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Strategic Management Practices on Service Delivery in
Garissa Municipality, Garissa County, Kenya



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Strategic Management Practices on Service Delivery in Garissa Municipality, Garissa County, Kenya

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Abstract

Purpose: The purpose of this study was to investigate the relationship between strategic management practices and service delivery in Garissa Municipality, Kenya. The specific objectives comprised of establishing the relationship between strategic planning, strategy implementation and strategy control and service delivery in Garissa Municipality, Kenya. The theories guiding the current study were survival-based theory, institutional theory and control theory.

Methodology: The study was framed on a descriptive research approach. The research employed correlation research with a target population of 121 permanent staffs in Garissa Municipality drawn from 6 departments. The study employed a census method in which all 121 staff was the unit of observation. Data was collected by use of structured self-administered questionnaires. Descriptive statistics was employed to analyze data.

Findings: The findings will help municipal authorities and service providers to understand the gaps in their current practices and take measures to enhance service quality. The study concludes that Garissa Municipality demonstrates both strengths and areas needing improvement in its strategic planning practices. Hitherto, strategic planning practices have not been optimized thus affecting the service delivery in Garissa Municipality. Regarding strategic implementation practices, there is diverse view regarding resource allocation effectiveness, suggesting a need for improvement. On strategy control and service delivery, while there is a general inclination towards alignment with strategic plans and budget adherence, there is notable variability in perceptions across different dimensions of strategy implementation. The organization should improve stakeholder engagement practices through diverse avenues. There is a need to clarify and effectively communicate the municipality's mission and vision to stakeholders.

Unique contribution to theory, policy and practice: Additionally, reviewing resource allocation processes to ensure effectiveness and efficiency is crucial. Implementing better mechanisms for budget planning and monitoring can align resources with strategic priorities and community needs. Efforts should also be made to address challenges in meeting timelines and adapting to changes during implementation. Developing robust monitoring and evaluation systems can track progress, identify bottlenecks and make timely adjustments as needed.

Keywords: *Strategic Planning, Strategy Implementation Strategy Control and Service Delivery*

Background of the Study

Garissa municipality is found in Garissa County. It was officially accorded this status in 2018 by the county governor and approved by the Garissa County Assembly in 2018. The status of Municipality was therefore to Garissa Town following the grant of the Municipal Charter. According to the Urban Areas and Cities Act (2011), the Municipality of Garissa is obligated to perform several delegated functions. It is permitted to promote, regulate, and provide refuse collection and solid waste management services. The municipality has also the responsibility of developing and up keeping urban roads and related infrastructure, managing storm drainage and flood control systems, constructing and maintaining pedestrian walkways and other non-motorized transport infrastructure, creating and maintaining recreational parks and green spaces, and ensuring street lighting is operational. Additionally, the municipality is in charge of constructing, maintaining, and regulating traffic controls and parking facilities, as well as building and maintaining bus and taxi stands. They also have the authority to regulate outdoor advertising and promote and execute infrastructural development and services within the municipality (Urban Areas and Cities Act, 2011). Garissa municipality like any other municipality in Kenya was chartered to promote effective service delivery to the residents of Garissa Town. Despite the nation's effort to provide a platform for better service delivery to the residents of Garissa town, the mandate of the municipality development in the town is still wanting. Garissa town's performance is a subject of debate. This is evidenced by existence of garbage heaps in the town, poor street lighting, poor drainage systems, and lack of parking spaces, poor fire hazard response and poor town planning. These, among other conditions, necessitated the basis of this research.

Strategic management practices play a crucial role in the effective functioning and service delivery of public institutions (Johnson & Brown, 2018). These practices encompass various activities and processes that enable organizations to set goals, make informed decisions, allocate resources, and monitor performance (Agwu, 2018). In the context of public institutions, which are responsible for delivering essential services to the public, the concept of strategic management practices and how it relates with the service delivery becomes of paramount importance. Public institutions face unique challenges and complexities that require strategic management practices to navigate effectively (Jones, 2019). These challenges include limited resources, bureaucratic structures, political influences, stakeholder expectations, and the need to balance diverse interests (Robinson et al., 2020). Strategic management practices provide a framework for public institutions to define their purpose, set objectives, identify priorities, and align their resources to deliver services efficiently and effectively. Effective strategic management practices in public institutions involve various components. Strategic planning is an essential element that guides decision-making and resource allocation by setting clear objectives and outlining strategies to achieve those (Robinson & Jones, 2022). Strategy implementation ensures the execution of planned initiatives, involving effective coordination, communication, and engagement of stakeholders (Davis & Williams, 2019). Evaluation and control mechanisms monitor performance, assess outcomes, and enable adjustments to strategies and operations as necessary (Adams & Campbell, 2018).

Strategic management practices play a crucial role in the effective functioning and service delivery of public institutions. These practices encompass various activities and processes that enable organizations to set goals, make informed decisions, allocate resources, and monitor performance. In the context of public institutions, strategic management practices on service delivery is of paramount importance. Public institutions face unique challenges and complexities that require strategic management practices to navigate effectively (Jones, 2019; Robinson et al., 2020). Strategic management practices provide a framework for public institutions to define their purpose, set objectives, identify priorities, and align their resources to deliver services efficiently and effectively. Effective strategic management practices in public institutions guides decision-making and resource allocation, ensures the execution of planned initiatives, as well as engagement of stakeholders and monitor performance, assess outcomes, and enable adjustments to strategies and operations as necessary (Adams & Campbell, 2018; Robinson & Jones, 2022; Davis & Williams, 2019).

