

**STRATEGIC CHANGE MANAGEMENT AND SERVICE DELIVERY AT THE  
NAIROBI CITY COUNTY**

**BY**

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**D61/84249/2015**

**A RESEARCH PROJECT REPORT SUBMITTED IN PARTIAL FULFILLMENT  
OF THE REQUIREMENT FOR THE AWARD OF THE DEGREE OF MASTER  
OF BUSINESS ADMINISTRATION, SCHOOL OF BUSINESS, UNIVERSITY OF  
NAIROBI**

**DECEMBER 2018**

**DECLARATION**

This research project is my original work and has not been presented for a degree in any other university.

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

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## **DEDICATION**

I would like to dedicate this project to my parents and siblings who encouraged me to pursue this course especially the research project.

## **ACKNOWLEDGEMENT**

My sincere gratitude goes to God for sufficient grace that helped me come up with this project. To my supervisor Dr. Regina Kitiabi, I am so grateful for the support and encouragement you accorded me.

## TABLE OF CONTENTS

|  |             |
|--|-------------|
| <b>DECLARATION.....</b>                                    | <b>ii</b>   |
| <b>DEDICATION.....</b>                                     | <b>iii</b>  |
| <b>ACKNOWLEDGEMENT.....</b>                                | <b>iv</b>   |
| <b>LIST OF ABBREVIATIONS AND ACRONYMS .....</b>            | <b>viii</b> |
| <b>ABSTRACT.....</b>                                       | <b>ix</b>   |
| <b>CHAPTER ONE: INTRODUCTION.....</b>                      | <b>1</b>    |
| 1.1 Background of the Study .....                          | 1           |
| 1.1.1 Strategic Change Management .....                    | 3           |
| 1.1.2 Service Delivery.....                                | 4           |
| 1.1.3 Nairobi City County.....                             | 5           |
| 1.2 Research Problem .....                                 | 6           |
| 1.3 Research Objective .....                               | 8           |
| 1.4 Value of the Study .....                               | 8           |
| <b>CHAPTER TWO: LITERATURE REVIEW.....</b>                 | <b>10</b>   |
| 2.1 Introduction.....                                      | 10          |
| 2.2 Theoretical Foundation .....                           | 10          |
| 2.2.1 Institutional Theory.....                            | 11          |
| 2.2.2 Resource-Based View .....                            | 13          |
| 2.2.3 Stakeholders Theory .....                            | 14          |
| 2.3 Strategic Change Management .....                      | 15          |
| 2.4 Strategic Change Management and Service Delivery ..... | 18          |
| 2.5 Empirical Studies and Research Gap.....                | 19          |

|  |           |
|--|-----------|
| <b>CHAPTER THREE :RESEARCH METHODOLOGY .....</b>                   | <b>22</b> |
| 3.1 Introduction.....  | 22        |
| 3.2 Research Design.....   | 22        |
| 3.3 Data Collection .....  | 23        |
| 3.5 Data Analysis .....  | 24        |
| <b>CHAPTER FOUR: DATA ANALYSIS RESULTS AND DISCUSSION .....</b>    | <b>25</b> |
| 4.1 Introduction.....  | 25        |
| 4.2 Respondents’ Demographic Information.....                      | 25        |
| 4.2.1 Position at Nairobi City County.....                         | 25        |
| 4.2.2 Years Worked in the Organization .....                       | 26        |
| 4.3 Strategic Change Management and Service Delivery .....         | 27        |
| 4.3.1 Culture Change .....   | 27        |
| 4.3.2 Organizational Leadership.....                               | 29        |
| 4.3.3 Employee Skills .....  | 29        |
| 4.3.4 Operational Efficiency.....                                  | 30        |
| 4.3.5 Technology Adoption .....                                    | 31        |
| 4.3.6 Organizational Structure .....                               | 32        |
| 4.3.7 Stakeholders Involvement.....                                | 32        |
| 4.4 Challenges Facing Service Delivery in Nairobi City County..... | 34        |
| <b>CHAPTER FIVE: SUMMARY, CONCLUSIONS AND RECOMMENDATIONS.</b>     | <b>35</b> |
| 5.1 Introduction.....  | 35        |
| 5.2 Summary of the Findings.....                                   | 35        |
| 5.3 Conclusions.....   | 37        |

|   |           |
|---|-----------|
| 5.4 Recommendations.....                  | 38        |
| 5.5 Limitations of the Study.....         | 39        |
| 5.6 Suggestions for Further Studies ..... | 39        |
| <b>REFERENCES.....</b>                    | <b>41</b> |
| <b>APPENDICES:.....</b>                   | <b>47</b> |
| <b>Interview Guide.....</b>               | <b>47</b> |

## **LIST OF ABBREVIATIONS AND ACRONYMS**

**KAPs:** Kenya Airports Parking Services

**RBV:** Resource-Based View

**LAIFOMS:** Legacy Financial Management Systems

**IFMIS:** Integrated Financial Management Information System

**TISA:** Institute for Social Accountability

**ISK:** Institute of Surveyors of Kenya

**LSK:** Law Society of Kenya

## ABSTRACT

For a long time, the City County of Nairobi has been experiencing include stiff competition from private companies taking over its core mandate of service delivery. The study aimed at establishing the relationship between strategic change management and service delivery at the Nairobi City County. In attainment of this objective, a case study design was adopted. Interview guides helped in collection of data from eight employees in senior management levels at Nairobi City County. The study concludes that strong organizational culture result to outstanding service delivery in Nairobi City County. Strong and positive culture may make an ordinary worker perform and accomplish their duties, whereas a weak and negative culture has the potential to demoralize an exceptional employee to flounder at work and end up with a failure because the two are codependent and alteration in one will impact the other. On the organizational leadership, the study concludes that organizational leadership plays an important role in determining the structure of the organization and the flow of activities and operations. The organizational leadership in Nairobi City County is responsible for the organization's service delivery. The Nairobi City County service delivery is faced by challenges of mismanagement of resources, corruption and lack of adequate skills. It is important to ensure that people charged with the responsibility of carrying out activities are proficient and skilled enough. Inadequate capabilities, skills and knowledge in implementation of service delivery strategies can turn out to be critical issue when staffs responsible for this implementation are not competent enough. The study recommends that the Nairobi city county managers should invests more time and resources on resource planning and enhance their organizational structure whenever they are in the process of introducing change in the county. The study further recommends that Nairobi City County top management should enhance continuous capacity building of the already existing staff and improve on research and development so as staffs have chances of getting internal promotions to new job openings. It was a challenge to access crucial information from respondents for fear of victimization. Another challenge emanated from accessibility of adequate studies in developed countries that are in line with the Kenyan case. Interview guides were as the main tools of collecting data, a future study should be carried out using other techniques of primary and secondary data collection.

