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Strategic Role of Huduma Centre Initiatives on Public Service
Delivery among Residents of Kapsabet Town, Nandi County, Kenya



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Strategic Role of Huduma Centre Initiatives on Public Service Delivery among Residents of Kapsabet Town, Nandi County, Kenya

Maxrine Jebet Sawe

College of Human Resource and Development, Jomo Kenyatta University of Agriculture and Technology

P. O. Box 62000, 00200 Nairobi, Kenya

Corresponding Author email: maxrinejebet@gmail.com

Dr. Josphat Kwasira

College of Human Resource and Development, Jomo Kenyatta University of Agriculture and Technology

P. O. Box 62000, 00200 Nairobi, Kenya

ABSTRACT

Purpose: The current study sought to assess the strategic role of Huduma centres on public service delivery among residents of Kapsabet town, Nandi County, Kenya. The specific objectives of the study included; to determine the role of change management, strategic communication, strategic leadership and strategic decision making on public service delivery among residents of Kapsabet town, Nandi County, Kenya. The study was anchored on the following theories; the Kurt Lewin's change management theory, theory of cybernetic, strategic leadership theory and the rational decision making theory.

Methodology: The study adopted an explanatory research design. The study target population was 750 customers who access Huduma services daily at the Huduma center in Kapsabet town. The sample size was 261 customers. Simple random sampling technique was used to select the respondents. Questionnaires were used to collect data in this study. Pilot testing was undertaken at Eldoret Huduma center. This study adopted content validity. Cronbach's alpha was used to measure reliability of the research instrument. The data collected was analyzed using both descriptive and inferential statistics.

Findings: The study findings indicated that change management has a positive and significant role on public service delivery ($\beta=0.016$, $p < 0.05$), strategic communication has a positive and significant role on public service delivery ($\beta=0.246$, $p < 0.05$), strategic leadership has a positive and significant role on public service delivery ($\beta=0.075$, $p < 0.05$), strategic decision making has a positive and significant role on public service delivery ($\beta=0.519$, $p < 0.05$).

Unique contribution to theory, practice and policy: This study concludes that change management, strategic communication, strategic leadership and strategic decision making have a

significant role on public service delivery. The study recommends that the management of Kapsabet Huduma center should have a policy on stakeholder's engagement in decision making at the facility. They should implement a policy on information sharing among the target audience of the facility. A policy on human resource development should continue to exist at the facility and also there should be a policy that will operationalize strategic teaming by the top level managers at the facility. The study contributed to existing body of knowledge by forming basis for further research in the area of strategic role of Huduma centers' and public service delivery.

Key Words: *Change Management, Strategic Communication, Strategic Leadership, Strategic Decision Making, Public Service Delivery, and Huduma Centres*

Background of the Study

Delivery of services in the public sector is undergoing dynamic changes, in regard to adoption of e-government services globally (Carson, 2011). These dynamic changes in the public service are caused by globalization and pluralisation of public service provision in public service delivery (Otieno & Omwenga, 2015). Public service delivery is important as it ensures that the government is able to realize development as well as it is able to meet its commitment to the citizens (Wynn, 2013). Service delivery is getting services as effectively and as quickly as possible to the intended recipient. Service refers to positioning that provides public needs while delivery is the occasional rendering of a service (Davis, 2014). Service delivery is a system or arrangement of periodical offering of public needs. Provision of efficient services should be the priority in service delivery and it implies a degree of excellence on the part of the organization (Kumarappan & Joshi, 2014). Since service delivery involves interaction between providers and clients, the application of one stop shops should enhance public service delivery (Zuhoor, Nasser, Naoufel & Yassine, 2014). High quality service delivery is assured after an understanding of residents's drivers of satisfaction, experiences and expectations is critical in assuring (World Bank, 2018). Carson (2011) opines that governments that are citizen-centric aim at providing integrated service delivery and public facing information. It also aims at enhancing residents' experience while interacting with public agencies. They also seek to provide service delivery channels which are effective and user-friendly. Matheson (2009) opine that citizen-centric service delivery is realized when employees are engaged in public sector organizations. It helps to improve customer satisfaction with the services provided by the entity (Jerop & Kiptum, 2017). Public service delivery is assessed based on quality, ease of access, speed of provision and cost (Okello, 2014).

Change management refers to the organizational process that is aimed at helping the stakeholders to accept as well as embrace changes in their operating environment (Gilley, McMillan & Gilley, 2019). It involves the application of a set of tools, processes as well as skills tied up with principles so as to manage the people's side of change so as to achieve the desired organizational outcomes (King & Wright, 2017). The Huduma centers have a strategic role of change management with the

intent of improvement of public service delivery. The indicators of change management included; leadership alignment, training, stakeholder engagement and organizational design. Strategic communication refers to the use of communication by an organization with the intention to achieve the mission of the organization (Hallahan, Holtzhausen, van Ruler, Verčič, & Sriramesh, 2017). It is all about using proper channels to communicate the actual message. It helps to make creative ideas sound smart as well as strategically sound. It binds business objectives to its core values which helps to result in an increase in personal drive as well as better engagement of employees (McPhee & Zaug, 2017).

Statement of the Problem

Huduma Kenya program was established so as to enhance the access and delivery of Government Services to all Kenyans through a one stop service provision centers (Ng'aru & Wafula, 2015). Its main aim was to enhance public service delivery but, poor service delivery is still being experienced at the Huduma centers. They have had limited successes in enhancing efficiency and effectiveness in public service delivery (Kagasi, Sangoro, Roman & Oirere, 2016). The problem of service accessibility due to centralization of some government services is still a challenge. Being not served on time due to offering of services by appointment is an indicator of poor service delivery at the Huduma centers. Residents have missed job opportunities such as Kenya Defense Forces recruitments due to lack of proper documentation attributed to delays in processing of the documents at the Huduma centers (Otieno & Omwenga, 2015). Failure to address poor service delivery at Huduma centres implies that the main goal for establishment of Huduma centers will not be realized in its entirety and service delivery might continue deteriorating as time goes by. According to Abdalla, Kiragu, Waswa, Ono, Kariuki and Ikua (2020), thirty seven (37%) of majority of the customer who seek services at Huduma Centers' complaints of delays in being served at some counters. The continued delay in service delivery might continue to be an impediment against the realization of the purpose for which the Huduma centers were established if it is not addressed. The current study therefore sought to assess the strategic role of Huduma centres on public service delivery among residents of Kapsabet town.