The United States of America (USA) has gained recognition for its notable advancements in implementing strategic management practices in its decentralized regions, leading to a significant boost in infrastructure development for long-term economic sustainability. The rural communities within the USA have witnessed remarkable growth, and many of the decentralized regions now possess varying degrees of autonomy. The concept of counties in Latin America has drawn attention from development planners and academic researchers, who have emphasized the crucial role that cooperatives should and do play in accelerating development (Samara et al., 2022). The endorsement and widespread support for strengthening devolution have been consistently evident, permeating diverse economic and political approaches.

In United Kingdom, institutions have long acknowledged the limited planning horizon, which is determined by the annual funding allocations announced by the relevant funding council, typically spanning only one year. Despite this constraint, significant time and effort are dedicated to planning and developing resource allocation models that align with the institution's mission (Higher Education Statistics Agency, 2017). In line with this, Ingleby (2018) the strategic planning process in higher education has been influenced by factors such as reductions in public expenditure, a growing emphasis on resource efficiency and management, and an increased focus on the policy and planning roles of individual institutions.

In most parts of Africa, an organization's growth is majorly determined by its performance on strategic management and introduction of modern business concepts. Organizations here are constantly faced with environmental challenges thus forcing the need to anticipate and plan. This calls for contemporary management practices to ensure corporate survival. The business strategic management practices employed in Africa are largely borrowed from developed countries. Organizations for the public good and benefits have the need to exercise strategic management to achieve their organizational goals (Gieske, Duijn, & van Buuren, 2020). With proper implementation of strategic planning, service providers have been able to increase their productivity and profitability (Schiele, 2020). In Nigeria, strategic management practices have been

evidenced in Small and Medium Enterprises (SMEs) where it has been seen as the source of competitive advantage and has contributed significantly to increase in their number of customers and market shares respectively (Agwu, 2018). In Nigeria, a significant number of small and medium-sized enterprises (SMEs) have adopted strategic management practices; however, there is a prevailing issue of improper implementation and evaluation. This has resulted in a lack of noticeable improvements in the competitive advantages of Nigerian SMEs on the global stage. Consequently, it is evident that in order for strategic management practices to have a positive impact on the performance of SMEs in Nigeria, firms must prioritize the effective implementation

Statement of the Problem

Municipalities in Kenya are guided by the strategic plans that set out their vision and mission with which they exist to pursue. Given the nature of such plans, each municipality has been developing the strategic management practices that guide all the processes aimed at ensuring that there is attainment of the set objectives. Garissa municipality has been working towards sustainability and satisfaction of various stakeholders. This has been evidenced through implementation of the Annual Development Plans (ADPs) that guides the actions in the process of attaining service delivery (IDEP, 2022/2023). Despite the said efforts, it seems service delivery of Garissa Municipality in achieving its objectives has been not been satisfactorily able to meet the expectations of various stakeholders. This persistent inability to attain desired outcomes raises concerns about specific elements within the strategic management practices that may be contributing to the poor service delivery experienced in the municipality. If immediate measures are not taken, members of the public would be deprived from enjoying quality services and this will consequently lead to low generation of revenue of the municipality. It is against this background that this study seeks to investigate the extent to which strategic management practices have influenced service delivery in Garissa Municipality. The specific objectives that guided this study include examining the relationship between strategic planning and service delivery, exploring the relationship between strategy implementation and service delivery and determining the relationship between strategy control and service delivery in Garissa Municipality, Kenya. By addressing these identified issues, it is anticipated that the study will contribute to enhancing service delivery effectiveness and facilitating overall progress in Garissa Municipality, ultimately

Objectives of the Study

- i To examine the relationship between strategic planning and service delivery in Garissa Municipality, Garissa County, Kenya.
- ii To determine the relationship between strategy implementation and service delivery in Garissa Municipality, Garissa County, Kenya.
- iii To determine the relationship between strategy control and service delivery in Garissa Municipality, Garissa County, Kenya.

Literature Review

Survival-Based Theory

The concept of survival-based theory, initially proposed by Herbert Spencer (Miesing & Preble, 1985), holds significant relevance in the practice of strategic planning. It highlights the importance of organizations developing strategies that prioritize efficient operations and the ability to swiftly adapt to the constantly evolving competitive landscape. By applying the survival-based theory, this study emphasizes the need for a competitive environment within the various departments of the municipality. This environment plays a crucial role in ensuring the efficient and effective achievement of the municipality's vision, mission statement, and quality objectives. Through fostering competition, the municipality can enhance its ability to deliver services in a manner that aligns with strategic planning goals. This approach acknowledges the dynamic nature of the competitive landscape and the necessity for continuous improvement and adaptation to remain viable and successful.

Institutional Theory

This theory explores the influence of organizational structures on the flow of information, which holds a crucial role in the implementation of strategies (DiMaggio & Powell, 1991). The complexity of reporting structures directly impacts the flow of information relevant to strategy implementation, thereby potentially hindering the process (Scott, 2001). The formal rules, policies, and procedures established within an organization determine how information is communicated and guide the actions of employees in response to specific events. These organizational structures set expectations among stakeholders involved in strategy implementation, influencing their approach and ultimately impacting the outcomes achieved. This theory provides a valuable framework for examining the effects of procedures, policies, laws, and internal organizational constraints on strategy implementation.

Control Theory

Control theory originated with Wiener's (1948). Control theory focuses on control mechanisms that should be imposed at all levels of an organization. Control theory relates to business in streamlining or optimizing processes. The core concept revolves around individuals seeking feedback and subsequently establishing goals based on that feedback. Control theory serves as the foundation for the propositions in this study, as it posits that processes and outcomes should align with intentions. In the context of strategic control, the outcomes of strategy implementation are assessed in comparison to the established plans.