## **CHAPTER ONE: INTRODUCTION**

### **1.1 Background of the Study**

The ever-changing economy in the world dictates organizations to find means for operation which entails their development of new competences owing to the erosion of the old competences by environmental changes (Currie, 2009). The public and the private sector are constantly faced with change in those organizations that resist the change ending up being irrelevant. Organizations employ strategic management process to distinguish them from their current and potential competitors in the market (David, 2011).

This study was based on three theories; stakeholders' theory, institutional theory and resource-based view (RBV) theory. Institutional theory is a common theory that emphasizes on isomorphism, rational myths and legitimacy. The institutional theory is focused on strong and deep social structure aspects. On the other hand, resource-based view theory focuses on attaining sustainable competitive advantage by a firm through strategic identification and effective use of resources (Bennet, 2011). The stakeholders' theory is an organization management theory and business ethics that addresses values and morals in the management of an organization.

The study is motivated by the fact the Nairobi City County requires management reforms for effective service delivery under the current new constitution in Kenya. The absence of proper strategic management has been a key handicap with the current plan approved for Nairobi. The poor strategic management has led to informal settlements, piecemeal and

unplanned development, insufficient sanitation, increased pollution of water sources, increased amount of solid waste and traffic related problems. The problems mentioned are a big blow to the wealth and health of the City. It is expected that efficient services management and delivery will empower the Nairobi City County to improve on service delivery and ensure that the service systems perform effectively. Residents in Nairobi County expect that the Nairobi City County will help solve the city's problems and deliver services and products that meet their needs.

The investigation and understanding of strategic management process in the Nairobi City County is crucial in view of the reforms the many institutions are undertaking in the sector, which include introduction of performance-based management in organizations for effective service delivery and in light of the new dispensation of the current new constitution in Kenya (Ondati, 2012). The County is tasked with the responsibility of providing and managing physical infrastructure and social services to Nairobi residents. The services include housing, basic education, health, garbage collection, water and sewerage, planning and development, fires services and public transport among others (Bwibo, 2014).

### **1.1.1 Strategic Change Management**

Strategic change management refers to the process of managing changes in a thoughtful and structural manner to meet the organizational objective, goals and missions (Burud & Tumolo, 2013). Change is essential for the continuity of organizations it enables them to grow and exceed the competition they face in the market. The strategic management offers rules to be followed; it approaches business from a philosophical angle (Boyne, 2014). The higher management is expected to expose initial strategic management then put the thought into action. The strategic management method is all inclusive and is also enforced when every member of the organization understands the management strategy.

Goal setting helps the organization in the clarification of its vision. The goal-setting stage entails distinguishing three major facets. First, the organization should outline their long and short-term objectives. Second, it should identify the appropriate methods of accomplishing the objectives and thirdly the organization should assign the methods to the workers giving each worker the task they are best likely to deliver. The analysis should focus on the needs of the organization as an entity, its distinguishing initiatives and the strategic direction that helps the organization to grow (Alford, 2011). On strategy formulation, once prioritized, the managers should begin formulating the strategy.

Due to the fact that economy and the business environment are constantly changing, it is important to develop different approaches that address the specific steps of the way. Strategy implementation includes motivation of employees and organization of the resources to realize the set objectives. The environmental conditions that companies are facing undergo constant modification. The world today is competitive, complicated, unpredictable and dynamic (Dess & Miller, 2007). Further, strategic analysis and action management is required to embrace performance measurements, regular review of internal and foreign problems and taking corrective measures where necessary.

### **1.1.2 Service Delivery**

Service is an intangible economic activity that cannot be stored and does not lead to ownership. It entails information exchange, knowledge and any kind of assets. Service delivery results in the creation of supplier relationships (Romano, 2010). Service delivery can be improved in a company through the incorporation of service supply chains. The integration may lead to productivity since productivity is a product of service quality and efficiency.

Service providers are mediators whose role is to provide services based on the customer perspective and preference in a supply chain. The design of service delivery and its implementation plays an important role in the competitiveness of contemporary organizations for example Jackson (2009), outlines clear evidence that process execution and capability are the major performance drivers since they impact on service quality and customer satisfaction. Secondly flexibility measures organization ability to respond to different magnitude and time taken for a relief chain to respond to disasters.

Thirdly the number of lives saved the qualification and number of supply staff (Bisau, 2010) and lastly resource utilization which illustrate the efficiency levels in a supply chain that aid the company to accurately estimate the funding requirements for different objectives and missions. Poor delivery of services such as laxity could result in the loss of the confidence a customer has on a business enterprise. The study by Jason (2009) demonstrates that a relationship exists between performance and work methods in service delivery.

### **1.1.3 Nairobi City County**

The Nairobi City County is the local authority that governs Nairobi City of Kenya. Before the devolution of the counties, the Nairobi City Council was the largest of the 175 local authorities found in the country under the governance of the Ministry of Local Governance. The Town Clerk was the Chief Executive of the Nairobi City Council and was appointed by the Ministry of Local Government. The Mayor headed the non-executive branch of the City Council. The Town Clerk was in charge of 17 major and 4 sub committees with councilors as the members. The committees would meet regularly to adopt proposals.

The proposal would then be reviewed by City Council officials. The approval of the proposals would only be approved by the Minister for Local Government after full review by the Council. The population of Nairobi has grown from 1.1 million people in 1985 to almost three million people today. The number is expected to rise to 6 million by 2019. It is also estimated that 44% of the residents in the City live below the poverty line (Otiso, 2014). Beside Nairobi County, there are other 46 counties in Kenya. In the

County, there are 17 Sub-Counties namely Dagoretti South, Westlands, Langata, Roysambu, Kibra, Langata, Dagoretti North, Ruaraka, Kasarani, Embakasi Central, Embakasi South, Embakasi West, Embakasi North, Kamukunji, Makadara, Mathare and Starehe.

