

## Shaping the Shift: Unpacking Uncertainties in Change Management for Service Delivery of Selected Commercial Banks in Nairobi City County, Kenya

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### **Abstract**

The constant technological advancement has put the banking sector under heightened pressure to achieve corporate goals, boost productivity and profitability, manage operational expenses, minimize waste, and enhance service delivery. Extended periods of insufficient service delivery may be contributing factors to the decreasing customer base and performance of Kenyan commercial banks, which have not seen significant changes over the last five years. Therefore, this study focused on shaping the shift: unpacking uncertainties in change management for service delivery of selected commercial banks in Nairobi City County, Kenya. The research was underpinned by three theories, namely stakeholder theory, path-goal leadership theory, and service quality theory. A descriptive research design was employed for this study, with seven commercial banks in Kenya being selected, totaling 314 personnel working in these banks across finance, credit, marketing, and risk management departments. A simple random sampling technique was used to select respondents from each stratum, leading to a total of 176 respondents. A pilot test was undertaken by distributing 18 questionnaires to bank managers at SBM Bank. Reliability of the questionnaire was determined by using Cronbach's alpha. Data was analyzed using descriptive and inferential statistics. The results were presented using tables. The research found that there was a strong, positive, significant

relationship between leadership strategy, stakeholder engagement strategy, communication strategy, planning strategy, and service delivery. The study therefore concludes that effective leadership strategies enhance employee satisfaction and engagement, leading to improved service delivery, engaging customers through feedback mechanisms, surveys, and focus groups allows banks to understand their needs and preferences, effective communication strategies foster better engagement with customers, allowing banks to understand their needs and preferences and planning strategy aids in the optimal allocation of resources, including human, financial, and technological resources. The study recommends that banks should develop systems for collecting and analyzing customer feedback to understand their needs and expectations. The banks should regularly gather feedback from customers, employees, and other stakeholders to understand their needs and expectations. The banks should recognize the various stakeholders involved, including customers, employees, regulators, and community members. The banks should conduct regular surveys and focus groups to understand customer needs, preferences, and pain points.

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**Keywords:** Change Management, Service Delivery, leadership strategy, stakeholder engagement strategy, communication strategy, and planning strategy

## Introduction

In today's competitive global landscape, service delivery is regarded as a key element in a company's success and overall performance (Christensen & Zheng, 2023). Change management enables organizations to gain a competitive advantage in a dynamic market environment. Rising global competition, technological advancements, and increasing customer expectations are driving the need for improved service delivery within firms (Kwok et al., 2023). Change management has a significant influence on service delivery, ensuring that organizational changes are implemented smoothly, minimizing disruptions, and enhancing overall performance (Manzoor, Wei, Nurunnabi, Subhan, Shah, & Fallatah, 2019). Similarly, Ebongkeng (2020) holds the view that service delivery is a complex process that involves multiple dimensions, including both long-term and short-term measurements, as well as financial and non-financial aspects. Rezvani, Dehkordi, and Shamsollahi (2018) argue that organizational transformation is the process by which an organization transitions from its current position and status to a future one that has the potential to enhance the organization's service delivery.

D'Ortenzio (2018) claims that the Australian government's change management initiatives reflect a sense of urgency to restore continuity while

implementing new policies and procedures for public service delivery. Strategic transformation is a way for a company to change its objectives and vision to be more successful (Naghbi & Baban, 2018). According to Song (2009), organizational transformation is a complicated process that may result in the failure of the change management process due to even the smallest of errors. According to Saif, Razzaq, Rehman, Javed, and Ahmad (2013), the companies that are most effective in adopting change see it as a continuous chance to improve their business activities and the quality of the services they provide.

As a consequence of this, firms are increasingly embracing strategic change management in order to reinvent themselves and achieve higher efficiency and effective service delivery for their customers. The need to enhance service delivery by capitalizing on possibilities that are now there or that are yet to develop and by addressing risks to the market is the impetus for strategic transformation (Prins, 2016). A successful change management strategy, according to Chi, Gursoy, and Chi (2022), assists in the planning and execution of changes in a manner that minimizes interruptions to service delivery. Organizations aiming to enhance their service delivery must develop strategies to address the challenges associated with the introduced changes. This involves planning and implementing the necessary change programs to streamline their service delivery.

Developing nations and communities in Africa have a similar challenge in the form of poor strategic change management techniques that cause problems with service delivery. For instance, South African municipalities, according to Govender and Kader (2020), may require staff to acquire new knowledge or modify existing procedures if changes are implemented. Change management includes training and communication strategies that help employees adapt to new processes, ensuring they can deliver services efficiently.

A research project carried out in Ghana by Gyasi et al. (2020) discovered that change management practices ensure that changes do not negatively impact the customer experience. By managing the transition smoothly, the organization can maintain or even improve customer satisfaction levels during periods of change. Dalinjong and Laar (2022) support this view by stating that local councils in Nigeria continue to face pressure to improve their service delivery, in which effective change management fosters a culture of adaptability within the organization. This allows for continuous improvement in service delivery as employees and systems can quickly adjust to new methods, technologies, or market demands.