Empirical Literature Review

Strategic Planning on Service Delivery

Twum-Darko, Ncedo, and Tengeh (2023) conducted a study aimed at identifying the factors that contribute to insufficient stakeholder engagement in strategic management processes for service delivery within a government department. To understand and explain the dynamics between the initiator of the service delivery network and other actors involved in achieving service delivery goals through aligning diverse interests, the researchers adopted the theoretical framework of the four moments of translation within the Actor Network Theory (ANT). Recognizing the subjectivity

of the phenomenon and in line with an interpretive paradigm as the primary research philosophy, the study employed a mixed-methods approach, combining qualitative and quantitative elements. The qualitative data were supplemented with quantitative data to ensure reliability. The research focused on studying the Western Cape Education Department (WCED), with a sample size of 26 participants. This sample consisted of 11 WCED managers and 15 members of the Khayelitsha Education Forum (KEF), representing various stakeholders such as the community, school governing bodies, principals, and educators from 64 schools in the Khayelitsha Township. The study findings demonstrated that engaging stakeholders can effectively address challenges associated with non-service delivery when formulating and implementing service delivery strategies. The results underscore the significance of establishing a network of shared interests to foster continuous engagement in strategic planning and service delivery, aligning with the mandates of government departments and entities. The research findings also highlight the importance of fostering strong collaborations and building relationships between government departments and citizens to improve stakeholder connections and align expectations regarding service delivery, ultimately mitigating service delivery challenges.

Ambetsa, Kadima, and Miroga (2022) conducted a study to examine the impact of Strategic Planning Practices on Service Delivery within the Water Department of the County Government of Kakamega, Kenya. The research employed a descriptive research design. The target population consisted of employees of the County Government of Kakamega, and the entire population was included in the study due to its manageable size. Data analysis involved the use of descriptive and inferential statistics, with the Statistical Package for the Social Sciences (SPSS) version 24 utilized for the analysis of findings. Questionnaires were employed as the data collection instrument. The study's overall findings indicated that strategic planning practices significantly influenced service delivery.

Strategy Implementation on Service Delivery

Kilile, Munga and Were (2018) investigated the influence of strategy implementation on organizational performance within the public sector of Kenya. To conduct the research, a descriptive research design was adopted, and stratified sampling was employed to select participants from six operational agencies under the Ministry of Tourism. The targeted participants held middle and senior management positions. Data analysis involved the use of descriptive statistics such as frequencies, percentages, mean scores, and standard deviations. Furthermore, inferential statistics, including correlation and regression analysis, were performed to analyze the relationships among the variables under investigation. The findings of the study revealed positive correlations between all the independent variables and organizational performance.

Munyao (2019) investigated the impact of strategic plan implementation on organizational performance of Parastatals in Kenya and further, identify organizational pillars over which strategy implementation rides on. The specific objectives were first to determine the extent to which organizational structure aligned to strategy aids strategy implementation and how it affects overall performance of Parastatals in Kenya. Secondly, to determine the extent to which leadership aligned

to strategy promotes strategy implementation and how it impacts on overall performance of Parastatals in Kenya and thirdly, to establish the extent to which organizational culture aligned to strategy promotes strategy implementation and how it affects overall performance. Descriptive research design was used. Simple random sampling and stratified sampling were adopted. To collect data, structured questionnaires were utilized as the data collection instrument. A total of 29 questionnaires from 10 Parastatals were filled and returned, recording a 50% response rate. The study used descriptive statistics employing tools such as SPSS for data analysis and presented the outcome in frequency tables, pie chart, regression, measures of central tendencies and dispersion. Analysis of the coefficients confirmed fitness of the model and that improvement of the organizational structure by one unit caused a 16% improvement in the overall performance of the organization.

Nzioki, Ntale and Ngui (2018) conducted a study to examine the impact of strategic plan implementation on service delivery in Kenya's state-owned corporations, with a specific focus on the Kenya Medical Research Institute (KEMRI). The study aimed to achieve the following objectives: (1) determine the influence of strategic leadership on service delivery at KEMRI, (2) assess the impact of organizational structure on service delivery at KEMRI, (3) explore the relationship between human resources and service delivery at KEMRI, and (4) examine how government policy influences service delivery at KEMRI. The research employed a descriptive research design. The target population consisted of 769 employees from various departments at KEMRI headquarters. Questionnaires were utilized as the primary research instruments, and measures were taken to ensure the validity and reliability of the instruments. This included an appraisal by a supervisor and a pilot study to identify any ambiguous or inappropriate items in the questionnaire. Ranking of the independent variables indicated that strategic leadership had the highest level of significance, followed by organizational structure and human resources. In conclusion, the study highlighted the importance of strategic plan implementation in enhancing service delivery within state-owned corporations like KEMRI. Strategic leadership, organizational structure, and human resources were identified as key factors influencing service delivery.

