TOP MANAGEMENT SUPPORT AND QUALITY SERVICE DELIVERY
BY THE NAIROBI CITY COUNTY GOVERNMENT, KENYA

PENINAH MWIKALI KING’OO
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DECLARATION

This project is my original work and has never been submitted for examination to any other University of for any other award. This project has been complemented by referenced works duly acknowledged. Where date, text, graphs, pictures or tables have been borrowed from other works including the internet, the sources are specifically accredited through referencing in accordance with anti-plagiarism regulations.

Signature ........................................ Date........................................

PENINAH MWIKALI KINYOO

REG NO: D53/CTY/PT/27708/2014

DEPARTMENT OF MBA

SCHOOL OF BUSINESS

SUPERVISOR

This project has been submitted for examination with my authority as the university supervisor.

Signature ........................................ Date........................................

CHRISPEN MAENDE

LECTURER

DEPARTMENT OF BUSINESS ADMINISTRATION

KENYATTA UNIVERSITY
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DEDICATION

This project is dedicated to my son, Warren, may this project inspire you to pursue greater heights of education. To my parents; Geoffrey Kioko and Monica King’oo thank you for instilling in me values that gave me encouragement and perseverance when I was pursuing my studies and more so financial support.
## OPERATIONAL DEFINITION OF TERMS

<table>
<thead>
<tr>
<th>Term</th>
<th>Definition</th>
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<tbody>
<tr>
<td><strong>Strategic Change Management</strong></td>
<td>Strategic change management can be defined as a process of managing change in a structured, thoughtful way in order to meet organizational goals, objectives and missions.</td>
</tr>
<tr>
<td><strong>Quality Services</strong></td>
<td>These are services that are meant to meet the satisfaction of the customers or citizens in the case of this study.</td>
</tr>
<tr>
<td><strong>Organizational Structure</strong></td>
<td>An organizational structure is a system that is used to define a hierarchy within an organization. The structure identifies each job, its function and where it reports to within the organization.</td>
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<tr>
<td><strong>Top Management Support</strong></td>
<td>This involves fostering key decisions, commitment and facilitating the implementation of strategic change management practices in the organization.</td>
</tr>
<tr>
<td><strong>Facilities and resources</strong></td>
<td>These are tools, equipment and capacity needed to ensure that the environment is conducive to allow implementation of strategic change management practices.</td>
</tr>
<tr>
<td><strong>Likert scale</strong></td>
<td>A method of ascribing quantitative value to qualitative data to make it amenable to statistical analysis</td>
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### ABBREVIATIONS AND ACRONYMS

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<tr>
<td>NCCG</td>
<td>Nairobi City County Government</td>
</tr>
<tr>
<td>NGO’s</td>
<td>Nongovernmental organizations</td>
</tr>
<tr>
<td>SPSS</td>
<td>Statistical Package for Social Sciences</td>
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<td>USA</td>
<td>United States of America</td>
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ABSTRACT

Organizations have realized the importance of providing quality services to customers. The public service is charged with the responsibility of providing quality services however; this might be difficult to achieve due to a number of reasons for example poor leadership, corruption, organizational structure and lack of a clear strategic plan. Studies done in relation to strategic change have focused on factors and challenges that affect strategy implementation. Little focus has been laid on strategic change management practices and quality services in the public sector in Kenya. The objective of this study is to determine the influence of strategic change management practices on quality services at Nairobi City County Government in Kenya. The study titled, “Top management support and delivery of Quality Services by Nairobi City County Government in Kenya” seeks to achieve the following specific objectives; to determine the influence of top management support in the delivery of quality services at Nairobi City County Government, to establish the effect of organizational structure in the delivery of quality services at Nairobi City County Government and to examine the effect of provision of facilities and resources in the delivery of quality services at Nairobi City County Government. The study has also discussed the theories that anchor the relationship between strategic change management practices and quality services. These theories include: Kurt Lewin Change Model, Lippitt’s Phases of Change theory and Social Cognitive Theory. Empirical review has been described to bring out more understanding on the study variables which are strategic change management practices and quality services. The study has also explained the strategic change management practices, the conceptual framework and a summary of the literature review. For the purposes of this study, the researcher used a descriptive research design. The researcher used primary data that was collected using self-administered questionnaire; the respondents for this study were the target population of 200 employees of the Nairobi City County Government who included: Directors, Deputy Directors, Chief Officers, Revenue Collectors and Clerks. A stratified sampling technique was used in selecting the respondents from the various sectors of NCCG. The minimum sample for this study was 61 respondents. It was arrived by taking 30% of the target population. Quantitative data collected was analyzed by the use of descriptive statistics using SPSS and presented through percentages, means, standard deviations and frequencies. The study concluded that NCCG has hierarchical organizational structure that makes it easier for decision making, management and efficient functioning of the organization leading to performance satisfaction.
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CHAPTER ONE

INTRODUCTION

1.1 Overview

This chapter chronologically presents the background of the study, statement of the problem, research objectives, and research questions, significance, scope and limitations of the study.

1.2 Background of the Study

Today’s business environment, with business models in a state of flux just as products and services are, it is virtually impossible for organizations to implement their chosen strategies without undertaking strategic initiatives that inevitably require substantial behavioral and cultural changes. According to Kirkpatrick and Ackroyd (2000) change management practice should be aligned with behavioral and organizational adjustments that will accommodate change now, and sustain that change well into the future.

Brown, et-al (2003) explains that the success or failure of a change initiative is not just about initiating, planning, monitoring, executing and evaluating the change management practices. It also involves preparing the organization for transformation, ensuring that all the stakeholders are part of the change process and engaging the sponsors to support the change before, during and after its implementation. Stakeholders should understand how change will affect them. Organizations need a team of competent managers with skills to drive and navigate change, while ensuring that those changes are strategically aligned to business goals.

Strategy is the heart of strategic management; this is because it serves a central role in assisting the organization to counter various environmental changes and to work towards the realization of organizational goals and objectives. Kotter (2002) argue
that strategic change management involves the introduction of new processes and processes that alter the way of doing things with an intention to improve on the quality of services offered. Strategic change management is a process of managing change in a structured, thoughtful way in order to meet organization goals, objectives, and missions. Kotter (2002) further argues that strategic change management enables an organization to assess the overall impact of a change on organizational effectiveness and efficiency.

1.1.1 Quality Services

Ansoff (2002) defines a quality service as an assessment of how well a delivered service meets the customers’ expectations. To provide quality services, organization prefer assess the quality of services they offer to improve on weak areas for increased satisfaction. Customer needs (citizens in this case) keeps on changing, it is therefore advisable for organizations to ensure that the services offered conform to the various needs of the customers to continuously meet their satisfaction. Lippitt, Watson and Westley (2003) argue that it is the role of the organization to understand the needs of their customers to find better ways of addressing these needs more efficiently and effectively. This is a difficult task to achieve because some of these needs are drastic and emanate from factors that are beyond the control of the firm. For example use of modern technology.

Change is important for organizations to continue to thrive and meet quality service delivery Ansoff(2002). Strategic change management includes tools and techniques to manage the people-side of change to achieve the expected business outcome. Kotter(2002) stresses on the importance of implementing strategic change management, he argues that implementation of strategic change enables the organization to easily respond faster to customer demands and continuously provide
quality services. This is also in line with a study by Schein (2010) who assessed the impact of strategic change management on organizational performance in the public sector. It was found that strategic change management practices led to improved quality of services offered to the public.