In Kenya, Mugambi (2022) found that by managing change effectively, organizations ensure that service delivery remains aligned with their strategic goals, even as they undergo transformations. This alignment

helps in maintaining a clear focus on delivering value to customers. Menganyi et al (2023), in a study on strategy change management and its strategies that influence delivery of services in financial institutions in Kenya, found that poor management of change and non-compliance with desired ethical standards affect service delivery in Kenyan financial institutions. It was also recommended that it is prudent for managers to embrace innovations if they are to improve service delivery to their customers. In another study, Mutunga (2022) argues that change management involves identifying and mitigating risks associated with changes. This reduces the likelihood of service disruptions or quality declines, ensuring consistent service delivery. Despite reforms in the financial services sector across Africa, service delivery continues to fall short. Examining how change management strategies are applied in these institutions is essential to understanding and addressing this persistent challenge.

The 21<sup>st</sup> century has brought numerous technological changes and challenges, compelling the banking sector to transform itself, be more creative, experience a fundamental change, and adopt effective change management strategies to ensure its survival. Commercial banks have invested significant time in refocusing their corporate strategies and improving business processes to stay competitive and effectively meet their customers' needs (Agatha, 2022). Commercial banks in Kenya have initiated changes in their systems aimed at achieving better quality services among their esteemed customers. This study, therefore, aimed at finding out what change management strategies are being utilized to impact service delivery among selected Commercial Banks in Nairobi City County, Kenya.

### **1.1 Statement of the Problem**

Efficiency in providing services is viewed as the expertise that financial institutions obtain when there is a blend of the appropriate staff, processes, and technological adoption that yields beneficial results for the business, thereby lowering operational costs (Raspa, Moultrie, Toth & Haque, 2021). Financial institutions now provide round-the-clock service due to globalization, deregulation, and competitiveness in the business world. However, there is a major downside in terms of inconvenience and security concerns. However, frequent downtimes in banking systems, especially during peak hours, can disrupt service delivery, causing frustration among customers who rely on digital banking services (Berger et al, 2019). Commercial banks have been forced to re-evaluate the quality of their services as a result of the rapid loss of consumers to their rivals (Kungu & Ngui, 2021). This is because alternative financial providers, such as SACCOs, are providing services that are superior and more focused on the customer.

Financial institutions, particularly banks, have faced numerous challenges in maintaining structures that are often at odds with the evolving environment shaped by service delivery and the shifting needs of their clients. The importance of the banks is heavily affected by the trends brought about by environmental shifts. The banks are slowly transitioning from conventional banking methods to a more contemporary approach that heavily depends on technology. To endure, flourish, and gain a competitive advantage in the market, banks will choose to develop enhanced distribution channels to connect with clients. Kenyan banks have been highly engaged in establishing ambitious targets for themselves, driven by technological advancements, enhanced facilities, a redefined approach to service delivery, and customer experiences. The main goal of these banks is to outperform their rivals by providing exceptional service to their customers (Nithya & Kiruthika, 2021). Hasanaj and Manxhari (2020) found that service delivery is positively affected by organizational structure. On the other hand, this research was carried out in a poor nation; hence, its conclusions cannot be applied to commercial banks in Kenya. Doreen (2022) carried out a study on the operational performance and service delivery of tour operators in Kenya and found that, despite the fact that micro and small companies put the same amount of importance on service delivery as medium-sized, globally associated firms, they had a difficult time achieving high performance. According to their research, there is a dearth of empirical literature examining how commercial banks' service performance is affected by change management strategies. Additionally, some of these studies rely on data from other countries, and their findings may not be applicable to the local banking context. Conversely, local studies have not demonstrated the extent to which change management strategies impact service delivery in commercial banks in Kenya. This study aimed to address this research gap by examining the effect of change management strategies on service delivery at selected commercial banks in Nairobi City County, Kenya.

## **1.2 Research Objectives**

This section covers the general and specific study objectives:

### **1.2.1 General objective**

This study aimed to address this research gap by examining the effect of change management strategies on the service delivery of selected commercial banks in Nairobi City County, Kenya.

### **1.2.2 Specific objectives**

The study was guided by the following specific objectives:

1. To investigate the impact of leadership strategies on service delivery within selected commercial banks in Nairobi City County, Kenya.

2. To evaluate the effect of stakeholder engagement strategies on service delivery in selected commercial banks in Nairobi City County, Kenya.
3. To examine the influence of communication strategies on service delivery among selected commercial banks in Nairobi City County, Kenya.
4. To analyze the impact of planning strategies on service delivery in selected commercial banks in Nairobi City County, Kenya

## **2.0 Literature Review**

### **2.1 Theoretical Literature Review**

The service quality theory, the path-goal leadership theory, and the stakeholders theory formed the basis of the present study.

#### **2.1.1 Service Quality Theory**

Following Gronroos (1982), who introduced the concept of service quality, Parasuraman et al. (1985) brought it to a wider audience. Behavioral, psychodynamic, cognitive, and humanistic viewpoints are among those that may provide light on the decision-making process for customers, as proposed by Howard and Sheth (1969) in their theory of consumer behavior. Throughout the academic literature on the topic of service quality, the SERVQUAL model has been central. This model postulates that the nature of the difference between expected and perceived service characteristics should determine the service quality. When expected satisfaction (ES) is more than or equal to perceived satisfaction (PS), the service is seen to be of lesser quality; conversely, when ES is less than or equal to PS, the service is deemed to be of better quality.

Since the technical factor is so subjective, critics of the theory argue that it makes it impossible to objectively quantify quality. Functional quality plays a significant role in how customers assess service quality, and it can significantly influence their overall judgment (Chen & Ting, 2002). Assuming that service quality should be determined by subtracting customer expectation scores from customer perception ratings, the service quality theory proposes that this should be taken into consideration. When commercial banks provide services in a timely manner, are eager to help consumers, and have staff members who handle customer demands in an efficient manner, they display responsiveness. Smith (2007) argues that staff members who are knowledgeable, polite, and able to gain customers' trust and confidence provide the best assurance. This theory supports the study's dependent variable, which is service delivery.