The Nairobi City County gets its legal duties from the Local Government Act (Cap 265) of the Kenyan Laws. It also gets its mandates from other Acts of Parliament that dictates the services, functions and priorities. The services provided by the County include;- public health, environmental management and protection, sanitation, roads and drainages, security lighting, garbage collection and refuse, water supply and sewage management, urban planning, public housing, burial services, control of public transport and community development.

## **1.2 Research Problem**

The business environment has become fiercer all because of the globalization era. Organizations of all sizes and types are continually facing changing situation both internally and externally. Additionally, coping with these changes and uncertainties and how to achieve sustainable competition while delivering the expected service are the actual challenges facing organizations. Organizations need to take appropriate strategic change management process to deal with these challenges. Crafting and executing a good strategic change management process is the heart and soul of managing business enterprise and achieving well managed service delivery (Kaplan & Norton, 2008). Inadequate planning and communication is a major obstacle to proper service delivery.

For a long time, the Nairobi City County has been experiencing stiff competition from private companies taking over its core mandate of service delivery i.e. parking services now being offered by companies like Kenya Airports Parking Services (KAPs), and fire services being offered by companies like G4S, informal settlements, piecemeal and unplanned development, insufficient sanitation, increasing amounts of pollution and solid wastes and traffic congestion that is impacting on the wealth and health of the residents. The problems are attributed to the poor management practices (Ondati, 2012). Lack of proper strategic management practices in the 21<sup>st</sup> century has handicapped the current operations in the Nairobi City County.

Cetindamar (2013) examined Australian manufacturers with a bid to understand the strategies adopted by the firms to remain competitive. The design of descriptive survey was adopted by the study. In another study, Rex (2010) examined the challenges experienced by Danish police in the adoption of strategic management. The study used the study design of descriptive statistics. In 2010, Kimaku studied Barclays Bank of Kenya with the intention to study the components of change management. The study employed cross-sectional survey and realized that the bank employed threats to cause change when they expect resistance. The bank also uses appraisal system and effectively communicates for change management.

In another study conducted by Njeru and Wanjiku (2014) analyzed how strategic responses on financial performance of Kenyan commercial banks. The cross-sectional study survey was used by the study. Nyangau (2011) also sought to understand the effects of the changes in culture on the strategic planning in the commercial banks banking

sectors with a particular focus to Kisii Central. The study realized a positive relationship between cultural changes and strategic planning by the commercial banks. The study found missing links in the study theories, the methodology and the variables used in the study. This study hence aims to use a case study approach based on the RBV theory, institutional theory and stakeholders' theory. The study seeks to answer the question: How does strategic change management influence to service delivery at the Nairobi City County.

### **1.3 Research Objective**

To establish the relationship between strategic change management and service delivery at the Nairobi City County

### **1.4 Value of the Study**

To the policy makers, the findings of this study will be essential in strategic management body in Nairobi City County in formulating policies that govern strategic change management in the County. Often, well-developed strategies failed to deliver due to challenges in strategic change management. This particular study will shed light on the responsibilities played by different stakeholders in the implementation of strategic change and how synergy can be developed for successful strategic change management process.

To the management of the Nairobi City County the study would be important since it will help them to understand the challenges of strategic change management and how to deal with them. It will further help potential foreign investors in the County related areas by

providing information pertaining challenges faced by operators in the public sector and the success that comes with strategy implementation.

Finally, academicians will benefit from the study since the study will add to the pool of knowledge which can be referred to by researchers and scholars and simulate more studies in the related field. The findings from this study can be used by other researchers to further the study by varying the variables employed to get more accurate results. Strategic management field of study in Kenya will also benefit from the study. In Kenya, the study will simulate more research in the same field on more related fields.

## **CHAPTER TWO: LITERATURE REVIEW**

### **2.1 Introduction**

The chapter begins with a discussion of the key theories which informed that study. The conceptual arguments of strategic change management are also presented. This is in addition to past empirical literature and studies and the gaps.

The chapter further discusses the strategic change management, where the culture of an organization is referred to as the beliefs held by a group that govern the actions, perceptions, feelings and thoughts in an organization. On the other hand, organizational structure defines how the activities and roles such as task allocation, supervision and coordination are targeted towards the achievement of organizational objectives and goals.

On the other hand, leadership plays a crucial role in service delivery lack of which may interfere with the effectiveness of a firm and affect the expected outcomes. As technological innovation can aid a company to gain competitive advantage through the innovation of more competitive services, products and processes which are more effective. Technology can also lead to the creation of a new business which draws managers to concentrate on innovation success explanations.

### **2.2 Theoretical Foundation**

The theoretical foundation section examines the different theories that will be necessary in understanding strategic change management process. The study is guided by the theories of; RBV theory, institutional theory, and stakeholders' theory. Institutional theory is chosen following its relevance in the organization following the fact that

institutional environment has an influence on the service delivered by an organization often more common than the pressures in the market. Innovative structures that facilitate technical efficiency in early adopters are legitimized in the business environment.

Similarly, RBV theory proposes that sustainable competition can be achieved if an organization delivers values superior to those of their competitors. The literature therefore focuses on strategic identification and how an organization can use resources to gain sustainable competitive advantage. Resource-based theory refers to resources as inputs into production processes and categorizes the resources as human, physical and organizational capital.

The stakeholders' theory shows that each person or a group of people participating in the strategic management of the changes in the firm do so with the purpose of getting benefits and that the interest priority of the legitimate stakeholders cannot be ascertained. Stakeholders approach recognizes and models the stakeholder groups of an organization and describes appropriate methods that an organization can adopt in regard to the groups interest. From the three theories, resource-based view theory best informs the study because for service delivery to be achieved, physical capital, human capital and organizational capital must be in place at the Nairobi City County.

### **2.2.1 Institutional Theory**

Scott (1995) developed the institutional theory in his work in organizations and institutions. Institutional theory is a largely accepted theory that stresses on isomorphism, rational myths, and legitimacy. Institutional theory focuses on more resilient and deeper aspects of the social structure. The theory considers norms, rules and routines to be the

authoritative guidelines governing social behavior (Scott, 2004). Institutional theory majors on more resilient and deeper social structure aspects.