Research Hypotheses

- H₀₁:** Change management has no significant role on public service delivery among residents of Kapsabet town.
- H₀₂:** Strategic communication has no significant role on public service delivery among residents of Kapsabet town.
- H₀₃:** Strategic leadership has no significant role on public service delivery among residents of Kapsabet town.

H₀₄: Strategic decision making has no significant role on public service delivery among residents of Kapsabet town.

LITERAURE REVIEW

Theoretical Review

Kurt Lewin's Change Management Theory

The theory was developed by Lewin (1951). The theory states that the first stage in changing behavior is to unfreeze the status quo. At this stage, the individuals are prepared for change, as well as the organization also prepares to move from the current state to the desired state. The second stage is where the actual transition happens. At this stage, new attitudes and behavior are developed to promote change implementation (Kritsonis, 2015). For change to be successful, the workforce must be persuaded that the old ways are no longer beneficial and that the workforce must be convinced to work together in implementing the change as well as be supported by strong leadership (Peus, Frey, Gerhardt, Fischer & Traut, 2019). Change is usually then implemented, follow-up done and assessment of consequences done. According to this theory the final stage is refreezing, where the new situation is stabilized as well as consolidated so as to prevent individuals from going back to the old way of doing things (Muma, 2016). The theory assumes that all of our experiences and environments will affect our behavior at any given time. The theory has been criticized on the grounds that his work assumes that organizations operate in a stable state but it ignores organizational power as well as politics. Burnes (2004), also criticizes the theory that Lewis approach is top-down and therefore it ignores employee input. The theory had been adopted in the study because it elucidates the stages through which the change management process goes through. The three stages are important in change management. The theory was therefore applicable to the change management construct.

Theory of Cybernetic

It was founded by Wiener and Ashby (1960). The theory states that a feedback occurs when outputs of a system are routed back as inputs as part of a chain of cause and effect that forms a loop. The theorist posits that the feedback can be either be positive or negative depending on whether the outcome of an event or process is favorable or adverse outcome. Cybernetics is a tradition of complex systems where elements that interact influence each other. According to this theory communication is a system of processing information, feedback as well as control (Kibe, 2014). Strategy managers are needed in an organization to communicate to the workforce on the various productive tasks that are intended to implement the chosen strategic option. The theory further posits that a sound flow of information helps to facilitate attainment of organization goals as well as objectives and hence it improves organizational performance (Otieno, Waiganjo & Njeru, 2015). The theory assumes that a complex system comprises of sub-systems that affect the entire communication process (Takahara & Mesarovic, 2003). The theory has been criticized on the

grounds that it is purely a theoretical design and also clear procedures does not exist therefore its application is complicated (Powers, 2019). The theory was applicable to this study since it informs the strategy communication construct. The theory was relevant for this construct because it talks about amongst others; feedback and what communication is. Strategic communication revolves around feedback and communication which is advanced by this theory.

Strategic Leadership Theory

It was developed by Hambrick and Mason's (1984) and it states that the top managers' preference and actions influence their strategic choices, direction as well as organization outcomes. The focus of strategic leadership theory is the overall impact that the top level managers have on organizational performance. The impact is through their influence, strategy formulation as well as implementation. It also provides an explanation on how top managers influence amongst others the competitive strategies, organizational structure, as well as the overall organizational culture (Yukl, 2012). The theory assumes that the organizations performance as well as values are a true reflection of the efforts of their leaders (Finkelstein, Hambrick & Canella Jr., 2009). The theory has been criticized on the grounds that it is impossible to fully predict the future and that the strategic leaders should attempt to keep one foot in the present while trying to predict the future (Hernandez, Eberly, Avolio & Johnson, 2011). The theory had been adopted to inform the strategic leadership construct because according to the theory the top managers' preference and actions influence the strategic choices, direction as well as organization outcomes. It also enunciates that strategic leaders have a high impact on organization performance through their influence, strategy formulation as well as implementation.

Rational Decision Making Theory

It was developed by Hebert (1957) and it states that rational people make decisions based on the optimal choice of greatest benefit of them. Rational decision making models involve a cognitive process where each step follows each other in a logical order (Eisenhardt & Zbaracki, 1992). A rational strategic decision making model presupposes that there is one best outcome and therefore an optimizing decision making model exist. The theory assumes that individuals make choices that result in the optimal level of benefit for them. It also assumes that people would rather take actions that benefit them versus actions that are neutral or harm them (Stanton, Ackerman & Kartha, 2009).

The theory has been criticized on the grounds that rational decision making is much slower than intuitive decision making and the desired outcomes are often not any better. Besides this criticism, the theory has been adopted to inform the strategic decision making construct because it is a theory of decision-making. The theory also posits that a rational strategic decision making model exist which presupposes that there is one best outcome and therefore an optimizing decision making model exist. It was on the basis of this argument that the theory had been adopted to inform this construct.