### **2.1.2 Path-Goal Leadership Theory**

House (1971) was the first person to present the Path-Goal Leadership Theory, and House and Mitchell (1975) were the ones who subsequently elaborated upon it. According to Antonakis and House (2013), the theory proposes that certain actions or courses of action will result in particular outcomes, and that leaders are responsible for directing personnel down the route that leads to the accomplishment of business objectives. Malik, Aziz, and Hassan (2014) state that the Path-Goal Leadership Theory is criticized for being too complex due to the fact that it includes several leadership traits, which might cause ambiguity while trying to understand it. One such complaint is that the theory does not provide enough room for flexibility. Because a leader's natural style is set, Fiedler stated that the best method to manage diverse circumstances is to change the leader rather than adapting their style. This is because the natural style of a leader is fixed. According to Serfontein (2010), this viewpoint does not take into consideration the flexibility that is required of leaders. Furthermore, empirical research has only shown a limited amount of support for the theory, especially when considering all four characteristics of leadership behavior in a complete manner. Additionally, supportive leadership behavior can influence an employee's commitment to organizational goals, and the reverse is also true.

The theory also provides strategic leaders with guidance on how to communicate strategic decisions for effective implementation and identifies leadership behaviors that can enhance employee acceptance. Since employees respond differently to various leadership styles, it is essential to align the chosen leadership style with subordinate expectations to improve service delivery. Banks often use planning strategy as a management tool for change management because of its track record of long-term performance. The study's theoretical foundation is a focus on the effect of supportive leadership tactics on service delivery and change management. Leaders have a crucial role in helping their subordinates improve their service delivery by providing them with cognitive direction, inspiration, and encouragement.

### **2.1.3 Stakeholder Theory**

Stakeholder theory was proposed by Freeman (1984), who asserts that the stakeholder theory serves as an important alternative. This theory proposes that management's duty is to protect the various legal rights owned by all stakeholders. Organizations are considered to be social organizations, and as such, they have duties that extend beyond their fiduciary obligations to shareholders, directors, and workers (Freeman et al.2010). Flak and Dertz (2005) opine that this knowledge is important since an improvement in outcomes implies that the appropriate approach has been implemented and that these strategies have been implemented effectively. The stakeholder theory

has become an established foundation that identifies and analyzes the influence that companies have on their stakeholders.

The criticism of stakeholder theory is that the selection of proper stakeholders will ensure that not only the appropriate projects are formulated, but also properly planned and implemented (Laplume, 2008). Managers, according to the notion, need to take stakeholder views into account while managing change within an organization if they want to keep the business afloat and make sure everyone's interests are protected in the long run. According to Laplume, Sonpar, and Litz (2008), understanding the link between stakeholder engagement through change management and the outcomes of these strategies is vital. This is because better outcomes indicate that the right approach was taken and that the strategies were successfully put into place. This theory underpins the communication strategy and stakeholder theory on the effect of change management on service delivery.

## **2.2 Empirical Literature Review**

### **2.2.1 Leadership Strategy and Service Delivery**

Tsai (2021) investigated the connection between company culture, leadership style, and employee happiness within the framework of Taiwanese organizational reform. A cross-sectional methodology was used for the research project, and hospital nurses in Taiwan were selected as respondents. The data was gathered from a total of 300 participants via the use of a standardized questionnaire. Using correlation analysis, the study looked at the relationships that occur throughout transitions between leadership behaviour, organizational culture, and employee job satisfaction. The findings indicate that leadership behaviour significantly and positively affects employee happiness in the workplace, which influences their productivity. The study also highlighted a need for similar research locally, but it focused on organizational performance rather than service delivery.

Thomas (2021) looked at the telecom and television sectors in Nigeria, namely Airtel Telecommunications Company, to see how change management relates to performance. Change leadership has a substantial impact on company performance, according to research evaluated using a one-way analysis of variance. There were several missing pieces of evidence in the study; more research into leadership and other change management tactics is needed to fill in the gaps. In addition, it brought to light contextual gaps, highlighting the need for research of a similar kind to be carried out in the neighbourhood.

The influence of strategic change management on corporate performance was examined by Omari, Ateka, and Nyaboga (2020), who zeroed in on the soft drink industry in western Kenya. Research using a cross-sectional correlation approach found that leadership significantly impacts

organizational performance via better change management. Regression analysis showed that organizational leadership significantly contributed to performance, with a significance level of 5% ( $P=0.002<0.05$ ). During the course of the research, conceptual gaps were discovered, which indicates that the analysis should be expanded to include other change management elements in addition to leadership.

Through the use of a literature review methodology and the examination of solely secondary data, Mansaray (2019) investigated the function that leadership plays in the transition management of an organization. As a result of the results, it became clear that leadership is necessary in order to successfully guide people through change and accomplish corporate objectives. The study, in contrast, identified a conceptual void as it did not focus on specific types of organizations or institutions. Consequently, the results may only be relevant to specific types of settings.

Njenga (2019) investigated the potential link between change management and the effectiveness of Kenyan government agencies by analyzing the Technical University of Kenya. The objective of the research was to observe the effects of change management procedures on productivity. An important part of the company's performance was determined to be a change leadership approach. The research found certain methodological flaws, one of which was that the scope needed to be widened beyond a single case study to allow comparisons across other types of organizations. Another important need was the use of inferential statistics to increase the results' generalizability.

