a 0.769 change in service delivery. This shows that communication strategy is the most important aspect of human resource change management practices followed by employee involvement, employee empowerment and employee counselling.

5.3 Discussion

5.3.1 Employee Involvement and Service Delivery

The study found that employee involvement was significant ($p=0.047$). The first hypothesis is therefore rejected and the study concludes that employee involvement has a significant influence on service delivery. This finding is consistent with the argument made by Garcia et al. (2019) that employee participation fosters a work climate where individuals have the ability to influence choices and actions that directly affect their employment. The findings of this study align with the research conducted by Kasaya and Munjuri (2018), which concluded that employee participation has a large and favourable impact on employee performance. The findings of Nyandia's (2020) research support the notion that employee engagement has a favourable and substantial impact on an organization's service delivery. Furthermore, the present study aligns with the research

conducted by Motieri and Minja (2019), which demonstrated a statistically significant correlation between staff engagement and the quality of service delivery. The results of the study indicated a significant and positive correlation between direct participation, which includes delegation of work duties, engagement in the establishment of work plans, participation in decision-making processes, and the establishment of individual objectives. These forms of participation were shown to lead to a notable improvement in service delivery.

5.3.2 Employee Counselling and Service Delivery

The study found that employee counselling ($p=0.355$) was not significant. The second hypothesis of the study is therefore retained and the study concludes that employee counselling has no significant influence on service delivery. Employee counselling, contrary to the findings of Mishra et al. (2021), does not provide a beneficial chance for the workforce to work through challenges in a private and supportive environment. Employee counselling, according to Attridge and Dickens (2022), is an important part of change management because it helps workers overcome obstacles to their personal and professional growth in the areas of interpersonal relationships, mental health, and decision making. Counselling promotes change in workers and helps businesses grow, which contradicts the findings of Hayes (2018).

5.3.3 Employee Empowerment and Service Delivery

The study found that employee empowerment was significant ($p=0.02$). The third hypothesis of the study is therefore rejected and the study concludes that employee empowerment has a significant influence on service delivery. This aligns with the research conducted by Torach (2018), which demonstrates that employee autonomy has a substantial impact on service delivery within NWSC. Additionally, the study reveals a

significant correlation between staff involvement and service delivery in NWSC. Furthermore, the research indicates a positive and significant relationship between psychological empowerment and service delivery in NWSC. The results of Araigua (2020) also demonstrate a substantial positive association ($R = 0.79$) between staff empowerment and customer service performance. The findings demonstrated a statistically significant correlation.

5.3.4 Communication Strategy and Service Delivery

Communication strategy in the study was significant ($p=0.000$). The fourth hypothesis is therefore rejected and the study concludes that communication strategy has a significant influence on service delivery. This finding provides support for the assertion made by Malek and Yazdanifard (2022) that effective communication plays a pivotal role in the process of managing organisational transformation. The authors observed that proficient communication plays a crucial role in attaining the objective of change management, which involves optimising the advantages of a programme, project, or initiative while mitigating the potential hazards of unsuccessful outcomes. This finding aligns with the research conducted by Mutunga (2022), which indicates that effective communication plays a crucial role in enhancing the delivery of excellent services inside mission hospitals. The importance of effective communication and customer care in the context of client interactions was recognised and emphasised at mission hospitals. This emphasis was seen across all staff levels, with the aim of ensuring the long-term provision of high-quality service. The research conducted by Hasanaj (2019) further substantiates the notion that good communication plays a crucial role in the achievement of successful transformation initiatives. Effective communication plays a crucial role in conveying the goals of organisational change, fostering active participation, and influencing people to embrace the proposed modifications.

5.4 Conclusion

Employee involvement has a significant influence on service delivery. Specifically, the study found that employee involvement has a positive and significant influence on service delivery meaning that enhanced employee involvement produces greater service delivery.