Conceptual Framework

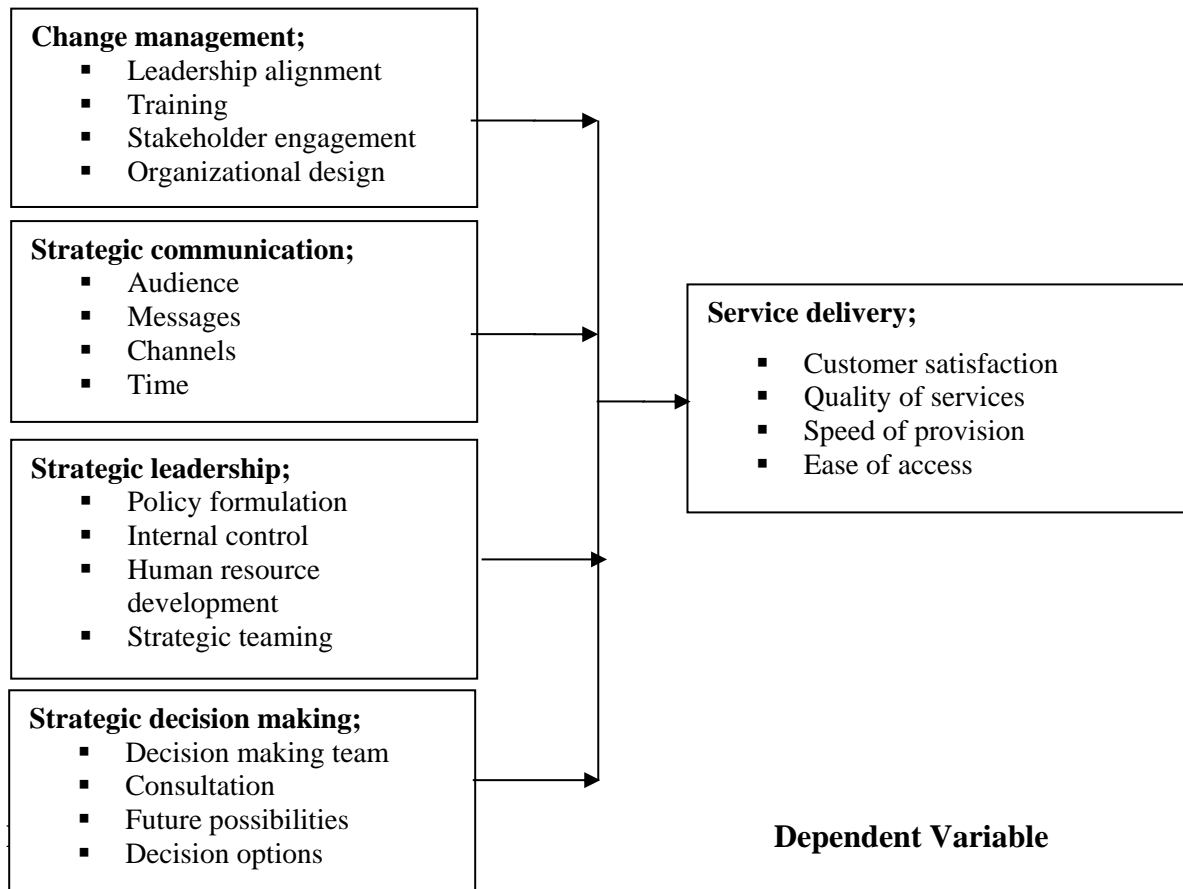


Figure 1: Conceptual Framework

Change Management and Public Service Delivery

Change within the organization affects behavior, shared beliefs, how work is done as well as the rules at the organization (Hayes, 2017). Frequent changes in the way organizations operate structurally is needed in the current dynamic business environment (McLagan, 2019). Change revolves around people and lead to a rise in emotions, uncertainties and inconsistencies. For the benefits of change to be realized, a change process should be adopted for an organization to realize its vision. It comprises of various stages as well as execution of different tasks (King & Wright, 2017). It also involves the formulation of the change strategy, communication and persuasion of others to accept the change. In most cases, change is as a result of changes in technology, ongoing business processes, new ideas as well as innovations (Buono & Kerber, 2018). Change management therefore refers to a set of principles, techniques as well as prescriptions that are applied to human aspects of implementing the change initiatives in organization settings (McLagan, 2019). The indicators of change management that will be adopted in this study include;

leadership alignment, training, stakeholder engagement and organizational design. Leadership team is aligned when team members unite on issues that must be resolved, actions that must be taken, and objectives that must be reached for the team or organization to make progress or move forward (Cannella & Monroe, 2017). Leadership alignment is an ongoing task that should be undertaken by the organization for the change process to be a success (Hofmann & Jones, 2015). In an organization, if there is strategic change to a policy the communication protocols established through leadership alignment should ensure that the changes are effectively communicated (Berson & Avolia, 2019). It is important that leaders should be aligned in the execution of the revised plans if a strategic decision is made that has an impact on the day to day workflow, roles and responsibilities (Judge & Piccolo, 2020).

Strategic Communication and Public Service Delivery

Strategic communication relates to how organizations use communication to fulfill their mission. All organizations use strategic communication to reach their goals. It focuses on how an organization communicates across organizational endeavors. Argenti, Howell, and Beck (2015) define strategic communication as communication that is aligned with the company's overall strategy that helps to enhance strategic positioning. It also refers to the purposeful use of communication by an organization to fulfill its mission (Hallahan, Holtzhausen, van Ruler, Verčič & Sriramesh, 2017). Strategic communication is a replacement for integrated communication which is an umbrella term for all types of goal-oriented communication that is initiated by organizations so as to address any kind of stakeholders and audiences. It is a common practice for most organizations to use communication as a way to reach their goals. The management as well as execution of strategic communication is a complex task. Most large organizations delegate much of it to communication professionals working in amongst others communication and public relations (Heide, von Platen, Simonsson & Falkheimer, 2018). The indicators of strategic communication that were adopted in this study include; audience, messages, channels and time. Strategic communication is meant to a certain audience who are directly or indirectly affected by the strategic decisions made by the organization. Audience therefore refers to the person or people who the strategic leaders of an organization want to communicate with. When the strategic leaders know about them in terms of their wants, needs as well as values, then they are in a good position to craft better the message so that the recipients are able to receive it as intended. The strategic management process is a success when the message is communicated to the right audience at the right time and in the most appropriate manner. At Huduma center in Kapsabet town, the strategic leaders have identified the target audience who receive information from the management at the right time and in the most appropriate manner. Few studies exist that have examined how audience affect service delivery at Huduma centers in Kenya. The current study sought to address this knowledge gap.

Strategic Leadership and Public Service Delivery

Leadership is a set of behavior that enforces the people to formulate the organizational goals and then motivate them to jointly contribute in order to achieve organization's goals (Franke & Felfe, 2017). Strategic leadership refers to the leader's ability to anticipate, envision as well as maintain flexibility so as to empower others to create strategic change as necessary (Ertas, 2015). Strategic leadership refers to the leader's ability to anticipate, envision as well as maintain flexibility and to empower others to create strategic change as necessary (Hidayah, 2019). It also refers to the potential of a manager's to express a strategic vision for the business concern or a part of the organization as well as to motivate and persuade others to acquire that vision (Ahearne, Lam & Kraus, 2018). It also refers to the utilization of strategy in the management of employees. It also refers to the potential to influence the organizational members to implement organizational change (Azhar, Ikram, Rashid & Saqib, 2016). It helps organizations to cope with changes that seem to be increasing dramatically in today's globalized business environment. It requires the strategic leaders to demand for the ability to integrate both the inside and outside business environment of the business entity as well as engage in multifaceted information processing (Omar, 2017). In most cases, the strategic leaders usually create organizational structure, allocate resources as well as express strategic vision of the organization (Fiedler, 2016). Strategic leaders usually use reward as well as incentive system to encourage productive and quality employees to perform much better for their organization. Strategic leadership that is functional is about inventiveness, perception as well as planning that assists an employee in realizing his objectives and goals (Bolden, 2019).