Commercial banks in Kenya were examined by Maina (2018) using a census research approach. All sixteen of Nyeri County's commercial banks are part of this management-focused strategy. To collect the primary data, questionnaires were handed out through a method of dropping and retrieving. The data was examined both descriptively and inferentially to obtain statistical results. Applying a 5% significance threshold, the regression analysis showed that organizational leadership had a significant impact on performance ( $P=0.002<0.05$ ). The research findings indicate that the leaders of commercial banks effectively cultivated a sense of urgency to highlight the necessity for change. While the research did analyze leadership in broad terms, it did not take into consideration individual leadership styles and the influence those types have on change management within the banking industry. This led to the identification of a conceptual gap.

### **2.2.2 Stakeholder Engagement and Service Delivery**

The Nurse Practitioner-led Clinic in Ontario was the subject of the case study approach that Rourke, Higuchi, and Hogg (2021) used in order to investigate stakeholder participation in system transformation in Canada.

After conducting semi-structured interviews with sixteen people from a variety of healthcare industries, primary data was acquired. Secondary data consisted of reviewing 188 documents. Due to the fact that it assists in shaping and communicating the vision of the change, the qualitative study found that the engagement of stakeholders plays an essential role in change management. In the present research, quantitative data were used for better objectivity, although qualitative data were used in the previous study, which is one of the methodological gaps. In addition, the research was carried out inside the healthcare industry, which is in contrast to the findings of the present research, which were performed within the banking industry.

Using the Eldoret Branch of the Kenya Power and Lighting Company in Uasin-Gishu County, Kenya, as a case study, Kenyora (2021) investigated how stakeholder engagement affects organizational performance. This descriptive study employed inferential and descriptive statistics to examine data, with a foundation in stakeholder theory. The results showed that the company's performance improved when stakeholders were involved. In order to increase the comparability of findings, there are holes in the methodology, such as the need to do research on a greater number of firms than the case study technique.

Through the use of a South African Secondary School in Kwamashu, Mchunu (2021) explored the engagement of stakeholders and the impacts that it has on the management of change in educational institutions. Four secondary schools located north of Durban were involved in the research project, which focused on ward 136 in KwaMashu Township, which is part of the Mafukuzela-Gandhi Circuit. As a consequence of the findings, it was discovered that the administration of the school successfully implemented and maintained high levels of stakeholder participation throughout the process of change implementation. It was determined that there were gaps in the context, which indicates that the research should be repeated in local contexts. In addition, there were discoveries of empirical gaps, which brought to light the need of broadening the scope of the evaluation to include service delivery as it is impacted by change management.

British-American Investments Company Limited's performance during the study period was investigated by Mlanya (2020) to ascertain the impact of stakeholder involvement in strategic management. In order to address the research topics, descriptive statistics were derived from the primary information gathered through an interview framework. According to the results, the organization's performance was much enhanced when stakeholders were included. Several methodological flaws were discovered, one of which was the need to include a greater number of businesses in order to get a more accurate comparison. The present research also concentrated on

service delivery, in contrast to the previous study, which was primarily concerned with performance.

Terer, Mwangi, and Gichuhi (2019) examined the effect of stakeholder participation on the change management approach of the National Police Service of Kenya. They gathered primary data from sixty-five high-ranking officials in Nakuru County through questionnaires, employing a combination of correlational and descriptive survey methods. The findings indicate that stakeholder involvement significantly improved change management, which enhanced service delivery for the company. On the other hand, a contextual gap was discovered: while the research was conducted on the National Police Service, its results may not be relevant to other industries, such as the court or equity banks, owing to the dissimilar change management practices that are used in those other sectors.

Wanyama (2019) used a case study methodology in order to evaluate the influence that stakeholder participation has on change management at the Kenya Ports Authority (KPA). In order to gather data, interviews and semi-structured questionnaires were administered to external stakeholders, personnel, and individuals in management at KPA. According to the findings of the study, which mostly consisted of content and descriptive analysis of qualitative data, KPA engaged stakeholders in change efforts; however, this engagement did not occur at all phases of the process. According to the findings of the research, there is a need for more stakeholder engagement, especially during the planning phase, in order to make the most of their contributions. The need to investigate the connection between the engagement of stakeholders as a component of change management and the consequences that it has on service delivery is one example of the contextual gaps that exist. In addition, there is a need for the research to include a wider variety of factors that are being evaluated.

At KPLC, Aketch (2018) investigated how stakeholders were involved in change management. This study aimed to evaluate the method by which stakeholders were involved in the change management process by using a descriptive study design and interview schedules to gather data. Participation in the piloting phase prior to implementation and active involvement in process development to guarantee successful adjustments were both shown by the outcomes. However, throughout the design phase of the change system, the study discovered that stakeholders, especially staff members, were not involved enough. A lack of background information has brought attention to the requirement of studying how the delivery of service is affected by change management.

### **2.2.3 Communication Strategy and Service Delivery**

According to research by Hasanaj and Manxhari (2020), communication is crucial to effective change management in the Vlora municipality. A descriptive design was used to carry out the investigation. When people are able to express themselves clearly and accurately, everyone involved benefits. When there is clear communication, there is less room for misunderstandings and mistakes, which ultimately results in more effective and dependable service delivery. Customers are provided with information that is both accurate and up to date on services, changes, or problems when a communication plan that has been thoughtfully created is implemented. The existence of a contextual gap was brought to light, highlighting the need to investigate the influence that change management has on service delivery.