Campatelli et al., (2011) puts more emphasis that in the public sector, quality services is viewed as the solution to criticisms about public services for example inefficiency, wastage and remoteness from those who are mandated to serve the public. Implementation of strategic quality management practices is seen as one of the ways that the public sector can utilize to realize improved quality of service. The public sector has often been linked to the idea of stability of change instead of change; in some cases it has been characterized as resistant to change (Vann, 2004). Rainey (2006) argues that a number of authors stress that strategic change differs in public organizations due to several distinctive characteristics. As a result, public sector organizations have been described as bureaucratic, loosely coupled systems, or organized anarchies. In comparison to private organizations, the public sector is highly affected by political interference. Sminia and Van Nistelrooij (2006) contend that the management needs to work with different authorities. The management needs to work effectively with different authorities and handle the influence of legislation and the political field. In addition, public managers operate under greater public scrutiny and are confronted with higher public expectations concerning values such as fairness, honesty, and openness.

In Kenya the public sector comprises of the central government, state government the local government and state corporations the main objective of the public sector is provision of goods and services to the public. The public service is charged with the responsibility of providing quality services however; this might be difficult to achieve
due to a number of reasons for example poor leadership, corruption, organizational structure and lack of a clear strategic plan. This is in line with a study by Kiragu (2012) who found that the key challenges that negatively affected the achievement of quality services delivery in the public sector were poor leadership and corruption.

**1.1.2 Top management support**

This is the direct involvement by the highest level executives in a critically important program of an organization. This includes, translating policies into goals, objectives and strategies and projects. According to Burnes (2008) top management support is the most fundamental success factor in any organization. For any project or strategy to succeed, the top managers may have to admit that their influence is key. Top management is responsible for making decisions that affect everyone in the organization. In case of any changes, it is its role to explain to employees in advance for the purposes of psychological preparations. It also has to has to explain to the employees in advance why the change is important and how the employees might be affected by the new change.

The top management has an integral role to play in ensuring that implementation of change is a success to the organization towards delivery of quality services. They should provide adequate support in terms of facilities and resources to facilitate implementation of any change towards delivery of quality services. They should organize for training programmes to educate the employees about the change, the process of implementing change, its importance and how the new change might affect them. Goodstein and Burke (2001) indicated that the top management should inspire and motivate its employees towards change, reward and recognition should be accorded to the best performing employees as a way of encouraging the other employees to work extra-harder.
The organizational structure plays an integral role in supporting the implementation of strategic change management practices. This is also consistent with Hamel (2006) who conducted a study on the impact of change management in European services firms. He concluded that organizations that integrated their strategic goals with their organization structure successfully implemented change management practices. Robbins (2003) puts-forth that strategic change management practices should be integrated into the organizational structure to ensure a smooth-flow of decisions and activities that are directed towards achieving organizational goals and objectives.

1.1.3 Nairobi City County

In 1963 after Kenya gained independence, the Nairobi Urban District Council, NUDC or simply UDC, became the City Council of Nairobi (CCN). This Council was created by an act of Parliament, chapter 265 of the Kenyan Laws to offer services to the residents of the city. It other roles were to provide essential services such as water, sewer and public safety. The Nairobi City County (NCCG) is the local authority governing the city of Nairobi, Kenya. It is one of the largest out of the 175 local authorities in Kenya (Public Sector Review Committee, 2010).

NCCG operates under the direction of the Ministry of Local government. The Town clerk is the Chief executive of City County, he is appointed by the minister of Local Government. The Mayor heads the non-executive branch of the County. The Town Clerk is mandated to oversee the functions of 17 main and 4 sub committees whose members are City Councilors. Every committee is chaired by a councilor. The committees meet regularly and adopt proposals through consensus. Then, the proposals pass through a full Council for review (Public Sector Review Committee, 2010).
The City County of Nairobi is mandated to provide services such as housing, healthcare facilities, water and sanitation, emergency responses services, primary education, waste collection among other services. Most residents however, feel that the city’s ability to provide quality services was deteriorating and the local government was not effective (Public Sector, 2010). This is consistent with a study by Karanja (2013) who found that inability to provide quality services to the public was the greatest challenge facing the Nairobi City Council.

1.2 Statement of the Problem

Most organizations have realized the importance of providing quality services to customers. Due to competition most organizations in the private sector ensure quality delivery of services to effectively compete and survive in the market place. However, this is not the case for the public sector since they lack competitors Vann(2004). Delivery of quality services serve as a key indicator of evaluating performance in the public sector. However, this is not easily achievable due to many factors that are deemed to hinder the realization of quality services namely political interference, organizational structure and poor leadership among other factors. Goodstein and Burke (2001) explain that strategic change management is seen as a systematic process that enables an organization to work towards the realization of strategic goals and objectives. Through strategic change management an organization can effectively to shape its direction and share in a common vision Lippitt, Watson and Westley (2003).

Some of the organizations that have implemented strategic change management have succeeded while others have failed as follows: McCalman (2000) studied the influence of strategic change management on customer satisfaction in Australian firms. It was revealed that there was no relationship between strategic change
management and customer satisfaction. Parker and Bradley (2000) assessed the impact of strategic change management on organizational performance in the public sector. It was found that strategic change management contributed to quality of services offered to the public.

In Kenya, studies undertaken in relation to strategic change have focused on factors and challenges affecting strategy implementation as follows: Ngugi (2015) found that the most significant factors that affected implementation of strategic plans in local authorities in Kenya were: resource allocation, organizational structures and communication. Mogaka (2011) found that the challenges that hindered strategy implementation in Nairobi city water and Sewerage Company were as follows: political interference, inadequate employee training, inadequate provision of resources. Little focus has been laid on strategic change management practices and quality services in the public sector in Kenya. Therefore, this study intends to determine the influence of top management support in delivery quality services at Nairobi City County Government in Kenya.

1.3 Research objectives

1.3.1 General Objective

The general objective of the study was to determine the top management support and quality services delivery by the Nairobi City County Government in Kenya.

1.3.2 Specific Objectives

i. To find out whether top management support has an impact on quality service delivery in Nairobi City County.

ii. To establish the effect of organizational structure in the delivery of quality services at Nairobi City County.
iii. To examine the effect of provision of facilities and resources in the delivery of quality services at Nairobi City County.

1.4 Research Questions

i. What impact does top management support has on quality service delivery in Nairobi City County Government?

ii. What is the effect of organizational structure in the delivery of quality services at Nairobi City County Government?

iii. What is the effect of provision of facilities and resources in the delivery of quality services at Nairobi City County Government?

1.5 Significance of the Study

The findings obtained in this study provides more insights to Nairobi City County Government and the government on the ways of dealing with challenges of implementing strategic change management practices. The study findings will be useful in policy formulation. It will guide implementation of strategic change management practices in the public sector to realize improved quality services. The study will add more knowledge to the existing literature on strategic change management. Researchers and academicians will learn the challenges facing the public sector in the implementation of strategic change management practices and ways of dealing with these challenges. Researchers with an interest in this area of study might use this study as a point of reference for further research.

1.6 Scope of the Study

Two hundred (200) employees and clients, these are 25 hawkers, 70 Revenue Collectors, 75 Clerks and 30 NCCG Clients formed the scope of the study.
1.7 Limitations of the Study

Time constraint was limiting factor. The researcher needed adequate time to organize for data collection. The respondents took too much time to fill and return the questionnaires, and this delayed data analysis. To counter this challenge, the researcher took a leave from her place of work to prevent this kind of delay. Inadequate funds to cater for transportation, airtime for making calls to the respondents and hiring research assistants to assist in data collection and analysis. This affected the efficiency of data collection and impact negatively on the quality of collected data.

To deal with this limitation, the researcher borrowed money from friends and relatives to hire a research assistant who assisted in data collection, proofreading, and formatting of the research project. The public service ensures unauthorized access to information by third parties for fear that the information might be used to give a negative image about them. To handle this limitation, the researcher obtained a letter from Kenyatta University that served as proof to guarantee the respondents confidentiality of the data to be collected.
CHAPTER TWO
LITERATURE REVIEW

2.1 Introduction

This chapter consists of the theoretical literature review, empirical literature review and conceptual framework.