Strategic Decision Making and Public Service Delivery

A decision is the act of reaching a conclusion or making up one's mind. It also refers to the position or opinion or judgment reached after consideration (Van de Ven & Marshall, 2015). Taking effective strategic decisions is important as it is not only very easy to understand but also requires reforms that modify both senior leader decision making styles as well as organizational structure. Strategic decisions refers to chosen alternatives that affects important factors that determine the success of an organization's strategy (Pettigrew, 2019). Strategic decision making refers to the process of understanding the interaction of decisions as well as their effect on the organization to gain an advantage (Van de Ven, 2018). The strategic decisions made are those decision elements which helps to determine the overall direction of an organization while taking into consideration the predictable as well as unpredictable changes that might occur in the business environment of the organization (Obi, 2017). The indicators of strategic decision making that were considered in this study included; decision making team, consultation, future possibilities and decision options. The decision making team is important as it helps to improve the decision making process (Das & Teng, 2019). This is because the decision making teams are usually comprised of people with complementary skills (Cegarra-Navarro, Soto-Acosta & Wensley, 2016). The complementary skills usually allow the team members to examine issues from many angles and also assess the

implications of their decisions from different perspectives (Clark, Denham-Vaughan & Chidiac, 2017). At Huduma center, decision making team exist that is involved is strategic decision making. The strategic decisions made are usually expected to improve service delivery. The skills and competencies of the decision making team should always be examined because they have an effect on public service delivery.

RESEARCH METHODOLOGY

The current study adopted an explanatory research design. The study target population was 750 customers who access Huduma services daily at the Huduma center in Kapsabet town (Huduma Center client's database, 2021). The sample size was 261 customers that is determined using Yamane's (1967) sample size determination formula. The current study adopted semi structured questionnaire to collect primary data. The structured part comprised of a 5-point likert scale where '1' represents strongly disagree while '5' represents strongly agree. The data collected was analyzed using both descriptive and inferential statistics. The descriptive statistics that were adopted in the study include; percentages, frequencies, mean and standard deviation. The inferential statistics included both correlation analysis and regression analysis. Statistical Package for Social Sciences (SPSS) version 21 was used to facilitate analysis. The study employed the below model for the study:

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

Where: Y represents dependent variable (public service delivery), α represents the regression constant. This means value of Y when x_1 , x_2 and x_3 are equal to zero, β_1 represents change in y for each increment change in x_1 , β_2 represents change in y for each increment change in x_2 , β_3 represents change in y for each increment change in x_3 , β_4 represents change in y for each increment change in x_4 , X_1 represents change management, X_2 represents strategic leadership, X_3 represents strategic communication, X_4 represents strategic decision making and ε represents error term.

Results

The researcher distributed 261 questionnaires, out of which 245 questionnaires were returned but 22 of the questionnaires were not duly filled. This implies that only 223 questionnaires were duly filled indicating a response rate of 85.4%. The response rate (85.4%) was high compared with other studies. This was attributed to the method of administration of the research instrument, which in this case the questionnaires were self-administered by the researcher.

Descriptive Findings and Analysis

The study examined the views of respondents on strategic role of Huduma centers' on public service delivery to citizens of Kapsabet Town in Nandi County. The respondents were asked to indicate their views on a 5 point likert scale of 5-1, SA representing Strongly Agree, A representing Agree, N representing Neutral, D representing Disagree and SD representing Strongly Disagree.

To find out the respondents opinion on independent and dependent factors, the responses were tabulated descriptively where percentages, frequencies, mean and standard deviations were used to summarize the study variables.

Descriptive Statistics for Change management on Public Service Delivery

The first objective of the study was to determine the role of change management on public service delivery among residents of Kapsabet town. The study focused on leadership alignment, training, stakeholder engagement and organizational design as the main sub constructs of change management. The researcher was interested on the opinion of respondents on the extent to which such sub-constructs affect public service delivery in Kapsabet Town. The descriptive findings were as presented in Table 1:

Table 1: Descriptive Statistics for Change Management

		S.A	A	N	D	S.D	Mean	Std. Dev.
1. Top managers practice leadership alignment at the facility	F	45	100	28	29	21	3.5336	1.21829
	%	20.2	44.8	12.6	13.0	9.4		
2. Employees are trained on service delivery	F	60	85	29	25	24	3.5919	1.28727
	%	26.9	38.1	13.0	11.2	10.8		
3. All stakeholders are engaged in decision making	F	54	68	26	37	38	3.2825	1.43194
	%	24.2	30.5	11.7	16.6	17.0		
4. Organization design is done by the top level managers at the facility	F	91	49	36	21	26	3.7085	1.38534
	%	40.8	22.0	16.1	9.4	11.7		
Composite							3.5291	

The respondents were asked to give their opinions in regard to whether the top managers practice leadership alignment at the facility, 50 (22.4%) of respondents disagreed that the top managers practice leadership alignment at the facility, 145(65.0%) agreed with the statement. Practice leadership alignment at the facility by top managers was further established to affect public service delivery in Kapsabet town with (mean= 3.5336, std. Dev. = 1.21829). The findings are in-tandem with that of Kosgei (2019), who examined the effect of leadership alignment on service delivery at Kenyatta National Hospital. The researcher found that leadership alignment affects service

delivery. These descriptive statistics findings indicate that majority of the respondents positively rated practice of leadership alignment at the facility to have direct connection with public service delivery. The study respondents were asked to provide their opinions in regard to whether the employees are trained on service delivery at the facility, 49 (22.0%) of the respondents disagreed with the statement that employees are trained on service delivery at the facility while 145(65.0%) agreed with the statement. Employee training on service delivery was further established to affect public service delivery in Kapsabet town with (mean= 3.5919, std. Dev. = 1.28727). The findings resembles that of Masenge (2018), who researched on the effect of employee training on service delivery in Kisii County, Kenya. The scholar found that employee training affects service delivery. These descriptive statistics findings indicate that majority of the respondents opined that employee training on service delivery at the facility contributes to improvement in public service delivery.