At Unilever (Kenya) Limited, Gachungi (2019) conducted an analysis to determine the influence that communication strategy has on change management policies and procedures. Detailed interviews were conducted with a wide range of respondents, including senior managers, department heads, middle-level managers, and non-management staff members. This was the primary method of data collection. During the course of the process, the research discovered that the communication approach had a substantial impact on change management, namely, lowering resistance. The results from the private sector context, on the other hand, may not be relevant to the public sector, such as the Judiciary of Kenya, which was recognized as a contextual barrier. Furthermore, the implications of the communication strategy on service delivery were not investigated in the research.

Odera and Muendo (2019) conducted research on the elements that influence strategic change management in the public sector, with a particular emphasis on communication as one of these aspects. With the use of a descriptive study methodology and a standardized questionnaire, they gathered information from respondents working in a variety of disciplines. When compared to the other components that were investigated, the findings suggested that communication had the most significant influence. However, even though the study was conducted within the public sector, it did not investigate how communication, which is a component of change management, affects the delivery of services.

Atambo and Momanyi (2016) investigated how employee performance is affected by internal communication as a change management strategy. This research mainly focused on the Kenya Power and Lighting Company in Kenya's South Nyanza Region. Researchers used stratified random selection to choose 30 participants from a pool of 256, representing 30% of the total population. The purpose of this research was to analyze the impact of different types of communication on the efficiency of the Kenya Power and Lighting Company's employees in the South Nyanza Region. It has

been discovered. Channels for receiving and responding to input from consumers and workers are often included in communication plans. Effective feedback mechanisms allow organizations to identify and resolve issues quickly, leading to improvements in service quality.

#### **2.2.4 Planning Strategy and Service Delivery**

Kharroub and Mansour (2022) investigated how different types of planning affected the standard of services offered by Palestinian communities. The 114 randomly chosen employees of the Jenin Municipality were surveyed to get the main statistics. Using a descriptive technique, the inquiry was conducted. Statistical tools for both descriptive and inferential analysis formed the basis for the analysis of the data. According to the findings, service quality is substantially enhanced by prior planning. The study did not focus on planning for change management, even though the SERVQUAL methodology was used to assess service performance. Instead, it concentrated on planning for the business as a whole. For another thing, the conclusions of the research could not be as relevant to the situation of commercial banks in a different nation, which would make them less reliable.

Using planning as a change management method, Zhou, Hu, and Shi (2021) investigated whether or not it leads to enhanced business performance in Chinese publicly traded enterprises. Their study, which included 287 businesses of this kind, found that several planning factors were positively associated with both objective financial success and perceptual innovation indices. However, methodological gaps arise from the study's reliance solely on secondary data, highlighting the need for research incorporating primary data from firms. Additionally, contextual and empirical gaps are noted, emphasizing the necessity for local studies and broader examination of diverse change management strategies.

Jan and Veronika (2020) conducted research to determine how various variables affected the process of change implementation across enterprises in Slovakia. They discovered that the planning approach had a substantial impact on the efficiency of change implementation. Primary data for the study came from questionnaires sent out to employees of various companies as part of the survey methodology. The results showed that preparation was crucial to the success of the shift. The research, on the other hand, did not investigate the impact that the planning strategy had on service delivery, nor did it investigate how the change impacted service delivery both before and after it was implemented.

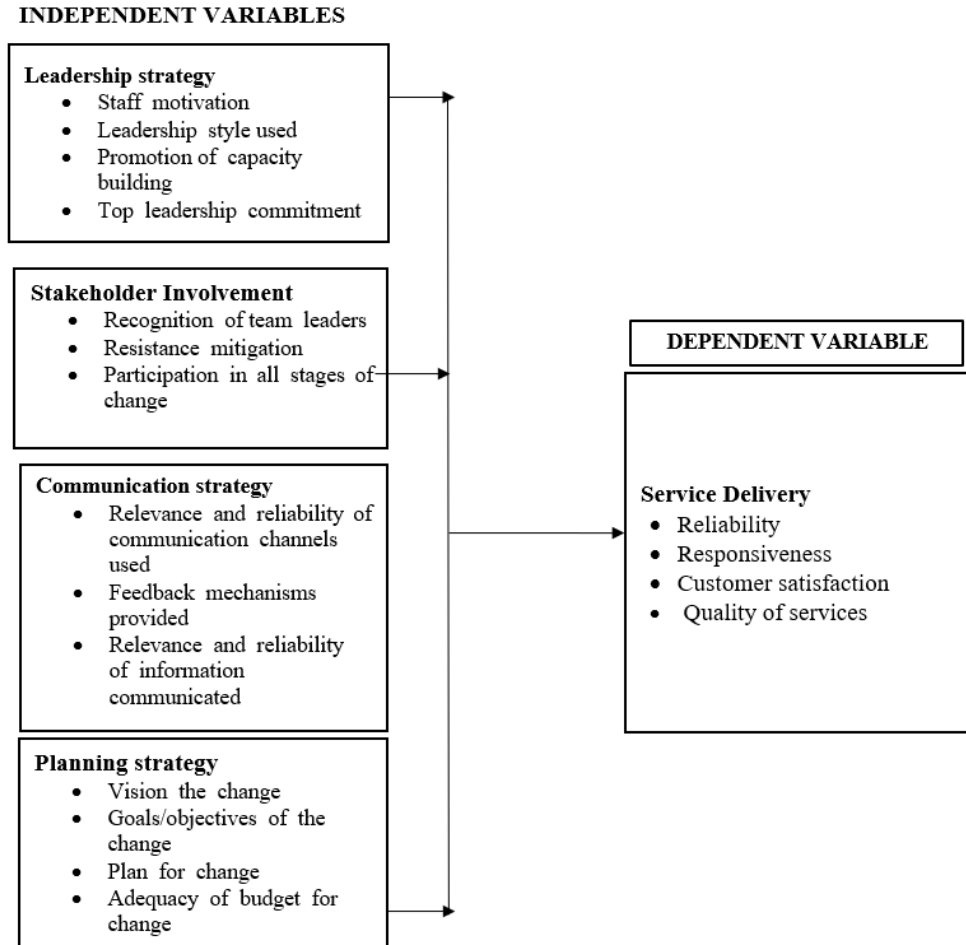
Planning was shown to have an enormous effect on the success of enterprises in Nigeria, according to Daniel (2019), who investigated how change management impacts company performance. The study focused entirely on secondary data and used a methodology known as a literature