2.2 Theoretical Literature Review

2.2.1 Kurt Lewin's Change Model

Kurt Lewin designed a change model consisting of three steps namely: unfreezing, changing and refreezing Burnes, (2004). The model gives a simple understanding of the change process. This process involves creating a need for change, by changing the culture and the ways of doing things then, creating a platform where this change can be implemented and accepted as a norm. The three steps of change have been discussed below as follows:

Srivastaet al (2006) posits that before introducing change, it must go through the initial stage of unfreezing. This is because many people resist change due to fear of unknown. Unfreezing stage creates awareness of how the status quo affects the employees in accepting the new change. The old ways of doing things, the organizational culture, the process of decision making, policies and procedures must carefully be examined to show the employees the importance of change to meet customer expectations by continuously providing quality goods and services. Communication is key in unfreezing stage, by communicating; the employees get to know why change is a need and how they would benefit from the new change. This highly motivates employees to work together with the top management in implementing change. Grant (2005) puts more emphasis on the need to involve employees in change; the top management should communicate change to the
employees in advance to ensure it is accepted. This ensures the organization moves in
the same direction, and the employees are motivated in implementing change since
they appreciate its importance and urgency to the organization.

The second step of change implementation according to Lewin is changing whereby
the organization must transition into a new state of being. At this stage, change
becomes real and most employees struggle to adapt to the new change by learning
new processes and procedures and adapting to a new culture of doing things. In this
stage, employees develop a new way of thinking to cope with the demands of the
change process. According to Robbins (2003) if the employees are adequately
prepared for this step, then it becomes easier for them to effectively implement
change. However, to facilitate the change process, the top management has a
responsibility to communicate and provide support in implementation of change.
They should provide adequate facilities and resources, training and development
programs to improve employee’s skills and abilities of employees’ as they familiarize
themselves with the change process. The top management should constantly remind
the employees’ the reasons for change and how they will benefit once it is fully
implemented Kotter (2002).

The last step of change model is freezing; this step is also referred to as refreezing,
this symbolizes the act of strengthening and stabilizing the new state after the change.
The changes implemented to the organizational structure, processes, goals and people
are accepted as a new way of doing things. According to Lewin, refreezing step is
critical in ensuring that the employees do not embark to their old ways of doing things
before the change is fully implemented. Top management should make efforts to
ensure that the change practices are strengthened and the new culture is integrated
into strategic goals and objectives. Rewards and recognition should be made to
employees who perform exemplary to motivate the other employees to work-harder and to be positive about the new change Robbins(2003).

Critics Grant (2005); argue that refreezing step does not apply in the current business environment due to its dynamism and flexibility. They argue that this step is unnecessary; spending a lot of time refreezing is a waste of time since this step will be reevaluated and possibly changed in future.

2.2.2 Lippitt’s Phases of Change Theory

Lippitt, Watson, and Westley (1958) extended the theory that was advanced by Lewin, Three-step change theory. Lippit et al. (1958) developed seven important steps that discuss the roles and responsibilities of the change agent unlike the evolution of change itself. The customer needs keep on changing, and therefore organizations have to devise ways to cope with this kind of change, implementation of change is one of those ways that an organization can use to survive in the environment.

This theory has discussed seven important steps of change that organizations go through and the importance of the change process. The seven steps are as follows:

Diagnosing the problem, assessing the motivation and capacity for change, assessing the resources and motivation of the change agent. This includes the change agent’s commitment to change, power, and stamina. Choosing progressive change objects, in this step, action plans are developed and strategies are established, the role of the change agents should be selected and clearly understood by all the parties so that expectations are clear. Examples of these roles are: cheerleader, facilitator, and expert. Maintaining the change, by communication, feedback, and group coordination are essential elements in this step of the change process. Gradually terminating from the helping relationship, the change agent should gradually withdrawal from their role.
over time. This normally happens when the change becomes part of the organizational culture Lippitt and Watson(2010).

Lippitt, Watson, and Wesley argue that changes are effective if they are spread-out to sub-parts of the system once implemented. Lippitt, Watson, and Westley (2003) argue that when an organization creates an enabling environment for change, it is more likely to be received positively and successfully implemented in the organization. The top management plays an important role in ensuring that the employees are aware about change and how it will be of benefit to them. This builds strong bonds between the employees and the top management since they share common goals and objectives. This develops a culture that accommodates the new changes and behavior that conforms to a new way of doing things.

2.2.3 Social Cognitive Theory

Social cognitive theory posits that individuals might learn by direct experiences, human dialogue, interacting and observing. The theory proposes that behavior change is influence by a myriad of factors, and attributes of an individual behavior. According to Robbins (2003), the individual must possess self-efficacy which implies that the individuals have the capability to perform and adopt certain behaviors that are perceived to add value in an organization.

The theory holds that individuals are more motivated to adopt to change if there are incentives. These also conform to the arguments put forward by McCalman (2000) who posits that the top management should provide incentives to the employees to motivate them to adopt to change. Social cognitive theory holds that individuals react to how they perceive the consequences of their behavior, if employees know that there are incentives for good performance, they will be motivated to work harder to qualify for these incentives Hassard(1991). To sustain social learning among the employees,
positive expectations of employees’ behavior should be much more than negative expectations. This will encourage the employees to adapt to strategic changes since they are more likely to benefit Vann(2004). The proponents of this theory, Kotter (2002) maintains that self-efficacy is one of the key traits that defines a person’s behavioral change, this is because the expected outcomes are manifested in an individual’s perceptions or expectations of being able to perform the behavior in the first place.

Robbins (2010) puts-forth that there are three ways that an organization can enhance self-efficacy to increase implementation of strategic change in the organization. These include: provide clear instructions, provide the opportunity for skill development or training, and model the desired behavior. When the organization executes training programmes to its employees, there are four processes that are followed to boost the likelihood for success. These processes include attention and retention processes, and reproduction processes, and reinforcement processes. Attention process holds that individuals learn from a model that they can easily understand, relate to and pay attention to its details. Individuals are more likely to be attracted to a model that captures attention and relates to something that they care about.

Retention process explains the degree to which an individual can be able to recall the model and its traits. Reinforcement processes are used when individuals change their behavior because of rewards and positive incentives. The changed behaviors are improved attention, better rewards and improved performance. This is line with Kotter (2002) who indicated that incentives, rewards and recognition act as a essential tools to motive the employees to accept and adopt to the new change. Robbins (2002) maintains that to ensure a change model is effective; it must induce respect, admiration and trust. Similarly, change models should conform to the employee
behaviors, to make easier for them to adopt. These models should motivate the employees’ to create a enabling environment to realize the strategic goals and objectives of the organization.

### 2.3 Empirical Literature Review

This section provides a review of empirical studies on the link between strategic change management practices and quality services in both the private and the public sector as follows:

- **Buchanan (2002)** studied the impact of change on organizational performance in the public in US. A cross-sectional research design was used to explain the current and the existing conditions on matters of change and its relationship with organizational performance. To achieve this objective, the study used a semi-structured questionnaire to collect data; the questionnaires were administered to 96 administrative officers in the public sector. Data was analyzed using both qualitative and quantitative analysis. The study found that well-managed and planned change led to improved quality and efficient services to the public. This created a positive attitude about the public services by the public which eventually led to improved performance of the public sector.

- A study by Aira (2010) investigated the effectiveness of strategic change on quality services in Italian firms. The study used a descriptive survey to find out the challenges the faced service firms in the implementation of change. The population for the study was 100 service firms in Italy. The study used a half of the population and 100 questionnaires were distributed to both marketing and the operations managers. The results found that adoption of strategic change led to increased quality of services and reduced complaints; this significantly led to improved customer satisfaction.