Strategy Control on Service Delivery

Rupia and Rugami (2022) conducted a study to examine the impact of strategic surveillance control system, premises control system, special alert control system, and implementation control system on the performance of shipping companies in Mombasa County. The study drew upon the theoretical foundations of system theory, control theory, and resource-based view theory. A cross-sectional survey research design was utilized, employing a descriptive research approach. The sample size for this study included 81 personnel, representing all 22 registered shipping lines with their headquarters located in Mombasa. Semi-structured questionnaires were used as the research instrument, and the dependability of the questionnaire was assessed using Cronbach's alpha. Construct and content validity were tested to ensure the quality of the research. Quantitative data collected was analyzed using a descriptive analysis approach, while regression analysis was utilized to determine the relationships between the variables. The study's findings indicated a

significant and positive influence of the strategic surveillance control system, premises control system, special alert control system, and implementation control system on the performance of shipping companies in Mombasa County. Based on the results, the study concluded that strategic surveillance controls enable management to monitor potential hazards from various sources. Premises control allows organizations to assess the validity of assumptions made during strategy implementation. Special alert controls help organizations reevaluate the applicability of their strategies in response to new developments. Implementation controls ensure that necessary adjustments are made to the strategy. The study recommended that shipping companies implement strategic surveillance systems to identify events that may impact their strategies, employ premises control systems to take corrective action when necessary, utilize special alert controls to respond rapidly to unexpected incidents or crises, and implement implementation controls to track strategic initiatives and assess their viability. By adopting these control systems, shipping companies can enhance their performance and adapt to dynamic business environments.

Murunga and Deya (2022) conducted a study to examine the influence of strategic controls on the performance of commercial banks in Nairobi County, Kenya. The study aimed to achieve specific objectives, including assessing the impact of premise controls, strategic surveillance controls, special alerts controls, and implementation controls on bank performance in Nairobi County. The target population consisted of 1226 management staff employed at 42 commercial banks in the county. A sample size of 123 respondents was selected using stratified random sampling. The researchers employed a semi-structured questionnaire to collect data individually from the respondents. To establish construct validity and internal consistency of the questionnaire, a pilot group consisting of 12 individuals from commercial banks in Kiambu County was utilized. The collected data was then subjected to coding, editing, and cleaning using the SPSS). Descriptive were employed to profile the emerging patterns from the data. To determine the direction, strength, and significance of the relationships, multiple linear regression analysis was performed. The findings of the study indicated that the commercial banks in Kiambu County had significantly adopted premise controls. Furthermore, the commercial banks in Nairobi County had high levels of adoption for strategic surveillance controls and special alert controls, while implementation controls were moderately adopted. The study concluded that strategic control factors influenced the performance of the organization. The study also highlighted the importance of crisis management tools and special alert controls in preparing banks for potential crises. The recommendations from the study were that the strategic controls should be designed to uncover important and unexpected information from multiple sources, while the development of implementation controls is crucial for strong organizational cultures and strategic positioning in the market.

Conceptual Framework

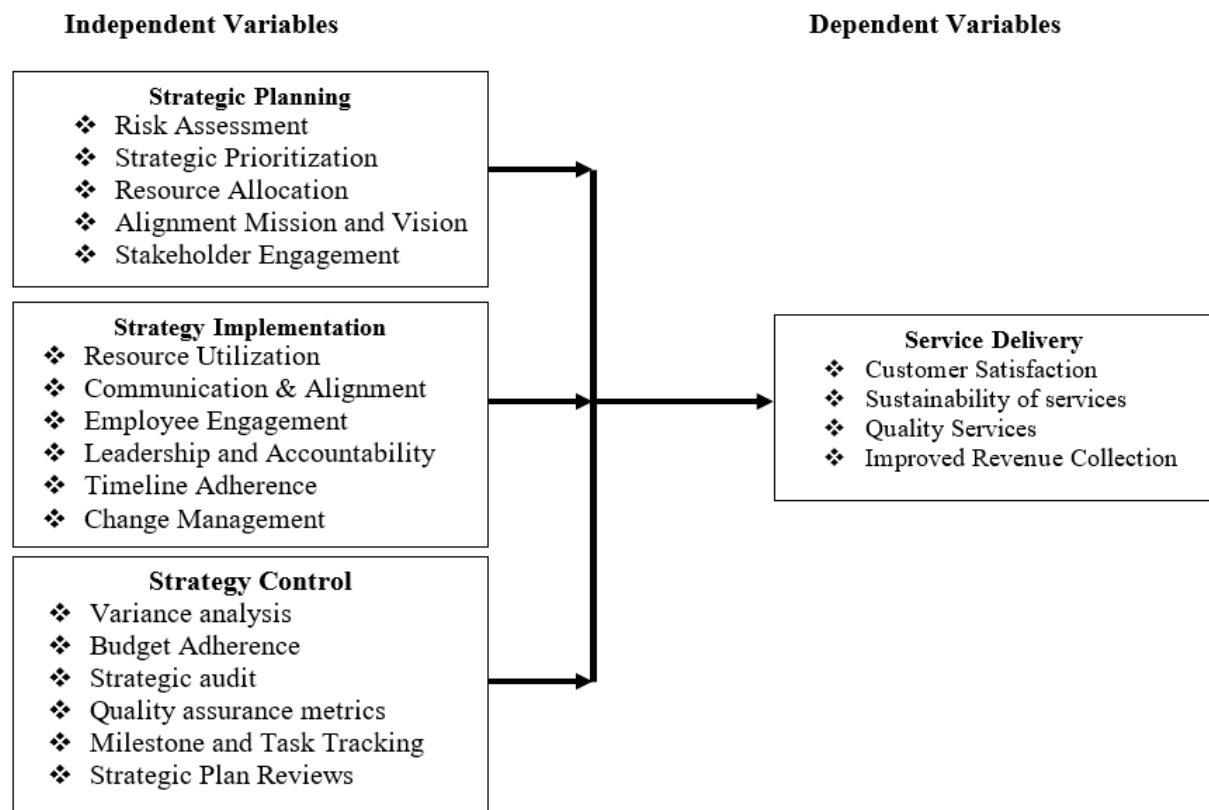


Figure 1: Conceptual Framework

Research Methodology

Research Design

This study employed correlational research design. In this research, it provided the basis for understanding the relationship between the strategic management practices and service delivery in Garissa Municipality.