review. Keeping the company aligned with the change vision and directing the change management process are both essential, according to the results, which underscored the importance of having a well-developed strategy. This research, however, did not investigate how the planning technique affected the delivery of services. For the purpose of addressing this conceptual gap, the present study not only investigates planning strategy in change management but also evaluates the impact that it has on service delivery. Additionally, while Daniel's (2019) study relied exclusively on secondary data, the current research uses primary data to provide insights into the equity bank context, which may offer different findings.

Nzioka (2019) conducted a study on the relationship between strategic planning and performance improvement for commercial banks in Kenya. The information for this research was obtained from 43 various commercial banks across the nation and utilized an empirical research method that relied on self-administered surveys. Qualitative methods were used, including statistical procedures like correlation and regression analyses, as well as descriptive statistics. The results show that strategic planning impacts company performance in a statistically meaningful way. However, the study highlights a contextual gap, as it did not explore additional change management variables or assess how these variables, both individually and collectively, impact service delivery.

### **2.3 Conceptual Framework**

Figure 1 shows the study's conceptual framework, which shows the interrelation between the independent variable and the dependent variable.



**Figure 1:** Conceptual Framework

## **Research Methodology**

This study used a descriptive research design. The unit of observation consisted of the seven commercial banks in Kenya, together with the 314 individuals employed by these banks in the areas of finance, credit, marketing, and risk management. The study applied a stratified random sampling method to get a sample size of 176. A pilot study was done involving 18 respondents who were bank managers at SBM Bank. The reliability of the instrument was determined using Cronbach's alpha. Following the completion of the descriptive statistical analysis, tables were generated that display the frequency, mean, percentage, and standard deviation distributions. To assess the relationships and the impact of each independent variable on change management strategy, multiple linear regression was employed.

#### 4.0 Results and Discussion

The results derived from the data analysis are outlined in this chapter, accompanied by references to relevant literature by different authors.

#### 4.1 Descriptive statistics

##### 4.1.1 Leadership Strategy

The respondents were given a list of statements that described the effect of leadership strategy on service delivery among selected Commercial banks in Nairobi City County, Kenya, to rate them based on their level of agreement. The results obtained are presented as follows;

**Table 1:** Leadership Strategy

Statements on leadership strategy	M	SD
The leadership team effectively motivates staff to achieve high performance.	4.49	0.509
Leaders use various methods to recognize and reward employee achievements.	4.54	0.460
Top leadership demonstrates a strong commitment to achieving organizational goals.	4.23	0.769
The organization provides adequate training and resources for employees to enhance their skills	4.26	0.739
Leadership prioritizes capacity building as part of its strategic goals	3.75	1.248
The leadership team provides clear direction and support for the organization's vision.	3.94	1.060
<b>Aggregate scores</b>	<b>4.20</b>	<b>0.798</b>

The results in Table 1 indicate that the aggregate mean and standard deviation score is 4.20 and 0.798 respectively. This finding shows that the respondents had generally agreed on all the statements describing the effect of leadership strategy on service delivery among selected Commercial banks in Nairobi City County, Kenya. The results indicates that participants in this study recognize the pivotal role of leadership strategies in influencing service delivery within commercial banks in Nairobi City County. The findings align with Thomas (2021), who notes that effective leadership can result in higher employee performance, superior customer service, and, ultimately, increased organizational efficiency.

##### 4.1.2 Stakeholder Engagement

The respondents were given a list of statements that described the effect of stakeholder engagement strategy on service delivery among selected Commercial banks in Nairobi City County, Kenya, to rate them based on their level of agreement. The results obtained are presented as follows;

**Table 2: Stakeholder Engagement Strategy**

<b>Statements on stakeholder engagement strategy</b>	<b>M</b>	<b>SD</b>
Recognition of team leaders is effectively practiced.	3.43	1.570
At every point of the transformation, stakeholders are actively engaged.	4.00	1.000
Stakeholders are regularly consulted.	4.51	0.590
During the change management planning process, all important parties are actively engaged.	4.43	0.570
The implementation phase of a change involves the active participation of stakeholders.	4.61	0.389
Stakeholders are informed about the outcomes and results of the change process.	3.84	1.160
<b>Aggregate scores</b>	<b>4.14</b>	<b>0.742</b>

The results in Table 2 indicates that the respondents had generally agreed on all the statements describing the effect of stakeholder engagement strategy on service delivery among selected Commercial banks as shown by aggregate mean and standard deviation score of 4.14 and 0.742 respectively. The strong agreement among respondents regarding the impact of stakeholder engagement strategies underscores the necessity for commercial banks in Nairobi City County to prioritize these strategies as a means of enhancing service delivery and achieving long-term success in the industry. The results align with the research of Terer, Mwangi, and Gichuhi (2019), which supports a participatory method in the banking sector, emphasizing that stakeholder feedback is both appreciated and incorporated into the decision-making processes.