The basic premises and concepts of the institutional theory provide necessary guidelines for studying the relationship between the organization and the environment (McAdam& Scott, 2009). Institutional theory holds on to the assumption that organizations conform to their environment. The institutional theory however fails to address in full some essential aspects in an organization and hence the approach is problematic in the quest to understand the relationship between organizations and the environment (McAdam& Scott, 2009).

The relevance of the theory to this study is attributed to the fact that the institutional environment can adequately influence the technological advances in the delivery of services in Nairobi City County. Innovative structures that improve technical efficiency in early-adopting organizations are legitimized in the environment. In the end, these innovations reach a legitimization level whereby the failure to incorporate them becomes negligent and irrational (Kostova, 2008).

### **2.2.2 Resource-Based View**

The resource-based view (RBV) proposes that a firm can attain competitiveness by delivering innovative products with more value compared to that of its competitor (Wernerfelt, 1984). This literature focus remains sustainably competitive by implementing strategic planning (Borg & Gall, 2009). Theorists of international business additionally explain the performance of companies by considering how competitive local alliances or subsidiaries are across boundaries. The local knowledge that is availed by a local alliance or subsidiary is an essential requirement for value conceptualization according to local requirements (Gupta & Govindarajan, 2011).

Resource-based theory values resources and considers it as an input that can be classified as human, physical and organizational capital (Currie, 2009). Capability is also defined as the capacity that a set of resources has to deliver on various activities. Each organization possesses their resources and capabilities that are unique to them and become the basis for their existence and returns. The 21<sup>st</sup> century has evolved to consist of firms with collection of resources and capabilities that they manage strategically in order to attain higher returns (Currie, 2009).

For this study, RBV is relevant in that it depicts the strategic management that Nairobi City County can adopt in the management of its resources affecting service delivery. For Nairobi County, resources include human, financial, commercial, technological, physical and organizational assets that firms use to advance, manufacture and deliver services and products to its customers (Cocks, 2010).

### **2.2.3 Stakeholders Theory**

Stakeholder's theory has its origin of 1984 when Edward Freeman wrote the book called Strategic Management. The theory addresses business ethics by discussing values and morals of management and organizational management. Stakeholders' theory approach recognizes and models' different groups that stakeholders in a firm and further describes appropriate methods that management can adopt with regard to their groups interests. The theory further addresses what and who really matters.

Stakeholder theory has received criticism from Charles (2003) who disagrees with the assertion that the interests of the different groups in a firm can be compromised and based to ensure that they balance. Charles, in his arguments cites that stakeholders' theory emphasizes on negotiation as a way of conflict management. The author recommended conversation to negotiation which he terms it as patriotic conception. Mansell (2013) also offered criticism on the political concept applicability in a social environment. He finds stakeholders theory to undermine to undermine the basic principles of a market economy.

Stakeholders' theory is relevant for this study since it believes that an individual or group engaging in strategic management in a firm does so to obtain certain benefits and the primacy of the stakeholders is not obvious (Mansell 2013). Further, Mansell argues that despite the fact that the theory is instrumental and descriptive, it is essentially normative. For Nairobi City County, all the stakeholders are categorized based on their interests who are termed as intrinsically valuable.

### **2.3 Strategic Change Management**

Firms can make necessary changes through strategic management. Strategic management of change is a process that entails thoughtful and structured management of change to meet the firm's objectives, goals and missions (Nickols, 2009). Organizational culture is the basic understanding or policies that are learned and commonly believed by a certain group that oversee the thoughts, perceptions, actions and feelings and that which is identical with the group (Sackmann, 2013). Generally, organizational culture represents a combination of expectations, beliefs, attitudes, values and behaviors commonly shared by a firm's member and which changes with time (Alford, 2011).

Everywhere in the world, organizations operate within a certain culture and the culture is more recognized when discussing the performance of an organization with the understanding that practitioners and managers are expected to understand the organizational culture so as to deliver the expected services and products (McAdam and Scott, 2009). Culture is composed of material aspects as well as the non-material content.

The material aspect of culture includes explicit substances such as industry products, art, technology, buildings, machinery that is; it entails the visible and likely concrete possession of a man such as pots, houses, bridges, hoes, handicrafts and cooking utensils. The material components are the observable outputs of culture. Similarly, non-material components include morals, values, philosophy, knowledge, motivation, language, attitude and the norms transmitted and shared by a society. Non-material entails ethos, work values, satisfaction, ideology and the traits displayed at work (Kostova, 2008).

The organizational culture consists of implicit and explicit institutional policies and rules that are designed as a system to describe and specify how operations, responsibilities and work is delegated, shared and controlled in a firm. The culture further dictates the manner in which information flows from one level to another in an organization. An example is the centralized structure of an organization whereby decision making is done by top management and followed by the bottom, in a decentralized system, decision making is bestowed on different bodies in the different organization levels (Mansell, 2013). A firm is either decentralized or centralized at the higher levels of structure (Cetindamar, 2013).

The success of any organization form depends on the kind of leadership in place. Lack of management skills or leadership affects the manner in which service delivery is done by a firm (Kaplan & Norton, 2008). Leadership plays an essential role in smooth and efficient service delivery lack of which may lead to ineffectiveness and unexpected outcomes. In areas where leadership is availed, the manner in which the leadership is conducted also determines the efficiency and speed of service delivery (Jackson, 2009). Leadership that is deemed effective involves management, motivation, remuneration, analytical and inspiration skills. The presence of such leadership has significant effect on the performance of a firm as it increases employee satisfaction which in turns leads to increased productivity and ultimately increases profits (Currie, 2009).

Technological innovation is essential in building competitive advantage as it enables a company to manufacture unique products and deliver exemplary services including creation of new and effective products. The organizations ability to achieve in the technological sector through innovation has received attention due to decreased innovation phases, increased innovation costs, and technological complexity (Capron, 2008). The ability to acquire and incorporate technology can be considered as the acquisition of the knowledge base of the firm.

The selection of technology involves different levels of decisions such as the selection of technology strategy and that of concrete technology. Technology strategy entails putting emphasize on performance and the development of new products together with having the desire to take technological lead in a given market (Granstrand, 2010). The selection of the appropriate technology by a firm facilitates the increase of resources necessary to increase performance, employ better qualified persons and develop a suitable corporate culture open to activity and learning, these are the major technological components (Cetindamar, 2013).