Target Population

The study targeted all 121 permanent staffs in Garissa Municipality. These were purposively selected because they are assumed to have adequate experience to respond to the research questions.

Sample Size and Sampling Technique

In this study, the target population of 121 was too small to conduct probability sampling, therefore, a census method was used whereby the entire target population was used as units of observation in collecting data.

Data Collection Instruments

Data was collected by use of structured questionnaire. Questionnaire is relied in collecting data because it is convenient and facilitates data analysis because it happens to be in an instantly usable

form (Peprah, 2021). The questionnaire was divided into two parts. The first part contained the respondents' demographic information while the second section comprised of the questions focusing on the study variables. The questionnaire was structured on a 5-point Likert Scale for collecting quantitative data.

Data Analysis and Presentation

Data collected was coded and analyzed by aid of Statistical Package for the Social Sciences (SPSS version 23). To analyze the quantitative data, the descriptive statistics were utilized. This comprised the use of frequency distribution, mean, standard deviation and percentages. Inferential statistics encompassed the use of correlations and multivariate regression analyses. This helped to establish the relationship between independent and dependent variables. A confidence interval of 5% was applied to test the study variables. Multivariate regression was used to provide description of the relationship of service delivery of Garissa Municipality (Y) which depends on strategic planning (X_1), strategy implementation (X_2) and strategy control (X_3). This was presented in the equation;

$$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + e. \text{ Where;}$$

y = Service Delivery

α = is the constant term

X_1 : Strategic Planning

X_2 : Strategy Implementation

X_3 : Strategy Control

β_n = are the regression coefficients

The fitted line was $Y = 3.630 + 0.250 X_1 + 0.315 X_2 + 0.292 X_3$

Ethical Consideration

Before undertaking the study, permission from the relevant authorities was obtained. Through the letters of authorization from relevant authorities, the researcher presented himself to the respondents and explained the nature of the study as well as the key objectives being pursued by the study. The research ethics regarding the respondents' participation were outlined to the respondents through the consent form. This provided opportunity for the respondents to understand and appreciate the role that the current study sought to address which motivated their participation into the study. Additionally, during the research process, the researcher ensured the confidentiality and privacy of the information provided by the respondents and guaranteed that it was only used for academic purposes.

Descriptive Analysis

Strategic Planning on Service Delivery in Garissa Municipality

To investigate the strategic planning practices on service delivery in Garissa Municipality, the researcher analyzed the descriptive statistics for the set variables. The researcher investigated 5

aspects relating to the variable under study. The respondents were required to provide the extent to which they agreed with various statements regarding the objective. They were to respond on the Likert scale where strongly Agree (SA) = 5, Agree (A) = 4, Neutral (N) = 3, Disagree (D) = 2, Strongly Disagree (SD) = 1. To establish the index of strategic planning on service delivery, the means and standard deviations of the statements were calculated based on the responses made on the Likert scale. The findings were presented in Table 1.

Table 1: Strategic Planning Practices

Statement	N	Min	Max	Mean	Std.
The organization conducts a comprehensive risk assessment that are well documented	105	1	5	3.62	.87
Garissa Municipality prioritizes its service delivery goals and objectives based on community needs and preferences	105	1	5	3.70	.86
Garissa municipality aligns resource allocation to strategic goals and priorities	105	1	5	3.41	.93
Garissa Municipality have a clear and well-communicated mission and vision statement	105	1	5	2.87	1.00
The action plans involve input from relevant stakeholders clearly outlining their responsibilities	105	1	5	3.15	1.02

From the table on strategic planning practices, the findings revealed that the respondents indicated a moderate level of agreement (mean = 3.62, SD = 0.87) regarding the organization's conduct of comprehensive risk assessments, which are well-documented. This suggests a general acknowledgment of the municipality's efforts in assessing and documenting risks, albeit with some variability in opinions among respondents. Additionally, there is a notable level of agreement (mean = 3.70, SD = 0.86) concerning the prioritization of service delivery goals and objectives based on community needs and preferences. This indicates a strong consensus among respondents regarding the municipality's alignment with community expectations in its service delivery endeavors, with minimal variability in opinions. Conversely, while respondents generally agree (mean = 3.41, SD = 0.93) that resource allocation is aligned with strategic goals and priorities, the standard deviation suggests a relatively higher level of variability in opinions compared to the previous statements. Furthermore, respondents express a lower level of agreement (mean = 2.87, SD = 1.00) regarding the clarity and communication of the municipality's mission and vision statement, indicating potential areas for improvement in articulating organizational purpose and direction. Finally, the involvement of relevant stakeholders in action plans, as indicated by respondents, garners a moderate level of agreement (mean = 3.15, SD = 1.02), suggesting a perceived but perhaps not fully optimized level of stakeholder engagement in organizational

decision-making processes. On average, strategic planning practices within Garissa Municipality indicated the mean of 2.97 and the standard deviation of 1.064. The mean score of 2.97 implies potential areas of improvement or concern within the strategic planning process, such as goal alignment or communication. Additionally, the standard deviation of 1.064 indicates some variability in respondent opinions, suggesting a range of perspectives on the efficacy of strategic planning efforts. These findings highlight the need for further examination and potential refinement of strategic planning processes within Garissa Municipality to ensure alignment with organizational objectives and stakeholder expectations.