Employee counselling had no significant influence on service delivery. The study found that employee counselling programs in the participating companies were poor or non-existent. The results demonstrated that counselling had a positive but insignificant influence of service delivery which calls for more emphasis on employee counselling.

Employee empowerment has a significant influence on service delivery. Specifically, the study found that employee empowerment had a positive and significant influence on service delivery meaning that an increase in employee empowerment will see better service delivery.

Communication strategy has a significant influence on service delivery. The research revealed a strong and meaningful correlation between communication strategy and service delivery, indicating that improvements in communication strategy lead to enhanced service delivery. Communication strategy had the largest influence on service delivery among the four study variables.

5.5 Recommendations

Leadership of water and sewerage companies ought to encourage employees to participate in initiatives to solve service delivery issues. They ought to encourage employees to approach supervisors or management with their ideas and suggestions in a bid to continuously improve service delivery. This will help create a sense of ownership and pride in their work, leading to improved service delivery.

Management of water and sewerage companies ought to create a culture of trust and respect which involves creating a workplace where employees feel comfortable speaking up and taking risks. Management should also be open to feedback from employees and being willing to change course if necessary. This will enhance employee empowerment which will better service delivery.

Water and sewerage firms' management should ensure that its supervisors are equipped with essential communication tools. Providing training to managers on good communication skills can guarantee that messages are received and comprehended, and that staff feel acknowledged and encouraged. Employers may further enhance the reach of their message by using channels such as corporate newsletters or internal social media platforms.

5.6 Suggestions of the study

This study was limited to the Mt. Kenya region. Therefore, it is necessary to carry out a similar study in water and sewerage companies in other parts of the country. In addition, a similar study can be carried out in other sectors of the economy. This study relied on quantitative data. Future studies would benefit by supplementing with quantitative data with qualitative data.

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APPENDICES

Appendix One: Introduction Letter to Respondents

GRACE NYAMBURA WACHIRA

P.O BOX 1112-10100,

NYERI.

CELLPHONE NO: +254 727986046

Email: wachiragrace01@gmail.com

Dear Respondent,

REF: INTRODUCTORY LETTER

I am a student at Kenya Methodist University (KEMU), pursuing a Master of Business Administration (Human Resource Management). I am carrying out a research on the influence of human resource change management practices on service delivery in water service companies. Kindly answer the questionnaire provided as truthfully as possible. The information obtained will be used purely for academic purposes.

Your response will be highly appreciated.

Thank you.

Yours Faithfully,

GRACE NYAMBURA WACHIRA

REG NO: BUS-3-6595-1/2016

CELLPHONE NO: +254 727986046

Appendix Two: Questionnaire for Employees

Introduction

This questionnaire seeks to collect data on the influence of human resource change management practices on service delivery at in water and sewerage companies in Mount Kenya Region. The data obtained will be used to score purely academic goals. The researcher makes a commitment to ensure confidentiality in dealing with information provided. Kindly answer appropriately the questions provided below. Do not indicate your name anywhere in the Questionnaire.

SECTION A: GENERAL INFORMATION

1.	Indicate your gender	☐ Male ☐ Female
2.	Indicate your employment status	☐ Top Level Management ☐ Middle Level Management ☐ Low Level Management/ Supervisor ☐ Regular Staff
3.	Indicate the number of years worked in the state corporation	☐ 0-5 years ☐ 6-10 years ☐ 11-15 years ☐ 15+ years
4.	Indicate your highest level of education	☐ Secondary ☐ College ☐ Certificate

SECTION B: CHANGE MANAGEMENT PRACTICES

PART I: EMPLOYEE INVOLVEMENT

5. To what extent do you agree with the following statements regarding the state of employee involvement as a change management strategy in the corporation?	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
The organization has established an affective suggestion system to ensure that employee views are factored in change decisions.					
The organization promotes, supports and encourages work teams, through which opinions of stakeholders are embraced in change initiatives.					
The corporation holds regular continuous improvement meetings with employees to guide them on how to handle new roles and work effectively in light of change.					
The firm has a system that encourages dialogue to solve issues with employees as they emerge regarding change introduction.					
The organization has adopted a relatively flattened organization structure to enhance employees' creativity and innovativeness in handling change initiatives.					