#### **2.4 Strategic Change Management and Service Delivery**

Several organizations are left out on the available benefits that come with the delivery of excellence service due to their assumption that service excellence is the role of frontline staff. The organizations fail to realize that excellent service delivery must be embedded in the culture of the organization (Currie, 2009). Leadership needs to involve itself in the process of ensuring service delivery by having it as a core value and a pillar just like all the aspects of the organization. A leader who is constantly involved in all the activities of service delivery communicates their desire for excellence.

Managers are a source of inspiration and role models on what service leadership are and in collaboration with the team, they seek for more opportunities and chances to improve on service delivery. The standards of service expected from external and internal operations should be defined clearly, for instance managers need to understand the expectations of their customers and set appropriate standards to meet the customer expectations and outlive the expected standards on a daily basis (Olmsted 2010). The ability to remain strategically positioned depends on the daily activities undertaken by the members of the organization and the ability to appreciate what the people are doing in ensuring the firm attains strategic capability,

A study by Granstrand (2010) realized that the quality of service delivery is a measure of the organizational excellence. Managers are hence tasked with the need to understand that their activities have a direct impact on the firm by either creating or reducing value. Competitive advantage is achieved when value is delivered to customers.

## **2.5 Empirical Studies and Research Gap**

Cetindamar (2013) sought to determine the competitive strategies employed by manufacturing entities in Australian context. A descriptive cross-sectional survey design was employed. It was also observed that they all had different mix of these competitive strategies. On the other hand, Rex (2010), looked at strategic change management challenges in the Danish police reform, the study found that the change management efforts in the police reform have been thoroughly planned and coordinated with much focus and dedication, the study adopted a descriptive survey design.

In the context of telecommunication sector, Olmsted (2010) analyzed the strategic change in place. A descriptive design was utilized. It was shown that the key forces of growth in telecommunication sector today entails expansion strategies in terms of new products and geographical markets. The study however failed to capture how utilization of technology and change in culture influence change.

Sekulić (2009) analyzed the link between development of strategies and competitive positioning with emphasis on Serbian enterprises. The design utilized was cross sectional. It was shown that restructuring and strategic practices at the corporate level are all directed towards realization of various changes in an organization. Njeru and Wanjiru (2014) investigated the responses undertaken by Kenyan commercial banks due to changes in their financial performance. The design employed was cross sectional survey. It was established that the key forces and drivers of Kenyan banks include effectiveness and efficiency.

Similarly, Nyangau (2011) sought to establish how change in culture influences the ability of Kenyan banks to strategically plan. A descriptive design was embraced. The findings indicated that cultural changes largely influenced the ability of commercial banks to strategically plan. Fiona (2013) looked at the strategies that firms in mobile technology sector have put in place to remain competitive in the industry. A case study design was employed. It was revealed that sustaining competitive advantage is very important for firms competing in the same industry.

While focusing on Kenyan Barclays Bank, Kimaku (2010) evaluated how the bank managed change initiatives. A cross sectional survey design was employed. The study found that to foster change, the bank employed threats in the event of possible resistance to change. The other strategies include sound communication and systems of appraising staff. From the literature reviewed, gaps are identified in theories and the past studies. Most studies in Kenya have applied Bourgeois & Brodwin's five Models of Strategy in the theory, the current study is guided by institutional theory, resource-based view theory and stakeholder's theory in discussing strategic change management process and service delivery at the Nairobi City County. The study is further guided by four variables namely; organization culture change, organizational structure, organizational leadership and technology innovation while the dependent variable is service delivery. The study further applies cross-sectional survey design and the use of questionnaire and descriptive statistics in the data analysis.

## **CHAPTER THREE: RESEARCH METHODOLOGY**

### **3.1 Introduction**

This chapter looks at the methodologies that helped in attainment of the objectives. Specifically, it focuses on the design that was adopted and the population that was targeted. The techniques employed to gather information and how this was analyzed and presented are also detailed. The chapter strives to provide the methodologies that helped in attainment of the objectives.

A research method informs a given inquiry in the field (Cooper & Schindler, 2006). Research provides the rationale for collection and analysis of data to make deductions. The other orientation covers studies on the origin, possibility, nature, and scope of human knowledge. Scholars argue that empirical research revolves around methodologies of data collection and analysis.

The focus of the current study was on a case study. Interview guides were employed in collection of information from management staff of Nairobi City County. The analysis of this data was done using content analysis.

### **3.2 Research Design**

The research design serves to ensure that all data collected in the field is adequate to answer the questions that the study seeks to respond to (Creswell & Clark, 2007). Kothari (2004) explains that the best research design should yield the expected information and respond to the research questions fully. The context and nature of the research study is a

determinant of the research design since a good design for a particular study is inappropriate for a different study.

The study employed a case study design. A case study helps one to examine given individuals or phenomena in detail with the aim of defining how they are interlinked. The case study facilitates systematic collection and analysis of facts in order to reach at conclusive finding (Cooper & Schindler, 2006).

Nairobi City County was identified and selected as a case for the current study. The case study helps in clear examination of data in clearly established contexts. Kothari (2004) argues that case studies help in exploration and investigation of phenomena in different contexts. It helps in gaining deeper understanding about the organization and the phenomena under investigation.

### **3.3 Data Collection**

Interview guides were utilized to collect qualitative data among 8 senior managers at Nairobi City County. The use of interview guides helped the researcher to meet interviewees in personal and interact closely. This helped in collection of deeper information from the interviewees because of the established rapport. A total number of 10 questions were formulated in one interview guide.

The researcher held meetings with these interviewees to discuss on these questions. The interviewees were in position to offer in-depth information on their understanding of strategic change management (Copper & Schindler, 2006). Through this, attainment of the objective was enhanced

Once the appointment with the respondents was made from the customer care desk or reception, the interview guide was on a drop and pick basis as the interviewees requested so due to work demand. An introduction letter from the University allowed identifying the researcher to collect data from the organization. The researcher also used other personal networks through friends and colleagues to reach the respondents in case of any delay. Telephone calls were another option for the research if necessary.

### **3.5 Data Analysis**

Information from the interview guides was majorly qualitative in form. Content analysis was used for analyzing this information. Mugenda and Mugenda (2003) argue that content analysis aims at exploring the key themes in detail which helps in predicting the pattern.