Strategy Implementation on Service Delivery in Garissa Municipality

In line with the second objective of the study, the researcher aimed at investigating the relationship between strategy implementation and service delivery in Garissa Municipality, Garissa County, Kenya. The researcher investigated 5 statements relating to the variable under study. The respondents were required to provide the extent to which they agreed with various statements regarding the statements. They were to respond on the Likert scale where strongly Agree (SA) = 5, Agree (A) = 4, Neutral (N) = 3, Disagree (D) = 2, Strongly Disagree (SD) = 1. The responses as provided by the respondents were recorded in Table 2.

Table 2: Strategy Implementation Practices

Statement	N	Min	Max	Mean	Std.
The resource utilization is effective and efficient for strategy implementation in Garissa Municipality	105	1	5	2.95	1.013
The communication channels and methods used for strategy implementation are clear and accessible.	105	1	5	3.64	.856
The employee engagement practices are present during strategy implementation	105	1	5	3.16	.952
Leadership inspires vision and enhances accountability through participative leadership style	105	1	5	2.93	1.012
The implementation efforts for service delivery strategies in Garissa Municipality adhere to established timelines	105	1	5	3.10	1.033
Garissa municipality manages and adapts to changes that occur during the implementation of service delivery strategies	105	1	5	3.10	.960

From the table, the responses concerning resource utilization for strategy implementation, respondents indicated a moderate mean score of 2.95, with a standard deviation of 1.013. This suggests a somewhat ambivalent view regarding the effectiveness and efficiency of resource

allocation, with a notable level of variability in opinions among respondents. Conversely, there is a more positive outlook regarding communication channels and methods used for strategy implementation, with a higher mean score of 3.64 and a lower standard deviation of 0.856. This indicates a stronger consensus among respondents regarding the clarity and accessibility of communication channels, with relatively less variability in opinions. Moreover, regarding employee engagement practices during strategy implementation, the mean score of 3.16 and standard deviation of 0.952 suggest a moderate level of agreement among respondents, albeit with some variability in perceptions. Similarly, leadership's role in inspiring vision and enhancing accountability through participative leadership styles garnered a mean score of 2.93, with a standard deviation of 1.012, indicating a relatively mixed perception among respondents. Furthermore, in terms of adherence to established timelines for service delivery strategy implementation, respondents provided a mean score of 3.10, with a relatively high standard deviation of 1.033, suggesting a less consistent perception regarding timeliness. Similarly, in managing and adapting to changes during implementation, the mean score of 3.10, coupled with a standard deviation of 0.960, indicates a moderate level of agreement with some variability in opinions regarding the municipality's adaptive capacity. The average mean was 3.15 while the standard deviation was 0.971. This implies that the strategic implementation on the service delivery in Garissa Municipality tends on average to be neutral on the various statements regarding the study variable as per the majority of the respondents with a deviation of 0.971 from the total respondents.

Strategy Control and Service Delivery in Garissa Municipality

The respondents were required to indicate whether they agreed with the statements on the relationship between strategy control and service delivery in Garissa Municipality, Garissa County, Kenya. They were to respond on the Likert scale where Strongly Agree (SA) = 5, Agree (A) = 4, Neutral (N) = 3, Disagree (D) = 2, Strongly Disagree (SD) = 1. The responses as provided by the respondents were recorded in Table 3.

Table 3 Strategy Control Practices

Statement	N	Min	Max	Mean	Std.
The variance analysis reports regularly conducted to assess the alignment of service delivery outcomes with strategic plans	105	1	5	3.14	1.147
The organization consistently adhere to its allocated budget for service delivery initiatives	105	1	5	3.14	1.078
The municipality conduct strategic audits to evaluate the effectiveness of service delivery strategies	105	1	5	2.97	.995
There are well established quality assurance metrics and standards for evaluating the quality of services	105	1	5	2.93	1.022
The milestones and the task tracking are based on feedback systems which provide a platform for stakeholders to express their opinions, concerns, and suggestions	105	1	5	2.78	1.047
The strategic plans for service delivery reviewed and updated regularly in Garissa Municipality	105	1	5	2.83	1.105

From the table 3, the findings revealed that regarding the variance analysis reports aimed at assessing alignment with strategic plans, the mean score of 3.14 suggests a moderate level of agreement with the statement. However, the relatively high standard deviation of 1.147 indicates notable variability in opinions among respondents, reflecting differing views on the adequacy or frequency of these reports. Similarly, in terms of adhering to allocated budgets, while the mean score of 3.14 indicates a moderate level of agreement, the standard deviation of 1.078 highlights variability in perceptions, possibly stemming from differing experiences or interpretations of budget adherence. Strategic audits, as indicated by a mean score of 2.97, are perceived moderately in terms of their effectiveness, with a standard deviation of 0.995 suggesting some variability in opinions among respondents. Likewise, the establishment of quality assurance metrics, with a mean score of 2.93, demonstrates a moderate perception, though the standard deviation of 1.022 reflects differing opinions on the sufficiency or efficacy of these standards. However, the feedback systems for milestones and task tracking receive a relatively lower mean score of 2.78, indicating less satisfaction with these mechanisms, with a higher standard deviation of 1.047 signifying significant variability in perceptions among stakeholders. Finally, the regular review and updating of strategic plans garner a mean score of 2.83, suggesting a moderate level of disagreement in this aspect of strategy implementation. Nonetheless, the standard deviation of 1.105 underscores the variability in opinions regarding the frequency and thoroughness of these reviews. The average mean score of 2.965 reflects a general inclination towards neutrality among respondents regarding various aspects

of strategy implementation, indicating an overall tendency towards alignment with the statements provided in the survey. However, the accompanying standard deviation of 1.066 signifies considerable variability in perceptions among respondents, suggesting divergent viewpoints and opinions across different dimensions of strategy implementation. This variability underscores the complexity of stakeholder perspectives and emphasizes the importance of recognizing and addressing diverse viewpoints to effectively enhance strategy implementation processes.