5b. How would you rate your satisfaction with the employee involvement in this company?

Very High [] High [] Fair [] Low [] Very Low []

PART II: COMMUNICATION STRATEGIES

6. Tick appropriately on the level of agreement or disagreement with the statements provided regarding the state of communication strategies as a change management variable.	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
The organization exploits a variety of channels to ensure that information about change effectively reaches the employees.					
The organization's management provides effective feedback on issues raised by employees regarding change initiatives being implemented.					
The organization ensures timely relay of information to employees as and when new issues concerning change initiatives arise in the firm.					
The employees and all stakeholders are part and parcel of the communication system utilized by the firm meaning that information regarding change flows in either direction.					
The organization makes use of both formal and informal communication routes to ensure effective and efficient relay of information regarding change.					

6b. How would you rate your satisfaction with the communication strategies in this company?

Very High [] High [] Fair [] Low [] Very Low []

PART III: EMPLOYEE EMPOWERMENT

7. To what extent is employee empowerment as a change management practice entrenched in this company?	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
The organization allows employees a significant level of authority and autonomy in handling their assignments in light of organizational change.					
The organization holds regular training and development to equip employees with skills to handle change initiatives as they are introduced.					
The state corporation allows employees responsibility on decisions touching on their work areas and tasks.					
The management of the corporation often delegates authority and superior roles to lower level staff to ensure they acquire hands on skills regarding changes being implemented.					
The organization promotes a spirit of teamwork to ensure employees learn from peers on how to handle change initiatives.					
The organization has established a regular job rotation framework among staff to equip them with an all-round experience regarding change being implemented.					

PART C: EMPLOYEE COUNSELLING

8. Indicate you view on the extent to which the following statements hold true with regard to employee counselling as a change management practice utilized by the firm.	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
The organization has established sufficient numbers of counseling centers to ensure employees get prompt and efficient services in the context of changes happening in the firm.					
The corporation has adopted a variety of employee counselling delivery methods to give employees options for guidance when overwhelmed by changes being implemented.					
The implementation plan adopted by the firm is all inclusive, efficient and effective in handling employee issues.					
The management plays is committed to provide necessary resources to counselling programs aimed at promoting worker's psychological health in light of change being implemented.					
The professional profiles of counselors attached to the firm is rich which ensures quality counselling services to employees in the context of change.					

8b. How would you rate your satisfaction with the employee counselling in this company?

Very High [] High[] Fair [] Low [] Very Low []

SECTION C: SERVICE DELIVERY

9. How would you rate the service delivery in this company?

Very High [] High[] Fair [] Low [] Very Low []

10. What can be done to improve the service delivery in this company?

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Thank You for your Participation.

Appendix Three: Questionnaire for Customers

Introduction

This questionnaire seeks to collect data on the influence of human resource change management practices on service delivery at in water and sewerage companies in Mount Kenya Region. The data obtained will be used to score purely academic goals. The researcher makes a commitment to ensure confidentiality in dealing with information provided. Kindly answer appropriately the questions provided below. Do not indicate your name anywhere in the Questionnaire.

SECTION A: GENERAL INFORMATION

1.	Indicate your gender	Male [] Female []
2.	How old are you?	18 – 20 years [] 21-30 years [] 31-40 years [] 41-50 years [] 51-60 [] 61-70 years [] Over 71 years []
3.	How long have you been a customer of the water company??	0 – 5 years [] 6 – 10 years [] 11– 15 years [] Above 15 years []
4.	Indicate your highest level of education that you have completed	O level [] A level [] Certificate [] Diploma [] Undergraduate [] Post Graduate []

SECTION B: Customer Satisfaction

5. Indicate your view on the extent to which the following statements hold true with regard to service delivery of this company.	Strongly agree	Agree	Uncertain	Disagree	Strongly Disagree
The water delivered by the company is safe for consumption.					
The water supply is consistent and reliable.					
The water pressure is sufficient for our customer's needs					
The company provides adequate sewerage services to the residents in their area of operation.					
The company responds quickly to customer complaints and service requests.					
The company is transparent in their operations and communicates effectively with customers.					
The company's staff are knowledgeable and helpful when dealing with customers.					
Overall, I am satisfied with the overall service provided by the company.					