#### 4.1.3 Communication Strategy

The respondents were given a list of statements that described the effect of communication strategy on service delivery among selected Commercial banks in Nairobi City County, Kenya, to rate them based on their level of agreement. The results obtained are presented as follows;

**Table 3: Communication Strategy**

<b>Statements on communication strategy</b>	<b>M</b>	<b>SD</b>
Everyone on staff at the bank is kept apprised of the company's internal happenings.	4.50	0.499
In order to ensure that its employees are well-informed about upcoming changes, the bank employs reliable and relevant communication channels.	4.00	1.000
Sufficient feedback has been provided on the efforts placed into executing the change.	4.10	0.895
Reliable and pertinent information on changes that have been implemented is provided by the bank.	4.55	0.450
In the process of implementing or intending to make any changes, the bank maintains communication with all relevant stakeholders along the process.	4.56	0.439
The communication of the changes that have occurred inside the bank is timely.	3.93	1.069
<b>Aggregate scores</b>	<b>4.27</b>	<b>0.829</b>

The results in Table 3 show that the respondents had a general agreement on all the statements describing the effect of communication strategy on service delivery among selected Commercial banks in Nairobi City County, Kenya, as shown by an aggregate mean score of 4.27 and a standard deviation score of 0.829. This finding indicates that the respondents had a positive view of how the communication strategy implemented by the County had influenced service delivery. These findings are consistent with earlier studies by Atambo and Momanyi (2016), highlighting the crucial role of effective communication in enhancing customer satisfaction and service quality within financial institutions. The research further incorporates Hasanaj and Manxhari's (2020) empirical evidence to emphasize that effectively executed communication strategies are essential for enhancing service delivery in commercial banks.

#### 4.1.4 Planning Strategy

The respondents were given a list of statements that described the effect of planning strategy on service delivery among selected Commercial banks in Nairobi City County, Kenya, to rate them based on their level of agreement. The results obtained are presented as follows;

**Table 4:** Planning Strategy

Statements on planning strategy	M	SD
There is a distinct plan in place for each change that is implemented inside the financial institution.	4.69	0.310
Both the aims and the objectives of the shift have been articulated in perfect detail.	4.03	0.969
In order to successfully execute any change, a plan must first be devised	3.88	1.120
During the process of implementing change in the bank, there is sufficient financial allocation available.	4.50	0.500
It is important for workers of the bank to connect their ambitions with the aims of the organization.	4.47	0.529
Change awareness initiatives are conducted to clarify the planned changes.	4.65	0.348
<b>Aggregate score</b>	<b>4.37</b>	<b>0.629</b>

The results in Table 4 indicate that the respondents agreed on all the statements describing the effect of planning strategy on service delivery among selected Commercial banks (M=4.37, SD=0.954). The finding indicates that the respondents' view was that the planning strategy was effectively implemented by the County, contributing to a significant influence on service delivery. The results align with the research by Kharroub and Mansour (2022), which emphasizes how strategic planning promotes innovation and adaptability in financial institutions. With the ongoing evolution of the banking sector, especially due to technological progress and shifting consumer preferences, the skill to successfully plan and implement strategies is becoming more essential.

## 4.2 Test of Hypothesis

**Table 5: Coefficients**

Model	Model	Unstandardized Coefficients	Unstandardized Coefficients	Standardized Coefficients	t	Sig.
Model	Model	$\beta$	Std. Error	Beta	t	Sig.
1	(Constant)	0.501	0.115		4.357	0.003
1	Leadership strategy	0.715	0.264	0.0341	2.708	0.002
1	Stakeholder engagement	0.613	0.109	0.0224	5.624	0.004
1	Communication strategy	0.714	1.006	0.0442	0.709	0.002
1	Planning	0.664	0.225	0.3301	2.951	0.003

**H<sub>01</sub>:** *Leadership strategy does not have a significant influence on service delivery among selected Commercial banks in Nairobi City County, Kenya.*

The study established that the leadership strategy had a beta value of 0.0341 and a significance value of 0.002. This indicates a significant positive relationship between leadership strategy and service delivery, meaning that improved leadership effectiveness enhances service quality. Therefore, the study rejected the hypothesis and concluded that leadership strategy had a significant and positive influence on service delivery among selected Commercial banks in Nairobi City County, Kenya. The findings agree with Thomas (2021), who looked at the telecom and television sectors in Nigeria, namely Airtel Telecommunications Company, to see how change management relates to performance. Change leadership has a substantial impact on company performance, according to research evaluated using a one-way analysis of variance.

**H<sub>02</sub>:** *Stakeholder engagement strategy does not have a significant influence on service delivery among selected Commercial banks in Nairobi City County, Kenya.*

The study found that stakeholder engagement had a positive significant influence on service delivery among selected Commercial banks in Nairobi City County, Kenya ( $\beta=0.0224$ ;  $p=0.004$ ). This finding suggests that increased stakeholder engagement correlates with improved service performance. Therefore, the study rejected the hypothesis and concluded that stakeholder engagement strategy had a positive significant influence on service delivery among selected Commercial banks in Nairobi City County, Kenya. The finding agrees with Mlanya (2020) research who found that the organization's performance was much enhanced when stakeholders were included.