Service Delivery in Garissa Municipality

Lastly, the respondents were required to present their level of agreement with the statements concerning the service delivery in Garissa municipality. The available responses were Strongly Agree (SA) = 5, Agree (A) = 4, Neutral (N) = 3, Disagree (D) = 2, Strongly Disagree (SD) = 1. The findings were presented in table 4.5 with reference to the means and standard deviations in response to the level of agreements.

Table 4: Service Delivery

Statement	N	Min	Max	Mean	Std.
The public is satisfied with the quality of services provided by Garissa Municipality.	105	1	5	2.53	1.048
The services provided by Garissa Municipality are sustainable and meet the needs of the community	105	1	5	2.94	.875
The services offered by Garissa Municipality meets the expectations of the public	105	1	5	3.34	1.142
There have been improvements in revenue collection by Garissa Municipality in recent years	105	1	5	2.70	1.400

The data from the table 4 reveals varying levels of agreements among respondents regarding the service delivery by Garissa Municipality. Regarding the first statement whether the public is satisfied with the quality of services provided by the municipality, the mean of 2.53 revealed that on average the respondents disagreed with the statement with the standard deviation of 1.048 suggesting a significant variability in opinions, reflecting a diverse range of perspectives among respondents. Similarly, for the services provided by Garissa Municipality are sustainable and meet the needs of the community, conversely, there is a moderate level of agreement concerning the sustainability and adequacy of services, as indicated by a mean score of 2.94. The respondents tend to express a somewhat favorable outlook, with less variability in opinions, represented by the lower standard deviation of 0.875. However, opinions diverge regarding whether services meet public expectations, as evidenced by a neutral mean score of 3.34, accompanied by a notable standard deviation of 1.142. This suggests a mixed bag of sentiments, with some respondents leaning towards agreement while others lean towards disagreement. Finally, the effectiveness of revenue

collection efforts garners a moderate level of disagreement, with a mean score of 2.70, suggesting a slight tilt towards the negative end of the scale. The substantial standard deviation of 1.400 underscores the significant divergence in opinions among respondents regarding the municipality's revenue collection strategies.

Inferential Statistics

Table 5: Item-Total Statistics

	Scale Mean if Item Deleted	ifScale if Item Deleted	VarianceCorrected Total Correlation	Item-Cronbach's Alpha if Item Deleted
Strategic Planning	8.9952	1.091	.694	.695
Strategy Implementation	9.1962	.901	.764	.807
Strategy Control	9.3771	1.176	.649	.709
Service Delivery	9.4629	1.614	.804	.712

The items "Strategy Implementation" and "Service Delivery" with Cronbach's alpha of 0.807 and 0.712 respectively are the strongest contributors to the overall scale reliability. The items "Strategic Planning" and "Strategy Control" with Cronbach's alpha of 0.695 and 0.709 also contribute positively but to a slightly lesser extent. Overall, the scale is reliable, but there may be room for slight improvements by reviewing the items to ensure each one is optimally contributing to measuring the underlying construct.

Correlation Analysis

Table 6: Correlations

		Strategic Planning	Strategy Implementation	Strategy Control	Service Delivery
Strategic Planning	Pearson Correlation	1			
	Sig. (2-tailed)				
Strategy Implementation	Pearson Correlation	.555**	1		
	Sig. (2-tailed)	.000			
Strategy Control	Pearson Correlation	.762	.498**	1	
	Sig. (2-tailed)	.000	.000		
Service Delivery	Pearson Correlation	.841	.921	.648**	1
	Sig. (2-tailed)	.000	.000	.001	
	N	105	105	105	105

****.** Correlation is significant at the 0.01 level (2-tailed).

The highest correlations are observed between Service Delivery and both Strategic Planning ($r = 0.841$) and Strategy Implementation ($r = 0.921$), suggesting these areas are closely linked. In addition, the moderate correlations are seen between Strategic Planning and Strategy Implementation ($r = 0.555$), and Strategy Implementation and Strategy Control ($r = 0.498$). There are strong correlations between Strategic Planning and Strategy Control ($r = 0.762$), and Strategy Control and Service Delivery ($r = 0.648$). All correlations are significant at 0.01 level of significance, since all the p- values that is 0.000 are less than 0.01.

Regression Analysis

Table 7: Model Summary

Model	R	R Square	Adjusted Square	RStd. Error of the Estimate
1	.923 ^a	.852	.848	.58825

a. Predictors: (Constant), Strategy Control, Strategic Planning, Strategy Implementation

The R value represents the multiple correlation coefficients between the predictors and the outcome variable. An R value of 0.923 indicates a very strong positive relationship between the predictors (Strategic Planning, Strategy Implementation and Strategy Control) and the dependent variable (Service Delivery). The R Square value indicates the proportion of the variance in the dependent variable (Service Delivery) that is predictable from the independent variables. R Square of 0.852 means that 85.2% of the variance in the dependent variable can be explained by the model. This is a high value, suggesting that the model has a very good fit.

The regression model, which includes Strategic Planning, Strategy Implementation, and Strategy Control as predictors, demonstrates a very strong fit to the data. The high R and R Square values indicate that the model explains a substantial portion of the variance in the dependent variable. The Adjusted R Square value confirms the model's robustness, and the low standard error of the estimate signifies that the predictions made by the model are reliable and precise.