According to Kothari (2004), some sets of classifications are used in content analysis and these help one to make deduction. The researcher made a comparison and summarized responses obtained from different interviewees in line with the study objectives. Due to its flexibility, content analysis was more suitable in analysis of the collected information (Cooper & Schindler, 2006).

During data analysis, Kothari (2004) noted that data is organized into manageable units. Any collected data is usually meaningless unless it has been analyzed. Data analysis therefore helps in establishing the findings that help to make inferences. A lot of creativity is required during analysis of qualitative data.

## **CHAPTER FOUR: DATA ANALYSIS, RESULTS AND DISCUSSION**

### **4.1 Introduction**

The analysis of the collected data is presented in this chapter with discussion. The study sought to determine the link between strategic change management and service delivery at the Nairobi City County. Interview guides helped in collection of data among senior management staff at Nairobi City County. The findings are shown in subsequent sections.

### **4.2 Respondents' Demographic Information**

The study aimed at establishing the demographic information of the respondents in terms of; years worked in the organization and the job position at Nairobi City County.

#### **4.2.1 Position at Nairobi City County**

The respondents indicated that the senior strategic managers, County Administrators and Chief Administrative Officers had diverse responsibility ranging from administrative functions to implementation of organizations strategies. Managers indicated that they were charged with the responsibility of ensuring quality standards on human resource as they recruited, trained, counseled, assigned, selected, schedules, oriented and coached staff at the work place. Another interviewee was charged with the responsibility of ensuring the job expectations are well communicated, appraising, review and monitoring of contributions of each employee besides enforcement of policies and procedures.

The respondents further indicated that managers were responsible for realization of operational goals of quality assurance through contribution of information and details analysis and review of strategic plans. They were also charged with the duty of

completing and preparing action plans for improving quality and customer-service standards. Interviewees indicated that identification and resolution of problems, conducting systems audits and determining system improvements was among the key responsibilities of his position. Interviewees indicated that in the positions they served, they were expected to ensure quality assurance on financial objectives a met by preparing yearly budget, estimating cost requirements, analyzing variances and initiating corrective measures to mitigate cost variances.

Moreover, the results revealed that managers were mandated with development of plans by analysis of hazards, coming up with measures for prevention and control mechanisms in Nairobi City County management. The position required interviewees to ensure that efficiencies of all processes are validated to establish operational performance and efficiency.

#### **4.2.2 Years Worked in the Organization**

The study indicated that majority of the interviewees had worked for the Nairobi City County for over 5 years; this indicated that the respondents were in a good position of answering the questions. It can be deduced that interviewees were knowledgeable on how strategic change management influenced service delivery in their organization. With the long period of time that interviewees had worked at Nairobi City County, it can be inferred that had privileges to take part in formulation of strategies.

It can also be seen from the finding that the long period of time worked by interviewees enabled them to give concrete information. It was established that interviewees were charged with the responsibility of developing plans through analysis of hazards,

prevention and control practices in the management at Nairobi City County. Through their respective positions, interviewees were expected to ensure that the efficiency of processes is validated.

### **4.3 Strategic Change Management and Service Delivery**

The study aimed at establishing the relationship between strategic change management and service delivery at the Nairobi City County. The relationship established include; culture change, organizational leadership, employee skills, operational efficiency, technology adoption, organizational structure and stakeholder's involvement.

#### **4.3.1 Culture Change**

Results from the interview indicate that the managers acknowledge that the key to outstanding service delivery is a strong organizational culture. The senior managers held that because variations in organizational culture, similar approaches do not always yield similar results for two firms in the same sector and in the same locality. Respondents contended that strong and positive culture may make an ordinary worker perform and accomplish their duties, whereas a weak and negative culture has the potential to demoralize an exceptional employee to flounder at work and end up with a failure. Consequently, organizational culture has direct and an energetic role in performance management.

Further the results reveal that the ability of senior managers to clearly understand the culture of an organization significantly predicts performance. Interviewees said that due consideration of how the culture of organizations impacts on performance, procedures

including performance management would be of no value. This is because they strongly dependent on each other and a change in one would affect the other. The research found that organizational culture help organizations to have a system of beliefs and norms that help the organization to get, comprehend and give interpretation of signals from its environment into internal changes in behavior that upsurge its chances for growth and survival. The findings are in line with Alford (2011), who noted that everywhere in the world, organizations operate within a certain culture and the culture is more recognized when discussing the performance of an organization with the understanding that practitioners and managers are expected to understand the organizational culture so as to deliver the expected services and products.

Senior managers interviewed approve that the success of Nairobi City County has showed a direct relationship between strong organization culture and service delivery. Furthermore, the organizational culture has had a vital and measurable impact on the ability of Nairobi City County to implement its strategy. They further argued organization culture of an organization cannot be overlooked when handling with concepts like customer relationship management, risk management, change management or leadership. Nairobi City County has been encouraging workers to be more accountable and are given more autonomy to act. In addition, the organization has also encouraged teamwork since there is an understanding that robust culture is one in which the workers work together efficiently, share the same core values, and take choices to meet the company's primary objectives and goals.

### **4.3.2 Organizational Leadership**

The managers interviewed posited that organizational leadership mainly in the public sector is the support of influence to rule implementation and service delivery, tawdriness and incompetence, double standards, lack of indiscipline and seriousness. The interviews revealed that managerial leadership ensures that an adequate structure of the organization is in place that facilitates how operations and activities flow.

Most managers posited that effective managerial leadership is related with increased levels of productivity, flexibilities, effectiveness and efficiencies and these ultimately translates into service delivery. The study revealed that managerial leadership in Nairobi City County is responsible for ensuring the level of service delivery. Leadership should pay close attention to numerous activities undertaken in ensuring high level of service delivery is in place.

The findings concur with Mansell (2013), who found that lack of management skills or leadership affects the manner in which service delivery is implemented by a firm. Leadership plays an essential role in smooth and efficient service delivery lack of which may lead to ineffectiveness and unexpected outcomes (Kaplan & Norton, 2008). In areas where leadership is availed, the manner in which the leadership is conducted also determines the efficiency and speed of service delivery.