**H03:** *Communication strategy does not have a significant influence on service delivery among selected Commercial banks in Nairobi City County, Kenya.*

The study revealed that the communication strategy had a significantly positive influence on service delivery among selected Commercial banks in Nairobi City County, Kenya ( $\beta=0.0442$ ;  $p=0.002$ ). This finding suggests that an increased communication strategy correlates with improved service performance. Therefore, the study rejected the hypothesis and concluded that the communication strategy had a significant positive influence on service delivery among selected Commercial banks in Nairobi City County, Kenya. The findings concur with Odera and Muendo (2019), who conducted research on the elements that influence strategic change management in the public sector, with a particular emphasis on communication as one of these aspects. The findings suggested that communication had the most significant influence.

**H04:** *Planning strategy does not have a significant influence on service delivery among selected Commercial banks in Nairobi City County, Kenya.*

The study established that the planning strategy had a beta value of 0.3301 and significance value of 0.003. This indicates a positive significant relationship between planning strategy and service delivery meaning that improved leadership effectiveness enhances service quality. This suggests that improved planning leads to better service quality. Therefore, the study rejected the hypothesis and concluded that planning strategy had a positive significant influence on service delivery among selected Commercial banks in Nairobi City County, Kenya. The finding concur with Jan and Veronika (2020) who conducted research to determine how various variables affected the process of change implementation across enterprises in Slovakia. They discovered that the planning approach had a substantial impact on the efficiency of change implementation.

## **Conclusion**

The study concludes that effective leadership strategies enhance employee satisfaction and engagement, leading to improved service delivery. Engaged employees are more likely to go above and beyond in their roles, resulting in better customer experiences. Leadership strategies that emphasize customer service can lead to the development of strong customer relationships. Banks that prioritize customer feedback and adapt their services accordingly are more likely to retain clients and attract new ones. Strong leadership can streamline processes and improve operational efficiency, which is critical in the competitive banking sector. Efficient service delivery not only enhances customer satisfaction but also reduces costs for the bank.

In addition, engaging customers through feedback mechanisms, surveys, and focus groups allows banks to understand their needs and preferences. This information can be used to tailor services, leading to higher customer satisfaction and loyalty. Engaging employees in decision-making processes and encouraging their input can lead to increased motivation, productivity, and a better understanding of customer needs. Engaging with regulators and understanding their expectations can help banks ensure compliance with legal requirements, thereby avoiding penalties and enhancing their reputation.

It is prudent to note that effective communication strategies foster better engagement with customers, allowing banks to understand their needs and preferences. This can lead to tailored services that enhance customer satisfaction. Clear and concise communication helps in disseminating important information regarding new products, services, and changes in policies. This transparency builds trust and loyalty among customers. Establishing channels for customer feedback enables banks to identify areas for improvement. Regularly soliciting and acting on feedback can enhance service quality and customer experience.

Planning strategy was found to aid in the optimal allocation of resources, including human, financial, and technological resources. An effective planning strategy incorporates risk assessment and management strategies and encourages banks to embrace innovation and adopt new technologies. Banks that engage in strategic planning are better equipped to understand customer expectations and preferences. By conducting market research and customer feedback analysis, banks can tailor their services to meet the specific needs of their clientele.

## **Recommendations**

The study recommends that commercial banks should develop systems for collecting and analyzing customer feedback to understand their needs and expectations. This can include surveys, focus groups, and suggestion boxes. There is also a need to establish clear KPIs related to service delivery, customer satisfaction, and employee engagement. Banks should regularly review these metrics to assess performance and identify areas for improvement, and encourage leaders to adopt agile methodologies that allow for quick decision-making and adaptability in response to changing market conditions and customer needs. Additionally, banks should ensure that their values and vision are clearly communicated and embraced by all employees, and that leaders model these values in their daily interactions.

Secondly, banks should regularly gather feedback from customers, employees, and other stakeholders to understand their needs and expectations. There is a need to utilize various communication platforms like social media,

mobile apps, email, and in-branch interactions to reach stakeholders effectively. Additionally, there is a call to implement user-friendly mobile and online banking platforms that allow for seamless interaction and service delivery as well as involve stakeholders in CSR initiatives that address local community needs, thereby enhancing the bank's reputation and stakeholder loyalty.

Thirdly, banks should recognize the various stakeholders involved, including customers, employees, regulators, and community members, and utilize platforms like Facebook, Twitter, and Instagram to share updates, respond to customer inquiries, and promote services. More to this, banks should develop user-friendly mobile apps that provide real-time information about services, promotions, and customer support. Implement regular surveys to gather customer feedback on service delivery and communication effectiveness. Lastly, banks should conduct regular training sessions for employees on effective communication skills, customer service, and the importance of clear messaging.

Fourthly, banks should conduct regular surveys and focus groups to understand customer needs, preferences, and pain points. This data can inform service offerings and improve customer satisfaction. Additionally, banks should invest in mobile banking applications and online platforms that enhance customer convenience, ensure these platforms are user-friendly and secure, and regularly train staff on customer service skills, product knowledge, and the use of new technologies. This ensures that employees are well-equipped to meet customer needs.

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