The study respondents were requested to give their opinions in regards to whether all stakeholders are engaged in decision making at the facility. The results from table 1 indicate that 75(33.6%) of the respondents disagreed with the statement that all stakeholders are engaged in decision making at the facility while 122(54.7%) agreed with the statement. Stakeholder engagement in decision making at the facility was further established to affect public service delivery in Kapsabet town with (mean= 3.2825, std. Dev. = 1.43194). Findings resembles that of Karama, Iravo, Kagiri and Shale (2019), who examined the effect of stakeholder engagement on Delivery of Devolved Services in Kenya. The researchers found that stakeholder engagement affects delivery of devolved services. These descriptive statistics findings indicate that majority of the respondents opined that Stakeholder engagement in decision making contributes to improvement in public service delivery. The study respondents were asked to give their opinions in regards to whether organization design is done by the top level managers at the facility. The findings as per table 1 shows that majority of respondents 140 (62.8%) agreed with the statement that organization design is done by the top level managers at the facility while 47(21.1%) disagreed with the statement. Organization design at the facility was further established to affect public service delivery in Kapsabet town with (mean= 3.7085, std. Dev. = 1.38534). The findings resembles that of Kathuri (2017), who researched on the effect of organizational design on service delivery in civil organizations in Marsabit County. The scholar found that organizational design affects service delivery. These descriptive statistics findings indicate that majority of the respondents opined that organization design helps to improve public service delivery. In a nutshell, the item had an aggregate mean of 3.5291, this implies that majority of respondents agreed that change management enhances public service delivery.

Descriptive Statistics for Strategic communication on Public Service Delivery

The second objective of the study was to determine the role of strategic communication on public service delivery among residents of Kapsabet town. The study focused on target audience, messages, time and communication channels as the main sub-constructs of strategic

communication. The researcher was interested on the opinion of respondents on the extent to which such sub-constructs affect public service delivery in Kapsabet Town. The descriptive findings were as presented in Table 2

Table 2: Descriptive Statistics for Strategic communication

		S.A	A	N	D	S.D	Mean	Std. Dev
5. Information sharing is done only among the target audience of the facility	F	101	52	21	31	18	3.8339	1.34598
	%	45.3	23.3	9.4	13.9	8.1		
6. Existence of a policy on language to be used when exchanging messages with the clients at the facility	F	42	80	21	34	46	3.1704	1.43873
	%	18.8	35.9	9.4	15.2	20.6		
7. Determination of the communication channels to be adopted at the facility	F	63	58	29	29	44	3.3004	1.49303
	%	28.3	26.0	13.0	13.0	19.7		
8. Implementation of a policy on time taken before information is made available to recipients	F	48	72	30	38	35	3.2691	1.38502
	%	21.5	32.3	13.5	17.0	15.7		
Composite							3.3935	

The study respondents were requested to give their opinions in regard to whether information sharing is done only among the target audience of the facility. Table 2 indicates that majority of respondents 153(68.6%) agreed that information sharing is done only among the target audience of the facility while 49 (22.0%) disagreed with the statement. Information sharing among the target audience was further established to affect public service delivery in Kapsabet town with (mean= 3.83386, std. Dev. =1.34598). Findings resembles that of Akoth (2020), who researched on the effect of information sharing on service delivery among county Governments in western Kenya. The researcher found that information sharing affect service delivery. The findings of

descriptive statistics indicate that majority of respondents rated the statement positive indicating majority of the respondents revealed that information sharing was done only among the target audience and it had an effect on public service delivery. The study respondents were asked to give their opinions in regards to whether a policy exists on language to be used when exchanging messages with the clients at the facility. Table 2 indicates that majority of respondents 122 (54.7%) agreed that a policy on language to be used when exchanging messages with the clients exist at the facility while 80 (35.8%) disagreed with the statement. A policy on language to be used when exchanging messages with the clients was further established to affect public service delivery in Kapsabet town with (mean=3.1704, std. Dev. =1.43873). The findings resembles that of Letsa (2017), who assessed the effect of waiting times on restaurant service delivery in the Ho Municipality, Ghana. The scholar found that waiting time affect service delivery. The findings of descriptive statistics indicate that majority of respondents rated the statement positive indicating that language used in exchange of messages has an effect on public service delivery.

The study respondents were requested to give their opinions in regards to the communication channels to be adopted at the facility are determined by the top managers. Table 2 indicates that majority of respondents 121(54.3%) agreed with the statement that communication channels to be adopted at the facility are determined by the top managers while 73(32.7%) disagreed with the statement. Communication channels was further established to affect public service delivery in Kapsabet town with (mean=3.3004, std. Dev. =1.49303). Findings resemble that of Musenze, Munene and Ntayi (2020), who examined the effect of communication channels on service delivery in Uganda's Local Government. Findings revealed that communication channels affects service delivery. The findings of descriptive statistics indicates that majority of respondents rated the statement negative indicating that communication channels have a positive effect on public service delivery. The study respondents were requested to give their opinions in regards to whether a policy has been implemented on time that is expected to be taken before information is made available to recipients at the facility. Table 2 indicates that majority of respondents 120 (53.8%) agreed with the statement that a policy has been implemented on time that is expected to be taken before information is made available to recipients at the facility while 73(32.7%) disagreed with the statement. Time was further established to affect public service delivery in Kapsabet town with (mean=3.2691, std. Dev. =1.38502). The findings are similar to that of Musenze et al. (2020), who examined the effect of communication channels on service delivery in Uganda's Local Government. The scholars found that communication channels on service delivery. The findings of descriptive statistics indicates that majority of respondents rated the statement positive indicating that time influences public service delivery. In a nutshell, the item had an aggregate mean of 3.3935, this implies that majority of respondents agreed that strategic leadership enhances public service delivery.

Descriptive Statistics for Strategic Leadership on Public Service Delivery

The third objective of the study was to determine the role of strategic leadership on public service delivery among residents of Kapsabet town. The study focused on policy formulation, internal control, human resource development and strategic teaming. The researcher was interested on the opinion of respondents on the extent to which such indicators affect public service delivery in Kapsabet Town. The descriptive findings were as presented in Table 3.

Table 3: Descriptive Statistics for Strategic Leadership

		S.A	A	N	D	S.D	Mean	Std Dev.
9. Strategic leaders have formulated various policies at the facility	F	47	74	38	37	27	3.3453	1.30903
	%	21.1	33.2	17.0	16.0	12.1		
10. Strategic leaders participate in internal control checks at the facility	F	59	80	35	28	21	3.5740	1.26372
	%	26.5	35.9	15.7	12.6	9.4		
11. Top level managers have established a policy on human resource development at the facility	F	58	87	21	29	28	3.5291	1.33821
	%	26.0	39.0	9.4	13.0	12.6		
12. Top level managers practice strategic teaming at the facility	F	46	85	30	21	41	3.3318	1.39084
	%	20.6	38.1	13.5	9.4	20.6		
Composite							3.4451	

The study respondents were requested to give their opinions in regards to whether the strategic leaders have formulated various policies at the facility. Table 3 indicates that majority of respondents 121 (54.3%) agreed that strategic leaders have formulated various policies at the facility. 64(28.1%) of the respondents disagreed with the statement. Policy formulation was further established to affect public service delivery in Kapsabet town with (mean=3.3453, std. Dev.