Table 8: Regression Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	3.630	.444		8.181	.000
1 Strategic Planning	.250	.109	.247	3.455	.040
Strategy Implementation	.315	.136	.214	3.113	.011
Strategy Control	.292	.106	.198	2.765	.007

a. Dependent Variable: Service Delivery

The fitted line is $Y = 3.630 + 0.250 X_1 + 0.315 X_2 + 0.292 X_3$

The constant 3.630 implies the base line for Service delivery when all other variables are held constant. It has a p- value of 0.000 indicating a high level of significance. For every one-unit increase in Strategic Planning, Service Delivery is expected to increase by 0.250 units, holding other variables constant. The positive $B_1 = 0.257$ suggests that Strategic Planning has a positive impact on Service Delivery. The p-value (0.040) indicates that this relationship is statistically significant at the 0.05 level. For every one-unit increase in Strategy Implementation, Service Delivery is expected to increase by 0.315 units, holding other variables constant. The positive ($B_2 = 0.315$) suggests that Strategy Implementation has a positive impact on Service Delivery. The p-value (0.011) indicates that this relationship is statistically significant at the 0.05 level. For every one-unit increase in Strategy Control, Service Delivery is expected to increase by 0.292 units, holding other variables constant. The positive ($B_3 = 0.292$) suggests that Strategy Control has a positive impact on Service Delivery. The p-value (0.007) indicates that this relationship is statistically significant at the 0.01 level. The regression analysis reveals that Strategic Planning, Strategy Implementation, and Strategy Control all significantly and positively impact Service Delivery. Strategic Planning has the highest relative importance, followed by Strategy Implementation and Strategy Control. The strong and significant relationships suggest that these factors are critical in influencing Service Delivery, making them essential areas for strategic focus and improvement within the organization.

Table 9: Analysis of Variance

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	4.063	3	1.354	3.913	.011 ^b
	Residual	34.949	101	.346		
	Total	39.012	104			

a. Dependent Variable: service Delivery

b. Predictors: (Constant), Strategy Control, Strategic Planning, Strategy Implementation

The ANOVA table confirms that the regression model, which includes Strategic Planning, Strategy Implementation and Strategy Control as predictors, significantly predicts Service Delivery. The F-statistic is 3.913 and the p-value is 0.011 which is less than 0.05 it indicates that the model explains a significant amount of variance in Service Delivery. This suggests that Strategic Planning, Strategy Implementation and Strategy Control are collectively important factors in determining Service Delivery

Conclusion

Based on the findings of the present study, the study draws the following conclusions. The researcher concludes that, Garissa Municipality demonstrates both strengths and areas needing

improvement in its strategic planning practices. While there is notable agreement regarding the municipality's alignment with community needs in service delivery, concerns exist regarding the clarity of its mission and vision, resource allocation and stakeholder engagement. It can be concluded that the strategic planning practices have not been optimized thus affecting the service delivery in Garissa Municipality. Regarding strategic implementation practices, there is an ambivalent view regarding resource allocation effectiveness, suggesting a need for improvement. Conversely, communication channels are perceived positively, but consistency in employee engagement and leadership approaches needs attention. Challenges exist in meeting timelines and adapting to changes, highlighting areas for enhancement in implementation processes. On the aspects of strategy control and service delivery in Garissa Municipality, while there is a general inclination towards alignment with strategic plans and budget adherence, there is notable variability in perceptions across different dimensions of strategy implementation. This variability underscores the complexity of stakeholder perspectives, highlighting the importance of recognizing and addressing diverse viewpoints to effectively enhance strategy implementation processes within the municipality. Furthermore, regarding strategy control, there is disagreement regarding service quality satisfaction, while a more moderate level of agreement is observed regarding service sustainability. Opinions diverge on whether services meet public expectations and there's a moderate level of disagreement regarding revenue collection effectiveness. These varied perspectives emphasize the need for the municipality to address concerns and improve service provision and revenue collection strategies to better meet community needs and expectations.

Recommendations

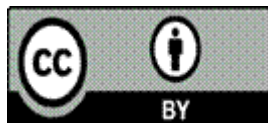
There is a need to clarify and effectively communicate the municipality's mission and vision to stakeholders. This will ensure a shared understanding of organizational goals and direction, facilitating better alignment of strategies and activities. Additionally, reviewing resource allocation processes to ensure effectiveness and efficiency is crucial. Implementing better mechanisms for budget planning and monitoring can align resources with strategic priorities and community needs. Furthermore, improving stakeholder engagement practices is essential for fostering community participation and ownership in decision-making processes. Garissa Municipality should explore diverse avenues for engaging stakeholders, such as community forums, consultations, and feedback mechanisms. Strengthening leadership and employee engagement practices is also vital to foster a culture of transparency, collaboration, and accountability. This empowers staff to actively contribute to organizational goals and ensures effective strategy implementation. Efforts should also be made to address challenges in meeting timelines and adapting to changes during implementation. Developing robust monitoring and evaluation systems can track progress, identify bottlenecks, and make timely adjustments as needed. Additionally, addressing concerns raised regarding service quality satisfaction and revenue collection effectiveness is crucial. Implementing quality improvement initiatives and refining revenue collection strategies can better meet community needs and expectations. Finally, recognizing and addressing the diverse perspectives of stakeholders is essential for effective strategy implementation. Prioritizing inclusivity and

actively seeking feedback from stakeholders ensures strategies are responsive to community needs and preferences.

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