6. What can be done to improve your customer satisfaction in this company?

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.....

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Thank You for your Participation.

Appendix Four: Water and Sewerage Companies in Mt Kenya Region

1. Embe Water and Sanitation Company
2. Embu Water and Sanitation Company
3. Gatamathi Water and Sanitation Company
4. Gatanga Water & Sewerage Company
5. Gatundu Water and Sanitation Company
6. Githunguri Water & Sanitation Company
7. Imetha Water and Sanitation Company
8. Kahuti Water and Sanitation Company
9. Karimenu Water and Sanitation Company
10. Karuri Water Company
11. Kiambu Water and Sewerage Company
12. Kikuyu Water and Sewerage company
13. Kirinyaga Water and Sanitation Company
14. Limuru Water and Sewerage Company
15. Meru Water Sewerage Services
16. Muranga South Water and Sanitation Company
17. Nakuru Rural Water and Sanitation Company
18. Naro Moru Water and Sanitation Company
19. Nithi Water and Sanitation Company
20. Nyahururu Water and Sanitation Company
21. Nyandarua Water & Sanitation Company
22. Nyeri Water & Sewerage Company
23. Olkalou Water & Sanitation Company
24. Othaya Mukurueni Water and Sanitation Company
25. Ruiru-Juja Water and Sanitation
26. Rumuruti Water and Sanitation Company
27. Tetu Aberdare Water and Sanitation Company
28. Thika Water and Sewerage Company

Appendix Five: Kemu Authorization Letter



KENYA METHODIST UNIVERSITY

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DIRECTORATE OF POSTGRADUATE STUDIES

June 26, 2023

Commission Secretary
National Commission for Science, Technology and Innovations
P.O. Box 30623-00100
NAIROBI

Dear Sir/Madam,

RE: GRACE NYAMBURA WACHIRA (REG. NO. BUS-3-6595-1/2016)

This is to confirm that the above named is a bona fide student of Kenya Methodist University, in the Department of Business Administration, undertaking a Master's Degree in Business Administration. She is conducting research on: "Influence of Human Resource Change Management Practices on Service Delivery in Water and Sewerage Companies in Mount Kenya Region, Kenya".

We confirm that her research proposal has been defended and approved by the University.

In this regard, we are requesting your office to issue a research license to enable her collect data.

Any assistance accorded to her will be highly appreciated.

Yours sincerely,

Dr. John M. Muchiri (PhD)

Dean, Postgraduate Studies

Cc: Dean SBUE

CoD, Business Administration

Postgraduate Coordinator

Supervisors

Appendix Six: Research Permit

 REPUBLIC OF KENYA	 NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY & INNOVATION
Ref No: 430512	Date of Issue: 17/July/2023
RESEARCH LICENSE	
	
This is to Certify that Miss.. GRACE GRACE WACHIRA of Kenya Methodist University, has been licensed to conduct research as per the provision of the Science, Technology and Innovation Act, 2013 (Rev.2014) in Embu, Kiambu, Meru, Muranga, Nyandarua, Nyeri on the topic: INFLUENCE OF HUMAN RESOURCE CHANGE MANAGEMENT PRACTISES ON SERVICE DELIVERY IN WATER AND SEWERAGE COMPANIES IN MOUNT KENYA REGION, KENYA for the period ending : 17/July/2024.	
License No: NACOSTI/P/23/27557	
430512 Applicant Identification Number	 Director General NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY & INNOVATION
Verification QR Code	
	
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