- **Kang’oro (1998)** investigated strategic management practices in state law offices in Kenya. The study used a descriptive survey to describe the current and the existing
conditions on strategic change practices. Primary data was collected using a semi-structured questionnaire, at least 50 top level management filled and successfully returned the questionnaires. Data was analyzed using quantitative and content analysis. The results showed that the most popular change management practices were as follows: re-structuring, improved communication channels, decentralization and culture flexibility. Further, the results showed that there was improved efficiency and effectiveness in the delivery of quality services. This resulted into improved corporate image and corporate reputation.

Brown, Waterhouse and Flynn (2003) assessed the change management practices in the public sector agencies in Scotland. The study used a cross-sectional survey to assess change management practices in a certain period of time. The study involved a population of 65 service companies where 130 managers were interviewed. Data was collected using a semi-structured questionnaire that consisted of open-ended question that was administered using ‘a drop and pick later’ method at an agreed time with the researcher. Data was analyzed using content analysis and descriptive statistics. The findings revealed that the most popular change management practices that took place in the public sector were as follows: adoption of an organic structure that is less bureaucratic and adoption of modern technologies. These change management practices led to efficient quality services and reduced costs of operations which significantly contributed to improved customer satisfaction.

Vann (2004) studied the influence of change on quality services delivery of public institutions in Netherlands. The study used a descriptive research design to explain the relationship between change and performance. The study used a population of 90 public institutions and a sample of 20 strategic change managers and another 20 finance managers. Both primary and secondary sources of data was used, primary data
was collected using a structured questionnaire while secondary data covered a period of five years. Data was analyzed using a regression model to find out whether there was a relationship between the independent and the dependent variables. The results found that there was a positive relationship between change and quality services in the public sector. Implementation of change led to improved efficiency and reduced complaints in delivery of services.

Gathua (2006) investigated the impact of strategic change management on performance of Unga group Ltd. The study used a descriptive research design to find out the relationship between strategic change and performance of Unga group Ltd. The study interviewed 35 managers who were involved in matters of change management. Data was collected using questionnaires that were administered by dropping and picking later at an agreed time with the researcher. Analysis of data was done using descriptive statistics for closed questions and content analysis for open-ended questions. Data was presented using charts and tables. The findings revealed that strategic change management led to decentralization, improved speed in decision making, efficient processes and procedures leading to quality delivery of services.

Ochieng (2013) studied strategic change management practices and performance of Non-governmental organizations in Nairobi, Kenya. The study used a cross-sectional survey to explain the current trends of strategic change and its effect on organizational performance. The study population involved 180 non-governmental organizations (NGOs) that were sampled to 70 NGO’s. The study used an unstructured questionnaire that was used to collect qualitative and quantitative forms of data. Data was analyzed using descriptive statistics and content analysis. Implementation of strategic change management contributed to reduced cost of budget, on-time project completion, improved satisfaction of stakeholders and improved project performance.
The correlation results revealed that there was a positive relationship between strategic change management practices and performance. Ongaro (2004) did a survey of strategic change management in Kenya, the case of Nairobi Bottlers Ltd. The study used a postulation of 30 managers that were highly involved in implementation of strategic change management. The study used unstructured questionnaires to collected primary data; a Likert-scale was used for closed questions, for the open-ended questions, the respondents allowed to express their thoughts and opinions concerning the study variables. The findings indicated that there were reduced costs of operations, real time process of transactions, reduced communication costs and improved quality of services delivery.

2.4 Strategic Change Management Practices

There are various strategic change management practices used by organizations. This section provides a discussion of the following strategic change management practices: top management support, organizational structure and facilities and resources:

2.4.1 Top Management Support

The top management should engage their employees in key decisions that affect them and the organization. They should explain to the employees the importance of change and how they would benefit from the new change. Powell (2001) argues that adoption and implementation of change in the organization requires adequate support and positive attitude towards change. The management should cultivate a positive attitude and instill courage to the employees to be part of the change process Burnes (2004).

The top management should set performance targets to increase focus and direction to ensure that the maintain focus towards change implementation. According to Goodstein and Burke (2002), performance targets are key components of change implementation since they shape the behavior and culture of the employees, and thus
enhance objectivity and focus in change implementation. This ensures that both the top management and the employees work together as a team towards the same direction, sharing common goals and objectives. Top management acts as role models by representing all the interest of the stakeholders; they act as agents of change through leading by examples in guiding employees in execution of their roles and responsibilities. The top management motivates the employees to contribute positively towards implementation of change.

Kirkpatrick and Ackroyd (2000) indicate that the top management plays a critical role in enhancing successful implementation of change; they are highly involved in fostering change in the organization. They act as key pillars of change by setting standards and inspiring employees in the organization. The top management rewards and recognizes employees who show exemplary performances during change implementation. This is meant to motivate performing employees and to encourage other employees to participate fully in the implementation of change.

2.4.2 Organizational Structure

Organizational structure creates an enabling environment to enhance change implementation. Change practices should be aligned to the structure of the organization, change impacts on all the functions and the activities of the organization which involves the process of decision making, the functions and the responsibilities of the top management and the employees as well as their reporting relationship between them. Flexible organizational structure enhance efficiency in decision making decision which is critical in ensuring that all the employees are aware about the change to avoid cases of resistance Burnes(2004).
The top management should involve their subjects in key decisions that affect them and the organization. According to Goodstein and Burke (2002), a flexible organizational structure plays an integral role in facilitating important activities that boost change management. Some of these activities include: decision making, top-down communication, duties and responsibilities of employees’. According to Pearce and Robinson (2007), organizational structure should be aligned to effectively support strategic change management practices. The organizational structure specifies the formal reporting relationships, procedures, controls and authority and decision making process Grant (2007).

Grant (2005) argues that designing an organization structure that supports a strategy is quite difficult especially due to complexity of uncertainty that exists in the business environment. This means that the organization has to ensure that its structure corresponds to the current need of its customers to ensure that it meet their needs and expectations. According to Pearson and Robison (2007), a flat organizational structure is flexible and dynamic; it allows direct communication between the top management and the lower level employees which is critical for communicating the change process Powell (2001).

A simple organizational structure enables the employees to multi-task; this enhances reporting relationships between the employees, delegation of authority, well defined processes and procedures that enables employees to work faster and easier, this enhances efficiency in change management and implementation. Kotter (2002) argues that structural flexibility allows the firm to explore and exploit opportunities by making maximum use of available resources to activities that will positively contribute to competitiveness of the firm. Robbin (2010) posits that firms that adopt a
flexible organizational structure provide quality services that meet customer’s satisfaction.

2.4.3 Resources and Facilities

Resources and facilities support implementation of change management. Kirkpatrick and Ackroyd (2000), implementation of change requires the top management to allocate adequate resources and facilities to the employees to create a conducive environment for change. Kazmi (2002) indicates that organizations that succeed in implementation of change provide their employees with adequate resources and facilities. Powell (2001) maintains that change implementation is a difficult process that requires a lot of employees’ attention, this is because most employees’ have a tendency to resist change due to fear of unknown.

Employees’ that are provided with resources and facilities are highly motivated to participate in the implementation of change; this is because they are more efficient and effective in their roles since they enjoy working. This is consistent with Robbin (2010) who indicated that resources and facilities are a key ingredient towards change implementation. The top management should align resources and facilities in line with the functions and responsibilities of their employees to contribute optimally towards successful change management Kazmi(2002).