=1.30903). Findings resemble that of Mutie (2017), who examined the effect of policy formulation on service delivery at Kenya Bureau of Standards. Findings revealed that policy formulation affects service delivery. The findings of descriptive statistics indicates that majority of respondents rated the statement positive indicating that policy formulation enhances public service delivery. The study respondents were requested to give their opinions in regards to whether strategic leaders participate in internal control checks at the facility. Table 3 indicates that majority of respondents 139(62.4%) disagreed with the statement that strategic leaders participate in internal control checks at the facility while 49(22.0%) of the respondents disagreed with the statement. Internal control was further established to affect public service delivery in Kapsabet town with (mean=3.5740, std. Dev. =1.26372). Findings resemble that of Ongâ and Abbey (2019), who researched on the effect of internal control on quality service delivery in a public health sector in the Local Government in Uganda. Findings revealed that internal control affects service delivery. The findings of descriptive statistics indicates that majority of respondents rated the statement positive indicating that internal control has a positive influence on public service delivery.

The study respondents were asked to provide their opinions in regards to whether the top level managers have established a policy on human resource development at the facility. Table 3 indicates that majority of respondents 145(65.0%) agreed that the top level managers have established a policy on human resource development at the facility. 62 (27.8%) of the respondents disagreed with the statement. Human resource development was further established to affect public service delivery in Kapsabet town with (mean= 3.5291, std. Dev. = 1.33821). Findings resemble that of Luballo and Simon (2017), who examined the effect of human resource development on service delivery in county government of Siaya, Kenya. The scholars found that human resource development affects service delivery. The findings of descriptive statistics indicates that majority of respondents rated the statement positive indicating that human resource development contributes to improvement in public service delivery. The study respondents were requested to give their opinions in regards to whether top level managers practice strategic teaming at the facility. Table 3 indicates that majority of respondents 131(58.7%) agreed that the top level managers practice strategic teaming at the facility. 62(25.3%) of the respondents disagreed with the statement. Strategic teaming was further established to affect public service delivery in Kapsabet town with (mean=3.3318, std. Dev. =1.39084). The findings resemble that of Nzioki, Ntale and Ngui (2018), who studied on the effect of strategic teaming on service delivery in State Corporations in Kenya. The scholars found that strategic teaming affects service delivery. The findings of descriptive statistics indicates that majority of respondents rated the statement positive indicating that strategic teaming enhances public service delivery. In a nutshell, the item had an aggregate mean of 3.4451, this implies that majority of respondents agreed that strategic leadership enhances public service delivery.

Descriptive Statistics for Strategic Decision Making on Public Service Delivery

The fourth objective of the study was to establish the role of strategic decision making on public service delivery among residents of Kapsabet town. The study focused on decision making team, consultation, future possibilities and decision options. The researcher was interested on the opinion of respondents on the extent to which such indicators affect public service delivery in Kapsabet Town. The descriptive findings were as presented in Table 4.

Table 4: Descriptive Statistics for Strategic Decision Making

		S.A	A	N	D	S.D	Mean	Std. Dev.
13. A decision making team exist at the facility	F	43	95	29	28	28	3.4350	1.28190
	%	19.3	42.6	13.0	12.6	12.6		
14. Rigorous consultations are done by the strategic leaders at the facility	F	76	71	21	29	26	3.6368	1.37149
	%	34.1	31.8	9.4	13.0	11.7		
15. Top level managers consider future possibilities when making decisions at the facility	F	42	98	28	26	29	3.4395	1.28212
	%	18.8	43.9	12.6	11.7	13.0		
16. Decision options are provided by the strategic leaders at the facility	F	53	80	29	40	21	3.4664	1.28662
	%	23.8	35.9	13.0	17.9	9.4		
Composite							3.4944	

The study respondents were requested to give their opinions in regard to whether a decision making team exist at the facility. Table 4 indicates that majority of respondents 138(61.9%) agreed that a decision making team exist at the facility. 56 (25. 2%) of the respondents disagreed with the statement. Decision making team was further established to affect public service delivery in Kapsabet town with (mean=3.4350, std. Dev. = 1.28190). Findings resemble that of Ontiri (2019),

who researched on the effect of decision making team on service delivery at the Nairobi City Water and Sewerage Company, Nairobi City County, Kenya. Findings revealed that decision making team affects service delivery. The findings of descriptive statistics indicate that majority of respondents rated the statement positive implying that decision making team has an effect on public service delivery. The study respondents were asked to state their opinions in regard to rigorous consultations done by the strategic leaders at the facility. Table 4 indicates that majority of respondents 147 (65.9%) agreed that to rigorous consultations are done by the strategic leaders at the facility. 55(24.7%) of the respondents disagreed with the statement. Consultations were further established to affect public service delivery in Kapsabet town with (mean=3.6368, std. Dev. =1.37149). Findings are similar to that of Mwanja (2020), who examined the influence of consultations on service delivery at the Nairobi City Water and Sewerage Company in Kenya. Findings revealed that consultations affect service delivery. The findings of descriptive statistics indicate that majority of respondents rated the statement positive implying that consultations have a positive effect on public service delivery.

The study respondents were requested to give their opinions in regard to whether the top level managers consider future possibilities when making decisions at the facility. Table 4 indicates that majority of respondents 140 (62.72%) agreed that the top level managers consider future possibilities when making decisions at the facility. 55(24.7%) of the respondents disagreed with the statement. Consideration of future possibilities was further established to affect public service delivery in Kapsabet town (mean=3.4395, std. Dev. =1.28212). The results resemble that of Omar (2017), who researched on the effect of examining future possibilities on service delivery at municipal council of Mombasa. The scholar found that examining future possibilities during decision making process affects service delivery. The findings of descriptive statistics indicates that majority of respondents rated the statement positive indicating that consideration of future possibilities has an effect on public service delivery. The study respondents were requested to give their opinions in regards to whether decision options are provided by the strategic leaders at the facility. Table 4 indicates that majority of respondents 133(59.4%) agreed that the decision options are provided by the strategic leaders at the facility. 61 (27.3%) of the respondents disagreed with the statement. Decision options were further established to affect public service delivery in Kapsabet town with (mean=3.4664, std. Dev. =1.28662). Findings resemble that of Waiganjo (2017), who researched on the effect of decision options on service delivery at Kenyan Metropolitan County Governments. Findings reveals that decision options affect service delivery. The findings of descriptive statistics indicates that majority of respondents rated the statement positive indicating that decision options enhances public service delivery. In a nutshell, the item had an aggregate mean of 3.4944, this implies that majority of respondents agreed that strategic decision making enhances public service delivery.