### **4.3.3 Employee Skills**

The respondents indicated that training and development in enhancing employee skills is a tool for improving basic service delivery in Nairobi City County. Employee involvement encourages participation and empowers employees to use their input in

attaining higher organizational and individual performance. In addition, they revealed that employee involvement encourages the participation of employees in problem solving and decision making. This increases independence in work procedures.

The interviewees further indicated that in order to appreciate the skills of staff, training and development helps the organization to operate in line with the established regulations. The increased adoption of technology and greater responsive to needs of customers require that Nairobi City County stresses on training and development.

Employees with good skills are more inspired, more dedicated, more creative and more contented with their work resulting in better organization service delivery. Further, the interview revealed that managers shared the view that Nairobi City County has high levels of employee skills that has made the organization excel in productivity, customer loyalty, operational efficiency, low employee turnover and cost reduction.

#### **4.3.4 Operational Efficiency**

The interviewees stated that the success of Nairobi City County depends largely on operational efficiency with which it is run. Operational efficiency is measured by comparing the inputs of an organization with its outputs. The respondents further indicated that operational efficiency is an important component in service delivery and sustainability of organizations.

The interviewees further indicated that operational efficiency underpins the Nairobi City County most basic strategic goals. To increase the value of shareholders and level of satisfaction of customers strongly rely on attainment of operational efficiencies. Hence, one of the key objectives of Nairobi City County is to improve and achieve operational

performance and efficiency. Indeed, measures are in place to boost the level of operational efficiency; however, inadequate communication limits chances of improvement in service delivery.

#### **4.3.5 Technology Adoption**

The results reveal that interviewees were in agreement that technology has positively impacted on service delivery at Nairobi City County. Interviewees said that an integrated system was in place to aggregate all components and therefore increasing possibility of attainment of goals. The integrated system plays an important role in decision making processes, controls possible conflicts and facilitates effective use of resources to deliver quality services.

The respondents further indicated that Nairobi City County came up with programs for transforming ICT with the aim of leveraging on technology to boost the level of service delivery, efficiency and amount of collected revenues. To achieve this, resolutions were made to implement and deploy ICT based solutions. The interviewees further indicated that the Enterprise Resource Planning (ERP) has replaced some of the functionality within the legacy financial management systems (LAIFOMS) which is currently in use, incorporate with Integrated Financial Management Information System (IFMIS), integrate with a payment system recently implemented as well as existing standalone applications like construction permit administration and provide a platform for the revenue collection activities.

The results further revealed that the success of Nairobi City County so far can be attributed to activities undertaken that are in line with diverse governance model. The interviewees further indicated that although the organization has different systems as they have variable information desires, they all struggle for competitive advantage through constant improvement; re-evaluation of the efficiency and competence of the entire system.

#### **4.3.6 Organizational Structure**

The results reveal that organizational structure is a framework where responsibilities and roles are effectively coordinated with arrangement of tasks so as to meet the goals of the organization. It helps Nairobi City County to effectively implement strategies and respond to demands and needs.

The respondents further indicated that the top managers in Nairobi City County lead other managers in the effecting of change management strategy. The level of commitment of the top managers to the strategy has a significant influence on the manner in which the subordinates are committed to its implementation. The top managers are thus an important factor during clarification, provision of guidance, and contributing to adjustments during implementation of change. A number of project management activities involve the identification of the commitment of leaders to the achievement of a strategy.

The respondents further indicated that the staff and management of Nairobi City County do not have the same understanding of organizational structures or of their functions. The study further found that the management should ensure that all staffs understand

organizational structure in the County. This would help in effective implementation of strategies and development strategies. Staffs have the perception that their work is clearly separated from the strategy of the organization. Staff further indicated that it was the responsibility of the top management team to implement strategies.

#### **4.3.7 Stakeholders Involvement**

The interviewees indicated that stakeholder involvement in Nairobi City County entails allowing them to take part on decisions either by representation or directly. Representation of stakeholders is geared towards ensuring safeguarding their interests. Therefore, stakeholder involvement is not just about involving citizens in the process of decision making but there should be a constructive participation. The study established that stakeholder forums were organized by Institute for Social Accountability in close cooperation with the County Budget and Economic Forum Non –State Actors. These forums helped in generation of recommendations for improvement. The respondents explained that there are various stakeholders in Nairobi City County including; government agencies, Ministries of Lands, Finance and Devolution, National Land Commission, Technical University, Institute of Surveyors of Kenya (ISK), Law Society of Kenya (LSK), Kenya Law Reforms Commission and Institute of Certified Public Accountants of Kenya.

Respondents further indicated that stakeholder identification is followed by establishment of setbacks and avenues for more development. This enables stakeholders a chance to take part in strategic planning including formulation of value, vision and mission

statements. This also brings together citizens to discuss the best way of improving service delivery process.

#### **4.4 Challenges Facing Service Delivery in Nairobi City County**

The interviewees indicated that there are a number of challenges encountered during service delivery in Nairobi City County due to the ambiguity of the process and is mostly associated with the involvement of a number of departments in the County. The respondents also indicated that allocation of resources also plays an important function in the process of service delivery. It is important to make sure that people charged with the responsibility of implementing service delivery are skilled, knowledgeable and competent enough. Such people will understand key concepts required in the implementation process. The county needs to ensure that its resources are marched to the right opportunities in order to save costs.

On the other hand, the respondents explained that project management in Nairobi City County is one of the biggest challenges in keeping customers in the loop and that means having a really up close and personal understanding of project progress at all times. This can be a really thorny area. If there are areas of the project that are taking maybe too long, or others where the scope has changed and the Project Manager has not been notified, these sorts of things can lead to a breakdown in communications. They can create misunderstandings which are easily avoided through effective project management protocols and systems. Managing deliverables closely requires process. The thing is in the Nairobi City County services delivery, every skill, every talent, has to be run along certain tracks if it's going to be profitable.

## **CHAPTER FIVE: SUMMARY, CONCLUSIONS AND RECOMMENDATIONS**

### **5.1 Introduction**

The chapter contains the summary of the findings with conclusions. Recommendations are also provided for policy and practice.

### **5.2 Summary of the Findings**

The study identified that the key to outstanding service delivery is a strong organizational culture. Respondents contended that strong and positive culture may make an ordinary worker perform and accomplish their duties, whereas a weak and negative culture has the potential to demoralize an exceptional employee to flounder at work and end up with a failure. Further the results revealed that the ability of senior managers to understand the culture of the organization enhances service delivery. Without consideration of the culture of the organization, process within an organization like performance management would have no value since them dependent on each other.