Employees are a key strategic resource; they are part of human capital that serves as a source of knowledge and skills. Change management is a rigorous process that needs adequate skills and knowledge to implement; the organization should make maximum use of employees’ skills and abilities to enhance the quality of their input, accuracy and reliability of decisions and competence. This helps the organization to maximize its core competence and enhance efficiency in implementation of strategic change. The top management ensures that employees’ tasks are allocated according to their
skills and competence to effectively contribute towards change implementation. This enhances employees’ positive contribution since the employees’ are highly motivated to participate in the change process Robbin(2010).

2.5 Summary of the Literature and Knowledge Gaps

From the above review, the findings depict that top management is key to delivery of quality services. The type of leadership, management decisions, performance targets and adequate allocation of finances have direct impact of quality service delivery to the employees and satisfaction to the customer. The study done by Kang’oro (1998) limited itself on the state law. Buchanan (2002) and Githua (2006) laid more concentration on organizational performance as the dependent variable while the current study focuses on quality services. Brown, Waterhouse and Flynn and Vann (2004) did a study in the international context whose ways of doing things differ from third world countries. Aira (2010) limited their study on the private sector whereas Ochieng (2013) focused on performance as its dependent variable.

The above studies have concentrated on the link between change management practices and performance; these studies have been done in the international context. Local studies that have investigated change management practices in the local context have limited themselves in the private sector. This study therefore attempts to fill this gap by establishing strategic change management practices used by Nairobi City County Government in Kenya and how these practices contribute to quality services.
2.6 Conceptual framework

<table>
<thead>
<tr>
<th>Independent Variables</th>
<th>Dependent Variable</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Top Management Support</strong></td>
<td>Quality Services</td>
</tr>
<tr>
<td>• Adequate allocation of finances</td>
<td>• Efficiency</td>
</tr>
<tr>
<td>• Management decisions</td>
<td>• Reduced complaints</td>
</tr>
<tr>
<td>• Performance targets</td>
<td>• Public satisfaction</td>
</tr>
<tr>
<td><strong>Organizational Structure</strong></td>
<td>• Positive image</td>
</tr>
<tr>
<td>• Flexible organizational structure</td>
<td></td>
</tr>
<tr>
<td>• Mechanistic organizational structure</td>
<td></td>
</tr>
<tr>
<td>• Simple and Complex structures</td>
<td></td>
</tr>
<tr>
<td><strong>Facilities and Resources</strong></td>
<td></td>
</tr>
<tr>
<td>• Availability of facilities and resources</td>
<td></td>
</tr>
<tr>
<td>• Use of modern technology</td>
<td></td>
</tr>
<tr>
<td>• Competent staff</td>
<td></td>
</tr>
</tbody>
</table>

Figure 1: Conceptual Framework

Source: Author, (2016)

Quality services is the dependent variable in this study. This variable is influenced by adoption of strategic change management practices which are the independent variables. These strategic change management practices are as follows:
organizational culture, top management support, organizational structure and facilities and resources. The moderating variables include: legislation and political factors.
CHAPTER THREE
RESEARCH METHODOLOGY

3.1 Introduction
In this chapter, the following areas are covered: Research design, the target population, sampling procedures, testing of instruments, data collection and analysis and data presentation.

3.2 Research Design
A research design is a plan of how the researcher arranged the research process from selecting key research questions through a successful data collection and analysis in order to generate conclusions that answered initial research questions (Miller and Salkind, 2002). The study adopted a descriptive survey research design. This design was appropriate in establishing the nature of the prevailing conditions and existing situations. In accordance to Cooper and Schindler (2006) a survey is used to gather information on the existing conditions in order to make a comparison and find a way of moving to the next step. This research design was used to explain current and existing conditions between the variables under investigation. The importance of this design was that it gave detailed information about a phenomenon and was used for hypothesis construction.

3.3 Target Population
Ogula (2005) defines a population as any group of institutions, people or objects that have common characteristics. A total population of 200 employees and clients of NCCG formed the target population as shown in the Table 3.1 below:
Table 3.1: Target Population

<table>
<thead>
<tr>
<th>Target Population</th>
<th>Frequency</th>
<th>Sampling Ratio (30%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Hawkers</td>
<td>25</td>
<td>8</td>
</tr>
<tr>
<td>Revenue Collectors</td>
<td>70</td>
<td>21</td>
</tr>
<tr>
<td>Clerks</td>
<td>75</td>
<td>23</td>
</tr>
<tr>
<td>Clients</td>
<td>30</td>
<td>9</td>
</tr>
<tr>
<td><strong>Total Target Population</strong></td>
<td><strong>200</strong></td>
<td><strong>61</strong></td>
</tr>
</tbody>
</table>

Source: Nairobi City County (2016)

3.4 Sampling Procedures

A sample is a small portion of a target population. Sampling means selecting a given number of subjects from a defined population as a representative of that population Cooper and Schindler (2006). A stratified sampling technique was used in selecting the respondents from the various sectors in the Nairobi City County Government. The minimum sample for this study was 61 respondents. This was arrived at by taking 30% of the target population which is 200 employees and NCCG clients. This was in line with Borg and Gall (2003) who indicated that at least 30% of the total population was representative. Thus, 30% of the accessible population was enough for the sample size.

3.5 Research Instrument

According to Kothari (2005) descriptive studies are cheaper to use because they involve use of questionnaires which can be self-administered easily as compared to personal interviews. The advantage of using questionnaires was that the responses were obtained in a uniform way. This implied that the questionnaires were objective
and certainly more accurate than interviews. It was easier and faster to collect information with the help of a questionnaire as compared to interviews.

3.6 Testing of the Research Instruments

3.6.1. Reliability of the Research Instrument

Kothari (2005) defines a research instrument as a term used by scholars and researchers to refer to a measurement device for example a survey, test and questionnaire. Reliability is a question that involves use of an instrument. The research instrument should be easy to use, administer, and interpret by the participant and the researcher. Reliability is consistency of measurement and is frequently assessed using the test-retest reliability method. Reliability is increased through adding many similar items on a measure, by testing a heterogeneous sample of a population using uniform testing procedures. Expert opinion was sought to provide insights on the appropriateness of the questions, review of the structure of the research instrument. This enabled the researcher to improve on the content validity and reliability of the data to be collected.

3.6.2 Validity of the Research Instrument

According to Sekaran (2008) validity is the degree to which an instrument is measures what it is contends to measure. Validity can be described as the degree to which theory and evidence are consistent with the interpretation of the test score. Validity was important in determining the type of tests to apply, and make sure that the researchers use ethical and cost effective methods that accurately measure a construct or question. It was worth noting that a measure may be reliable but invalid at the same time. This was because validity highly depended on the measurement that was used to measure what it was designed to measure.
3.7 Data Collection Procedure

The study used both quantitative and qualitative sources of data. Data was collected with the help of a self-administered questionnaire which contained three sections as follows: section A, B and C. section A consisted of questions about general information of the respondents and the organization, section B consisted of questions on the strategic change management practices used by Nairobi City County Government while section C contained questions on the relationship between strategic change management practices and quality services at Nairobi City County Government. The semi-structured questionnaire was administered using a ‘drop and pick later method’ at an agreed time with the researcher. The semi-structured questionnaire was used for both open-ended and closed questions. A five-point likert scale was used to measure the strength of the responses. This kind of scale was useful for closed questions only. A Likert scale is economic and easy in administering and assigning scores. It is appropriate to use in situations whereby the researcher is measuring attitude because they give reliable and accurate attitude assessments provided the scales are constructed well. The limitation of likert scale is that it is difficult to achieve internal consistence of the scale. Intervals between scales might not present similar changes in attitude for all the respondents. Some of the respondents that might be difficult to reach due to time constraints were sent questionnaires through emails. Follow-up was made using phone calls and some of the friends of the researcher who are currently working with the Nairobi City County Government. A cover letter was obtained from Kenyatta University as a proof of permission to collect data for academic purposes only.
3.8 Data Analysis and Presentation