Descriptive Statistics for Public Service Delivery

The study focused on public service delivery among residents of Kapsabet town. The study used customer satisfaction, quality, speed of provision and ease of access as the main sub-indicators of public service delivery. The researcher wanted the opinions of the respondents on how such indicators relate to public service delivery at Huduma centre in Kapsabet town. The results were as presented in the Table 5.

Table 5: Descriptive Statistics for Public Service Delivery

		S.A	A	N	D	S.D	Mean	Std. Dev.
17. Satisfied with the services offered at Kapsabet Huduma center	F	55	87	31	24	26	3.5426	1.28985
	%	24.7	39.0	13.9	10.8	11.7		
18. Government services offered at the Kapsabet Huduma center are of good quality	F	66	72	28	72	29	3.5291	1.37146
	%	29.6	32.3	12.6	12.6	13.0		
19. Faster service delivery at Kapsabet Huduma center	F	48	51	48	55	21	3.2601	1.28560
	%	21.5	24.7	21.5	22.9	9.6		
20. Easy access to government services at Kapsabet Huduma center	F	67	28	28	71	29	3.5381	1.36795
	%	30.0	31.8	12.6	13.0	12.6		
Composite							3.4675	

The study respondents were asked to give their opinion on whether the respondents were satisfied with the services offered at Kapsabet Huduma center. Table 5 indicates that majority of the respondents 142 (63.8%) agreed that they were satisfied with the services offered at Kapsabet Huduma center. 50 (22.5%) of the respondents disagreed with the statement. It was further established that customer satisfaction affects public service delivery at Huduma centre in Kapsabet town with mean (mean= 3.5426, std. Dev. = 1.28985). The findings resemble that of Gitonga and

Nzulwa (2019), who examined the effect of change management on service delivery at the Kenya School of Government. The scholars found that service delivery can be attributed to customer satisfaction. The findings of the descriptive statistics indicate that majority of respondents agreed that they were satisfied with the services offered at Kapsabet Huduma center. The study respondents were requested to give their opinion to the statement whether the government services offered at the Kapsabet Huduma center are of good quality. Table 5 indicates that majority of the respondents 138(61.9%) agreed to the statement that the government services offered at the Kapsabet Huduma center are of good quality. 57(25.6%) of the respondents disagreed with the statement. It was further established that quality enhance public service delivery at Kapsabet Huduma center in Kapsabet town with mean (mean=3.5291, std. Dev. =1.37146). Findings are similar to that of Angelopulo and Landman (2016), who researched on the role of internal communication in service delivery at the Metropolitan Health Group. The findings revealed that service delivery can be attributed to quality of services offered. The findings of the descriptive statistics indicate that majority of respondents revealed that whether the government services offered at the Kapsabet Huduma center are of good quality.

The study respondents were asked to give their opinion to the statement whether they are served faster at Kapsabet Huduma center. Table 5 indicates that majority of the respondents 103 (46.2%) agreed to the statement that they are served faster at Kapsabet Huduma center. 72 (32.3%) of the respondents disagreed with the statement. It was further established that being served faster affect public service delivery with (mean=3.2601, std. Dev. =1.28560). Findings resemble that of Kabetu and Iravo (2018), who researched on the influence of strategic leadership on service delivery at international humanitarian organizations in Kenya. The scholars revealed service delivery can be attributed to being served faster. The findings of the descriptive statistics indicate that majority of respondents agreed that they are served faster at Kapsabet Huduma center. The study respondents were asked to give their opinion to the statement that there is easy access to government services at Kapsabet Huduma center. Table 5 indicates that majority of the respondents 139 (61.8%) agreed to the statement that there is easy access to government services at Kapsabet Huduma center. 57(25.6%) of the respondents disagreed with the statement. It was further established that easy access to government services affects public service delivery at Kapsabet Huduma center in Kapsabet town with mean (mean=3.5381, std. Dev. =1.36795). Findings resemble that of Uwanyiligira (2021), that service delivery can be attributed to easy access to services. Findings of the descriptive statistics indicates that majority of respondents agreed that there was easy access to government services at Kapsabet Huduma center.

Inferential Statistics

Correlation Analysis

Correlation analysis was conducted to find-out the nature of association that exist between the study variables. It establishes whether there is positive or negative relationship between the study

variables and whether the relationship is positively strong or weak and either negatively weak or strong and if no relationship exists at all. The correlation results of the analysis are as presented in Table 6.

Table 6: Correlation Analysis Results

		Service del.	Change mgt.	Strategic comm.	Strategic lead.	Strategic dec.
Service del.	Pearson Correlation					
	Sig. (2-tailed)	1				
Change mgt	Pearson Correlation					
	Sig. (2-tailed)	.787**	1			
Strategic comm.	Pearson Correlation	.000				
	Sig. (2-tailed)	.732*	.288**	1		
Strategic lead.	Pearson Correlation	.000	.016			
	Sig. (2-tailed)	.713*	.162**	.639**	1	
Strategic dec.	Pearson Correlation	.000	.000	.000		
	Sig. (2-tailed)	.886*	.519*	.588*	.778*	1
		.000	.000	.000	.000	

Change management was found to have a significantly strong positive relationship with public service delivery among residents of Kapsabet town of ($r = 0.787$, p -value < 0.05). This implies that public service delivery keeps on improving when change management is being effected. The correlation results are in tandem with the findings of Njoroge (2016), who researched on the effect

of change management on public service delivery at Huduma Kenya. The researcher found that change management had a strong positive relationship with public service delivery. Strategic communication had a strong positive relationship with public service delivery among residents of Kapsabet town of ($r = .732$, $p\text{-value} < .05$). This implies that when strategic communication improves it results into improvement in public service delivery as well. The study correlation results are in agreement with the findings of Singh (2019) who examined the impact of strategic communication on service delivery within KwaZulu-Natal Department of Sport and Recreation. The researcher found that strategic communication has a strong positive relationship with service delivery.