The study revealed that organizational leadership ensures that a proper culture is given to an organization that facilitates proper flow of processes and operations. Most managers posited that sound leadership in an organization strives to boost the level if effectiveness, efficiency, flexibility and productivity which ultimately improve service delivery.

The study revealed that managerial leadership in Nairobi City County is responsible for the organization's service delivery; leaders need to consider a number of attributes of leading the company by cultivating channels of communication hence excellent service delivery. On the other hand, employee skills encourage the participation of employees in problem solving and decision making. This increases independence in work procedures.

Employee involvement encourages participation and empowers employees to use their input in attaining higher organizational and individual performance. Staff training and development has turned out to be a critical tool of improving the skills of employees in view of the changes in technology which organizations need to adopt.

Similarly, the study found that the success of Nairobi City County depends largely on operational efficiency with which it is run. However, the study further noted that increased efficiency does not by itself make a contribution to organizations development, but only reinforces its impact on Nairobi City County service delivery sector. On technology adoption, interviewees were in agreement that utilization of technology significantly influences service delivery. This is achieved through integrated systems.

The study further revealed that programs of transforming ICT were initiated aimed at improving service delivery process through increased collection of revenues and efficiencies. To achieve this, it was paramount to implement and deploy appropriate technology solutions. Through organizational structure, it is possible to implement strategies and effectively meet the demand and needs of the county. The findings indicated that top managers in Nairobi City County lead other managers in the effecting of change management strategy. The level of commitment of the top managers to the strategy has a significant influence on the manner in which the subordinates are committed to its implementation.

The Nairobi City County service delivery is faced by challenges of mismanagement of resources, corruption and lack of adequate skills. It is important to make sure that people charged with the responsibility of implementing service delivery are skilled,

knowledgeable and competent enough. Such people will understand key concepts required in the implementation process. The county needs to ensure that its resources are marshaled to the right opportunities in order to save costs. Inadequate knowledge and skills for implementation of service delivery strategies can be problematic if those people charged with the responsibility of implementation do not understand what is required. On the other hand, the study noted that project management in Nairobi City County is also one of the challenges in keeping customers in the loop and that means having a really up close and personal understanding of project progress at all times.

### **5.3 Conclusions**

The study concluded that strong organizational culture result to outstanding service delivery in Nairobi City County. Strong and positive culture may make an ordinary worker perform and accomplish their duties, whereas a weak and negative culture has the potential to demoralize an exceptional employee to flounder at work and end up with a failure. This is because the two are co-dependent and alteration in one will impact the other. On the organizational leadership, the study concluded that organizational leadership is in place to ensure that operations flow adequately.

The study concluded that organizational leadership in Nairobi City County is charged with the responsibility of ensuring proper service delivery. Leaders need to consider a number of factors and elements in order to improve on the level of service delivery. On the other hand, the study concludes that employee skills encourage the participation of employees in problem solving and decision making. This increases independence in work

procedures. Employee involvement encourages participation and empowers employees to use their input in attaining higher organizational and individual performance.

On technology adoption, the study concluded that the managers were in agreement on how technology positively impacted on service delivery of Nairobi City County through integration of processes and systems. The Nairobi City County is faced by challenges of mismanagement of resources, corruption and lack of adequate skills. It is important to make sure that people charged with the responsibility of implementing service delivery are skilled, knowledgeable and competent enough. Such people will understand key concepts required in the implementation process. The county needs to ensure that its resources are marched to the right opportunities in order to save costs. Inadequate knowledge and skills for implementation of service delivery strategies can be problematic if those people charged with the responsibility of implementation do not understand what is required.

#### **5.4 Recommendations**

The study recommends that the Nairobi City County top managers should invests more time and resources on resource planning and enhance their organizational structure whenever they are in the process of introducing change in the County. This will empower the staff to be conscious of the significance and the requisite for change hence reducing the level of resistance in the organization towards change.

The study further recommends that Nairobi City County top management should enhance continuous capacity building of the already existing staff and improve on research and development so as staffs have chances of getting internal promotions to new job

openings. Informed by the strategic changes this will boost their moral and hence ultimately promote improve service delivery.

The study recommends that the Nairobi City County top management should involve all employees and stakeholders in decision making in the change process. Nairobi City County should enlighten and allow their involvement so as to appreciate to be part and parcel of the process of management and service delivery.

### **5.5 Limitations of the Study**

Accessibility to confidential information from respondents was a key challenge as they were worried of possible victimization. The researcher overcame this challenge by assuring respondents that information collected was to be used for academic purpose only. It was also not mandatory for respondents to indicate the names on the questionnaires.

It was also challenging to get adequate studies in developed and developing countries that are in line within the Kenyan context. To overcome this challenge, the researcher widely consulted several stakeholders in Nairobi City County.

### **5.6 Suggestions for Further Studies**

This study used interview guide as the main tool of collecting data, a future study should be carried out using other techniques of primary and secondary data collection. The aim of using other data collection techniques is to establish if the results yielded in the study will be the same and shield our conclusions from any intrinsic biases present in the

technique of data collection used. The other tools of data collection include the use of questionnaires, focus groups or internet sources.

To obtain a deeper understanding of the level of adoption of strategic change management policies and the complications of executing strategic change management policies, in-depth interviews should be conducted with other stakeholders of the Nairobi City County who are directly affected by the implementation of the policies. This study was carried out in Nairobi City County future studies should be carried out of the other Counties in Kenya.

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## **APPENDICES:**

### **Interview Guide**

1. What is your position in Nairobi City County?
2. How long have you worked in Nairobi City County?
3. What influence does culture change have on the service delivery of Nairobi City County? Explain
4. How does change of leadership influence service delivery of Nairobi City County? Explain
5. Do employee skills influence service delivery of Nairobi City County? Explain
6. How does improvement of operational efficiency influence service delivery of Nairobi City County? Explain
7. How does technology adoption influence service delivery of Nairobi City County? Explain
8. What influence does organizational structure have on the service delivery of Nairobi City County? Explain
9. What role do stakeholders play on the service delivery of Nairobi City County? Explain
10. What are the challenges facing the service delivery of Nairobi City County? Explain