Completed questionnaires were reviewed, edited to ensure consistency and completeness. Data was collated, cleaned, sorted and coded in order to group the responses into various categories. Since the data was both quantitative and qualitative, it was analyzed using descriptive and content analysis. Descriptive statistical tools and techniques were used to describe the data and its responses as per Likert-scale. Likert-scale was appropriate for this study because the study used quantitative research approaches. Data was analyzed using Statistical Package for Social Sciences (SPSS) to generate quantitative reports that were presented through tables and charts. Mean and standard deviation was used to show the frequency of responses. Tables were used to demonstrate the frequency of responses and to facilitate comparison. A linear regression model tested whether there is any Nairobi City County Government.

\[ Y = a + b_1 X_1 + b_2 X_2 + b_3 X_3 + \varepsilon \]

Where;

\( Y \) = quality services (dependent variable)

\( a \) = constant

\( b_1 \ldots b_3 \) = coefficients

\( X_1 \ldots X_3 \) = independent variables

\( X_1 \) = Organizational structure

\( X_2 \) = Top management support

\( X_3 \) = Facilities and resources

\( \varepsilon \) = error term

3.9 Ethical Considerations

The researcher conformed to the ethical procedures; the researcher indicated that data was collected through questionnaires and was purely for research purpose. The
researcher was transparent in reporting data, results, methods and procedures. Confidentiality of the staff and personal information was therefore assured. The researcher ensured transparency and truthfulness throughout the study and all the information collected was kept confidential. The researcher sought informed consent from the participants before conducting the interviews and data collection. The researcher was objective during the interview; data analysis, and data interpretation to avoid or minimize bias or self-deception. Respect for intellectual property was guaranteed by giving proper acknowledgement or credit for all contributions to this study and would not engage in plagiarism.
CHAPTER FOUR

FINDINGS INTERPRETATIONS AND DISCUSSION

4.1 Introduction

Here the findings were disseminated according to the objectives and the relevant discussions made after which the conclusions and recommendations will be drawn basing on the findings.

4.2 Strategic Change Management Practices

4.2.1 Organizational Structure

Nairobi City county Government organizational structure is hierarchical according to the study. 78.846% of the respondents stated that the organizational structure is hierarchical, 17.308% did not know whereas 3.846% did not answer the question regarding the organizational structure (table 4.1).

Table 4.2: Organizational Structure of Nairobi City County Government

<table>
<thead>
<tr>
<th>TYPES OF ORGANIZATION STRUCTURE</th>
<th>NO. OF RESPONDENTS</th>
<th>PERCENTAGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Hierarchical</td>
<td>41</td>
<td>79%</td>
</tr>
<tr>
<td>Do not know</td>
<td>9</td>
<td>17%</td>
</tr>
<tr>
<td>Missing</td>
<td>2</td>
<td>4%</td>
</tr>
<tr>
<td>Total</td>
<td></td>
<td>100.00%</td>
</tr>
</tbody>
</table>
Pie chart representation

Figure 2: this figure gives the impression of the type of organizational structure according to the respondents from Nairobi City county Government.

![Pie Chart](image)

**Figure 4.2: Organizational Structure**

In addition a bigger percentage of 78.846% agreed that organizational structure has influenced strategic management in an organization with 21.154% saying it has no influence on strategic management.

**Discussion**

From the above data, Nairobi City County Government has hierarchical organization structure being the larger percentage of the respondents stated so while only 17% of the respondent did not know.

The graph below shows the extent to which an organizational Structure influences strategic management.
Figure 4.3: Extent to which organizational structure influences strategic management.

Discussion

Organizational structure creates an enabling environment and influence strategic management in an organization. Nairobi City County Government has hierarchical organizational structure making it easier for decision making, management and efficient functioning of the organization. Good and organizational structure leads to improved quality of service delivery, improved performance and efficiency, maintain law and order in an organization.
Discussion

From the graphical representation above, a bigger number of the respondents agreed that organizational structure matches the strategic change, that task and responsibilities are adequately defined as well as labour divided from the top management to the employees influences the strategic implementation of the objectives of the organization.

Fewer respondents disagreed and a very few respondent did not fill the questions regarding the above questions.

4.2.2 Top Management Support

According to this research study 55.77% of the respondents believe that top management support moderately affects strategic change management in an organization, 19.23% to a greater extent, 13.46% to a lesser extent, 9.62% to a very great extent and 1.92% did not answer this question.
Top management’s support to the strategic direction is an important factor according to the study.

The bigger number according to the graph above strongly agreed that top management’s support to the strategic direction is a very important factor.

Top managers can turn to restructuring to implement strategic change aimed at improving quality services according to this study.

30.77% of the respondent agreed that it is true that top managers can turn to restructuring to improve quality services, 13.46% strongly agreed, 28.85% were neutral, 17.30% disagreed and 5.77% strongly disagreed.

Top management motivate performing employees and to encourage other employees to participate fully in the implementation of change, improves work efficiency, create positive image of the organization, reduce complains from employees and make an organization have public satisfaction.
Discussion

Respondents felt that top management plays very critical roles in an organization in relation to service delivery. The top management’s support to the strategic direction is the most important factor in the service delivery in an organization.

To achieve efficiency, good public image, performance satisfaction and reduced complains in an organization, top management is committed to perform their roles to the lower ranks of employees that lack support and guidance through encouragement of entrepreneurial attributes.

In relation to the service delivery, 34.62% of the respondents agreed that the top management is committed to perform their roles to the lower ranks of employees that lack support and guidance while 25% disagreed and 13.46% strongly agreed.

On the other hand the ratio of the respondents who disagreed to those that agreed that the top management provide adequate facilities and resources to support
implementation of strategic change management is 2:1. Those agreed were 23% while those who disagreed were 40.38%.

The 57.7% of the respondents agreed that the managers must persuade the employees of their ideas to enhance the effectiveness of strategic change management and to have quality service delivery and performance satisfaction.

The top managers also demonstrate their willingness in terms of input and loyalty to the implementation of strategic change management for effective quality output of the organization.

4.2.3 Resource and Facilities

More than 50% of the respondents believe to high extent that level of resources and facilities can be used in implementation of strategic change process with only 1.92% of the respondent believe that to no extent can level of resources and facilities used in implementing strategic change process.

According to this study the ratio of the respondent who agreed to those disagreeing that employees are trained on how to use facilities and resources is 1:1. Meaning 50% respondents agreed at the same time 50% disagreed that employees are trained on how to use facilities to deliver quality services.
### Table 4.3: Use of Resources and Facilities

<table>
<thead>
<tr>
<th></th>
<th>Employees trained on how to use facilities</th>
<th>Facilities fit the needs of strategic change management</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly disagreed</td>
<td>3.846%</td>
<td>13.462%</td>
</tr>
<tr>
<td>Disagreed</td>
<td>32.692%</td>
<td>25%</td>
</tr>
<tr>
<td>Neutral</td>
<td>26.923%</td>
<td>30.769%</td>
</tr>
<tr>
<td>Agree</td>
<td>32.692%</td>
<td>21.154%</td>
</tr>
<tr>
<td>Strongly agreed</td>
<td>3.846%</td>
<td>9.615%</td>
</tr>
<tr>
<td>Missing</td>
<td>0</td>
<td>0</td>
</tr>
</tbody>
</table>

100% 100%

### Figure 4.7: Training and Fitness of Facilities

RESPONSE ON TRAINING AND FITNESS OF FACILITIES FOR STRATEGIC CHANGE MANAGEMENT.