Strategic leadership had a strong positive relationship with public service delivery among residents of Kapsabet town of ($r = .713$, $p\text{-value} < .05$). The implication of this is that, the more strategic leadership is practiced that better the public service delivery. Policy formulation, internal control, human resource development and strategic teaming leads to an improvement in public service delivery among residents of Kapsabet town. The results of this study are in agreement with the findings of Rigii and Ogutu (2018), who examined the effect of strategic leadership on service delivery of County Governments in Kenya. The scholars found that strategic leadership has a strong positive relationship with service delivery of County Governments in Kenya. Strategic decision making had a strong positive relationship with public service delivery among residents of Kapsabet town at 5% level of significance ($r = .886$, $p\text{-value} < .05$). The implication of this is that the more strategic decision making is done at the facility the better the public service delivery. Decision making team, consultation, future possibilities and decision options all contribute to improvement in public service delivery. The correlation results are similar to the findings of Kamau and Wafula (2017), who researched on the effects of strategic decision making on service delivery at FINA Bank in Nairobi County, Kenya. The scholars found that strategic decision making has a strong positive relationship with service delivery.

Multiple Regression Analysis

Multiple regression analysis is used to predict the unknown value of a variable from the known value of two or more variables known as predictors. It was used to predict public service delivery from change management, strategic communication, strategic leadership and strategic decision making. The results for the regression model summary are presented in Table 7.

Table 7: Regression Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.925 ^a	.856	.853	1.44517

From the table above, the value of adjusted R-square is 0.853 which indicates that the model explains 85.3% of public service delivery from the predictor variables (i.e. change management, strategic communication, strategic leadership and strategic decision making).

Analysis of variance (ANOVA) was employed to measure the differences in means between public service delivery and its predictor variables. The results are shown in Table 8.

Table 8: ANOVA

	Model	Sum of Squares	Df	Mean Square	F	Sig.
	Regression	2707.929	4	676.982	324.143	.000 ^b
1	Residual	455.300	218	2.089		
	Total	3163.229	222			

The F-ratio was 324.143 at 4 degree of freedom which is the variable factor. This represented the effect size of the regression model and the model is significant at 95% confidence level ($p=0.000$) indicating that public service delivery can be predicted from the change management, strategic communication, strategic leadership and strategic decision making. Regression coefficient analysis was conducted in order to determine the beta that helped to show the extent to which each independent variable affects dependent variable. Findings were as shown in Table 9.

Table 9: Regression Coefficients

		Unstandardized Coefficients		Standardized Coefficients	F	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.640	.783		2.095	.000
	change management	.016	.035	.016	.460	.000
	Strategic comm.	.246	.024	.348	10.085	.000
	Strategic lead.	.075	.042	.088	1.769	.000
	Strategic decision	.519	.037	.741	14.001	.000

Table 10 shows the regression coefficients results where by change management had a positive and significant role on public service delivery among residents of Kapsabet town of ($\beta=0.016$, $p < 0.05$). This implies that an increase in change management by one unit increases public service delivery by 0.016 units. Strategic communication had a positive and significant role on public

service delivery among residents of Kapsabet town of ($\beta=0.246, p < 0.05$). This implies that an increase in strategic communication by one unit increases public service delivery by 0.246 units. Strategic leadership had a positive and significant role on public service delivery among residents of Kapsabet town of ($\beta=0.075, p < 0.05$). This implies that an increase in strategic leadership by one unit increases public service delivery by 0.075 units. Strategic decision making had a positive and significant role on public service delivery among residents of Kapsabet town of ($\beta=0.519, p < 0.05$). This implies that an increase in strategic decision making by one unit increases public service delivery by 0.519 units.

The regression model was as outlined below;

$$Y = 1.640 + 0.016X_1 + 0.246X_2 + 0.075X_3 + 0.519X_4 \dots\dots\dots \text{Equation 4.1}$$

The constant value of 1.640 implies that at zero, change management, strategic communication, strategic leadership and strategic decision making, public service delivery is at 1.640 units.

Hypothesis Testing

The study was guided by four hypotheses which were tested at a predictable level of 0.05. The results are summarized in Table 11;

Table 11: Summary of Variables Significance

	Hypotheses	Coefficient Result	P-value	Interpretation
H0 ₁	Change management has no significant role on public service delivery among residents of Kapsabet town.	.016	.000	Significant effect
H0 ₂	Strategic communication has no significant role on public service delivery among residents of Kapsabet town.	.246	.000	Significant effect
H0 ₃	Strategic leadership has no significant role on public service delivery among residents of Kapsabet town.	.075	.000	Significant effect
H0 ₄	Strategic decision making has no significant role on public service delivery among residents of Kapsabet town.	.519	.000	Significant effect

Conclusion

Change management has a significant effect on public service delivery. The top managers practice leadership alignment at the facility. The employees at the facility are trained on service delivery. The top-management engage all the stakeholders in decision making at the facility. The organization design is usually done by the top level managers at the facility. Additionally, strategic communication has a significant effect on public service delivery to residents of Kapsabet Town. Information sharing is done only among the target audience of the facility. There exist a policy on language to be used when exchanging messages with the clients exist at the facility. The communication channels to be adopted at the facility are determined by the top managers and there is a policy on waiting time at the facility. Furthermore, strategic leadership has a significant positive effect on public service delivery. The strategic leaders are the ones' who formulate various policies at the facility. Strategic leaders usually participate in internal control checks at the facility. A policy on human resource development exist at the facility and strategic teaming is practiced by the top level managers at the facility. Finally, strategic decision making has a significant effect on public service delivery. A decision making team has been established at the facility. The strategic leaders conduct rigorous consultations at the facility. The future possibilities are considered by the top level managers when making decisions at the facility and the strategic leaders provide decision options at the facility.

Recommendations

Based on the study findings and conclusions the study came up with the following recommendations. The management of Kapsabet Huduma center should have a policy on how leadership alignment is practiced at the facility. They should also have a policy on employee training on service delivery at the facility. They should have a policy on stakeholder's engagement in decision making at the facility. They should have a policy on how organization design will be operationalized to improve public service delivery. On strategic communication, the management of Kapsabet Huduma center should implement a policy on information sharing among the target audience of the facility. A policy on what language should be used when exchanging messages with the clients at the facility should continue to exist at the facility. They should have a policy on the communication channels to be adopted at the facility. On strategic leadership, the management of Kapsabet Huduma center should continue having a policy on what policies should be formulated at the facility. They should also have a policy on participation in internal control checks by strategic leaders at the facility. A policy on human resource development should continue to exist at the facility and also there should be a policy that will operationalize strategic teaming by the top level managers at the facility. On strategic decision making, a policy that necessitates creation of a decision making team at the facility should continue to exist. A policy that will ensure the strategic leaders continue to conduct rigorous consultations should exist at the facility. The future possibilities should continue to be considered by the top level managers when making decisions at

the facility and a policy that gives the strategic leaders the opportunity to continue to provide decision options at the facility should exist.

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