- **strongly disagreed**
- **disagreed**
- **neutral**
- **agreed**
- **strongly agreed**
- **missing**

Percentage respondents in 1/100

- **training on the use of facilities**
- **fitness of facilities in SCM**

38
The Figure 4.7. Show how the respondents reacted to the question of use of resources and facilities as well as whether the resource are fit for implementation of strategic change management.

Discussion

For a good organization to deliver quality services to the public or rather their customers, right resources and facilities should be in place. Thus the facilities and resources should be fit for the strategic change management and training of the employees is key in achieving the objectives of the organization.

Resources and facilities affects strategic management in an organization.

![Pie Chart: Extent to Which Resources and Facilities Affects Strategic Management]

Figure 4.8: Resources and Facilities

33% of the respondents believe that resources and facilities affects strategic management to a great extent, 11% to a very great extent, 27% to a moderate extent, 25% to a little extent and 4% did not answer the question.
Discussion

Respondents recognize the effects of resources and facilities in Nairobi City County Government.

Resources and facilities affect strategic management to a great extent leading to provision of high quality services as well as satisfaction of customers’ desires.

Table 4.4: The extent of satisfaction with the use of Resources and Facilities

<table>
<thead>
<tr>
<th>extent of satisfaction</th>
<th>NO. OF RESPONDENTS</th>
<th>PERCENTAGES</th>
</tr>
</thead>
<tbody>
<tr>
<td>NO EXTENT</td>
<td>1</td>
<td>1.92%</td>
</tr>
<tr>
<td>LESS EXTENT</td>
<td>19</td>
<td>36.538%</td>
</tr>
<tr>
<td>MODERATE</td>
<td>21</td>
<td>40.385%</td>
</tr>
<tr>
<td>GREAT EXTENT</td>
<td>8</td>
<td>15.385%</td>
</tr>
<tr>
<td>VERY GREAT EXTENT</td>
<td>2</td>
<td>3.846%</td>
</tr>
<tr>
<td>MISSING</td>
<td>1</td>
<td>1.92%</td>
</tr>
<tr>
<td>TOTAL</td>
<td>52</td>
<td>100%</td>
</tr>
</tbody>
</table>

From the statistics from the above table 4.4, 36.538% of the respondents are to a less extent satisfied with the level of resources and facilities used to implement strategic change process in Nairobi City County Government.

15.385% are greatly satisfied, 40.385% feels that the resources are moderately enough to implement strategic change process while 1.92% are not satisfied with the level of resource.
Discussion

The workers in Nairobi City County Government feels that the facilities are key in strategic change process and training of the employees to use such facilities and resources is key in providing high quality services to the public.

The level of resources and facilities in Nairobi City County Government is not to the respondents’ satisfaction. Facilities are there and workers are trained yes but the level of resources and facilities is not enough to satisfy strategic change process in Nairobi City County Government.
CHAPTER FIVE
SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction
Influence of top management support is key in delivery of quality services in an organization in business community. This study aimed at determining the influence of strategic change management practices on quality services, to determine the influence of top management support in the delivery of quality services, to establish the effect of organizational structure in the delivery of quality services and to examine the effect of provision of facilities and resources in the delivery of quality services at Nairobi City County Government.

The information from this study could be useful to the government, non-governmental organizations as well as private corporations.

The information from this study could also be used in policy formulation to improve the quality of service delivery in our institutions.

5.2. Summary
The type of organizational structure in Nairobi City County Government is hierarchical. From the study it is evident that good organizational structure that is hierarchical creates an enabling environment and influence strategic management in an organization.

Hierarchical organizational structure influences the strategic management in an organization leading to performance satisfaction.
5.3 Conclusions

Nairobi City County Government has hierarchical organizational structure making it easier for decision making, management and efficient functioning of the organization. Hierarchical organizational structure leads to improved quality of service delivery, improved performance and efficiency, maintain law and order in an organization. Hierarchical structure matches strategic changes in Nairobi City County Government and task and responsibilities are adequately defined.

5.4 Recommendations

Radical shifts in organizational design in Nairobi County Government reflect changes happening in the wider social, economic, political and technological environment. 42% agreed to this, 29% disagreed and 27% were neutral on this.

5.4.1 Top Management Support

Top management’s support to the strategic direction is an important factor in Nairobi City County Government according to the study.

In Nairobi City County Government, 30.77% of the respondent agreed that it is true that top managers can turn to restructuring to improve quality services, 13.46% strongly agreed, 28.85% were neutral, 17.30% disagreed and 5.77% strongly disagreed.

Top management motivate performing employees and to encourage other employees to participate fully in the implementation of change, improves work efficiency, create positive image of the

Respondents felt that top management play a very critical roles in an organization in relation to service delivery.

The top management’s support to the strategic direction is the most important factor in the service delivery in an organization.
In relation to the service delivery, 34.62% of the respondents agreed that the top management is committed to perform their roles to the lower ranks of employees that lack support and guidance while 25% disagreed and 13.46% strongly agreed.

Top management do not provide adequate facilities and resources to support implementation of strategic change management. According to this study the ratio of the respondents who disagreed to those agreed was 2:1. Those agreed were 23% while those who disagreed were 40.38%.

The top managers must persuade the employees of their ideas to enhance the effectiveness of strategic change management and to have quality service delivery and performance satisfaction in Nairobi City County Government. 57% of the respondents agreed with this.

The top managers also demonstrate their willingness in terms of input and loyalty to the implementation of strategic change management for effective quality output of the organization.

5.4.2 Resource and Facilities

The Nairobi City County Government workers agrees that resources and facilities affects strategic management in an organization.

More than 50% of the respondents believe to high extent that level of resources and facilities can be used in implementation of strategic change process in Nairobi City County Government.

Respondents also believe that to no extent can level of resources and facilities used in implementing strategic change process.

Nairobi City County Government believe that resources and facility can be used in implementing strategic change process but the level of resource cannot satisfy the implementation the strategic change process.
40% believes that the facilities and resources are not fit for the need for strategic change management and 32% feels that the facilities in Nairobi City County Government fits the need of strategic management.

Up to some extent, Nairobi City County Government train employees on how to use the facilities for the purpose of provision and delivery of quality service. 50% respondents agreed at the same time 50% disagreed that employees are trained on how to use facilities to deliver quality services.

Thus the facilities and resources should be fit for the strategic change management and training of the employees is key in achieving the objectives of the organization.

The workers in Nairobi City County Government feels that the facilities are key in strategic change process and training of the employees to use such facilities and resources is key in providing high quality services to the public.

The level of resources and facilities in Nairobi City County Government is not to the respondents’ satisfaction. Facilities are there and workers are trained yes but the level of resources and facilities is not enough to satisfy strategic change process in Nairobi City County Government.

5.4.3 Suggestion for further research

a) Comparative study on the influence of top management’s support on service delivery in private and public organizations should be done to find out the gap between the two and know what results to poor service delivery in some organizations.

b) Periodical research studies should be done for evaluation of changes in organizational managements and how the organizations cope up with such changes.
REFERENCES


APPENDICIS

APPENDIX II: QUESTIONNAIRE

Part A. DEMOGRAPHIC INFORMATION

1. Male [ ]
   Female [ ]

2. Your age bracket (Tick whichever appropriate)
   Below 40 years [ ]
   Between 41-44 years [ ]
   Between 45-50 years [ ]
   Over 51 years [ ]

3. What is your highest level of Education
   Diploma [ ]
   Bachelor degree [ ]
   Post graduate degree [ ]
   Doctorate [ ]
   Others (Specify)…………………………………………………….

4. Are you involved in formulation of strategic change management practices in your organization?
   Yes [ ]
   No [ ]
Section B. STRATEGIC CHANGE MANAGEMENT PRACTICES

Organizational Structure

1. What is your organizational structure in Nairobi City County Government?

2. Do you think organizational structure influence strategic management in your organization?
   Yes [ ]
   No [ ]
   If yes, how does it influence

3. To what extent does organizational structure influence strategic management in your organization?
   1. No extent [ ]
   2. Little extent [ ]
   3. Moderate [ ]
   4. Great extent [ ]
   5. Very great extent [ ]

4. Please indicate your level of agreement with the statements given below in relation to organizational structure in Nairobi City County Government. Using a scale of 1-5 where 1= strongly disagree, 2= disagree, 3= Neutral, 4= agree, 5= strongly agree
The organization structure of the organization does not match the strategic change.

The way labour is divided within the organization influences how strategies are implemented.

Tasks and responsibilities are adequately defined.

Radical shifts in organizational design reflect changes happening in the wider social, economic, political and technological environment.

The new organizational framework required appears to be one that emphasizes flexibility, creativity and participation.

Strategic managers turn to restructuring as a means of implementing strategic change aimed at improved quality services.

Formal organization structure often conflict with the informal social groups.
Top Management Support

1. To what extent does top management support affect strategic change management in your organization?

1. No extent [  ]
2. Little extent [  ]
3. Moderate [  ]
4. Great extent [  ]
5. Very great extent [  ]

2. What is your level of agreement with the following statements that relate to the effect of top management support on the implementation of strategic change management? Using a scale of 1-5 where 1= strongly disagree, 2= disagree, 3= Neutral, 4= agree 5= strongly agree

<table>
<thead>
<tr>
<th>Statement</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
</tr>
</thead>
<tbody>
<tr>
<td>The top management’s support to the strategic direction is the most important factor.</td>
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<tr>
<td>The top managers demonstrates their willingness in terms of input and loyalty to the implementation of strategic change management</td>
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<td>The managers must persuade the employees of their ideas to enhance the effectiveness of strategic change management</td>
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<tr>
<td>Top management is committed to perform their roles to the lower ranks of employees that lack support and guidance through encouragement of entrepreneurial attributes.</td>
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</table>
Facilities and Resources

1. To what extent does facilities and resources affect strategic change management in your organization?

1. No extent [ ]
2. Little extent [ ]
3. Moderate [ ]
4. Great extent [ ]
5. Very great extent [ ]

2. What is your level of agreement with the following statements that relate to the effect of facilities and resources on the implementation of strategic change management? Using a scale of 1-5 where 1= strongly disagree, 2= disagree, 3= Neutral, 4= agree 5= strongly agree

<table>
<thead>
<tr>
<th>Statement</th>
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</thead>
<tbody>
<tr>
<td>The top management’s provides adequate facilities and resources to support implementation of strategic change management</td>
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<tr>
<td>The employees are trained on how to use facilities and resources</td>
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<tr>
<td>The facilities and resources fit the needs of strategic change management</td>
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</table>

3. To what extent are your satisfied with the level of resources and facilities used to implement strategic change process (Please indicate below)
1. No extent [ ]
2. Little extent [ ]
3. Moderate [ ]
4. Great extent [ ]
5. Very great extent [ ]

Section C. QUALITY SERVICES

1. How positively has the adoption of strategic change management practices impacted on delivery of quality services?
   1. No extent [ ]
   2. Little extent [ ]
   3. Moderate [ ]
   4. Great extent [ ]
   5. Very great extent [ ]

2. Rate the following indicators of quality services that have been realized as a result of implementation of strategic change management practices at Nairobi County. (5)
   Excellent (4) Good (3) Average (2) Poor (1) Very poor

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<thead>
<tr>
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<th>3</th>
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<tr>
<td>Efficiency</td>
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<td>Reduced complaints</td>
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<td>Public satisfaction</td>
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<td>Positive image</td>
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THANK YOU FOR YOUR INPUT AND COOPERATION
# APPENDIX III: PROPOSED WORK PLAN FOR MASTERS PROPOSAL AND PROJECT

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<tr>
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<th>A</th>
<th>M</th>
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## APPENDIX IV: RESEARCH BUDGET

<table>
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<tr>
<th>No.</th>
<th>Item</th>
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<th>Unit Cost</th>
<th>Total amount (ksh.)</th>
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<tr>
<td>1.</td>
<td>Stationery</td>
<td>6 Reams of printing services</td>
<td>@ ksh.600</td>
<td>3,600</td>
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<tr>
<td>2</td>
<td>Writing materials</td>
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<td>@ 1,000</td>
<td>2,000</td>
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<tr>
<td>3</td>
<td>1 Cartridge</td>
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<td>@ 4,800</td>
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<td>4</td>
<td>Accommodation</td>
<td>Accommodation for 3 field assistants for 6 days</td>
<td>Ksh. 2,000</td>
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<td>5</td>
<td>Accommodation self</td>
<td>6 days @ 4000</td>
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<td>24,000</td>
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<tr>
<td>6</td>
<td>Transport</td>
<td>To and from Nairobi</td>
<td>5,000</td>
<td>10,000</td>
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<td>7</td>
<td>Airtime</td>
<td></td>
<td>5,000</td>
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<tr>
<td>8</td>
<td>Miscellaneous</td>
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**TOTAL COST**  
95,400
APPENDIX V: APPROVAL OF RESEARCH PROPOSAL

KENYATTA UNIVERSITY
GRADUATE SCHOOL

E-mail: dean-graduate@ku.ac.ke
Website: www.ku.ac.ke

FROM: Dean, Graduate School
TO: Peninah Mwikali King’oo
     C/o Business Administration Dept.

DATE: 24th March, 2017
REF: D53/CTY/PT/27708/2014

SUBJECT: APPROVAL OF RESEARCH PROPOSAL

We acknowledge receipt of your revised Research Proposal as per our recommendations raised by the Graduate School Board of 23rd November, 2016 entitled “Influence of Top Management Support in the Delivery of Quality Services by Nairobi City County, Kenya”.

You may now proceed with your Data Collection, Subject to Clearance with Director General, National Commission for Science, Technology and Innovation.

As you embark on your data collection, please note that you will be required to submit to Graduate School completed Supervision Tracking Forms per semester. The form has been developed to replace the Progress Report Forms. The Supervision Tracking Forms are available at the University’s Website under Graduate School webpage downloads.

Thank you.

HARRIETSABORE
FOR: DEAN, GRADUATE SCHOOL

C.c. Chairman, Department of Business Administration

Supervisors:

1. Mr. Chrispen Maende
   C/o Department of Business Administration
   Kenyatta University

HI/Inn
APPENDIX VI: RESEARCH AUTHORIZATION

KENYATTA UNIVERSITY
GRADUATE SCHOOL

E-mail: dean-graduate@ku.ac.ke
Website: www.ku.ac.ke

P.O. Box 43844, 00100
NAIROBI, KENYA
Tel. 8710901 Ext. 57530

Our Ref: D53/CTY/PT/27708/2014

DATE: 24th March, 2017

Director General,
National Commission for Science, Technology and Innovation
P.O. Box 30623-00100
NAIROBI

Dear Sir/Madam,

RE: RESEARCH AUTHORIZATION FOR PENINAH MWIKALI KING'OO – REG. NO. D53/CTY/PT/27708/19

I write to introduce Ms. Peninah Mwikali King’oo who is a Postgraduate Student of this University. She is registered for MBA degree programme in the Department of Business Administration.

Ms. Peninah intends to conduct research for a MBA Project Proposal entitled, “Influence of Top Management Support in the Delivery of Quality Services by Nairobi City County, Kenya”.

Any assistance given will be highly appreciated.

Yours faithfully,

MRS. LUCY N. MBAABU
FOR: DEAN, GRADUATE SCHOOL